

MILITARY CONSTRUCTION, VETERANS AFFAIRS, AND RELATED AGENCIES APPROPRIATIONS FOR 2012

WEDNESDAY, MARCH 2, 2011.

U.S. CENTRAL COMMAND

WITNESS

GENERAL JAMES N. MATTIS, COMMANDER, U.S. CENTRAL COMMAND

Mr. CULBERSON [presiding]. The Appropriations Subcommittee on Military Construction and the Veterans Administration will come to order.

It is our great privilege today to welcome General Mattis, the commander of CENTCOM, the leader of our war efforts overseas. General, it is an extraordinary privilege for us to work in support of you and our armed forces. Our men and women in uniform are a source of the greatest pride, and it is a wonderful job that we are entrusted with.

It is a privilege to serve as Chairman of this committee, to work alongside so many great members of the Congress. I am particularly pleased to have my good friend, Sanford Bishop, join me as the Ranking Member of this committee. And I would like to welcome every one of you here, but you especially, General.

And, Mr. Bishop, I would like to turn to you, sir, for any opening statements you would like to make.

Mr. BISHOP. Thank you very much, Mr. Chairman.

Our congratulations to you, your first hearing.

Mr. CULBERSON. Thank you, sir.

Mr. BISHOP. And I also want to extend a welcome to General Mattis for being here. I think this is his first appearance before this subcommittee since you assumed your command of CENTCOM. And so we are looking forward to your testimony and to the subsequent question-and-answer session.

General, you have been in command of CENTCOM now since August, of 2010. But your experience of 39 years in the Marine Corps certainly is a valuable asset.

We are pleased to have the benefit of that experience and expertise, particularly as our country is facing some serious issues in CENTCOM's area of responsibility. In CENTCOM's AOR, we are currently winding down operations in Iraq, and we hope to have all of the troops withdrawn from Iraq by the end of this calendar year.

In July of this year, we hope to start the withdrawal of troops from Afghanistan and to start transition responsibilities of security to the Afghan people. In addition to these two wars, which alone

I am sure will take up a lot of your time and resources, there have been a number of protests that have taken place—that are now taking place throughout the region. And I am sure that those raise some concerns for you. And when you factor in piracy and the lack of a fiscal year 2012 funding vehicle, your plate is full, I know.

So the issues before you are difficult, but I want to assure you that this committee will do all that we can to help you deal with these issues. And, again, thank you for being here. And we look forward to your testimony.

Mr. CULBERSON. Thank you, Mr. Bishop.

OPENING STATEMENTS

I will now formally introduce our witness, General Mattis. It is a great privilege to have you here with us today, sir. You have been a—you are actually an Iraq veteran, and your service to the country just means a great deal to us, sir. We are immensely proud to have you here.

You, as Sanford has said, have headed the Joint Forces Command since 2007, and you bring a great deal of experience and knowledge to the job, and we welcome your testimony today, sir, and to learn how this subcommittee and the Congress can help you and our men and women in uniform do their job safely and securely and to provide you all the logistical support you need, sir, to succeed in your mission. And we look forward to your testimony. Thank you.

General MATTIS. Mr. Chairman, thank you.

Congressman Bishop, distinguished members of the committee, I appreciate the opportunity to discuss the posture and priorities of U.S. Central Command.

Sir, I have submitted a written statement and request it be accepted into the record.

Mr. CULBERSON. Without objection, sir, your statement will be entered into the record in its entirety.

OPENING STATEMENT

General MATTIS. Thank you. And thank you for supporting our troops and their families who carry the brunt of the physical and emotional burden of this 10th year of war.

Our forces today are among the most dedicated and skilled professionals I have served alongside in my 39 years in uniform, and they constitute a national treasure. I also recognize the commitment and sacrifice of our international partners, who operate with us from the waters off Somalia to the mountains of Afghanistan, where the largest warfighting coalition in recent history is engaged with troops from 49 nations, united in the fight against our common enemy.

Before commenting on the critical role of this committee in enabling our warfighters downrange, I will share my views of our operations and the larger strategic context within which we conduct them. The strategic landscape of the broader Middle East has been altered by recent events in Tunisia, Egypt, Libya, and elsewhere. We see pressure on government institutions from the aspirations of people who are seeking improved economic and social conditions.

Young people born in the information age are exchanging ideas in real time.

While the long-term impact of this unrest is unknown, it presents as many opportunities as it does challenges. The challenges that we are seeing will manifest differently in each country. People are seeking their rights and, for the most part, doing so peacefully and bravely. It is too early to tell how this will all turn out. It is important that we work today with the people and the governments throughout the region to open up opportunities. We don't want to see this change slide into a new form of authoritarianism.

So while there is both opportunity and danger, it requires unrelenting engagement by our nation. The central challenge for us, I believe, is how to make common cause with our friends throughout the region.

There is one clear lesson that we can draw from the dramatic changes underway. Now more than ever, we must remain strongly engaged with our military partners in this region. While we recognize that each country is different, we remain committed to strengthening our military bonds and advancing our mutual interests in peace and opportunity for all.

Notably in Egypt, we have clearly seen the benefit of mature military-to-military relationships. The Egyptian armed forces continue to demonstrate exceptional discipline and restraint under trying circumstances. As Admiral Mullen recently noted, our assistance has helped the Egyptian military become the professional force that it is today, just as our military has learned a great deal from our Egyptian counterparts who have contributed a stabilizing influence in this time of transition.

Of course, we cannot achieve our broader objectives in the region through military means alone. Our efforts require coordination and a spirit of collaboration between our highly integrated civilian and military teams. Our civilian colleagues, they, too, need your full support, even in this difficult fiscal environment. They need it to undertake their essential role in today's complex environment. I would note that robust resourcing for the State Department's mission is one of the best investments for reducing the need for employing our military forces.

Together, our military leaders and our diplomats not only represent a symbol of America's enduring commitment to the region, but they also build trust through partnerships that have an important stabilizing effect when trouble looms.

AFGHANISTAN STATUS

CENTCOM's main effort is in Afghanistan, where along with our Afghan and coalition partners, we are making undeniable progress, though some of our gains remain fragile and reversible. Al Qaida, for example, in the border region between Afghanistan and Pakistan is under the most pressure they have experienced since 2001. Over this past year, our enemies have lost leaders, they have lost battle space, maneuver room, and the initiative. And the enemy's strategy has been undercut by the clear commitment of the international community and the Afghan government to begin this summer a process of fully transitioning responsibility to Afghanistan lead by 2014.

I support the ongoing analysis of further growth for the Afghan national security forces. Their growth in numbers and capability has been one of our greatest successes this last year. The range of additional growth is being considered by the president. While the improving quality and combat performance by the Afghan security forces is impressive, we are seeing the enemy's worst nightmare coming of age.

This transition process will start with a limited conditions-based withdrawal this year. This is because our overall campaign is on track in Afghanistan. Our successes, as General Petraeus has stated, entailed hard fighting and tough losses. And there will be tough fighting ahead, as the enemy tries this spring to regain the initiative.

Finally, we must also redouble our efforts to address challenges in the areas of government and development.

PAKISTAN STATUS

Turning now to Pakistan, we are strengthening and deepening our security partnership with Islamabad, even as we work to overcome years of mistrust and misunderstanding on both sides. As you know, the Pakistanis have shifted a quarter of their army—140,000 troops—to their western border, and we are now conducting hammer-and-anvil operations in close coordination with them on opposite sides of the border.

Pakistan's military has conducted significant counterinsurgency operations and in the past decade has suffered 2,757 men killed, 8,549 wounded, while also responding to urgent humanitarian needs following the devastating floods last year. Their military has been sorely tested, even as we recognize that we don't see eye to eye on all issues.

IRAQ STATUS

In Iraq, we are helping a new, more stable country emerge in a turbulent region. Our commitment there is transitioning from a military- to a civilian-led effort. I will note that the transition underway in Iraq has been enabled in large part thanks to the vital commitment and support of Congress for our troops on the ground. And I want to personally offer my thanks to you for that support.

As we transition to civilian lead in Iraq, it is essential that the State Department be sufficiently resourced to solidify relationships between the U.S. and Iraq in the future. At Central Command, we need congressional authorities that enable us to continue advising, training and equipping our Iraqi partners through our new Office of Security Cooperation—Iraq.

Looking ahead, we will redeploy our military forces from Iraq this year, unless asked to stay by the Iraqi government and the U.S. government concurs. I anticipate, however, that Al Qaida in Iraq, plus Iranian-sponsored proxies, will execute sensational attacks against us and the Iraqi people in the coming months.

IRAN STATUS

Next is Iran. The greatest threat to long-term regional security is a defiant Iran in its current state. We are countering their ma-

align activities of the regime, while bolstering relationships with our partners. Iran continues to rebuff international efforts for engagement, coerce its own population, and pursue activities disruptive to regional peace and stability, including supplying arms to militant proxies in Afghanistan and Iraq and supporting Hezbollah in Lebanon.

But for the vibrant people of Iran, the regime is no giant. The regime's actions have thrown the economy into disarray, destroyed rapport with the bulk of the world, and spread hate and discontent across the region, steadily eroding any international support the regime could once muster.

Despite the shrinking stature of the regime, I have no reason for optimism about Iran's pursuit of nuclear weapons capability, growing ballistic missile arsenal, and present destabilizing course.

REGIONAL UPDATE

Across the region, we are disrupting Al Qaida and other violent extremist organizations. We are actively focused on the threat of extremism in Yemen, especially Al Qaida in the Arabian Peninsula, the group that has twice attempted to attack our homeland in recent years. With our international partners, our special operations forces are putting our most violent enemies and related networks under increasingly intense pressure.

At the same time, the populace-inspired changes that are taking place across the region undercut the message of Al Qaida and other extremist groups, highlighting the bankrupt philosophies of terrorists who use violence and contribute nothing but mayhem to the innocent. In direct repudiation to violent extremists, young folks today have achieved more change in 10 weeks than 10 years of Al Qaida's murderous campaigns.

So that is a snapshot of our major ongoing operations. We are focused on a number of other important mission areas, as well, to include countering piracy. There can be no more stark reminder about the need for more proactive diplomatic, legal and military efforts against pirates than the brutal murder of four Americans by pirates this past week.

This is a defining moment for the people of the region and, by extension, a critical moment for U.S. Central Command to remain engaged with our partners and to clear away obstacles to peace and prosperity.

On that note, while Israel and the Palestinian territories are not in my assigned theater, lack of progress toward a comprehensive Middle East peace affects U.S. and Central Command security interests in the region. I believe the only reliable path to lasting peace in this region is a viable two-state solution between Israel and Palestine.

This issue is exploited by our adversaries in the region and is used as a recruiting tool for extremist groups. The lack of progress also creates friction with regional partners and creates regional challenges for advancing our interests by marginalizing the moderate voices in the region.

By contrast, substantial progress on the peace process would improve our opportunities to work with our regional partners and to support multilateral security efforts.

Without the support of this committee at home and across the CENTCOM region, we could not undertake our critically important operations. Your support for our warfighters on the battlefield provides them with the tools and training they need to accomplish their challenging missions. We also appreciate your continued focus on the security, safety, and readiness of our troops and veterans.

I will now describe the regional force posture and then comment in some detail on our military construction requests in the baseline and overseas contingency budgets. I will also highlight the risk that we assume if we do not execute these projects, because I recognize the fiscal challenges facing our country.

In the big picture, our force posture is designed to ensure we are militarily ready to execute operations and provide options so that we can sufficiently respond to contingencies on a moment's notice. CENTCOM operations depend on robust, theater-wide support network comprised of essential infrastructure for global access, for power protection, sustainment of our forces, and protection of our forces in theater.

AFGHANISTAN COSTS

Logistic preparations such as the committee has supported in the past provides us the operational capability—a shock absorber, so to speak—when surprises occur. We must also use our facilities wisely, remaining judicious with our footprint and creating efficiencies, however possible, within our larger force structure.

We conduct our operations in concert with our host nation partners. As we seek to reassure our friends in the region, we must also remain attuned to their concerns and sensitivities. Importantly, we have seen the long-term value of building partner capacity through training, equipping, exchanges, and exercises. These are all activities that improve interoperability, mature partner forces, and ultimately reduce the need for heavy U.S. troop commitments.

We continue to look for ways to cost share with our partners to reduce our in-theater land-based force presence by leveraging maritime and out-of-theater response forces and to limit the size of our steady-state force posture in theater by obtaining secured access with our friends.

Based on the principles I have just described, our request in the annual baseline and overseas contingency operations budgets are as follows. Our baseline request for fiscal year 2011 and 2012 include MILCON projects in Afghanistan, Bahrain, and Qatar. In Afghanistan, our focus is on improved entry control points, utilities and electrical infrastructure, and a joint defense operations center at Bagram Air Base. These funded enhancements will ensure force protection, adequate working space, safe working conditions, and improved effectiveness in our command and control.

Absent upgrades at Bagram, our expeditionary base defense operation facilities will remain disparate, cramped, and worn out. In Bahrain, to support our maritime assets, we are focused on a waterfront development project and apron extension at Sheik Isa Air Base, bolstering a key location.

In Qatar, our request enables us to upgrade field-expedient facilities that have exceeded their lifespan and are too costly to sustain with ad hoc measures.

[The information follows:]

STATEMENT OF
GENERAL JAMES N. MATTIS, UNITED STATES MARINE CORPS
COMMANDER
U.S. CENTRAL COMMAND
BEFORE THE HOUSE APPROPRIATIONS COMMITTEE –
MILITARY CONSTRUCTION, VETERANS AFFAIRS, AND RELATED AGENCIES
SUBCOMMITTEE
ON
THE POSTURE OF U.S. CENTRAL COMMAND
2 MAR 2011

I. Introduction

A Command at War: U.S. Central Command (CENTCOM) oversees operations alongside our allies, partners, and friends in a critically important region of the world. CENTCOM is engaged throughout the greater Middle East and South Central Asia across the full spectrum of warfare, standing against violent aggression and the tyranny of militant extremists, while contributing to the broader conditions for peace, stability, and prosperity.

Recognizing our Troops, Civilians, and Partners: Our troops and their families carry the brunt of physical and emotional burdens in this tenth year of war. Today, over 200,000 American troops and tens of thousands of civilians are deployed to the CENTCOM AOR. These men and women – all volunteers, no less – defend our freedoms with great courage in the face of a murderous enemy on harsh terrain. And our troops stand together with tens of thousands of our international partners, conducting coalition operations from the waters off Somalia to the mountains of Afghanistan, where the largest war-fighting coalition in recent history is engaged.

Operating in a Dynamic Region: The CENTCOM AOR is more dynamic than I have seen it since first serving there in 1979. Across our theater, we are required to maintain a degree of military flexibility such as we have seldom seen before. At the same time, given the financial realities in Washington, we require ourselves to exercise the utmost degree of stewardship over every penny we spend. To operate in this context

successfully, we seek to build strong military-to-military relationships with our partners, recognizing that CENTCOM's actions represent a tangible signal of America's continued, long-term commitment to the security and prosperity of this area.

Throughout the region, we see institutions of government responding to the aspirations of youthful populations. As the people in the region have made their voices heard, regional militaries have so far demonstrated their professionalism, exercising a capability that did not arise by accident or overnight. The strong security relationship between the U.S. and our partners is decades in the making and has helped them become the professional forces they are today – and in the process made our forces better as well. While we seek to understand the unique circumstances that our partners confront, CENTCOM remains committed to supporting the efforts of our military counterparts and to strengthening the security partnerships that have proven critical during this period of political unrest. We do this first by listening, learning, and understanding, and continue by engaging with our partners based on mutual respect and shared interests.

Our Mission: Overall, amidst these conditions, we remain committed to carry out our mission:

With our national and international partners, CENTCOM promotes security cooperation among nations; responds to crises; deters or defeats state and non-state aggression; supports development and, when

necessary, reconstruction in order to establish the conditions for regional security, stability, and prosperity.

Snapshot of Operations: Our main effort is Afghanistan – and progress there is indisputable, even if some of our success is fragile and reversible. We and our North Atlantic Treaty Organization (NATO) and coalition partners are conducting a comprehensive yet focused counterinsurgency campaign to ensure Afghanistan does not once again become a sanctuary for transnational extremists. Our forces are part of a 49-nation international coalition, led by the NATO International Security Assistance Force (ISAF), and united behind President Karzai’s goal of transitioning the lead of security tasks from the international community to Afghan security forces by the end of 2014. In full partnership with the Afghan government, we are inflicting unprecedented damage on al-Qaeda (AQ) and associated extremist groups – a reality recently affirmed by President Obama’s Afghanistan-Pakistan Annual Review. Moreover, we confound our enemies by demonstrating our unambiguous commitment to our long-term strategic partnership with Afghanistan.

Meanwhile, in Pakistan, we continue supporting Pakistan’s military efforts against extremists operating from and threatening that country and Afghanistan, while contributing to the broader U.S. goal of growing our strategic partnership with Islamabad. The recent U.S.-Pakistan Strategic Dialogue and a number of development assistance programs sponsored by the Department of State are good examples of how the U.S. is attempting to build trust with the Pakistani people and government.

In Iraq, following seven years of hard fought gains, we are drawing down our troops as we transition full security responsibilities to our Iraqi partners. The enemy in Iraq is capable of dramatic attacks but has proven unable to muster a significant threat to the Iraqi government. In coordination with the U.S. Department of State, CENTCOM is standing up the Office of Security Cooperation-Iraq to conduct sustained security assistance and cooperation activities with the government of Iraq. We are planning an organization manned and positioned to support the long-term U.S. objectives in Iraq as determined by the Iraqi and American governments, in order to best advance our civilian-led relationship for the future.

In the broader CENTCOM region, our forces are conducting a theater-wide campaign alongside our partners in pursuit of AQ and its extremist allies. Meanwhile, we remain continuously poised and postured to respond to crises and to conduct contingency operations, while continuing to forge partnerships in the region and increase the security capacity of our partners. We continue to rely on our capable and flexible amphibious forces. For example, over a 36 hour period last September, the 15th Marine Expeditionary Unit delivered aid to the flood-ravaged people of Pakistan, provided close air support from the skies over Afghanistan, and rescued pirated crews in the Gulf of Aden. Three months later, two-thirds of our Marines Expeditionary Unit deployed to Afghanistan on three day's notice.

I. Overview of the CENTCOM AOR

A. Nature of the AOR

The CENTCOM AOR is comprised of 20 countries spanning over four million square miles in three diverse sub-regions from Egypt and the Levant, to the Arabian Peninsula (including the Gulf nations), and Central and South Asia. These regions are home to a half-billion people practicing all of the world's major religions and speaking more than 18 major languages. Several countries with economic challenges have burgeoning populations – 184 million people in Pakistan, 80 million in Egypt, and 77 million in Iran. In 12 of the 20 countries in the region, 30 or more percent of the population is between the ages of 15 and 24 (at 39 percent, Yemen ranks at the top in this category). In most of those countries, another 30 percent of the overall population is under 15. This youth bulge represents tomorrow's future leadership and the region's greatest challenge in terms of education, employment and expectations.

The CENTCOM AOR is a region of rich history, distinct culture, and great potential, encompassing the proud traditions of a wide variety of ethnic groups, including: Arab, Azeri, Baluch, Gilaki, Hazara, Kurd, Lur, Mazandarani, Qashqai, Pashtun, Persian, Talysh, Turkmen, and Uzbek, among others. The AOR contains more than half of the world's proven oil reserves and nearly half of its natural gas. As a result, the region contains some of the world's busiest trading routes linking Europe, Africa, and East Asia to the Gulf. This trade is essential to continued global economic prosperity and growth. The region's trading routes contain three of the world's major maritime choke points,

including the Strait of Hormuz, the Suez Canal, and the Bab al Mandeb Strait joining the Red Sea to the Gulf of Aden. But while the region contains abundant energy resources, supplies of water and the availability of arable land are limited and increasingly scarce.

B. External Influences on the CENTCOM AOR

The region retains its historical tradition as a social, economic, and cultural crossroads, attracting nations and non-state actors seeking to advance their interests and influence regional events. Among a host of external influences on the CENTCOM AOR, the most significant include:

- **Middle East Peace:** Lack of progress in achieving comprehensive Middle East peace affects U.S. and CENTCOM security interests in the region. It is one of many issues that is exploited by our adversaries in the region and is used as a recruiting tool for extremist groups. The lack of progress also creates friction with regional partners and creates political challenges for advancing our interests by marginalizing moderate voices in the region. As Secretary Gates noted in July 2010, “the lack of progress in the peace process has provided political ammunition to our adversaries in the Middle East and in the region, and...progress in this arena will enable us not only to perhaps get others to support the peace process, but also support us in our efforts to try and impose effective sanctions against Iran.” In December 2010, Secretary Clinton observed “the conflict between Israel and Palestine and between Israel and its Arab neighbors is a source of tension and an obstacle to prosperity and opportunity for

all of the people in the region.” By contrast, substantive progress on Middle East peace would improve CENTCOM’s opportunities to work with our regional partners and support multilateral security efforts. Speaking about the need for Middle East peace at the Manama Dialogue in December 2010, King Abdullah of Jordan observed “Our region will not enjoy security and stability unless we solve the Palestinian-Israeli conflict, and Arabs and Israelis find peace. The stakes are high. As a solution continues to elude us, faith in negotiations, as the only path to peace and justice, is eroding. And if hope is killed, radical forces will prevail. The region will sink into more vicious warfare and instability...threatening security far beyond the borders of the Middle East.”

- **Bordering Powers.** China, Russia, Turkey, and India – each of which lie outside but border the CENTCOM region – represent four great gravitational forces influencing various countries in the AOR. China pursues its many energy-related interests throughout the region, extending influence from its traditional partnership with Pakistan, to a \$3.5B investment in Afghanistan’s Aynak Copper Mine, to building pipelines for oil and gas from Kazakhstan to Turkmenistan. Chinese activities in the region may begin to compete with the regional interests of Russia, which maintains a network of security, economic, and social ties with Central Asian nations and beyond. India’s influence impacts the strategic calculations of Pakistan and, to some extent, virtually every other country in the CENTCOM AOR. Turkey increasingly asserts its interests in the region in keeping with its emergence as a considerable force within the international

community. All four of these nations have unique relations with Iran, affecting the international approach to the Iranian situation. We remain attentive to these dynamics as we seek to ensure that we work effectively across U.S. government and Combatant Command seams to improve our unity of effort.

- **Somalia.** State failure in Somalia has enabled extremist and criminal elements to proliferate and spread northward into the Horn of Africa and Yemen and other areas of the CENTCOM AOR. At the same time, widespread poverty in Somalia creates incentives for young men to pursue the lucrative enterprise of piracy. Additionally, lack of governance permits extremists to freely migrate to Yemen, providing opportunities to al-Qaeda in the Arabian Peninsula (AQAP). In the past year, the Somalia-based terrorist group al-Shabaab successfully maintained control of most of southern Somalia and radicalized factions of this group have sought alignment with AQ in the Arabian Peninsula and in Pakistan.

C. U.S. Interests in the Region

Given the centrality and volatility of the CENTCOM AOR, the U.S. and nations around the world retain significant interests in the region. Among others, significant U.S. interests in the region include:

- Security of U.S. citizens and the U.S. homeland
- Regional stability
- Promotion of effective and legitimate governance, human rights, the rule of law, and sustained economic growth and opportunity, and

- Free flow of commerce and trade within the region, through strategic maritime chokepoints, and via land-based trade routes to international markets

D. Threats to U.S. Interests in the Region

Violence, instability, and underdevelopment represent the primary threats to U.S. interests in the region. Some areas face uneven or even dismal economic development, often coupled with endemic corruption. Social and economic friction have led to or exacerbated a number of deep-rooted and long-standing disputes over territory, resources, and power, many of which remain unresolved due to a lack of adequate security arrangements on the local or national level. Some areas will face increasing competition for food, water, mineral deposits, oil, and other natural resources. The region is also defined by tensions and sectarian rivalries between many ethnic, tribal, and religious groups. Such conditions create the potential for broader violence, particularly in the absence of effective governance and indigenous security forces, ultimately giving rise to violent extremist organizations that have attacked us and our friends. We have seen the dangers present within a security vacuum, where institutions fail to facilitate mediation, partnership-building, and open dialogue between feuding groups, or to put down violent extremists.

E. Connecting Our Strategic Challenges

The challenges of the CENTCOM AOR are inextricably linked and mutually reinforcing – and thus cannot be treated separately. We have seen a symbiosis, for example, between extremist groups and other factions that, in aggregate, tend to strengthen each other and

which, if left unchecked, tend to threaten wider areas of territory and the stability of civilian governments. Areas in the CENTCOM region, especially those with a rapidly expanding population of youth, are left vulnerable to (and often become the victim of) a worsening spiral of conditions, whereby young people forego meager, but legitimate opportunities for employment and turn, instead, to a range of criminal activities, including piracy, arms smuggling, human trafficking, and narcotics – fueling violent extremist organizations bent on destroying the lives of innocent people. State and non-state actors operating with malign intent can readily exploit such conditions, with the most dangerous scenarios involving a mix of insufficient governance, weapons proliferation – especially Weapons of Mass Destruction (WMD) – the influence of hostile states, and the free flow of extremist elements across national borders as well as free range in cyberspace. In some cases, disenchantment with globalization’s efforts coupled with a desire to belong to a movement with a clarion call of purpose can provide the excitement for young men (and increasingly women) to take on a violent role in an extremist organization.

II. Principal Tasks

In light of these many challenges, we continuously assess our strategic and operational approaches in order to achieve our desired national interests of security, stability, and prosperity in the CENTCOM AOR. CENTCOM is focused on the following tasks:

- Supporting the Mission in Afghanistan
- Partnering with Pakistan
- Countering the Destabilizing Activities of Iran

- Enabling Transition in Iraq
- Strengthening Partnerships in Central Asia
- Building Partner Capacity and Pursuing Cooperative Activities
- Disrupting Violent Extremist Organizations
- Combating Weapons of Mass Destruction
- Countering Piracy

Supporting the Mission in Afghanistan

Instability in Afghanistan and Pakistan: Afghanistan and Pakistan are inextricably linked, connected by a porous border region historically providing free movement and safe haven to groups traversing the Durand Line. The senior leadership of AQ and associated extremists groups – groups that are intent on carrying out attacks on innocent civilians worldwide – plan, prepare, and direct operations from this region, making it of critical interest to the security of the U.S. and our allies. Currently AQ in the border region is under the most intense pressure they have experienced since 2001.

A Clear Objective and a Sound Strategy: With our NATO and coalition partners, we are working to achieve our core goal of preventing Afghanistan from once again becoming a sanctuary for al-Qaeda and associated transnational extremist groups. President Obama's Afghanistan-Pakistan Annual Review affirmed the core elements of our strategy in Afghanistan, the first imperative of which is to improve the overall security environment and to reduce violence levels in Afghanistan. After regaining the initiative from the

enemy, our forces act as a bulwark behind which the Afghan National Security Forces (ANSF) and the roots of Afghan governance can grow.

Aiming Toward a Common Strategic Vision: Our military objectives and strategy in Afghanistan support the developing strategic vision between the political leadership of the U.S. and Afghanistan, as reflected in Vice President Biden's comments alongside President Karzai in January: "It is not our intention to govern or to nation-build. As President Karzai often points out, this is the responsibility of the Afghan people, and they are fully capable of it. We stand ready to help you in that effort. And we will continue to stand ready to help you in that effort after 2014." Success in Afghanistan is an Afghan security force able to protect the people with a government that meets the needs of the people and prevents safe haven for international terrorists.

The Campaign Plan: We have increased efforts in virtually every facet of the comprehensive yet focused civil-military campaign in Afghanistan. As one part of that effort, we have executed an unprecedented pace of counterterrorist operations to capture or kill insurgents using enhanced intelligence largely enabled by conventional ground forces. Our efforts range from major combat operations (in Helmand and elsewhere, for example), special mission unit operations allowing no safe haven to the enemy, and concurrent bottom-up and top-down initiatives (exemplified by expanding village stability operations).

The breadth of our current operations squelches the enemy's ability to recuperate and threaten the Afghan people. Our forces have partnered with the Afghan security forces to increase their capabilities; to expand border security; to conduct robust detainee operations and rule of law activities; to address and counter corruption by working with the Afghan government to target criminal patronage networks; and to interdict the flow of illegal weapons and narcotics to deny criminals and insurgent groups a critical source of their operational revenue. We are capitalizing on our expanded security footprint in the winter months to retain the initiative, suffocate the enemy, and increase momentum into the start of the traditional fighting season. Ultimately, we are working to create an Afghanistan that is hostile to our enemies and denies them the support of the population, making it untenable for insurgents to return from their winter safe havens. This is the essence of counterinsurgency operations. While we will face tough fighting this spring, the enemy's situation continues to worsen day-by-day.

The Right Inputs: The overall international effort in Afghanistan has transformed from an economy of force mission 3 years ago to a focused and reinforced civil-military counterinsurgency campaign, largely assuming its full strength in September of 2010. U.S., Coalition, and partner nations have worked hard to apply the right mix of organizations, approach, and resources in Afghanistan. Last year at this time, we had less than 270,000 American, coalition and Afghan forces on the ground in Afghanistan. This year, we have more than 370,000 total security forces (American, coalition and Afghan) in the fight, and 109,000 Afghan security forces are projected to be added by this time next year. Beyond the additional organizations put in place on the ground in Afghanistan,

the Pentagon's Joint Staff Pakistan Afghanistan Coordination Cell and CENTCOM's Afghanistan Pakistan Center of Excellence are better organizing our resources at home and providing mission-critical reach-back support to deployed forces. The CENTCOM Center of Excellence will provide the cadre of regional experts for the long haul as we transfer to Afghan lead in 2014 and commit to a long-term partnership with Afghanistan and Pakistan.

Enemy Violence and Coalition Progress: Despite the enemy's efforts to disrupt progress in Afghanistan, we have achieved the major military objectives we set out to accomplish in 2010 and made considerable progress with respect to governance and development. As Secretary Gates noted after his December 2010 trip to Afghanistan: "The bottom line is that in the last 12 months, we have come a long way. Frankly, progress—even in the last few months—has exceeded my expectations." We recognize, however, that progress and violence coexist in this type of war. Our enemies continue to conduct attacks heavily focused on non-combatants and to intimidate the population and maintain relevancy, albeit decreasing, in newly-cleared areas. And enemy-initiated violence is increasingly localized. From November 2010 until 31 January 2011, 57 percent of the violence in Afghanistan has been concentrated in 12 of 401 districts. Notably, the key districts of Maiwand in Kandahar Province and Lashkar Gah in Helmand Province – which are critical to our efforts to link the Helmand and Kandahar security bubbles – are no longer among the top-12 most violent districts. The elevated levels of violence is less a reflection of increased insurgent capability and more the result of increased Afghan and ISAF operations in areas previously considered insurgent

strongholds. The enemy is not adapting well to this development. While we make progress, our enemies continue to make grievous mistakes, to include: purposefully killing innocent Afghans; leaders fleeing into Pakistan and leaving subordinates to fight; and killing nearly 5,000 Afghans in the first ten months of 2010 (more than three quarters of all civilian casualties in that period). We highlight the ruthless actions of the enemy, and in recent months Afghan leaders and human rights groups have stepped forward to condemn insurgent-initiated violence.

Road to Transition in 2014: We and our North Atlantic Treaty Organization (NATO) and other Coalition and ANSF partners are improving security for the Afghan population, increasing the size and quality of the ANSF, and supporting efforts to improve governance and development throughout Afghanistan. At last November's NATO Summit in Lisbon, we undercut a key pillar of the Taliban's strategy by affirming the long-term resolve of the U.S. and international community to accomplish the mission in Afghanistan. We are united in support of President Karzai's goal of Afghan forces assuming security responsibilities from the international community by the end of 2014. In partnership with the Afghan government, we are working toward President Obama's goal of beginning a drawdown of U.S. forces from Afghanistan beginning in July of this year at a pace determined by conditions on the ground. The process for identifying, assessing, and transitioning areas of Afghanistan is based on recommendations from the Joint Afghan-NATO *Inteqal* (Transition) Board (JANIB) to the Government of Afghanistan. ISAF is working closely with JANIB as we begin the process of transition and methodically move forward in our campaign.

ANSF Support: Most importantly in the security arena, our investment in the ANSF is working and the growth of the force is on track. The remarkable quantity growth of ANSF (rising by an unprecedented 70,000 personnel while facing a determined enemy) is now being matched by quality improvements in the force. NATO Training Mission-Afghanistan is supporting the efforts of the Afghan government to build leaders at all levels, to increase literacy, and to improve capability and training capacity. Combined, these programs increase the quality of the force, ultimately helping to reduce attrition, enhance recruitment, and contribute to sustainability. Meanwhile, we are helping the ANSF to overcome remaining challenges in the recruitment of medical staff and other enablers, as well as increasing the participation of females and recruiting more southern Pashtuns. In league with Admiral Stavridis (Commander, U.S. European Command and Supreme Allied Commander Europe), we are trying to reduce our shortage of trainers.

ANSF in the Lead: The ANSF is increasingly in the lead of operations in many areas of Afghanistan. In southern Afghanistan, the ANSF took the lead in mid-2010 for an operation in Malajat, Kandahar City – with support from ISAF for additional combat power, close air support and other enablers – resulting in the capture or killing of several dozen insurgents and the establishment of a new model for Afghan-led operations. The ANSF also provided well over half of the combat power for the latter phases of Operation Hamkari, clearing the insurgency’s most vital safe havens in southern Afghanistan. In northern Afghanistan, Afghan National Army and Police conducted joint operations throughout December 2010 with ISAF forces in northern Balkh Province, and Afghan

National Police have demonstrated considerable capacity by capturing insurgents and discovering caches of weapons in U.S.-Afghan partnered operations in Kunduz Province. Additionally, ANSF now leads security efforts in 14 of 15 of Kabul's districts, and have executed coordinated security plans for several events, including the June Consultative Peace Jirga, the July Kabul conference, August Independence Day events and the January seating of the Parliament all without incident, at odds with the insurgents' claims that it would seek to disrupt them.

Local Security Initiatives: Beyond national level security efforts, the Afghan government has steadily expanded the local security initiatives designed to squeeze extremist elements from their traditional safe havens and cut off their lines of communication. Clearing operations in key terrain districts have shifted operational-level momentum and altered village-level calculus in remote areas. Local elders in dozens of villages throughout Afghanistan have conducted jirgas to assume increased responsibility for their own security, and U.S. and coalition forces have supported the Ministry of Interior's efforts to fortify Afghan villages. The Afghan Local Police (ALP) program represents one of the most promising endeavors to wrest local areas from insurgent influence. The ALP and other Village Stability Operation initiatives work from the bottom-up and the top-down, connecting the support of local communities with the capacity of the central government and coalition partnerships. The Taliban has revealed their concerns that the ALP represents a direct threat to their existence and operational ability. Today, there are a total of 63 ALP sites – 24 of which the Ministry of Interior has site validated – and approximately 4,000 ALP are now assigned. These local efforts

buttress security in areas with limited ANSF presence, complementing the progress made elsewhere (and in ALP locations) by conventional ISAF and ANSF. Given the initial success of the ALP program, the Ministry of Interior wants to increase the program beyond the current projected number of 10,000 with our reinforced special operations forces providing oversight and mentoring.

Popular Support: Since 2003, AQ and the Taliban have tried with some success to expand their strength and influence in much of the country. In 2010, coalition and Afghan forces applied additional resources in all aspects of the campaign to change the security landscape in much of the country. As security improves in key areas and we are better able to protect the people, Afghanistan's population has increasingly supported efforts to bring development and basic services to their areas. In recent months, in particular, Afghan security forces have assumed more of the load in the fight, village elders have encouraged young men to join the Afghan police, and insurgents in several areas have begun to put down their weapons and integrate into society. Reintegration efforts are bearing fruit due to the concerted effort of the Afghan government both at the local and national level and the support of coalition forces (aided, of course, by the momentum in our campaign). In terms of reconciliation, the process is led by Afghans, with ISAF partnering with ANSF to set security conditions and dash the enemy's hopes of victory. These are progressive steps toward building irreversible momentum in our overall campaign.

Rule of Law Progress: Unlike our enemies, we continue to support the legitimate efforts of the Afghan government to improve the Rule of Law for Afghanistan's more than 29 million inhabitants. U.S. Forces-Afghanistan's Joint Task Force / Combined Interagency Task Force 435 and our Afghan partners have achieved considerable progress in the last year: transferring detainees to the state-of-the-art detention facility in Parwan; implementing transparent and robust internment processes; strengthening judicial guarantees for detainees; and expanding robust reintegration programs that include literacy and vocational training. Moreover, we have established robust efforts to combat corruption at all levels, even as we implement best practices to reduce the challenge of corruption in contracting and in every aspect of our campaign.

Infrastructure Initiatives: We are also pursuing infrastructure initiatives – for example, building roads, rail, and installing electrical grids and transmission lines – to capitalize on Afghanistan's potential as a Central Asian economic hub. A regional transport network facilitates the creation of private sector jobs and provides additional incentives for reconcilable elements of the insurgency to abandon the fight. Ultimately, such economic development reduces the need for U.S. forces and underpins long-term transition activities and is fundamental to a sound counterinsurgency campaign.

Congressional Support: Congressional leadership continues to play a critical role in enabling our efforts in Afghanistan, including the Afghanistan Security Forces Fund (ASFF), the Commander's Emergency Response Program (CERP), the authorization of an infrastructure program, and the Afghanistan Reintegration Program (ARP). Above all,

we rely on the ASFF to enable the eventual full transition of security tasks to a robust, trained ANSF capable of preventing the resurgence of insurgent safe havens in Afghanistan. In terms of the CERP, our Commanders on the ground continually comment that the CERP funds are invaluable in carrying out operations toward our strategic objectives in Afghanistan, undercutting the enemy's information operations and legitimacy. In 2010, CERP funded more than 8,300 projects, including, for example, transportation initiatives to improve freedom of movement throughout Afghanistan; agriculture production across Afghanistan involving the repair and improvement of irrigation canals and wells and providing farmers with higher-quality seeds and fertilizers; education projects such as the services of more than 200 local Afghan education outreach coordinators; and water and sanitation projects to install three high-production groundwater wells that will increase the accessibility of potable water to over 850,000 Afghans in Kandahar City. Apart from CERP, the new Afghanistan infrastructure program enables us to work together with the U.S. State Department to undertake high-priority infrastructure projects to address critical needs for Afghan security, governance, and development. The Afghanistan Infrastructure Fund will be the vehicle for the Defense Department's contribution to this integrated program. To enable our reintegration efforts, we continue to execute the ARP using funds in support for the government of Afghanistan's Peace and Reintegration Program.

Challenges Ahead: Much work remains to achieve our goals in Afghanistan. We face a resilient and determined enemy. The U.S. and the international community are positioned to favorably influence reform and synchronize Rule of Law development to

counter corruption within the Afghan government. Despite considerable progress in many areas in 2010, we recognize that there will be hard work ahead as we continue to fight along with our Afghan partners. But, by progressively and steadily executing our sound and validated strategy, I believe we can set the conditions to succeed in Afghanistan.

Partnering with Pakistan

Strategic Partnership: We recognize, of course, that any solution in Afghanistan must address the regional context. CENTCOM supports President Obama's goal of strengthening the U.S.-Pakistan strategic partnership through nascent yet improving military-to-military cooperation with Pakistan. And as Secretary Clinton and other leadership has noted, we must concentrate on the efforts Pakistan is taking. They have made very significant moves for going after the terrorist within their own country.

Over the past year, CENTCOM has strengthened and deepened our security cooperation with Pakistan by supporting our counterparts through CENTCOM's Office of Defense Representative-Pakistan (ODRP). ODRP is focused on assisting Pakistan's counterinsurgency efforts and this past year, led the U.S. interagency effort to provide disaster relief and Humanitarian Assistance to areas affected by the flooding. Additionally, in support of our long-term partnership with Pakistan, the CENTCOM Center of Excellence continues to deploy subject matter experts and provide unique

reach-back support to ODRP and Special Operations Command-Pakistan (Forward) in order to deepen analysis and to provide greater interagency fidelity on critical issues.

Threats in Pakistan: The potential for instability in Pakistan and the free movement of extremists in the Afghanistan-Pakistan border region continue to pose a serious threat to regional and global security. Pakistan's tribal areas remain the principal sanctuary for al-Qaeda and a safe haven for other extremist groups, enabling them to threaten the population and coalition forces in Afghanistan, the people and government in Pakistan, and US and Western interests globally. The Afghanistan-Pakistan region also faces significant humanitarian concerns, including refugees and Internally Displaced Persons (IDPs) from decades of conflict. Additionally, roughly three million Afghan refugees still live in Pakistan, having been displaced by the Russian invasion into Afghanistan thirty years ago.

U.S. Humanitarian Assistance: Last summer's historic flooding in Pakistan was devastating – effectively equivalent in scope to flooding the entire East Coast of the United States. The U.S. responded to the floods by providing historic levels of Humanitarian Assistance. In all, U.S. rotary and fixed wing aircraft transported more than 40,000 displaced persons and delivered more than 26 million pounds of aid supplies to the people of Pakistan. U.S. helicopters flew more than 5,000 flight hours during the relief operation. The U.S. government provided Zodiac boat kits to the Pakistan Military for use in rescue operations, and provided eight 50 meter bridges to replace bridges swept away by the floods.

U.S. Support to Pakistan Military: On the security front, continued U.S. assistance is critical to enabling Pakistan to conduct effective counterinsurgency operations. Our forces carry out important partnership and engagement activities in support of the Pakistan military's improving counterinsurgency capabilities. As one important example, ODRP supports Pakistan's Frontier Scouts by providing training support and enabling further counterinsurgency operations. U.S. personnel also assist in the procurement of materials and equipment needed to build infrastructure in support of education, power, and food.

Pakistan Operations and Sacrifice: Pakistan's military has made impressive strides in combating militants in the FATA, while dealing with the effects of large-scale flooding that devastated much of the country. Over the last year, the enemy has lost battlespace to the Pakistan military's sustained efforts to move against the enemy strongholds. Pakistan's military has suffered more than 2,500 casualties (enduring more than 500 personnel killed in action and more than 2000 wounded in action) since the start of offensive operations against extremist elements in the KPk and the FATA. Since June 2009, the Pakistan Military has been involved in nearly continuous operations against militants in the KPk and the FATA. In total, the Pakistan Military has deployed upwards of 140,000 troops along Pakistan's western border with Afghanistan, a significant portion of which were drawn from Pakistan's border with India.

Regional Context: Our efforts to support Pakistan fit well within the broader regional context. We recognize that Pakistan's long-standing tensions with India are an important part of Pakistan's strategic decision-making calculus and military force posture. However, the presence of extremist sanctuaries in Pakistan significantly impacts our progress in Afghanistan, and with the Pakistan military's help we are taking important steps to improve cross-border operations. To address existing challenges along the Afghanistan-Pakistan border, coordination between ISAF, Afghan security forces, and the Pakistan Military continues to improve, especially in the area of Intelligence, Surveillance and Reconnaissance (ISR). In Regional Command East, we are planning coordinated operations with the Pakistan Military. The Pakistan Military recently began clearing insurgent safe havens in Mohmand Agency across the border from Kunar Province – where insurgents have initiated a number of attacks to undermine recent security gains in Afghanistan. While Pakistan's operations are acting as the "hammer" on their side of the border, combined Afghan and ISAF forces are poised to defeat displaced insurgents, acting as the "anvil." Afghan Border Police and other combined security forces are manning outposts along the border and armed drones and close combat aviation are monitoring previously-identified mountain passes that insurgents will likely use as they seek sanctuary in Afghanistan.

Congressional Support: Multi-year security assistance is critical to our efforts in Pakistan. We appreciate continued Congressional support for the Pakistan Counterinsurgency Capabilities Fund, which serves as a key enabler of the Pakistan's military operations against extremists. The fund also provides for a range of partnership

activities with potentially transformational long-term effects on our relationship with Pakistan if they can be sustained.

Countering Iran's Destabilizing Activities

Iran's Destabilizing Activities: In view of Iran's destabilizing behavior and its persistent pursuit of a nuclear weapons capability, the Iranian regime's current stance represents the greatest long-term threat to the region. Iran continues to rebuff efforts for engagement, further alienating and isolating itself from much of the rest of the region and from much of the international community. The actions of Iran's leadership squander the potential of its own educated populace and sacrifice the free exchange of ideas for the short-sighted interest of preserving an increasingly harsh and oppressive regime. Recently, Tehran equated the Egyptian protests to the 1979 Islamic Revolution in Iran, making a fanciful and wholly false connection.

The Iranian regime relies on the Islamic Revolutionary Guard Corps-Qods Force (IRGC-QF) to extend influence and create instability across the region through persuasion, coercion, aggression, and targeted messaging. In fact, Iran continues to fund, arm, train, and equip a network of agents, surrogates, and proxies in Iraq, Lebanon, Syria, Gaza, Afghanistan and elsewhere across the region. In the pivotal region of the Levant, Iran seeks to expand its influence, in part by enabling Lebanese Hezbollah and Hamas in order to weaken legitimate governance, limit economic development, and undermine security partnerships. Additionally, Iran delivers weapons and provides military training

to surrogates in an effort to target Israel (a nation Iran's leadership have vowed to destroy) and undercut the Middle East Peace Process. Of urgent concern, the IRGC-QF continues to equip militants in Iraq and Afghanistan that attack U.S. and coalition forces and undermine stability and governance in each of these countries. The recent January 2011 large caliber improvised rocket assisted mortar (IRAM) attack against U.S. forces in Iraq demonstrated Iran's malicious intent, and ability to escalate violence when they desire.

Iran's Pursuit of Nuclear and Ballistic Missile Weapons: In spite of a fourth round of United Nations sponsored sanctions, Iran appears determined to mature its nuclear weapons program – an ambition that could lead to the proliferation of illicit nuclear materials and spark a nuclear arms race in the region. Admiral Mullen reinforced this point in December 2010, observing: “I see Iran continuing on this path to develop nuclear weapons, and I believe that developing and achieving that goal would be very destabilizing to the region.” Iran also continues to expand and improve its arsenal of over 2,200 ballistic missiles and long-range rockets, and of approximately 225 fixed and mobile launchers, making it the largest ballistic missile and long-range rocket force in the Middle East. Iran can use these ballistic missiles and rockets, combined with increasing naval capabilities, to threaten global commerce.

Countering Destabilizing Iranian Activities and Keeping Peace with our Partners:

Firmly nested within the broader approach of the U. S. government toward Iran, CENTCOM is committed to countering Iran's destabilizing and coercive activities by building confidence with our partners in the region. As one example, we are working

together with our Gulf Cooperation Council partners and other nations to advance Integrated Air and Missile Defense. We also conduct activities to reassure our friends in the region that we are with them, preclude conflict, and deter Iran's destabilizing activities, while at the same time standing ready to conduct contingency operations.

Enabling Transition in Iraq

Looking Ahead in Iraq: The year ahead in Iraq presents a significant opportunity for the U.S. to solidify our long-term support to this keystone of regional stability. Our continued investment in Iraq is critical at this juncture, especially given the significant commitment we have made in lives and treasure. Now is not the time to be penny wise and pound foolish with respect to our mission in Iraq. Nested firmly inside the State Department's vision for an enduring U.S.-Iraq strategic partnership, CENTCOM is setting conditions to build on the shared sacrifices between our countries.

The Situation in Iraq: Iraq faces lingering ethnic and sectarian mistrust, tensions between political parties, and strained governmental capacity to provide basic services. Al-Qaeda in Iraq (AQI) remains committed to undermining the Iraqi government and is capable of carrying out orchestrated, high profile attacks. Likewise, Iranian-inspired and equipped proxies continue to be a threat to Iraqi security and governance. While the security situation in Iraq is vastly improved since the peak of sectarian violence there in mid-2007 (violence is currently at all-time lowest levels since 2003), Iraq continues to face significant political, economic, and security challenges. Over the coming year,

several factors will determine Iraq's strategic direction, including the continuing development of Iraqi Security Forces (ISF), the effectiveness of the nascent governing coalition, and the degree to which the country is influenced by Iran and threatened by AQI and Shi'a militia elements.

United States Forces-Iraq: From now until the end of this year, United States Forces-Iraq (USF-I) is continuing to partner with ISF during this historic period of transition. USF-I is undertaking a range of activities, foremost among these strengthening the ISF, transitioning security-related activities to Iraq and the U.S. interagency, and contributing to border management and ministerial development.

Establishing OSC-I: Through USF-I and in partnership with the Embassy country team, we are planning the initial stand-up of the Office of Security Cooperation-Iraq (OSC-I) in June of this year and expect it to be fully operational by this October. OSC-I is the cornerstone of our long-term mission to build partner capacity with the ISF. Additionally, the OSC-I will ensure the continuation of the military-to-military relationships that advise, train, and assist Iraqi Security Forces.

Iraq's Regional Integration: Iraq is now at a crossroads, poised to emerge as a positive force for the region after posing security challenges for its neighbors in past decades. Baghdad's selection as the location to host the Arab League Summit is a significant testament to Iraq's re-emergence in the region. Iraq also accepted Egypt's invitation to participate as an observer in CENTCOM's largest exercise, BRIGHT STAR. Jordan has

also exerted considerable positive influence in Iraq, training over 1,500 Iraqi Army officers, a number of Iraqi Air Force pilots, and posting a Jordanian defense attaché in Baghdad, in addition to hosting a program to provide extensive training to Iraqi police. Additionally, Jordan, Saudi Arabia, and Kuwait have aided the economic reintegration of Iraq into commercial activity and regularly scheduled transportation networks. Finally, the United Arab Emirates have trained Iraqi police officers in a joint program with Japan and Germany.

Iraq's constructive integration into the region will also help blunt destabilizing Iranian influence. If left vulnerable to Tehran's meddling, Iraq's sovereign future would be imperiled. At the same time that Iran reconstructs shrines, provides electrical power, and constructs schools and clinics in Iraq, Iran also undermines Iraqi political processes, facilitates violence against innocent Iraqi civilians, and provides lethal support to extremist groups targeting U.S. forces. For the U.S. and the international community, a sovereign Iraq under a stable and inclusive government is fundamental to regional stability.

Congressional Support: The support of Congress is critical to facilitating an effective transition in Iraq and in setting the conditions for an enduring U.S.-Iraq partnership. We seek Congressional support in obtaining the appropriate authorities in FY11 to begin immediate facility and site work for the OSC-I to reach full operating capability by October 2011. This is an area of critical need as we work to meet our aggressive timelines. The Iraqi Security Forces Fund critically enables Iraq to set a foundation for

its internal and external defense capabilities and provides Iraqi Minister of Interior police forces the training and equipment necessary to maintain internal security without assistance from the Ministry of Defense. Additionally, the ISFF enables Iraqi Army counterinsurgency capabilities and enhances cooperation between the government of Iraq and Kurdish police forces to ensure the consistency of police training and equipment standards throughout Iraq.

Strengthening Central Asian Partnerships

In Central Asia, CENTCOM is committed to strengthening relationships based on those shared interests and goals that we have in common with the Central Asian States of Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. While our nations seek to improve broader economic conditions, CENTCOM is working with our partners to address the migration of extremists in certain areas of Central Asia and to counter the trade of illicit narcotics and human trafficking. Often these activities are interrelated.

Northern Distribution Network: Over the past two years, the development of a robust transportation network has been the most expansive area of cooperation with our Central Asian partners. Our collective agreements with Kyrgyzstan, Kazakhstan, Uzbekistan, and Tajikistan together constitute a logistical system termed the Northern Distribution Network (NDN) used to supply coalition operations in Afghanistan and taking pressure off the Pakistan lines of supply. This diverse network supports the transit of about half of all sustainment cargo to Afghanistan using a variety of sea, air, and land routes. The

remaining supplies are flown directly into Afghanistan, trans-shipped from sealift to airlift, or arrive via surface routes through Pakistan. Ultimately, the development and expansion of the NDN and its associated infrastructure will facilitate long-term economic growth in the region, representing a new opportunity for export of Central and South Asia raw materials and exchange of goods in the international marketplace.

Enhancing the Northern Distribution Network: Future NDN efforts are centered on partnering with certain countries to permit two-way flow of all types of wheeled vehicles and associated repair parts, and to increase shipment of cargo already permitted on the NDN (such as building materials). In terms of airlift, Manas Transit Center in Kyrgyzstan is a key Central Asian location that supports aerial refueling and passenger transit missions.

Building Partner Capacity and Pursuing Cooperative Activities

Cooperation Based on Shared Interests: The investment we make in our military-to-military engagement to build the capabilities of our partner nation's security forces is a critical component of the whole-of-government efforts in the region. These cost-effective efforts properly place security responsibilities in the hands of other sovereign governments and help to prevent conflicts and instability. With a long-term perspective, CENTCOM carries out partnership activities designed to build strong security capacity and relationships with our friends in the region.

Training: CENTCOM's training and exchanges with our partners are critical to our regional cooperation. CENTCOM has spearheaded the establishment of several Training Centers of Excellence hosted in partner nations, providing world-class mission-specific training for our allies and partners. Existing Centers of Excellence include an Air Warfare Center and an Integrated Air and Missile Defense Center in the United Arab Emirates (UAE); the King Abdullah Special Operations Training Center in Jordan; a NATO Partnership for Peace Combat Engineering and INTERPOL Counter Narcotics Center hosted in Kazakhstan; and an extensive array of associations with the other countries' Professional Military Education programs. Developing Centers include a NAVCENT Maritime Center hosted in Bahrain; a new Explosives Ordinance Disposal school with future Center of Excellence in Saudi Arabia; a proposed Near East South Asia (NESA) branch Center of Excellence in Bahrain; and the Gulf Region Communications, Computer, Command, and Control (C4) Center of Excellence hosted by the Bahraini Minister of Communications.

Exchanges: CENTCOM manages and conducts focused engagement programs with specific partner nations located throughout the AOR in support of the CENTCOM Theater Security Cooperation Plan. The objective is to understand our friend's views and to strengthen relationships and regional organizations to defeat violent extremist networks or situations that threaten the security interests of the region and the U.S. This includes capacity building. Additionally, CENTCOM Headquarters in Tampa, FL is host to over 193 coalition partners from 58 allied nations who make significant contributions

to our efforts, and receive invaluable experience interacting with both US forces and our allies.

Equipping: We also provide equipment and security assistance to our regional partners. These activities are among the most important practical steps we can take to demonstrate CENTCOM's enduring commitment to our partners – and to enable interoperable forces in the fight. I ask for continued congressional support of these efforts, including Global Train and Equip, as well as the many security assistance programs managed by the Department of State, including Foreign Military Financing, Foreign Military Sales, and IMET program. As Admiral Mullen noted in his testimony, our security assistance authorities are inflexible, and process are too cumbersome to effectively address today's security challenges in a timely manner. We encourage ongoing efforts to streamline the Foreign Military Financing process in order to cement training and sustainment relations with our critical partners. Accomplishing our mission at CENTCOM requires that we demonstrate our responsiveness to the requests of our partners when we alone should not carry the increasing costs of defending the international order.

Exercises: The final pillar of CENTCOM's partnership activities is our military exercise program. Exercises bolster interoperability between our forces and those of our partners. Each year, our Component Commands conducts more than 50 exercises with our partner nations in the region, including five overseen by CENTCOM Component Commands.

The Long-Term Value of our Exercise Program: The Combatant Commanders

Exercise and Engagement program provides critical support to CENTCOM joint training support, exercise and engagement requirements in support of national-level strategic priorities, readiness, and building partnerships within the AOR. Since the beginning of our operations in Afghanistan in 2001, CENTCOM has seen reductions in our exercise program due to ongoing combat operations within the AOR. As combat operations are completed or reduced, restoring sufficient funding levels is critical to support engagement activities with our partners. Without restored funding levels, CENTCOM could lose the advantages gained from a robust exercise engagement program, affecting future access and presence within the AOR and our Theater Security Cooperation Plan. In the interim, we will work imaginatively to make the best use of our exercise budget.

Disrupting Violent Extremist Organizations across the Region

Terrorists in False Religious Garb: The CENTCOM AOR is home to numerous violent extremist organizations (VEOs) comprising a network that, in its own right, represents a considerable threat to the U.S. homeland, U.S. and Western interests, and our allies in the region. The most significant of these is AQ. AQ seeks to impose its morally bankrupt ideology worldwide, and has regional affiliates across the Arabian Peninsula, in Iraq, the Maghreb, and in Somalia (al-Shabaab), with associates including Tehrik-e Taliban Pakistan (TTP), the Afghanistan Taliban, and Lashkar-e-Tayyiba (LeT). The growing cross-organizational cooperation between VEOs replicates mafia syndicates. The

organizational success of VEOs is frequently abetted by operating with near impunity in cyberspace.

Attacking VEOs: Along with our interagency and regional partners, CENTCOM continues to develop and implement theater-wide responses in the cyber and physical domains to disrupt and degrade militant networks. Over the past year, interagency efforts have resulted in designating al-Qaeda in the Arabian Peninsula (AQAP) and TTP as foreign terrorist organizations, obtaining a number of Treasury designations, Justice Department arrest warrants, Interpol notices, and placing over 100 individuals and entities on the U.S. Department of Commerce Denial List. Thanks to Congressional funding, the Defense Department Rewards Program has been used by commanders in Iraq and Afghanistan in Fiscal Year 2010 to capture more than 700 high-value individuals, insurgents and terrorists.

Preventing Security Vacuums: In the long-term, CENTCOM is working as a part of an integrated civil-military effort to prevent security vacuums that foment extremism and provide sanctuary to VEOs.

In Yemen, we have forged a tight bond between CENTCOM and our Embassy team in Sana'a to address the heightened threat of AQAP through long-term counterterrorism capacity-building. AQAP cemented its role as a viable and enduring threat to the U.S. Homeland by following-up the failed attempt to bomb Northwest Airlines flight 253 on 25 December 2009 with the "printer cartridge" parcel bomb plot in late October 2010.

Radical cleric Anwar al-Aulaqi publicly spearheads AQAP's campaign against the West, most notably by creating *Inspire* magazine in an effort to encourage Western-based Muslims and enable "lone wolf" style attacks.

In Lebanon, the Lebanese Armed Forces (LAF) has had to navigate a challenging environment in which it does not yet have the monopoly of violence in much of the country. Our assistance has had substantive impact on the ground to include helping the LAF deploy four brigades to the south since 2006 in support of UNHCR 1701 – taking up space where Hezbollah had been. Additionally we have increased the capacity of the LAF Special Operations Forces that won a hard fought battle in 2007 against the al-Qaeda affiliated Fatah al-Islam movement in the Nahr al-Bared Palestinian refugee camp in Northern Lebanon. The LAF sustained almost 200 killed and 2000 wounded in this operation. We value our close relationship with the Lebanese Armed Forces officer corps based on mutual respect and confidence. We continue to monitor the government formation process in Lebanon and will need to examine the final composition, policies, and behaviors of the next government before making any decisions regarding our relationship, including security assistance, while recognizing that continued engagement with the LAF is an important step in securing its status as an apolitical, non-sectarian, and professional organization.

In Syria, the regime's continuing support for terrorist organizations prevents CENTCOM from developing a military-to-military relationship and limits the scope of U.S. engagement. Consequently, we view the recent return of a U.S. Ambassador to

Damascus as a vital piece of our regional security architecture. We stand ready to support Ambassador Ford's diplomatic efforts to produce a more constructive relationship with Syria however we can, and we urge the Senate to confirm his nomination so that he may continue his important work beyond 2011.

Across the region, Theater Security Cooperation activities work against the ability of Iran and extremist elements to destabilize the region. Absent these programs, there is an increasing potential for security vacuums to arise and open the door to greater influence from Iran or violent actors. Our cooperative efforts with regional partners are essential to the long-term effort to address these threats.

Countering the Enemy's Use of the Information Environment: Our enemies are using every available lever of the information environment to promulgate and reinforce their ideology – and, in league with our interagency partners, CENTCOM is committed to countering the efforts of our adversaries. Our enemies operate within cyberspace (and its associated relevant physical infrastructure) to plan, coordinate, recruit, train, equip, execute and garner support for operations against the U.S., its allies and interests. The recruitment of Umar Farouk Abdulmutallab, the unsuccessful Christmas Day Bomber, demonstrates our adversaries' ability to reach across borders, promote their narrative, and defy traditional military constructs to achieve their objectives. Clearly, in the information age, our military must adapt to this new domain of warfare. We ask for the support of Congress to fund our programs that attempt to counter the enemy in the information domain, just as we need funding to disrupt violent extremists in the physical domain.

CENTCOM Activities in the Information Environment: Consistent with the guidance provided by Secretary Gates last December, we conduct Operation Earnest Voice (OEV), which synchronizes and oversees all of our Information Operations activities. OEV seeks to disrupt recruitment and training of suicide bombers; deny safe havens for our adversaries; and counter extremist ideology and propaganda. Full funding of OEV supports all activities associated with degrading the enemy narrative, including web engagement and web-based product distribution capabilities. The effective engagement of our enemies in cyberspace requires the ability for us to conduct a full-spectrum of traditional military activities against them in that domain, including all aspects of Information Operations and Strategic Communication. We coordinate with the Joint Staff, the Interagency, the Intelligence Community, and our coalition partners to examine the adversary's use of cyberspace and identify techniques, tactics and procedures we can use to counter the adversary in the cyber domain.

Combating Weapons of Mass Destruction (WMD)

Risk of WMD: At CENTCOM, we recognize the serious risk and potentially devastating ramifications of a terrorist group, violent extremist organization, or state actor acquiring, proliferating, or using WMD. The nexus between extremist groups, malign state actors, and WMD remains a critical concern throughout the AOR and presents a clear danger to our partners, allies, and the U.S. homeland. CENTCOM remains vigilant in executing

the nonproliferation, counter proliferation, and foreign consequence management pillars of America's National Strategy for Combating WMD.

Countering Proliferation and Combating WMD: Countering the proliferation of WMD-related material is a fundamental aspect of CENTCOM's overall efforts to combat WMD. In concert with our regional partners, CENTCOM is involved with the interagency effort to curtail the ability of adversaries to finance the acquisition of WMD-related items and to deny malign actors the ability to transport suspect dual-use materials across national borders. To this end, CENTCOM plays a key role in containing Iran's evident drive for nuclear weapons in violation of the Nuclear Non Proliferation Treaty by actively enforcing United Nations Security Council Resolutions that sanction the Iranian regime. CENTCOM also supports the interdiction and counter proliferation framework under the Proliferation Security Initiative (PSI). CENTCOM's mainstay program for Combating WMD engagement is the Cooperative Defense Program (CDP). The CDP provides a series of bilateral and multilateral engagement activities to improve U.S. and partner nation interoperability while strengthening partner nations' combating WMD capabilities.

Countering Piracy

The Real and Growing Threat of Piracy: Somali-based pirates continue to prey upon international shipping in the Gulf of Aden, Red Sea, and on the high seas well into the Indian Ocean. Pirates are using previously captured vessels as mother ships to conduct successful attacks as far as 1400 nautical miles from the Somali coast. The number of

successful pirate attacks has risen from 42 in 2008, to 51 in 2009, to 68 in 2010. Pirates now hold nearly 700 hostages for ransom. Multi-million dollar per ship ransoms ensure piracy remains a lucrative for pirates and others involved in this criminal enterprise.

A Model for International Cooperation: CENTCOM works with international partners to help patrol the region and to work with interagency partners to gain the prosecution of captured pirates (though we currently lack an international legal framework to detain and prosecute pirates). Piracy is a threat to all, and has promoted international military cooperation that serves as a model for cooperation in other areas. We acknowledge, however, that military action is only one part of the solution, but an essential element nonetheless. NAVCENT coordinates the efforts of over 25 contributing nations to combat piracy at sea and coordinates with European Union Task Force ATALANTA and NATO Standing Naval Maritime Group in Operation OCEAN SHIELD. Pakistan is currently in command of Combined Task Force 151, the international coalition to combat piracy. NAVCENT also hosts a monthly Shared Awareness and De-confliction (SHADE) conference in Bahrain to foster multi-national cooperation and to encourage maritime industry to adopt best practices to defend vessels against piracy. In addition to Coalition, NATO, and EU representation, the conferences also include civilian maritime organizations, and delegates from China, Russia, Japan, and India.

III. Strategic Approach

Many of our challenges are interconnected and require comprehensive long-term solutions, prompting us to adopt an overall approach that is cooperative, integrated, and enduring. As we undertake a diverse range of operations and activities, three principles guide our efforts:

Adopting Cooperative Approaches by Partnering Based on Shared Interests: First, we must adopt cooperative approaches to solving shared challenges. America's strength and security depends on our ability to help our friends in the region defend themselves, underscoring the importance of CENTCOM's initiatives to build partner capacity and pursue bilateral and multilateral initiatives. Starting from our shared interests, we must capitalize on the comparative advantages of all participating nations – for instance, by taking advantage of unique geography or specialized capability. Ideally, such efforts would combine the political, economic, and security spheres of those who choose to participate, strengthening the whole to be greater than the sum of the parts. Our efforts to develop effective solutions for Integrated Air and Missile Defense in the Gulf Region represent a significant example of the kind of cooperative efforts that are necessary to deter and defeat our common threats. As mentioned above, the international coalition to counter piracy in the Somali Basin is a model for multilateral cooperation in the region that not only addresses piracy but also offers opportunities for engagement in other areas.

Our ability to cooperate with our partners depends to a great extent on trust. As a consequence of the confidential diplomatic and military reporting made public by Wikileaks, we must patiently strengthen trust with our partners over time. We are up

front with our partners about this episode – which has informed our enemies about supportive leaders as well as our tactics, techniques, and procedures. We remain committed, as ever, to forthright communication in pursuit of our shared objectives. We are reinforcing our efforts to ensure the security of our communications and focusing on enhancing mutually reinforcing objectives with allies and partners.

Integrating Our Efforts by Implementing Civil-Military Solutions: Second, the wars we are fighting today require intensively integrated, comprehensive approaches from the highest to the lowest levels, embracing diplomatic, information, military and economics in an interwoven effort that builds synergy. Promoting security and stability in the CENTCOM AOR cannot be achieved through military means alone. We must therefore look beyond just the traditional application of military power and integrate all elements of national power to address our many challenges. CENTCOM's experience has shown that military might alone is not sufficient to deal with the challenges we confront along with our partners. Diplomacy and Development are just as vital as Defense in securing our national interests. CENTCOM support efforts to address the underlying conditions of instability that fuel current conflicts. Successful application of these instruments of national power, in turn, depends on our ability to achieve harmony within our civil-military relationships. As such, it is a security concern for us when diplomatic posts go unfilled in the region.

The overlapping forces at work in the CENTCOM AOR – those originating from within and outside the region – require exceptional cross-Combatant Command cooperation and

coordination. We have achieved progress across AOR geographic seams, exemplified by cooperation with PACOM on matters dealing with China and India and cooperation with EUCOM on Russia, Turkey, and the MEPP. CENTCOM and PACOM regularly synchronize efforts to combat mutual challenges such as piracy, proliferation of WMD, and support to countering violent extremist organizations. Additionally, we continue to work closely with AFRICOM to address the state-failure in Somalia, as well as share critical assets to meet time-critical force requirements. Together we have established a counter-piracy Joint Operating Area in the Somali Basin. We team with U.S. Cyber Command to support global relationships in cyberspace and U.S. Northern Command to protect U.S. borders and domestic security. In all, the cross-Combatant Command effort is going very well.

Supporting Enduring Solutions by Demonstrating Long-term Commitment: Finally, our approach to the region must be enduring. Following through with our long-term commitments in the AOR improves the depth, breadth and quality of our relationships in the region and increases the likelihood of cooperation at the outset. In this region of the world, we are judged by our actions, not words. Individual instances of demonstrated trustworthiness on our part resonate throughout the region for decades. Enduring solutions to the problems that we face also depend on stability, steady economic growth and development in governance. To that end, CENTCOM supports our partners' long-term efforts to grow economically and to develop effective and legitimate institutions of government.

V. Resourcing the Fight

Beyond the critical funding authorities highlighted above, accomplishing our mission requires that we fully and efficiently resource the following critical enablers. We appreciate Congressional support to provide our warfighters on the battlefield with the tools they need to accomplish their challenging missions. As we adapt to a thinking adversary, we recognize the need to accelerate our acquisition processes to enable us to out-maneuver our enemies. We also recognize the obligation to be good stewards of our nation's monetary resources. CENTCOM has established stringent control mechanisms to execute our fiscal authorities and to apply the most effective oversight possible of all of our programs.

Intelligence, Surveillance, and Reconnaissance

An Indispensable Tool: There is a considerable and justifiable appetite for ISR capabilities in the CENTCOM AOR. In Afghanistan, persistent ISR capabilities represent one of the most important and effective force multipliers and contribute directly to protecting our troops from the threat of Improvised Explosive Devices through ISR. In cooperation with the ISR Task Force, we have augmented ISAF forces with a greatly increased capability to counter the Taliban and understand the environment in which we operate. Additionally, as we drawdown our forces from Iraq, we are adjusting the apportionment of ISR in a measured way to ensure that we retain adequate capability to support our force in Iraq while we provide the necessary resources to Afghanistan and

elsewhere. We continue to refine our ability to fully integrate U.S. and coalition ISR to deny transnational extremist organizations safe haven, training bases, or staging areas to conduct attacks.

Enhancing ISR Capabilities: We greatly appreciate the support of Congress and the Under Secretary of Defense for Acquisitions and Technology in meeting the ongoing demand for more rapidly delivered ISR collection, exploitation, and dissemination capabilities. Interrelated with our ISR needs, we recognize a need to further enhance integration and synergy between aviation and ground elements that is critical to Combat Air Support and counterinsurgency doctrine. We support a limited objective experiment to refine the requirement for a manned, armed ISR asset attuned to the unique challenges of counterinsurgency in Afghanistan. Continued investments in ISR technology, infrastructure, architecture, tools, and personnel (particularly trained ISR managers) help us to build on the significant gains we have achieved in the CENTCOM AOR – and enable us to use the arsenal of ISR capabilities currently in the field.

Critical Intelligence Capabilities: Human intelligence and counterintelligence are just as important as technical solutions to remotely gather intelligence, especially in the conduct of operations in wars among the people. Such intelligence activities are inherently government functions that require a long lead time to develop. CENTCOM is posturing for sustained application of our human intelligence capabilities to afford us insights into adversary plans and intentions. CENTCOM is posturing for sustained application of our human intelligence capabilities to afford us insights into adversary plans and intentions.

We are also reshaping our counterintelligence forces to face threats from hostile foreign intelligence services and VEOs that employ sophisticated cyber techniques and trusted insiders to penetrate our networks and compromise our operations.

Improving Force Protection and Countering Improvised Explosive Devices (IEDs)

The Enemy's Weapon of Choice: Now and for the foreseeable future, the enemy is using Improvised Explosive Devices (IEDs) to kill and maim our troops. These devices remain the greatest risk facing U.S. and Coalition forces deployed to Afghanistan and Iraq, as well as a threat to U.S. interests and regional stability throughout the CENTCOM area of responsibility. In Afghanistan, IED attacks account for more than 60 percent of the U.S. and Coalition force casualties, though IED casualties have steadily decreased over the past six months. The flow of lethal aid, migration of IED technology and materials, and development of new tactics techniques and procedures represents a global threat. Homemade explosives, which now account for an estimated 85% of all IEDs, coupled with the proliferation of commercially available IED materials and commercial grade explosives make them relatively cheap and easy to build and employ.

Ongoing Interagency C-IED Efforts: CENTCOM counters the threat of IEDs by working together with all Services and the Joint IED Defeat Organization (JIEDDO). The Services continue to equip U.S. and coalition forces with the latest technology to mitigate and defeat IEDs. Thanks to Congress and the Department of Defense, CENTCOM and our national and international partners have delivered and fielded an

unprecedented number of Mine Resistant Ambush Protected family of vehicles throughout Afghanistan. These vehicles have proven critical to safeguarding the tactical mobility of our warriors in harm's way. CENTCOM, in conjunction with the C-IED Senior Integration Group, and JIEDDO have recently fielded a variety of C-IED enablers that have proven to save lives on the battlefield. As a result, we are finding and clearing more IEDs in Iraq and Afghanistan – at a rate above 60 percent for the last 12 months and 70 percent over the last quarter of 2010. These improvements are due in part to more tips from the population, better tactics, and additional enablers, including the effective use of additional ISR provided by the Services to counter this threat.

Attacking the Network: We are going after the entire IED network and insurgent supply lines. Many of our recent successes have come in the use of persistent systems emplaced throughout significant threat areas to help develop insights into the local area. We are concurrently protecting the force using trained dogs, mine rollers, jammers, and handheld devices; the Marines in southern Afghanistan now employ nearly one dog per squad, and soon we will have more than 200 working dogs in Afghanistan. Along with the Services, JIEDDO, and academia we will continue to do everything in our power to ensure our service members and coalition partners have the best technology and training available to defeat the IED threat.

Supporting Additional C-IED Efforts: We continue to call on the defense industry to provide innovative solutions to counter the threat of IEDs. Critical airlift and airdrop sorties dramatically reduce the number of service members exposed to the IED threat. In

fact, the number of pounds of supplies airdropped in Afghanistan has doubled every year since 2005, with an astonishing recovery rate of better than 98 percent. Not all critical movements can be completed by air however. We ask that Congress continue to fund those organizations that provide research and development for the evolution of new and existing counter-IED systems and technologies, especially in areas of pre-detonation, IED stand-off detection, and non-lethal weapons to deny the enemy the ability to deliver or emplace IEDs. We also ask that Congress provide the flexibility to rapidly and proactively counter new, emerging, and future threats that are either present on the battle field or potential threats that represent vulnerability and would be difficult to counter.

Unity of Command and Control of C5 Networks

Coalition, Command, Control, Communications and Computer (C5) networks that meet the challenging demands of our troops in theater are essential to CENTCOM. Currently, the command and control of networks available to our deployed forces is divided among Services, Agencies and Combatant Commands, resulting in degraded and delayed actions that have allowed our adversaries to exploit this fundamental cyber shortfall for too long. One bright network spot, however, is the Afghan Mission Network, which enables US and Coalition forces and civilians to remain connected and synchronized on the battlefield and linked to supporting assets throughout the world. We seek Congressional support to enable effective integration and extension of networks to wherever we fight, from maritime environments to the aerial layer and over rugged mountainous terrain.

VI. Conclusion

In closing, we greatly appreciate the support of Congress on behalf of America's military personnel serving in the CENTCOM region. The stalwart Americans in today's force have been fighting two wars for nearly ten years in the CENTCOM AOR. With remarkable spirit, they look beyond the ambiguity and longevity of today's complex, demanding operations and answer their country's call. Their courage, character and commitment in the face of repeated deployments are inspiring. As their Commander, I am proud to serve alongside them. Thank you very much for your unflagging support of our troops in harm's way and their families here at home.

Mr. CULBERSON. General? Forgive me, sir, for interrupting, but they have called three votes. And if we could, sir, I would like to turn the gavel over to Chairman Young, and Mr. Bishop has agreed to stay so that all of us can go up and vote and come back. And then when they start the second votes we can go vote and come back. But that would allow Mr. Young to go catch the tail end of this vote, and then he will just stay up there, so that that minimizes his movement back and forth.

So if I could, General Mattis, please continue.

And, Chairman Young, it is a privilege, sir, to pass the gavel to you, sir.

Mr. YOUNG. [presiding]. Well, Mr. Chairman, thank you very much for the confidence in allowing me to chair your subcommittee. [Laughter].

This room looks familiar to Mr. Dicks and I, because this is also where our Defense subcommittee meets.

But, General, number one, thank you for being here. And thank you for being willing to assume the responsibilities that go along with your assignment at Central Command. And I would have to say that, as I very often do, I am so proud to represent the part of the world where Central Command is headquartered. And I know that you do an awful lot of your work all over the world—well, most parts of the world, but your headquarters is in my neighborhood.

And yesterday—or earlier this week, you had assisted me in having a briefing for Ambassador Sembler. Ambassador Sembler had been President Bush 41's ambassador to Australia, but most lately, he was the Bush 43 ambassador to Italy. And so he had an opportunity to meet with General Jones and go through his briefings, which was very impressive to them, and to meet with the Italian senior national representative, General Marchio.

And I just—they asked me to say in their behalf, thank you very much for making that happen. And I would just say that we always—well we can't do earmarks these days. We did a few earmarks for Central Command and Special Operations Command in the earlier days, but this year we are not doing earmarks. So if you have a problem, we will have to find a way to work around it. But we are fairly good at that.

So thank you for being here. Thank you for assuming that tremendous responsibility.

And I would yield to Mr. Bishop.

Mr. BISHOP. Thank you very much—thank you very much, Mr. Young.

Of course, I have enjoyed serving with you under your leadership. And this has, in fact, been a very, very bipartisan committee. And even though you spend the bulk of your time with the Defense Subcommittee, you always remember the MILCON Subcommittee. And you come, and you are as faithful an attendee as any other member, even though you no longer chair the subcommittee. So we appreciate you very much.

Mr. YOUNG. Well, we still wish you were there.

Mr. BISHOP. Thank you, sir.

AFGHANISTAN MILITARY CONSTRUCTION COSTS

General Mattis, the amounts that were appropriated or requested for MILCON in Afghanistan have ramped up dramatically during the past few years. In the fiscal year 2011 baseline request, there were 10 projects. And for overseas contingency operations, there were 55 projects.

I am sure that all of those are in limbo right now due to the fiscal year 2011 funding not being resolved, but for the fiscal year 2012 request, there are only three for Afghanistan, and no funds have been requested for OCO.

I assume that the reason for this sharp decline is because our focus will be on maintaining infrastructure and not building it. Would you agree that that is the reason? And is the proposed July withdrawal from Afghanistan having an effect on military construction dollars, as well?

General MATTIS. Thank you for the question. Two points, sir. First of all, yes, we will be engaged much more in maintaining than building. As you know, we have surged, and we built the infrastructure to absorb that surge. However, in the dynamics of an enemy that has proven to be quite resilient, I want to personally ensure that anything we come and ask for is relevant to this changing battlefield.

I am not going to ask for it in the hope that somehow I will get it, whether I need it or not. I want to ensure it is—it is rigorously reviewed. That way, when I come to you with a request, I can justify right down to the penny what I am asking for, sir. And I have not yet gotten to that point.

Mr. BISHOP. Sir, just to follow up, how much have we actually spent in military construction since 2001 in Afghanistan?

General MATTIS. Sir, I am going to have to take that for the record. I want to give you an accurate answer. I can't even give you a good ballpark right now on that. But I will get back to you, sir. [The information follows:]

According to our records, the U.S. has invested \$4.76 Billion in Afghanistan from FY04–FY10. There was no MILCON prior to FY04 or after FY09 in Iraq.

Mr. BISHOP. All right. In the President's West Point speech on December 1st of 2009, he said that we would begin the transfer of our forces out of Afghanistan in July of 2011. He then went on to say, "Just as we have done in Iraq, we will execute this transition responsibly, taking into account conditions on the ground."

TRANSITION OF FACILITIES

Can you lay out for us what actions will be taken with regard to the facilities that the committee has funded over the past several years and what steps will be taken in the fiscal year 2012 budget to continue this transition?

General MATTIS. Sir, the transition, as the president pointed out, will be conditions-based. We have very strict conditions we are going to meet. Then we have overwatch conditions, which will include your specific question about the facilities. Those over-watch conditions will ensure we don't have a reverse of the transition.

We know now that, when we transition one of the provinces, a district, the enemy will target it and try to come in and take it

apart. So we have overwatch—both operational and more logistic overwatch—that will ensure that this transition is irreversible when we do it. I think that answers your question, sir.

Mr. BISHOP. What are you going to do—what are we going to do with the facilities that we have actually constructed?

General MATTIS. Right. In the case of the facilities, they will be turned over, sir, to the Afghans. They will remain there.

Mr. BISHOP. Okay. Do we expect to get compensation for that, or is it going to be gratis?

General MATTIS. I believe it is going to have to be gratis, sir. Right now, Afghanistan, as you know, is recovering from around \$250 billion worth of destruction over 30 years, by IMF estimates. And we are basically getting the country back on its feet here, sir.

Mr. BISHOP. Thank you, sir. I am going to have to excuse myself for a moment and run up and vote. I thank you very much.

Mr. CULBERSON [presiding]. Thank you. Thank you, Mr. Bishop.

We are going to have another couple of votes, General. And as those votes occur, we can each just go up and vote, come back because we are so close. I will pass the gavel to one of my Republican colleagues, as I have to step out very briefly. And we will just rotate in and out, sir.

If I could, I wanted to be also sure to recognize and ask our Ranking Member, Mr. Dicks, to please make a statement. It is a privilege to serve with you, Mr. Dicks. And I want to—

Mr. DICKS. I would just like to ask a couple questions, if I could, very briefly.

Mr. CULBERSON. Certainly, yes, sir.

Mr. DICKS. Well, thank you.

STATUS OF FORCES AGREEMENT

And, General, it is good to see you again. I enjoyed our meeting last year, I think it was. And we have been through—we go down to 50,000 in August 2010, August of 2010 in Iraq. And under the Status of Forces Agreement, we are supposed to be out of there by December 31, 2011, this year. But there has been a lot written by experts saying that that may change. What is your take on that?

General MATTIS. Thank you, sir. The agreement that was entered into by President Bush is that we would remove all of our troops by December of this year, absent any new agreement. That agreement would have to take a request by the government of Iraq. It would have to be agreed upon by our commander-in-chief.

And right now, we are executing the plan for withdrawal of our troops, absent a small number, what is called an Office of Security Cooperation-Iraq, which would do some degree of mentoring, of training. It is a very small office, probably around less than 200 uniformed and about 600 contractors.

Mr. DICKS. Is there any intent to—I mean, does this include special forces, as well? Or can we talk about that here?

General MATTIS. This is all of us. All of us are coming out, sir.

Mr. DICKS. Everything?

General MATTIS. Everything, absent a new agreement.

FACILITIES IN IRAQ

Mr. DICKS [continuing]. A new agreement. Now, you talked about the facilities in Afghanistan. What will happen to the facilities that we have built in Iraq? Will those be turned over to the Iraqis?

General MATTIS. They have been. We have turned bases over, and they will continue to be turned over, yes, sir.

Mr. DICKS. Now, you have been—you are familiar with—with what the State Department is doing. Apparently they are having a major build-up of—and will bring in some security forces of their own, I guess, contractors. Can you describe to the committee what that will look like?

General MATTIS. I don't believe all the details are sufficiently fleshed out. However—

Mr. DICKS. Give us a general picture.

TRANSFER TO DEPARTMENT OF STATE LEAD

General MATTIS. In general, what we are going to is from a military-led effort to a civilian-led. The civilian-led will be by Department of State. It will have an embassy. It will have a certain number, still to be determined, outlying stations, the normal kind of conflict that extend our access and influence. Each of those would be built to provide the representational nature, the civilian nature of a relationship by some military, you know, kind of camp, that sort of thing.

Mr. DICKS. Would—and I assume—the training effort, then, will be accomplished. Are we already done with the training effort? Have we got to the numbers for the army and the police that we had planned on?

General MATTIS. The numbers are there. There will still be loose ends, specifically in matters of intelligence, intelligence fusion, air sovereignty, and maintenance logistics. Those three areas we know there will still be maturation that needs to occur. So if we are not there, we will be leaving some loose ends for them.

Mr. DICKS. Will we have contractors? Will U.S. contractors or other contractors from either Iraq or from other countries in the region—will they be utilized to help train the Iraqis on these issues that you just mentioned?

General MATTIS. Because the government, after that close election, took much longer to get seated than we expected, and the minister of interior, minister of defense in charge of the police and the military are not yet in position, Congressman, we do not have all the fidelity on what they are willing to ask for and what they are willing to host. Until we get their requests, I am going to give you an incomplete answer.

Right now, we expect to have around 100 to 200 uniformed personnel and around 600 contractors who would do some of what you are talking about. I will tell you that will not be a sufficient number to address all the loose ends.

Mr. DICKS. It won't be?

General MATTIS. It will not be.

Mr. DICKS. That is the present understanding; that could change. And they could hire contractors themselves, right, I mean, to bring in?

General MATTIS. They could. Some of these skill sets are found probably uniquely in the U.S. military, frankly.

Mr. DICKS. Yes.

Thank you, Mr. Chairman. I appreciate the courtesy.

Mr. CULBERSON. Of course. There are no party distinctions on this committee. We are, all of us, arm in arm in support of the work that you do, sir. And we will be, as I said, going in and out during this series of votes.

General Mattis, to follow up on a couple of questions that Mr. Bishop and Mr. Dicks have asked—and, obviously, the facilities, the physical structure will be turned over to the Afghans and the Iraqis. What about the equipment? What is happening to all the equipment that the United States has brought into these countries?

General MATTIS. If it is not equipment that has been bought or issued to the Iraqis, we bring it all out. Frankly, I can get the troops out very easily.

The equipment is the tough part. It takes a lot of planning. When we came down from 120,000 to 50,000, it was the equipment that took most of the heavy lifting. So we are quite capable of moving the equipment out. I am very confident that, if we are told to remove it all, we will do so. We will not leave it behind, because we are incapable.

AFGHAN POLICE FORCE

Mr. CULBERSON. When we leave Iraq, when we ultimately leave Afghanistan, we are leaving in charge, obviously, the military forces in both of those countries, but also police force plays a vital role, I know, in preserving law and order in those countries. The literacy rate—I have seen in one report in the Afghan police force, there was a test apparently administered to about 7,000 new recruits to the Afghan police force. And the literacy rate was under 3 percent.

AFGHAN AND IRAQI POLICE FORCE READINESS

Could you talk to us about the capability of the Afghan police force and, for that matter, also the Iraqi police force and their readiness of their military in both of those countries to pick up the burden that we must inevitably leave to them?

Because I think all Americans want to see us out as soon as we can, but we want to make sure that we are leaving behind a stable situation in both countries so we don't have to send our young men and women back into harm's way.

General MATTIS. Sir, in Iraq, the army and the police are relatively literate. In many cases, they are high school, college graduates. Different situation. With the exception of what I mentioned earlier about some intel skills, logistics, and air sovereignty, keeping—they don't have an air force yet, Iraq is in pretty good shape with their military.

We saw this day with a lot of demonstrations. I think it was the 26th of February. And the Iraqi security forces performed pretty well. Now, Prime Minister Maliki is still going to investigate every demonstrator or person who died that day and determine just what happened.

So I am not here to tell you I have complete understanding of it. But if that was a test of the Iraqi military, they did pretty well.

Mr. CULBERSON. What triggered that event? And could you talk to us a little bit more about it?

POLICE FORCE CULTURE

General MATTIS. Well, this is the—I think it is part of these winds of change that are sweeping through the Middle East. It was primarily a lack of government services, of electricity, of job opportunities, the kind of things that governments are supposed to deliver to their people and the frustration there.

So in Iraq, it is one issue. But every country's military and its police force reflects that culture.

In Afghanistan, it is not as good a situation in the sense of the literacy and the capability of the force. You have 30 years of warfare. And you have, under the Taliban, during the years they were in charge, they destroyed schools, they didn't build a single school. The illiteracy problem is significant.

It is actually one of the recruiting tools for the Afghan army and Afghan police. You can come in and you can learn how to count and how to do—how to read and this sort of thing. So we actually draw people into the service.

But, believe it or not, we try to get them up to a first-grade level of literacy and, for their leaders, up to a third-grade level. And we are going to continue to improve this.

But it is reflective of a society that had been turned upside-down and gutted by years of war, especially by the Taliban, who would permit no girls to go to school, would permit only rudimentary schooling. And it was a very limited—it was not really a truly academic kind of education they were supportive of. So we are now having to deal with the outcome of people who grew up during those years.

HANDLING OF RESPONSIBILITIES

Mr. CULBERSON. How confident are you that they will—and talk to us about Afghanistan and Iraq—how confident are you that they are going to be able to handle the responsibility, once U.S. troops are out, and maintain peace and security in those two countries?

General MATTIS. I am very confident that we can be successful.

Mr. CULBERSON. In both countries?

General MATTIS. I think we have a good—you know, sir, it is hard forecasting things, especially about the future. In Iraq, we are leaving a country that is much more open. It has had democratic elections. That doesn't make a democracy, but it is starting in the right direction. The government that has been stood up is an inclusive government, including people from all parts—major parts of the society, Kurd, Sunni, Shia. I think it is on the right track.

Really, there are a lot of choices the Iraqi people have to make if they want to sustain their country as a modern country.

BREAK FOR VOTE

Mr. CULBERSON. We are going to—I think some of the members may wait. Forgive me, sir. I didn't know the mike was on.

You might want to wait, guys, until the very tail end of the vote, and I will try to alert you.

Why don't you let us know, Tim? There is about 2 minutes left. Give us time to zoom up, then catch the beginning of the next vote and come back.

Mr. DICKS. Second vote.

Mr. CULBERSON. Second vote. Did you do the—you did the first vote? Okay. We are all good.

What is that? There is a total of three votes. So Mr. Dicks is right. Catch the tail end of this next vote, and be there for the start of the next one. And we will all—we will come back, sir, and we can finish up.

And we will be following a rough 5-minute rule, but obviously within the bounds of courtesy and common sense. Obviously, we are not going to cut anybody off exactly at 5 minutes. And we will follow—we got a little broken up here at the beginning.

But, of course, I will start the questioning, turn it over to my good friend, Mr. Bishop. Obviously, always recognize our Ranking Member, and Mr. Young is the Chairman of the Defense Subcommittee, men we respect and admire a great deal, sir, whose experience is welcome on this committee.

MAINTAINING PEACE AND SECURITY

But talk to us, if you could, sir—if you could, finish elaborating on the ability of Afghanistan versus Iraq to maintain peace and security, and how stable are the governments? How confident can our constituents be that, once we leave, those two countries are going to remain stable, secure and safe and we are not going to have to go back in there?

General MATTIS. Well, sir, my point would be, I don't think we are going to pull out. While we will certainly reduce our military and it will become a much more stable country as we beat the enemy back, we are not going to abandon this country. There will be a continued dialogue. There will probably be continued advisers at some level and exchanges of officers.

Mr. CULBERSON. In both? Are you talking about both or just Iraq or Afghanistan?

General MATTIS. Well, right now, just Afghanistan.

Mr. CULBERSON. All right, sir.

General MATTIS. With Iraq, we have to see what their government is going to ask us to do in the future. Right now, we are on an exit strategy there that would bring us all out.

But I think that what we are trying to leave behind are forces that can ethically employ force under civilian control in both countries to ensure that they can maintain stability in a very unstable part of the world.

Mr. CULBERSON. Thank you, General. And I will have some more questions.

Let me turn it over at this time to Mr. Bishop.

Mr. BISHOP. Thank you very much.

Mr. FARR.

Mr. FARR. How much time do we have before we vote? We will have another round, I think.

DRAWDOWN OF AFGHANISTAN

Thank you very much, General, for being here. I am very interested in following up on essentially your predecessor, General Petraeus', concept of a whole-of-government approach to fully integrate our military and non-military efforts and those of our allies and partners in trying to meet our deadlines. And I do—how many troops do we have now—do we have there now in Afghanistan? Yes, sir?

General MATTIS. About 100,000 troops—

Mr. FARR. And so, in 3 years, we are going to be down to zip?

General MATTIS. Our plan right now is to have the Afghans in the lead. I think we will still—based on what the president said—maintain some military there, probably in an advisory role.

PARTNERSHIP CAPACITIES

Mr. FARR. How many do you need in advisory role, do you think, just roughly?

General MATTIS. Sir, I would have no confidence in giving you a specific number now—

Mr. FARR. Okay. What is the total investment we have done in infrastructure for Afghanistan? What is the investment in infrastructure the military has put into Afghanistan?

General MATTIS. I will have to get—take that for the record, sir. You mean from 2001 forward?

Mr. FARR. Yes, sir.

General MATTIS. Okay, I will take that for the record.

[The information follows:]

Infrastructure projects in Afghanistan have been funded through the Commanders Emergency Response Program (CERP). CERP projects are reported and tracked using OSD's guidance for CERP Categories, which have changed and become more precisely defined since the program began in FY2004. The CERP categories do not segregate Infrastructure costs; therefore, we estimated the amount below using six categories that include the preponderance of Infrastructure costs: Agriculture, Irrigation, Electricity, Humanitarian Assistance/Reconstruction, Telecommunications, Transportation, Water and Sanitation. The costs in these six categories include both infrastructure and non-infrastructure costs. For example, water and sanitation category includes construction of wells and flood prevention measures as well as canal cleaning efforts. Of the total \$1.7B spent on CERP funding, we estimate about \$1.3 billion was spent on infrastructure.

Mr. FARR. And when I come back—and you can start thinking about this question is—I am really interested in how you get from here to the end game in 2014 of building the capacities, both in Iraq and whatever other nongovernmental organizations they have, both building the capacities and understanding language and culture, which I am very keen on, because I represent the Defense Language Institute, and doing the work that the Naval Postgraduate School is doing on stabilization and reconstruction. I won't ask those right now; I am going to go up and vote.

Mr. CULBERSON. What we may do, General—and, Sam, in order to have Mr. Farr's questions answered, because—if we could, sir—I think we just will adjourn very briefly. Let's go up and finish the voting.

General, we will catch the tail end of this vote, vote the very beginning of the next one, and come right back, sir. If you will excuse

us, that may be the simplest way to do this and minimize any interruptions to your testimony.

Could we just stand adjourned briefly, until we get finished with these votes. Thank you.

[Recess.]

Mr. YODER [presiding]. General, we are going to go ahead and get started again. And I will yield to Mr. Farr. And he can restate his question and continue. Thank you, sir.

Mr. FARR. Thank you, Mr. Chairman.

FOREIGN AREA OFFICERS

General, what I am interested in, frankly, is—I am interested in building capacity, but I think what I am trying to get at is that what—we are really trying to increase the Foreign Area Officers program in this country. And some of that training is done out at the Naval Postgraduate School.

And with—the question really goes to the need in theater to have people that are competent in language and areas in culture studies. And the fact that we have trained a lot of the FAOs, but only 23 percent of the FAOs are filling non-coded billets. I mean, there are too many of them that are trained, but not doing their job. And I wondered if you could tell me how many FAOs are serving in the region. Do you think we need more? And would you make that—and support making the FAO program permanent?

General MATTIS. Point I would make is that language and culture skills in this kind of war are as important or more important than any technical skills. And FAOs are critical here. They are certainly more—FAOs—Centers of Excellence—key enablers—the point I would make is that FAOs alone who are invaluable are not sufficient.

And you have your units broken up into 15-men squads—so the FAOs are more of a—element of a more culturally and language-capable force that has got to be—rising tide—everybody in this key area.

It is also important, though, that FAOs be kept competitive for promotion and assignments more broadly, because many of—go into these fields, but they don't want to be confined to that the rest of their time in the service.

And for them to remain competitive, they are going to have to be given more opportunities, go back to school, broaden themselves, be in command billets, and bring that priority they bring—to the whole institution—

Mr. FARR. But I think my question really goes that we really probably have a need for more FAO billets. I mean, in essence, they are equal to an ambassador. And as in the State Department, you come—you serve and come back to Washington and do other skill development and language training, it seems to me we are short-changing the use and need for FAOs. You are right. They are not just the language trainers at the small-unit session. They are much more of a command position.

But it is—with all the responsibilities in the Middle East, it seems to me—and all the specialties in the Middle East, with contractors and so on, that these are really key type of—excuse me—used to make these—that—and I think you are responding to my

point, is that they really are necessary. But I guess the question goes—we need more of them, and we need more of them in theater.

General MATTIS. We do. Yes, sir.

SKILL SETS IN THE MILITARY

Mr. FARR. All right. Because the follow-up question is then going to be then, how do we use that kind of skill set in the military to work ourselves out of a job? That will be the next round.

Oh, foreign area officers, but essentially they are co-equal to an ambassador in their training and—the State Department, and sometimes better linguists than the ambassadors, usually better.

General MATTIS. Yes, sir. Well, we need more of them, sir. It is just the demands for this military to be ready not just for the current fight, but for the next fight. And, frankly, we are going to need FAOs wherever we fight next, too, and they may be different cultural and language skills than we have now.

I think we are going to have to start in our recruiting effort of officers actually recruiting people out of the colleges who have these language skills and have these cultural backgrounds based on their major field of study. We can reward—you know, institutions get the behavior, they reward. If we tell our recruiters that if we bring in someone like this, they get accelerated promotions, specific assignments, school, education guarantees, there is a way we can actually build this cohort and be in a much better position than we were, for example, in 2001, when this broke out.

Mr. FARR. Thank you. I will take—I have some other questions in the next round.

Mr. CULBERSON [presiding]. Sure, thank you, Mr. Farr.

I will turn next to Mr. Yoder. We will recognize members in the order in which they come to the hearing. And, again, we will follow really a rough 5-minute rule for all the members, but we are not going to hold to it hard and fast. Thank you.

Mr. YODER. Thank you, Mr. Chairman.

General, thanks for being here today. Appreciate the opportunity to start a little dialogue with you. I am one of the new members of Congress and a new member of this committee, and so you will bear with me as maybe I ask some rudimentary questions.

But I hear a lot of discussion about the cost of the action in the Middle East, particularly Iraq and Afghanistan war. And there has been some discussion in events I have been to, as both a candidate and as a new member of Congress, related to those costs and whether they are on the books or off the books and that sort of dialogue.

MILITARY COSTS

And I wondered if you could share with me if we have determined what the expenses have been since 2003, I guess, or whenever we started both of these military activities.

General MATTIS. Sir, I would have to go and do some research to get you a whole answer and an accurate answer. Are you referring just to military costs alone?

Mr. YODER. Well, that would be a good start. I guess the total cost would probably be what taxpayers are most concerned about, in terms of what this has cost taxpayers over a period of time.

General MATTIS. Okay, sir. I will have to do some research.

Mr. YODER. Would you? Thank you.

General MATTIS. Yes, no problem. And I will get back to you in writing so you have something to refer to.

[The information follows:]

According to the Department of Defense Quarterly Cost of War Report, through December 2010, \$676.2B has been spent in Operation Iraqi Freedom/New Dawn and \$261.3B in Operation Enduring Freedom for Afghanistan since September 11, 2001.

FACILITIES TURNOVER

Mr. YODER. Thank you, sir. And then the next question relates to, I guess, the same issue, but there were some understanding—as I was a citizen watching these things unfold years ago, recollect some discussion—and we were talking about facilities that are staying in Iraq and Afghanistan, that there was going to be some sort of payback scenario that—when we went into Iraq. Was there any sort of agreement or understanding regarding the expenses or costs that the Iraqi government would reimburse the United States government?

General MATTIS. There is not at this time. We are turning over those facilities as part of our transition plan to them, one by one. I think we have turned over about 430 so far.

By and large, these are facilities that we have built for our use. Many of them are what we would call temporary, in terms of expeditionary kind of camps, but some of them are much more substantial buildings that we needed, for example, for headquarters and that sort of thing, where you needed a certain level of protection, as well.

So we used them. As we transition that area, the Iraqi forces came in, took them over. We continued mentoring them. They eventually took over completely, and we pulled our troops out, which permitted us to then turn over all responsibilities.

We took out our own equipment. We didn't leave any communications gear. We didn't leave our vehicles, for example. But we turned over the hard facilities to the Iraqis.

Mr. YODER. So when—in all of the security services that the federal government has provided, the facilities that are being left, any of the benefit in terms of our action in any of these two nations, there has never been any discussion or negotiation related to the cost of repairing and rebuilding?

I guess I recollect through the news some discussion of, you know, oil reserves or there was going to be some assistance to help pay—defray the costs of rebuilding Iraq, in particular. And I guess is that—is there any accuracy to that? And what is the history on those discussions?

[The information follows:]

Since 2008 the Government of Iraq (GOI) has complemented U.S. appropriated Commander's Emergency Response Program (CERP) funding through a program referred to as I-CERP. GOI provided I-CERP funds to U.S. Commanders to execute while Iraqi military personnel observed so as gain the expertise in managing their own reconstruction program. As of 7 March 11, approximately \$246M of I-CERP funds have been executed. The GOI presently operates its own reconstruction programs.

The U.S. Forces in Iraq (USF-I) have also worked case-by-case cost sharing between Iraq Security Forces Fund (ISFF) and Ministry of Defense and Interior

(MOD/MOD funds for military capabilities to improve the Iraq Security Forces (ISF). This has resulted in the GOI paying about 72% of the costs on the implemented cases with a projection of about 96% for pending cases. The GOI has also covered the operating costs for the ISF, including salaries and billeting.

General MATTIS. I will confirm this to you, as well, but I am not aware of any. But I need to confirm that to you.

Mr. YODER. And is there a reason that we have never gone down that road? Is that diplomatically difficult to do? Would it be rejected by the host nations?

General MATTIS. There was a great deal, as you know, of damage done during the war. We built what we needed for our use. And as we pull out, I think we did not bring it up more as a matter of transition. You are now taking this over; you are going to have to maintain it, provide security; we will mentor you for a while and eventually even those people come out. I think it has to do with the leaving the country in better shape.

NO TROOP WITHDRAWAL

Mr. YODER. Okay. And then last question. I know my time is probably running short here. Just understanding the dialogue earlier, there was discussion about the December 2011 troop withdrawal, and that is for Iraq. And then in Afghanistan, there is no deadline, in terms of troop withdrawal. Is that correct?

General MATTIS. In Afghanistan, we will start in July of this year with a conditions-based withdrawal. At the NATO conference in Lisbon, we agreed that we would stand by—we, NATO, the troop-contributing nations, 49 nations altogether, including Afghanistan—would stand by them until the end of 2014, at which time the lead for all security is in their hands. We will actually start that. We will announce it on March 21st, the initial transition. We will start executing it this summer.

We will then announce some more areas that we are going to transition. And we will probably still be in an advising role after 2014. We will have a State Department relationship after 2014. The international community is committed to not turning its back after 2014. But our military commitment would be significantly reduced over these coming years.

EXIT STRATEGY

Mr. YODER. And then, in both of these areas, there has been continual discussion, I think, both in this building and around the country related to sort of line-in-the-sand timelines versus accomplishment of mission. I feel like I hear this conversation a lot, of we need to finish the mission versus having a timeline. And that is just a debate that I am sure intelligent minds disagree on.

My question for you would be, how do we know in either of these areas when we have accomplished our mission?

General MATTIS. How will we know—

Mr. YODER. How do we know—besides just setting a timeline, saying, “We are leaving on December 1st no matter what,” how do we know beyond that when we have accomplished the mission in both Iraq and Afghanistan? People ask me this at town hall meetings. You know, what are we trying to accomplish? And when do we know whether we are going to accomplish it?

General MATTIS. We have a strategy which we reviewed with the President in December. I was part of that review. We are very confident the strategy is on track.

We have conditions for the transitioning, and we are confident right now that those conditions are correct and will show success. In this kind of war, it doesn't come on 1 day. It is one district at a time, one province at a time.

So we know where we are going with this. We have both counter-terrorism and counterinsurgency efforts underway. And it is a three-pronged attack. One is the military, which you are very familiar with and you read about in the paper. There is also a civilian effort that is very much linked to the military effort.

Above that, based on the success on the battlefield and the improvement in local governance, is a diplomatic effort for reconciliation. That is where all wars eventually come to an end. If we militarily can destroy the enemy's hopes of success, you will see more of their young men integrating, reintegrating. You will see reconciliation options for our diplomats go up as an enemy realizes we can't win, they are not going away, we might as well make peace.

So that is how you will see this mature. It will not be with a great, big—on 1 day, we will all wake up, and we will have taken the enemy's capital, and our flag will be flying over it. It is not that kind of a war, sir—

Mr. YODER. Yes, that does help. So it is less of an objective criteria and more of a subjective opinion, in terms of whether we feel based upon the totality of the circumstances and whether we feel we have accomplished enough, that it is stable enough to depart. It is not a level that we can mark and say there is a certain amount of troops that are ready, there is a certain amount of attacks that have occurred. If we can get it under a certain number, then we feel like—there is no objective criteria like that.

It is simply a subjective determination based upon your leadership and others? And I don't mean that in a negative way. I am trying to understand how we make these decisions.

General MATTIS. There is both an objective—there is both a quantifiable measure and a non-quantifiable. In war, what often counts most is what is most difficult to count. That is really the point you are making, and I agree with it.

But at the same time, when you look at the number of IEDs that are turned in to us by the locals who realize now we are going to stay there and they can turn them over to us so that we don't point out where they are at so they don't get killed for doing so, then you start looking at the quantifiable numbers of IED strikes that go down, for example, and you are able to sense the more important piece, and that is the confidence of the people, that they now can side with us without worry that they are going to end up dead because they did so.

So it is a combination of quantifiable and non-quantifiable factors that have to be brought together in what we call the art and science of war. In counterinsurgency, it is maddeningly complex, I will tell you.

Mr. YODER. Well—

Mr. CULBERSON. Certainly, we will come back—

Mr. YODER. I will reserve it for the next round, but thank you for the time.

Mr. CULBERSON. Sure. We will absolutely come back. I want to make sure we give everybody an opportunity to ask questions.

And if I could move to the gentleman from Virginia, Mr. Moran?

CONTRACTOR POLICY

Mr. MORAN. Thank you very much, Mr. Chairman.

I want to ask you about contractor preference policy, but first let me clear up something. We have been asked from a number of sources about the situation with regard to the fuel that we are bringing into Afghanistan, particularly, but we had a similar situation to some extent in Iraq. So much of it is missing. It either goes on the black market. It is pilfered away or whatever. And it, in some cases, winds up in the hands of the Taliban.

Are you at all involved in that? Or is that exclusively—at Defense Logistics Agency?

General MATTIS. Mr. Moran, we are significantly involved in it. It is a very high-priority issue. There are a number of aspects to it, and you have hit on one of the most critical ones.

Mr. MORAN. Would you have any rough estimate of how much fuel we are losing in just the process of transporting and then getting it where it needs to be gotten? Some of it is a result of the lack of facilities along the way where we can store it. But, of course, most of it is logistics, and the lack of security in the process of transporting it to the battlefield.

General MATTIS. I believe on fuel, sir, it is less than 1 percent we are losing to enemy action, attacks, burning up tankers, and any other kind of pilferage. But right now, we have a spotlight—as a matter of fact, we call it Task Force Spotlight—actually looking at some of this. That one has to do with any of the private security companies that may be in cahoots with these kind of people.

We also have a number of other efforts underway right now, looking at the contractors, Task Force 2010. We actually look at each contractor and make sure we are not contracting with a bunch of crooks.

Mr. MORAN. Right.

General MATTIS. But there are efforts that go along the entire chain of supply, from purchase to transport, monitoring it, delivery, distribution, as we try to maintain absolute control over this. It is not always easy, as you understand, but it is a main effort of ours right now.

Mr. MORAN. Well, thank you, General Mattis. So your sense is that our soldiers are not involved in the pilfering or the black market. It is probably private security contractors that have seen an opportunity and seized it?

General MATTIS. Yes, sir. I am not saying—

Mr. MORAN. I don't want to put words in your mouth, but, yes.

General MATTIS [continuing]. We are pure, but if we find a criminal in our ranks, we hold them accountable. That is not a significant issue. That is not defining the problem. The problem is this distribution line which is so long and vulnerable—

Mr. MORAN. That is right.

General MATTIS [continuing]. That we have tightened it up significantly.

Mr. MORAN. And we may be contracting with the wrong people, who are exploiting the situation.

General MATTIS. I am pretty confident on that one, sir, that we have cleaned up our act on that one, because now we have been doing it long enough, we know who are the good guys and who are the bad guys.

CONSTRUCTION INDUSTRY

Mr. MORAN. Good, good. Now, what I want to focus on particularly, General, the construction industry. Last year, the unemployment rate within the construction industry was 27 percent. It has gotten a little better now.

But when you consider the fact that we are doing so much construction over in Iraq and now especially in Afghanistan, you would think, well, this is a great opportunity for our construction firms. We don't have construction here. For gosh sakes, the taxpayer is paying for all kinds of construction over there. Maybe we could use them over there.

But when you talk to the construction industry, most of them say they don't consider overseas MILCON contracting to be a competitive marketplace. Some of the Virginia-based contractors, for example, refer to fly-by-night contractors that perform very poorly, but are able consistently to undercut American bids.

I am going to talk for a couple minutes while you find the right place there in your notes, General.

But in 1984—and this is something I know that the chairman is interested in—the Congress established an American preference policy. It gave American firms a 20 percent price preference when competing against foreign firms for U.S.-funded—only for U.S.-funded military construction projects above \$1 million. They put it in the Pacific region.

And the reason we did that was because American firms couldn't compete against the foreign firms who didn't have to pay individual and corporate U.S. income taxes, they didn't have to comply with the labor laws, the environmental laws. They don't have to have the bonding.

And perhaps even the biggest issue was, our firms don't engage in the kind of unethical practices that a lot of the contractors that were operating in Iraq and apparently are operating in Afghanistan were doing.

So to create a more level playing field, we expanded this price preference to MILCON projects—this was in 1998—that were bordering the Persian Gulf, the Arabian Sea, Iran, Iraq, Kuwait, Oman, Pakistan, Saudi Arabia, and the Emirates. It has been extended every year in our bill, Section 112 of the MILCON bill.

The issue here, though—and we put language in last year to make sure that it covered Afghanistan. But, of course, it was in the MILCON appropriations bill, and those died—I guess I shouldn't—I don't know whether it is a quick death or a slow death, but they all died.

So this is an opportunity to ask you, how competitive are American firms when they have to deal with foreign firms who don't

have to abide by anywhere near the kinds of restrictions that we demand of our firms? And, of course, we are only talking about U.S. taxpayers' money being used for these construction projects.

General MATTIS. Congressman, I am going to have to get back to you. I am not sufficiently aware of the legislation, frankly. And I need to get—I need to read it and see what we have done about it.

[The information follows:]

Extending the U.S. company preference for MILCON contracts to the CENTCOM AOR could increase costs by up to 20%, delay the timelines for projects, and degrade our campaign objectives in Afghanistan. Offering a preference to U.S. firms reduces competition which can drive costs upward. Following the proposed language could create situations where the most technically proficient companies with the lowest price do not win contract award. In addition, extending the U.S. company preference for MILCON contracts would be contrary to the ISAF campaign objectives as stated in GEN Petraeus' Counterinsurgency Contracting Guidance issued on 08 September 2010. This guidance emphasizes the importance of maximizing the use of Afghan-owned companies to support economic growth, stability and capacity development, in order to build the conditions for departure of our forces.

Mr. MORAN. Okay, well—

General MATTIS. But I will get you an answer. I know that in many cases we are trying to use foreign firms, for example, in Afghanistan, because the more we can get their economy going and get them involved with this, frankly, the sooner we can turn this whole thing over to them.

But your point is valid. And, frankly, I am prepared to—

Mr. MORAN. Well, this policy is exactly what we have been told. The problem is that now that we have been there for a decade, the—so many of the buildings that we contracted with these foreign firms to build, they have fallen down. They don't know how to make cement. They don't seem to—I mean, the schools have fallen down. The health facilities have fallen down. Public buildings that we paid very substantial amounts of funds for, they are just falling down. They have to be rebuilt.

So I understand it is important to use indigenous labor and to train them in the process. On the other hand, we don't want to be building buildings that don't last because we don't have the kind of skill set that American firms would be able to provide.

General MATTIS. Yes, sir. I am with you 100 percent. I will tell you that the ones we are building more recently, we know our contractors now. We know which ones are the kind that you just mentioned. And we have ones now who can actually deliver. And I have been in some of the buildings, and you would be proud that we spent the money and got a good return.

But the more important one is this price preference that I am not ready to answer right now, but I will get you an answer.

Mr. MORAN. I would appreciate you looking into that. Thank you very much, General.

Thank you, Chairman.

Mr. CULBERSON. Thank you.

Mr. Moran, if I—reminded when you were talking about the field pilfering, of the Battle of San Jacinto, when the Texans captured about 11,000 silver Spanish dollars. And when they captured Santa Anna and the first time Sam Houston had them counted, there were 11,000. The second time they counted, about 10,000. And they

counted them again, there were about 9,000. And Sam Houston said, "You boys better quit counting. We are going to run out of money."

I am also intrigued, very quickly—before I turn to Mr. Austria—because I am fascinated to hear that there is actually a built-in—Jim, he said 1984, U.S. firms were given about a 20 percent price preference to compensate for the cost of taxes, regulation, bonding, et cetera, the U.S. tax burden. Is that number adjusted over time? Has it just been a fixed 20 percent all these years?

Mr. MORAN. I don't think so. And that only applied to the Pacific. Mr. CULBERSON. And now it has expanded?

CONTRACTS

Mr. MORAN. Well, that is what we were trying to do, to expand it so that it would include Afghanistan. A lot of contractors in Iraq and Afghanistan found they just weren't able to compete. And it does fall into MILCON, so it is something I would like to look into.

Mr. CULBERSON. Absolutely. But I am also intrigued and wanted to follow up on—the number hadn't changed all these years. It has been 20 percent. I would love to find out what the actual cost of doing business is for the U.S.—the cost of the tax burden? As a free-market, fiscal conservative, it is nice to know there is a market—there is an indicator out there we could use of indicating that maybe we do need to cut taxes and reduce the regulatory burden on U.S. companies.

Mr. Austria—let me recognize the gentleman from Ohio.

Mr. AUSTRIA. Thank you, Mr. Chairman.

And, General, thank you for your service to our country. And thank you for being here at this committee today.

Let me, if I could, just maybe follow up a little bit on what Mr. Moran was talking about, when we are talking about American contractors or foreign contractors. Obviously, you have to have some cooperation with the government. Could you update us on as far as cooperation with the government and being able to accomplish your missions and working with the current government in Afghanistan?

General MATTIS. Thank you, sir. We have a—you will read about tensions between us, but they should not mask overwhelmingly the amount of shared ground we have between General Petraeus, our ambassador, Ambassador Eikenberry, and President Karzai.

He is president, elected president of a sovereign nation. Sometimes his interests cause him to speak out on issues that are challenging for us, because we don't see everything eye to eye. But on the big issues about how do we protect the Afghan people, how do we support governance, how do we develop government services, how do we get the economic activities going, anti-corruption, he works with us on anti-corruption efforts.

So we have a very heavily shared burden here. And he is a partner, is the way I would characterize it.

AFGHAN ARMY STRENGTH

Mr. AUSTRIA. That is good to know, General, because my visit last year to Afghanistan, I had an opportunity to meet with President Karzai and General McChrystal at the time. I guess I walked

away with maybe a different impression after I met with the president, but it is good to hear that he is working with you, with anti-corruption, and working with you—let me ask you about the Afghan army, as far as how they are progressing, because it always makes me nervous when we are talking about a withdrawal and we put a timeframe in there of 2014, what we are leaving behind and who we are leaving behind and whether or not they are prepared to be able to defend themselves against the Taliban or whoever it might be from the outside.

Can you update us on how that is coming along, as far as working with the Afghan army, and how—I guess, how they progressed as far as being able to defend themselves?

General MATTIS. This last year, sir, has been the growth of the Afghan army in numbers, but it is now accompanied for the first time by an increase in quality. And we see the quality in training statistics, marksmanship, map reading, reading itself, this sort of thing, as well as combat performance.

So over the last year, they have exceeded the numeric standard that we set that we wanted to grow to. And they are showing themselves as willing to fight. Their casualty rate shows they are in the fight, both the Afghan army and the Afghan police.

As far as their preparation to take over, this will be one district at a time, one province at a time. It is from the ground up. Minister of Defense Wardak, the minister who has been in charge of this growth, is a very committed general. I have known him for many years. He fought against the Soviets. He knows how to fight. He knows how to create an army. And he is also confident that it will be in position to take on this responsibility.

Two things going on, one, the enemy being beaten down in capability, and then maybe of their young men now dissatisfied that their leaders sit safe over in some hole in Pakistan, while they are told to stay and fight. And on the other hand, we have the increasing capability that we are seeing of his own army. So you have the enemy's capability going down, the Afghan army's capability going up.

PAKISTAN TALIBAN

Mr. AUSTRIA. And I appreciate that. And I will save some of my questions—follow-up question to that for a second round, but—for the next round. But let me—you brought up Pakistan. As far as, you know, there has been a lot—there has been considerable changes in Pakistan, in particular regard to the Pakistani Taliban.

Are we meeting our objectives there? And what are the obstacles that you are faced with, if you are able to talk about those with Pakistan?

General MATTIS. I think the only thing more difficult than fighting a war without allies is fighting one with allies. We do not always—we do not always see things eye to eye, sir.

But that said, Pakistan has shifted 140,000 men, a quarter of their army, up into the high country against our common enemy. They have sustained now for 24 months, including through record-breaking snows last winter, horrible floods that drew many of them off for flood relief, they have maintained for 24 months an offense. They have—thousands of troops, many of them junior officers,

which has to do with the aggressiveness of the unit. That is where you will pick up that you have an aggressive force in the field; you will lose junior officers, because it is the nature of fighting when you go offensive. And they are managing to maintain this offensive.

Now, it is not perfect, but there are no perfect solutions in a real war. They are not moving against all the enemy, but they are very, very stretched. And so long as we recognize that, whether we agree or disagree, they see many of their strategic security interests at risk along the Indian border, then we can understand better the situation they have on the other border, including with terrorist organizations, some of which at least in the past our country also dealt with against the Soviets.

So it is a very complex situation in what for me in 39 years is the toughest terrain I have ever operated in. So it is not an easy situation. It is no perfect solution. But there is a lot that they are doing in our best interests.

FORCE STRENGTH

Mr. AUSTRIA. And, Mr. Chairman, one last question. I would be remiss if I didn't ask this question, how are our men and women doing? How are the troops doing morale-wise, personnel-wise?

You mentioned also—you made a comment that we may not have enough personnel there. I don't know if you are referring to civilian contractors or military. But, you know, I want to make sure that our men and women have the equipment, the resources, and enough folks over there to help them to accomplish their mission.

General MATTIS. Yes, sir. If I said that, I misspoke.

Mr. AUSTRIA. Okay, I apologize.

General MATTIS. General Petraeus knows if he asks for something, I will represent it straight to the secretary of defense. How are they doing? When you look at the re-enlistment rates of the units that do most of the fighting—these are the Army and Marine units, the ones that are taking 85 percent, 95 percent, of the casualties—those re-enlistment rates say a lot.

I joined the Marine Corps in 1969. At that time, there was always talk about the generals saying that there is a light at the end of the tunnel, we are winning, but down at the sergeants' and lieutenants' level, they didn't say that.

What is interesting today is, it is the generals who say, yes, we have success, but it is reversible, you know, trying to be very, very accurate in terms of not giving false expectations. But you go down to the sergeant, the corporal, the lieutenant, the captain level, and they see success, they see progress.

It is a complete reversal of what I grew up with when I was a young officer in the Marines. I think that it is very hard to counter what an NCO sees in his area. Now, he only sees his local area. But when you combine the re-enlistment rate with what we hear from the people in the fight, then they are doing a magnificent job. And this is 10 years of war; this is 10 years of going out on patrols, of some grievous casualties that we have sustained. And, frankly, they are an inspiration to be around. Their morale is very high.

Mr. AUSTRIA. Thank you, General.

Thank you, Mr. Chairman.

CONTINUING RESOLUTION

Mr. CULBERSON. Thank you. It is very encouraging to hear, General.

Before Mr. Moran leaves, I know one thing that all of us in this committee are committed to do is to make sure those men and women have everything they need to succeed in that logistical chain.

I wanted to ask everybody on the committee, before you leave, Jim, we should all be talking to the leadership on both sides to try to ensure—General, I know you are going to give us a list—I had asked earlier before we started—of your top priority projects that are hung up because we keep going through these C.R. cycles. And we are going to get another C.R. here shortly, and I would hope all of us on the committee will encourage the leadership to act.

General, if you will get us a list in priority order of what you have to have and want to ensure that that logistical chain is secure, give us that priority list. And let's all, all of us, work the leadership to be sure we get as many of those in the next C.R. as we can.

[The information follows:]

As you know, operating under a continuing resolution presents problems for our military construction by not allowing new starts. Your efforts to help fund our top ten projects will better allow us to support our troops in Afghanistan.

From our requested 64 military construction projects in FY11, our top ten are highlighted below. All are Army OCO requested projects for Afghanistan.

Priority & Project Title	PA Mil	Base
1. Rotary Wing Parking	35.0	Bastion
2. Rotary Wing Apron	44.0	Dwyer
3. SOF Parking Apron	15.0	Shank
4. Rotary Wing Parking Taxiway, Ph2	24.0	Tarin Kowt
5. Ammunition Supply Point	23.0	Shank
6. SOF Joint Operations Center	9.2	Kandahar
7. Command & Control Facility	13.6	Bastion
8. Command & Control Facility	5.2	Kandahar
9. Command & Control Facility	13.6	Bagram
10. C-IED Task Force Compound	24.0	Bagram

Mr. CULBERSON. Thank you.

General MATTIS. Thank you, sir.

Mr. CULBERSON. Thank you, General.

Thank you, Jim.

And if I could turn it over to the gentlelady from Minnesota?

Ms. MCCOLLUM. Thank you.

Two things before I go on to my questions. This is what happens when you kind of sit here for a long time. You hear things. You know, I am glad you brought up about the construction standards. I really am, Mr. Moran. Because when I served in another capacity on the Appropriations Committee, it was state and foreign ops and on government reform and oversight. And I will tell you, some of the things that we saw that had to do with basic life, health and safety, and a soldier from Minnesota who was electrocuted taking a shower, were unconscionable, they were wrong. And the military has moved swiftly to address those.

But I think when you see problems like that, you should be open and forthright and forthcoming with them. You know, people un-

derstand sometimes with the best of intentions, you have somebody who didn't live up to the obligation and the contract. And I think exposing those problems and bringing them forward and letting us know is a way in which we can work together on that.

And then, you know, Pakistan is very tricky. It is very tricky when the governor of one of the providences is murdered for saying that religion should be tolerated. And just this morning or yesterday, another high-ranking Pakistani official was literally gunned down and assassinated for also saying there should be religious tolerance.

So you are dealing with multiple, multiple fronts in this. And I have met with many of the Pakistani military, and they are first rate, and they are great allies, and they want to work with us, but there is a lot of other dynamics going on within their military and within their political sphere right now that puts what was the joint mission, I think, at possible risk and always has to be reassessed.

I would like to—I just came back from speaking at the Defense University Project in Yemen 2 weeks ago. And so I would like to kind the talk—having been in the area, I would like to talk about some of the construction that is going on, on and around there.

So there are two projects for 2012 that are in here. And so I am just going to kind of rapid-fire a couple of questions, and I can go back, but then kind of—because I think they will kind of all wrap around for you to probably make one statement and then maybe give some specifics.

CONSTRUCTION IN CENTCOM AOR

So my questions would be, do you have any concerns about the protesting that is going around in Bahrain in the area? And is that going to cause problems, especially with the waterfront development project that you have requested? You know, are we going to be able to keep to a construction schedule? Are you already writing contingencies in? So if you could talk about that a little bit.

And then, if you do have to write into contingencies in that for ongoing projects—and there is a project in Egypt right now that protest is delaying on some contract solicitation—and if this happens in Bahrain, what happens with your budget? Will you have to come back? Will you have to adjust? Will you be looking at shaving off other projects?

Have you had—maybe you haven't had an opportunity right now with everything happening so fast to even have these discussions. And if they are taking place, we would like to be part of it so that we—when you come to us, we are aware of what we need to do. So, you know, what are the consequences if these projects are delayed in this fiscal year?

And then, we do have some facilities in the Middle East. And, you know, can you talk about potential threats or threats to personnel in these areas and what maybe you have had to do to protect property, as well as I know you are going to always make sure that military, as well as civilian, attachments are well taken care of?

So kind of your assessment, including—and you mentioned piracy in your statement. Yemen, if it becomes failed—and I have no reason to suspect that it will become a failed state, but it is one

of those states that could tip either way. Piracy. What happens to our assets there? What becomes your role in there? And are you having conversations with E.U. counterparts? Because we can't afford to fit the bill all by ourselves to keep shipping lanes open for what is a world shipping traffic area.

General MATTIS. Thank you, ma'am.

On your first point about be open if we have a problem with a contractor, I couldn't agree more. We will make certain that we are open with you if we find that we have a problem or someone has been electrocuted or something, one of these things that we have seen happen.

As far as the projects, let me just run—and kind of juxtapose against the protests and the public demonstrations.

Ms. MCCOLLUM. Maybe this is something that the chair finds, you know, we can watch as it evolves. Thank you. Thank you, General. Excuse me.

General MATTIS. Yes, ma'am. Let's just take each country differently, because every country, as you know, will manifest differently here.

BAHRAIN

Bahrain is a fascinating example. Since 1948, it has been the home of our Mideast fleet, our Fifth Fleet. And there my sailors, by and large, live out in town, believe it or not, in housing, local housing. They drive to work.

From the government and from the protestors, there is no anti-American feeling. It is interesting to watch. The DOD school, where kids from the royal family, the international community, our military kids go to school, I think was closed 1 day, and the rest of the time it has been open. The children go to school each day.

I know if you read the news back here, you would imagine that the place is almost in flames. The fact is, the crown prince has been given the authority by the king to engage with these people. And nobody is talking about our sailors leaving. We have not restricted those who live off base from going home.

So as far as protection of facilities, we maintain the usual, as you know, quite alert sort of protection of our assets anywhere in the Middle East, but nothing extraordinary has been necessary. And so far, we have detected no threat.

Now, we are not naive, and we recognize that Iran will take advantage of any situation. But it is rubbish to think that Iran has had anything to do with most of these protests. These protests are young people bravely and peacefully going about what they think is a search for more rights. And so far, that has not manifested in an anti-American way in Bahrain.

YEMEN

In Yemen, I saw one note this morning in the open press where somebody was saying that the Zionists or the Israelis and the Americans are fomenting the protests. That is another fantasy by someone.

But, again, there does not appear to be at this time any anti-American feeling among the protestors. That said, there is an Al Qaida in the Arabian Peninsula operating there. You know that the

committee has given us money for certain facilities that we would build there to help the counterterrorism forces. Those activities, I believe, are on hold right now, ma'am, because the government is distracted by everything that is going on in their country.

So it is having an impact on us, but it is not one of threat. Obviously, you are not questioning, but your observation that there is the potential for larger problems if the Yemen government collapses, I think, is a valid observation. And we are watching it. I don't anticipate it at this point, but at the same time, we will have to just watch and see how this reveals itself.

But in each—my point is that in each country, we have to watch and see how these movements go forward. The one thing we want to guard against, I think, is this sliding into the wrong people's hands, where it goes into a new form of authoritarianism vice, moving towards true reform. And we are not naive about that, especially with Iran across the water, for example, for many of these areas and the mischief they will try to create.

A point I would make is, it is going to take relentless engagement by us. We must not back off. America does not have the luxury of ignoring this vital region.

Ms. MCCOLLUM. I agree. I missed 40 votes to go speak. I wasn't going to cancel after the prime minister was coming here.

General MATTIS. Yes, ma'am.

Ms. MCCOLLUM. I agree.

General MATTIS. I hope that addresses some of your question there?

Ms. MCCOLLUM. Yes, if it—

General MATTIS. Did I miss anything?

Ms. MCCOLLUM. No, I think you did. You are being guardedly optimistic and putting what should be on hold on hold. And right now, you are just day-to-day doing an intelligence assessment as to what to do. So, thank you.

IRAN

On page 28 of your testimony—the copy that I have is page 28, anyways—it starts out with countering, disabling Iran activities, and I just want to talk about one thing that—this is the first time I had heard of it, and maybe you could elaborate just a little bit on it.

For one example, we are working together with our Gulf Cooperation Council partners and other nations to advance an integrated air missile defense. Is that going to require a construction of any kind? What type of air missile defense are you referring to there?

General MATTIS. Right. It has to do with maritime assets.

Ms. MCCOLLUM. Maritime.

General MATTIS. And it has to do with Patriot missiles. There are minor constructions. You know, it is a mobile system, in the sense it can move into an area and then be moved to another area, although generally, when we move it into certain areas and have protected areas on the ground—our forces, for example—we don't move it much once we get it into place.

But it is relatively minor construction, mostly environmental support for the troops assigned there, some kind of barracks capa-

bility, for example. Those are oftentimes still an expeditionary kind of shelters, not in permanent shelters.

Ms. MCCOLLUM. Okay, thank you. And I wish for you and those under your command a safe journey home.

Mr. CULBERSON. Thank you very much.

And I recognize the gentleman from Mississippi.

MILITARY RETURN HOME

Mr. NUNNELEE. Thank you, Mr. Chairman.

I feel a lot like Mr. Yoder. I am new and asking a lot of simple questions, but I guess that is the way we learn, so I appreciate the tolerance.

But, Mr. Chairman, my first question wasn't simple, because I think you must have looked at my notepad, with the observation you just made about the continuing resolution and the resources that you might need. So I will skip that.

My next one, my sense is that the war in Iraq and Afghanistan is the first major war that our nation has fought possibly since the American Revolution that has been fought predominantly with citizen soldiers. And we have mobilized men and women from small towns around America, and they volunteered to do their duty.

And my second sense is that we have done an excellent job of preparing these citizen-soldiers and sailors and airmen, et cetera, to become warriors. But I am not so sure we have done equally as good a job of preparing those warriors to transition back into civilian life.

And so I guess my first question is, is my sense anywhere near accurate? And maybe expand. As I see it, previously, when those would come home from war, they would come home to a full-time military installation. They would be under the watchful eye of a commander. And, first of all, we would be observing the need for any physical or mental follow-up health care they would need, whereas now they are coming back to small-town America. And on paper, those services might be available, but in reality, they are much more difficult to access.

So now, is my sense anywhere near accurate?

General MATTIS. Sir, in my duties, of course, I remain focused on a rather problematic part of the world. But at the same time, many of the young men leaving active duty get back in touch with me, from colleges, from where they are working.

So I would tell you that many of the programs are very good. I have anecdotal evidence from these guys that they are taking advantage of their education benefits and their job benefits and this sort of thing. But I don't think I would characterize it as a poor job on the transition.

At the same time, a force that is so engaged with focus on the mission and rotating back and forth there could have a loss of focus on this piece of the supporting effort as they go out.

But I am not probably the best witness to answer that question. The Joint Chiefs, the service chiefs, Army, Navy, Air Force, Marines, can probably give you a more accurate bit of feedback.

The feedback I get is not fully negative, though, I can assure you. But I read enough in the newspapers that I would share some of your concerns.

MIDDLE EAST

Mr. NUNNELEE. On another direction, we have seen over the last—responsibility—self-determination. And what in your opinion—United States of America—Middle East—take a more active role—

General MATTIS. It is a key question, because we deal with reality out there. I maintain very good military-to-military relations. But you are asking a broader question. What is America's role? And I think we must stay engaged with both the people and the governments in those areas and look for common cause amongst our friends.

The self-determination, I think there is a song from my younger days, people everywhere just want to be free. I think we all remember it. I hate to put it that way, but I think that probably pretty much sums it up.

At the same time, it would be wrong to look at all of these nations and say that they are all the same. Bahrain, the king came in, in 1999 and he was known as a reformer king. Now, whether or not that reform has moved fast enough or deeply enough is a legitimate question for the people of Bahrain.

And I would say also the people—the thugs in Tehran don't need to get involved in this discussion and should probably stay out of it. Let the people of Bahrain settle this.

And the same goes throughout the region, wherever you go. Each nation has its own pedigree. Oman, where the sultan took over 40 years ago in a bloodless coup, was rated number one by the United Nations out of 130 in human development. This does not match any of our images of some kind of dictatorship who is simply out of touch with his people. That is not what is going on there.

So understanding each nation's situation and ensuring that we stay true to our own beliefs, true to our own values, but at the same time, we don't try to drop our values onto another nation in a way that is not consistent with their own situation.

Unapologetic about our values, engage with the people and the governments, and help them find their own path forward, I think is the way I would characterize our role.

Mr. NUNNELEE. Thank you—

Mr. CULBERSON. Thank you. I'm reminded of my hero, Thomas Jefferson, in the last letter he ever wrote—just a few weeks before his death, in declining health—he was so ill, he couldn't attend the 50th anniversary celebration of the signing of the Declaration of Independence. The day on which he died, exactly at the stroke of 1 o'clock, he willed himself to live until 1 o'clock, which is the exact moment that he and the committee presented the declaration to the Continental Congress.

Mr. Jefferson said that the light of science has opened the eyes of mankind to the palpable truth that half of humanity was not born booted and spurred, nor the other half with saddles on their back to be ridden, and that the light of freedom that the United States has ignited will continue, in his mind, to roll around the world and bring down tyranny and dictatorships wherever they were.

And we are seeing that today. And when I get to my round of questioning—I am going to turn to Mr. Farr—as Mr. Farr and I know all the members here, I have been just charmed with Facebook. I finally went over to an iPhone. I am convinced Mr. Jefferson was right in that Facebook in particular and social media is what is spurring that light of freedom that Mr. Jefferson saw in 1826 is carrying on today.

Mr. FARR.

Mr. FARR. I wonder how he would have reacted to a C.R. [Laughter].

Mr. FLAKE. Excuse me. Are we on the second round or the first round?

Mr. CULBERSON. Oh, I have to alternate. I have to alternate, Jeff. I am coming right back to the gentleman from Arizona, but first I have to go to Mr. Farr next.

Mr. FLAKE. Thank you.

Mr. FARR. Thank you, Mr. Chairman.

General, I am just curious—there is a lot of concern here by each one of us, as we represent our districts, about how we are able to fulfill the needs of our states and districts. How much money has been allocated, in your testimony, for the CERP funding, the Commander's Emergency Response Program?

You point out what they have done with it, but you don't point out how much money they have at their disposal, the walk-around money. You know the answer to that?

General MATTIS. No, sir. I will have to get you—you want it in Iraq and Afghanistan?

Mr. FARR. Afghanistan.

General MATTIS. Afghanistan, I think right now—

Mr. FARR. In your testimony—

General MATTIS [continuing]. We are at \$400 million, plus I am asking for \$150 million. That is for 2011, sir.

AFGHANISTAN

Mr. FARR. So half a billion dollars of walk-around money for a country with a small population. I imagine our governors would like to have some of that. You point out in your testimony, you funded 8,300 projects. That is more than all the earmarks that Congress ever made, and we eliminated those, and those went into Afghanistan to transportation initiatives, agriculture production, repair improvement of irrigation canals, wells, and providing farmers with high-quality seeds and fertilizers, education projects, sanitation projects, three high-production ground wells, et cetera.

That is beautiful infrastructure, and it is built by—I imagine a lot of it is built by American contractors? Or are you building that yourselves? Is this Army Corps?

General MATTIS. No, sir, it is generally built by contractors.

Mr. FARR. Okay. And we are going to leave all that behind, right? I mean, that is all turned over to them at no cost. I think what I am—what we hear in our districts, why there is so much concern for Afghanistan, there is still support there, but it is waning, because we have been, you know, in country for 10 years, longer than any other war. We seem to just—doing a lot for that

country, but not building its own capacity. I thought your talk about our military-to-military was very encouraging.

How about the civil-military dialogue in Afghanistan? We are going to turn this all over to a civilian command in country. You sound as if there is still going to be a lot of civilians there, State Department and so on, USAID. It concerns me, because it doesn't really sound like we are able to work ourselves out of a job, even though we are going to build good infrastructure for them.

And I just don't know how long the political support for Afghanistan can go on. It is going to go on for at least 3 more years. As you say, we have 100-and-some-odd-thousand troops still there.

But what are we doing to really empower and engage and build that civilian capacity? What kind of capacity-building are we concentrated on, other than doing this infrastructure construction for them? And those, by the way, are being done by Americans, too. I mean, I don't know how we build their capacity to contract work if our American contractors are doing it all.

General MATTIS. Yes, sir. I realize the costs of this war are significant. And we have been at it for a long time, although it is really only in the last 2 years, year-and-a-half, that we have really focused on it and brought in the number of troops and the resources, civilian and military, that we needed there.

Mr. FARR. So the prior administration didn't do anything in Afghanistan?

General MATTIS. It is not that we didn't do anything, but we were engaged heavily in Iraq. We had a significant effort going on in Afghanistan, but, for example, we have added 60-some-thousand troops in the last 2 years. And those 60,000 troops have made a noticeable difference.

More importantly, we have added significant numbers of civilians. So what we are doing right now to work ourselves out of a job recognizes that we will not abandon this country. We will continue to have a relationship with them, unlike what we did after we beat the Soviets—or after they beat the Soviets there with our help, where we basically just walked away.

We will remain engaged. And we are working with their institutions, where actually we have mentors working alongside them to teach them how to deliver a budget and spend the money. There are people helping them learn how to give contracts for extraction industries, gold mines, that sort of thing from the country, so they can start getting some economic development, and also, obviously, some income for their government.

But it is a top-down and it is a bottom-up effort. For those who are going in at the bottom who are going to be district governors, mayors, this sort of thing, we have courses going on. And we say, if you go to this course, instead of getting paid—I am not sure what it is—\$90 a month, you get paid \$250 a month. So people want to go to the course. The course teaches them how you deliver government services to people.

This is a society, as you know, that was completely upended by the Soviet invasion and a country that was never a threat to anybody became a breeding ground for terrorists that attacked our country. This is part of how we regain that country's balance so it is never again that sort of an effort.

REGIONAL UPDATE

Mr. FARR. Yes, well, it is also a country with one of the poorest in the world, with the least educated, and an incredibly high population of young people, just like throughout the Middle East. I am just wondering whether that 3-year timeline you can—we are doing enough to work ourselves out of a job. That is really the assessment of our capacity and capability of doing that.

And I have always been curious about that, because I think we get into these things, and we can get in, because we are the best in the world at getting in, but we get stuck, and we have a heck of a time ever getting out, because we don't know how to do that post-construction after stabilization.

General MATTIS. I think what we will see is a decreasing military commitment over these next 3 years. It won't be a significant drop initially. It will be a number that we start taking down in July. And then you will see an increasing commitment of people like teachers, people who can get government commerce, get the government to support commerce and this sort of thing. You will see it shift gradually to a more civilian-led effort that I think addresses the kind of roots to the economic and government development that is needed.

TRANSITION

Mr. FARR. And when can we expect the tipping point on that?

General MATTIS. Well, sir, I deal with a fundamentally unpredictable situation. But I think what you will see—

Mr. FARR. But you have a 3-year timeline now.

General MATTIS. But that 3-year timeline is for transitioning of security leadership. In other words, Afghan army, Afghan police will be in charge of all security efforts throughout the country in 3 years. Do I think that is achievable? Absolutely.

But that isn't the whole story. That is the security effort which must always lead the efforts toward economic and government reform at the lowest level, the level that really impacts people's lives. And that cannot start or at least cannot start with very much vigor until you have blunted the enemy, checkmated the enemy, and bluntly destroyed them in that area.

That is done by going after the irreconcilables, the true terrorists, the ones who are committed, and making it so it is very intolerable for the reconcilables to stay with our enemy. And this is what you saw in Iraq, where people were saying we can never win, and then all of a sudden, over a period of about a year-and-a-half, you saw the Iraqi people turn against the enemy.

At that point, it wasn't that they loved us. They just realized who were the good guys and who were the bad guys. So in this kind of war, that is how these wars are won, when the will of the people shifts against that enemy. I think when you get to that point, there is a lot more reason for optimism that you will see the kind of improvements that you are directing your questions to.

Mr. FARR. Well, thank you. And I appreciate that.

Mr. Chairman, I would just like the record to note that it—with walk-around money in Afghanistan, they can do 8,300 projects. It

would be nice to have some walk-around money in the appropriations process so we can stabilize our states.

Mr. CULBERSON. Thank you, Mr. Farr.

There was about 8 minutes left in the first vote when I left the floor. There is a debate on a motion to recommit and then two more votes.

So I will recognize the gentleman from Arizona.

Mr. FLAKE. I will try to get this before I have to go vote.

Thank you, General, for being here. I just had a question on—and this is similar to what has been asked a couple of times before, so I apologize. But on page 14 of the statement, you quote Vice President Biden saying it is not our intention to govern or to nation-build.

And I just am having a hard time distinguishing the difference between what you call the whole-of-government approach in support of the counterinsurgency plan and nation-building. I just—if you could give just a very brief difference between nation-building and what we are doing.

REBUILDING AFGHANISTAN

General MATTIS. It is not a clear line of demarcation, and there are times when you could say that one would fall under one or the other. Bottom line is, the Afghan people have to build their own nation. We can enable. We can support. Right now, we have to do a lot of fighting to protect the people and to nurture that army and that police force so they can do it for themselves.

But at the same time, you can't have people who have no fresh-water because their infrastructure has been destroyed in 30 years of war—you can't expect them to be supportive of us if we are not doing the basic things that allow them to survive with some degree of quality of life.

And so we do what is necessary to take away the enemy's narrative. We are not rebuilding the country. That is something the International Monetary Fund is helping on. World Bank is providing a lot of this money. The United Nations is working on this, broader issue than ours.

Mr. FLAKE. Just very quickly, before I have to go, I am concerned sometimes that we don't believe our own counterinsurgency plan. In the other committee that I used to serve on, Government Reform, the National Security Subcommittee there, we conducted a study on the host nation trucking program there. It represents about 15 percent of the Afghan economy. We are essentially paying the Afghans to protect our supply lines. We don't have the force structure to do it. I think it was said the Soviets spent about 75 percent of their force structure just protecting their supply lines. I understand we can't do that.

But the problem, it seems to me, is that a counterinsurgency relies on us standing up a government and having respect for that government and no parallel lines of authority. But we are funding the average \$1,500 per truck route basically for protection money. That money goes to warlords and others that is essentially a parallel power structure.

And we seem to be making no headway at all, in my view, in changing that approach. When will we change that? Because that

seems to me to be completely counter to the philosophy of counter-insurgency, true counterinsurgency.

General MATTIS. Yes, I would agree with you, but we are making—I would agree with you that it is counter to our approach, but we are making progress.

Mr. FLAKE. Where?

General MATTIS. Private security companies have been turned off. They have been shut down. And a year from now, I think it is going to be a challenge, because some of them have been very helpful. They are not all owned by warlords and this sort of thing. They have actually helped protect projects and roads in places where we just don't want to string our troops out and leave them there all day. We want them up as maneuver troops, as you know.

Mr. FLAKE. What percentage of our supply lines are—our area between bases and forward operating bases do we protect our own movement of goods? Because my understanding is, anywhere outside of a military base, basically, it is Afghans protecting us.

General MATTIS. Well, we move—a lot of our troops for re-supply missions are actually conducting those. And they don't rely at all on the Afghans—

Mr. FLAKE. So the movement of gasoline or whatever else—

General MATTIS. Ammunition, food, just the normal patrols that go back and forth that also carry logistics supplies to the outlying bases, these are done by our troops. As a matter of fact, it is—

Mr. FLAKE. What percentage roughly?

General MATTIS. I have no idea, sir. I will have to—I am not sure how you would even define this. Let me try and get you an answer on it.

[The information follows:]

We do not protect supply lines in the traditional sense of the word, as in a linear battlefield where units are assigned responsibility to protect a supply line. Protection is primarily of the entity moving on the route, not the route itself. Security of contracted logistics convoys is the responsibility of the contracted carrier, and protection of military forces is provided by the military. There are a few limited areas where a route has had such a degree of enemy activity that they have been supported with combat outposts manned by military force, but this is a very small portion of all the routes in Afghanistan. There are no portions of routes where the security has been contracted to private security firms.

Mr. FLAKE. Okay. That would be good. Thank you.

And I apologize for having to run and vote, but thank you for your testimony. Thank you for what you are doing. I really appreciate it.

Mr. CULBERSON. Thank you.

General, we want to submit any additional questions in writing, which you can then respond to in writing. I deeply appreciate, as we all do, your service. We all have great admiration for you, sir, and the men and women under your command. And we want to do everything we can to make sure they have all the support that they need.

I want to remind our members the next hearing will be March 9th at 2 p.m. with Richard Griffin, the Deputy Inspector General of Veterans Affairs in HT-2 of the Capitol.

General, thank you again. The committee stands adjourned.

[Questions for the Record submitted by Chairman Culberson for General James N. Mattis follows:]

Overseas Contingency Operations (OCO) Military Construction

Question 1. The fiscal year 2011 budget is currently under a short-term continuing resolution. How is this impacting your fiscal year 2011 budget request of \$1.2 billion?

Answer. We cannot award any of the 49 projects in the AOR which were authorized in the FY 11 NDAA. These projects are critical to sustaining current operations and will replace aged infrastructure to ensure mission readiness, provide adequate force protection, support the health and welfare of our troops, and more specifically support responsible transition in Afghanistan.

Overseas Contingency Operations (OCO) Military Construction

Question 2. Have you established any contingency plans or used any of your authorities, specifically Contingency Construction Authority (CCA), to ensure there are no gaps in the needs in your Area of Responsibility (AOR) for construction?

Answer. Yes. If we have no appropriation by June 2011, we will consider (as a last resort) using Contingency Construction Authority (CCA) to address our top priority projects. Use of CCA to address these known requirements limits our flexibility to address unknown emergent projects. Since CCA is funded via Operations and Maintenance (O&M) from the services, this would also degrade O&M funding in the AOR. Additionally, CCA is limited to \$300M for the CENTCOM AOR and the Horn of Africa region.

Overseas Contingency Operations (OCO) Military Construction

Question 3. Understanding there area total of six projects in the FY 2012 baseline budget request totaling \$217 million, can you explain what factors went into reducing OCO request from \$1.2 billion in FY 2011 to zero or no funding FY 2012?

Answer. With the FY11 request, we are completing the key infrastructure required at our hubs to sustain operations in Afghanistan. As we transition the security mission to Afghan lead, our priority is to provide adequate facilities and camps to their forces. We will request CCA authorization in FY12 and beyond to address emergent requirements for our forces.

Overseas Contingency Operations (OCO) Military Construction

Question 4. As a result of the continuing resolution and no funding requested in fiscal year 2012, are there any of your emergency military construction authorities that you would foresee needing to be adjusted or increased, specifically CCA?

Answer. We expect to request CCA support until ongoing operations have concluded. We believe that CCA support in line with the historical norm (\$500 million) will provide adequate flexibility for the CENTCOM AOR.

Drawdown in Iraq

Question 5. The latest plan was to remove all "combat" forces from Iraq by August 31, 2010 while only, leaving 50,000 troops. What is our current posture in Iraq?

Answer. Slightly less than 50,000 U.S. troops currently support the Iraqi Security Forces in an advisory role.

Drawdown in Iraq

Question 6. There are an increasing number of observers who claim that U.S. forces will not be out of Iraq after December 31, 2011, as stipulated by the Status of Forces Agreement. Are there any scenarios under which that might be the case?

Answer. We are on track to remove forces from Iraq by 1 January 2012 and will support civilian-led efforts through the Office of Security Cooperation — Iraq. If the Government of Iraq requests U.S. forces remain to assist Iraqi Security Forces after December 31, 2011, and the U.S. Government agrees to such a request, the U.S. military has the capability to assist.

Drawdown in Iraq

Question 7. What challenges do you face meeting this requirement - i.e. United States' relationship with other countries in the Area of Responsibility, logistical issues or funding requirements?

Answer. We face numerous challenges to complete drawdown from Iraq but we believe we are on track. Logistically, we must transfer 74 bases to the Iraqi Government while also moving 1.58 million pieces of equipment and safely re-deploying nearly 50,000 personnel. While conducting the drawdown, we will continue to reassure our partners of U.S. resolve in countering malign influence and violent extremist organizations that threaten regional stability. The Office of Security Cooperation-Iraq (OSC-I) will enable our enduring partnership with Iraq. Fully funding the OSC-I (to ensure we reach final operating condition) prior to the drawdown is vital. OSC-I will enable a seamless transition in the advising, training, and equipping of Iraqi forces and will sustain our hard won gains in Iraq.

Drawdown in Iraq

Question 8. What is your vision for a post-Iraq force posture for the U.S. in the Persian Gulf? Are the nations of the Gulf supportive of a continuing U S military presence in the region?

Answer. Our requirements will drive our posture needs. Force presence, especially ground presence, will reduce over time as we transition in Iraq. We will still have several challenges and threats within the region that will require a responsive posture to include access, infrastructure, and some limited force presence. Where possible, we will meet operational requirements using maritime and air forces, prepositioned equipment, and out of theater response forces. The in-theater force presence is designed to reassure our regional partners of the commitment of the U.S. to the region, as well as deter and counter adversaries as we balance any regional sensitivity to our presence. Many of our regional partners are supportive of a tailored U.S. presence as a sign of our commitment and we continue to work closely with them to achieve the right balance. We also work closely with our partners to achieve our bilateral security interests and develop the additional flexibility to respond rapidly to support our requirements.

Force Posture and Drawdown in Afghanistan

Military construction in Afghanistan was mainly in the areas of Bagram, Kandahar, and Kabul. In fiscal year 2011 we saw funds being requested for bases all over the country and because military construction requires 18 or more months to be completed, CENTCOM's force posture must now think beyond the present situation to two or three years from now.

Question 9. What is the current level of U.S. forces, and separately the total of allied forces, in Afghanistan?

Answer. The current level of U.S. forces in Afghanistan is approximately 101,000. The total number of allied forces is approximately 44,000.

Force Posture and Drawdown in Afghanistan

Question 10. What are the other conditions that you will be looking at in making your recommendations on future troop levels, and their geographic arrangement, to the chain of command?

Answer. The conditions for transition and troop level requirements are closely linked to the capacity of Afghan National Security Forces (ANSF) to shoulder additional security tasks with less assistance from International Security Assistance Forces (ISAF). We are focused on improving security to the point that the population can pursue routine daily activities. Helping local governance meet the needs of the people buttresses the effort to establish security, ultimately reducing the need for ISAF assistance. The geographic arrangement of forces will directly reflect and respond to the dynamics of the transition process.

Force Posture and Drawdown in Afghanistan

Question 11. With the fiscal year 2012 budget request for Overseas Contingency Operations is zero, what is the operational plan for the other countries where previously contingency funds have been programmed and obligated for construction projects in previous budget submissions?

Answer. We submit contingency military construction (MILCON) requests for projects that support Operation Enduring Freedom (OEF) and baseline requests for projects that support our enduring missions that we expect to continue after OEF. We will continue to submit requests in the baseline budget for infrastructure requirements that improve our operational capability so that we are adequately postured for future challenges.

Force Posture and Drawdown in Afghanistan

Question 12. Is there a similar post-surge posture plan for Afghanistan as there was with Iraq? Please explain.

Answer. The plan and any drawdown of U.S. and NATO forces within Afghanistan will be based on the ability to transition security to Afghan forces. The transition process relies on an assessment of the capacity of Afghan National Security Force (ANSF); the security of the population; and the development of local governance. Based on this assessment and conditions on the ground, ISAF will "thin out" forces throughout the process of transition.

This is a conditions-based process, starting at the district level and progressing up to the province level. At this point it would be premature to predict how many and how quickly U.S. forces can drawdown. We continually reassess the resources we have in theater in order to ensure that we maintain the right inputs. This is similar to the post-surge plan in Iraq, but each operation is unique.

Detainee Operations in Afghanistan and Iraq

Question 13. How many detainee facilities does the U.S. currently operate in Afghanistan? In Iraq?

Answer. The U.S. currently operates one detention facility in Afghanistan and one facility in Iraq. In addition, the U.S. maintains temporary holding areas in Afghanistan and in Iraq to screen detainees taken from the field.

Detainee Operations in Afghanistan and Iraq

Question 14. Which ones are slated to be turned over to Afghan control?

Answer. The detention facility in Parwan, the only U.S. detention facility in Afghanistan, will be turned over to Afghan control. A time for that transition has yet to be determined.

Detainee Operations in Afghanistan and Iraq

Question 15. Which ones are slated to be turned over to Iraq by the end of the Strategic Forces Agreement (SOFA) on December 31, 2011?

Answer. USF-I plans to turn over Camp Cropper, the last remaining U S controlled detention facility, in July 2011.

[Questions for the Record submitted by Ranking Member Congressman Bishop for General James N. Mattis follows:]

FY 2012 BUDGET REQUEST

Question 1. The amounts appropriated or requested for military construction in Afghanistan have ramped up dramatically during the past few years. In the FY 2011 baseline request there were 10 projects and for Overseas Contingency Operations (OCO) there were 55 projects, I am sure all are in limbo right now due to FY 2011 funding not being resolved, however for the FY 2012 request there are only 3 for Afghanistan and no funds have been requested for OCO. I assume the reason for this sharp decline is because our focus will be on maintaining infrastructure not building it, would you agree that is that reason?

Answer. Yes. With the FY2011 request, we are completing the key infrastructure required at our hubs to sustain operations in Afghanistan. As we transition the security mission to Afghans, we will focus on providing adequate facilities and camps for their forces.

FY 2012 BUDGET REQUEST

Question 2. Is the proposed July withdrawal from Afghanistan having an effect on military construction dollars as well?

Answer. Yes. The FY11 request is focused on completing the infrastructure required at key hubs to enable us to sustain operations through a transition of security responsibility. Though there is no FY12 OCO request, we will request CCA authorization in FY12 and beyond to address emergent requirements for our forces.

FY 2012 BUDGET REQUEST

Question 3. General Mattis, since 2001 how much, in construction dollars, have been spent in Afghanistan?

Answer. The U.S. has invested approximately \$4.76 billion in military construction (MILCON) in Afghanistan from FY2004 - FY2010. There was no MILCON in Afghanistan prior to FY2004.

FY 2012 BUDGET REQUEST

Question 4. General, in the President's West Point speech on December 1, 2009, he stated that we would "begin the transfer of our forces out of Afghanistan in July 2011." He then went on to say, "Just as we have done in Iraq, we will execute this transition responsibly, taking into account conditions on the ground." Please explain what actions will be taken with regard to the facilities this committee has funded over the past several years and what steps will be taken in FY 2012 to continue this transition?

Answer. Military construction (MILCON) facilities built in Iraq were generally funded with Contingency Construction Authority (CCA) for operational requirements of a temporary nature. As we continue to transition bases to the Government of Iraq, those facilities are transferred as well. We report these base transfers to Congress on a quarterly basis along with the investment cost of infrastructure improvements left behind. Although very small in scope, we have already identified facilities and bases to transition in Afghanistan. We expect the transfer of bases and facilities to be similar to what we have done in Iraq.

FY 2012 BUDGET REQUEST

Question 5. General Mattis, there are two projects requested in FY 2012 at Manama, Bahrain, do you have any concerns that the protesting in Bahrain will cause problems with the construction schedule of these projects?

Answer. To date, there have not been any work stoppages in our construction projects in Bahrain due to the protests. We continue to monitor the situation and should the situation degrade, project schedules could potentially be impacted.

FY 2012 BUDGET REQUEST

Question 6. Have these protests affected ongoing projects, for example in Egypt, protesting delayed contract solicitation, has anything like this happened in Bahrain?

Answer. The protests have not affected ongoing projects in Bahrain.

FY 2012 BUDGET REQUEST

Question 7. General Mattis, are there any specific threats towards our facilities or personnel in Bahrain?

Answer. There are no current, specific, or identified threats to U.S. facilities or personnel in Bahrain. CENTCOM's 5th Fleet in Bahrain and the Naval Criminal Investigative Service report that our facilities have not been the site of demonstrations and are not the subject of specific threats by protestors or opposition groups.

FY 2012 BUDGET REQUEST

Question 8. What steps have been taken to protect personnel and property?

Answer. U.S. forces located in Bahrain have maintained continual awareness of the situation and have taken prudent measures to secure Department of Defense personnel and property at all times. Throughout the entire crisis, U.S. Forces in Bahrain have remained in close coordination with the Department of State regarding the steps and measures needed to ensure the protection of all U.S. personnel and property. In addition, U.S. Forces in Bahrain continue to coordinate with Bahraini Defense Forces.

LACK OF FY 2011 FUNDING

Question 9. General Mattis, DOD has numerous authorities that enable you to get the ball rolling on construction projects, yet it appears that CENTCOM has yet to use any of these resources, at what point will you take advantage of these authorities?

Answer. If we have no FY11 appropriations by June 2011, we will consider (as a last resort) using Contingency Construction Authority (CCA) to address our top priority projects. Use of CCA to address these known requirements limits our flexibility to address emergent projects. Since CCA is funded via Operations and Maintenance (O&M) from the services, this would also degrade the ability to fund O&M requirements in the AOR. CCA is limited to \$300M for the CENTCOM AOR and the Horn of Africa region.

LACK OF FY 2011 FUNDING

Question 10. General Mattis, as we all know military construction timelines are slow to respond to changes in a combat environment and with the delay of FY 2011 funding, some of these projects may be rendered unnecessary by changing conditions on the ground. As you know, since FY 2004, DOD has had "Contingency Construction Authority" which allows the use of O&M funds to handle unforeseen, out-of-cycle military construction requirements in Iraq, Afghanistan, and elsewhere within the CENTCOM AOR. Would it be helpful to you if Congress gave you CCA-like flexibility in the use of military construction funds within the theater?

Answer. Yes, having this flexibility would permit CENTCOM to initiate emergent military construction projects needed ahead of the normal appropriation process and substantially reduce project delivery timelines.

LACK OF FY 2011 FUNDING

Question 11. If Congress were to provide with you theater military construction funding according to the broad facility categories used in the C-1 Construction Exhibit, rather than a line-item, project-by-project appropriation, would that provide an adequate degree of flexibility?

Answer. Yes, having this flexibility would permit CENTCOM to shift military construction project funding based on the dynamic operational environment and would substantially reduce project delivery timelines.

LACK OF FY 2011 FUNDING

Question 12. General Mattis, are there any projects in FY 2011 that are no longer needed?

Answer:

Answer. They have all been validated by USFOR-A and CENTCOM.

DRAWDOWN IN IRAQ

Question 13. The President removed all "combat" forces from Iraq in August of last year, leaving 50,000 troops. What will our posture in Iraq look like at the end of 2011?

Answer. We are currently on track to remove remaining forces from Iraq by 1 January 2012. United States Forces — Iraq (USF-I) will transfer responsibility for military cooperation activities to the Office of Security Cooperation — Iraq (OSC-I) under Title 22 authorities in support of State Department led efforts. OSC-I will continue to assist the Iraqi security forces with training and equipping programs, established under USF-I, contributing to a mutually beneficial bilateral security relationship with the Government of Iraq.

DRAWDOWN IN IRAQ

Question 14. There are an increasing number of observers who claim that U.S. forces will not be out of Iraq after December 31, 2011, as stipulated by the Status of Forces Agreement. Are there any scenarios under which that might be the case?

Answer. We are currently on track to remove forces from Iraq by 1 January 2012 in support of civilian-led efforts through the Office of Security — Iraq. If the Government of Iraq requests U.S. forces remain to assist Iraqi Security Forces after December 31, 2011, and the U.S. Government agrees to any request, the U.S. military has the capability to assist.

DRAWDOWN IN IRAQ

Question 15. What is your vision for a post-Iraq force posture for the U.S. in the Persian Gulf and what will happen to facilities in Iraq?

Answer. We need an enduring military capability to execute operations and provide options to regional contingencies in the Gulf. To do this, CENTCOM depends on robust, theater-wide support networks comprised of essential infrastructure for global access, power projection, sustainment of forces, and protection of forces in theater. We will reshape U.S. force presence to meet long term requirements such as countering the de-stabilizing activities of Iran and developing partner nation security forces.

In support of DoD's effort to establish a global posture that meets future operational requirements, we submit a Theater Posture Plan annually to OSD and to the Joint Staff. This plan provides the vision for development of posture over the long term. Key elements of this proposed posture development are included in the annual OSD Report to Congress on Global Posture.

We expect any U.S. military presence in Iraq after December 31, 2011 to consist of a small staff organized under the Office of Security Cooperation-Iraq (OSC-I). The OSC-I mission will be to conduct sustained security assistance and cooperation activities with the Government of Iraq to support long term U.S. objectives. Regarding the facilities in Iraq, we continue to turn over bases to the Iraqis, with the exception of those planned for use by either the U.S. Embassy and/or OSC-I personnel.

DETAINEE OPERATIONS

Question 16. How many detainee facilities does the U.S. currently operate in Afghanistan, and which ones are slated to be turned over to Afghan control in the near future?

Answer. The U.S. currently operates one detention facility in Afghanistan and temporary holding areas to screen detainees taken from the field. The detention facility in Parwan will be turned over to Afghan control. A time for that transition has yet to be determined.

DETAINEE OPERATIONS

Question 17. How have plans for Guantanamo Bay affected plans to turn these facilities over to Afghan control?

Answer. Plans for Guantanamo Bay have not affected plans to turn over facilities in Afghanistan.

[Questions for the Record submitted by Congressman Flake for General James N. Mattis follows:]

The report found that subcontractors hired by HNT to provide security to the transportation convoys were "warlords, strongmen, commanders, and militia leaders who compete with the Afghan central government for power and authority." Providing funding to such individuals is clearly at odds with our objective in Afghanistan to empower a central Afghan government.

Question 1. What percentage of the US supply chain in Afghanistan is delivered in-country using local companies? Of these deliveries, what percentage of the security provided is performed by entities outside of the International Security Assistance Force? Has there been any improvement in the outsourcing of security to guard these convoys since the report of June 2010? What efforts is the Department of Defense making to ensure that funds from the HNT contract do not wind up in the hands of the very adversaries the military is trying to defeat?

Answer 2. CENTCOM Joint Theater Support Contracting Command awards the Host Nation Trucking (HNT) suite of contracts. Local companies execute 100 percent of these contracts.

For HNT missions, entities outside the International Security Assistance Force provide security (e.g. Private Security Contractors — PSCs) approximately 75-80 percent of the time. The United States military provides security on the remaining HNT missions.

We have improved the outsourcing of security to guard HNT convoys since the June 2010 report. Before an HNT prime contractor can subcontract with any PSC, the PSC must be licensed by the Afghan Government and approved by a vetting cell within the ISAF Joint Command. Additionally, Task Force 2010 provides a recommendation based on their financial investigations of the companies.

Currently HNT contracts are being re-competed and the follow-on contracts are scheduled to begin performance 1 August 2011. In crafting the new contracts, the USG interagency has taken every opportunity to use the lessons learned from HNT and incorporate improved processes and oversight. More than 30 improvements or lessons learned from the HNT contracts have been incorporated into the new contracts. One of the major improvements of the new contracts is the payment in Afghan currency. Afghan dollars are much more difficult than U.S. dollars to convert into a usable currency outside of Afghanistan and therefore, less likely to be given to, or accepted by, our adversaries. Additionally, the USG will make the final determination as to whether or not any particular PSC can work on the new contracts.

[Questions for the Record submitted by Congressman Farr for General James N. Mattis follows:]

Question 1. How many contractors are working on Afghanistan?

Answer 2. As of 4 January 2011 census data, there were 87,483 Department of Defense contractors working in Afghanistan. The next quarterly census data is due to Office of Secretary of Defense on 08 April 2011.

Question 2. Please describe your integrated military civilian planning process in Afghanistan, and how and when DOD will transition to USG civilian presence in Afghanistan.

Answer. The integrated civilian-military planning process in Afghanistan is focused on supporting transition. A Joint Afghan-North Atlantic Treaty Organization Integral Board (JANIB) provides a forum for civilian-military transition planning. The JANIB will assess province readiness to transition and administrative processes. The *Integral* (Dad for "Transition") process is comprised of three phases: Phase I: Initiation; Phase II: Implementation; and Phase III: Monitoring Process.

- Phase I is the process to determine readiness for nomination of a province or area of government for transition based on achieving capacity in security, governance, and development. After assessment data collection, JANIB will submit recommendations to the Afghan Cabinet for approval. JANIB employs the Provincial Development Committee (PDC) to draft an Action Support Plan. Finally, the Afghan Government will announce the identified provinces for transition.

- Phase II is a four stage process to establish milestones, outcomes, and timelines for transition that includes: transition of Provincial Reconstruction Team (PRT) leadership from military to civilian; PRT coordination with PDC; Afghan National Security Forces (ANSF)/International Security Assistance Forces (ISAF) relationship transitioning to a mentor and liaison role; transitioning justice and public services; international funding funneled through central budget; and progressive ISAF reduction. This phase culminates with complete transition to Afghan planning, conduct, and control of security, governance, and development.

- In Phase III, the JANIB certifies the completion of the implementation with updates from the PDC. In the end, the Government of the Islamic Republic of Afghanistan (GIROA) is fully responsible for internal and external security, rule of law, the preservation of constitutional rights, and the facilitation and growth of a stable economic environment.

Recommendations for the Department of Defense transition to an enhanced United States Government civilian presence in Afghanistan are currently under consideration in consultation with the GIROA.

Question 3. What kind of coordination is there between your CERP project and USAID projects?

Answer. Theater-based CERP Program Managers are developing stronger relationships and better communication channels with their unit staff members, including USAID representatives. For significant infrastructure and development projects, the justification for an urgent, humanitarian need is carefully evaluated by these managers in order to differentiate the proposed CERP project from projects more suitable for execution by other agencies, such as USAID. To gain the most positive results and ensure effective synchronization, military project managers at the lowest levels (e.g. District Support Teams and Battalion Task Forces) are coordinating with USAID Field Program Officers working in the District Support Teams and working in Provincial Reconstruction Teams to ensure correct agency ownership is chosen. Additionally, CERP projects are documented in the Combined Information Data Network Exchange (CIDNE) database.

Coordination is further enhanced by a USAID representative sitting on the USFOR-A CERP Review Board, as a voting member. Similarly, a USAID representative is embedded within Afghanistan Regional Commands (RCs) and these representatives review all projects at that level prior to approval. This USAID representation usually provides subject matter expertise on Rule of Law, Education, Agriculture, and some Infrastructure CERP projects and allows the opportunity to deconflict projects between organizations. The Afghanistan Power Initiatives also illustrates procedures that our project management team brings to the table such as transparency, coordination of projects, as well as ensuring projects are directly tied to the counterinsurgency (COIN) objectives. Although these projects now fall under the new Afghanistan Infrastructure Program (and the attendant Afghanistan Infrastructure Fund), the coordination illustrates the symbiotic planning in our whole of government approach with regard to the CIV-MIL Campaign Plan.

Question 4. What kind of cultural expertise and foreign language training do CENTCOM troops have to conduct these "nation building" missions.

Answer. CENTCOM requires military members deploying to Afghanistan to receive Afghan culture and language (Dari or Pashtu) training through web-based classes or through packaged briefings and training. Members going to Iraq are required to receive Arabic culture and language (Egyptian or Iraqi dialects) training, as well as appropriate culture and language classes for other assigned destinations.

In addition, each service has specific requirements with regard to Language, Regional Expertise, and Culture (LREC) training. As an example, the Department of the Army requires all soldiers deploying to Afghanistan and Iraq to complete online language and culture training. Additionally, at least one leader per platoon is required to develop measurable, language proficiency.

Question 5. Is there mil to mil dialogue ongoing with all the allies in the Middle East region?

Answer. CENTCOM maintains a robust program of mil-to-mil dialogue with our Middle East regional partners. Our military attaches and our security cooperation offices execute day-to-day contact with our military partners. In some countries (Saudi Arabia, Egypt, Kuwait, and United Arab Emirates), CENTCOM maintains permanent security cooperation missions led by general officers.

Our forces in Kuwait, Bahrain, and Qatar also interact regularly with host nation officials. Such interaction critically enables the CENTCOM mission and supports U.S. strategic objectives.

Additionally, CENTCOM participates in regularly scheduled strategic dialogues with our partner nations. Some of these dialogues are conducted at the Under-Secretary of Defense level, while others are conducted solely between our joint military staffs.

Finally, CENTCOM senior leadership conducts regular key leader engagements with political and military leadership in each of our area of responsibility countries.

Question 6. What about civ to mil dialogue in the region?

Answer. The ongoing civil-military exchange between the USG interagency and our regional partners is essential to our efforts to promote progress and stability in the CENTCOM AOR.

THURSDAY, MARCH 31, 2011.

U.S. EUROPEAN COMMAND

WITNESSES

**ADMIRAL JAMES G. STAVRIDIS, UNITED STATES NAVY, COMMANDER,
UNITED STATES EUROPEAN COMMAND**

**REAR ADMIRAL WILLIAM "ANDY" BROWN, DIRECTOR OF LOGISTICS,
U.S. EUROPEAN COMMAND**

OPENING STATEMENT

Mr. CULBERSON. Good morning. The Appropriations Subcommittee on Military Construction and Veterans Affairs will come to order.

It is a great privilege to welcome you here this morning, Admiral. Thank you so very much for your service, sir.

We are continuing today a discussion of the Quadrennial Defense Review decision on whether or not to retain four Army brigades and combat teams in Europe as well as a Corps headquarters. And a SCIF I also understand is also part of the discussion. The Army would like to build their own SCIF as well.

The 2004 Global Defense Posture Review called for reducing our Armed Forces in Europe to two brigades and returning those units to the United States, to include the headquarters both the First Armored and the First Infantry Divisions. This decision, which required billions in infrastructure and additional costs, has been partially reversed by the QDR, pending some additional reviews.

The previous commander of European Command, General Craddock, began raising concerns about this drawdown back in 2007. This led to a postponement of the final brigade relocation from 2011 to 2013, creating an opportunity to review this plan during the QDR process; and this leads us to our hearing today.

The Secretary of Defense plans shortly to announce his decision on the final outcome of the relocation of the Brigade Combat Teams from Europe to the United States, with completion of additional reviews by the Department. My instinctive reaction as a fiscal conservative and in order to I think not only save money but it also makes sense, and certainly we hope to have one of those brigades in Texas at Fort Bliss, is to bring two of them home. I look forward to exploring that further with you today, sir.

We have this and a lot of other issues to address today. We are delighted to have you. But, above all, we want to thank you for your service to our Nation, Admiral.

And I am pleased to recognize at this time our ranking member, Mr. Bishop of Georgia.

OPENING STATEMENT OF MR. BISHOP

Mr. BISHOP. Thank you very much, Mr. Chairman, for yielding.

Admiral, after I left our conversation a couple weeks ago regarding all the different issues that you face, I found great comfort in knowing that you are there to handle these issues. I think the intellect, the integrity, the experience of knowledge and history that you bring to your current position is invaluable; and we thank you for your service.

I look forward to discussing the improvements to the medical facilities in Germany with you today. As you know, Germany, of course, is the first stop for our servicemembers that are wounded in Iraq and Afghanistan; and in many cases the treatment that they receive in Germany has a direct effect on their ability to recover once they get home. So I would like to know how the renovations will improve the care, and I want to make sure that you have all of the resources that you need to make the health care facility there a world-class facility.

I am also interested in what you are doing to improve the schools in your area of responsibility. Sometimes we forget that our servicemembers are also mothers and fathers, who have the same worries as the civilians when it comes to educating the kids. So when servicemembers with children get new orders, one of their first questions is how are the schools. In the last year, you kind of painted a grim picture when you were before us regarding the condition of the Department of Defense education activity schools in Europe. And of course I know that we have done some substantial renovations over there, but I want to make sure that we solve the problems. Because the last thing our servicemembers need to worry about is whether their children are getting a quality education.

We have got some important issues to cover and of course we thank you for being here this morning. We look forward to your testimony and subsequent questions and answers.

OPENING STATEMENT OF ADMIRAL STAVRIDIS

Admiral STAVRIDIS. Thank you.

Mr. Chairman, may I just open with a quick statement?

Mr. CULBERSON. Yes, sir. Of course. And then your full statement will be entered into the record.

Admiral STAVRIDIS. Okay. Thank you, sir.

First of all, I want to thank the committee for taking the time to hold this hearing and take a moment to listen and to have a conversation about military construction in Europe.

We are very fortunate to have today Admiral Andy Brown, who is my—we call him J4. He is the man who works military construction directly. So we have real expertise at the table. I will try and give you kind of a macro level view; and, as we get into any details, Andy is here to kind of help us out.

What we do in U.S. European Command is really three things. We do military operations; we do partnerships with our European allies and friends, 51 nations in U.S. European Command; and we also do a great deal with the interagency. All of that is done by people, and so today my real focus is on the topics that both the

chairman and the ranking member have mentioned, which are doing the right thing and taking care of our people.

At the same time, we want to do that in a way that is smart and responsive to the American taxpayer. And that means we have to consolidate, we have to look for efficiencies, we have to be smart about what we attempt to do even as we do the right thing for our people.

I will be glad to talk about any of the projects we have under way, but I just want to kind of draw a line under two of them, both of which were mentioned by the chairman and the ranking member.

The first is the new hospital at Landstuhl, and I am a believer in that project. I think we have got it sized about right, and I can talk more about that.

And the second are the schools. And the ranking member is exactly right. Anytime any of us as parents get ready to move, the first question we ask is how are the schools. In fact, I was just talking to the chairman a moment ago about driving our daughters to school. Nothing is more important in a parent's life than that.

So I do have progress to report on schools, Ranking Member; and I think that, again, with the help of this committee, we are moving in the right direction. The trajectory is right on improving the Q-ratings, as we call them, in many of the schools in Europe. So we are moving in the right direction working together.

With that, I would like to stop and turn it over to the committee so we can get into the questions and answers here.

[The information follows:]

HOUSE APPROPRIATIONS COMMITTEE

Subcommittee on Military Construction,
Veterans Affairs, and Related Agencies

TESTIMONY OF

ADMIRAL JAMES G. STAVRIDIS, UNITED STATES NAVY
COMMANDER, UNITED STATES EUROPEAN COMMAND
BEFORE THE 112TH CONGRESS, 2011



United States
European Command
"Stronger Together"

INTRODUCTION

Mr. Chairman, Ranking Member, and distinguished Members of the Committee, I would like to thank you for the opportunity to appear before you today to share with you the successes achieved and the challenges being faced by the men and women of both the United States European Command and the North Atlantic Treaty Organization's (NATO) Allied Command Operations since I last appeared before you. I have now been at the helm of these Commands for almost two years and am happy to report we continue to make progress and develop stronger partnerships for our shared security. The most important activities and initiatives contained in these pages are those in which we work together with our allies and partners to build capacity to ensure U.S. security in the European theater and, thus, defend our homeland forward.

The United States and Europe are inextricably linked—politically as allies and partners in diplomacy. Additionally, the European Union and U.S. economies account for about half the global economy. The two economies are interdependent to a high degree. The United States and the European Union are each other's top trading partners. In 2009, the European Union exported \$280 billion in goods to the United States, and imported \$220 billion in goods from the United States.

The most important ties for our command, of course, are those between our militaries. U.S. military traditions grew out of European ones. We have learned from each other, often in



European immigrants entering the U.S. through Ellis Island

the demanding circumstances of combat, and we have consistently found ways to become partners and then allies. For the greater part of a century, U.S. soldiers have shared battlefields with their European counterparts – from the Argonne Forest to the sands of Normandy to the mountains of Afghanistan. With respect to mutual and global security perspectives, Europeans are superb partners.

MISSION & VISION

The mission of the U.S. European Command is to conduct military operations, international military engagement, and interagency partnering to enhance transatlantic security and defend the United States forward.

We strive to be an agile security organization able to conduct full spectrum activities as part of whole of government solutions to secure enduring stability in Europe and Eurasia.

- Our area of focus covers roughly one-fifth of the planet, including all of Europe, large portions of Asia, parts of the Middle East and the Arctic and Atlantic Oceans.
- We are responsible for U.S. military relations with NATO and 51 countries on two continents with a total population of close to one billion people.
- We direct the operation of more than 80,000 military personnel across 10.7 million square miles of land and 13 million square miles of ocean.
- We are responsible for maintaining the quality of life, including health care and schools, for approximately 130,000 Department of Defense family members living in Europe.

European Command

Mission

U.S. European Command conducts military operations, international military engagement and interagency partnering to enhance transatlantic security and defend the homeland forward.

Vision

An agile security organization with a “whole of government” approach seeking to support enduring stability and peace in Europe and Eurasia.

Themes

- Ready forces provide regional security.
- Mutual security challenges require cooperative solutions.
- EUCOM is committed to enduring partnerships.

Motto

“Stronger Together”

Progress

U.S. European Command has achieved progress through proactive initiatives and by responding to challenges and opportunities that arose over the past year.

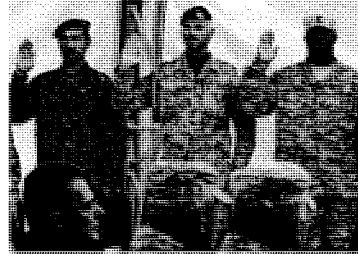
European Command's Support to International Security Assistance Force (ISAF) in Afghanistan. European Command's activities to support ISAF operations are extensive and effective. At any given time, approximately 80% of the non-U.S. countries deployed to Afghanistan are from the European theater. EUCOM's support to ISAF is largely focused on preparing these partner nations for deployment to Afghanistan. This includes dispatching mobile planning teams to assess partner nation equipment and training requirements and working with the country to develop a comprehensive pre-deployment plan.

These requirements may include provision of equipment such as up-armored high mobility multipurpose wheeled vehicles (HMMWV) and mine-resistant ambush protected vehicles (MRAP), and pre-deployment training to counter improvised explosive devices, build Observer Mentor Liaison Teams, and provide Expeditionary Intelligence Training courses tailored to the complex Afghan counterinsurgency environment. The Command also works closely with our partner nations to fill critical National Training Mission-Afghanistan training requirements.



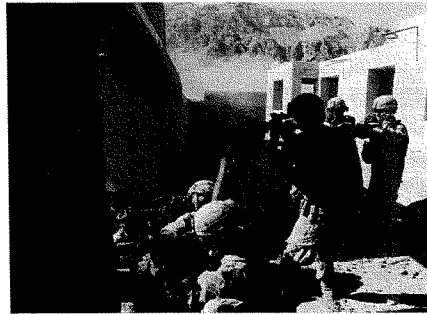
Combat training for Afghan National Security Forces

In quantitative terms, since I last appeared before this committee, European Command has dispatched over 20 mobile planning teams and conducted three Observer Mentor Liaison Team rotations at the Joint Multinational Readiness Center, which included 16 countries and 1,045 personnel and conducted eight Expeditionary Intelligence Training courses in which we have trained 230 personnel from



International Security Assistance Force non-commissioned officers (NCO) raise their right hands and repeat the charge of the NCO during an NCO induction ceremony in Afghanistan

14 countries. We have also trained over 1,860 soldiers from 15 countries to counter the threats posed by improvised explosive devices, and trained two Polish Brigades and two Georgian battalions for deployment to Afghanistan. On the logistics side, we have moved 487 tons of



U.S. Army Soldiers from the 173rd Airborne Brigade Combat Team get ready to engage enemy combatants

equipment through Europe to Afghanistan over the Northern Distribution Network. In FY10, we coordinated use of the Department of Defense Lift and Sustain Program to provide non-reimbursable air and sealift to move 14,897 passengers and 4,206 tons of cargo for 13 contributing nations, who would have otherwise been unable to move equipment and personnel to Afghanistan. Also, we are able to support partner movements through our active involvement in two major European military transportation consortiums. U.S. European Command also coordinates and schedules the United States' allocation of 1,000 flight hours in

the Heavy Airlift Wing (HAW), comprised of three cooperatively shared Hungarian registered and certified C-17 aircraft.

Counter-Improvised Explosive Device Training. A growth area for European Command this fiscal year is counter-improvised explosive device training, where we plan to train as many as 5,000 partner nation soldiers during this fiscal year.

Assuring Access. U.S. European Command plays a critical role in assuring that the United States continues to enjoy access within and beyond European Command's area of focus. Our mature basing footprint includes several locations that are used in support of U.S. Transportation Command's en-route strategy which has proven to be vital in supporting recent operations in Afghanistan and Iraq. Well-established relationships with partner nations further complement our access capability.

Multi-National Joint and Interagency Exercises. The most intensive form of peacetime interaction with our allies and partners occurs in the conduct of joint exercises. European Command maintained a robust bilateral and multilateral exercise program last year, executing 33 major exercises involving nearly 50,000 U.S., allied, and partner nation personnel from 40 nations. The exercises focused on preparing partner nations for ongoing coalition operations including the International Security Assistance Force (ISAF) in Afghanistan, enhancing NATO interoperability, and improving our military capability and interoperability with Israel.

Exercises in the Baltics, Balkans, and Caucasus. In support of NATO, European Command provided forces for nine NATO and NATO Partnership for Peace events in the Baltics. United States Naval Forces Europe also executed Exercise BALTIC OPERATIONS, a long-standing multinational maritime exercise which included 12 nations focused on maritime interdiction

and amphibious interoperability. Addressing the Balkans, two major exercises, IMMEDIATE RESPONSE 10 and COMBINED ENDEAVOR 10, bolstered partner capabilities and eased regional tensions. Of particular note, European Command conducted JACKAL STONE 10, a Field Training Exercise in Poland and numerous other locations throughout the world, in cooperation with Special Operations Command. This event involved more than seven nations and approximately 1,100 partner nation Special Operation Forces personnel. JACKAL STONE, along with other Special Operations exercises and Joint Combined Exchange Training events in over 25 countries, directly supports U.S. and partner Special Operations Forces' readiness and capabilities for U.S., NATO, and European Union missions ranging from counter terrorism to high-intensity conflict.

ARCTIC ZEPHYR. ARCTIC ZEPHYR is a multi-phased exercise, convening initially as a table-top event and projected ultimately to culminate in a multinational search-and-rescue field exercise. In support of U.S. policy and strategy on Arctic issues, the long term goals of ARCTIC ZEPHYR are to maintain an understanding of the legal, commercial, and political ramifications of the changing Arctic environment and to strengthen relationships with other Arctic nations. This is one of the areas where European Command finds common ground and opportunities for cooperation with Russia.

AUSTERE CHALLENGE. U.S. European Command Headquarters continues to successfully execute the AUSTERE CHALLENGE exercise series, the premier joint force headquarters exercise in the European theater. AUSTERE CHALLENGE 10 forged ahead into new territory when it expanded to train two Joint Task Force Headquarters simultaneously while incorporating a French-led Joint Force Air Component as well as French and Polish

Brigade Headquarters response cells, all firsts in European theater training. The benefits of combined, multiple Joint Task Force exercises are clear: challenge the Headquarters and component staffs; reinforce the U.S. position of seeking multi-national solutions; train as we fight; and identify the strengths and limitations of U.S. and coalition interoperability capabilities.

A major advance during AUSTERE CHALLENGE 10 was the establishment of an enduring computer network for future training events and real world operations. European Command planners identified and established the Battlefield Information Collection and Exploitation System as the most capable network for expansion to support Coalition Task Force operations with NATO partners. More importantly, this system is being used at the Joint Multinational Training Center at Grafenwoehr, Germany, by U.S. and coalition forces preparing for deployment to Afghanistan.

AUSTERE CHALLENGE 11 will venture back into the full spectrum, major combat operations arena. Participation will expand outside the theater and there will be a heavy focus on operating in the challenging cyberspace. The 34th Infantry Division Headquarters, from the Minnesota Army National Guard, will provide the Combined/Joint Force Land Component Commander, and French and Polish Land Forces will participate for a second year to operate as Mechanized Brigade Headquarters response cells. We continue building partner capacity by soliciting participation from partner nations around the European theater.

COMBINED ENDEAVOR. During COMBINED ENDEAVOR 10, our premier communications and electronics interoperability exercise, delegates came together from 40 nations (24 NATO and 16 Partnership for Peace countries) to strengthen partnerships, increase communication interoperability, and enhance the capabilities and capacities of partner nations.



American and Italian technicians work to establish network connections during exercise Combined Endeavor 2010

This marked COMBINED ENDEAVOR's 16th year building partnerships and featured the participation of Iraq and Afghanistan as observer nations. Both nations committed to increased involvement and a dedication to interoperability between their national forces and NATO/Partnership for Peace nations.

COMBINED ENDEAVOR continues to

build bridges across Europe and Eurasia and supported the preparation of coalition forces for regional and global operations. In particular, Canada and the United Kingdom tested and trained on the command and control systems they will be using during their upcoming deployments to Afghanistan, and validated operational functionality and interoperability with the same partners with whom they will operate downrange.

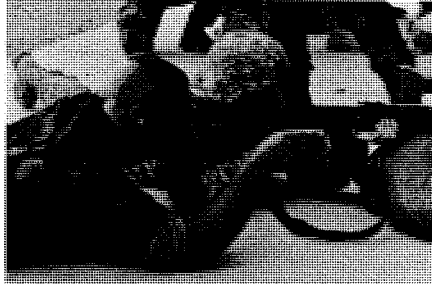
Additionally, two new training events were incorporated into COMBINED ENDEAVOR. CYBER ENDEAVOR leveraged the 102d Information Warfare Squadron, from the Rhode Island Air National Guard, to focus on improving the information assurance competencies and network defenses of our European partners, while SHAPE held Exercise STEADFAST COBALT to focus on command, control, communications, and computers in preparation for NATO Response Force deployment and to maximize interoperability with other European nations.

FLEXIBLE LEADER. This year's FLEXIBLE LEADER table-top exercise and senior leader seminar leveraged lessons learned from the Haitian earthquake disaster, and helped validate newly revised plans which European Command planners have written for comparable contingencies. Extensive representation was present from several U.S. Embassy staffs, other U.S.

government agencies, and European Command's Service components. FLEXIBLE LEADER highlighted the extensive work and progress that has been accomplished in foreign consequence management and humanitarian assistance planning, and also identified many courses of action that will improve European Command's ability to respond to a crisis situation quickly and effectively.

Patriots to Poland. As stated in the August 2008 Declaration on Strategic Cooperation, and in an effort to strengthen the important strategic partnership between the Republic of Poland and the United States, the U.S. performs quarterly rotations of Patriot Batteries to Poland, enhancing U.S.-Poland air and missile defense cooperation. These rotations continue to familiarize Polish Armed Forces with the Patriot Missile System and have permitted U.S. Forces to share related tactics, techniques, and procedures on missile defense. Of benefit to both U.S. and Polish forces, U.S. Patriot crews have improved their individual tasks and crew drills including operations during deployment, rail activities, and missile transport, storage, and security. Since May 2010, there have been three rotations to Poland for training and exercise purposes only. Although initially focused on one location—Morąg, Poland—the last rotation took place in Toruń, Poland. A fourth deployment is currently underway.

State Partnership Program. The State Partnership Program accounts for 45% of European Command's military-to-military engagement. Founded in 1993, the State Partnership Program was originally designed to link National Guard states and territories with former Soviet bloc countries for the purpose of fostering mutual interests and establishing long-term relationships across all levels of society. European Command currently benefits from twenty-one partnerships, we are currently finalizing the protocols for a State Partnership Program with Kosovo, and there



Hungarian army Sgt. Major Laszlo Pasztercsak instructs U.S. Army Sgt. Mika Putz, of Bismarck, N.D., in the use of the AK63D rifle during a State Partnership Program multinational marksmanship event at Camp Bondsteel

is potential for one or two more partnerships over the next couple years. The true value of this program is the enduring relationships that have been built over time, as many of European Command's state partnerships are approaching their twenty-year anniversaries. Perhaps the greatest example of how critical these relationships are is that, in 2010, National Guard personnel deployed to Afghanistan

together with five partner nations as members of Observer Mentor Liaison Teams and other forces training and fighting side-by-side.

European Command Organization. U.S. European Command Headquarters takes a "whole of society" approach to maintaining security and stability while shaping existing structures to adjust to the security environment. These changes will be accompanied by a 15% manpower reduction as we eliminate lower priority missions and identify missions in which European Command can prudently accept additional risk. At the same time, we are increasing emphasis on emerging mission sets such as ballistic missile defense, military partnering, counter-trafficking, and cyberspace. To further embrace a "whole of society" approach to the security environment, the Command is expanding its J9 directorate to focus on interagency partnering and the use of whole of government/society solutions to strategic challenges. Additionally, European Command has internally resourced a J7 directorate to provide independent assessments and analyses of strategic and operational processes and products. The Command has also internally resourced a Joint Interagency Counter-Trafficking Center (JICTC)-Europe to focus on the critical counter-trafficking mission across the theater.

We have also established a Military Partnering Center of Excellence to accelerate our efforts to expand the Command's international military partnering engagement activities. The Center will be a virtual, web-based partnering hub for U.S. and European partners to share best practices and lessons learned through military partnering collaboration, networking, and information sharing. The Center will reside on a public web portal linked to existing Department of Defense centers of excellence, most notably the Center for Disaster Management and Humanitarian Assistance, as well as to educational and partnering organizations like the George C. Marshall Center in Garmisch, Germany. We plan to have the Center fully operational by Summer 2011.

Russia Fire Fighting. U.S. European Command also continues to stand ready to provide theater-wide rapid response capabilities for Humanitarian Assistance and Disaster Response missions. This past August, under conditions of severe drought and in the midst of one of the hottest summers on record, a series of destructive wildfires broke out across Russia, prompting President Medvedev to declare a state of emergency in several areas. In response to Russia's request, and in coordination with the U.S. Department of State, EUCOM planners, logisticians, and airmen rapidly identified and airlifted over 36 tons of valuable firefighting supplies and equipment on four U.S. Air Forces in Europe C-130 cargo aircraft to assist Russia in their emergent response to this destructive event. It is precisely this kind of rapid and agile response capability—to a neighboring nation in need—that illustrates the "Smart Power" combination of military capacity and in-stride diplomacy uniquely available to the nation's leadership from its overseas Combatant Commands.

Israel Fire Fighting. Similarly, this past December, a series of wildfires broke out across Israel threatening to engulf lives, homes, critical infrastructure, and valuable natural resources. At Israel's request, and in coordination with the State Department, European Command planners, logisticians, and operators rapidly dispatched five C-130 cargo planes loaded with 60 tons of critical fire-retardant materials necessary to extinguish the blaze. This effort—led by U.S. Air Forces in Europe—played an important role in the international response to Israel in its time of need, and supported our enduring mission to support and promote regional stability and security. It serves as yet another example of our ability to work together to support each other in times of crisis, demonstrating the value of cooperation among neighbors, allies, and partners, as well as the enduring strength of the U.S.-Israeli relationship.

Efficiencies. While striving to achieve our mission and vision, we are very mindful of today's economic realities. This is why, in support of the Secretary of Defense Efficiencies Initiative, European Command has taken concrete steps to streamline our operations and move toward a more efficient and effective organization. The Command will retain traditional J-staff codes because of their applicability across the Defense Department. However, we are also executing an internal staff rebalance without incurring any growth and leading to a 15% decrease in required manning and budget. We have been taking a close look at all permanent billets and essential mission sets to ensure proper alignment and distribution of resources, and are actively seeking areas where efficiencies may be gained.

"We must find ways to operate government more efficiently and at a lower cost to taxpayers. Secretary Gates understands the tough economic and fiscal situation facing our nation and I support his efforts in doing everything possible to make every tax-payer dollar count."

Sen. John McCain, Senate Armed Services Committee hearing on DOD efficiencies initiatives, September 2010

We have focused our mission sets to accommodate our envisioned security environment, based on an analysis of strategic guidance, to include the Unified Command Plan, the Joint Strategic Capabilities Plan, and the Global Employment of the Force. Areas in which we believe we can harvest efficiencies, either through the focusing of missions or by willingness to prudently accept increased mission risk include: personnel management; General/Flag Officer and Senior Executive Service numbers and seniority; General/Flag Officer support; information technology; experimentation; planning, programming, and budgeting system participation; intelligence support; and logistics support. All decisions will be made with careful consideration of their effect on mission readiness.

EUCOM Components

Except when conducting joint operations or participating in joint exercises, European Command forces are assigned to, trained, and equipped by our Service-specific headquarters. U.S. Army in Europe (USAREUR), U.S. Marine Forces Europe (MARFOREUR), U.S. Naval Forces Europe (NAVEUR), U.S. Air Forces in Europe (USAFE), and Special Operations Command Europe (SOCEUR) provide the forces for all military-to-military engagements with our partner nations, provide a deterrence function in the region, and serve as deployable units for contingency operations. Understanding these commands is the key to understanding European Command, as they conduct the majority of our day-to-day activities.



U.S. Army in Europe
Heidelberg, Germany

Introduction and Overview. With 42,000 active-duty and reserve service members operating from six enduring Army communities, the U.S. Army in Europe serves as the key coordinator of activities by theater-assigned and rotational ground forces. The integration of these forces across the full spectrum of operations places responsibilities on the Army in Europe ranging from the tactical and operational to the strategic level. With V Corps' intermediate tactical headquarters capability deployed in support of International Security Assistance Force (ISAF) efforts in Afghanistan, the Army in Europe directly oversees capacity building activities throughout European Command's area of focus, including efforts in support of U.S. Africa Command. It also maintains critical logistical lead component duties in support of NATO's Kosovo operations. The Army in Europe translates strategic directives from the Command and the Department of the Army into executable tactical orders for subordinate units, including planning for and executing key tasks in support of our European partners and Israel.

Under these circumstances, the Army in Europe provides key tactical and operational forces, to include full spectrum combat units and strategic enablers, for global employment. As the U.S. military land component provider on the continent, the Army in Europe leads the ground effort in building partner capacity in support of global requirements. These efforts continue to be instrumental in supporting the ISAF Commander's requirement for improving the effectiveness of coalition ground force deployments, by training and preparing U.S. and European forces for operations in Iraq and Afghanistan.

Major Accomplishments. With over 25% of its assigned forces deployed in support of operations in Iraq and Afghanistan, the Army in Europe continued to support the Secretary of Defense's commitment to improving the capacity of coalition partners and allies by conducting a robust training and exercise program designed to build partner capacity and increase coalition interoperability.

Building Partner Capacity. In 2010, the Army in Europe provided 755 soldiers from ten nations with life-saving drivers' training on Mine Resistant Ambush Protected (MRAP) vehicles. It trained an additional 422 soldiers from nine nations to counter improvised explosive devices. Supporting U.S. national security objectives, this training enabled the Command to prepare full-spectrum capable forces for global employment while improving partners' and allies' survivability and effectiveness during deployments. Additionally, in support of the ISAF Commander's top priority to train Afghan soldiers and police, the Army in Europe trained 50 Operational Mentor-Liaison Teams (OMLT) and Police Mentor-Liaison Teams (POMLT) for deployment to Afghanistan.

Critically, the U.S. Army in Europe has worked to advance defense institutional transformation. One example of this was its assistance to Romania in the development of the country's tactical, operational, and strategic military doctrine. The Army in Europe also promoted U.S./partner interoperability through its joint exercises and exchange programs, recently having conducted leader exchange programs with Israel in the areas of aviation, ground maneuver, training, reconnaissance, and military intelligence. Additionally, the Army in Europe enhanced capacity for maintaining regional stability—evidenced by its support to Poland—executing the first three Patriots-to-Poland rotations.



Croatian and Minnesota National Guard soldiers prepare to clear a room during an Operational Mentoring and Liaison Team training exercise at the Joint Multinational Readiness Center

Both on and off the continent, the Army in Europe planned for and exercised ground capabilities to support key NATO partners and Israel in defending against potential threats. It has worked with Israel to significantly improve their ballistic missile early warning capability

and has enhanced bilateral air and missile

defense training exercises in coordination with

our partner. In addition to this assurance to allies and deterrence of potential aggressors, its ability to provide foreign consequence management and foreign humanitarian assistance ensured that the Army in Europe was, and continues to remain, prepared to support the United States' Article IV and V commitments to our NATO partners. Finally, as part of the larger U.S. efforts to reset our relations with Russia, U.S. Army in Europe included Russian military leaders as observers for three major exercises.

Exercises. Exercises continue to enhance the pre-deployment training of U.S. and coalition forces for current contingency operations, and serve to prepare these same forces for future coalition operations. This past year, the U.S. Army in Europe participated in 21 major exercises (including three mission rehearsal exercises) conducted in 11 countries with 28 participating nations. Among these exercises was JUNIPER FALCON 11, an Israeli-led Joint Task Force-level exercise focused on improving Israeli Defense Force command and control and logistical capacity. Supporting America's continuing partnership with Turkey, COOPERATIVE RESOLVE 10 was a battalion-level Command Post Exercise conducted in Turkey meant to

enhance interoperability. As a final highlight, RAPID TRIDENT 10 was a peacekeeping exercise involving 16 countries conducted in Ukraine to support its NATO interoperability goals through NATO's Annual National Program.

Humanitarian Assistance. As part of our Humanitarian Assistance program, the Command also provided enabling support to U.S. Africa Command for MEDFLAG 10, a medical skills exchange exercise conducted in the Democratic Republic of Congo by U.S. and African militaries.

Way Ahead. The U.S. Army in Europe will provide combat power to support global operations while at the same time continuing to build partner capacity. Together, these efforts will help advance the long-term process of defense institutional transformation of U.S. partners and allies. As the Army in Europe trains and prepares for deployment alongside coalition partners in the coming year, it will continue to foster the residual effects of increased training effectiveness among friendly militaries—from improvement in counterinsurgency operations and incorporation of interagency concerns, to the updating of U.S./NATO interoperability doctrine. Specifically, in support of the President's introduction of the European Phased Adaptive Approach, the U.S. Army in Europe will train with and provide assistance to European forces to ensure their ability to defend against ballistic missile threats. As part of a separate mission, the U.S. Army in Europe will provide similar assistance to Israel through bilateral agreements. As a whole, the engagements by the Army in Europe will continue to focus on improving relations, enhancing interoperability, focusing on mission success of both in- and out-of-area operations, and ensuring access to facilities and infrastructure throughout the theater.

"Where possible, our strategy is to employ indirect approaches – primarily through building the capacity of partner governments and their security forces."

Secretary of Defense Robert Gates

Marine Forces Europe
Stuttgart, Germany

Introduction and Overview. In 2010, Marine Forces Europe, with approximately 150 personnel assigned, focused on building partner capacity through combined activities and utilizing expeditionary forces to reassure allies, deter potential adversaries, and remain ready to respond rapidly to crises in the region. The U.S. Marine Corps' expeditionary nature drives Marine Forces Europe to a primary orientation on security cooperation activities with our newest NATO allies and partners in the Caucasus, Black Sea, Balkan, and Baltic regions.

Major Accomplishments. With only a small service component headquarters, Marine Forces Europe very effectively leveraged the capabilities of the Marine Corps in support of European Command objectives. Marine Forces Europe's activities focused on building partner capacity to contribute to collective security in Europe and out-of-area operations, such as support to the International Security Assistance Force, through targeted security cooperation and combined exercises.

Building Partner Capacity. Georgia Deployment Program—International Security Assistance Force: This U.S. Marine Corps-led joint program is successfully training and deploying Georgian infantry battalions to fight alongside NATO forces in the volatile Helmand Province in Afghanistan. Through an intense partnering concept with the Marines, the Georgian Armed Forces have significantly increased their institutional capacity to plan and conduct training for units preparing to operate in a full spectrum counter-insurgency environment.

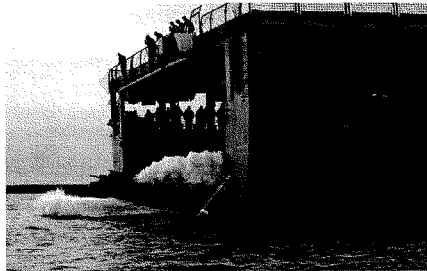
USMC Black Sea Rotational Force: During the summer of 2009, the U.S. Marine Corps provided a Special Purpose Marine Air—Ground Task Force to conduct security cooperation in support of European Command's theater objectives. Forward deployed and operating out of the temporary Task Force East facilities at MK Airfield in Romania and the Novo Selo Training

Area in Bulgaria, the Black Sea Rotational Force conducted numerous and diverse targeted multi-national security cooperation activities with 12 partner and allied nations in the Black Sea, Balkans, and Caucasus regions to enhance partner military capabilities, expand U.S. and NATO access to strategic regions, and promote regional stability.

Exercises. In 2010, Marine Forces Europe, in coordination with U.S. Naval Forces Europe, effectively reassured allies and deterred potential adversaries by exercising combined maritime expeditionary capabilities and improving European Command's and NATO's ability to rapidly deploy and assemble expeditionary forces in the region during several historic exercises. In total, Marine Forces Europe participated in 13 exercises to include joint, multilateral, and bilateral exercises in 2010.

COLD RESPONSE 10 was a Norwegian-hosted 14-nation exercise conducted north of the Arctic Circle and focused on maritime/amphibious operations and interoperability. U.S. Marines, under the Tactical Control of the United Kingdom's 45 Commando Battalion of the Royal Marines and embarked on Her Netherlands Majesty's Ship Johan De Witt, participated in a brigade-sized beach assault.

As part of BALTIC OPERATIONS 10, U.S. Marine and U.S. Navy forces, along with our Baltic State allies, conducted both a Maritime-Prepositioning Force offload and onward movement of combat equipment in Ventspils, Latvia, and a combined amphibious landing in Estonia during this European Command-sponsored Partnership for Peace Exercise. The overwhelmingly positive response



U.S. Marines amphibious assault vehicles embarked aboard the USS Gunston Hall (LSD 44) depart the well deck during the start of a simulated amphibious assault. The combined U.S., Estonian amphibious landing was part of a demonstration of the interoperability between the two forces.

by our Baltic allies once again validated the unique and critical role of Maritime-Prepositioning Forces' ability to rapidly respond to crises and support our allies.

Humanitarian Assistance. As part of the Marine Corps Prepositioning Program—Norway, Marine Forces Europe works with the Norwegian Defense Staff, European Command, and Headquarters, U.S. Marine Corps, to develop and refine plans that enhance access to prepositioned equipment ashore for U.S./NATO operations and crisis response, Theater Security Cooperation, and Humanitarian Assistance/Disaster Relief.

Way Ahead. Although it achieved successes with its current force posture, Marine Forces Europe will continue to seek greater Amphibious Ready Group/Marine Expeditionary Unit presence to satisfy the consistent demand by global core partners such as the United Kingdom and France for bilateral combined-arms and amphibious training. This type of training has largely been absent in the European Command theater since 2003. Resuming a sustained presence in the European Command region would serve to deter adversaries and assure allies and partners of our commitment to stability in Europe.

Marine Forces Europe will continue to build partner capacity in theater through ongoing support to the Georgia Deployment Program-International Security Assistance Force and the Black Sea Rotational Force, deploying in 2011 to support scheduled engagement and security cooperation activities with 14 partner nations. The Black Sea Rotational Force is expanding its activities to include preparing partner nations for deployment to Afghanistan and conducting Non-Commissioned Officer development.

U.S. Naval Forces Europe
Naples, Italy

Introduction and Overview. With approximately 8,000 active-duty and reserve services members operating from four main installations supporting rotational air, surface, submarine and expeditionary forces, U.S. Naval Forces Europe conducts the full range of maritime operations and Theater Security Cooperation in concert with NATO, coalition, joint, interagency and other partners in Europe. Naval Forces Europe continues to perform Navy Component Commander functions which support day-to-day fleet operations and Joint Maritime Commander/Joint Task Force Commander missions in support of European Command. Its presence not only strengthens relationships with enduring allies, it also develops maritime capabilities with emerging partners, particularly in the European Command's southern and eastern regions. Naval Forces Europe is enhancing maritime security in these regions through the development of maritime domain awareness, trained professionals, maritime infrastructure, response capabilities, regional integration, and a comprehensive approach for planning and execution.

Major Accomplishments. In 2010, Naval Forces Europe met all warfighter mission requirements and maintained certification as Joint Force Maritime Component Commander, Europe. Additionally, the component focused energy and resources on Theater Security Cooperation activities to enhance interoperability between allies and the maritime capabilities of partner nations. These activities developed partner capacity through multiple events, exercises, and operations in order to promote maritime domain awareness, security, and sea control. Always ready to respond to crises in the European theater, Naval Forces Europe also contributed to global efforts, such as Operation Enduring Freedom and anti-piracy operations off the coast

of Africa by delivering trained forces, strengthening international relations, and increasing the efficiency of our interactions with our allies and partners.

Theater Submarine Operations. The stable presence and patrolling of U.S. Submarine Forces in the European theater defends U.S. national security forward, even as it enhances the security of our allies and key partners. Our submariners are engaging in vital missions that contribute directly to European Command's core missions of transatlantic security and building partnership capacity. U.S. submariners have fully leveraged deployment time in theater, honing their skills and contributing to the Command's capacity to conduct critical intelligence, surveillance, and reconnaissance operations, anti-submarine and anti-surface warfare, undersea dominance, close proximity strike, high-value unit protection, and free and unfettered access to the vital sea lines of communication. In building our partners' capacity, European Command has also facilitated the participation of Allied submarines, submariners, and associated staff in a vigorous series of theater Anti-Submarine Warfare exercises with U.S. submarines, exercises that all parties have leveraged to improve their warfighting proficiency and – importantly – their interoperability.

These factors and opportunities are increasingly important as we observe a highly capable Russian submarine fleet whose pace, scope, and sophistication have risen dramatically in recent years. The Russian Navy has four new classes of submarines in development or near delivery. The next-generation KILO-class submarine—the ST. PETERSBURG class—is nearing completion. Available for export, it represents a significant improvement in both capability and quieting. The European Command area of focus is also the stage for the most sensitive Russian submarine operations and advanced weapons testing. Just this past October, Russian submarines



Members of the visit, board, search, and seizure team from the guided-missile destroyer USS Forrest Sherman (DDG 98) return to Forrest Sherman after participating in a boarding training exercise during BALTIC OPERATIONS

successfully fired three submarine-launched ballistic missiles over a period of two days. These operations reveal a renewed Russian focus on the undersea arena.

Intelligence, Surveillance and Reconnaissance. Naval Forces Europe expanded European Command's intelligence, surveillance and reconnaissance in support of allies through Operation NOMAD SHADOW, Operation SPRING OFFENSIVE, and the first-ever ship-based Unmanned Aerial Vehicle missions in the Black Sea. It also expanded the capability of naval bases in Rota, Spain, and Sigonella, Italy, to support intelligence, surveillance, and reconnaissance assets in support of both the European

and Africa Commands.

Building Partner Capacity. Partnership and security cooperation events conducted by Naval Forces Europe include:

Eurasia Partnership Capstone. Naval Forces Europe's flagship initiative throughout the Black and Caspian Sea regions was designed to integrate disparate regional efforts by all maritime partners into a global maritime partnership for Eurasia. This year's October event drew 110 senior enlisted and junior officer attendees from nine partner nations: Azerbaijan; Bulgaria; Georgia; Greece; Lithuania; Malta; Poland; Romania; and Ukraine. Courses were held at the Maltese Navy Training Facilities. Topics included: maritime interdiction operations; visit, board, search, and seizure procedures; search and rescue procedures; maritime law; and environmental protection.

USNS GRAPPLE. In August, a Navy auxiliary salvage ship and embedded Mobile Diving and Salvage Company removed and scuttled six sunken and decaying patrol boats in Sarandë, Albania. These boats were towed to another location near the harbor and used to make an artificial reef, which is expected to boost the local economy through tourism. More importantly, the pier at the auxiliary naval base is now clear and can be handed over for use by the local fishing fleet, reducing unnecessary defense overhead involved with support of this area.

Exercises. In 2010, Naval Forces Europe participated in nine Joint Chiefs of Staff exercises and numerous NATO and European Command exercises. BALTIC OPERATIONS 10 involved 11 European and NATO nations (including Russia), 32 ships, 200 vehicles, and over 3,000 personnel across a 1,000-square kilometer operating area in the Baltic Sea region. This annual exercise promotes mutual understanding, cooperation, confidence, and interoperability among forces and personnel of participating nations. SEA BREEZE 10 was co-hosted by Ukraine and the United States, involving 11 European nations, 24 ships, 13 aircraft, and over 2000 personnel across the Black Sea and Ukraine. This exercise enhanced the maritime capability of Black Sea and Partnership for Peace nations by exercising collective maritime safety, security, and stability actions. BREEZE 10 was co-hosted by the Bulgarian Navy, involved six European nations, and culminated in the NATO Response Force certification of Bulgarian and Romanian ships.

Humanitarian Assistance. Naval Forces Europe provided platforms, personnel, and resources to support Humanitarian Assistance/Disaster Relief for Russian wildfires, the Ethiopian Airlines crash off the coast of Lebanon, and flooding in Portugal and Albania. The U.S. Navy routinely provides foreign humanitarian assistance in times of crisis, in cooperation and collaboration with many nations around the world.

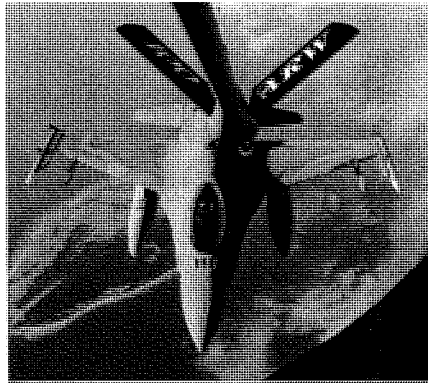
Way Ahead. While responding to crises in the European theater will take precedence over all other activities in 2011, Naval Forces Europe will also continue to build the maritime capacity of our allies, as well as new and emerging partners in a cost-effective and responsible manner with the desire of advancing all parties toward full interoperability and participation with our forces. Naval Forces Europe will continue to improve information assurance and cyber system security of Command and Control/Information Systems. Interoperability with NATO Allies and achievement of NATO standards by new NATO partners, including preparing STRIKFORNATO for the NATO Response Force 2012 rotation, will be important goals. The ballistic missile defense capability, both afloat and ashore, will continue to develop and expand. Our forces will focus on the priorities of maritime safety, security, cooperation, and crisis response with the overall goal of advancing U.S. interests in the region.

U.S. Air Forces in Europe
Ramstein Air Base, Germany

Introduction and Overview. With just under 26,000 active-duty, guard, and reserve service members operating from five main operating bases supporting nine wings and many geographically separated locations, U.S. Air Forces in Europe is a key force provider of forward-based, full-spectrum airpower in support of European Command and Defense Department objectives. This posture enables simultaneous support to ongoing global operations, ensures global strategic access, assures allies, deters aggression, and remains the key to building partnerships.

Major Accomplishments. During 2010, Air Forces in Europe supported ongoing contingency operations and worked daily with our NATO allies and partners to ensure security in the European theater and defend our homeland forward. Supporting contingency operations, 2,800 Air Forces in Europe personnel were deployed at any given time throughout 2010. In Afghanistan, our fighters flew 23,500 combat hours, representing 39% of the total U.S. Air Force fighter hours flown. In addition, one of two Control and Reporting Centers assigned to Air Forces in Europe was continuously deployed, providing constant air battle management and control. We contributed vital data links for world-wide communications, unmanned aerial system command and control, intelligence collection, and space operations. U.S. Air Forces in Europe supported the treatment and movement of over 12,000 patients to and from Landstuhl Regional Medical Center. Finally, Air Forces in Europe continued to maintain critical en route infrastructure. This system of bases supported global air operations to three geographic combatant command theaters and smooth transit of over two-thirds of air mobility missions.

Supporting contingency operations at the same rate as U.S.-based forces, Air Forces in Europe simultaneously conducted European Command operational requirements. In addition



A Polish Air Force F-16 receives fuel from a US Air Force KC-135 over the skies of Latvia during a NATO Baltic Air Sovereignty Training event

to flying Combat Air Patrols in support of NATO's Baltic Air Policing mission, Air Forces in Europe continue to conduct intelligence, surveillance, and reconnaissance missions in the greater Levant region, as well as participate in the Georgia Deployment Program.

In support of the Phased Adaptive

Approach for Missile Defense in Europe, U.S.

Air Forces in Europe led a U.S. and NATO

Ballistic Missile Defense Task Force. This Task Force developed a concept of operations which significantly contributed to NATO's recent decision to adopt this critical mission. U.S. Air Forces in Europe began laying the foundation for ballistic missile defense integrated command and control architecture in line with NATO Summit agreements, and led U.S. and NATO data-sharing integration efforts, which resulted in the development of clear strategic ballistic missile defense requirements and a demonstrated capability to exchange information between U.S. and NATO systems.

Building Partner Capacity. When not supporting combat operations, U.S. Air Forces in Europe units serve in a permanent role of building partnerships and partner capacity. In 2010, Air Forces in Europe conducted 767 building partnership engagements with 39 participant nations. Two-thirds of these events contributed to partner interoperability for Afghanistan

operations. Nearly 100 events in the Baltics, Poland, Bulgaria, and Romania focused on interoperability of NATO standards and equipment. As a result, these particular events fostered effective mobility operations and ensured strategic access to ranges, airspace, and airfields.

In Poland, Air Forces in Europe units helped develop capability to deploy and employ Polish F-16 and C-130 aircraft. Air Forces in Europe conducted numerous tactical exchanges with Polish F-16 and C-130 pilots, providing training in all manner of combat and air mobility operations. As a result of these efforts, the Polish Air Force is advancing towards its goal of passing its first NATO Tactical Evaluation in 2011.

In Romania, U.S. Air Forces in Europe units assisted Romanian units across the full spectrum of air mobility operations. Both nations jointly exercised tactics and procedures to improve airfield planning and operations, combat search and rescue, and aircrew management procedures to improve Romanian air capabilities. As a result, the Romanian military is now a self-deployable force using its C-130s to move to, and conduct operations in, Afghanistan.

Our engagement efforts also highlight the intrinsic value of non-commissioned officer development. Each of our in-country engagements highlights the need for empowered junior officers and non-commissioned officers, who serve as the backbone of effective military operations.

These efforts serve to improve the defensive development of our allies and partners, and directly improve interoperability of forces engaged in combat. U.S. Air Forces in Europe trained with 28 nations to provide over 100 Joint Terminal Attack Controllers, highly-trained Airmen providing the key link between airborne assets and supported ground combat units. As a result, Joint Terminal Attack Controllers from 15 nations now fight alongside their American

counterparts in Afghanistan. Furthermore, training at U.S. Air Forces in Europe's Warrior Preparation Center provides tangible and continued assurance of the U.S. commitment to allied security while developing capabilities actively employed in International Security Assistance Force operations.

Exercises. In 2010, U.S. Air Forces in Europe participated in 60 Joint Chiefs of Staff, NATO, and European Command exercises. Ten nations, including Armenia, Azerbaijan, Georgia, Macedonia, Serbia and Ukraine, exercised to develop peace support operations, provide medical training, and foster interoperability. Likewise, 40 nations from North America, Europe, and the Middle East exercised to improve computer network and communication capabilities necessary for effective responses to natural disasters. During Exercise BRILLIANT ARDENT, 60 aircraft from six nations, operating from bases in Germany, the Czech Republic, France, Poland, and the United Kingdom, validated the responsiveness and capabilities of the NATO Response Force.

Humanitarian Assistance. U.S. Air Forces in Europe answered the call for assistance several times in 2010 with humanitarian airlift. This summer, we delivered over 36 tons of equipment to fight wildfires in Russia. In December, we airlifted 60 tons of fire retardant materials for wildfire relief near Haifa, Israel. In one of our building partnership capacity success stories, the Heavy Airlift Wing at Papa Air Base, Hungary, executed several humanitarian relief missions. During Operation UNIFIED RESPONSE, Heavy Airlift Wing C-17s delivered 34 Swedish aid workers and 135 tons of aid to Haiti. In July, following the devastating flooding in Pakistan, the Heavy Airlift Wing delivered over 42 tons of medical supplies to Karachi, Pakistan. In April, the Wing repatriated the remains of the victims from the Polish air tragedy near Smolensk, Russia. Through continued training and commitment, the 12 nations of the C-17 Heavy Airlift Wing flew over 2,800 mishap-free hours in its second year of existence.

Way Ahead. As we move forward into 2011, U.S. Air Forces in Europe will continue its focus on operating efficiently and effectively, maximizing its strategic location to support current operations while simultaneously expanding its building partnership portfolio. The Command will continue to support the President's Phased Adaptive Approach for Missile Defense in Europe. Working closely with NATO, Air Forces in Europe will deliver an Operational Level Concept, develop requirements for effective information sharing with allies, and establish the necessary venues for effective education and training in this mission area critical for the security of the United States, our allies, and partners.

U.S. Special Operations Command Europe
Stuttgart, Germany

Introduction and Overview. Special Operations Command Europe is a joint command comprised of more than 1,500 active-duty and reserve personnel operating from two main forward-deployed locations: Stuttgart, Germany and Mildenhall, England. It has three assigned components: 1st Battalion, 10th Special Forces Group (Airborne); Naval Special Warfare Unit-2; and the 352d Special Operations Group. Special Operations Command Europe continues to contribute significantly to the development of partner special operations forces and stands ready to defend against transnational threats and rapidly respond to unforeseen contingencies within the European theater.

Major Accomplishments. In 2010, Special Operations Command Europe remained heavily engaged, conducting 25 joint combined exchange training events, six bilateral training activities, 46 Partnership Development Program events, and two bilateral counter-narcoterrorism training events. The Command augmented this effort with numerous key leader engagements and staff visits to further develop partner special operations forces' organizational, institutional, and staff capabilities. Finally, Special Operations Command Europe deployed special operations forces company-sized elements to both Afghanistan and Iraq, as well as smaller Joint Planning and Advisory Teams and staff augmentation to support partner special operations forces in Afghanistan. Focus areas for 2010 included building partnerships, supporting operations in Afghanistan, and countering transnational threats, all of which directly support European Command's core mission of international military and interagency partnering to enhance transatlantic security and defend the homeland forward.

Building Partner Capacity. The Command's effort to build partnerships focused on enhancing allied and partner special operations forces' interoperability and validating capabilities through the Partner Development Program and multilateral special operations exercises. The Partner Development Program is focused on training partner and allied special operations forces in military assistance operations and is a proven strategy for building the capacity of allied and partner special operations forces capacity, primarily for the International Security Assistance Force. With adequate sustainment, it will also provide long-term special operations forces' capacity for future conflicts and out-of-area operations. Since its inception in 2007, and its initial funding as a program of record in 2009, European special operations forces' participation in the International Security Assistance Force has increased nearly 500%. Poland, Romania, Hungary, Lithuania, and the Czech Republic have increased their investment and commitment of special operations forces in Afghanistan with exceptional results. With military assistance being the primary special operations mission in Afghanistan today, and the continued focus on developing Afghan security forces, participation in this program will likely remain an important mission in the future.

Over the past year, the Partner Development Program has also focused on increasing collective special operations force rotary-wing aviation capacity among our allies and partners. Special operations force rotary-wing assets, deployed in support of the International Security Assistance Force, will continue to be a high-demand requirement for future contingency operations. Training allied and partner aircrews and helping to upgrade their airframes, such as the MI-17, is an efficient solution for increasing rotary-wing capacity and capability to

support contingency operations. For example, the cost to upgrade five MI-17s and train the crews and maintenance personnel to the basic standard required to support special operations forces is roughly equal to the cost of one new U.S. CH-47G helicopter, not including training or maintenance. Additional helicopter capacity is not only efficient; it also decreases the deaths and serious injuries caused by improvised explosive devices, by limiting road movements and increasing medical evacuation capacity. Thus, additional helicopter capacity could lead to potential increased troop contributions among these nations.

While successful, the Partner Development Program has not reached its full potential. The program is hampered by cumbersome resourcing processes. Lack of focused special operations forces resourcing to create a strategic capability makes it difficult to build enduring special operations forces capacity.

Exercises. Special Operations Command Europe supported the annual international theater-wide special operations forces capstone exercise, JACKAL STONE 10. This year's exercise was hosted by Poland and Lithuania and brought together approximately 1,100 special operations forces service members from seven nations: Poland, Lithuania, Ukraine, Latvia, Croatia, Romania, and the United States. As a key element of the Partnership Development Program, JACKAL STONE provides special operations forces the opportunity to train together and build mutual respect while sharing doctrinal concepts, training concepts, and various tactics, techniques, and procedures.



Coalition special forces wait for the MH-47G Chinook to land so they can extract their high value target during the opening ceremony for Jackal Stone 10

Support Operations in Afghanistan. Since 2007, Special Operations Command Europe has supported the International Security Assistance Force through the continued deployment of a U.S. Army Special Forces Company and three U.S. Navy SEAL Joint Planning and Advisory Teams, which deploy and operate with our partner special operations forces. We also continue to provide staff officers as rotational augmentees to the NATO Special Operations Forces Fusion Cell, a strategic element for building interoperability among partner special operations forces.

Way Ahead. Looking to 2011 and beyond, Special Operations Command Europe will continue to increase allied and partner special operations forces' capabilities and capacity, both on the ground and in the air. It will seek to increase strategic understanding and partnerships as the European Distributed Special Operations Forces Network develops. Special Operations Command Europe will also continue its close partnership with the NATO Special Operations Headquarters and its International Security Assistance Force partners. Support and enablement of International Security Assistance Force's special operations forces will continue to be a high priority, as will efforts to counter transnational threats in order to protect our homeland.

CHALLENGES & OPPORTUNITIES

In a theater as large and dynamic as U.S. European Command's, the opportunities to initiate positive change are abundant, as are the ways in which security can regress unless we remain alert and attentive to negative trends. Every challenge in the region presents an opportunity for engagement and cooperation.

Afghanistan. Of the 49 nations besides the United States that have contributed 45,000 forces to the International Security Assistance Force, approximately 80% of them (37 nations) come from the European theater. Together, these 37 nations have contributed nearly a third of the military personnel serving in Afghanistan. And they have suffered, with hundreds killed in action. Supporting the International Security Assistance Force has given European Command the opportunity to deepen its relationships with our allies and partners, using our expertise and experience to inculcate an expeditionary mindset and train deploying partner nation forces in irregular warfare.

The contributions and sacrifice of Eurasian and European nations in Afghanistan have demonstrated the credibility, legitimacy, and effectiveness of our international military cooperation. The scale of allied and partner force contributions to the International Security Assistance Force has allowed the hand-over of significant responsibility for regional operations to coalition partners. NATO's Operational Mentoring and Liaison Team program directly supports the development of the Afghan National Army, and the Police Operational Mentoring

"Having Afghans lead these operations is the Taliban's worst nightmare, because it gives the lie to the Taliban propaganda that portrays Western troops as hostile occupiers. Afghans themselves will be more effective than our troops in winning the trust of the Afghan people."

Sen. Carl Levin, Chairman of the Senate Armed Services Committee, at the Council on Foreign Relations, October 2010

and Liaison Teams program supports the expansion of the Afghan National Police. Under these programs, European allies and partners are currently providing approximately 50% of the number of teams required to train Afghanistan's security forces.

Additionally, at any point in time, there are approximately 10,000 U.S. personnel, assigned to European Command, that are deployed to Afghanistan making vital contributions on a daily basis. However, within the European theater itself, European Command's focus is to support other nations as they seek to contribute to security and stability efforts in Afghanistan.

Many nations are making particularly large force contributions and have suffered high casualty rates relative to their populations. Our partners understand the importance of this mission, and they are willing to send their sons and daughters in harm's way alongside our own to bring peace, security, and prosperity to the people of Afghanistan. Within the European theater itself, European Command lends whatever support it can to these nations as they seek to contribute to security and stability efforts in Afghanistan. Within the framework of contributing to international efforts in Afghanistan, and within the boundaries and authorities set by law, regulation, and international agreements, this support involves providing training, equipment, logistical assistance, and personnel augmentation.

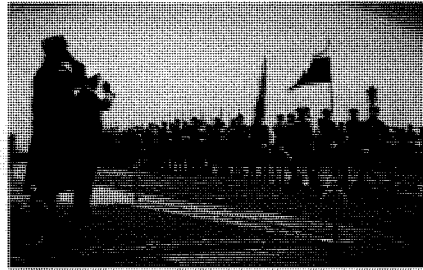
The Balkans. The United States' continuing support to NATO's Kosovo Force and Operation JOINT GUARDIAN helps maintain stability in Kosovo and advances security progress alongside our NATO and European Union partners. European Command has participated in NATO operations in Kosovo since 1999. European Command supports Kosovo Force through our land component, U.S. Army in Europe, and leverages National Guard Bureau forces to source mentors and advisors for Task Force Falcon (Multinational Task Force-East),

Regional Mentoring and Liaison Teams, NATO Training Teams, and elements of the Kosovo Force Headquarters, as well as to augment the Kosovo Force Military-Civilian Advisory Division. NATO presence was reduced from a peak of 14,000 in 1999 to 10,000 in January 2010, when it began reductions to a strength of 5,000. Kosovo remains stable and secure, as demonstrated in the peaceful conduct of elections in December 2010.

European Command has played a significant role in Bosnia's progress since the 1995 implementation of the Dayton Accords. At the height of Operation JOINT ENDEAVOR in 1996, more than 20,000 U.S. service members served in Bosnia. The September 2009 deactivation of Task Force Dayton, the last U.S. entity operating in Bosnia, marked a significant milestone for European Command. Less than forty U.S. personnel now remain in Bosnia assigned to the NATO Headquarters-Sarajevo and the United States Balkans National Support Element. European Command continues building partnership capacity with Bosnia through focused security cooperation initiatives, to include International Military Education and Training, Foreign Military Financing, and the State Partnership Program with Maryland's Army National Guard.

In a show of its increasing capacity, Bosnia assumed a key leadership role during European Command's 2009 COMBINED ENDEAVOR exercise, involving 40 countries and 1,200 personnel. European Command remains focused on Bosnia's defense reform efforts and its entry into NATO, so that Bosnia can finally prosper, contribute more fully to coalition operations, and complete its path to Euro-Atlantic integration. Due to progress made, Bosnia was able to consistently contribute to the coalition efforts in Iraq between 2005 and 2008, and now has over 50 personnel deployed to ISAF. Despite some remaining challenges, we have achieved quite a lot given what was happening in Bosnia just 15 years ago.

Russia. The complexities of establishing and maintaining a military-to-military relationship with Russia are many. On one hand, there are many areas of potential cooperation and partnership, including Afghanistan, arms control, counterterrorism, counter-piracy, counter-narcotics, and missile defense. Continued open dialogue can lead to additional opportunities for cooperation and openness, such as European Command's response to assist Russia during last year's wildfires. On the



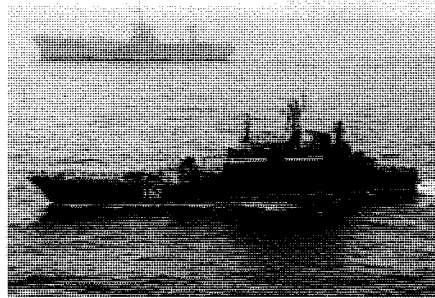
Admiral James Stavroff, USN, addressing the Russian General Ceremony in Moscow, Russia.

other hand, some of our allies and friends in the region remain concerned about Russian actions, including the conflict in Georgia in the summer of 2008 and Russia's continuing suspension of implementation of the Conventional Armed Forces in Europe (CFE) Treaty.

Working with Russia is about balance and seeking to find the potential for cooperation, while maintaining an open and honest dialogue about all aspects of our relationship, including where we disagree. While a great deal of engagement with Russia is handled by either the State Department, in the diplomatic realm; or directly by the Joint Staff and the Office of the Secretary of Defense, we at European Command are ready to pursue military-to-military communication, engagement, and even joint training and operations with Russia, where and when appropriate.

In 2009, for example, European Command authored a framework document to resume military-to-military cooperation with Russia in an equal, pragmatic, transparent, and mutually beneficial manner. The framework not only addresses crisis response and consequence management operations, but also seeks to promote interaction and ensure mutual support in

conducting counterterrorism and counter-piracy operations; peacekeeping missions; ballistic missile defense; and search and rescue. This framework document, signed by the Chairman of the Joint Chiefs of Staff and the Russian Chief of Defense at the 2009 Presidential Summit in Moscow, began to rebuild a structure for our bilateral defense



Russian amphibious ship, the RFS Kaliningrad, sailing alongside the USS Mount Whitney as part of the BALTIC OPERATIONS exercises in the Baltic Sea

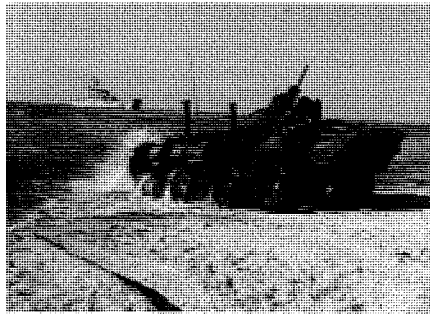
relationship that allows wide-ranging and candid engagement on all issues of concern. This effort is then supported by European Command's lead in developing the annual military-to-military work plan, which defines the events and activities that we aim to accomplish together over the next year.

In working the bilateral military-to-military relationship with Russia, however, European Command will work with NATO and other partners to implement an integrated and inclusive security cooperation architecture beneficial to all participants that does not come at the expense of our allies and partners.

Israel. The political/military environment in which Israel exists is volatile and uncertain. Israel faces frequently voiced threats from Hezbollah, Hamas, Iran, and others in the region. Iran's aggressiveness and negative rhetoric could also pose serious security challenges to the region broadly, to the United States, and to other allies. In addition, conflicts such as the Lebanese conflict of 2006, the Gaza hostilities of 2008, or the cross-border shooting in August 2010 with Lebanon, could erupt at any moment. Conflict could result from instigation by Iran or its proxies, notably Hezbollah, or from miscalculation.

European Command's engagement with Israel continues to strengthen our relationship with this key regional ally. We conduct multiple Headquarters and Component-level theater security cooperation events annually with Israel and chair four bilateral, biennial conferences spanning planning, logistics, exercises, and interoperability. The United States and Israel routinely conduct training exercises that build partnership and work toward regional stability. This exercise portfolio includes eight major recurring exercises. The continued success of the exercise program improves interoperability, understanding, and cooperation between the Israeli Defense Force and U.S. military forces. European Command leadership and staff maintain uniquely strong, recurring, personal, and direct relationships with their counterparts in the Israel Defense Force.

Turkey. Turkey remains a strong ally and partner in the region and continues to grow in importance in the Middle East and Eurasia regions. Turkey will continue to play an important role in the fight against extremism, maintaining regional security and access, deterring common threats, and supporting NATO out-of-area operations, such as those in Afghanistan and Kosovo. As our presence in Iraq draws down, Turkey's concern with possible volatility on their border



Ukrainian marine 1st and 2nd divisions stormed the beaches of Tenrda island from amphibious assault ships and helicopters to simulate landing on an island over run by pirates during a combined and joint maritime exercise in the Black Sea

may grow, driving them to play a larger role in regional stability. We have continued to develop new and productive ways to increase our engagement with Turkey in military-to-military areas, and as part of U.S. interagency efforts to help this important and centrally-located ally face the challenges posed by 21st century threats.

As part of that effort, Special Operations Command Europe continues to engage in a highly productive program of tactical exchanges and training events with Turkish Special Forces, and has focused part of this outreach program to develop, enhance, and convey lessons learned by U.S. Special Operations Forces over the past eight years in the effective fusion of intelligence, operations, and interagency coordination.

Also this year, European Command initiated Exercise COOPERATIVE RESOLVE, a new bilateral exercise between U.S. Army in Europe forces and Turkey Land Forces Command, focused at the battalion-level to share best practices and emerging concepts for command post operations, command and control functions, and other associated tactics, training, and procedures.

On another front, European Command's new Joint Interagency Counter-Trafficking Center (JICTC)-Europe, an information-sharing, internally-resourced collaborative enterprise, is working closely with our Turkish partners to assist and enhance the capabilities of Turkish agencies to combat illicit trafficking and terrorism, two often-interrelated and interdependent activities that threaten the security of our partners, our theater, and our homeland.

Finally, European Command continues its highly successful Turkish/U.S. officer exchange program in which each country selects a group of promising, young field-grade officers for travel and exposure to each other's military headquarters and facilities, building vital relationships on a personal level that will continue to pay dividends as these officers progress to higher ranks and greater levels of responsibility.

Terrorism in Europe. Our contribution to the ever-evolving fight against transnational and indigenous terrorism continues to be one focused on intelligence sharing and partner-building. Across Europe, the threat of terrorist attack and the presence of terrorist support networks remains a serious concern. Violent-minded extremists seek to exploit vulnerabilities to radicalize local populations and logistically support jihadist war-zones such as Iraq and Afghanistan. The European continent remains a priority target for directed attacks from al-Qaida and allied terrorist groups who believe that lethal attacks will weaken the resolve of our partner nations to continue supporting the International Security Assistance Force.

The terrorist attack in Stockholm on December 11, 2010 and the late-December arrests of terrorist suspects in the United Kingdom and Denmark, among others, are indicative of a continuing threat.

The threat from al-Qaida associated elements remains high, particularly in Germany, Denmark, France, the United Kingdom, and Belgium. Notably a recent study by the Danish Institute for International Studies found that between 2004 and 2008, 84% of terrorists detained in Europe had a Western upbringing, and only 28% had links to foreign militant groups. This is indicative of the rise of “home-grown”, self-motivated terrorists who, despite their exposure to Western values, chose to learn jihad over the internet and act without direct guidance by al-Qaida senior leadership.

European countries continue to improve their capacity to counter the terrorist threat by strengthening counterterrorism legislation, expanding international cooperation, and successfully prosecuting and jailing terrorist actors. To support this progress, European Command increases intelligence sharing at every opportunity. For instance, one of our projects disseminates

evidence and information obtained by coalition allies on the ground in Iraq and Afghanistan to International Criminal Police Organization (INTERPOL) member countries' police forces worldwide in order to strengthen their counterterrorism efforts. This project has assisted investigations in more than 70 countries.

Ballistic Missile Threat. There is an existing and expanding threat from ballistic missiles to the European Command's area of focus. The continued development of missile technologies by states such as Iran and Syria, coupled with the transfer of rocket and missile capabilities and technologies to non-state actors such as Hizbollah, present the most significant combination of capability and intent into realized threat to European Command's interests in Europe and the Levant. Iran in particular, with its growing inventory of ballistic missiles, views its conventionally armed missiles as an integral part of its strategy to deter, intimidate and retaliate against forces in the Middle East, Southeastern Europe, and Central Asia.

Combating Weapons of Mass Destruction (WMD). Nuclear weapons in the hands of a terrorist or violent extremist would represent a grave threat to the United States and our allies. The threat of a deliberate attack with a biological weapon, or the spread of nuclear weapons programs are threats that have far-reaching, destabilizing consequences. Al-Qaida and other groups aspire to incorporate weapons of mass destruction into their attacks. Special nuclear materials and the majority of the world's nuclear weapons are located in the European Command area of focus.

To succeed in preventing the spread of weapons of mass destruction and their precursor materials, we must pursue a vigorous, comprehensive strategy sustained by a whole-of-government approach and strong international partnerships. The security of the weapons and

these materials is a significant aspect of the Command's efforts to counter WMD. We must support partner and allied efforts to build capacity that detects and interdicts the movement of WMD materials, facilitates information-sharing arrangements, and, if an attack occurs, ensures a swift effective response that includes consequence management. Recent concerns over attacks in Europe truly underscore the importance of working with our partners and allies to prevent a catastrophic attack involving weapons of mass destruction on their soil and our homeland.

"Whether it is ensuring our capabilities for strategic missile defense, which provides assurance to allies and deterrence to adversaries, or making the necessary investments in defending against cyber attacks; we must be able to look towards the future and see likely security challenges that we will face and meet them head on."

Chairman Howard P. "Buck" McKeon, House Committee on Armed Services

Cyber Security. Cyber security is a vital function for European Command, and we have made progress in securing our part of cyberspace during the past year. We have joined the efforts of other combatant commands, including the leadership of the U.S. Strategic Command and its sub-unified command, U.S. Cyber Command. The establishment of U.S. Cyber Command is a great step forward for the Department and all combatant commands. We are exploring the paths to more closely fuse our internal efforts in cyberspace, and have named a Cyber Integrator on our Headquarters Staff to build on our established Cyber Fusion Center. As the number and sophistication of attempts to penetrate our network increase daily, we must continue to meet that threat with innovation and expertise because we cannot afford more manpower.

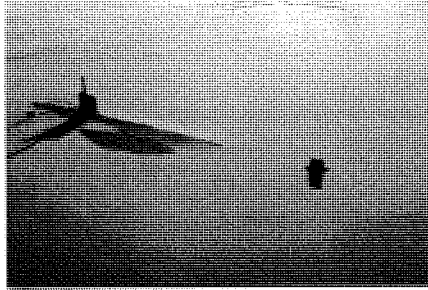
As we gain operational experience in cyberspace, we look for opportunities to provide bridges between industry, academia, government, and our military partners with the goal of increasing mutual awareness and security. There are many challenges in this new domain and

several of our friends throughout Europe have been the subject of cyber harassment (disruption of cyberspace functions) coincident with international disputes. As we look for answers and solutions to the evolving challenges in cyberspace, we synchronize frequently with our partners at various exercises and conferences, to include Exercise COMBINED ENDEAVOR 10, which brought together forty nations focused on enhancing common awareness, building common understanding, and developing operational trust, as well as a 2011 European Cyber Conference Symposium hosted at the George C. Marshall European Center for Security Studies. We have several other visits and exercises planned in 2011.

As we move forward, we are looking to leverage our existing European Union and NATO relationships in concert with the newly formed U.S. Cyber Command to increase our shared security. With NATO's desire to develop an infrastructure to meet the cyber security threat with a coordinated combined response, we are moving forward now to lay the groundwork for what we anticipate will be our role in this combined action.

The Arctic. The Arctic maritime domain is changing, and nations are responding by enacting policies to address anticipated challenges in the region. From environmental impacts to commercial enterprise, the prospect of unprecedented access to natural resources and Northern shipping routes has raised related security concerns. Promoting regional stability in the Arctic is European Command's primary objective for the Arctic. This is best accomplished through the use of open international forums to ensure stable, predictable management of the Arctic area.

In areas of safety, security, resource management, and conflict resolution, we support multinational governance and the international rule of law. Development of peaceful and successful maritime domain awareness is essential, not only to the security of the region, but



U.S. Submarine surfacing in the Arctic

also to the safety of the mariners, workers, and tourists who will populate this vast expanse.

European Command is committed to a future that includes collaboration with our partners, NATO members, and Russia on international search and rescue exercises, Arctic training, and transparent operations and diplomacy that fully

respect territorial claims.

Addressing environmental security in the Arctic region will require close cooperation with a wide range of Arctic stakeholders. Of particular note, we see Russia as a key potential partner in this area; one with substantial capabilities to respond to unforeseen emergencies and a clear willingness to protect the region from environmental disasters. We look forward to working with Russia and our other Arctic partners as we seek areas of mutual interest.

Energy Security. Our strategic national interests are served by fostering global economic development. A growing and open global economy enables the growth of the American economy, and that growth forms the backbone of our national security. Most of our major European partners are heavily dependent upon foreign energy sources for their oil and natural gas. This reliance can have a destabilizing effect on European economic development. Russia is one of the most important suppliers of crude oil and natural gas to Europe, accounting for 33% of oil imports and 40% of gas imports (87% for Italy; 81% for Spain; 61% for Germany; and 51% for France). Russia's energy leverage represents a key factor in European and Eurasian energy security. Europe will continue to need Russian energy, as supplies from Russia are useful

alternatives to reliance on the Persian Gulf for hydrocarbons and the pipeline infrastructure to transport it is already in place.

European Command supports State Department objectives regarding European energy security, and we work with our interagency partners, NATO allies, and partner nations to support these objectives: diversification of energy transportation routes in Europe; greater intra-Europe integration of existing supply systems; the development of new, renewable, and alternative energy sources in Eurasia; and demand-side efforts to promote energy efficiency. Within European Command, we are proposing a joint concept for energy security to achieve these same objectives, ensure access, and decrease vulnerabilities within our own forces. Our J9 Interagency Partnering Directorate continues to employ a whole-of-government approach to collaborate with our partners and like-minded allies to develop frameworks for addressing major energy security issues.

"Our relationship with our European allies remains the cornerstone for U.S. engagement with the world and a catalyst for international action."

National Strategy, May 2010

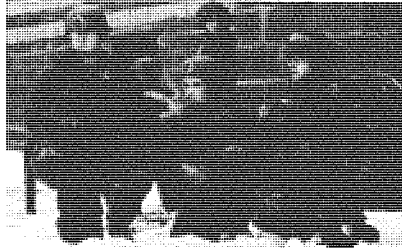
INITIATIVES

Effective pursuit of U.S., allied, and partner interests depends ultimately on our ability to innovate and find new and better ways of achieving our objectives.

Support to NATO, especially in Afghanistan. Today, European Command's largest contributions to support NATO lie in our efforts to train and equip partner nations to deploy alongside our own troops in Afghanistan. We have multiple lines of effort to support these activities.

Joint Multi-National Readiness Center. The Joint Multi-National Readiness Center supports European Command and Central Command operations by providing pre-deployment training to Europe-based U.S. forces and NATO Operational Mentoring and Liaison Teams slated for deployment to Afghanistan. Currently, the Center provides enduring observer/controller support to the United States Security Coordinator Israel to train the Palestinian National Security Forces. Joint Multi-National Readiness Center observer/controllers were also instrumental in the successful pre-deployment training of the Jordanian 2nd Ranger Battalion for operations in support of Afghanistan's national elections. We have trained almost 4,000 soldiers to date and, through these efforts, European Command has enabled partner nations to make significant contributions to operations in Afghanistan.

Georgia Deployment Program-International Security Assistance Force. Marine Forces Europe directly supports the Republic of Georgia's two-year program to deploy Georgian forces alongside U.S. Marine Forces to Afghanistan. The Georgia Deployment Program-International Security Assistance Force will deploy four rotations of a Georgian battalion with a Marine Corps Marine Expeditionary Brigade to Afghanistan. As capabilities improve, Georgian forces



Georgian soldiers from the 31st Battalion establish security during a cordon and search scenario as they train for an upcoming deployment in support of International Security Assistance Forces in Afghanistan

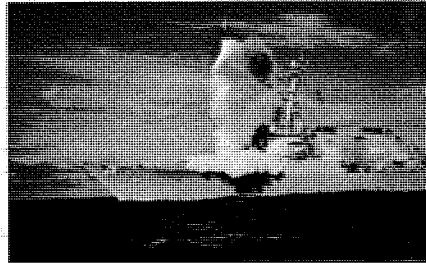
will be able to operate independently. By using Georgian shadow instructors, Marine Forces Europe will create a Georgian training group that will largely take over the Partnership Training Program by their fourth rotation. Over this past year, this program trained two battalions that deployed to Afghanistan.

Interoperability. EUCOM has significantly enhanced the ability to communicate with NATO and NATO member nations at the SECRET level. The U.S. Battlefield Information Collection and Exploitation System (BICES) network is used for planning, exercising, and operating with our NATO partners in this theater. We exercised that capability in AUSTERE CHALLENGE 10, JACKAL STONE 10, and a NATO Cyber Defense Exercise. As we leverage these opportunities to hone our ability to work together, we will continue to determine the capability requirements and develop the tactics, techniques, and procedures to ensure that U.S. BICES meets our NATO interoperability needs.

In another area, the United States became a full participating member in the Military Engineering Center of Excellence. Through this body, our engineers have the opportunity to develop interoperability and relationships with engineer forces at all levels of command. We are able to provide expertise to other NATO countries and help them prepare for NATO operations. Through these engagements, our nation also benefits by learning new engineering methods, and gains access to the resources of the Center of Excellence.

Ballistic Missile Defense. The concentrated efforts by our adversaries to illicitly procure ballistic missile technology, develop increasingly sophisticated missiles, and actively refine their abilities to employ those missiles against friends and allies have not abated.

As we work to provide defenses for our deployed forces, families, friends and allies, European Command continues the extensive and active cooperation necessary to implement the European Phased Adaptive Approach (EPAA) to Missile Defense. Together with our partners in the Department of State,



A Standard Missile - 3 (SM-3) is launched from the USS Hopper (DDG 70) in a Missile Defense Agency (MDA) test in conjunction with the U.S. Navy

Department of Defense, Missile Defense Agency, and many others we are fully supporting the coordinated international engagement of the United States.

Our coordinated efforts are bearing fruit, with NATO declaring at the Lisbon Summit that it will develop a missile defense capability to provide full coverage and protection for all NATO European populations, territory, and forces. NATO reiterated its longstanding invitation for Russia to cooperate with the Alliance in this endeavor. We are also working with Poland and Romania who have agreed to host elements of our missile defense systems. As part of these efforts, European Command is working with both the Missile Defense Agency and the Commander, Naval Installations Command, to ensure that facility infrastructure will be ready to go when the system is activated.

In order to provide for Communication, Collaboration, Coordination and, potentially, Command and Control of U.S. and NATO Missile Defense forces, European Command's J6

directorate has aggressively deployed U.S. BICES (NATO SECRET) workstations throughout European Command's Headquarters and our Service components. These workstations are supported by theater collaboration services for secure voice, chat, and information-sharing as well as the Battle Command Systems—providing U.S. and NATO forces with all the tools necessary to execute this mission successfully. This spring, European Command will add U.S. ships afloat to the U.S. BICES architecture, further integrating our sensors, shooters and platforms within theater.

At the same time, European Command is preparing for the arrival of the initial assets that will operationalize the European Phased Adaptive Approach. As we work together with our partners and allies to field an operational capability this year, I maintain my firm belief that the capabilities delivered will serve as a catalyst to develop a cooperative solution with our allies and partners in the region.

Joint Interagency Counter Trafficking Center. This past August, European Command stood up the Joint Interagency Counter Trafficking Center (JICTC) to support interagency efforts across the theater to counter the growing transnational trafficking threat. Transnational trafficking is a multi-faceted U.S. national security concern which has potential to undermine U.S. and international efforts to protect public health and ensure regional security. Transnational organized criminal activity contributes to weakening the rule of law, and fosters other forms of illicit activity such as terrorism, insurgency, organized crime, weapons trafficking, money laundering, human trafficking and piracy. Left unchecked, this activity can continue to spread and metastasize, threatening the stability and legitimacy of key states, as well as the U.S. homeland.

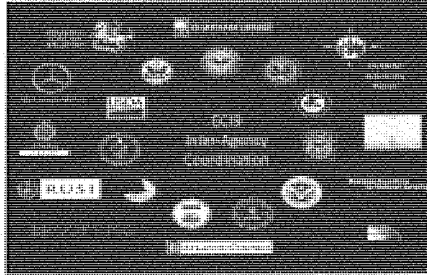
European Command's trafficking center will complement the State Department's interagency programs and assist the international community and European national efforts to build self-sufficient border management skills, competencies, and capacity among partner nations. The vision is that we will stand up a truly international, interagency organization focused on counter-trafficking. Though loosely modeled on Joint Interagency Task Force (JIATF)-South in Key West, our trafficking center will have important differences. Unlike JIATF-South, the Joint Interagency Counter-Trafficking Center will not directly participate in detection, monitoring, and interdiction operations on land or at sea. Instead, it will provide depth and capacity to our interagency partners and, by doing so, will provide another layer to regional security and the defense of our homeland. European Command is also leveraging opportunities to link U.S. Government agencies through information systems by building a common, user-friendly information technology portfolio that facilitates information-sharing and cross-cooperation. We are developing agreements on information-sharing standards with partner military, police, and civilian organizations to support counter-trafficking and exploitation activities. Our main focus will initially be on counter-narcotics, but will ultimately integrate other aspects of the transnational trafficking threat. No additional resources are needed to stand up the JICTC, and we plan to be fully operational by September 2011.

Whole-of-Government/Whole-of-Society Approach. Interagency partnering remains the heart of the enterprise for this Command, and is critical to how we approach security challenges in our theater. Building on the interagency cooperation that presently exists at our U.S. Embassy Country Teams, we have also grown the interagency presence at European Command to best effect interagency collaboration at the regional/operational level.

Since I last addressed you, we have welcomed additional representatives to European Command Headquarters from U.S. Customs and Border Protection, the Department of Energy, and the Department of Justice's Drug Enforcement Administration who wish to coordinate their activities with the U.S. military. This is in addition to representatives already in place at the headquarters from the Department of State, Department of the Treasury, Federal Bureau of Investigation, and Immigration and Customs Enforcement. Additionally, we are actively working with the U.S. Agency for International Development to once again secure their representation at European Command. Finally, the Department of Justice will soon add their prosecutorial and rule of law expertise to our team as, together, we seek to build partner capacity in Europe and Eurasia and, in so doing, better defend our homeland forward.

We have also introduced the U.S. Department of State Coordinator for Reconstruction and Stabilization (S/CRS) into our COMBINED ENDEAVOR exercise. This infusion of interagency participation facilitates cross-cooperation, coordination, and information sharing between the Departments of Defense and State in the context of whole-of-government operations within the European theater. This reinforces the Command's commitment to building stronger partner capacity, not only among our internal U.S. government agencies, but also with NATO and European partner government agencies as well. We look to integrate with both U.S. interagency organizations and those of NATO and our partner nations by coupling the U.S. whole-of-government approach with the comprehensive approach functions of our partners.

We have also established a J9 Interagency Partnering Directorate, the first new directorate at European Command since 1967. In addition to working with interagency partners, it also engages and collaborates with international and non-governmental organizations, academia,



Interagency, academic, public, and private partners of the U.S. European Command

the private sector, think tanks, and military academic organizations. In the private sector, for example, we have gained many new insights by partnering with numerous organizations. As part of our efforts to engage leading European professionals, we have instituted the

European Partnership Program to both listen to European business professionals and leaders and to speak directly to them about our mission in Europe and Eurasia. In addition, our new Academic Outreach function has leveraged the knowledge and fresh thinking of military and civilian academic institutions to help us in our military planning processes.

Public Private Cooperation. European Command has begun work to leverage the expertise and other assets of the private sector to achieve its objectives as well as support the efforts of NATO Allied Command Operations. We are currently working with private businesses as well as non-profit non-governmental entities. For example, in collaboration with Central Command, we organized a public-private workshop on further development of the Northern Distribution Network and the potential for building a “silk road,” or commercial transportation network for commerce between Europe and Eurasia through Afghanistan. The participants included officials from the U.S. Transportation Command, Defense Logistics Agency, U.S. Central Command, U.S. Agency for International Development, the Asian Development Bank, the International Road Union, the National Defense Transportation Association, and other business executives, who agreed on recommendations for further action on

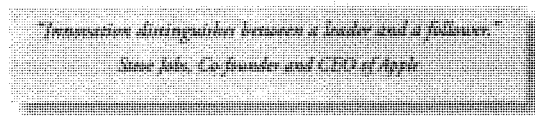
developing and implementing a silk road strategy as a component of the U.S. transition strategy for Afghanistan. We are also looking at ways to incorporate this kind of collaboration for issues like cyber security, assessments, and humanitarian assistance.

Humanitarian Assistance Programs. European Command's Humanitarian Assistance programs directly benefit the nations where they are executed, and consist of: the Humanitarian and Civic Assistance Program; the Humanitarian Assistance-Other Program; and the Humanitarian Assistance Program-Excess Property. Projects funded through these resources complement U.S. Agency for International Development efforts, enhance regional security cooperation, and advance U.S. interests throughout the region. They also bolster a country's own capability to respond to disasters, thereby diminishing the need for future U.S. involvement, and provide an example of the value of a military in times of peace.

While the European Command Humanitarian Assistance budget is relatively small, it has a disproportionately high and positive impact. Last year, the command executed \$17 million in Humanitarian Assistance Project funding for 145 security assistance related projects across 18 countries. One example of a Humanitarian Assistance project that was carried out in an interagency and public-private manner to gain efficiencies and maximize impact was our contribution to a nursing school in Georgia. We contributed through training to the construction of the facility, while Emory University staffed it and the U.S. Agency for International Development equipped it.

Another example was European Command's partnership with the U.S. Agency for International Development, an engaged non-governmental organization, and the Albanian Ministry of Health in an integrated effort to establish telemedicine capabilities throughout

Albania. This past December, six of 14 telemedicine centers were connected to enhance basic health care, disaster management and emergency response across the country. While European Command training assisted in renovation of the facilities, the impact of the combined effort provides a higher level of health care and continued medical education nationwide.



Innovation. Implementing new ideas and innovations is vital to achieving success in today's complex and adaptive security environment. Indeed, success may well be determined in our labs, think tanks, and centers of innovation. The original discovery, development, and rapid implementation of technology and ideas are imperative for staying ahead of our adversaries who are continuously adapting and innovating as well.

Acting as a catalyst and accelerant, and working in close collaboration with the Office of the Secretary of Defense, the Services, the U.S. Interagency, industry, and our partner nations, our Innovation Cell has achieved tangible results in furthering unique and innovative technologies. Results include discovery and enhancement of a unique human detection technology, a cross-domain solution for collaboration with our allies, and acceleration of a system to support space-based wireless internet access to remote regions. Each of these successes has been achieved by partnering with and leveraging the unique technologies of our allies. The Command has enabled access and connected unique partner nation technologies to counter improvised explosive devices, piracy, and smuggling. Future innovative projects planned are in the realm of information technologies to support population-centric counterinsurgency tools.



The Rosetta Stone and books that U.S. European Command has featured in its Command reading list, a project designed to enhance cultural understanding

Cultural Understanding and Language Study.

I have often talked about the power that comes from understanding a country's culture. At European Command, we are always trying to find ways to increase our understanding of European culture throughout our organization as we continue the important work of building and strengthening our relationships with partner

nations. One example is our Next Generation Advisory Panel, a body of up-and-coming civilian leaders from several European countries with whom we engage on a regular basis to seek their unique perspective on a variety of issues. Another is our Notable Author Series, which brings prolific writers and thinkers to the Command whose books add important historical context into an open forum for engagement and discussion with our staff. Our Academic Outreach Division recently brought an expert on Russian and Central European security issues to the Command as part of the European Command Forum for International Affairs Speaker Series. Additionally, European Command's Strategic Languages Program has joined our headquarters in Stuttgart with the Defense Language Institute in order to provide foreign language training for our staff members.

OUR MOST IMPORTANT RESOURCE

None of the activities described in these pages would be possible without the people that make up U.S. European Command. We have a responsibility to our people and their families to ensure the readiness and health of our force and provide quality of life support to the families. Being stationed overseas presents unique challenges and opportunities for our force. Maintaining a balanced and efficient overseas force posture, however, is critical to the defense of the United States.

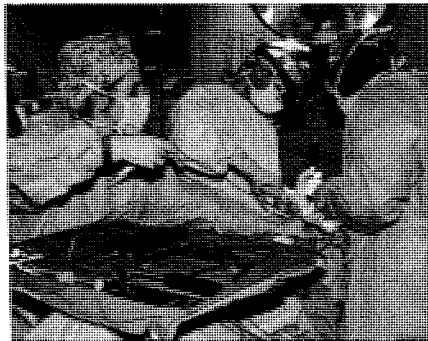
Deployment, Behavioral Health, and Compassionate Fatigue and Family Support.

Protracted combat operations and multiple deployments have, as you know, placed significant stress on our service members and their families. Several organizations and studies within the Department have identified an urgent need for sustained behavioral health services to support these warriors and their family members. As we continue to maintain mission readiness, it is imperative that our dedicated military men and women, and their families, have access to these vital programs and services without stovepipes in a stigma-free environment. A 360-degree review of these programs, with an analysis of the connection between at-risk indicators and catalysts, is needed to eliminate gaps in support. The goal is alignment of focused caregiver teams with corresponding indicator data systems to ensure the health of our force and family. We will also continue to work with the Office of the Secretary of Defense to develop a working definition for resilience, while determining initial measures for baseline assessments to address at-risk indicators.

Additionally, we must also care for our vital caregiver teams. Last year, I testified on the state of European Command's community caregivers, who themselves have shown signs

of stress, burn-out, and compassion fatigue. At that time, I briefed you on our comprehensive compassion fatigue program, entitled “Providing Outreach While Enhancing Readiness—Caring for the Caregiver,” which focuses on providing caregivers with tools and strategies to prevent and mitigate the risk of stress, burn-out, and compassion fatigue. 2010 was the first year of execution for this initiative; one we plan to continue and one that is showing promising results. Lastly, we continue to support ongoing efforts to improve complex care management and the medical portion of the disability evaluation process, which will result in improvement of wounded, ill, and injured warrior benefits.

Theater Infrastructure. Thanks to strong and continued Congressional support, previous annual military construction authorizations and appropriations have enabled European Command to address a balanced mix of our most pressing mission, mission support, quality of life, and housing requirements. The goal of our fiscal year 2012 military construction program is to support ongoing force posture initiatives, consolidation efforts, and infrastructure recapitalization projects including the Kaiserslautern Military Community (KMC) Medical



A surgical team from Landstuhl Regional Medical Center, Germany, operates on a Soldier injured in combat operations

Facilities Recapitalization and Consolidation project. As always, when there are opportunities to leverage NATO common funded investments, we do so. And where required, we pre-finance our projects to reserve a future opportunity to recapture a portion of our investments through the NATO Security Investment Program. At enduring locations,

we continue to sustain and recapitalize our infrastructure through responsible use of both the Sustainment, Restoration, and Modernization program and the military construction program. At non-enduring locations, we are optimizing use of all available resources to ensure these installations remain fully mission effective until the installations are removed from the inventory. To that end, European Command's footprint currently includes approximately 350 distinct real estate sites (ranging in size from small unmanned communication sites to Ramstein Air Base), which collectively make up the present Command footprint, down from 1,200 during the Cold War. Anticipated changes, some of which are planned within enduring installations, will result in the return of approximately 100 of these sites to host nations soon. We are constantly reviewing requirements across the current and new mission, quality of life, and agency portfolios to work towards joint solutions where appropriate. European Command's future requirements will appear in our Theater Posture Plan and military construction requests. The sites are all tax and rent free and receive much host nation support.

We are pleased that the Department of Defense Education Activity (DoDEA) is planning and executing a \$2.1 billion investment into DoDEA's Europe school infrastructure that has been in need of support for many years. Many of our schools are converted barracks from the 1950's and will benefit tremendously from this investment. At the end of this seven-year program, all failed or failing infrastructure will be recapitalized, providing concrete proof of our priority to take care of our people and their families. Additionally, we will continue to address and pursue improvements to our military family housing and barracks/dormitories in the 2012 military construction program to improve the living conditions of our families.

Force Posture. The presence of U.S. forces in the European theater serves many important functions. It fosters relationships and deepens partnerships with individual countries as well as an entire region of significant importance to U.S. global strategic interests, as evidenced by the overwhelming number of ISAF troop-contributing nations that come from this theater. This continuous presence and partnership allows European Command to train alongside our allies and partners to build their capacity as well as our own, and increase interoperability. U.S. forces stationed in Europe today act to assure our allies even as they deter and dissuade our adversaries, and are the most visible indication of the ongoing U.S. commitment to the NATO Alliance. European Command's footprint also enables the projection of U.S. power globally. Sites and installations in Europe provide superb power projection facilities for the support of coalition operations and overseas contingency operations.

As we consider U.S. presence overseas, we must consider the security environment in which we are currently operating. As the post-Cold War security environment changed, the size of our forces saw a corresponding change. The number of active-duty U.S. personnel in Europe has gone from over 400,000 during the Cold War to approximately 80,000 today. With ongoing activities in Afghanistan and Iraq, we assess that we should maintain our asset levels to maintain our current levels of effort in the immediate future, to include deployment rotations and partner training schedules. As our engagement requirements change, we will also look to adjust our asset levels. As the Secretary of Defense has said, "Based on our review, it is clear we have excess force structure in Europe. We are looking closely at alternative courses of action, but none would be implemented before 2015 or without consulting our NATO allies." In doing so, we not only look at pure numbers of troops when examining force posture, but also at capabilities and force

mix. As the mission in Afghanistan begins to draw down, we may begin to reduce in the area of combat troops. However, as our ballistic missile defense mission develops in the near future, we will also evaluate the force posture needs associated with that growing mission.

There are five significant force posture initiatives that European Command is undertaking to support building the capability and capacity of partner nations in Europe, increase expeditionary capability from Europe, support other combatant commands, and achieve basing efficiencies.

The first initiative is in direct support of the EPAA. The EPAA is the U.S. voluntary national contribution to NATO missile defense. This will be an integral component of NATO's mission to provide full protection and coverage for all NATO European populations, territory, and forces as well as enhance the defense of the U.S. homeland.

The second initiative is an Unmanned Aerial Systems Center of Excellence at Naval Air Station Sigonella, Italy. The synergistic impact of combining U.S. Air Force Global Hawks, U.S. Navy Broad Area Maritime Surveillance, and NATO Alliance Ground Surveillance unmanned aerial systems programs at one location within close proximity to three geographic combatant commands is a prime example of how the European Command is maximizing our efficiency within the European Theater.

The third initiative is the timely stationing of the Joint Strike Fighter into theater. The proper timing of the Joint Strike Fighter bed-down ensures that the U.S. maintains its leadership role within the NATO Alliance.

The fourth initiative is developing a U.S. Transportation Command requirement for a Black Sea/Caucasus en-route location to further U.S. expeditionary capability. The European

Command will meet this requirement while maximizing our basing efficiencies.

The final initiative, is providing direct support to U.S. Africa Command, which is located in Europe. The European Command, because of our global strategic location, is properly positioned for other combatant commands and interagency partners to leverage our resources.

We consider it our responsibility to maximize efficiency in the theater.

NATO/SHAPE

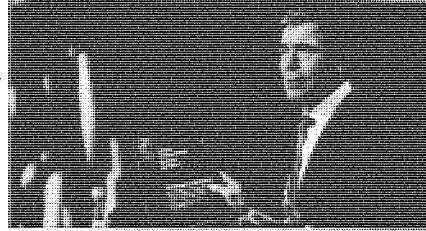
"Europe and North America have known more than six decades of peace and stability. But this has not come for free. It has required political vision and courage. It has required an enormous, sustained investment – in both political and financial terms – to defend not just our territories, but also our values. And it has required – above all – strong transatlantic solidarity."

NATO Secretary General Anders Fogh Rasmussen. Speech given at NATO Lisbon Summit, November 2010

NATO has been the anchor of Trans-Atlantic security for more than 60 years, ensuring the security of its members, enhancing peace and stability throughout Europe, and countering threats across the globe. In November of 2010, the Heads of State and Government of the Alliance approved a new NATO Strategic Concept at the Lisbon Summit and mandated a series of actions to modernize and enhance the Alliance's capability to address the complex challenges of this era. The Summit was a pivotal event in the Alliance's history, framing its future and demonstrating the political will of its members to strengthen our individual and collective readiness and capabilities for the full range of security challenges.

New Strategic Concept. NATO's new Strategic Concept, the first in ten years, is titled "Active Engagement, Modern Defense". The Strategic Concept reconfirmed the bond between all members to defend one another against attack, including against new threats to the safety of our populations. It committed the Alliance to prevent crises, manage conflicts, and stabilize post-conflict situations, including by working more closely with our international partners, most importantly the United Nations and the European Union (EU). It offers NATO's partners around the globe more political engagement with the Alliance, and a substantial role in shaping the NATO-led operations to which they contribute. It restates the Alliance's firm commitment to keep the door to NATO open to all European democracies that meet the standards of

membership, because enlargement contributes to the goal of a Europe whole, free and at peace. The Strategic Concept also commits NATO to continuous reform towards a more effective, efficient, and flexible Alliance. The Strategic Concept reaffirms the fundamental purpose of



NATO Secretary General Anders Fogh Rasmussen unveiling the new Strategic Concept at the NATO Lisbon Summit

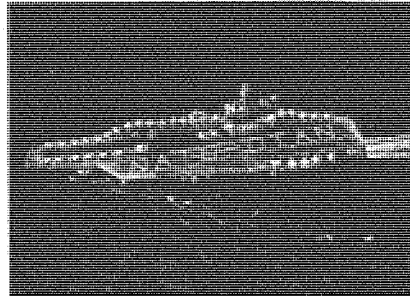
the NATO Alliance and defines three core tasks for the Alliance: Collective Defense; Security through Crisis Management; and Cooperative Security through Partnership.

Collective Defense. On Collective Defense, the new Strategic Concept reaffirms the Alliance's core mission of mutual defense as set out in Article V of the Washington Treaty. This Article V commitment remains firm and binding. NATO will deter and defend against any threat of aggression, and against emerging security challenges where they threaten the fundamental security of individual Allies or the Alliance as a whole. The Strategic Concept mandates the maintenance of Alliance Deterrence, based on an appropriate mix of nuclear and conventional capabilities, and reaffirms deterrence as a core element of our overall strategy. The Alliance also agreed to pursue missile defense as a core element of Alliance defense and deterrence.

Crisis Management. Concerning Crisis Management, the new Strategic Concept commits the Alliance's unique and robust set of political and military capabilities to address the full spectrum of crises—before, during, and after conflicts. It recognizes that crises and conflicts beyond NATO's borders can pose a direct threat to the security of Alliance territory and populations. The Strategic Concept and the Lisbon Summit Declaration highlight the importance of a "Comprehensive Approach to Crisis Management."

NATO will engage, where possible and when necessary, to prevent crises, manage crises, stabilize post-conflict situations and support reconstruction. NATO will actively employ an appropriate mix of political and military tools to help manage developing crises that have the potential to affect Alliance security before they escalate into conflicts, to stop ongoing conflicts where they affect Alliance security, and to help consolidate stability in post-conflict situations where that contributes to Euro-Atlantic security.

A modernized and comprehensive approach to crisis management will involve engaging actively with other international actors before, during, and after crises to encourage collaborative analysis, planning, and conduct of crisis management activities. It also requires a capability to monitor and analyze the international environment to anticipate crises and, where appropriate, take active steps to prevent them from becoming larger conflicts. The role accorded to Crisis Management in the Strategic Concept also reaffirms NATO's unique and essential role as a transatlantic forum for consultations on all matters that affect the territorial integrity, political independence, and security of its members as set out in Article IV of the Washington Treaty.



The USS Dwight D. Eisenhower Carrier Strike Group crew spells out NATO on the deck

Cooperative Security and Partnership. With respect to Cooperative Security and Partnership, NATO's new strategic concept recognizes that the Alliance is affected by, and can affect, political and security developments beyond its borders. This concept mandates NATO to engage actively to enhance international security: through partnership with relevant countries

and other international organizations; by contributing actively to arms control, non-proliferation and disarmament; and by keeping the door to membership in the Alliance open to all European democracies that meet NATO's standards. In particular, the Strategic Concept highlights the importance of enhancing collaboration with the European Union and United Nations. It also stresses the priority accorded to forging a true, strategic partnership with Russia. In particular, the Alliance will pursue cooperation with Russia in the sphere of Missile Defense as well as enhance our cooperation in counter-piracy, counter-narcotics, counter-terrorism, and ongoing International Security Assistance Force operations.

In Lisbon, the NATO Heads of State and Government Summit Declaration contained many taskings related to implementing, or operationalizing, the new Strategic Concept. In particular, Crisis Management, Comprehensive Approach, Partnership, and Missile Defense will be focus areas for NATO Headquarters, Allied Command Operations, and Allied Command Transformation. The Lisbon Summit also tasked continued reforms for NATO in many spheres related to reducing costs and delivering efficiencies and effectiveness. NATO will continue to implement these important Lisbon decisions simultaneously and we will continue to conduct operations of high importance to our collective security.

"All of the things that we've been working on for the last two years came to fruition in an extraordinary way in Lisbon."

Secretary of Defense Robert Gates, November 2010

NATO-European Union Relations. The European Union is another potential partner for NATO in its Comprehensive Approach and, although slight, some progress has been made in the areas of cooperation and coordination between these two entities. In land operations, tactical

coordination continues and, in Afghanistan in particular, there has been a growing willingness on both sides (International Security Assistance Force and European Union Police Mission Afghanistan) to coordinate efforts. This will hopefully lead to a more complementary approach, combining resources and capabilities to build Afghan National Security Forces' capacity. In the fight against piracy, NATO and the European Union have agreed to share tactical information for increased situational awareness and synergy. There have been other examples of tactical cooperation such as a recent incident during which an EU ship refuelled a NATO ship at sea. This common use of logistics support is an area that offers potential for further cooperation between the European Union and NATO.

Afghanistan. NATO's operation in Afghanistan continues to provide the Alliance a catalyst for change to ensure timely and relevant support to our combat forces. America's Allies in NATO have shared the risks, costs, and burdens of this mission from the beginning. They have contributed to the International Security Assistance Force and the Afghan National Security Forces and have made significant non-military contributions as well.

The situation in Afghanistan today is complicated and deeply challenging, as external



Afghan National Police and Afghan National Army personnel receive technical training on night vision goggles and thermal cameras by a Turkish officer

pressures are balanced with internal recovery from 30 years of warfare. As we proceed in this campaign, the successful transition of security responsibilities remains the key issue. Much has been achieved in the past 12-18 months. The troop surge of 30,000 U.S. and 10,000 allied troops has had a significant impact on the ground,

especially in southern Afghanistan. More importantly, the restructuring of the headquarters, including the activation of the ISAF Joint Command and NATO Training Mission-Afghanistan, have provided the ISAF Commander the leadership capacity to implement a counterinsurgency campaign focused on securing the Afghan population, developing the Afghan National Security Forces, and engaging the Afghan Government as a catalyst of change. We have largely halted the expansion of the insurgency, and are beginning to show signs of progress toward Afghan security self-reliance. These strategy reviews and increased attention on Afghanistan are welcomed by our allies and partners as we move forward. Our allies have already contributed a great deal to this war, fighting, bleeding, and dying side-by-side with our own troops.

There are four areas in which we must succeed in order to win in Afghanistan, and some progress has been made across all four. The first is to achieve synergy between our civilian and military efforts. To help accomplish this, NATO has reinforced the Senior Civilian Representative position with Ambassador Mark Sedwill. His efforts, in parallel with the United Nations Assistance Mission in Afghanistan, have shown exceptional progress in governance and development. Ambassador Sedwill and his team are providing the necessary balance to the military work being done by General David Petraeus, the Commander of U.S. and NATO forces in Afghanistan. The Senior Civilian Representative's efforts cannot be taken in isolation. Additional civilian expertise is still required to mentor, coach, and guide the Afghan government to take active visible steps to show that it is stamping out corruption, improving efficiency, and delivering necessary services to its people effectively.

The second area critical to the Afghanistan counterinsurgency effort is that the Afghans themselves must be at the center of this effort. In this aspect, the restructuring of the headquarters and the Senior Civilian Representative have provided the leadership capacity to engage appropriate Afghan leaders and move towards independence. The Afghan people, through village and district elders and shuras, have begun to assume responsibility for the well-being of their country and are showing growing confidence in their own government's ability to provide basic security and services without corruption and tribal favoritism.

A third important key to success in Afghanistan is effective strategic communication. A continuous flow of information that serves to bolster our actions is essential to assuring the Afghans, as well as our enemies, that the United States and our allies are committed to a secure and stable Afghanistan. We have work to do, but are improving.

Fourth and finally, as has been reaffirmed time after time by the Alliance, the most important role that the military can play in Afghanistan is to increase the size and capability of the Afghan National Security Forces (ANSF) through training and mentoring so that they may be able to take lead responsibility for securing their country. This is—and remains—the top resourcing priority in Afghanistan. Although the progress of NATO Training Mission – Afghanistan (NTM-A) and the increase in capacity and capability of the ANSF has been described as miraculous, trainers and mentors are still needed. Progress has been exceptional. And watching the enthusiasm as record numbers of recruits train at the Kabul Military Training Center definitely perpetuates optimism.

Recent polls have shown positive indications that progress is being made in Afghanistan. Almost 60% of Afghans believe their country is heading in the right direction.¹ Afghans are 83% confident that the Afghan National Army can provide security in their area and 75% confident in the Afghan National Police². Thousands of insurgents are being captured or killed and hundreds of improvised explosive devices have been recovered. These are all indicators that validate our effort to put the Afghan people at the center of the equation in Afghanistan. We need to continue giving the Afghan people hope that they are not destined to live under the yoke of tyranny, and offer them every opportunity to live in a future Afghanistan worthy of their sacrifices.

Kosovo. Today, approximately 8,000 troops, including 800 MS soldiers, from NATO's Kosovo Force are deployed in Kosovo, working alongside local authorities to increase self-reliance in a multi-ethnic environment. The Allies decision to continue force reductions while developing internal security forces is the best declaration of this safe and secure environment. Operations remains challenging as tensions have potential to flare quickly but, by March 2011, planned force levels will be reduced to about 5,000 as five sites of historical and political importance have already transferred from Allied security to local authorities without incident. Following Kosovo's declaration of independence in February 2008, the Alliance reaffirmed that the Kosovo Force shall remain in Kosovo on the basis of United Nations Security Council Resolution 1244. NATO and the Kosovo Force will continue to work with the authorities and assist the United Nations, European Union, and other international actors, as appropriate, to support the further development of a stable, democratic, multi-ethnic, and peaceful Kosovo.

¹ The Brookings Institution, The Afghanistan Index, <http://www.brookings.edu/foreign-policy/afghanistan-index.aspx>, 31 August 2010, 36.

² The International Council on Security and Development (ICoSD), Afghanistan: The Relationship Gap, July 2010, 14.

NATO and Iraq. At the Istanbul Summit in June 2004, the Allies agreed to be part of the international effort to help Iraq establish effective and accountable security forces. The outcome was the creation of the NATO Training Mission in Iraq (NTM-I), which to date has trained over 14,000 Iraqi security sector personnel. NTM-I is involved in police training, establishing and mentoring Iraq's military academies, and facilitating substantial equipment donations and regular out-of-country training hosted by NATO Allies. All NATO Allies contribute to the training effort through deployment of trainers, provision of equipment, or NATO's financial contribution. The Government of Iraq regularly praises NTM-I, and continues to request its continuation and expansion.

ACTIVE ENDEAVOR. Under Operation ACTIVE ENDEAVOR, NATO ships are patrolling the Mediterranean and monitoring shipping to help detect, deter, and protect against terrorist activity. The operation evolved from NATO's immediate response to the terrorist attacks against the United States on September 11, 2001, and, in view of its success, is continuing. As the Alliance has refined its counter-terrorism role in the intervening years, the experience that NATO has accrued in ACTIVE ENDEAVOR has given the Alliance unparalleled expertise in the deterrence of maritime terrorist activity in the Mediterranean Sea. NATO forces have hailed over 100,000 merchant vessels and boarded 155 suspect ships.

By conducting these maritime operations against terrorist activity, NATO's presence in these waters has benefited all shipping through the Straits of Gibraltar. Moreover, this operation is also enabling NATO to strengthen its relations with partner countries, especially those participating in the Alliance's Mediterranean Dialogue.

Supporting the African Union. Well beyond the Euro-Atlantic region, the Alliance continues to support the African Union in its peacekeeping missions on the African continent. Since June 2007, NATO has assisted the African Union Mission in Somalia (AMISOM) by providing airlift support for African Union peacekeepers. Following renewed African Union requests, the North Atlantic Council has agreed to extend its support by periods of six months on several occasions. NATO also continues to work with the African Union in identifying further areas where NATO could support the African Standby Force. NATO's continuing support to the African Union is a testament to the Alliance's commitment to building partnerships and supporting peacekeeping and humanitarian efforts beyond the Euro-Atlantic region.

OCEAN SHIELD. Building on previous counter-piracy missions conducted by NATO beginning in 2008 to protect World Food Program deliveries, Operation OCEAN SHIELD is focusing on at-sea counter-piracy operations off the Horn of Africa. Approved in August 2009 by the North Atlantic Council, the current operation, working with almost 40 ships from allies and partners in the context of the Contact Group on Piracy off the Coast of Somalia, continues to contribute to international efforts to combat area piracy. This operation challenges normal



Danish warship, HDMS Esbern Snare, stops and boards a suspected pirate vessel in the Gulf of Aden as part of Operation OCEAN SHIELD

paradigms, with information-sharing and coordination as the keys to success. These operating forces, from four different task forces under different mandates, have had an impact coordinating efforts through NATO's shared awareness and de-confliction efforts. These efforts, along with the commercial shipping industry's strong encouragement of best

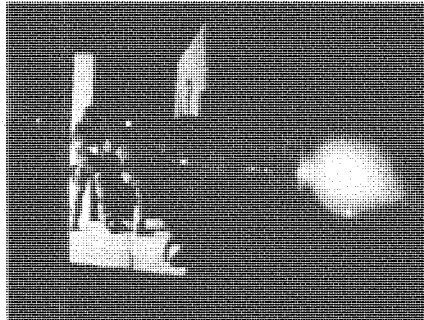
management practices, have forced changes in the way the pirates operate; they have adapted by moving farther out into the Indian Ocean, and we must adapt accordingly. Although piracy in

the Gulf of Aden has been somewhat reduced, the overall number of hijackings has increased, as have the number of hostages held by the pirates. It is clear that, a longer-term strategy to build regional counter-piracy capacity is required, including clarification in international law of jurisdiction for pirates apprehended in international waters, as well as responsibility for their trial and incarceration if found guilty. This is under discussion among the allies.

NATO Special Operations Forces. The U.S.-led NATO Special Operations Forces (SOF) Coordination Centre was officially rechristened and activated as the NATO Special Operations Headquarters in November 2010. The NATO Special Operations Headquarters, projected to be fully operational in 2012, has already had a significant impact coordinating, supporting, training, and enabling functions for NATO SOF, and it continues to develop Alliance crisis response options. The evolution of this headquarters will better synchronize special operations forces across the Alliance, enhance NATO SOF unity of effort, and provide Allied special operation forces with a multi-national out-of-area command and control capability.

The NATO Special Operations Headquarters Communications Network underpins allied and partner SOF collaboration by providing an unprecedented vehicle for command, control, communications, and intelligence-sharing for networked operations. The Headquarters' Special Operations Forces Fusion Cell, in Kabul, Afghanistan, demonstrates this operational

impact among allied and partner special operations forces. This stakeholder-run enterprise, manned by 40 personnel from 11 nations and several agencies, focuses on garnering information from a multitude of allied and partner sources, and fusing that information with operational



NATO SOF Forces conduct nighttime training

requirements to produce and disseminate actionable intelligence to ISAF SOF Special Operations Task Groups and our Afghan partners.

The NATO Special Operations Headquarters is building enduring operational capabilities, collaborative policies and procedures, and networked command, control, and communications mechanisms among NATO special operations forces. Collaborative training and exercises reinforce this framework to ensure allied and partner special operations forces are interoperable in order to operate more effectively in designated combined operations well into the future.

NATO Non-Commissioned Officer Initiatives. The first ever NATO Non-Commissioned Officer Bilateral Strategic Command Strategy and Recommended Non-Commissioned Officer Guidelines was published in October 2010. This first examination of Alliance-wide Non-Commissioned Officer Corps utilization defines critical gaps based on listed assumptions and implications, and delivers recommendations on how best to address them. It also outlines desired leadership qualities required in a multi-national environment, addresses NATO non-commissioned officer education, and explores the use of Command Senior Enlisted Leaders to assist the Commander in the professional development of the Non-Commissioned Officer Corps in order to better meet the demands of working in the NATO Alliance. Additionally, our Command's Senior Enlisted Leaders have led NATO efforts to assist partner nations with Non-Commissioned Officer reform in several countries this year through their involvement with initial assessments. We are working to tie these NATO initiatives into European Command's theater campaign plan to assist our partners with their Non-Commissioned Officer transformation. We believe these efforts will result in the more effective use of the Non-Commissioned Officer Corps—an essential component to achieving success in a multi-national environment.

CONCLUSION

"This reflects an enduring truth of American foreign policy – our relationship with our European allies and partners is the cornerstone of our engagement with the world, and a catalyst for global cooperation. ... Neither Europe nor the United States can confront the challenges of our time without the other."

President Barack Obama, New York Times, November 2010

The Soldiers, Sailors, Airmen, Marines, and Civilians of European Command and Allied Command Operations contribute to our national security everyday through their professional engagement with our allies and partners across the European theater. As we look forward to continued success, I ask for your continued support of these extraordinary men and women and their families to ensure they receive the care and benefits they deserve.

Operationally, we will continue to seek and use flexible authorities and funding mechanisms to build the capacity of those partner nations willing to contribute to current operations. This has become increasingly important because of the surge of activities in Afghanistan and the need to get our allies and partners more involved. Your continued support for authorities like NDAA Section 1206, Foreign Military Financing, the International Military Education and Training program, and Coalition Readiness Support Program has been pivotal in addressing our strategic needs in the European theater, not only for partner-nation forces deploying to Afghanistan, but for all of our other allies to help build partner capacity. These programs allow us to provide them with equipment and training necessary to achieve interoperability with our own forces, and better prepare them to handle the responsibilities to which they commit their forces.

Furthermore, our efforts to fulfill this short-term task of building enduring capability are vital to ensuring the long-term stability and security of Europe. In addition to increasing the contributions of our allies and partners to operations outside Europe, building partner

capacity allows us to make significant progress toward achieving European Command's strategic objectives. For example, we have been able to conduct security sector reform assessments in Albania, an interagency effort critical to integrating Balkan countries into the European community. We also have numerous programs targeted at countering the proliferation of weapons of mass destruction throughout the theater such as the Proliferation Security Initiative and the Global Initiative to Combat Nuclear Terrorism. But we cannot stop there. We are also supportive of efforts to pool State and Defense resources for the purpose of funding more robust, comprehensive security sector assistance programs to respond to emergent challenges and opportunities, as originally proposed by Secretary Gates. This would greatly aid our efforts to ensure interoperable, deployable NATO forces. Realizing the vision of the Lisbon Summit, a NATO with robust interoperable Article V and expeditionary capabilities requires U.S. support with training and equipment for newer NATO allies and partners. With greater flexibility, these authorities can achieve greater strategic goals in support of our theater and national objectives.

European Command and Allied Command Operations continue to serve as a transatlantic bridge that unites the United States and our partners in Europe. We are building and strengthening relations with our European partners that will help ensure the security of the United States at home and abroad. As President Barack Obama said at the recent NATO Summit, "Our relationship with our European allies and partners is the cornerstone of our engagement with the world, and a catalyst for global cooperation." Indeed, we are truly

"STRONGER TOGETHER".



TROOPS IN EUROPE

Mr. CULBERSON. Thank you very much, Admiral. We genuinely value and appreciate your service. It means a great deal. Thank you, sir.

I would like to talk about whether or not we keep the four Brigade Combat Teams in Europe or move to two. Could you just talk to us a little bit about that? And let me just leave it sort of an open-ended question rather than specific and have you share, if you would, with us your opinion based on your own experience as to whether or not we need to bring two of those home.

Admiral STAVRIDIS. Sure. You outlined the history of this quite well, sir. As you will recall, we had back in 2004 a decision that was focused on coming down from four to two. I would like to just kind of take the history back a little further than that so we can have a context.

And the context would be going back about 20 years ago we actually had 400,000 U.S. troops in Europe, 400,000 U.S. troops in Europe. Today, we are down to about 80,000. So we have reduced about 75 percent. About 20 years ago, we had about 1,400 installations of various sizes. We have driven that down to about 350. Many of those are very tiny. We are down to really 17 main operating bases. So there has been about a 75, 80 percent decline over the last 20 years. I think it is important to hold that thought in mind as we look at this.

As you correctly said, Chairman, the events in Europe, notably the Russian-Georgian conflict, caused everyone to pause on the four to two. And that illuminates one of the real reasons for the force structure in Europe, which is reassurance of our allies. It is deterrence. It is military operations. And here I would underline the fact that out of Europe today of the 80,000 troops we have 12,000 troops forward deployed in Afghanistan today from U.S. European Command. Most of two brigades are forward right now.

Finally, there is a real value in that training that goes on with our allies and friends. So there is I think real value in maintaining an appropriately sized presence in Europe.

So within that 80,000 kind of number, the question becomes should we reduce from four to three or two? And so where we are in the process, Chairman, Ranking Member, members, is after the QDR the Department did a very extensive study of this and looked at the pros and cons of two, three, and four and kind of lined them up also with the global context.

And I do not want to get ahead of Secretary Gates, who is going to announce the final decision, but I want to assure you that my voice was heard in this, that as I laid out pros and cons of each of these, my belief is that we can take a reduction of some kind in Europe, and I think that is appropriate. As to where exactly that comes out in terms of numbers of brigades or other elements is still in the final stages of decision, and we will hear that shortly.

Mr. CULBERSON. What is your personal opinion, though, as to what the appropriate level of reduction should be?

Admiral STAVRIDIS. My personal opinion would be something in the range of, I would say, 5 to 10 percent is appropriate. And, in

fact, I will give you an example that I can talk about, because it is not up for decision right now.

We are reducing U.S. European Command staff in headquarters structure by between 10 and 15 percent, trying to find efficiencies. We are reducing our numbers of flag and general officers by 15 percent, and we are reducing not only the numbers but also the number of stars that are over there. So, overall, the Department is working very hard to make sensible reductions.

Again, the final decision is up with Secretary Gates; and I think he will be prepared to announce that I think fairly soon.

If I may, one final thing.

Mr. CULBERSON. Yes, sir.

Admiral STAVRIDIS. He has commented, sir, that he is also taking into account the views of our allies as well and that these cuts will be phased in over time in a sensible way looking at events.

NATIONAL DEBT AND TROOPS STATIONED OVERSEAS

Mr. CULBERSON. All of us on this committee, and of course the Congress, are utterly committed to supporting our military in any way that we can, but we also have to remember something really critical for all of us to remember in every decision we make is that America's mortgage payment exceeds our income. And I do not play favorites. I voted against every major spending initiative that President Bush proposed.

I represent his parents. Barbara Bush still gives me—I mean, they are wonderful people. I love them dearly. But, you know, I fought him on Ramos and Compean, the two Border Patrol agents he threw in prison.

But it has really taken off under this President and the previous Speaker. So that we are at the point now, Admiral, where if you count—I think this is a great way to think about it, is actually the simplest way I found to explain to people. If you think of our mortgage payment as a Nation as Medicare, Medicaid, Social Security, our benefits to veterans, and interest on the national debt, the mortgage payment is about 104 percent of our national income. At the stroke of midnight on the first day of the fiscal year, we are already \$105 billion in debt at the stroke of midnight. So every dollar we spend all year long is borrowed.

Admiral STAVRIDIS. Sure.

Mr. CULBERSON. Which is terrifying. And we borrow it from the Communist Chinese, primarily, and sovereign wealth funds in the Middle East who are not our friends. And God bless you guys. We are going to get you all the support and help that we can, but we are really in a critical situation. The \$100 billion that the House is trying to cut, even if we did that, would only get us up to midnight. So we are urgently looking for ways to make sure that we are obviously protecting the strategic interests of the United States.

A real concern that we are in Libya right now. I do not think the President even bothered to call the Speaker, as far as I can tell, and check with the Congress before he did it; and he committed our young men and women and put their lives at risk. But we want to be very careful with these precious tax dollars that our kids—

my daughter, whom I dropped off at school this morning—is going to have to pay back.

So is it prudent to have four combat brigade teams in Europe at a time when we are living on borrowed money? And the threat is not as it has been in the past. I am a student of history and recall from my study of Russian history they have always had this sort of a long tradition in Russia of kind of a paranoid obsession with having buffer states around the Russian empire going way, way, way back.

Talk to us about the threat from the Russians. How did the Caucasuses change? The thinking of the Pentagon on the threat that our allies face in Europe. And what size force, in your personal opinion—you say a 5 to 10 percent reduction, based on the threat that our allies face. What is the threat our allies face, and what threat do our troops face in Europe today with the changing situation in Russia?

I do not think those guys are our friends, either. I found out the other day that the Russians are actually custom designing a container—they are actually advertising a container, and I would be interested if you can confirm this, but I got it from a very reliable source, that the Russians have actually built a container that looks exactly like a shipping container. It is designed to be put on a ship, and then the walls drop away, and it contains a mobile missile launcher. Which is, of course, the classic scenario for how a terrorist would attack the United States. They would park it right off the coast on a container ship, and the Russians are apparently actually building one. So these guys are not our friends, I understand.

Talk to us, if you could, with that in mind, sir. Help educate us. Talk to the committee about what we are as a Nation facing as a threat from the Russians in Europe.

Admiral STAVRIDIS. Well, I think if I could slightly broaden the question——

Mr. CULBERSON. Yes, sir.

Admiral STAVRIDIS [continuing]. And address, of course, your specific point, the fundamental question is, why Europe? Why are we in Europe? Why do we still have troops in Europe? And, therefore, what is the threat?

U.S. EUROPEAN POLICY

I would start by saying that the Europeans are with us in a wide variety of operations overseas today, for example, Afghanistan. We have 98,000 U.S. troops in Afghanistan. There are 45,000 non-U.S. troops in Afghanistan. So for every two of our soldiers one of our allies is over there with us.

And in terms of casualties, we have lost, tragically, about 1,400 of our young men and women in Afghanistan. So, two to one, you would expect the allies would have lost 700. The allies have lost about 900. They are actually taking casualties at a higher percentage rate than we are. When I look at that, it is part of the rationale——

Hello, sir.

Mr. CARTER. Hello.

Admiral STAVRIDIS [continuing]. Part of the rationale for why Europe. Because these are strong partners with whom we have very historic ties.

Now, in terms of the threats, I would not look in isolation at any threat. I would rather start by talking about transnational threats, the threat of terror. The threat in Europe alone, last year there were 300 kinetic terrorist incidents.

Mr. CULBERSON. How many?

Admiral STAVRIDIS. Three hundred kinetic terrorist incidents.

Mr. CULBERSON. What is kinetic?

Admiral STAVRIDIS. Bombs, shooting, assaults, an actual something that causes injury or death or damage.

Mr. CULBERSON. And that is over the last year around the world?

Admiral STAVRIDIS. No, sir, that is in Europe.

Mr. CULBERSON. Just in Europe?

Admiral STAVRIDIS. It is a pretty extraordinary number when you think here in the United States we had zero.

Mr. CULBERSON. Of those 300, how many were initiated by Muslim terrorists?

Admiral STAVRIDIS. Probably two-thirds, most of them coming up through the Caucasuses.

Mr. CULBERSON. Okay. Two-thirds. Who were the other third?

Admiral STAVRIDIS. Basque terrorists, separatist movements in other parts of Europe.

Mr. CULBERSON. Okay.

Admiral STAVRIDIS. So, overall, that transnational threat I think is very significant.

Secondly, we have the events that we see right now that are tied to that terrorism in places like Afghanistan. That is why we are in Afghanistan, to ensure it does not become a base for those kind of operations. And, again, our European allies are very much engaged with us there.

And then, thirdly, we have this idea of collective defense of Europe. At the moment in terms of Russia, I do not see the possibility of a Russian attack on Europe. Quite the contrary, I think Russia is in a period of consolidation inside their own borders. I think there are probably more instances of cooperation with Russia than there were 2 or 3 years ago.

Mr. CULBERSON. Okay.

Admiral STAVRIDIS. That is part of the reason why I think it does make geostrategic sense to reduce the U.S. military footprint somewhat in Europe.

Mr. CULBERSON. What is the state of the Russian military today?

Admiral STAVRIDIS. I would love to talk about that.

Mr. CULBERSON. I remember as a kid growing up and going to college in the 1980s really paying attention to this. Apparently, a lot of it was a Potemkin village. And the Russian Navy, talk to us about the navy and the scale of their strategic forces and what kind of forces do they have deployed? Tanks were very, very real obviously. They had a huge—

Admiral STAVRIDIS. Huge inventory at one time.

Mr. CULBERSON. Where were they, say, in the 1980s and then where are they today?

RUSSIAN MILITARY

Admiral STAVRIDIS. In the 1980s, the Russian military was somewhere north of—depending on how you sort of scored the Warsaw Pact and the allies that were operating with the Soviet Union, so let's look at that in the aggregate—probably somewhere around 4 million troops. Today, it is down to about 1.2 million, and they are further consolidating and reducing, and I think they will be down toward about a million troops by 2012.

So they are restructuring. They are cutting loose about 200,000 officers out of their ranks. They are modernizing, but they are doing it very selectively. They are looking at their Naval forces and their strategic rocket forces as they call them, the intercontinental ballistic missiles. They are reducing conventional footprint, and they are also restructuring how they operate from a division-based structure to a brigade-based structure.

So, again, because of those reforms and because of that kind of turbulence within the Russian military, I think it does argue for the sensibility of some level of reduction in U.S. troops in Europe.

Mr. CULBERSON. What is the quality of their strategic forces, their missiles?

Admiral STAVRIDIS. They are quite capable. Quite capable. Comparable to ours.

Mr. CULBERSON. Okay. What about their navy?

Admiral STAVRIDIS. Their navy has some strengths and some weaknesses. They are particularly strong in submarine operations. They have a very capable submarine fleet, and they have very capable cruise missiles. They are not as capable as we are at naval aviation at sea. They do not operate the high-end aircraft carriers that we do, but their navy is a very capable blue water high seas fleet.

Mr. CULBERSON. My impression, and it seems to be accurate, is that both the Chinese and the Russians are really putting a lot of emphasis on their submarine forces.

Admiral STAVRIDIS. They are. That is correct, sir.

Mr. CULBERSON. And yet we continue to only build, and it took a lot to do it, only two Virginia class subs a year, which I think is a terrible mistake. And we need to crank it up. We need to make sure we are doing at least two, and I would like to see us do more. I am partial to the Navy, anyway. But I mean we really have I think, among all of the assets at our disposal, the submarines have got to be the most powerful and effective deterrent that we have in our arsenal.

Admiral STAVRIDIS. Well, they have operated both in a deterrent way. And let's take Libya as an example. We fired 93 cruise missiles from U.S. Navy submarines over the last 10 days.

Mr. CULBERSON. The submariners tell me that the only time they have ever been found in war games—and correct me if I am wrong, but I am getting this from every submarine captain I talk to. Submarines have never lost a war game ever with the targets on the surface unless they make them tie a can to their tail.

Admiral STAVRIDIS. You have been talking to submariners. I am a destroyer officer, and I hunt submarines for a living, and I can give you some good examples of finding U.S. submarines.

Mr. CULBERSON. Without cans tied to their tail.

Admiral STAVRIDIS. Without cans tied to their tail. But I will tell you that our submariners are the best in the world.

Mr. CULBERSON. God bless all of you guys.

Admiral STAVRIDIS. I am in complete agreement on that.

Mr. CULBERSON. I have taken a lot of time. Let me be sure to recognize my ranking member, and I will come back.

Admiral STAVRIDIS. Sure.

Mr. BISHOP. Thank you very much, Mr. Chairman.

And, Admiral Stavridis, the FYDP includes \$1.2 billion to replace the current Landstuhl with the first increment being requested in 2012.

Admiral STAVRIDIS. Yes, sir.

Mr. BISHOP. Can you give the committee some background on the project, since many of our members are new to military construction? And tell us about the activities that are going to be consolidated with this new construction.

MILITARY CONSTRUCTION FOR LANDSTUHL HOSPITAL

Admiral STAVRIDIS. Okay. Yes, sir.

The new facility will replace two existing ones. So it is very much a consolidation. And several of you have been through Landstuhl and seen it. It is dated. It is a 1950s kind of project. It is, in my view, substandard for the care for both our wounded warriors who are passing through but also the 250,000 potential patients that are around if you count family members and retirees and so forth.

It will replace the old Landstuhl and the Air Force with a fairly significant clinic. Those two will be consolidated together. And the project will be funded over, if you approve it, a 4-year period, starting next year with \$71 million which does the horizontal clearing and prepares for the vertical construction, which would then follow on. So it is a 4-year project, consolidates aged Army and Air Force facilities, and will create a top-of-the-line but not gold-plated facility. I think it is the right level of care for our families and, above all, for our active duty troops.

Mr. BISHOP. What about the embarkation point—

Admiral STAVRIDIS. Yeah.

Mr. BISHOP [continuing]. For I guess it is between Ramstein and Landstuhl.

Admiral STAVRIDIS. It is. It would be perfectly suited. It would be right off the flight line so that we could have the most rapid care for our folks coming in and out. Very important aspect of it.

Mr. BISHOP. Okay. Budget documents say it will be a world-class hospital. Are you using the new standards developed at the new Walter Reed as a benchmark? Was there any collaboration with Walter Reed during the planning and design phase?

Admiral STAVRIDIS. Yes, sir. The phrase “world-class standard” is something that comes out of the TRICARE management agency. It is phrasing that they use. And I want to emphasize that it will be world class, but it is very much not a gold-plated facility. And we have looked very hard at what Walter Reed did here and drawn those lessons.

I think Andy specifically worked that piece, if I could. Andy, you want to say a word?

Admiral BROWN. Sir, we are at about 5 percent design right now. So we are getting into the details. We have had over several hundred people working every aspect, from the clinical side to the engineering side, to come up with the right size of hospital. It is basically going to have, if approved, would have one additional operating room than we currently have and a few more beds than we have right now to bring it up to the current standards.

The other thing that will be added would be beds for the mental health side of the house that—

Mr. BISHOP. PTSD.

Admiral STAVRIDIS. Exactly. So PTSD and TBI, traumatic brain injury, which is really something that we are coming to grips with now.

Admiral BROWN. So, basically, it is a little bit smaller in terms of rooms and operating rooms, but the size, the square foot size to bring it to the current standards makes it a little bit bigger from a square footage standpoint.

Mr. BISHOP. Did the force posture in Europe and your projected force posture affect the size and the capabilities in the design phase? Because you indicated a few moments ago that you expect there to be a reduction in our footprint there. So with the smaller square footage, if you will, fewer operating rooms, that anticipates that you will have a smaller, a reduced footprint.

Admiral STAVRIDIS. It does. We worked very hard to balance this and, again, get the best value for our taxpayers.

Mr. BISHOP. Okay. A few weeks ago when we talked in my office you mentioned that this project was very, very important to you. Would you say that this is EUCOM's number one priority?

EUROPEAN ALLIES' BUDGETS

Admiral STAVRIDIS. Yes, sir, this is my top priority.

Mr. BISHOP. Thank you, Mr. Chairman.

Mr. CULBERSON. I recognize the gentleman from Arizona, Mr. Flake.

Mr. FLAKE. Thank you.

We share an Arizona connection. He went to high school there.

With regard to you talking about drawdown in Europe, between 5 and 10 percent perhaps, at what point could we draw down without our European allies becoming concerned? Is there a tipping point where they are concerned about the drawdown, or are they okay with whatever we do?

Admiral STAVRIDIS. I think at this moment, having kind of generally consulted with the 28 chiefs of defense, the opposite numbers of Admiral Mike Mullen, our chairman, I have gone around and had this conversation with each of them, they are comfortable and recognize the realities that we are facing. And let's face it, they are facing the same kind of budgetary challenges in their own nations.

So I do not know that there is one tipping point, because the view varies, sir, from Eastern Europeans, who are much more attached to a U.S. physical presence in Europe, to a much more relaxed view when you get to Western Europe with our French and our British allies. So I would be hard pressed to say this exact point. But as a general proposition my sense is they will be com-

fortable with some reduction in the footprint. So those consultations will be and are in progress to ensure that we get that right.

Mr. FLAKE. We have been in Europe with a big presence, as you mentioned, for a long while now, decades and decades. With the conflicts that we have that are staged in some sense out of Europe, European Command, Afghanistan, being in Central Asia or the Middle East, this latest conflict in Libya, what are we learning that is instructive moving ahead in terms of our command structure there? And, obviously, when we are dealing with NATO, that is what it is. But what have we learned in terms of how that infrastructure and command structure needs to change to deal with the new realities?

Admiral STAVRIDIS. Sir, first of all, to summarize, we have learned a great deal since 9/11, I think all of us, about security; and that is very much reflected in how we are approaching U.S. European Command and also how NATO is viewing itself.

If I could, let me start with NATO. NATO's strategic concept looking forward focuses on a range of new threats, including ballistic missiles, cyber, transnational terrorism, as well as the kind of conflicts that we are engaged in today in Afghanistan and Libya, which are high-to-medium-end conventional conflicts. So it requires, instead of the Cold War model of large, heavy footprints and heavy armor and artillery division and corps-size structures, we need a military and a security dimension that is more flexible. So these Brigade Combat Teams make much more sense that is capable of operating in a cyber environment, because we depend so much on that. That has the ability to defend itself against everything from cruise missiles to infiltrating terrorists. So it means better intelligence, surveillance, reconnaissance.

And then, finally, I would say that it is crucial that in everything we do we understand that it is not just going to be the military that approaches these problems. We have to work in the inter-agency setting. And, if I could, I will give you an example. It would be narcotics.

Now, we tend to think of narcotics as kind of a police problem. But taking Afghanistan as an example, the poppy, and therefore the opium and the heroin that is produced there, supplies addicts all over Europe and Russia and here in the United States. But in addition to that human cost and that police cost, the funding from that goes back to finance these terrorist groups, hundreds of millions of dollars.

So we, the military, have to work with the DEA and with State Department and indeed with AID. Because part of the solution set here is farmers not growing poppy but growing legitimate crops. Now that is not our job in the military. But we all have to work together on a problem set like that.

So in addition to all the military things we have to do, we also have to be more capable at operating in this kind of interagency environment in this 21st century.

So those are some of the things we are learning and we have learned and are trying to build into our approach at U.S. European Command and also at NATO.

Mr. FLAKE. Thanks.

Mr. CULBERSON. Recognize the gentleman from Ohio, Mr. Austria.

MORALE

Mr. AUSTRIA. Thank you, Mr. Chairman.

Admiral, thanks for being here and thank you for your service to our country. We appreciate it very much.

First of all, let me just ask how is the morale of our men and women serving in the military, as well as their families? And also maybe extending that as far as the infrastructure as far as buildings and so forth.

Admiral STAVRIDIS. Thanks for asking that.

The morale overall in the U.S. military is good, and I would say my metric for that is recruitment. We are continuing to hit all of our recruiting goals, even though we are in the middle of active combat. Retention is very strong.

Now, there are always going to be pockets where we should focus more. Kind of our junior officers and our senior enlisted are areas that we really want to keep focusing on, and Congress has been very generous in helping us create incentive programs that do that.

But, Congressman, overall I think as I go around U.S. European Command, as I go around my troops in NATO and in Afghanistan, I am flying down to Naples, Italy, next week to see our troops that are involved in this Libyan operation, morale is high. People believe in the mission. And if I could, I think our troops would tell you that our Congress and what you do to support our military is well known and well appreciated; and it is part of why morale, in my view, is indeed high in the military.

Mr. AUSTRIA. And I appreciate that, Admiral.

Let me ask you then as far as our partnership with NATO and just kind of follow up on Mr. Flake, some of his questions.

Admiral STAVRIDIS. Sure.

Mr. AUSTRIA. For this committee, could you maybe tell us how that has changed or developed over the years? I think there has been this perception in the past that we are, I think it has been described as that center pillar of NATO, and it has been all about around the United States. We are now being told that that balance has changed, that our European allies are playing a major part now as far as NATO and that partnership.

Admiral STAVRIDIS. Yes, sir. A couple of numbers to put to that. One I always try and highlight is gross domestic product, GDP. The GDP of the United States hovers kind of around \$14 trillion a year. Europe's GDP is right about that level, about \$14 trillion or so. So, together, \$28 to \$30 trillion. But about a one-to-one ratio between the United States and our European partners. So that is kind of reason number one I think that we want to continue to be involved. There are great resources here that we can share together.

Secondly, our European allies, as we have come together in post-9/11, we of course know all about 9/11 here in the United States. But in Europe they remember as well the Madrid train bombing, the London subway bombings. These were horrific events that on a per capita basis were in many cases close to the size of 9/11 here. So that has brought us together.

And that brings me to the third point, which is active operations. And again looking at Afghanistan today as an example, 98,000 U.S. troops, 45,000 non-U.S. troops. It is a very significant contribution. And look at the command of that operation. Of course, we all know General David Petraeus, doing a great job, he is an American. His deputy is a British officer, three-star British officer. His chief of staff is French. Of his five area commanders, three of them are Europeans: a German in the north, an Italian in the west, and a Turk who commands the area around Kabul.

LIBYAN OPERATION

In the Libyan operation that is unfolding, of the 40 admirals and generals that are running that operation, five, six of them are from the United States. The other ones are allies.

The ships that are involved in the Libyan operation today, there is about 40 ships out there, about 12 from the United States, the bulk of them obviously from our European partners in NATO. Air strikes, U.S. has done about 60 percent, but I think that number is going to go down as we see the U.S. focus on enabler operations and our allies step up.

So when I look at those three things, resources, the shared bond in this very chaotic 21st century, and, thirdly, active operations where we go together, I am very comfortable with NATO as an entity in how it is working.

OPERATIONS UNDER A CONTINUING RESOLUTION

Mr. AUSTRIA. Finally, one last question, if I could just ask, as far as what we are going through right now, the impact of the current budget environment here in D.C., how is that impacting our military? How does continuous operations under a continuing resolution affect your mission objectives? What are the short-term and long-term consequences of continuous operation under a short-term CR and the impact that it is having overall?

Admiral STAVRIDIS. Sure.

Again, I want to start by saying "thank you" to the Congress, because this Congress is very generous to the U.S. military. And when you look at the overall gross domestic product and the percentage that is devoted to defense, the United States can stand very tall among all its allies in that regard; and I often talk to our European allies about the need for Europeans to put a higher percentage of GDP into defense.

In terms, sir, of your specific question about life under a continuing resolution, it is hard for us, just as it is for everybody. And I would say the three major challenges for us are that we cannot start some of our new MILCON projects—

Mr. AUSTRIA. Can you give us an understanding of the magnitude of that?

Admiral STAVRIDIS. I can. We have two that I would particularly highlight that I am concerned about in that regard. One is a C2 facility at Wiesbaden, and the other is the completion of a consolidation project in Italy. So those two are a challenge for us. And those are actually in progress, and so that would be a very significant impact.

And then it will delay starts for three others: the consolidated intel center, as well as a barracks work, and then, most importantly to me, some of our school projects. So there is kind of a package of construction that is held off or interrupted as a result of this, and I would say that is the top concern that I have about it.

And then just stepping back and more generally speaking, the effect on our civilian workforce, because they would be put in an unpaid furlough status. It is a tough overhang on our civilians, and I can see that wearing on them a little bit. And of course it would also constrict our ability to use our contractors, who are very important to us. So it is a challenge.

I always say what you all do up here is hard work, and I know it is hard, and I am not trying to be critical at all. I just want to give you a sense of what it is. Because, overall, again, the Congress is very generous to the Department of Defense.

Mr. AUSTRIA. Thank you, Admiral. Thank you, Mr. Chairman.

Mr. CULBERSON. Thank you very much.

I believe Mr. Carter is next. Recognize the gentleman from Texas, Mr. Carter.

Admiral STAVRIDIS. Sir, good to see you.

Mr. CARTER. Admiral, I am sorry I was a little late. I had to make a speech commending the retiring of the Commander in Chief of the Army, and so that took my time. I apologize. I have to apologize.

MILITARY HOUSING

Let me start off by telling you I guess 2, 3 years ago this committee took a trip over, and we were in Germany, and we looked at some enlisted housing in Germany. And I will never forget it. You know, it is the human element that you have to think about. We met with a young wife of a soldier with two I would call stroller-age children who was coming back from shopping. And we watched her have to carry, you know, the groceries three stories up, put them in her apartment, come back down, get one child up, leave that child in the apartment, go back down and get the other child in the stroller up. And, you know, we did not have to be told why she was not happy with the housing she was in. We just watched her do that, and we talked to her about it.

What is the situation on the housing for our military in general over there? That really was a pretty onerous task just to go shopping.

Mr. CULBERSON. Oh, yeah.

Mr. CARTER. And that was decent housing, but it was very inconvenient housing. I think you know the age housing I am talking about.

Admiral STAVRIDIS. We do, yes, sir. I would say the good news is it is improving. And, again, with the support of this committee, we have seen progress.

On the budget that is in front of you, we have a couple of projects that are exactly that, family housing replacement in Vilseck, a whole neighborhood. It is to address those exact kinds of things. And, sir, we worked very closely with the committee to kind of space it and make sure it is done in a logical fashion. And it is also

part of our consolidation of our Army facilities, moving out of some of those older facilities and then building smartly where we can.

And, if I could, it is also our single soldiers in particular who are over there, as well as our airmen, who are also in some cases in housing that is below the one plus one standard that we seek for our single soldiers and airmen as well.

So, Congressman, I deeply appreciate your taking a look at it. That means a lot.

While we are on that subject, always, always open for visits to have folks come over and take a look. And it is also, I like to add, a good stopping point if you are going in or out of Afghanistan. Stopping in Europe is very sensible. We can tailor that trip for you to allow you to really see the good progress that is being made. The budget that is in front of you I think addresses those kind of concerns very well.

Mr. CARTER. And on the same sort of issue, you have been working in the area of public-private partnerships in Europe.

Admiral STAVRIDIS. Yes, sir.

PRIVATE PARTNERSHIPS

Mr. CARTER. I represent Fort Hood, and we know how successful public-private partnerships have been for Fort Hood. Can you give us some enlightenment about how the work you are doing with private partnerships are going in Europe and what lessons we are learning from that?

Admiral STAVRIDIS. Yeah. They are going very well. And of course there is always the complication of doing this in an international environment. But, again, the good news is Europe is obviously a very advanced society with legal norms, standard, laws. So we have to be careful as we work in that international environment. But from all that I can see, the private-public units are a success.

I was just visiting one down in Sigonella in Italy, on the island of Sicily. We do them in and around the European theater, and it is an area that I think makes sense not only in the United States but also in our contacts in Europe.

Mr. CARTER. We actually visited in Sicily on that same trip.

You talked about NATO. I have got to ask another question. I asked this question on a trip with a different committee to Norway of a member of NATO. And I said, if you had to put fighting—emphasize the word fighting—combat brigades into an action, and we will use the example as Libya, because we are saying no American boots on the ground, how many fighting combat brigades could you count on from our European partners, excluding the British? And the answer was two, one French, one Polish. Has that changed?

You know, I am not an old military man, but I talked to lots of them. And they all tell you that you can sure mess people up with air power, but ultimately you stop wars with soldiers taking the guns out of the hands of the enemy.

Admiral STAVRIDIS. Yeah.

Mr. CARTER. If our soldiers are not going in there and our Marines are not going in there, then whose will be? Because, ultimately, that probably will be what is required.

Admiral STAVRIDIS. Leaving Libya aside, just as a general question of European ground capabilities I would say it is higher than simply two brigades. And I point to Afghanistan today, where there is Romanian battalions, there is Georgian battalions, there are significant standing French forces. The Germans are there in 5,000.

Mr. CARTER. The Germans do not fight.

Admiral STAVRIDIS. The Germans will—

Mr. CARTER. Unless they are fired upon.

Admiral STAVRIDIS. They are in their own tough environment up in Mazar. It is not as demanding a combat environment as other parts around Afghanistan. That is certainly true. But, overall, Congressman, I think our allies have a reasonable ground capability. The Dutch have very capable ground troops.

Mr. CARTER. That is true. That is true.

Admiral STAVRIDIS. The Italians are doing very good work in western Afghanistan today. So I would say it is higher than two, but it certainly does not compare to U.S. capabilities, and that is part of why we need to be in the lead.

Mr. CARTER. I will not use Libya, because that is getting into the politics. But the reality is some instance like that, where our position is going to be air power and Naval power, offshore naval power only, no boots on the ground, and a NATO commanded and driven operation, we have to be able to depend on the NATO allies to put boots on the ground if boots are required.

Admiral STAVRIDIS. Certainly all of us working together, bringing different capabilities is how we try and do work there today.

I agree completely. I talked about Afghanistan, 98,000 U.S., about 45,000 non-U.S. troops there. It is a significant number.

Just another example would be the Balkans. When I came on this job, we, NATO, had 15,000 troops in the Balkans, of which only about 1,400 were from the United States. The rest were Europeans. Again, not a high intensity combat environment. But the ability to put standing formations, Europeans have that capability. It really does become a political question and a question of whether the political will is there. But in terms of capability, the Europeans bring quite a bit to the table.

Mr. CARTER. The political will is my concern.

Admiral STAVRIDIS. I understand.

Mr. CARTER. I was in with General Thurman in Baghdad, and we talked about our NATO allies over there. And some of it was very difficult for our troops because of the nature of their political instructions that they were getting from the people back home. They served some purposes. Sometimes we had to have people protecting them so they could serve those purposes.

Admiral STAVRIDIS. I think there has been improvement in that in Afghanistan.

Mr. CARTER. That is good.

Admiral STAVRIDIS. I think on your next trip to Afghanistan, if you were to talk to General Petraeus, he would give pretty high marks to the Europeans that he is fighting alongside. And he would be the best source.

Mr. CARTER. Well, I plan to go over there this spring.

Admiral STAVRIDIS. Yes, sir. That would be terrific. Ask him that question.

Mr. CARTER. I will.

Admiral STAVRIDIS. I think you will feel some comfort.

Mr. CULBERSON. Thank you, sir.

DOD SCHOOLS

Mr. Bishop.

Mr. BISHOP. Thank you very much.

Admiral Stavridis, recently we have heard a lot of concerns about the age and the condition of the DoD schools. The Department has a plan to recapitalize more than half of the DoD schools worldwide by 2015. Are you satisfied with the level of effort that is being put into the schools in your area of responsibility?

Admiral STAVRIDIS. Yes, sir, I am. Again, I thank the committee here. When I came last year I was more concerned than I am today. One of the reasons is we have been able in the last year to use our sustainment, restoration, and modernization funds to improve the so-called Q ratings, the quality ratings of almost half of the schools in Europe. We have 35,000 children in those schools. They are my top priority in terms of human resources, and I am very thankful to the committee for its support.

We are in the middle now, or kind of the beginning part of the unfolding of the DoDEA recapitalization. And, again, I would very much ask the support of the committee. Again, my top priority is the hospital, and my next priority are these schools.

Mr. BISHOP. Last year you told us that you were a little disturbed because many of the schools in Europe had a Q3 or Q4 rating.

Admiral STAVRIDIS. Exactly.

Mr. BISHOP. Has any progress been made in that in improving the schools that you have found?

Admiral STAVRIDIS. Yes, sir. We have raised the Q rating in 41 schools. And that is, again, a tribute to the funding we have received from the committee; and I thank you for it.

Mr. BISHOP. Has the delay in the fiscal year 2011 funding stalled your progress there in improving schools?

Admiral STAVRIDIS. It will very much delay us if it goes on much longer. We have these three school replacement projects that are tied to that. And, unfortunately, as you know, if we slip a year and cannot start those, then it will turn out to be a 2-year delay, because we will need to kind of feather them in with the other work that we are doing down range. So I am concerned about that.

Mr. BISHOP. You asked for \$283 million in fiscal year 2012 for the schools in Europe, your area of responsibility.

Admiral STAVRIDIS. Right.

Mr. BISHOP. Do you feel like that is sufficient?

Admiral STAVRIDIS. I do, yes, sir. I support that.

Mr. BISHOP. How long do you think it will take to get the schools to a state of good repair?

Admiral STAVRIDIS. Well, as a general rule, we always try and keep construction in a 2-year window. So as we start on each school, I would expect it will be 1 to 2 years as we unfold. And I am satisfied with that.

Mr. BISHOP. Anything else that we can do to try to help?

Admiral STAVRIDIS. Sir, again, the budget that is in front of you is I think very much an accurate reflection of taking care of our people, as we have talked about, and also providing us the operational platform that we need to continue that.

CONTRIBUTIONS TO EUROPEAN OPERATIONS

Mr. BISHOP. We have experienced, obviously, an economic recession here in the United States. But Europe has also received some tough times, some challenges with their economy. What has the impact of the decline in the European economy had on their contributions to European operations, including NATO?

Admiral STAVRIDIS. In my mind, it is a concern that Europeans are, as a general proposition, are not meeting the NATO goal of 2 percent of GDP devoted to defense. I think that is a very sensible level. Here in the United States we spend more than that, more than the 2 percent goal. And of the 28 NATO allies, only a handful are currently meeting that. So it is an area that I always—

Mr. BISHOP. The larger or the smaller allies?

Admiral STAVRIDIS. It really varies. Small allies like Estonia are meeting the goal. Our large allies like Great Britain and France are meeting the goal. And medium-sized allies like Greece and Turkey are meeting the goal.

ALLIED CONTRIBUTIONS

Mr. BISHOP. Who is not meeting the goal?

Admiral STAVRIDIS. Pretty much everybody else is below 2 percent, unfortunately. So this is an area that I am very critical of our partners on.

Mr. CULBERSON. That is a great question. If I may?

Mr. BISHOP. Yeah.

Mr. CULBERSON. The only NATO allies that are meeting the 2 percent goal are?

Admiral STAVRIDIS. I will check myself and send it to you. But, in broad numbers, it is Estonia, Greece, Turkey, Great Britain, France; and there might be one or two others. And I will get you those exactly.

But this is something that I criticize the allies for. You will often hear me talk about the contributions of our allies, and it is very important. But this is an area that I am critical of the allies and will continue to be. So thank you for raising that.

[The information follows:]

Per the 10 Mar 2011 NATO Communique, PR/CP (2011) 027, the following NATO Partners meet or exceed the two percent of GDP defense expenditure commitment (based on current price):

- Albania 2.0%
- France 2.0%
- Greece 2.9%
- United Kingdom 2.7%
- United States 4.0%

The following NATO Partners are just below the two percent commitment:

- Estonia 1.8%
- Norway 1.9%
- Turkey 1.9%

Mr. BISHOP. Yes, sir. I was going to ask you what percentage shortfall are you experiencing as a result of those who are not meeting the obligations?

Admiral STAVRIDIS. Well, it is hard to quantify that. I would say that within NATO—

Mr. BISHOP. Can you do it in terms of dollars? Can you quantify it?

Admiral STAVRIDIS. Let me take that one back and see if I can get you an accurate one, but I will I have give you an intuition. I will say it is always a challenge around NATO to ensure that we have all the resources we need for the pooled projects that we work on together, things like flying NATO AWACs, the new NATO air-ground system. This is like the Global Hawk. Our cyber efforts.

Each of the nations is supposed to contribute to these, and they are doing it, but it is difficult and challenging, and it requires an awful lot of persuasion. So we have not experienced shortfalls yet, but I am concerned about it as I see, in my view, the tendency for defense budgets in Europe to be flat or even decline in the future. And I will get back to you.

[The information follows:]

There is no perfect correlation between nations' spending from their gross national product (GDP) on defense and their contribution to NATO. Some nations spend more than 2% of GDP on their own defense, and yet their contribution to NATO is minimal. On the other hand, some nations spend less than 2% of GDP on defense and contribute significantly to NATO. How much a nation spends on defense or how much it spends on NATO capabilities is a political issue within each nation.

Mr. BISHOP. We are expecting ours to be flat and decline to some extent.

Admiral STAVRIDIS. Of course.

Mr. BISHOP. And I am anxious to know how that will impact you if they are not maintaining their obligations and we are going to be flat. We are not going to be able to assume any extra responsibility. How is that going to impact the effectiveness of your operations over there in EUCOM?

Admiral STAVRIDIS. I think it is going to present some challenges in the time ahead.

Again, I do not think this is a this year or next year or even the next year kind of challenge. It is that long-term decrement in capability that I think we will see because of not investing in the kind of high-tech things that make us most effective together as an alliance. So yellow light flashing.

Mr. BISHOP. Thank you, Mr. Chairman.

Mr. CULBERSON. Thank you, Mr. Bishop.

Admiral, it is my understanding that over the years there has not been a sufficient investment in Europe to support four combat brigades in terms of infrastructure and housing and the things that this committee has responsibility for. What additional level of funding would be necessary in order to fully support four combat brigades?

Admiral STAVRIDIS. Andy is the expert here. Correct me if I am wrong, but I think the budget in front would allow us to continue to operate at four or three or two.

Admiral BROWN. Yes, sir.

ENDURING LOCATIONS MILITARY CONSTRUCTION

Admiral STAVRIDIS. There might be some additional savings.

Admiral BROWN. The request that we have here before you, sir, is for our enduring sites. So we are not asking for any projects that would be to a site that might close due to a BCT going home or whatever. So enduring sites is one of the messages. And if we stick to the plan that we have in 2011, 2012, 2013, 2014, et cetera, we will be making steady progress. Because we cannot execute it all in one year, so we need to parse it out, if you will. And I think the plan that we have is solid. And as you support it, we will be able to execute. It will definitely raise the quality of life through the hospital and through the family housing.

Mr. CULBERSON. I understand also the Army wants to build a SCIF as well of their own. Could you talk to us a little bit more about that?

Admiral BROWN. That is in the 2011 budget, and that is part of the consolidation effort in the Wiesbaden area. Right now, that SCIF is operating in a site that is 35, 40 minutes away from Wiesbaden; and it is an old site, built in the 1950s. It needs to be rebuilt, and they want to do it as part of the consolidation. So there is a savings that they will be able to close that other site. So that is the last unit that is in that site; and we will be able to close that base, turn it back over to the Germans.

Mr. CULBERSON. So it will not simply be an Army SCIF. It is one that will be used by the combatant commander?

Admiral BROWN. It is an Army-centric—

Mr. CULBERSON. So it would be exclusively Army?

Admiral BROWN. Yes, sir. That is the way they operate. Each service has an intel—

Admiral STAVRIDIS. Though I would not want to imply that if the Air Force had a need to use it or the Navy or anybody else—

[The information follows:]

While the primary agency will be the U.S. Army, other agencies will use the facility as well.

The SCIF requirement is primarily driven by U.S. Army Europe intelligence missions; however, the new facility will also host personnel from a variety of other U.S. agencies conducting theater intelligence missions in support of EUCOM and AFRICOM and national intelligence missions in support of the Departments of Defense, State, Treasury, and Energy. The new SCIF will enable consolidation of the Army's multi-discipline intelligence hub in Europe with National Signals Intelligence capabilities to enable enhanced regional coverage of theater and national intelligence missions. Locating the Consolidated Intelligence Center (CIC) overseas at Wiesbaden Army Air Field will enable tenant organizations to leverage existing communication nodes and networks, partnerships, and exchanges to support ongoing counter terrorism and contingency efforts.

Admiral BROWN. Or even EUCOM gets information from it.

Admiral STAVRIDIS. Exactly. It is not as though it is just the Army and no one else can come in here. But it is focused, sir, primarily on the Army because of the centrality of it for U.S. Army Europe.

QDR

Mr. CULBERSON. The QDR report implicitly criticizes the 2004 Global Defense Posture Review for going too far in reducing forward station forces and stated in part that we cannot simply surge trust and relationships on demand. In response last year to a com-

mittee question, General Craddock said that the 2004 review was not fundamentally flawed, but he did state that it was based on geostrategic assumptions that had been invalidated by recent events, including in the Caucuses. If you could, talk to me a little bit more what in your opinion did the 2004 review get wrong?

Admiral STAVRIDIS. I hesitate to kind of put myself in the shoes of someone in 2004. So the way I would categorize it is pretty much as General Craddock said. In 2004, the trend line was toward a very pacific, very calm situation in Europe itself. By 2008, the level of transnational threat in the Caucasus, the conflict between Georgia and Russia had changed the security landscape. So I think it was appropriate to turn the corner, if you will, and relook at that. And I think that that is the reflection of what you are seeing there.

Mr. CULBERSON. If you could also, Admiral, talk to us a little bit about the scope of our involvement in Libya today. What are the scope of the operations? Who is involved? And what do you anticipate in the weeks and months ahead?

Admiral STAVRIDIS. Sure. Again, my role here in the Libyan operation is as the commander of U.S. European Command on the U.S. side. And there I am moving EUCOM forces forward to operate with the coalition under General Carter Ham, who is the AFRICOM commander. That has been our role. And we have had about 3,500 of our airmen and 350 of our navy aviators involved and of our airplanes involved in it. And it has been very successfully executed by AFRICOM. We are the supporting commander in that one.

LIBYA

In terms of NATO, I am the allied commander for NATO. And as of yesterday and today, we transitioned from a U.S.-led operation in a coalition setting to an official NATO operation. So, in that sense, I become the strategic commander for that. The operational commander is vested in a three-star Canadian officer who is in Naples, Italy, who is off to a terrific start. He has got an Italian three-star maritime commander, and his air commander is a three-star U.S. officer with a three-star French deputy. So it now becomes a very internationalized command and control structure.

Mr. CULBERSON. What is the mission? What is the goal? What are you all being told?

Admiral STAVRIDIS. Our military mission is humanitarian, delivery of humanitarian goods, making sure that the people have access to food and water. More importantly from a military perspective, it is an arms embargo to make sure that weapons do not flow into Libya that could fall into Qadhafi's hands, a no-fly zone, which is to ensure that Qadhafi cannot use his air assets against the civilian population. And then, fourthly, protecting the people of Libya. We are authorized to take all means necessary to ensure that Colonel Qadhafi cannot attack his own people and kill them. So that is the mission we have.

Mr. CULBERSON. How long do you anticipate the operation going? What is the scope of our involvement now? Strictly air and missile resources today? And how do you expect it to evolve?

Admiral STAVRIDIS. To date, the U.S. involvement has been a handful of ships, some of which, including the submarines as I

mentioned earlier, launched 220 cruise missiles. We have had about 150 aircraft involved operating from European bases. And, in very round numbers, the U.S. has conducted about 60 percent of the sorties, the allies have done about 40 percent, total sorties, and the strike sorties have been about 50-50 between the U.S. and the coalition.

I would expect in the weeks ahead that the allies will do more of the strike sorties and the U.S. will fly more of what we call enablers, which is refueling missions, surveillance, intelligence, search and rescue, that kind of thing. So you are going to see it go from about a 60-40 U.S. effort to 50-50, 60-40 non-U.S. as we move forward. As far as how long, very hard to say. I know you can appreciate that.

Mr. CULBERSON. Sure. What are you all planning for?

Admiral STAVRIDIS. Well, technically the operations order that NATO is operating under is for 3 months; and then it obviously can be renewed on demand. But I think it is very clear that it is just too soon to say how long the campaign will go on at this point. As you appreciate, events are changing literally hour by hour in terms of where is the front line. We just saw the defection of probably the second senior official in the Qadhafi government. Things are changing very rapidly. So it is hard to predict.

Mr. CULBERSON. How much longer before we expect to see ground troops of any kind involved?

Admiral STAVRIDIS. I personally, as I look at the scenario, I do not see an expectation for ground troops. In fact, the mission I have been given specifically prohibits the use of an occupation force on the ground.

Mr. CULBERSON. That was the answer I was hoping for. Sort of a leading question, but I was hoping to get that answer.

We have been joined by the gentleman from Mississippi. I want to be sure to recognize him and give you some time, sir.

Mr. NUNNELEE. At this point, I just want to listen and get up to speed.

Mr. CULBERSON. That is fine, sir. We are delighted to have you.

We, of course, in the Congress are very concerned. And, as Mr. Carter said, we obviously do not want to draw you into any political discussion on this, but I know a lot of my colleagues share my concern that there is no obvious that I can tell strategic national interest to the United States at stake. There was no consultation with Congress. We are sort of a little exercised about this whole thing, putting our young men and women at risk in an area where there is no discernible national security interest. Not a whole lot of planning, as far as we can tell from the White House, went into this. Is there an exit strategy?

Admiral STAVRIDIS. Sir, I think those questions would be best addressed to Admiral Mullen and Secretary Gates, who are on the Hill today; and they are briefing in open session literally right now.

Mr. CULBERSON. Anybody, please. I welcome questions.

Mr. FLAKE. In regard to areas of your jurisdiction then on kind of the management of the NATO partisanship, Steve touched on it, some of our partners seem more reluctant than we are to engage in this mission. How is that going to in fact evolve?

Admiral STAVRIDIS. It is an excellent question. If you look at the spectrum of NATO nations, I would say that, as you would probably anticipate, it runs from some nations that lean very far forward, France and Great Britain. France launched the first strikes. They have contributed a great deal in the air campaign, the Brits right behind them.

I think at the other end of the spectrum, Germany is less inclined to be involved and is leaning back from the operation.

Turkey is kind of in the middle. They are very involved in the arms embargo piece and very involved in the air-to-air side of the no-fly zone but have indicated that they would prefer not to be in strike operations.

So there is a spectrum. But as I look across the alliance, there is solidarity on the four key missions that I have just mentioned. There is full access to all of our bases. There is, as I mentioned, an international command structure that is, of the 40 admirals and generals, only five or six from the United States. So the alliance is standing together on this.

Although, as you point out, some of the nations are leaning a little further back and some are a little more forward; and that is typical in a NATO operation. It was that way in the Balkans 10 years ago. It is somewhat that way in Afghanistan, although in Afghanistan I feel everybody is very in it together. On this one, I think, again, events are changing very quickly, and we need to manage the alliance through this.

Mr. CULBERSON. How are our troops in the field identifying who our, quote, friends are that we are helping?

Admiral STAVRIDIS. Using intelligence and particularly signals intelligence.

Mr. CULBERSON. What are we looking for? Who are we helping?

Admiral STAVRIDIS. Well, we are learning a lot more about the people. Everybody I can see in the opposition, in reading the intelligence I see, are good, responsible, courageous people who are taking on a dictator because they seek real democracy in Libya.

Mr. CULBERSON. And, obviously, that is a noble, good thing. I have seen reports that there are al Qaeda fighters among these rebels. Talk to us about that. Based on information that you have got, what percentage of the rebels have connections to al Qaeda or other terrorist organizations?

Admiral STAVRIDIS. I think it is more of an aspiration on the part of al Qaeda. I see no direct indications that would lead me to give a percentage at all. I think we are in the process of learning more.

Mr. CULBERSON. I had seen a report that in eastern Libya some of the fighters there—they have actually recruited fighters to send to Iraq and then brought them back from Iraq to fight in this. Is that accurate?

Admiral STAVRIDIS. Sir, I do not know. But I will tell you what, I will go back to the Department of Defense and get you a classified assessment of this exact question.

[The information follows:]

As I promised during the hearing, I have passed this request for information on to the Joint Staff's Office of Legislative Affairs for a more thorough and up to date response.

Mr. CULBERSON. Okay. Well, obviously, it is a real concern to our constituents and obviously to all of us.

ISRAEL

Let me go to Mr. Farr in a moment and ask about Israel.

Talk to us about your posture and how U.S. forces in Europe are poised to protect Israel. That is one of our Nation's most sacred moral, spiritual, and legal obligations is to preserve, protect, and defend Israel.

Admiral STAVRIDIS. Thank you. Yes, sir.

Mr. CULBERSON. And all of us are very passionate about Israel. I want to make sure they are shielded and protected in this very, very dangerous time.

Admiral STAVRIDIS. Yes, sir. Israel is one of the nations with whom we have our strongest military to military relationship of all the 51 countries in U.S. European Command.

I speak frequently with the chief of defense there, a good personal friend, Lieutenant General Benny Gantz. Just on the phone with him a week ago, making sure that he and I see the world the same.

As you know, we support Israel across the spectrum of military operations. We have extremely robust intelligence sharing, weapons exchange information. We train together. I went last summer for a big missile defense exercise in Israel. It is in every way a robust, rich, and very, as you say, a very, very important relationship for us. And Israel is a nation I spend a lot of time focused on.

Mr. CULBERSON. My impression has been the Israelis have always—any military action taken has been in response to attacks, or maybe a few instances where they actually see an attack forming. One of my Israeli friends pointed out to me if the Arab countries laid down their weapons, there would be peace. If Israel laid down their weapons, there would be no Israel. Fairly accurate?

Admiral STAVRIDIS. I have heard that line.

Mr. CULBERSON. Is that about right?

Admiral STAVRIDIS. I think that Israel, unfortunately, lives in a very tough neighborhood.

Mr. CULBERSON. As Texans, we are partial to them. You know, they have got their own Alamo. They are freedom-loving people that created a nation deep in hostile territory surrounded by people that wanted to kill them all, and they love freedom and are armed to the teeth. So we cannot help but love them in Texas.

I want to make sure to recognize my good friend, Mr. Farr, whose knowledge and expertise on this committee is something we all—I mean very seriously, Sam, we hold this good man in high regard and rely on his good advice and judgment regularly. So, Sam, we welcome you and recognize the gentleman from California.

Mr. FARR. Thank you very much.

I am sorry that I was late, and I appreciate those nice comments, Mr. Chairman. But I have learned I have just been sitting here longer than anybody else. You know the old adage that the mind cannot comprehend what the seat cannot endure. So I am not sure that I know anything more than anybody else.

Thank you very much for being here. I am a big fan of your leadership and the collaboration efforts. I think you have done it more than anybody else in uniform. I think you are a model of inter-

agency cooperation, and your leadership has provided that. I really support that.

MILITARY CONSTRUCTION

I want to bring home, back to MILCON. I represent the naval post-graduate school, which I am a huge fan of. I hope someday we can get our committee to come out. We have a lot of military kind of specialty ops that are going on. We have the naval post-graduate school managed by the Navy, but it essentially services all of the military and civilians. Because the Center for Homeland Security has developed a master's degree program there for civilians. And we do not have anything like it in the United States, anywhere in the world. We have foreign officers studying there from all over the world.

So one of the programs within that school is a program called the Center for Stabilization and Reconstruction and for several years has provided education to hundreds of servicemembers who attend workshops alongside representatives of NGOs, IGOs, civilian, and government agencies. And I think some EUCOM staff have attended workshops conducted in this program.

Admiral STAVRIDIS. Yes.

Mr. FARR. And I just wondered whether, as you innovate EUCOM, could you consider providing support to the Center for Stabilization and Reconstruction so it can create additional training opportunities to develop your staff? They have got some experience now. They have been around for half a decade or more.

Admiral STAVRIDIS. They do. And as you mentioned, sir, we enjoy a very good relationship with the post-graduate school in general. You mentioned the Center for Reconstruction. We are also very involved with the Public Affairs and Strategic Communications Center out there, which is exceptional, as well as the International Relations Group. I go out there once or twice a year because of that international environment. And as you know, but I will mention it for the others on the committee, in that same area is the Defense Language Institute, which is devoted obviously to the study of language, which, I think, is an extremely important capability. And so Congressman, in all those areas, there is great synergy between U.S. European Command in that area.

Mr. FARR. What we are lacking is, because we have a lot of officers, particularly these young officers that have been assigned to Iraq and Afghanistan, what they do is they develop this sort of new awareness of cross-cultural divides.

Admiral STAVRIDIS. Right.

Mr. FARR. And they are very interested in how do we, and I think this is really challenging, I mean, I came at it, my service was in the piece Corps, by sort of being dumped in a foreign culture and being a minority for the first time in my life in another land, and then learn learning from the bottoms up, living without water and lights and wondering whether you could survive, and then learning the language, and then learning cultural values that are totally different than mine and things like that. It just was incredible. And if they had any programs that would have allowed me to take that new-found excitement about cross-cultural learning, I really would have gone into it. I went into politics instead.

Admiral STAVRIDIS. I think it is a very powerful thought to gain experience from other cultures through language and with language. And the way we are using cultural training at the moment for many of our deployers from the post-graduate school is bringing out small teams who can educate groups of sailors and soldiers in the cultural aspects. And that often excites them to the degree that they then want to study a language. These things fit together.

Mr. FARR. To the members of the committee, we have set up an R step program, which essentially the Naval forces, as they are about to deploy, when a ship comes to shore, it is not just a few sailors getting off a ship, it is a whole city that all of a sudden is like a cruise ship that is going to invade town. But they are young, they are not necessarily aware of cultural sensitivities and things like that. And you have done a lot of sort of ugly American—

R STEP EDUCATION AND TRAINING

Admiral STAVRIDIS. Exactly.

Mr. FARR [continuing]. Leave a bad taste in people's minds after our men and women in uniform leave town. And now we are able to go aboard ship and give them a whole kind of a—it is voluntary, but people really want to know where are you landing and what is the history here and what is our American interests and so on? And here are things to be careful about as you go ashore. And I think—I would hope that we also, that as China continues to expand its influence and projects in Africa, it would be prudent for the R step education and training for Navy units operating in the Gulf and Guyana and AFRICOM to also start using those units.

Admiral STAVRIDIS. I agree. And also on the Latin America, I think a passion you and I share, is another area that that could benefit from the R step.

Mr. FARR. Well, I am pleased that you are interested. And hopefully, you can incorporate those training programs for your staff and for more of the collaborative that you are putting together. Because I do think it is a great asset that this country has, and we ought to be utilizing it even moreso. Just what I would like do, maybe you can do this, because of your leadership, what is lacking in all the services, and Admiral Mullen recognizes this, is that the only thing the military has that is in this kind of cross-cultural training is foreign area officers, FAOs. The Army has the best training of all.

EUROPEAN COMMAND MIDDLE EAST CONCERNS

Admiral STAVRIDIS. Yes, they do.

Mr. FARR. They essentially are our military equivalent of an ambassador, you know, that kind of status and learning. And they are assigned to embassies. What is missing, though, is the sort of the side of the reconstruction and stabilization, which is a little bit different. That is sort of grassroots economic development, how do you stabilize agrarian societies like Afghanistan? How do you get people out in the field? You know, one is more of a State Department role, the FAO, and we do not have MOS for this sort of new need, for this career that has developed. And I would hope that you could push to create career paths in the Pentagon bureaucracy that

would allow it. Because they want to go there and get a master's degree, but they are saying why should I get this.

There is no assignment for me after I get out. One of the big things that I hope that we in Congress would look at is we train people awfully well in the military, but we do not necessarily use them for the training we give them. We teach them how to speak Dari and Pashtun, and then assign them somewhere else. You know, it is just a total loss of that 2 years of language study.

Admiral STAVRIDIS. Right. This is an area that all the services are working very hard to create retouring ability. And you mentioned Dari and Pashto. We have actually created a program called the Afghan hands, as in, you know, he is an old hand, she is an old hand. The Afghan hands are officers who will, in fact, recycle through Afghan because of their language skills. And you mentioned the Army. The Army is very good at this. In Latin America, for example, they have a long history of having officers who have served there and then come back again and again and develop not only the language skills but the culture, the connections, and all of that.

So we are getting better at it. But you are right to highlight this as something the Department needs to be pushed. Last thought. I will tell who is very good at this at times is our Guard forces, who have the ability, because they have this great package of civilian skills, that can often translate into new ways of doing business. They are more flexible in a lot of ways.

So I am working with the head of the National Guard Bureau, General Craig McKinley, who many of you know, to explore whether that would be an area that might be worth developing.

Mr. FARR. Thank you very much. I appreciate that and look forward to working with you to help pursue it on the next round. I am sorry I took so much time, Mr. Chairman.

Mr. CULBERSON. Not at all. Sam, that is fine. Do you have any questions? Mr. Austria.

IRAN AND ISRAEL

Mr. AUSTRIA. Mr. Chairman, just if I could, Admiral, just two follow-ups real quick. You brought up Israel, which is very important to me, and I wanted to talk a little bit more about that. With everything that is going on in Libya, and Egypt, and Yemen, Iran, I want to make sure we are not losing focus of Iran, what is going on with Iran towards Israel. And I would like to get your thoughts on that and what is being done.

Admiral STAVRIDIS. Sure.

Mr. AUSTRIA. Has any of this, as far as the developments in Libya, Syria, Yemen, Bahrain, Egypt, and other countries in that region, have they changed your mission at all with the European Command?

Admiral STAVRIDIS. We continue to watch Iran very closely, even from U.S. European Command, because of our relationship with Israel, because Iran has repeatedly stated their desire to attack Israel. And secondly, because of the growing ballistic missile threat from Iran. At the moment, the Iranians have developed this Ashura missile. It has a range of 1,300 miles. It can reach out, obviously, to Israel, but also to many European capitals. And so we

are working very hard on ballistic missile defense systems to ensure that we do not leave open the alliance.

And of course, over time, I think we need to watch the development of weapons of mass destruction. This is why the sanctions against Iran are so important at this point in time.

So, no, we have not lost focus on Iran. We see Iran not only through the prism of U.S. security interests, but also the threat it poses to Israel, one of our closest allies. And then finally to the support that Iran gives to Hezbollah, which is the terrorist organization embedded in Lebanon, which also threatens Israel. So we are focused on it. It absolutely is an area to keep watching.

PALESTINIANS AND PEACE TALKS

Mr. AUSTRIA. And I thank you for that. One other area with the Palestinians. And I join my colleague, Congressman Rothman, we have a letter being circulated to the President, asking for him to try to help put more pressure on the Palestinians to come to the table to reenter those peace talks with Israel. Do you see any progress there or what—can you give us a briefing on what is the situation with the Palestinians?

Admiral STAVRIDIS. Well, at the moment, unfortunately, the Middle East peace process is, I would say, static. I do not see openings at the moment. I think the Israelis are in a little bit of a retrenchment moment as they look at a significant change in the government in Egypt for starters. And they are also watching with concern all of the instability in the neighborhood. So I think at the moment, as a result the peace process is in a static moment while events unfold. And like everyone, I am hopeful over time that this problem can be solved. But I think at the moment I would put it in the category of watchful waiting as we see events around the world.

Mr. AUSTRIA. Are we going to need to put pressure at some point on the Palestinians to come back to the table?

Admiral STAVRIDIS. I think at some point we will need to work with both sides in this debate. And of course, the Palestinians have intergovernmental problems of their own. As a people, they are divided between the West Bank and the Gaza, and it is extremely complicated politics in the Palestinian side as well. So at the moment, I would say we have to let larger events around the near Middle East settle before we can engage in any new initiatives in that region.

Mr. AUSTRIA. Thank you, Admiral. Thank you, Mr. Chairman.

Mr. CULBERSON. Thank you. Sam, do you have any further questions?

INTERNATIONAL MILITARY EDUCATION AND TRAINING PROGRAM

Mr. FARR. Yeah, I have a couple of them. Thank you, Mr. Chairman. I think, and I hope my colleagues agree, that IMET, the International Military Education and Training program, is one of the most successful national security programs in our toolbox. Military leaders like yourself I know recognize the value of (IMET) International Military Educational Training, strongly endorse the program. And I think it is key to fostering really strong mil-to-mil and even civilian-to-mil relationships that serve both U.S. national

security interests and foreign policy goals. The Naval post-graduate school participates in the IMET and the E-IMET. And I am wondering how you can draw on the resources that that school offers for you in theater.

Admiral STAVRIDIS. First of all, let me just make a general comment about IMET, and say that let's take the situation in Egypt. If we had not had a strong IMET program over the last several decades, we would not have had the military to military connectivity that I think was very helpful in moving toward a peaceful resolution in that situation.

Clearly, the post-graduate school, because of its internationalism and the number of Nations that are represented there at any given time is a very rich field for IMET. And I would say the real plus of it is that you get them while they are very young. As you know, the age of the population there are young officers, 28, 32, 33 years old, so you get that young lieutenant or that young captain flowing through there. And that is the person who 20 years later is going to be leading their military.

Mr. FARR. We had a young officer there, or young leader from Jordan who took the short course there, who had his family in Monterey, bought the biggest boat we have ever seen in the harbor, and he ended up becoming King of Jordan, King Abdullah. And every year he comes back to the Naval post-graduate school and celebrates his studies there. And he told me when he gave his speech to the Joint Session of Congress that Monterey was his favorite place in the United States, both him and his wife. So it has had lasting—what about can we do more to get more IMET funding? We have funded it at \$109 million a year. We have Mr. Moran, the big defense approps guy, here. With the critical need for these kind of mil-to-mil and civil-to-mil relationships, particularly, as you pointed out in your theater, what can we do to get an increase in IMET and E-IMET funding?

Admiral STAVRIDIS. Well, again, as a geographic combatant commander from Europe, I very much support IMET. And you will continue to draw strong support from the uniform military on IMET because of the long-term benefits we just talked about. So I am a strong proponent.

Mr. FARR. But what can we do to get DoD to ask for more money, or OMB, or whatever the process is? It seems to me this is important to the Secretary of State as much as it is to the Secretary of Defense.

Admiral STAVRIDIS. Well, part of the process is what we are doing right now, is having this conversation, this dialogue. And it reenergizes me to go back and create that demand signal.

Mr. FARR. Do you think it should be on the defense budget? You know, it is paid for out of the State Department budget.

Admiral STAVRIDIS. It is. I think that is actually the right place to put it. I think State Department, because it kind of crosses the lines, and it really is—it is a military component of the overall diplomatic relationship between Nations. And therefore, I think it is probably right invested in State. But all of us on the uniform side, we would advocate for additional resources for State in order to do it, because it creates situations down range that we do not have to go into military operations.

Mr. FARR. Well, an ounce of prevention is always best. This is my last question. I read that you brought the State coordinator for reconstruction and stabilization to your Combined Endeavor exercise.

Admiral STAVRIDIS. Yes.

Mr. FARR. What role were they—that is kind of interesting to have them planning. What do they do for you?

Admiral STAVRIDIS. Combined Endeavor is a large command and control exercise. And so what we found increasingly in operations in the world today is that it is insufficient to communicate only with military to military. You have got to be able to reach across interagency boundaries and communicate with interagency partners. And so we encouraged a lot of our interagency partners—he was the most senior—to come and be part of the exercise so that we could ensure that we were able to connect system to system, person to person, and satellite to satellite.

NAVY HUMANITARIAN OPERATIONS

Mr. FARR. It seems that you have got a lot of unique capabilities of the Navy bringing humanitarian operations. Are you being able to also transfer that to civilian actors in theater?

Admiral STAVRIDIS. Yes. I will give you an example. I was using the hospital ship Comfort down in Latin America, manned up by a military-civilian crew, loaded with volunteers, largely from non-governmental organizations, as well as medical professionals, as well as some State Department people to handle the diplomatic piece of this. It really is a good example of what we are trying to do in the Combined Endeavor exercise, which is to have the ability to go across the interagency to create effects that over time enhance the security of the United States.

Mr. FARR. Is the Navy ahead of the other agencies in doing that?

Admiral STAVRIDIS. I think each are trying to get at it in their own way. And so I would say the Navy has a positive program in that regard. I think the Army has done very, very good work in this region as well. Take Afghanistan as an example. They worked very, very hard to bring together the interagency application of effect there. So I think each of the services are onto this and working it.

Mr. FARR. Thank you. Thank you, Mr. Chairman.

Mr. CARTER [presiding]. Mr. Nunnelee.

Mr. NUNNELEE. Thanks, Mr. Chairman. Your testimony talked about terrorism. If you would just assess what you see as the risk of a terrorist-directed attack on our military installations in the European theater and outside of Afghanistan and Iraq. That would be the first part of the question. The second part is the risk of terrorist attack against military personnel in those theaters outside of the installation. And then the third part is the risk of terrorist attack on the U.S. mainland originating and being executed out of European theater. And what are we doing to deal with those risks?

Admiral STAVRIDIS. Thank you, sir. I would say the risk to our facilities in Europe is moderate. I worry about it. Europe, as I mentioned earlier, last year had 300 kinetic terrorist incidents occur, so that the capability to undertake a mission like that in Europe is certainly present.

In terms of military personnel, I worry also, I call it moderate. Several weeks ago, we had a group of our young Air Force enlisted men who were on a bus outside of an airport in Germany, and a lone gunman stormed the bus and shot two of them.

So I worry about that as well. And I worry particularly about areas around our bases where there are long lines to get on the base, and it creates a line of cars where there are Americans in the cars and so forth. And then thirdly, in terms of an attack on the U.S. mainland emanating from Europe, I worry about that as well, although I think we could look at other spots around the world, notably Afghanistan, from which that kind of motive and opportunity could exist. But certainly using Europe as a pass-through zone, as was done on 9/11, I think is a possibility. What we are doing about it goes back to what Representative Farr was talking about is working this as an interagency problem. Where we fail in counterterrorism so often is where we have stovepipes, and the intelligence agencies are looking at this, and the police are looking at that, and the DEA is looking at this, and the military is looking at that. We are trying to kind of bring all that together in a way that allows us to see patterns to get ahead of threats.

And then so often in overseas you have to then work with host nations. And that is a complexity of its own. But I would argue that NATO at least provides a structure for doing that, because we are already in an embedded partnership. So that would be my response.

Mr. NUNNELEE. Do you feel that Congress has given you the resources you need to provide the security on those military installations so that our fighting men and women have a safe place to go in a foreign land? Or is there something we are not doing that we need to be doing?

Admiral STAVRIDIS. No, sir. I am very satisfied with the support from this committee in particular, the subcommittee in military construction, the funds that you provided us that allowed us to harden and protect our bases. I am very satisfied. Thank you for asking, sir.

Mr. NUNNELEE. Thank you.

Mr. CULBERSON [presiding]. Thank you. Recognize the gentleman from Virginia, Mr. Moran.

EUROPEAN ALLIES' ROLE IN LIBYA

Mr. MORAN. Thank you very much Mr. Chairman. If these questions have been asked, I was up in a Defense Appropriations hearing on the Air Force procurement, I am sorry. But I wanted to ask about our European allies' role in Libya. Has that been fully explored?

Admiral STAVRIDIS. Yes, sir.

Mr. MORAN. It was?

Admiral STAVRIDIS. Yes, sir. Although I can give you a quick snapshot.

Mr. MORAN. Okay. Well, let me give you a specific question then.

Admiral STAVRIDIS. Oh, sure. Yes, sir.

Mr. MORAN. What are your expectations and contingency plans for the next few weeks and months with respect to EUCOM's support to NATO's mission in Libya?

Admiral STAVRIDIS. Sir, I anticipate that the U.S. level of activity is going to diminish and the allied level of activity is going to rise.

Mr. MORAN. The principal allies that you expect to kind of take this over?

Admiral STAVRIDIS. It will be done under a NATO hat, but the Nations that are really leaning forward on this are the French, the British, the Italians, the Greeks, the Spanish, the Dutch. The Turks are very strong in the arms embargo. It is a pretty strong—

Mr. MORAN. And they have the logistical capability to pick that up?

Admiral STAVRIDIS. Yes, sir. Because they are working together, which is really one of the benefits of the NATO piece of this.

Mr. MORAN. Okay. Very good. Now, it is a concern when we see what is happening with regard to our European allies' budgets.

Admiral STAVRIDIS. Yes, sir.

Mr. MORAN. We know that defense is going to get hit. It has already gotten hit. It is probably going to get hit further over the next 2 or 3 years. Can you give us a sense of what that means in terms of our mission in Afghanistan, and where you worry we might fall short in being able to fully pursue?

Admiral STAVRIDIS. Yes, sir. First of all, you are exactly right. I often criticize our European allies because they are not meeting the NATO goal that we have all agreed to of 2 percent for defense spending. And downward pressure I think will continue there just like it will here. In terms of Afghanistan, I think that as we do the transition to the Afghan lead and we start to draw forces down, I think we will be able to keep that in balance. And all of the European allies, sir, I think would tell you that their top operational priority is Afghanistan. So I think we will continue to get a pretty reasonable level of support in Afghanistan from the allies.

Mr. MORAN. Thank you. Do you have an operational role in cyber activities, the Cyber Command?

Admiral STAVRIDIS. Sir, I would not call it an operational role. But I enjoy a very warm relationship, both command to command with CYBERCOM, and also just personally with Keith Alexander. And partly that is because Europe is, outside of the United States, the most sophisticated cyber-based society, taken collectively. So Keith and I work very closely on projects that try to connect the allies so we can work together to improve cyber. It is a top priority of mine.

Mr. MORAN. Well, in that regard, it has been reported that a number of our allies in the EUCOM area of responsibility have been subject to sophisticated cyber attacks—

CYBER DEFENSE

Admiral STAVRIDIS. Yes.

Mr. MORAN [continuing]. In conjunction with these regional conflicts. Do you think that they are prepared to deal with that, or are we going to have to come in and help them to a much greater extent than we are?

Admiral STAVRIDIS. I think this one really is a very much a 50-50 partnership. They are very sophisticated and have real capability. And we are trying to get this under a NATO hat by standing

up a Center for Cyber Defense. And we are putting in Estonia, because they are one of the Nations that suffered a cyber attack. And again, this is an area where we are ahead, but I think this is an area where we can benefit from what they know. They will certainly benefit from what we know. And I think this is an area of real partnership going ahead.

Mr. MORAN. Thank you. Have we used any cyber warfare in Libya if you can answer? This is unclassified, is not it?

Admiral STAVRIDIS. It is unclassified.

Mr. MORAN. Then only answer what you can.

Admiral STAVRIDIS. Not to my knowledge at this point.

Mr. MORAN. Okay. Thank you, Mr. Chairman.

Mr. CULBERSON. Thank you, Mr. Moran. I remembered something I really wanted to ask you about, Admiral. It is kind of my intention, and I read press accounts and photographs, I am not sure the Members are aware of it, that there is a container sitting on a dock in Genoa, Italy, that has got a cobalt 60 dirty bomb in it apparently that has set off all the reactors. I have seen a press account in a commercial shipping magazine that shows a photograph. And it has got a lot of discussion from officials in the port at Genoa that they have a container that has set off all the radiation detectors. It looks like it has got cobalt 60 in it. And they feel like it is a dirty bomb. And they have surrounded it.

I saw a photograph with other containers. It is set out way out on the end of the pier at Genoa, and surrounded by containers full of concrete and rock because nobody knows what do with it. Is that accurate? What is that?

Admiral STAVRIDIS. Sir, I will find out and get back to you.

[The information follows:]

(U//FOUO) **Discovery.** On 20 July 2010, a radioactive source of cobalt-60 (⁶⁰Co), was detected in a 20 foot container of scrap metal onboard a ship at the Genoa Harbor, Italy, according to Italian press reporting and an International Atomic Energy Agency (IAEA) Illicit Trafficking Database (ITD) notification. The ⁶⁰Co source was detected during a routine search using hand-held equipment and the container was subsequently moved to an isolated section of the port.

(U//FOUO) **Origin.** According to Italian press, a company in the United Arab Emirates that retrieves material from abandoned industrial sites sold approximately 18 tons of copper to a Genoa-based company (SIGIMET SURL). The copper was loaded in port Jeddah, Saudi Arabia, onboard MSC *Jenny*—inaccurately reported in the press as MSC *Malaga*. On 13 July 2010, MSC *Jenny* arrived in Gioia Tauro Calabria, Italy, where the container was unloaded, and then loaded back onto ship, which then sailed to Genoa's "Voltri Terminal Europe" on 14 July 2010.

(U//FOUO) **Assessment.** There is no indication the ⁶⁰Co source was intended for use in a radiological dispersal device (RDD). The IAEA rated the ⁶⁰Co source as Category 3 Dangerous to the person. Further, the U.S. Nuclear Regulatory Commission indicates Category 3 radioactive sources would not pose a significant health or safety risk if used in an RDD.

(UNFOUO) The Lawrence Livermore National Laboratory and DIA believe the incident involves a discarded ⁶⁰Co source inadvertently mixed with scrap metal and likely does not involve the illicit trafficking of radioactive material, as no additional information indicates an intent to sell the ⁶⁰Co source. According to the IAEA ITD, investigations are ongoing to determine: the entities involved, origin of material, the facility which the material came from, and confirm the destination or intended destination of the material. We are unable to determine the status of these alleged investigations.

Mr. CULBERSON. You are not familiar with it?

Admiral STAVRIDIS. I generally heard a report.

Mr. CULBERSON. You have heard about it?

Admiral STAVRIDIS. Not to the degree of specificity that you just mentioned. So let me pulse into that and get back to you on that.

Mr. CULBERSON. But you are aware that there was a container that set off radiation detectors in Genoa?

Admiral STAVRIDIS. I cannot say that, no.

Mr. CULBERSON. You heard something about it?

Admiral STAVRIDIS. A general sense, yeah. And I will find out more and get back to you.

Mr. CULBERSON. It is a source of concern, I know Mr. Moran raised on the cyber issue, but also the threat of attacks coming from shipping containers coming over here. Because that is a real, real source of concern.

Admiral STAVRIDIS. Yes, sir.

Mr. CULBERSON. I have not yet been overseas. In 10 years I have been here, I have strenuously avoided trips.

Mr. MORAN. You got to put a CODEL together for us. There is some beautiful European bases over there.

Mr. CULBERSON. It is a vital part of the job. I do really need to come and see you.

Admiral STAVRIDIS. Come and see us.

Mr. CULBERSON. There is nothing to compare with actually getting to go see.

Mr. FARR. Take us all with you when you go.

Mr. CULBERSON. I have plenty of frequent flyer miles now.

Admiral STAVRIDIS. I would say come and visit some of our wounded warriors at Landstuhl and see this hospital project.

Mr. CULBERSON. Why don't we do that, guys. There will be other trips we will do, but I would like to do it, if I could, in August, actually.

Admiral STAVRIDIS. That would be fine. We will make it happen.

Mr. CULBERSON. If that works. Because that is a whole month we are off.

Admiral STAVRIDIS. Sure. That will be great.

Mr. CULBERSON. We will put together a trip to get a chance to come out and see firsthand.

Admiral STAVRIDIS. That would be great.

Mr. CULBERSON. And thank all those men and women that are out there under your command and keeping us all free.

Admiral STAVRIDIS. Sir, if I could just close, again, by saying thank you to the Congress. And not just for the financial support that you give us, but this is hard work up here. It is hard work to be a Congressman. It is hard to be a staffer. I know you work long hours. And you are serving the country just like we are. Thank you.

Mr. CULBERSON. Well, it is a great privilege. The only hard part of this job is raising the money, which I just hate. I would rather have my teeth pulled. I know we all feel the same way about that. But what a joy it is to help you, sir, and help all our young men and women in uniform. It is a source of great pride for all of us. We work arm in arm in this committee. There are no party distinctions here. We are proud to help you. Thank you for your service. The hearing is adjourned.

[Questions for the Record submitted by Congressman Young for ADM Stavridis follows:]

Question 1. European Command has been and continues to be strategic to our relationship with our Western allies and vital to our sustainment efforts in Iraq and Afghanistan. Can you discuss how, despite restructuring the command and basing, you will be able to continue to maintain the current level of commitment to our allies and support for our current conflicts in Libya, Iraq and Afghanistan?

Answer. Restructuring the command and consolidating our basing are designed to generate efficiencies that will enable us to maintain our ability to engage our allies and support current operations in Libya, Iraq, and Afghanistan. They are consistent with the Secretary of Defense's efficiencies initiative to reduce overhead costs and free up additional resources for operational requirements. As announced by the Department of Defense on 8 April 2011, EUCOM will retain four forward-stationed BCTs until 2015. This will enable EUCOM to continue supporting ongoing operations at the same level until operations in Afghanistan wind down. The retention of three BCTs in Europe after 2015 and other complementary posture changes will better position EUCOM to fulfill commitments to NATO allies and the requirements of 21st century defense and deterrence.

Question 2. Recently, 2 airmen were killed at a German airport transiting from Frankfurt to Ramstein Air Base. This act of terrorism clearly demonstrates the high risk that our Servicemembers face even in our allied countries. Are there any force protection issues that you are concerned with regarding the bases in Europe and do you need any funding to emplace additional operating procedures to ensure our men and women are not exposed to undue risk while not on the military bases?

Answer: There are multiple force protection issues that concern EUCOM in regards to our personnel and bases in Europe. One such issue was brought to the forefront in the Frankfurt Airport attack. We are consolidating the information on how much it will cost to go to an indigenous vehicle fleet that blends in with the local vehicle traffic and has local, host nation style license plates.

Another issue is the choke-point effect that occurs at each of the access points to our installations. This presents a target for anyone with the will to attack Americans, and provides an opportunity to attack in a location where the victims will not be able to easily escape. One solution to this is to right-size our contract security guard workforce to help reduce traffic queues at our installation access control points and to ensure our smaller locations are properly controlled.

We are constantly reviewing our procedures, and working with our host-nation partners, the Department of State, and each of our service components. We have implemented many procedures to better mitigate the vulnerabilities of our men and women while they are outside of our military bases, to include reducing uniform wear when off military installations.

[Questions for the Record submitted by Congressman Flake for ADM Stavridis follows:]

Afghanistan

With respect to Afghanistan, you say in your remarks that, "we have largely halted the expansion of the insurgency, and are beginning to show signs of progress toward Afghan security self-reliance.

Question 1. Winters in Afghanistan often drive the insurgents into hiding, as they are ill-equipped to deal with the harsh weather. Do you anticipate the insurgency to return this spring? If so, will the progress you said we've made be sufficient enough to prevent us from losing ground?

Answer. The progress made during the 2009-2010 fighting season is sufficient to prevent us from losing ground during 2011. However, maintaining those gains will require significant effort. Last year, the Taliban lost some of their most important and long-standing safe havens, notably those areas around Panjwai in Kandahar and Central Helmand. This spring they will fight to recover these areas. Thus far this spring, there has been a small uptick in violence, and it should accelerate mid-May after the poppy harvest ends.

Force Drawdown in Europe

In your prepared testimony, you say that "as our engagement requirements [in Iraq and Afghanistan] change, we will also look to adjust our asset levels." You then quote Secretary Gates as saying, "based on our review, it is clear we have excess force structure in Europe. We are looking closely at alternative courses of action..."

Question 2. Given the level of support EUCOM forces provide to our allies in the region who are contributing to the war effort in Afghanistan, how will US the withdrawal from Iraq at the end of this year affect EUCOM support to our allies?

Answer. As part of the global pool of U.S. forces, EUCOM forces have deployed to support operations in Iraq. The withdrawal of U.S. forces from Iraq should reduce the overall demand on U.S. military forces, including EUCOM forces. Although EUCOM forces may still be called upon to support other operations, this reduced demand for forces should create opportunities to increase our military engagement with our allies in Europe.

As announced by the Department of Defense on 8 April 2011, EUCOM will retain four forward-stationed BCTs until 2015. This will enable EUCOM to continue supporting ongoing operations at the same level until operations in Afghanistan wind down. The retention of three BCTs in Europe after 2015 and other complementary posture changes will better position EUCOM to fulfill commitments to NATO allies and the requirements of 21st century defense and deterrence.

Force Drawdown in Europe

Question 3. How would a larger realignment of forces in Europe be perceived by our NATO allies?

Answer. On 8 April 2011, the Department of Defense announced the President's decision to revise the 2004 plan to withdraw two of the four brigade combat teams (BCTs) from Europe and instead retain three BCTs in Europe. The three forward-stationed BCTs will be complemented by other enhancements, including forward deployment of Aegis ships, land-based missile defense systems, forward stationing of special operations aircraft, and a permanent aviation detachment in Poland.

NATO allies were consulted about these potential changes prior to the President's decision and the overall reception was positive. We are just beginning to hear the reactions of our NATO allies to the formal announcement. Their reaction so far has been supportive, with our allies expressing appreciation for the process of consultation that preceded the decision.

WEDNESDAY, MARCH 30, 2011.

QUALITY OF LIFE IN THE MILITARY

WITNESSES

**CMSAF JAMES A. ROY, CHIEF MASTER SERGEANT OF THE AIR FORCE
SERGEANT MAJOR RAYMOND F. CHANDLER, III, SERGEANT MAJOR OF
THE ARMY
SERGEANT MAJOR CARLTON W. KENT, SERGEANT MAJOR OF THE MA-
RINE CORPS
MASTER CHIEF PETTY OFFICER RICK WEST, MASTER CHIEF PETTY
OFFICER OF THE NAVY**

OPENING REMARKS OF CHAIRMAN CULBERSON

Mr. CULBERSON. The Appropriations subcommittee on Military Construction and Veterans Affairs will come to order.

It is a great privilege to have with us today the top enlisted—the senior enlisted members of every branch of the military with us today. Really, truly, quality of life is in my mind, and I know Mr. Bishop's as well as every member of this committee, the quality of life for our men and women in uniform is our highest priority, and it is a great privilege to have each one of you with us here today to help us understand how we in the Congress can better provide for not only for the comfort of our men and women in uniform, but for their health care, and for the day-to-day issues that confront their lives. There is no better witnesses we could have in front of us than you here today, gentlemen. We thank you very much for it.

We are just finishing a series of votes, and there is also a briefing going on that has been scheduled—a classified briefing on this unexpected operation in Libya that is going to go on during this hearing, so Members may be coming and going as we go forward.

But I would like to recognize our ranking member Mr. Bishop from Georgia, a State near and dear to Texans. We work arm in arm on this committee in doing everything we can together to make sure that you and the men and women that you represent have everything that you need to do your job.

Mr. Bishop.

OPENING STATEMENT OF MR. BISHOP

Mr. BISHOP. Thank you very much for yielding, Mr. Chairman. I always look forward to this hearing because these individuals always give us the best picture of what those on the front lines are dealing with.

We talk a lot about facilities, equipment and strategy, but it is the men and women, like the ones sitting in front of us today, that really make our military what it is today. I will say again that our service members make our military great, and it is our responsi-

bility to make sure that they are taken care of, and that is exactly why we started the Military Family Caucus so we can better address the issues that these gentlemen will raise today.

In all of your testimony, you raise great issues from recruiting and retention to child care. And I want you to all use this as an opportunity to tell us exactly what we have gotten right and what we need to improve in order to ease the burden that is placed on our service members and their families.

Just last month I held two town hall meetings in my district with service members and their families, and I heard directly from soldiers and their spouses about the unique challenges that they face.

So let us not forget that when a service member deploys, he or she is not the only one that is sacrificing for the Nation. In fact, many spouses, both male and female, manage the household by themselves, and in some cases a relative has to step in to help when both parents are deployed. So, as I have said and will continue to say, I want to make sure that we are doing enough to help our service members, because the last thing they need is to have to worry about what is going on back home when they are away at war.

Finally, I just want you to know that as issues arise, don't hesitate to let our subcommittee know what help you may need. I know that all we want to do is be helpful in any possible way that we can. So I thank you for your service and look forward to your testimony.

I yield back, Mr. Chairman.

Mr. CULBERSON. Thank you, Mr. Bishop.

Again, it is a great privilege to have each one of you with us today. We are very, very pleased to have Sergeant Major Raymond Chandler of the Army, Sergeant Major Chandler has 30 years of service to our country and has served in all tank crewmen positions, and multiple tours and duty as a troop squadron and regimental master gunner.

We are delighted to have you with us here today, sir.

I also want to be sure to welcome Master Chief Petty Officer of the Navy, Rick West. Master Chief West also is a returning witness to the committee, and succeeded Master Chief Campa on December 12, 2008; has 28 years of service in the Navy straight out of high school in 1981, I see, sir, and is a submariner.

My grandfather was in the Navy. I love all you guys, but I do—my heart beats a little faster with the Navy, I can't help it, and the submariners in particular. I love the submariners. I have a lot of great admiration for all of you guys. And I am delighted to see, Master Chief West, that you served as a submariner, and then your service included you were on the staff of the Commander of the Submarine Force of the U.S. Pacific Fleet and Chief of the Boat of the USS Portsmouth, and particularly with the threat that the Chinese pose to us. I understand that they are cranking out a lot of submarines every year, and we are not building enough. I am delighted to have you here with us today, sir.

We also have with us as Chief Master Sergeant of the Air Force James Roy, your second appearance here today, sir. We are delighted to have you. You were appointed on June 30, I see, of 2009,

28 years of service in the Air Force. My father was in the Air Force. And your background includes a number of leadership roles at squadron, group, numbered Air Force, and combatant command levels; and you served as a senior enlisted leader and adviser to the United States Pacific Command Combatant Commander. And we are delighted to have you with us here today, sir, as well.

Sergeant Major of the Marine Corps, Carlton Kent, delighted to have you today, sir, as a returning witness as well. I see that you became Sergeant Major of the Marine Corps on April 25 of 2007 and have served 35 years, sir—God bless each and every one of you, and thank you for your service to our Nation—and served as Sergeant Major of the Marine Forces, Europe, and First Marine Expeditionary Force at Camp Pendleton prior to assuming your current position.

We are delighted to have each and every one of you with us. Your written statements will, of course, be entered into the record without objection, if that is agreeable. Your written statements will be entered into the record without objection.

I am delighted to have each and every one of you with us today, and we will begin, if I could, sir, by recognizing the Sergeant Major of the Army, Sergeant Major Chandler. Thank you very much for being with us.

OPENING REMARKS SERGEANT MAJOR CHANDLER

Sergeant Major CHANDLER. Thank you very much, Mr. Chairman. Members of the committee, Mr. Chairman and committee members, thank you for the opportunity to represent the 1.1 million men and women of the United States Army, America's Army. I have been in this position for less than a month, but I have served with the Army, as you know, for almost 30 years, and I have witnessed firsthand the importance of the recommendations and decisions made by this committee and how that affects our Army and its ability to fight and win our Nation's wars.

I would also like to congratulate all of the newest members. I truly appreciate you taking your tremendous responsibility of providing funding and support for our military. I pledge to always be a point of contact should you ever have any questions or comments about our soldiers, equipment, training or quality-of-life programs.

I would like to begin by introducing these senior noncommissioned officers who are seated behind me. First, the Command Sergeant Major of the United States Army National Guard, Command Sergeant Major Richard Burch, who serves as a senior enlisted adviser for Major General Raymond W. Carpenter.

Also with me is Command Sergeant Major of the United States Army Reserve, Command Sergeant Major Michael D. Schultz, who serves as the Senior Enlisted Adviser to Lieutenant General Jack Stultz.

Though we are still engaged around the world, our soldiers and families deserve a quality of life commensurate with their service. As the Sergeant Major of the Army, this quality of life is one of my key imperatives and is the subject of my testimony today. More specifically, I want to talk about four key areas of quality of life: restoring balance, building resilience, wellness of our wounded warriors, and Army family programs.

Four years ago, Chief of Staff of the Army General George W. Casey gave the Army four imperatives to restore balance to the force. With these imperatives, we will meet our fiscal year 2011 objective of at least 2 years of dwell time for every year deployed starting in October for forces that deploy into theater, and 4 years of dwell time for every year deployed to the United States Army Reserve and Army National Guard soldiers.

The Army has worked hard over the last several years to build resilience in our force by institutionalizing programs such as Comprehensive Soldier Fitness and the Army Campaign for Health Promotion, Risk Reduction and Suicide Prevention. These programs teach soldiers, families and Department of the Army civilians coping skills for dealing with stress of deployments and everyday life.

The Army also has a duty to provide world-class care for our wounded, ill or injured warriors, and to successfully transition these soldiers and their families back to the Army or into civilian life. We do this through our Warrior Care and Transition Program and our Warrior Transition Units.

Our family quality-of-life programs play a significant role in preparing our Army for the next decade. These programs give our soldiers and their families an opportunity to reestablish and nurture personal relationships and make the postdeployment period as predictable and stable as possible.

In closing, I want to stress the hard work and dedication of our soldiers, families and civilians. With your support, we have made great progress for our Army family. I am grateful for your help and your support now and in the future.

I appreciate the opportunity to testify before you today to tell the Army's story, and I welcome your questions. Thank you, and Army Strong.

Mr. CULBERSON. Sergeant Major Chandler, thank you very much, sir.

[The information follows:]

RECORD VERSION

STATEMENT BY

**RAYMOND F. CHANDLER III
SERGEANT MAJOR OF THE ARMY**

BEFORE THE

**COMMITTEE ON APPROPRIATIONS
SUBCOMMITTEE ON MILITARY CONSTRUCTION, VETERANS
AFFAIRS, AND RELATED AGENCIES
UNITED STATES HOUSE OF REPRESENTATIVES**

FIRST SESSION, 112TH CONGRESS

**ON QUALITY OF LIFE
IN THE UNITED STATES ARMY**

MARCH 30, 2011

**NOT FOR PUBLICATION
UNTIL RELEASED BY THE
COMMITTEE ON APPROPRIATIONS**

**STATEMENT BY
RAYMOND F. CHANDLER III
SERGEANT MAJOR OF THE ARMY**

Introduction

Mr. Chairman and committee members, thank you for the opportunity to represent the 1.1 million men and women of America's Army. I have been in this position for less than a month, but I have served in the Army for almost 30 years, and I have witnessed first-hand the importance of the recommendations and decisions made by this committee and how that affects our Army and its ability to fight and win our Nation's wars.

I would also like to welcome all the newest members. I truly appreciate you taking on the tremendous responsibility of providing funding and support for our military. I pledge to always be a point of contact should you ever have any questions or comments about our Soldiers, equipment, training, or quality of life programs.

This committee's support over the years makes a tremendous impact on our Army. We would not be able to fight and win our Nation's wars without the continued support of those here on this committee. You have ensured the Army has the vital resources to man, train, and equip the best fighting force in the world and provide top-notch care and benefits to our Families.

I would like to begin by introducing these senior noncommissioned officers seated behind me. First, the Command Sergeant Major (CSM) of the Army National Guard (ARNG), CSM Richard Burch, who serves as the Senior Enlisted Advisor for Major General Raymond W. Carpenter. Also with me is the CSM of the U.S. Army Reserve (USAR), CSM Michael D. Schultz, who serves as the Senior Enlisted Advisor for Lieutenant General

Jack Stultz. Both of these CSMs represent more than 567,000 Soldiers who play a vital role in defending our Nation. These CSMs are a key part of the leadership team that ensures our citizen-Soldiers are trained and ready to deploy in support of the Army and our Nation.

The Army continues to prevail against insurgents around the world while protecting our country and the rights of our citizens. We have completed combat operations in Iraq by transitioning to Operation New Dawn, continuing to provide much needed support to the people and government of Iraq. We have also surged Soldiers into Afghanistan to support a new strategic direction. We have reshaped our Army to better align ourselves for the challenges of tomorrow. We have accomplished much over the last year, but there is still much to do.

We still face an uncertain future. In this era of persistent conflict, hybrid threats will certainly test our new structure. These conventional, irregular, criminal and terrorist forces will avoid our strengths and attack us asymmetrically. We will continue to reorganize, restructure, and train in full spectrum operations to respond to any future enemy threat.

Though we are still engaged around the world, our Soldiers and Families deserve a quality of life commensurate their service. As the Sergeant Major of the Army, this quality of life is one of my key imperatives and the subject of my testimony today. More specifically, I want to talk about four key areas of quality of life: restoring balance, building resilience, wellness of our Wounded Warriors, and Army Family Programs.

Restoring Balance

Soldiers and their Families have been operating at an exhausting pace for the last nine-plus years. Our Army has been out of balance, lacking the much needed flexibility to respond to other contingencies

around the world and sustain our all-volunteer force. However, the draw down in Iraq and the temporary increase of Soldiers in our ranks has helped us regain some of that balance.

Four years ago, Chief of Staff of the Army, General George W. Casey Jr., gave the Army four imperatives to restore balance to the force. He said we must continue to **sustain** the Soldier's, Families, and Civilians; **prepare** forces for success in the future; **reset** units returning from downrange; and **transform** the Army to meet the demands of this century. These imperatives are helping us meet our end of Fiscal Year (FY) 11 objective of at least two years of dwell time for every year deployed for our active force and four years of dwell for every year deployed for our USAR and USARNG Soldiers. In 2011 the Army plans to look at the benefits of increasing dwell to 1:3 for active and 1:5 for reserve and National Guard Soldiers. This may result in nine-month deployments.

Recruiting and Retention

Soldiers are the centerpiece of our Army formations. We cannot fight and win without well trained, educated, and dedicated Soldiers.

In Fiscal Year (FY) 10, the Army recruited 148,827 young men and women across all three components of the force. The active Army recruited over 74,500; the ARNG recruited over 57,000; the USAR recruited over 17,000 Soldiers. The hard work of our recruiters across the country, the support of our Army leaders, elected officials, and the support of the Nation all contributed to this huge success.

Through the first quarter of FY11, our recruiters are doing an excellent job enlisting our Nation's youth. For our active component, we have achieved 103% of our quarter goal. (14,533 of 14,100) The USAR and USARNG have also been successful recruiting our citizen-Soldiers.

The USAR has achieved 100% (4,948 of 4,939) of their goal and the USARNG achieved 109% (14,106 of 12,954) of theirs.

Army retention programs remain a huge success story for this past year. The revision of the Retention Control Points (RCP) for Staff Sergeants and below supports the leader development and reinforces our Army Leadership Development Strategy (ALDS) principles from a continued service perspective. During FY10, we engaged in establishing the new policy and have since completed the action with an effective date of 1 June 2011.

Through the first quarter of FY11, our retention rates remain high. The active Army achieved 223% of its first quarter mission. The USAR achieved 112% and the USARNG achieved 110%.

As the Army begins to draw down from our Temporary End Strength Initiative, we must do so responsibly and deliberately. It is imperative we do not sacrifice our combat experience and unit cohesion by cutting large numbers of Soldiers to quickly reduce the budget. The Army is in the planning phase of this deliberate process.

Building Resilience

The last nine-plus years have been extremely tough on our Soldiers and our Families. The stress and strain of multiple deployments can manifest into alcohol and drug addiction, suicide, sexual assault, and reckless behavior as Soldiers try to cope with issues and problems without the proper help. The Army has worked hard over the last several years to institutionalize programs such as Comprehensive Soldier Fitness and the Army Campaign for Health Promotion, Risk Reduction and Suicide Prevention. These programs will teach Soldiers, Families, and DA

Civilians coping skills for dealing with the stress of deployments and everyday life.

Health Promotion, Risk Reduction, and Suicide Prevention Report

In July 2010, the Army released the Health Promotion, Risk Reduction, and Suicide Prevention Report (HP/RR/SP). This report was the result of a focused 15-month effort to better understand the increasing rate of suicides in the force.

According to the report, the Army has experienced an erosion of adherence to existing Army policies and standards and degraded accountability of disciplinary, administrative and reporting processes. These have prompted us to take a hard look at the way we conduct our day to day business while back at our home stations.

With the release of the Report, the Army took numerous actions in 2010 to stem high risk behavior and suicide. In October, the Army produced and released the interactive "Home Front" training video which included scenarios for Soldiers, Civilians, and Family members. The same month, the Army produced the "Shoulder to Shoulder: No Soldier Stands Alone" training video which included testimonials from real Soldiers and Families on dealing with thoughts of suicide and suicide attempts.

The Army also expanded its behavior health services across all components and implemented confidential alcohol and treatment programs at six installations across the United States. Also, we implemented policies to improve the medication management for Soldiers who have been prescribed four or more Medication with at least one a controlled substance or psychotropic medication. The policy requires a clinical pharmacist to conduct a comprehensive medication review for these Soldiers or for Soldiers displaying high risk behavior.

Comprehensive Soldier Fitness

The Army's Comprehensive Soldier Fitness (CSF) program is the Army's flagship program to help Soldiers, Family members, and DA Civilians build resiliency and strength. CSF is a holistic program focused on developing the five dimensions of strength validated by the World Health Organization: Physical, Emotional, Social, Spiritual, and Family.

We have incorporated CSF education across all professional military training and education programs. New recruits receive strength and resilience training as part of their Initial Entry Training (IET) prior to reporting to their first permanent duty station. Throughout the Soldier's career, all phases and levels of professional military education have strength and resilience training integrated in each curriculum. The CSF program focuses on prevention and building strength and resiliency versus providing treatment after a problem occurs.

Sexual Assault

During FY10, the total number of reported sexual assaults dropped by 6.5% from the previous year. One sexual assault in our Army is one too many and is not keeping with the Army's Values or Warrior Ethos. We are all a band of brothers and sisters and the negative impact a sexual assault has on the unit is immeasurable.

Preventing sexual assault comes from leadership and discipline. Our leaders are committed to preventing sexual assault and harassment. The Army's Sexual Harassment and Assault Response and Prevention (SHARP) Program promotes a climate in which sexual assault, sexual harassment, or sexually offensive language or gestures are not tolerated, while providing sensitive care and confidential reporting for victims of sexual assault and accountability for offenders.

The Army continues to implement its sexual assault prevention campaign with several near-term initiatives including: interactive decision-making vignettes; revised Professional Military Education focused on preventing sexual assault and harassment, and strengthening the partnering of SHARP with the Army Soldier Show, Army Concert Series, and Better Opportunities for Single Soldiers (BOSS) programs.

Suicides

Last year, 303 Soldiers committed suicide. Though the active duty suicides are down, the overall number of suicides continues to rise, especially for our USAR and USARNG Soldiers.

We have found that today's Soldiers are experiencing a lifetime of stress during their first six years of service. Our high operational tempo dictates that leaders are primarily focused on the next mission or deployment. It is important for our Leaders to promote resiliency, teach coping skills, enforce good order and discipline, and stress help-seeking behavior across our Force.

Because of the heavy demands of war, we allowed an increase in enlistment waivers and thus, had an increase of high-risk recruits. Adding the stress of combat to Soldiers who exhibit high-risk behaviors increases the chances of suicide.

However, high operational tempo is not the sole reason our Soldiers commit suicide. Around 50% of our USAR and USARNG suicide deaths have no deployment history. Our citizen-Soldiers are affected by economic pressures and other stressors and because of their geographic location, have no immediate access to behavioral health professionals.

Leaders across the Army have taken aggressive steps to improve the health of the force, decrease high risk behavior and stem the increasing rate of suicides in our formations.

Wellness of our Wounded Warriors

The Army has a duty to provide world class care to those Wounded Warriors who have fought for our country. Through the Warrior Care and Transition Program and its Warrior Transition Units, our wounded have a central location for care management and are provided the necessary guidance and advocacy to empower wounded, ill, or injured Soldiers Veterans, and Families to successfully reintegrate either back into the Army or into the community.

Wounded Warrior Care

The Army continues to provide top care for our Wounded Warriors and their Families through 29 Warrior Transition Units across the United States and Europe. Currently, WTUs provide healing, rehabilitation, and reintegration to more than 10,000 wounded, ill or injured Soldiers, up about 11.5% from last year. In addition to the 29 WTUs are nine Community Based Warrior Transition Units (CBWTU) that allow recuperating Soldiers to utilize health care facilities in their home communities, while working at local U.S. Army armories and reserve centers. To better support the housing of our Wounded Warriors, the Army has completed six Warrior Transition Complexes with 18 currently under construction.

Through the Wounded Warrior Program, almost half of those Wounded Warriors enrolled return to the Army and half are separated from Service. So far, over 33,500 Wounded Warriors have spent time in the WTU.

In order to streamline the thousands of Medical Evaluation Board cases, the Army has implemented the Integrated Disability Evaluation System (IDES) at 15 locations. This system is designed to decrease the average length of the board process and provide our separating Soldiers a seamless transition to civilian and veteran status.

Through the U.S. Army Wounded Warrior Program (AW2), the most severely wounded, ill and injured Soldiers receive personalized support, regardless of location or length of care. More than just medical care, AW2 advocates assist Warriors and their Families with career and education opportunities, benefit information, and local resources. There are more than 8,000 Soldiers enrolled in the program, up 24% from last year.

Behavioral Health

Our Army Medical Command continues to meet the increased behavioral health demand of our Soldiers and Families. Even with the influx of behavioral health providers, the Army has seen a range of operational-related stress reactions including post-traumatic stress (PTS) disorder, depression, anxiety, alcohol and substance abuse, Family and relationship problems, increased risk taking behavior, compassion fatigue and suicide behaviors. Over the last year, Soldiers diagnosed with PTS dropped from 10,200 to approximately 9,300.

The Army has rolled out the Comprehensive Behavioral Health System of Care Campaign Plan (CBHSOC-CP). This plan is a comprehensive, and integrated behavioral health system that fosters optimal physical, emotional and spiritual wellness. It delivers coordinated care to our Soldiers and Families through effective education, prevention, diagnosis, intervention, treatment, documentation and follow up. This process includes development of standardized screening instruments

across the Army Force Generation cycle, standardization of a behavioral health data system and tele-behavioral health support.

Soldiers, leaders and Family members will receive behavioral health training and debriefings throughout the Army Force Generation cycle. This includes resilience training during pre-deployment; in theater psychological debriefings and integrated resilience training, reintegration resiliency training and post deployment psychological debriefings and resiliency training three to six months post deployment. Programs such as the embedded Behavioral Health teams, tele-behavioral health, Child, Adolescent, and Family Assistant Centers, School Behavioral Health and Specialty Behavioral Health care all play a major role in the CBHSOC campaign plan.

Our Soldiers receive top-notch behavioral health care, but access to this care is impacted by shortages of behavioral health professionals. Since 2005, the number of behavioral health visits has doubled, from 900,000 to more than 1.8 million. We continue to maximize the use of authorities that Congress has provided us to attract both military and civilian behavioral health providers to the Army. We have had some success hiring behavioral health professionals, increasing our staff by 65%, but we are still about 400 professionals short of our goal. Finally, the Army has lacked a standardized resiliency promotion program, which is a key component of psychological health. Through Comprehensive Soldier Fitness, the Army's Campaign Plan for Health Promotion, Risk Reduction and Suicide Prevention, and Warrior and Community resiliency training, the Army is closer than ever to standardizing resiliency for Soldiers from all three components.

Overall, the Army has implemented over 45 initiatives to fix or change access to care, resiliency, quality of care and surveillance. This

FY, we have asked for \$193 million for these programs, up from \$168 million last year. We have shifted our focus to providing care and support for those serving in Operational Enduring Freedom and have expanded our tele-behavioral health and automated behavioral health clinics. We are working hard to increase our behavioral health care providers for all components by approximately 1,000 across all components between 2012 and 2017.

Army Family Programs

The Army is committed to provide our Families quality of life programs that give them an opportunity to reestablish and nurture personal relationships following a deployment and making the post-deployment period as predictable and stable as possible. From providing respite care for spouses of deployed Soldiers to ensuring our geographically dispersed reserve and National Guard Soldiers receive the redeployment care they need to readapt, our Army Family programs play a significant role in preparing our Army for the next decade.

Army Family Covenant

The Army Family Covenant represents the Army's commitment to provide quality of life programs to Soldiers and Army Families, and is built upon five core commitments: standardize and fund Family programs and services; increase accessibility and quality of health care; improve Soldier and Family housing; ensure excellence in child, youth and school services; and expand education and employment opportunities for Family members.

Now in its fourth year, the commitment of the Army Family Covenant has not diminished. The Army has made significant progress in improving Soldier and Family programs, health care, housing, child, youth, and school services, recreation, education, and employment opportunities.

The Army's Soldier and Family Programs base budget request for FY11 remains \$1.7 billion. This investment shows the Army is committed to providing Soldiers and Families a quality of life commensurate with the quality of their service.

These resources focus on Soldier and Family programs that benefit our readiness and resilience, while reducing the stress and turbulence of constant deployments. Consistent funding of these programs is crucial to sustaining and preserving our All-Volunteer Force.

Army Community Covenant

The Army Community Covenant (ACC) is a formal commitment of support by state and local communities to Soldiers and their Families from all three components. Since its inception, 662 covenants have been signed in all 50 states, three territories, the District of Columbia, Korea and Europe.

The ACC targets national, state, and local organizations that provide education, employment, financial support, and support for surviving spouses, Wounded Warriors and deployed Soldiers and their Families.

The ACC website links Soldiers and their Families with community organizations supporting various quality of life needs. It also provides an opportunity for the community to support the military. The website highlights 113 national programs, 289 local programs and 221 local initiatives.

Our goal continues to be targeting specific areas where the needs of geographically dispersed Soldiers and Families are the greatest. During the recent state of the Union, President Obama said that only 1% of the nation makes up the Armed Forces, but 100% of the nation need to rally

behind the 1%. The Army Community Covenant is a great way to show support to those who sacrifice so much for this country.

Yellow Ribbon Reintegration Program (YRRP)

The Yellow Ribbon Reintegration Program (YRRP) provides USAR and USARNG Soldiers and their Families with valuable information before, during, and after deployments. Through Yellow Ribbon events, Soldiers and Families gain access to a wealth of services and knowledge that can help them prepare and handle their deployment. Yellow Ribbon spans the entire deployment cycle because there are different challenges at each phase.

The YRRP began as an initiative of the Minnesota ARNG in 2007. This past year the USARNG and USAR conducted more than 1,200 YRRP events across the Nation with more than 100,000 Soldiers and 125,000 Family members attending. The success of the program centers on a series of seven seminars designed to bring Soldiers and their Families together, to provide education on quality of life needs.

During the past 16 months, The YRRP office conducted a pilot program which placed ten Program Specialists around the country to assist the Reserve Components with YRP. As a result of this highly successful pilot program, the YRP Office has expanded this program from ten to 27 Program Specialists. They are located across the country in areas with dense populations of Reserve and National Guard Service and Family members. By expanding the program into a regional concept, these efforts can be conducted across the nation to enhance the program.

This expansion increases YRRP's ability to provide information on local, state, and federal programs and benefits available to Service and Family members throughout the deployment cycle. By dividing into four

regions, (Northeast, Southeast, West, and Central) Program Specialists form an extensive nationwide network providing uniform and streamlined information to Soldiers and their Families. It also gives additional support to Event Planners in planning and coordinating with, or identifying service providers for their Yellow Ribbon Events.

Child, Youth, and School Services (CYSS)

The Army's CYSS program supports the readiness and well-being of Army Families by reducing the conflict between on-the-job military missions and parental responsibilities. Generally, Army Families are younger than the average American Family and more geographically dispersed from extended Families in their home town and communities.

A Soldier's normal duty day begins with physical training at 6:30 a.m. This requires child care and youth supervision options for 10 to 14 hours each day. Frequently, this duty extends late into the evening and even weekends. Add in deployments and overseas assignments, and adequate care options become a challenge for the Army Family.

Thanks to your support, the Army has added 128 Child Development Centers and 24 Youth Centers since FY08. Last year, we were able to meet and maintain the DOD standard of 80% of the child care demand and 35% of the youth program demand. We have eliminated CYSS registration fees which helped to increase participation in Army Child and Youth programs and added an online registration to register children for child care and youth sports. Also, Army Families of deployed Soldiers have saved \$40 million in fee reductions for child care, youth sports and instructional classes.

Last year, we enrolled more than 16,000 geographically dispersed children into Army Sponsored Community Child and Youth Programs such

as Military Child Care in Your Neighborhood and Army Youth Programs in Your Neighborhood. These programs give Families fee assistance that allows them to pay rates comparable to those charged on post. Also, more than 371,000 geographically dispersed children of deployed parents participated in Youth Outreach activities, camps and workshops offered through Operation Military Kids in all 50 states.

The Interstate Compact on Educational Opportunity for Military Children ensures our children are not disadvantaged when moving from state to state. The last thing we want is for a child to be held back because he or she moved from Texas to Georgia and did not complete Georgia State History. So far, 35 states have signed the compact into law and legislation is being actively considered in seven other states and the District of Columbia.

The Army's Child, Youth, and School Services programs reduce stress on Families by minimizing Soldier and spouse lost duty and work time. These programs play a critical role in influencing Soldier and Family decisions to remain in the Army because they provide positive developmental opportunities for their young and school age children. Most importantly, these programs demonstrate how the Army cares about its people. Our Soldiers and their Families rate CYS programs as critical and essential to their Family's quality of life and their decision for continued service. We enlist a Soldier into the Army, but we retain a Family.

As part of the Army Child, Youth and School Services Program Capabilities, the Army continues to offer from five to 16 hours of respite care per month for each child of a deployed Soldier. Respite care allows the spouse or custodial parents or guardians time to address personal needs or take a much needed break. Since the advent of respite care, more than 5.5 million hours have been used by Families of deployed personnel.

To assist Army Families with members who have special needs, we provided up to 40 hours of respite care per month, per exceptional Family member. Exceptional Family Member Program (EFMP) respite care provides assistance to parents caring for special needs Family members. This program provides the time to address personal needs, provide attention to other Family members, and take a much needed break from demands of caring for a child with special needs

Other Family Programs

The Military Family Life Consultant (MFLC) Program continues to play a significant role in reducing the stigma of asking for help. Through the MFLC Program, licensed clinical providers assist Soldiers and their Families with issues they may face through the cycle of deployment. Consultants provide support on a range of issues from relationships and family crisis management to reunion and reintegration coping techniques.

The chaplain-led Strong Bonds marriage and Family enhancement retreat program is focused on building and maintaining strong relationships between couples. What started in 1999 with four events and 90 couples has evolved into a projected 5,400 events and 512,000 participants this fiscal year.

Since the inception of the Army Family Covenant, the Army added almost 1,100 Family Readiness Support Assistants (FRSA). The FRSA provides administrative and logistical support to commanders and Family Readiness Group (FRG) leaders. In the active component, FRSAs are authorized down to the battalion level. In the Army National Guard, they are assigned at the battalion or brigade level and in the U.S. Army Reserve, there is one FRSA per every 1,500-2,000 citizen-Soldiers.

We have refocused our Survivor Outreach Services (SOS) mission to reassure Survivors of our fallen Warriors that they are continually linked to the Army for as long as they desire. The SOS demonstrates this commitment by providing support and standardized services across all three Army components, and increasing awareness and access to SOS through outreach efforts and partnerships with non-governmental organizations. We have enhanced survivor benefits by extending housing benefits to 365 days, providing one year of basic allowance for housing for Survivors living off the installation, allowed children to remain in their current DoD stateside school until transferring, allowing Survivors up to three years to use their final move benefit, instituted the special Survivor Indemnity Allowance with the Dependency and Indemnity Compensation Offset, expanded GI benefits to children, and extended TRICARE benefits to three years after date of death.

THE WAY AHEAD

In closing, I want to stress the amazing work being done every day by our Soldiers, Civilians and Families around the world. They represent what is best about our Nation. Like their predecessors of generations past, our Soldiers are making a lasting impact on our Nation and the people of the world. Our Soldiers are the best trained, best manned, best equipped and best led force in our history. Every generation has its heroes, and this one is no different.

With your support, we have made great progress for our Army Family. I am grateful for your help and proud to have your support for the future. I appreciate this opportunity to speak before you today to tell the Army story. Thank you and Army Strong.

Mr. CULBERSON. If I could at this time, I would like to recognize Sergeant Major of the Marine Corps Carlton Kent.

Of course, your statement will be entered in full into the record, Sergeant Major. Thank you so much for your service and for your testimony.

OPENING STATEMENT OF SERGEANT MAJOR KENT

Sergeant Major KENT. Thank you, Chairman Culberson, Ranking Member Bishop and distinguished members, for the opportunity to testify for the last time as a United States marine on Active Duty. Although I am leaving the Active ranks, but once a marine, always a marine. So these will continue to be important issues to all marines that have served.

First of all, I would like to report that your marines are honored to serve this great Nation and are happy to be doing things that marines do best, fighting and winning our Nation's battles. They are truly living up to the great warfighting legacy that marines have built since 1775.

Your marines, including their spouses and family members who support them, they remain a valuable asset and our number one priority. As our Commandant General James F. Amos has said, we will keep the faith with our Marine Corps, our sailors and families.

I am proud to report to you that we are keeping the faith by achieving things, quality-of-life issues for our families.

We have transitioned both single marine and family readiness programs. We have expanded support to our wounded, ill, and injured marines. And we have invested in our infrastructure, such as housing and bachelor enlisted quarters.

Both the Commandant and I, we received from our marines and their families, as we travel the globe to visit marines and their families, and we look them eye to eye. They notice and appreciate the much-improved quality-of-life things, but they also have no problem telling us that we have additional work to accomplish. As we move forward, we will continue to keep the faith with our marines and families by assessing the effect of our support services and demonstrating through our direct actions that we are committed to improving them.

We are grateful for the support of Congress and the American people, who continue to provide for the men and women who proudly serve and wear our uniform. We are also grateful for the increased attention placed on the support of our families. It is true that while we recruit marines, we retain families, and their readiness is directly linked to the readiness of our corps.

Again, thank you very much for everything you do for our corps, and I am available to answer any questions.

Mr. CULBERSON. Thank you, Sergeant Major.

[The information follows:]

**NOT FOR PUBLICATION UNTIL
RELEASED BY THE
HOUSE APPROPRIATIONS COMMITTEE**

**STATEMENT OF
SERGEANT MAJOR CARLTON W. KENT
SERGEANT MAJOR OF THE MARINE CORPS
HEADQUARTERS, UNITED STATES MARINE CORPS
BEFORE THE
HOUSE APPROPRIATIONS COMMITTEE
SUBCOMMITTEE ON MILITARY CONSTRUCTION, VETERANS AFFAIRS, AND
RELATED AGENCIES
ON
March 30, 2011**

**NOT FOR PUBLICATION UNTIL
RELEASED BY THE
HOUSE APPROPRIATIONS COMMITTEE**



Sergeant Major of the Marine Corps

Carlton W. Kent



Sgt. Maj. Kent completed recruit training at Marine Corps Recruit Depot, Parris Island, S.C., in March 1976 and was assigned to the 1st Marine Brigade. In May 1978, Sgt. Maj. Kent was transferred to Marine Security Guard Battalion where he served as a Marine Security Guard. He served at American Embassy, Kinshasa, Zaire and Panama. In June 1981, Sgt. Maj. Kent transferred to Fort Benning for Airborne School and Parachute Riggers School at Fort Lee, Va. In June of 1982 he was assigned as 2nd Air Delivery Platoon Commander, and parachute rigger billets in various commands aboard Camp Lejeune, N.C.

In February 1983, Sgt. Maj. Kent was transferred to Marine Corps Recruit Depot, San Diego, Calif., for duty as a drill instructor, senior drill instructor and battalion drill master with First Battalion. In January 1985, he was meritoriously promoted to Gunnery Sergeant.

In May 1985, Sgt. Maj. Kent transferred to 3rd Air Delivery Platoon as Platoon Sergeant. In June 1986 he transferred to Engineer Company, BSSG-1 1st Marine Brigade, Hawaii, as Company Gunnery Sergeant. In March 1988, Sgt. Maj. Kent was assigned to Noncommissioned Officers School, 1st Marine Brigade as the NCOIC.

In February 1989, Sgt. Maj. Kent transferred to Marine Corps Recruit Depot, Parris Island, S.C., as a student at Drill Instructor School. After completion of Drill Instructor School, Sgt. Maj. Kent was assigned to Naval Aviation Officers Candidate School in Pensacola, Fla., as a Drill Instructor, Chief Drill Instructor, and First Sergeant. In February 1990, Sgt. Maj. Kent was promoted to First Sergeant and assigned as First Sergeant, MATSG, Pensacola, Fla.

In June 1992, he transferred to 4th Marine Regiment for duty. In June 1993, he transferred to the Army Sergeants Major Academy, Fort Bliss, Texas. After graduation, in February 1994 he was transferred and assigned as First Sergeant, Battery L, 3rd Battalion, 12th Marine Regiment. In December 1994, he assumed the duties as Sergeant Major, 3rd Battalion, 12th Marine Regiment. In August 1997, Sgt. Maj. Kent was transferred to the Marine Corps Recruit Depot, San Diego, Calif., where he was assigned duties as Sergeant Major 2nd Recruit Training Battalion and in September 1999 as Sergeant Major Recruit Training Regiment.

In May 2001, he was transferred to Marine Forces Europe/FMF Europe, Stuttgart, Germany, where he was assigned the duties as the Sergeant Major of Marine Forces Europe. In April 2004, he was transferred to I Marine Expeditionary Force, Camp Pendleton, Calif., to serve as the Sergeant Major of the I Marine Expeditionary Force. Sgt. Maj. Kent assumed his current post as the 16th Sergeant Major of the Marine Corps on 25 April 2007.

Introduction

Chairman Culberson, Congressman Bishop, and distinguished Members of the Subcommittee, as I finish my last tour of duty, I want to thank you for this final opportunity to report to you on the state of your Marine Corps and our families' personal and family readiness.

Throughout the last ten years of war, our Marines and their families have faced many challenges and made great sacrifices. Their endurance has been bolstered by your generous and sustained support which has enabled our continued success, on the battlefield and at home, and ensured our ability to maintain a high state of personal and family readiness. As we continue to serve this great Nation, we are grateful to you and the American people and thank you for your unwavering support.

As our Commandant General James F. Amos has said, our Marines and their families are our greatest and most valuable assets and caring for their welfare will be one of our top priorities. My testimony today will outline the progress we have made as well as the actions we are taking to fulfill that mandate.

Your Marine Corps

Today, through your ongoing support and that of the American people, your Marine Corps is a cohesive, total force of 202,100 Active Duty Marines; 39,600 Selected Reserve Marines; and 25,000 Civilian Marines. At any given time, approximately 30,000 Marines are forward deployed in ongoing global operations in support of our Nation's defense. Your Marine Corps is also the youngest, most junior, and least married of the four military Services.

- Sixty-five percent of Marines are 25 or younger;
- Twenty-one percent of Marines are not old enough to legally consume alcohol;
- Forty percent of Marines are LCpl or below (other Services are between twenty to twenty-four percent);
- Forty-nine percent of Marines are married (next closest is Navy at fifty-four percent); and
- Has one Officer per 8.3 Marines (next closest is Navy with one Officer per 5.1 Sailors).

In addition, the Marine Corps has approximately the same number of active duty personnel as family members. There are 207,194 family members: 90,566 spouses, 116,335 children, and 293 parents. This close relationship, 49:51, is unique among the military Services. The active duty to family member ratios of the Army, Navy, and Air Force are all approximately 40 percent Service members to 60 percent family members.

Personnel Readiness

For our deployed and next-to-deploy forces, personnel readiness is extremely high. We continue to source our best-trained and most ready Marines and Sailors to meet Geographic Combatant Commander requirements in Afghanistan and around the globe. The Marine Corps is prepared to sustain this for as long as the Nation requires.

Operation IRAQI FREEDOM

This past year, we completed our mission in Iraq, effecting the retrograde of more than 25,000 Marines; 382,000 items of equipment; 10,800 short tons of aviation support equipment; and nearly 11,000 containers from al Anbar province via Jordan and Kuwait to the U.S. and elsewhere. At present, approximately 100 Marines remain in Iraq serving in individual augment, transition team and other miscellaneous billets.

Operation ENDURING FREEDOM

In Afghanistan, the mission has expanded. Over the past year, we increased our force strength in Afghanistan from 10,600 in December 2009, to 20,700 in December 2010. We will continue to provide forces in Afghanistan capable of full-spectrum, counterinsurgency operations while balancing our capabilities to perform what the Nation will likely ask of us in the future.

End Strength

Current authorized end strength is 202,100 Marines in the active component and 39,600 Marines in the Selected Reserve. During Fiscal Year (FY) 2012, the Marine Corps will concentrate on sustaining and shaping the Active Force. Our success can be attributed to four factors: quality recruiting, exceptional retention, reduced personnel attrition, and a great young generation of Americans who want to serve their country during wartime. Also, key to sustaining the force is an effective Enlistment Bonus and Selective Reenlistment Bonus

programs which allow us to access and retain quality Marines to sustain the Active Force. The Marine Corps Reserve is a full partner of the Marine Corps' Total Force. The Marine Corps Reserve continues to provide critical support for overseas contingency operations and non-contingency Combatant Commander requirements. At home, Marine Forces Reserve maintains Marines and assets pre-positioned throughout the country who are ready to assist with not only national defense missions, but also civil-military missions such as providing disaster relief.

Dwell Time

In light of our operational demands, and through the support of Congress in authorizing our end strength of 202,100 active duty forces, our combat units are beginning to realize an approximate one-to-two dwell time. Other units vary at more favorable dwell time levels depending on their mission. We anticipate the 1:2 dwell ratio for combat units to remain relatively stable provided current deployed force levels are not increased; however, increased operational demands in Afghanistan or elsewhere may result in dwell times inconsistent with fostering a resilient Total Force. We are actively working to recruit, promote, and retain the right number of Marines in the right occupational specialties to promote resiliency of our Total Force and reduce the stress on our families.

Keeping Faith with Marines, Sailors and Families

Just as our Marines are required to be in a constant state of readiness, so must our families. Our Nation has been at war for a decade, placing unprecedented burdens on Marines,

Sailors, their families, Wounded Warriors and the dependents of the fallen. They have all made tremendous sacrifices in the face of danger. We owe them all a reciprocal level of loyalty.

Our approach to caring for their needs is based on the same unwavering faithfulness they have demonstrated to the Marine Corps. We will ensure their needs are met during times of deployment and in garrison by providing the services, facilities, and programs to develop the strength and skills to thrive on the challenges of operational tempo. When needed, we will restore them to health. We will also transition them back to civilian life, and in the cases of our fallen Marines, we will support and protect their surviving spouses and dependents. We know that in order to develop, maintain, and sustain their personal and family readiness and resiliency, we must provide innovative programs and services that are timely and *relevant*. We will do this by focusing on several key areas during this fiscal year.

In his 2010 Planning Guidance, our 35th Commandant directed us to "look across the entire institution and identify areas that need improvement and effect positive change." Specifically, he asked us to evaluate all of our family readiness programs, to determine which require enhancement and/or expansion and which can be streamlined to reduce redundancy. This is not just about efficiencies; it is also about effectiveness. As part of that mandate, we have been directed to continue our behavioral health program integration; institutionalize resiliency training; and reorganize our Transition Assistance Management Program. My testimony today will outline the progress we have made and the actions we are taking in these and other critical areas.

Family Readiness

In 2010, the Marine Corps increased baseline funding for family support programs by \$110 million to ensure an appropriate wartime footing. Programs benefitting from this measure include: Unit, Personal and Family Readiness Program; Marine Corps Family Team Building Program; Exceptional Family Member Program; School Liaison Program; and other miscellaneous Marine Corps Community Services Programs supporting remote and isolated commands, deployed Marines, and independent duty Marines and families. As we continue the process of providing Marines and their families with the most effective and relevant services, we are assessing all of our family support programs, identifying gaps and overlapping or duplicative efforts, and looking for opportunities to develop partnership programs and share resources with other agencies. Some of our notable accomplishments include the following:

- Established over 400 full-time civilian Family Readiness Officers to facilitate family contact and provide critical information and referral services to support the resiliency needs of Marines and their families.
- Developed an inventory of Deployed Support and LifeSkills Education and Training courses that address the challenges of military life, as well as personal and family life.
- Transformed the Exceptional Family Member Program to ensure that enrolled family members are provided a continuum of care, while providing the sponsor opportunity for a successful career.
- Established School Liaisons who form strong partnerships with schools and other supporting agencies to improve access and availability to quality education.
- Implemented program and infrastructure enhancements at remote and isolated commands, including investments in child care, single Marine programming, fitness and recreation centers, and recreational equipment to support deployed Marines.
- Increased Marine Corps child care capability from 64 percent to 73 percent with projection to meet 80 percent of potential need by FY12.

Deployed and Warrior Support

Deployed support is one of the most important services we provide. Our Exchange; Recreation and Fitness; and Communication services not only boost and maintain morale but also help to reduce mission-related stress.

- ***Exchange.*** Ongoing missions in Afghanistan include the operation of two Direct Operation Exchanges at Camps Leatherneck and Dwyer, and one Tactical Field Exchange at Camp Delaram II.
- ***Recreation and Fitness.*** We assist in providing sports, recreational, and fitness equipment to units throughout Helmand Province with the joint support of USFOR-AJI. This transportable equipment includes sports/recreation cooler kits filled with sports gear and board games, electronic game kits, Theater-in-a-Box kits, and functional fitness equipment for use in austere environments. Reading materials, both electronic and paperback, are also distributed.
- ***Communication.*** Morale satellite services are available to forward operating bases, combat outposts, and other austere locations. We have delivered 13 satellite communications systems to units in Afghanistan. Each system has two phones that provide 6000 free minutes per month and five laptops that allow internet browsing, social networking and chat/video capabilities to deployed Marines.

Family Care Programs

Exceptional Family Member Program (EFMP). The most tender of our families, those enrolled in the Marine Corps EFMP, have strongly endorsed the improvements made to their level of support and our focus on providing a continuum of care. Year after year since our program expansion, we have gained the trust of our families. This is demonstrated in our increasing enrollments and reduction in issues experienced by families relocating to new duty stations. I am proud to state that the Department of Defense (DoD) and the other Services

recognize our EFMP as a premier, full-service program based on the quality and efficiency of program operations.

Our EFMP sponsors will always be an advocate for their special needs family member, but when they need legal help, our EFMP attorneys are ready to assist families with obtaining benefits and services under federal and state education and disability laws, special needs trusts, landlord-tenant issues and other legal areas.

In 2001, EFMP had only 4,500 enrolled family members. This number has grown to over 9,850, today. In the past year, we have taken multiple actions to transform the program, including:

- Utilizing Family Case Workers, at ratio of 1 FCW: 225 sponsors, to support families during relocation, deployments, and life events and assist families with gaining access to medical, educational, and financial support services.
- Establishing installation-level Training Education Outreach specialists to provide training and support for families and the programs that support them.
- Utilizing a Continuation on Location policy that ensures the assignment and relocation process is sensitive to EFMP family needs and meets statutory stabilization requirements.

In addition, the Marine Corps continues to underwrite the cost of up to 40 hours of short-term respite care per month for EFMP enrolled families. To date, we have provided more than 450,000 hours of respite care. Since the cost is underwritten by the Marine Corps, families are able to use their TRICARE Extended Care Health Option benefit for needed therapies and equipment. Nevertheless, challenges remain, such as:

- the lack of portability of services for adults with autism;
- the inability of military families to gain access to Medicaid; and

- national economic impacts and subsequent state budget cuts, particularly at local and state levels, which impede school districts' abilities to provide special education services and impact access and availability to critical services.

To address some of the state access issues, we have partnered with the National Council on Disabilities to study this problem. Results are under review.

Children, Youth and Teen Programs. Whether parents are working, experiencing family emergencies, or needing respite from single parent responsibilities connected to deployments, child care services remain a high priority quality of life requirement. In 2010, we provided 13,431 child care spaces and met 73 percent of potential need requirements. Within these totals, we are caring for approximately 2,500 special needs children.

The Marine Corps, with your support, is executing an aggressive Military Construction program and is opening six Child Development Centers in FY11 and five more in FY12. Nevertheless, as you might expect, the demand for quality child care on- and off- installation continues to grow and outweighs the availability of resources. To address this growing demand and help further define requirements, we have contracted for the development of a Child Development Program and Facility Master Plan. Using market assessments and analysis tools, the plan will evaluate on- and off-base access, unmet need, and will provide prioritized recommendations for meeting the need across the Marine Corps. We anticipate results this summer.

In 2011, we will work with Marine Forces Reserve and Marine Corps Recruiting Command to identify opportunities to enhance availability of child care for Marines and their families serving on independent duty and at locations that are separated from military bases and stations. In addition, we are partnering with Boys & Girls Clubs of America for developmental

youth programs, and working to identify ways to better support our youth and teens affected by a parent's deployment. We have reviewed the results of the National Military Family Association and RAND Study related to impacts on youth from deployments and are considering ways to address this situation.

School Liaison Program. To help school-age children of Marines flourish in new school environments, our School Liaison Program partners with Local Education Agencies (LEAs) to raise the educational capacity and standard of our military children. Supporting more than 80 school districts surrounding major Marine Corps installations, our school liaisons provide LEAs with information on Marine Corps families' needs and access to beneficial training and counseling services to support teachers and students. Marine parents have the comfort of talking with and being supported by a local education expert who provides meaningful insight and support to new transfers and those with questions on local education policies. In addition, school liaisons provide Marine parents with connections to online curricular resources that are linked to state standards, permanent change of station checklists to assist parents with pre-relocation planning and registration in the receiving school districts, on-line tutoring and other resources.

Personal and Professional Development

Throughout the Nation, veterans aged 18-24 have experienced traditionally higher unemployment rates than their non-veteran counterparts. Our Commandant is focused on this problem and has directed the Marine Corps to conduct a thorough "bottom up" assessment of our Transition Assistance Management Program to revolutionize the process, embrace best practices, and ensure we are providing the right educational and career assistance to Marines leaving the

Corps. We believe transition assistance should be a process not an event. We have established a goal to make the Marine Corps Transition Assistance Management Program more value added for our departing Marines.

From 2009 to 2010, we conducted functionality assessments of the Transition Assistance Management Program and the Lifelong Learning Program and noted many deficiencies. In response, we established two Transition Assistance Operational Planning Teams in 2010 to assess existing programs. These teams identified issues, stakeholders and a conceptual framework for improved services and ways in which we will integrate Marine Corps Community Services transition assets. Key stakeholders involved in this process include Service member recruiters, commanders, Unit Transition Coordinators, and most importantly -- our Marines and their family members.

With our predominately first-term force, we are committed to reaching our Marines at designated touch points, helping them develop roadmaps that support their Marine careers, and better equipping them to reintegrate back into civilian life upon leaving active duty service. We have developed an "end to end" process improvement plan that will begin at the point of initial accession into the Marine Corps and continue through post separation.

Marines have expressed a desire for assistance navigating Department of Veterans Affairs benefit processes such as in cases of enrollment for and access to education benefits. We will modify existing websites to improve access and enhance opportunity for separating Marines to speak directly to Marine Corps support personnel who are trained to remove administrative benefit processing barriers. In addition, we will adapt our current job fairs to support increased networking opportunities that will allow Marines to meet mentors and employers and find meaningful employment.

Marines have also asked for an opportunity to connect with employers and learn how to translate their intangible and tangible attributes. Our transition workshops will be overhauled to address these needs. Marines are also seeking help to simplify enrollment processes for the Post-9/11 GI Bill and to gain access to academic institutions that will provide the quality and level of business education and skills private industry demands. We have initiated a Leader-Scholar Program, which includes academic institutions who value Marines' service commitment and pledge special enrollment consideration. While the support varies from school to school, we now have 75 participating institutions with the goal of an additional 25 by the end of this year. We are initiating actions and integrating existing capabilities that will most directly improve the quality of support provided to Marines six months prior to separation as well as the support provided to Marines who have been separated at least six months.

- Establishing formal processes to initiate periodic lifecycle contact to offer education, career, and financial advice/counseling to Marines and their families.
- Creating an Individual Development Plan for each Marine, with execution and delivery of required transition services.
- Improving the current Active-to-Reserve transition process to better educate Marines on reserve opportunities to retain the best talent. An enhanced, streamlined transition process will increase the number of valuable, trained Marines who consciously choose to affiliate with the Reserves.

As we gain momentum, we will continue to change the transition assistance program from its current event focus to that of a process that reintegrates Marines into the civilian sector with the knowledge, skills, and abilities to leverage and communicate their Marine Corps time and experience. We believe this effort will result in an innovative program that addresses the Commandant's concerns, assists our families with their education and career goals, and meets the

needs of our Marines as they progress through their military life cycle, whether a single enlistment or a lifetime of military service, and transition to a successful post-military career.

Behavioral Health Integration

Since 9/11, behavioral health needs have become increasingly complex with individuals often requiring assistance in a number of areas at one time. Marines with three or more deployments have been identified as particularly at risk. As a result of risk factors, our Combat Operational Stress Control (COSC) Program is currently developing a policy that will direct commanders to conduct face-to-face interviews with Marines who have had three or more deployments. These commanders' interviews will identify Marines at some level of elevated risk; allow commanders to engage their Marines (pre-and-post-deployment); and provide an opportunity for intervention (medical and non-medical).

As directed by the Commandant, we continue to move forward with the integration of our prevention and intervention programs - Family Advocacy, Combat Operational Stress Control, Suicide Prevention, Sexual Assault Prevention and Response, and Substance Abuse - initiated in 2009. We have established a new Behavioral Health Branch at our headquarters for Marine and Family Programs, Manpower & Reserve Affairs which will assess common behavioral health trends, risk factors, training needs, and protective factors to ensure maximum use of resources and to enhance existing prevention capabilities. We are also more fully utilizing the Institute of Medicine's "Behavioral Health Prevention Intervention Spectrum", which establishes common definitions, to focus our prevention efforts on Marines and families.

Through collaboration of services, we will deliver effective, evidence-based practices and behavioral health programs that are seamlessly woven into the larger support network of Marine Corps command structures, health and human services, and are in concert with building resilience and strengthening Marines and their families.

Sexual Assault Prevention and Response. Marine Corps leadership has initiated aggressive actions to elevate and highlight the importance of the Sexual Assault Prevention and Response (SAPR) Program and institutionalize a zero-tolerance policy. SAPR is focused on several key initiatives:

- ***Prevention:*** Commanders are accountable for creating a climate of respect in which sexual assault will not be tolerated and building trust within their units that enables victims of sexual assault to report the crime. Bystander intervention training has been identified as an evidence-based best practice for engaging Marines in their role in sexual assault prevention. New video-based bystander intervention training is in development with a completion date of April 2011.
- ***Risk Reduction:*** Alcohol has a tremendous impact on the prevalence of sexual assault. Research on best practices for addressing risk reduction, consent, and raising awareness within the Marine Corps is forthcoming in 2011.
- ***Victim Advocacy:*** During 2010, SAPR Program Managers were hired at 18 installations to heighten sexual assault prevention efforts by serving as master trainers and reporting coordinators. A 24/7 Helpline was established across all installations to provide victims with emotional support, information on reporting options, and critical resources.
- ***Offender Accountability:*** The Trial Counsel Assistance Program (TCAP) and a Joint Mobile Training Team were implemented in 2010 to provide training for 40 Marine Corps investigators and prosecutors on best practices in handling sex crimes. Following-up on the success of the Case Review Project in 2009, the Judge Advocate Division Military Law Branch is reviewing closed cases of sexual assault to develop lessons learned. This information will be disseminated in the form of training techniques for investigators and prosecutors.

Suicide Prevention. During Calendar Year 2010, we saw a nearly 30 percent decrease in the number of suicides within our Total Force (52 in CY2009; 37 in CY2010). We are too early

in our suicide studies to identify what specific initiative(s) have resulted in this dramatic turnaround. However, we have implemented a number of measures on multiple fronts. Some of these include the following:

- **Evocative Peer-led Training Program:** “Never Leave a Marine Behind” suicide prevention program for non-commissioned officers and Junior Marines. We are expanding this training to include staff non-commissioned officers and commissioned officers this year.
- **DSTRESS Line Pilot Program with TRICARE West:** “By Marines-For Marines” call center designed to assist with problems at an early stage. The call center is staffed by veteran Marines, providing anonymous service to all current Marines, veteran Marines, their families and loved ones.
- **Combat and Operational Stress Control and Operational Stress Control and Readiness Teams:** Utilizing unique training programs across the Total Force and ensuring the presence of mental health professionals in front-line units as a primary prevention tool to help Marines identify and mitigate stress.
- **Marine Resilience Study to Assess Risk and Resilience:** We are participating in a longitudinal research study that will examine risk across three domains: biological, psychological and social. The outcome of this study will inform our work in the area of building and maintain resiliency across the Corps.
- **Unit-Level Prevention Officer Training:** Working with the American Association of Suicidology to develop effective training programs for these officers.

We believe our training and other prevention efforts will help our Marines and their family members maintain readiness and win their personal battles.

Combat and Operational Stress Control (COSC) - Resiliency Training. Stress issues affect all Marines and families regardless of deployment. Assisting Marines who show signs of stress and preventing combat and operational stress is one of our highest leadership priorities. To improve their resilience, we are working aggressively and creatively to build a training continuum that better prepares them for the inevitable stress of combat operations and to equip them with the necessary skills required cope with the challenges of life as a Marine.

Instruction founded and focused on our core values helps provide some of this resilience, especially in irregular warfare and complex environments. A program combining the “best practices” of mental, spiritual and physical fitness will best instill in our Marines the resiliency to endure the stressors of combat and enhance their ability to perform effectively across the range of military operations.

Our COSC program's goal is to help Commanders and Marine leaders maintain their warfighting capabilities and, with assistance from medical personnel, reduce the impact of negative stress reactions. By providing tools and resources to assist Marines with coping with the challenges of combat and the rigor of life as a Marine, our COSC program implements activities focusing on force preservation and readiness and the long-term health and well-being of our Marines and their families. COSC, with other behavioral health initiatives, aggressively combats these problems by strengthening Marines, mitigating stress, identifying those who are at risk, and providing treatment when necessary, with the goal of re-integrating Marines back into the force.

Our Operational Stress Control and Readiness Program (OSCAR) embeds mental health professionals in operational units and provides training that helps the OSCAR team identify and mitigate negative stress reactions. The OSCAR team is comprised of 3 different groups: Providers (mental health professionals), Extenders (other medical and religious personnel), and Mentors (selected unit Marines) who are trained to quickly intervene when Marines show signs of stress reactions. Currently, over 1,700 Marines are trained as mentors.

In FY11, COSC will sustain and improve the OSCAR training by conducting a RAND evaluation, working with units who utilized OSCAR training while in combat environments and providing refresher training to OSCAR trainers. Extenders began receiving formal OSCAR

training at Field Medical Schools in January 2011, which also supports institutionalizing OSCAR enhancing resiliency training.

Our COSC program continues to show positive results as indicated by outside evaluations and assessments. The Joint Mental Health Advisory Team-7 reports that Marines surveyed in Afghanistan in July 2010 show increased exposure to heavy combat. Marines also indicate increased protective factors including unit resilience, small-unit cohesion, perceived readiness, and improved climate in asking for help. This assessment also shows increased training effectiveness in managing combat/deployment stress and significant reduction in stigma associated with seeking behavioral health treatment.

Post Traumatic Stress and Brain Injury

We will continue advocating to the medical community for better diagnostic and increased treatment options for Marines with severe injuries including Post Traumatic Stress and Traumatic Brain Injury. In collaboration with the other services, we developed a set of events-based parameters, mandating that our leaders search out Marines who have experienced a concussive event. This measure no longer relies on identification of impacted service members solely on their willingness to seek help on their own initiative. These protocols are in place now in Afghanistan, and we are already seeing a culture change in the attitude of Marines about being treated early for a Traumatic Brain Injury.

We have established an in-theater Restoration Center that brings comprehensive concussion diagnosis and management as close to the front lines as possible to ensure that appropriate care is available as quickly as possible. We are currently developing policy and

applications to track Traumatic Brain Injury from “point of injury” to “return to full duty” separately but in parallel with medical documentation. These measures will empower commanders with the information they need to monitor the health of a Marine who has suffered a concussive event and intervene appropriately for the duration of a Marine’s career and long after the initial injury.

Wounded Warrior Regiment (WWR)

I am pleased to report on the progress of the Marine Corps’ Wounded Warrior Regiment (WWR) and the determined spirit of our Nation’s Wounded Warriors and their families. The WWR stood up in April 2007 and was built on a compressed timetable -- it was essentially built in progress. Early efforts involved the identification of immediate requirements and the design and sourcing of a scalable organization that could expand or contract as needed. The initial focus was on a Marine’s and his or her family’s immediate needs, construction projects, basic administrative support, the stand-up of the Sergeant Merlin German Wounded Warrior Call Center, and the establishment of the Marine Corps’ Recovery Coordination Program. When the WWR was established, long recovery times were not expected and long-term recovery support requirements were not anticipated. Since then, the WWR has continually assessed changing requirements, its organizational structure, and resourcing needs. We are now adjusting our structure based upon confirmed requirements, sound assumptions, and findings in warrior care that will allow for the enduring care of wounded, ill, and injured (WII) Marines and their families.

In his 2010 Planning Guidance, General Amos stated his commitment to “enhance the capabilities of the WWR to provide added care and support to our wounded, ill, and injured.” Moreover, he affirmed the need to sustain the Regiment for the long term given the wounds of the war and the fact that the WWR also provides care for our young Marines who are not combat wounded, but are injured in training or other accidents, suffer from diseases, and other tragedies.

The WWR will continue to meet the Commandant’s intent by refining our support capabilities and growing our care model to ensure we work toward healing the “whole” Marine. Through synchronization of our programs and resources and external programs, the WWR is striving to help each WII Marine focus on their abilities to heal medically while strengthening their mind, body, spirit, and family. The WWR works to ensure Marines’ medical treatments are harmonized with non-medical needs to optimize their recovery through their continuous engagement in productive activities.

These activities include pursuing and reaching goals in areas that will improve readiness for return to duty or reintegration to communities, such as education, employment, physical fitness, and building strong families. For WII Marines who are unable to continue their service, the Marine Corps has a moral obligation to them, their families, and this country to help them live productive and fulfilling lives and be good citizens.

WWR Programs and Services. The non-medical care needs of our WII Marines and their families can be extensive, and vary in type and intensity throughout the recovery process. The WWR assists active duty, reserve, retired, and veteran WII Marines and their families with their non-medical care needs through all phases of care from recovery to rehabilitation and to community reintegration. Each phase brings new challenges for the Marine, their family, and the support staff. The complexity of their care does not allow for isolated decision-making and it

requires a heightened level of coordination between medical and non-medical care providers. There is no “one size fits all” approach to care. The WWR has a cross-section of services and resources to ensure WII Marines and families are provided for.

Sergeant Merlin German Wounded Warrior Call Center. Our Call Center extends support to Marines and families through advocacy, resource identification and referral, information distribution, and care coordination. Located at the Call Center are Clinical Services Staff who provide immediate assistance and referral for Marines with psychological health issues and/or traumatic brain injury. Outreach is an important aspect of the Regiment’s non-medical care delivery and management. The Call Center also conducts outreach calls to offer assistance on a wide variety of issues, such as service disability ratings, awards, employment, financial assistance, education, and benevolent organizations.

Administrative Support. The WWR stresses at all levels that WII care is a relationship, not just an administrative process. With this in mind, the WWR provides WII Marines and their families with one-on-one education on available benefits and compensation.

- WWR staff strives to proactively track the progress of paperwork and keep Marines and families informed on the status of claims, reimbursements, and any changes in benefits.
- A family member's funded travel to the bedside of their wounded Marine is of particular concern to the WWR. The USMC issues Invitation Travel Orders (ITOs) that can authorize up to three individuals designated by a very seriously or seriously WII Marine to travel to the medical facility providing care.
- When on ITOs, travel to and from the hospital, hotel costs, meals, and incidental expenses are reimbursed by the government.
- Additionally, for WII Marines who require extended, outpatient care, the USMC may authorize Non Medical Attendant (NMAs) Orders. One person is typically authorized NMA travel entitlements similar to ITOs which provide per diem and lodging costs.

- The WWR works to ensure that these types of entitlements are tracked and monitored so that reimbursements or compensation are provided in a timely manner.

Family Support. The care needs of families of WII Marines are of particular concern to the WWR and the Marine Corps.

- The WWR strives to proactively identify and solve the often unique family support needs of our WII Marines, their families, and caregivers.
- Families of WII Marines have a heightened requirement for communication, information, and referral services to help them navigate through the various phases of recovery.
- The WWR has family support staff in place at all locations to address immediate needs, provide a one-on-one orientation to the many resources available to support them, and to serve as subject matter experts on family support requirements for Regimental staff.

Medical Cell. WWR headquarters has a Medical Section that advises the Commanding Officer regarding medical issues and emerging technologies/treatments impacting WII Marines.

- The section includes: a Regimental Surgeon, a Mental Health Advisor, a Nurse Case Manager, a Psychological Health Program Coordinator, a Traumatic Brain Injury Program Coordinator, and Licensed Clinical Consultants.
- Together, this team works with public and private medical providers to ensure the best care for WII Marines, particularly in the areas of Post Traumatic Stress and Traumatic Brain Injury.

Recovery Care Coordinators. As WII Marines transition through the phases of recovery, it is important that they have a consistent contact in place to help them navigate the system. The WWR has Recovery Care Coordinators who are assigned to WII Marines to help them and their families develop Comprehensive Transition Plans to define and meet their individual goals for recovery, rehabilitation, and reintegration.

Warrior Athlete Reconditioning Program. Under this program, (which is mandatory for all Marines joined to the WWR, but tailored to accommodate their medical limitations), Marines

engage in both physical and cognitive activities outside the traditional therapy setting.

Activities are individualized to the WII Marine's needs, and encompass over 18 areas – from aquatic training to yoga. Supporting WII Marines in individual or team settings, the program greatly improves overall physical and mental fitness and helps to improve their self-esteem.

Transition Support. Many WII Marines will not return to duty and will pursue careers in their communities. The WWR recognizes its commitment and moral obligation to Marines who are unable to continue their service to help them live productive and fulfilling lives and understands the challenges associated with reintegration and obtaining a rewarding career. To enhance community reintegration, the WWR's Transition Support Cell, manned by Marines and representatives from the Departments of Labor and Veterans Affairs, proactively reaches out to identify employers and job training programs that help WII Marines obtain positions in which they are most likely to succeed and enjoy promising and fulfilling careers.

District Injured Support Cells. District Injured Support Cells, consisting primarily of mobilized reserve Marines, are located throughout the country to conduct face-to-face visits and telephone outreach to WII Marines and their families within their assigned region. They maintain oversight of the welfare and quality of life of all WII reserve Marines, active duty Marines convalescing at home, and all OEF/OIF WII Marine veterans.

Reserve Support. The WWR makes a special effort to ensure that WII reserve Marines do not fall through the cracks. The majority of the WWR's staff consists of reserve Marines with a high level of subject matter expertise that allows for heightened advocacy with regard to reserve-specific issues. Our staff is dedicated to supporting WII reservist needs. The WWR's Reserve Medical Entitlements Determination Section maintains oversight of all cases of reservists who require medical care beyond their contract period for service-connected ailments.

The Regiment also has reserve specific Recovery Care Coordinators who provide the one-on-one support and resource identification needed to support reservists who are often times residing in remote and isolated locations away from base and station support.

Integrated Disability Evaluation System (IDES) Support. The WWR has Regional Limited Duty Coordinators to help Marines processing through the IDES and Wounded Warrior Attorneys, to advise and support WII Marines through this process. The WWR also published a pocket guide (via the web and hard copy) to help Marines and families understand the Disability Evaluation System.

Enduring Commitment to Wounded, Ill, and Injured Marines. The Marine Corps is committed to the long-term care of its wounded warriors and their families. As warrior care evolves and innovates, the WWR will continue to adjust to ensure we are providing the best support possible. The WWR will continue to assess its current programs and support structure to evolve to meet the long-term recovery requirements of our WII Marines and their families.

- The USMC is proud to report that the results of our assessments thus far are positive.
- The assessments have substantiated that the creation of the WWR has had a positive impact on the support offered WII Marines and families.
- Additionally, our assessments have shown positive satisfaction levels in important areas, such as our Recovery Care Coordination Program (executed by the WWR's Recovery Care Coordinators) and our family support staff.

Your WII Marines are highly motivated, focused on their abilities, and remain in the fight. The Marine Corps is grateful for the exceptional support that you have provided to them and the families who support them.

Casualty Assistance

The Marine Corps Casualty Assistance Program is committed to ensuring that families of our fallen Marines are always treated with the utmost compassion, dignity, and honor. Our Casualty Assistance Program actively seeks opportunities to improve survivor assistance and has a demonstrated record of taking quick, effective action as needed.

The Headquarters Casualty Section is a 24-hour-per-day operation manned by Marines trained in casualty reporting, notification, and casualty assistance procedures. Next-of-kin (NOK) are notified in-person by a Marine in uniform - Casualty Assistance Calls Officer (CACO) - and a chaplain whenever possible. Notifications are typically completed within four hours of receipt of the casualty report. Marine CACOs are there for the NOK - to assist with burial arrangements, applications for benefits and entitlements, contact with benevolent and philanthropic organizations, and obtaining reports of investigation. Within days of the incident, families are connected to representatives from the Tragedy Assistance Program for Survivors (TAPS), a nationally recognized provider of comfort and care to those who have suffered the loss of a military loved one and are experts at "taking care of the heart". TAPS services are no cost and available 24/7. Approximately 60 days following the death, we reach out to the NOK to help resolve any residual issues and let them know we are available to them for as long as they need us.

Infrastructure

The Marine Corps continues to strive for a prolonged commitment to facilities and infrastructure that supports operations and quality of life for our Marines and their families.

- The FY12 budget request includes \$4.6 billion (military construction, family housing construction and operations, sustainment, base operating support, and restoration and modernization) which continues our efforts to operate, maintain, and improve our infrastructure. This funding provides critical Military Construction and Facilities support for our active and reserve forces.
- For many years, we have funded only our most critical facility needs. As a result, our installations were in a poor position to properly house and operate with the additional forces required to meet our planned end strength increase.
- In FY 2007 - 2010, the Marine Corps received \$6.9 billion in new construction and design. With this funding, we are providing new quality of life facilities, improved operational and training facilities, and more up-to-date utility infrastructure systems.
- Your generous assistance in the past has provided critical support that allows us to improve our installations. However, it is critical that Congress provide necessary legislative language in order to allow us to proceed with approximately \$2.9 billion of military construction and family housing efforts in FY11 to support the operational and quality of life needs of our Marines.
- Plans for FY11 include construction of 5,000 new barracks spaces, improvements to existing family housing units, critical aviation facilities to support next generation aircraft, improvement of Professional Military Education, replacement of outdated and inadequate facilities, other quality of life facilities, and correction of safety and encroachment issues.
- The USMC has four major funding areas where recapitalization and modernization initiatives in infrastructure and facilities are programmed: Bachelor and Family Housing; Facility Sustainment, Restoration and Modernization; Military Construction; and Military Construction, Navy Reserve.

Bachelor Housing. Bachelor enlisted housing is the Commandant's top Military Construction priority. The Marine Corps currently maintains over 100,000 bachelor enlisted housing spaces worldwide.

- In FY12, the Marine Corps is requesting \$58 million to support this program and we are working towards constructing approximately 800 new barracks spaces.
- This investment, along with nearly 25,000 new spaces programmed since FY08, will provide much needed support to have all single Marines adequately housed.
- Barracks are a critical element in supporting our warfighters. The Bachelor-Enlisted-Quarters initiative focuses on our enlisted troops and their quality of life within our barracks.
- The USMC is the youngest, most junior, and least married of the four military Services. Providing appropriate and comfortable living spaces that positively impact the morale and development of these young men and women makes sense.
- We are also committed to funding whole room barracks furnishings on a seven-year replacement cycle and prioritizing barracks repair projects to preempt a backlog of repairs.
- The Marine Corps' goal is to provide a 2+0 room standard that allows two junior enlisted Marines (E1-E3) to share a room and bath. We believe that assigning two junior Marines to a room is the correct balance between the privacy desired by the Marines and the Marine Corps' goals of providing companionship, camaraderie, and unit cohesion.
- This balance provides the atmosphere we believe is necessary to motivate, train and develop Marines, while fostering unit integrity. Noncommissioned officers (E4 and E5) are provided a private room with bath in a 2+0 room.
- With your continued support, the Marine Corps is on track to obtain our goal to achieve the 2+0 standard for all of our Marines by 2014.

Family Housing. Marine Corps families are an integral component of readiness. We must always remember that Marines and their families serve out of a sense of duty and loyalty to our country and, as they do so, face the difficulties of the military lifestyle - frequent relocations often far from extended family and frequent deployments that separate families for months at a time. We have a responsibility to provide adequate family housing to our families.

- We continue to increase both the quantity and quality of our family housing inventory through public private ventures (PPVs) and military construction where necessary.

- In addition to PPV initiatives for family housing, continued support for full funding of the Basic Allowance for Housing (BAH) allows more families to access quality, affordable housing in the local community. This is important since more than two-thirds of Service members do not live on a military installation.
- However, many families continue to prefer to live in military or PPV housing for a number of reasons, including economics, safety, schools, and community support. Public private ventures, combined with traditional military construction, will continue to build and improve the homes necessary to supplement local community housing.
- We have over 24,000 owned, leased, or PPV family housing units worldwide.
- Thanks to your support over the last year, we were able to award projects for additional privatized housing at Marine Corps Base Camp Lejeune, North Carolina; Marine Corps Air Ground Combat Center Twentynine Palms, California; and at Marine Corps Base Hawaii. We were also able to continue progress on our series of planned renovations to our housing in Iwakuni, Japan.
- In 2001, the Marine Corps had nearly 17,700 inadequate housing units, with the majority of those units requiring significant revitalization or replacement.
- Based on contracts in place by the end of FY07, the USMC has met DoD's goal to eliminate inadequate housing by 2007 and will complete the build-out by 2014.
- The funding provided by Congress in FY10 provided almost \$128M million for public private venture (PPV) seed money, operations, maintenance, sustainment and restoration for family housing. This request included \$79 million for PPV seed money, \$15 million for traditional military construction, and \$34 million for family housing operations.
- Your support for this request allowed us to continue to address the requirement for additional family housing resulting from Grow the Force increases and sustaining and modernizing our remaining government-owned housing.
- This PPV seed money will permit construction of approximately 230 new units and a DoD Dependent school addition at Marine Corps Base Camp Lejeune, North Carolina.
- Our PPV program continues to allow the Marine Corps to leverage private sector funds. In addition to government financing, the private sector contributed development capital for PPV projects in FY10. We are using traditional military construction to sustain and restore mid-rise units for Marines at Marine Corps Air Station Iwakuni, Japan and restore the National Historic Landmark Home of the Commandants on the Marine Barracks in Washington, District of Columbia.

- Our FY12 family housing budget request of \$53 million includes \$26 million for improvements to 76 homes at MCAS Iwakuni, Japan and for the operations, maintenance, and leasing of 1,100 units located worldwide.

Public Private Ventures. We have privatized over ninety-seven percent of our world-wide inventories to date and continue to see success from our PPV projects across Marine Corps installations in Arizona, California, Georgia, Hawaii, Massachusetts, Missouri, New York, North and South Carolina, and Virginia. PPVs have not only improved the homes in which our families live, they are also providing community support facilities such as community centers, playgrounds and greenscapes that help create neighborhoods and a sense of community for our Marines and their families. Resident satisfaction with both the quality of their home and the service provided continues to increase every year. With almost our entire domestic inventory privatized, we will continue to build on our prior successes and use PPVs to help us address most of our remaining housing requirement.

Facility Sustainment, Restoration, and Modernization. Facility sustainment funding is critical to keeping our buildings ready to support the mission and provide an acceptable quality of life. In the past, our infrastructure could not be replaced at an appropriate rate, causing portions of it to deteriorate. As a consequence, the Marine Corps has had to use an increasing percentage of its facility sustainment funds to bind together old, inadequate buildings throughout the course of their service life, rather than maintaining newer, more economical structures resulting in significant numbers of facility sustainment projects being deferred due to a lack of funds. This directly impacted the living and working conditions in barracks, mess halls, and other facilities, in highly visible and negative ways. In addition, we suffered a "quiet crisis" with respect to less obvious repairs to steam plants, airfields, sewer lines, and roads. These requirements are no longer being ignored.

- A few years ago, the Office of the Secretary of Defense (OSD) developed a model to determine the amount of funding we need to sustain our facilities. This model continues to be refined and strengthened.
- Since inception of the model, and because of the funding standards put in place by OSD, we have done very well in programming and execution of sustainment.
- In fact, in FY 2006, 2007, and 2008 our sustainment rate is over 100 percent. In 2009 and out, however, OSD set our programmed sustainment rate at 90 percent of the model.
- This equates to \$592 million in FY12. This level allows for a slow degradation of our facilities and allows the remaining 10 percent to move to meet more urgent operational needs elsewhere.
- This, along with low Operation and Maintenance (O&M) recapitalization funding in FY12 of \$49 million, over the next few years will take us back to where we were prior to the implementation of the sustainment model.
- However, since we now have metrics and tools that will alert us to the coming degradation, corrections can be made accordingly in future budgets.

Military Construction. For the fourth year in a row, the FY10 funding provided by Congress represented a significant increase from historical funding levels. In 2010, over \$2.7 billion in funding will provide facilities that address long-standing requirements at our bases and stations and support the increased end strength across the Marine Corps. It is always a pleasure to visit our installations and hear young Marines talk about the work they perform in these new facilities.

- Our FY12 budget request of \$1.4 billion continues to support our Marines. Funds are being requested to support Bachelor Enlisted Quarters, Joint Strike Fighter and MV-22 support facilities, quality of life improvements, such as a child development center and fitness facility at Twentynine Palms, utilities and infrastructure improvements, and training and professional military education facility improvements.
- Additionally, the FY12 budget request includes funding to support the relocation of Marines to Guam.

- Our Military Construction program is a key to success in achieving and sustaining our new force structure and maintaining the readiness of our Marines.

Marine Corps Exclusive, Military Construction, Navy Reserve. The Marine Forces Reserve is an integral and vital portion of our Marine Corps total force. Marine Forces Reserve is comprised of almost 39,600 Select Marine Corps Reserve personnel at approximately 183 sites, dispersed throughout 48 states, Washington D.C., and Puerto Rico. The Military Construction, Navy Reserve program for exclusive Marine Corps construction must effectively allocate limited funding to address at least \$140 million in deferred construction projects. As these numbers suggest, maintenance of adequate Marine Corps Reserve facilities presents a considerable challenge:

- Over 57 percent of the reserve centers our Marines train in are more than 30 years old and of these, 44 percent are more than 50 years old.
- The equipment our Marines use today is bigger, heavier, wider, and longer, creating support requirements that these antiquated facilities cannot meet.
- The electrical demand on our facilities because of modern equipment has increased significantly.
- Appropriately constructed or modified maintenance facilities, as well as adequate electrical power and other support infrastructure upgrades, are necessary to maintain combat readiness.
- We still continue to use facilities built to accommodate manual typewriters, M151 jeeps, and M-48 tanks.

To help us address these challenges, the FY12 budget request includes \$8 million for Military Construction, Navy and Marine Corps Reserves. This program addresses pressing requirements and will provide a new Reserve Training Center and a vehicle maintenance facility

in Memphis, Tennessee. Additionally, we and the Navy are working together with the Army to fund a joint reserve complex in Indianapolis, Indiana.

Conclusion

Whether serving in combat or in garrison, Marines are guided by *honor, courage and commitment*. These core values have been the compass for every Marine's service throughout our rich history. Leadership, hard training, and a willingness to sacrifice have forged our Corps into one of the most capable fighting forces the world has ever known. Our Marine Corps has remained true to these values for 235 years. As we continue to transition and align our programs and services to meet current and future challenges, we will continue to be fiscally responsible and frugal with taxpayers' dollars. As always, we are grateful for your sustained support.

Mr. CULBERSON. And we especially want to thank you for your service, sir, as you enter into your retirement. God bless you and know that the entire Nation is grateful. And we are immensely proud of you, sir, of each and every one of you.

As you go into your retirement, I know your heart and soul continue to be with the Marine Corps, and we will be here for them. Thank you, sir.

At this time I would like to recognize the Master Chief Petty Officer of the United States Navy, Rick West. Thank you, sir.

OPENING STATEMENT OF MASTER CHIEF PETTY OFFICER WEST

Master Chief Petty Officer WEST. Chairman Culberson, Ranking Member Bishop and distinguished members of the committee, I am honored to appear before you today representing more than 600,000 Active and Reserve Sailors and Navy civilians operating globally. Your steadfast support of our Navy has had a tremendous impact on our sailors and their families' quality of life and quality of work, which is vital to the operational readiness and mission effectiveness. Through your support our Sailors deploy knowing their families are cared for.

As I speak today, approximately 150 of our ships are underway, with the 121 being on deployment worldwide. Other than our global presence and traditional maritime operations, a snapshot across our global Navy would look like the following: More than 14,000 sailors are on the ground and 11,000 Sailors at sea in CENTCOM in support of operations in Iraq and Afghanistan.

Naval Forces are providing direct support as part of ongoing operations in the Mediterranean Sea. Our Navy is executing counter-piracy missions off the coast of Africa, and we are developing partnership capacity through worldwide engagement.

As part of our global reach, we are providing humanitarian support to the victims of natural disasters wherever they occur. Today 22 of our ships, 140 of our aircraft and more than 18,000 personnel have participated in Operation Tomodachi.

Our Navy, America's Navy, has no boundaries. We are a Global Force For Good. In my travels this past year, I have enjoyed the visits I have had with our Sailors who defend America every day. In these visits I have taken special note of the quality-of-life in which they live and which they serve. The strain on our Sailors, and their families is greater than ever, but our Sailors recognize the significance of their mission.

One area that I feel the need to highlight that directly affects our quality of life and our mission readiness is the Continuing Resolution for 2011. Under the CR fiscal constraints, considerable delays and permanent change-of-station orders have occurred, resulting in more than 11,000 sets of orders being deferred.

And for those transfers that are being executed, we have reduced transfer times to 2 months or less. This places emotional and economic strain on our Sailors and their families, while creating impractical time constraints as they attempt to sell homes, seek follow-on employment for their family members, enroll children in schools and complete necessary screening requirements for transfer.

In addition, the CR has significantly impacted our ability to execute contracts for phased new construction and facility sustainment to our barracks, while at the same time it has forced us to curtail contracts for base operating support and delay necessary civilian hiring. A year-long CR would negatively impact our ability to support our Sailors, their families and our civilians.

Though leadership has been creative and resourceful in mitigating the impact thus far, relief is needed to avoid further constraints. Our Navy team will accomplish any mission or task that we ask of them. They do this knowing their families will be supported and cared for when they go over the horizon in harm's way.

In closing, on behalf of our Sailors and their families serving throughout the world, I thank you for your continued support of our great Navy and the programs that support the quality of life for all our personnel, and I look forward to answering your questions. Hooyah.

Mr. CULBERSON. Thank you, Master Chief West. We appreciate your testimony.

[The information follows:]

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SUBCOMMITTEE ON MILITARY CONSTRUCTION
VETERANS AFFAIRS, and RELATED AGENCIES
COMMITTEE ON APPROPRIATIONS

STATEMENT OF
MASTER CHIEF PETTY OFFICER OF THE NAVY
(SUBMARINE WARFARE/SURFACE WARFARE)
RICK D. WEST
BEFORE THE
SUBCOMMITTEE ON MILITARY CONSTRUCTION,
VETERANS AFFAIRS AND RELATED AGENCIES
OF THE
COMMITTEE ON APPROPRIATIONS
30 MARCH 2011

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Master Chief Petty Officer of the Navy

MCPON (SS/SW) Rick D. West



Master Chief Rick West became the 12th Master Chief Petty Officer of the Navy on Dec. 12, 2008.

West was born in Rising Fawn, Ga. He graduated from Northwest Georgia High School in 1981 and immediately entered the U.S. Navy.

West received recruit training and Quartermaster training at Orlando, Fla., followed by Enlisted Submarine School at Groton, Conn. His first duty assignment was aboard *USS Ethan Allen* (SSN 608) where he completed Submarine Qualifications. Other assignments include *USS Thomas Edison* (SSN 610), *USS Sea Devil* (SSN 664), Commander Naval Activities United Kingdom (COMNAVACTUK), *USS Tecumseh* (SSBN 628)(Blue), and COMSUBPAC Staff (TRE Team).

West was assigned as Chief of the Boat aboard the San Diego based Fast Attack Submarine, *USS Portsmouth* (SSN 707), completing two Western Pacific deployments and earning two Battle Efficiency "E" awards.

West served as Command Master Chief in Submarine Squadron ELEVEN. Upon completion of his tour at COMSUBRON ELEVEN, he was selected as Force Master Chief (FORCM), attended the Senior Enlisted Academy in Newport, R.I., and served as Force Master Chief, Submarine Force U.S. Pacific Fleet (COMSUBPAC) from Jan. 2001 to Jan. 2004.

West then reported to *USS Preble* (DDG 88) in San Diego, Calif., where he completed a deployment to the Arabian Gulf and qualified as Enlisted Surface Warfare Specialist.

West was then selected to serve as Pacific Fleet, Fleet Master Chief from Feb. 2005 to June 2007.

Prior to being selected to be MCPON, he served as the 14th Fleet Master Chief for Commander, U.S. Fleet Forces Command from June 2007 to Dec. 2008.

West's personal awards include the Legion of Merit (two awards), Meritorious Service Medal (three awards), Navy Commendation Medal (four awards), Navy Achievement Medal (two awards), Enlisted Surface Warfare Insignia, Enlisted Submarine Insignia, and SSBN Deterrent Patrol Pin.

Introduction

Chairman Culberson, Ranking Member Bishop and members of this subcommittee, thank you for the opportunity to testify before you. As the Enlisted representative of the Navy, I am honored to have the privilege to speak before you on behalf of more than 430,000 active and reserve Sailors who make the finest Total Force in the history of our great Navy.

Last year, I visited many commands around the world and most recently I traveled with our Chief of Naval Operations (CNO) to Afghanistan, Iraq, Kuwait, Bahrain, and Landstuhl, with which I was impressed by the quality of Sailors serving with such great enthusiasm and devotion. I am constantly amazed and truly awed by the daily sacrifices and outstanding capabilities and resiliency of our Sailors who serve with distinction on ships, squadrons, submarines, and on land. No matter where they are in the world or what they do for our great Navy, everything they do is very important and it all plays part in our nation's and Navy's Maritime Strategy. Our Sailors are the best we have ever seen as a Navy, they are performing their missions well and I am very proud of what they do everyday.

America's Navy is a global force for good on station around the world, around the clock building partnerships through maritime security cooperation and spanning our core capabilities of our Maritime Strategy of forward presence, deterrence, power projection, sea control, maritime security, and humanitarian assistance, and disaster response. Our Navy's responsibilities have increased because the challenges our country faces are so unpredictable and diverse. We need to be ready to confront these challenges, and we are.

In addition to our traditional maritime mission, below, on or above our world's oceans, we are boots-on-ground alongside our brothers and sisters in the Army and Marine Corps in

places like Iraq and Afghanistan. In fact today, we have the second largest force operating in that Area of Responsibility (AOR).

The Navy's contribution in support of Overseas Contingency Operations (OCO) has been a vital component of our national effort to secure a safer world. At any given time, there are more than 15,000 Sailors in the Individual Augmentee (IA) pipeline worldwide, either with orders, in training, or deployed, filling almost 11,000 IA requirements. The Navy has almost 24,000 active and reserve Sailors on the ground and at sea in the U.S. Central Command (CENTCOM) AOR supporting Navy, Joint Force and Combatant Commander requirements in support of OCO.

Using skills traditional to the Navy, our Sailors continue to fill combat support and combat service support missions. These missions include medical support, Joint Task Force and head quarters staff, base operating support, detainee operations, engineers, intelligence and surveillance, embedded training teams, and provincial reconstruction teams.

To date, there have been more than 90,000 IAs in support of OCO with more than two-thirds of these Sailors mobilized from the Navy Reserve. Most IAs are concentrated in the CENTCOM region, which includes Iraq, Afghanistan, Kuwait, and Bahrain. But there are also IAs serving in other regions to include, but not limited to, Germany, Philippines, Cuba, Horn of Africa, and Japan. I assure you that your Sailors are ready to take on any challenge necessary to protect our great nation by providing a constant, well-trained forward presence throughout the world.

With more than 40 percent of our ships deployed daily, America's Navy is making the world a better place. Our Navy has conducted counter piracy operations in the Indian Ocean and deployed ships to provide proactive humanitarian assistance with global partners in missions

such as Pacific Partnership and Continuing Promise 2010 in the Caribbean. Our Sailors perform remarkable and selfless feats every day out of devout patriotism and commitment to helping others. Last year, our Sailors responded compassionately providing humanitarian assistance and disaster relief to the earthquake in Haiti and flood in Pakistan, and today they are providing assistance in strength to the people of Japan after the devastating earthquake and tsunami. With all the events and coverage by our Navy worldwide we conducted the world's largest maritime exercise, which brought together 14 nations and more than 20,000 military personnel, to improve coordination and trust in multi-national operations in the Pacific. Our nation's Navy has a global presence and are the first responders when the nation and the world calls.

Recruiting and Retention

We have been very successful in our recruiting and retention efforts over the past three years. However, we are encountering challenges in recruiting Active Component (AC) Direct Accession Physicians, and Reserve General Officers, Physicians, Chaplains, and Dentists.

Our mission is to attract, recruit, develop and retain a highly-skilled Total Force for our Navy. In FY10, Navy recruiting achieved all enlisted sub-goals, including total female, women in no-traditional ratings, nuclear field, Naval Special Warfare/Special Operations, and all OCO ratings. We continue to exceed Department of Defense (DoD) quality standards in all recruit categories. For new contract quality in FY10 we achieved 97.4 percent High School Diploma Graduates (HSDG) and 83 percent scored 50 or higher on their ASVAB (Test Score Category I-III A). We expect this trend to continue into FY11.

America's Navy has transitioned from a posture of reducing end strength to one of shaping the force. Our force shaping efforts remain focused on maintaining a balanced force in

terms of seniority, experience and skills, while staying within our congressionally authorized end strength limits. We expect to meet our FY11 authorized active end strength of approximately 328,700 and Navy reserve end strength of approximately 65,500 by the end of the fiscal year, as well as our active and reserve end strength targets in FY12.

We are recruiting, training and retaining superb Sailors who are dedicated to serving our nation. We are committed to providing them and their families with meaningful service and a high quality of life.

Navy Reserve Force

Since 1915, Navy Reservists have played an integral part in service to our nation. From World War I to World War II, through Operation Desert Shield and Operation Desert Storm, to 9/11, and to Overseas Contingency Operations (OCO), Navy Reservists have continually stepped up, supported and defended our nation against enemies foreign and domestic. Since 9/11, our Navy Reserve has filled more than 63,000 mobilization requirements. As of October 2010, more than 7,000 reservists were mobilized to support of OCO. Our Navy Reserve makes up slightly more than fifty percent of the IA force, with slightly less than fifty percent being Active Component Sailors. Our Navy Reserve Warriors continually prove they are more than capable to meet any challenge and conduct any mission, anytime, anywhere.

As I travel the world to meet and talk with Sailors, I could not be more proud of the day to day efforts and tenacity of our Sailors. I'm amazed at the integration that has taken shape over the years between our Active and Navy Reserve. We are one Force working side by side in all corners of the world; a Total Force integrated and executing the Navy's mission where ever and when ever called.

Even though we have always had an operational Navy Reserve, since the terrorist attacks on 9/11 we have relied heavily on our strategic reserve force in order to meet various Naval and joint military missions. Our Sailor's Creed begins with "I am a United States Sailor" and that is exactly what I see when I travel throughout our Navy active and reserve Sailors from all walks of life working side by side as one team, one family and one Navy.

We ensure that billets are filled and missions are manned properly, but our Navy families are top priority, and we remain committed to balancing mission requirements with family needs.

Sailor and Family Readiness

As our Navy changes and we continue to have the most advanced equipment, technology, weapons systems and platforms one thing remains the same, the engine that truly drives our Navy and the reason we are the best is because of our people.

I greatly enjoy every opportunity I get to travel around the world to meet and talk with Sailors and their families. When I see our hard-working, high-spirited and amazingly capable Sailors, it makes me very proud and humbled. Now, that I am toward the end of my career, I am entering a new career field, that of being a Navy family member. My oldest son, Zach, is a Navy Diver and my wife Bobbi and I know what it is like to watch our son deploy in harm's way, waiting, wondering and praying that everything will be alright and he will return home safely. I also know what it feels like to be the spouse at home watching your loved one deploy. I experienced this first-hand this past year when my wife was deployed to Afghanistan with the Naval Criminal Investigative Service. As we all know, we certainly could not do our jobs and probably would not be where we are today without the love and support from our families and spouses.

I could not be more proud of our Navy families for their remarkably selfless dedication and steadfast support of our Sailors. Our families have sacrificed so much as they have supported their Sailors and our great Navy. We are the greatest Navy in the world and a big part of that is our Sailors being ready and able to focus on the mission and their individual jobs because they have the confidence that our Navy is taking care of their families.

Deployments are an integral part of Navy life. We have been deploying our forces since we formed our great Navy during times of both peace and conflict, but it is important not to underestimate or take for granted the incredible strain that a long deployment imposes on our Sailors and their families. Multiple deployments, frequent relocations and the stresses associated with being part of a military family all impact the overall readiness of the unit, the readiness of the individual Sailor and the readiness of their family.

Keeping our Navy families informed about resources available to them to mitigate the strain of deployment and provide support is instrumental to their peace of mind while waiting for their Sailor to return from a year-long assignment in the Middle East or a six-month deployment safe guarding our seas. Through resources such as 'Navy for Moms,' 'Navy Dads,' Military OneSource, Navy.mil and various other web sites, our Sailors and their families are more informed today about the resources available to them than they have ever been in the history of our Navy. Another success in communication has been the use of smart phone applications such as 'Navy Life' and 'Navy IA' as well as social media web sites such as Facebook and Twitter to connect with Sailors and families. Both CNO and I are committed to using social media because it is a great opportunity to remain connected with our Sailors Navy-wide and a great tool in our outreach efforts for getting information out in a timely manner to our entire Navy family, which includes active and reserve Sailors, families, retirees, and Department of the Navy civilians.

We have great resources to support Navy families, providing our Sailors with the peace of mind that their families are being taken care of so they can focus on the job at hand. Fleet and Family Support Centers offer a number of personnel and family support programs to reduce life stressors including Operational Stress Control, physical readiness, life skills education, financial management, health promotion, and religious ministries. The Navy offers quality services to prepare Navy families for the absence of their loved ones. We make every effort to reach service members and families no matter how remote their location through webinars, monthly electronic newsletters and deployment preparedness handbooks.

Our family readiness programs promote healthy and resilient families, focusing on areas such as the prevention of suicide and domestic violence, and providing developmental child care and youth programs and services.

Child Care

In today's military, many of our Sailors have working spouses or have the responsibility of being single parents who depend heavily on our military child and youth system of care, which includes Child Development Centers (CDC), to provide quality child care. Due to frequent relocations and the length of deployments, many of our Sailors do not have the option, like civilian families, to rely on family members and friends to assist with taking care of their child when they are away.

An important facet that stands out in the quality of our child care programs is the continuity of service from location to location as we operate a standardized world-wide program. Sailors and their children can count on the same quality of care whether they are stationed in Chinhae, Korea, or San Diego, California. Additionally, our programs are among the most

affordable. Commercial programs charge parent fees based on the age of the child while our programs base fees on total family income. This model is critical to the economic viability of our families. Children under the age of three are the most costly to care for due to the lower child-to-staff ratios, and typically our most junior enlisted families have children in this age group.

This fiscal year, we will complete an expansion of approximately 7,000 new child care spaces meeting the Office of the Secretary of Defense guidance to provide 80 percent of potential need for child care spaces (54,000 total spaces for children ages infant to twelfth grade, including 19,000 CDC spaces). With the construction of these spaces, we will reduce the waiting time for child care to three months or less Navy-wide with first priority given to single parents.

Our continuing expansion initiatives are not only meeting the needs of our families living on or near our installations, but also those living and working throughout the United States, including Reserve members. Our contract programs “Military Child Care in Your Neighborhood” and “Mission Youth Outreach” provide subsidized child and youth services from commercial programs that meet community quality standards. We continue to work with communities, assisting them with raising the quality of their standards.

Homeport Ashore, Bachelor and Navy Family Housing

Thanks to the support of this subcommittee, we have made significant strides in improving the living conditions of our Sailors and their families. Our Homeport Ashore program continues to provide adequate off-ship quarters to junior Sailors who are not entitled to a Basic Allowance for Housing and would normally live aboard ships. This effort marks the most

dramatic quality of life improvement initiative for our single Sailors that I have seen over the course of my career.

Still, one of my biggest quality of life concerns is that we have approximately 5,400 single Sailors, E-1 to E-4 with less than four years of service living aboard ship while in their homeport. The Navy has made considerable progress toward achieving the Homeport Ashore goal through military construction, privatization, and intensified use of existing barracks capacity (based on an interim assignment policy standard 55 square feet of space per person). Moving our single Sailors off ships remains a priority and requires us to assign two or more Sailors per room. Although housing these Sailors does not meet the DoD requirement of 90 square feet per person, our Sailors are very thankful for this initiative and know that we will continue to work to meet this requirement.

Our Bachelor Housing provides permanent party personnel, student, and mobilized Sailors with suitable, affordable, and safe environments in community, privatized, or Navy-owned housing. It supports unaccompanied permanent party personnel, student, and mobilized units worldwide. The FY12 Bachelor Housing program is focused on completing Homeport Ashore by 2016 and eliminating substandard Bachelor Housing conditions. With respect to addressing the condition, the Navy has increased its investment in the restoration and modernization of bachelor housing across the FYDP to bring 90 percent of the inventory to Q1/Q2 (or adequate) standards by 2022.

In FY11, the Navy would begin this initiative through the renovation of barracks in Milton, Florida; Atsugi, Japan; Ventura, Lemoore and San Diego, California; Whidbey Island and Bremerton, Washington; and Pearl Harbor, Hawaii.

The Navy owns approximately 10,000 family housing units worldwide. Based on revised OSD criteria directing the use of Q-ratings, the Navy has identified approximately 3,700 Navy-owned homes as inadequate. The revised definition is based on the physical condition of the home as a function of its replacement value. The previous inadequate definition was identified as a building in need of more than \$50,000 of repairs. We have privatized approximately 40,000 homes in the CONUS and Hawaii inventory. The privatization of the remaining 870 homes in the Northwest is scheduled for the end of 2013. The privatization of the remaining 226 homes in the Southwest is under review. When the Public Private Venture (PPV) transition is complete, the Navy will own less than 100 homes in CONUS and Hawaii, but will retain ownership and management of all foreign assets.

Thanks to the support of this Committee and members of Congress, we have improved the housing available to our Sailors through PPV. Sailors cite the PPV initiative as one of the most effective quality of life improvements in recent years.

Quality of life *does* affect retention and recruiting. PPV and Homeport Ashore are examples of initiatives that have had a direct impact on the retention, morale and the quality of life of our men and women. Young Americans deciding whether the Navy is right for them look at quality of life initiatives as indicators of the Navy's commitment to Sailors and families.

Continuum of Care

Health care is one of our top recruiting and retention tools for our Sailors, and I hear just how important access to healthcare is for them and their family members. Navy Medicine continues to focus on developing an economic and quality-centric strategy for the delivery of top-quality health care to our beneficiaries, and the recruitment and retention of providers in

critical specialties allowing the fulfillment of the wartime mission, while sustaining the benefit here at home.

The Bureau of Medicine and Surgery (BUMED) published an instruction implementing Medical Home Port (MHP) throughout Navy Medicine in 2010 as a new model of healthcare delivery in primary care. Care delivered in the MHP model includes, but is not limited to, readiness, prevention, wellness, behavioral health, and disease management. MHP increases access to care, improves clinical quality and patient outcomes, enhances patient satisfaction, promotes a healthier and fit force, and reduces healthcare utilization, resulting in a reduction in overall healthcare costs.

In June 2010, Navy Medicine completed the first phase of implementation of MHP clinics in three Naval Medical Centers and five Family Practice Teaching Military Treatment Facilities. Navy Medicine began the second phase of implementation, which expands MHP to all primary care clinics by June 2011.

Combat casualty care is provided by Navy medical personnel assigned to and serving with Marine Corps units, in Expeditionary Medical Facilities, aboard casualty receiving/treatment ships and hospital ships, and in military and Department of Veteran Affairs hospitals. Recent advances in force protection, battlefield medicine, combat and operation stress control, medical evacuation, and family support programs have led to improved survival rates, healthier family functioning and enhanced operational effectiveness.

The Navy continues to provide support to Sailors and their families through a variety of programs that increase medical and non-medical assistance to wounded, ill and injured service members utilizing a comprehensive approach designed to optimize their recovery, rehabilitation and reintegration. Navy Case Management is the link that connects resources and services which

allow injured service members to reach their optimum goals in healthcare. Case Management provides the critical support service members need during this challenging time in their lives. Case Management will continue to be at the forefront of providing optimal care to our service members with war-related injuries. Navy Medicine has 192 Medical Case Managers providing service to our wounded, ill, and injured Sailors in Military Treatment Facilities and ambulatory care clinics.

The Navy's Safe Harbor Program is the Navy's lead organization for providing the highest quality non-medical care to all seriously wounded, ill and injured Sailors, Coast Guardsmen and their families. Using a holistic approach, Navy Safe Harbor offers a lifetime of individually tailored assistance designed to optimize the success of a Sailor's or Coast Guardsmen's recovery, rehabilitation and reintegration activities. Since January 2008, Safe Harbor has grown from nine personnel supporting 145 Sailors and families at six locations to serving a case load of more than 1,200 wounded, ill or injured service members at 16 locations. Safe Harbor's goal is to return Sailors and Coast Guardsmen to duty and when not possible, work collaboratively with federal and non-governmental agencies, including the Department of Veteran Affairs and state and local organizations, to ensure their successful reintegration back into their communities.

Suicide and Sexual Assault Prevention

We continue our suicide prevention efforts through a multi-faceted system of communication, training and command support designed to foster resilience and promote psychological health among Sailors. In Calendar Year 2010, the Navy had 38 Sailor suicides compared to 46 in 2009.

The Navy continues to develop and enhance programs designed to mitigate suicide risk factors and improve the resilience of the force. These programs focus on substance abuse prevention, financial management, positive family relationships, physical readiness, and family support with the goal of reducing individual stress. We continue to work toward a greater understanding of the issues surrounding suicide to ensure that our policies, training programs, interventions, and communication efforts are meeting their intended objectives.

More and more shipmates, leaders, and family members are noting signs of concern and are reaching out to get Sailors the help they need. We recognize that long before thoughts of suicide occur, we have opportunities to build resilience, intervene early when risk factors are present, and create the connections that help sustain us in times of challenge. Most of these efforts fall within our broader family readiness and health promotion activities.

The Navy has expanded the surveillance and analysis system for Navy active and reserve suicide deaths and attempts; supported command prevention and stress control programs with printed resource and interactive training materials; provided training world-wide to suicide prevention coordinators and first responders; and provided Navy representation in DoD, VA and other cooperative efforts.

For most Sailors, suicide prevention is more than just a training topic. About half have personally known someone in their lives who was lost to suicide. Sailors and leaders genuinely care and have shown it in the way they have engaged vigorously in focus groups, put forth tremendous creativity in developing suicide prevention posters and materials, and enthusiastically embraced new hands-on training materials. Their caring shows in the dozens of times each month someone assists a struggling shipmate to get some help. This past year, we

implemented programs such as the Coalition of Sailors Against Destructive Decisions (CSADD) which is gaining momentum with our younger Sailors.

CSADD's mission is to provide military members of all branches with the best prevention and intervention tools possible to deal with the issues of drinking, reckless driving, and other destructive decisions while maintaining good order and discipline, to assist sailors in making life decisions that will maintain positive lifestyles in keeping with the Navy's core values, to guide sailors away from making poor and destructive decisions by providing them with positive and dynamic training and to show sailors how to make quick positive decisions and put their training to use in moments of high stress and peer pressure.

The Navy has a 'zero' tolerance policy for sexual assault; it is a criminal act. The majority of sexual assaults are service member-on-service member and it is incomprehensible that a Sailor would commit such a horrible crime against another shipmate. It undermines teamwork, morale, unit cohesion, and operational readiness.

At the close of calendar year 2010, reports of sexual assault increased from 2009. This increase could be attributed to victims' increased willingness to report the crime. This demonstrates that our education and prevention efforts are showing progress, but we acknowledge sexual assaults are still occurring in our Navy. The highest risk group for victims over the past several years remains E-1 to E-4, ages 20 to 24, with most incidents occurring during the weekends. In most sexual assault incidents, alcohol was a major factor impairing the judgment of offenders, victims and bystanders.

In order to remove sexual assault from our Navy, we are ensuring commands have a strong partnership with Sexual Assault Response Coordinators (SARCs) and a robust Sexual

Assault Prevention and Response (SAPR) Program which fosters an environment where 'shipmates help shipmates' by not allowing destructive behavior to occur.

The SAPR program, established in 2004, promotes training, builds awareness and provides advocacy and supportive services for victims of sexual assault. It is a victim-focused program that focuses on response and offender accountability. The SAPR program is conducting a comprehensive review of training curriculum for those entering the Service ranks and attending professional military schools. The Navy embraces bystander intervention as the core of our strategy to protect Sailors from sexual assault. Bystander intervention is key to preventing sexual assaults before they occur. Our goals include reducing the incidents of sexual assault, improving support for victims of sexual assault, and building prevention based upon insights from data-driven critical assessments. We will continue to revise and improve the SAPR program to create an environment free of sexual assault for all Navy personnel.

Conclusion

America's Navy is very much a global force for good on station around the world and around the clock, deterring aggression, keeping the sea lanes open for free trade, projecting power and maritime security, and delivering humanitarian assistance and disaster response where needed. Sailors are the key element in our Navy's future force.

Our Navy family members share our sacrifices while providing support. They have courage, strength and deep devotion to our country. Our Navy families endure the challenges of multiple deployments and moves, spend holidays and life milestones apart, juggle everyday tasks while a spouse, parent, son, or daughter is in harm's way, and honor the service of their loved ones and memories of those lost.

We must continue to ask hard questions and make hard decisions that will enable us to provide a quality of life commensurate to the sacrifices our Sailors and their families make. The Continuing Resolution (CR) for 2011 is affecting us in several areas including various military construction projects that are likely not going to be executed. But most of all, it is having a negative effect on our ability to support quality of life for Sailors and their families.

Due to the way resources are phased and allocated under the CR, the Navy does not have sufficient manpower funding to allow for normal lead times for Sailors to receive Permanent Change of Station (PCS) orders as funds must be allotted to cover pay and benefits. Average lead times have been reduced from 4-6 months to approximately 2 months or less. This places great emotional and economic stress on Sailors and their families. In today's economy, there is a great possibility that if they own a house, they will not be able to sell it or have enough time for the spouse to be able to find a job in the new location. Our Navy families affected by these constraints are often forced to live apart. The impact of Navy's PCS funding level is being felt across the force, and will continue until funding is resolved.

On behalf of our Sailors who sacrifice daily and their families who faithfully support them, I want to extend my sincere appreciation for your unwavering support for our United States Navy. Thank you.

Mr. CULBERSON. If I could, sir, I would like to recognize the Chief Master Sergeant of the Air Force James Roy.

OPENING STATEMENT OF CHIEF MASTER SERGEANT ROY

Chief Master Sergeant of the Air Force ROY. Chairman Culber-son, Ranking Member Bishop, members of the subcommittee, thank you for the opportunity to tell you about America's Air Force and our families that support that Air Force as well. It is an honor and a distinct privilege to join my fellow senior enlisted advisers here today to represent one of the finest Air Forces in the world and, of course, these young men and women that make up the United States Air Force.

Nearly 510,000 uniformed Airmen and more than 192,000 Air Force civilians make up the Total Force Team. Two members of the Total Force Team joining me today are Chief Master Sergeant Chris Muncy, the Command Chief Master Sergeant of the Air National Guard; and Chief Master Sergeant Dale Badgett, the Command Chief Master Sergeant for the Air Force Reserve Command.

We appreciate the unwavering support from the Members here and from the entire House of Representatives, which is a vital part of our success. We are greatly appreciative of your efforts, your actions, your legislation, and those that led to the expansion of the service members' and veterans' pay and benefits. We also appreciate the visits of the House Members to the service members in the field and to those wounded warriors in our health care facilities.

To represent all of the Air Force wounded warriors, I am joined here today by Technical Sergeant Frank Riley, a former Tactical Air Control Party Airman and a pararescueman, currently assigned to Special Operations Recruiting Liaison. Since joining the Air Force in 1993, Sergeant Riley deployed several times to combat locations around the world supporting Operations Southern Watch and Enduring Freedom. He was injured during a combat training while preparing for yet another OEF deployment. Sergeant Riley will participate in this year's Warrior Games.

Our Airmen are on our front lines in a variety of theaters or operations, including America's latest mission over Libya for Operation Odyssey Dawn, and on the ground in Japan for humanitarian missions of Operation Tomodachi. They are also providing Airmen skills to combatant commanders around the world, and they are constantly deploying, leaving behind families and friends. We must ensure our Airmen and our families are safe, healthy and resilient.

Building resiliency among Airmen and families is a key focus area. Our warriors have been in Iraq and Afghanistan for nearly 10 years and in the Middle East for over 20 years. We are deliberately increasing the focus on building a strong, resilient family because of the continued operational tempo at home and abroad, as well as the unique role of Airmen, such as remotely piloted aircraft operators who affect the battle space each and every day.

Resilient Airmen are better equipped to withstand, recover and grow in the face of stressors and changing demands and continuously get the job done. Many of our programs are designed to continue to build resiliency among our Airmen and families.

It is my distinct honor to be here with you today to talk about America's Air Force and what we do on a daily basis. I look forward to any questions.

Mr. CULBERSON. Thank you, Master Sergeant.

[The information follows:]

United States Air Force



Presentation

Before the House Appropriations
Committee, Subcommittee on Military
Construction and Veterans Affairs

Fiscal Year 2012 Quality of Life in the Military

Witness Statement of
CMSAF James A. Roy
Chief Master Sergeant of the Air Force

March 30, 2011

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Committee, Subcommittee on Military Construction and Veterans Affairs



BIOGRAPHY



UNITED STATES AIR FORCE

CHIEF MASTER SERGEANT OF THE AIR FORCE JAMES A. ROY

Chief Master Sergeant of the Air Force James A. Roy represents the highest enlisted level of leadership, and as such, provides direction for the enlisted force and represents their interests, as appropriate, to the American public, and to those in all levels of government. He serves as the personal adviser to the Chief of Staff and the Secretary of the Air Force on all issues regarding the welfare, readiness, morale, and proper utilization and progress of the enlisted force. Chief Roy is the 16th chief master sergeant appointed to the highest noncommissioned officer position.

Chief Roy grew up in Monroe, Mich. and entered the Air Force in September 1982. His background includes numerous leadership roles at squadron, group, numbered air force and combatant command levels. He has been stationed at locations in Florida, the Republic of Korea, Missouri, Guam, Mississippi, South Carolina, Virginia, Kuwait, Japan and Hawaii. He has worked a variety of civil engineer duties. Chief Roy also served as a superintendent of a military personnel flight and a mission support group before becoming a command chief master sergeant at the wing, air expeditionary wing, numbered air force and combatant command levels. Before assuming his current position, he served as Senior Enlisted Leader and advisor to the United States Pacific Command Combatant Commander and staff, Camp H. M. Smith, Hawaii. He was appointed to this position on June 30, 2009.



EDUCATION

1985 Noncommissioned Officer Preparatory Course, MacDill AFB, Fla.
 1991 Associate of Science Degree in Construction Management, Park College, Parkville, Mo.
 1992 Associate in Applied Science Degree in Construction Technology, Community College of the Air Force
 1993 Noncommissioned Officer Academy, Kadena AB, Japan
 1993 Associate in Applied Science Degree in Instructor of Technology and Military Science, Community College of the Air Force
 1996 Senior Noncommissioned Officer Academy, Gunter AFB, Ala.
 1996 Baccalaureate of Science Degree in Engineering Management, Park College with Summa Cum Laude honors, Parkville, Mo.

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2000 Master of Science Degree in Human Resources Management, Troy State College, Troy, Ala.
 2005 USAF Senior Leadership Course, Center for Creative Leadership, Greensboro, N.C.
 2005 Keystone – National Defense University, Suffolk, Va.
 2005 Leadership Team Awareness Course, Defense Equal Opportunity Management Institute, Patrick AFB, Fla.
 2006 USAF Senior Leadership Course, Gettysburg College, Gettysburg, Pa.
 2008 Security Assistance Management-Overseas Course, Defense Institute of Security Assistance Management, Wright-Patterson AFB, Ohio

ASSIGNMENTS

1. September 1982 – November 1982, trainee, Basic Military Training, Lackland AFB, Texas
2. November 1982 – February 1983, student, heavy equipment operator, Fort Leonard Wood, Mo.
3. February 1983 – January 1987, heavy equipment operator, 56th Civil Engineer Squadron, MacDill AFB, Fla.
4. February 1987 – December 1987, heavy equipment operator, 554th Civil Engineer Squadron, Osan AB, Republic of Korea
5. January 1988 – May 1992, instructor/instructor supervisor, heavy equipment operator, 3770th Technical Training Group, Detachment 0001, Fort Leonard Wood, Mo.
6. May 1992 – May 1993, foreman, horizontal construction, 8th Civil Engineer Squadron, Kunsan AB, Republic of Korea
7. May 1993 – March 1994, foreman, heavy repair, 633d Civil Engineer Squadron, Andersen AFB, Guam
8. April 1994 – March 1995, manager, heavy repair, 36th Civil Engineer Squadron, Andersen AFB, Guam
9. March 1995 – November 1996, chief, readiness flight, 36th Civil Engineer Squadron, Andersen AFB, Guam
10. November 1996 – July 1997, chief, heavy repair, 36th Civil Engineer Squadron, Andersen AFB, Guam
11. August 1997 – July 1999, chief, facility maintenance, 81st Civil Engineer Squadron, Keesler AFB, Miss.
12. July 1999 – March 2000, superintendent, military personnel flight, 81st Mission Support Squadron, Keesler AFB, Miss.
13. March 2000 – September 2000, superintendent, 81st Mission Support Group, Keesler AFB, Miss.
14. September 2000 – September 2002, command chief master sergeant, 14th Flying Training Wing, Columbus AFB, Miss.
15. September 2002 – May 2004, command chief master sergeant, 437th Airlift Wing, Charleston AFB, S.C.
16. June 2004 – August 2005, command chief master sergeant, 1st Fighter Wing, Langley AFB, Va. (October 2004 – November 2004, command chief master sergeant, 386th Air Expeditionary Wing, Southwest Asia)
17. August 2005 – May 2007, command chief master sergeant, United States Forces Japan and Fifth Air Force, Yokota AB, Japan
18. June 2007 – June 2009, senior enlisted leader and advisor, United States Pacific Command, Camp H.M. Smith, Hawaii
19. June 2009 – present, Chief Master Sergeant of the Air Force, the Pentagon, Washington, D.C.

MAJOR AWARDS AND DECORATIONS

Defense Superior Service Medal
 Defense Meritorious Service Medal
 Air Force Meritorious Service Medal with one silver oak leaf cluster
 Air Force Commendation Medal with two bronze oak leaf clusters
 Air Force Achievement Medal with one silver oak leaf cluster

OTHER ACHIEVEMENTS

1993 John Levitow Award, Noncommissioned Officer Academy
 1996 13th Air Force Senior Noncommissioned Officer the Year
 1996 Ancient Order of Chamorro and a special resolution from Guam's 24th Legislature

EFFECTIVE DATES OF PROMOTION

Chief Master Sergeant of the Air Force June 30, 2009
 (Current as of July 2009)

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Introduction

Mr. Chairman, Representative Bishop, Members of the Subcommittee, thank you for this opportunity to share with you information important to America's Airmen, their families and our United States Air Force. It is an honor and distinct privilege for me to join my fellow Service Senior Enlisted Advisors and represent our Nation's finest men and women.

The Air Force is 684,316 strong—including about 507,000 uniformed Airmen and 177,000 Air Force civilians.

We appreciate the support of the Members here and from the entire House of Representatives, which continues to be vital to our successes. We greatly value your efforts, actions and legislation that have led to the expansion of service member and veteran's pay and benefits. We also appreciate the visits by House members to our service members in the field and to our wounded warriors in health care facilities.

Our Airmen are on the frontlines in a variety of theaters of operation, providing Airmanship skills to combatant commanders. They are deploying at an intense rate, while their family and friends remain behind. We must make sure Airmen and their families are safe, resilient and healthy, and our Airmen are properly organized, trained and equipped for employment by combatant commanders. It's my honor today to tell you about what America's Air Force is doing on a daily basis.

Continue to Strengthen the Nuclear Enterprise

The Air Force continues to strengthen the nuclear enterprise, placing increased focus on ensuring the nuclear deterrence mission is executed with precision and reliability every single day. Secretary of the Air Force Michael B. Donley, Air Force Chief of Staff General Norton A. Schwartz and I have all visited the nuclear missile fields. We had the opportunity to speak with the amazing Airmen who provide the same round-the-clock nuclear deterrence as their predecessors have for over 50 years. These Airmen are working diligently to achieve the standard of perfection the nuclear mission demands and the American public expects.

Last year, I reported that we made substantial efforts in strengthening the Air Force nuclear enterprise by creating a new major command. This year, I'm happy to report that Air Force Global Strike Command reached Full Operational Capable status in September 2010. This change provides the needed oversight and advocacy of the Air Force's Intercontinental Ballistic Missile (ICBM) and nuclear-capable bomber forces.

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The demand of the nuclear mission requires discipline and compliance with the highest standards. It is imperative that Airmen at every level are focused on upholding our core values of Integrity First, Service Before Self and Excellence in All We Do.

Airmen in the Joint and Coalition Fight

More than 94,400 Total Force Airmen are currently forward stationed or deployed worldwide supporting combatant commanders. Another 133,000 provide daily strategic mobility, space and missile capabilities, command and control, and intelligence, surveillance, and reconnaissance to joint warfighters. In all, 42 percent of the Total Force directly support combatant commander requirements every day.

Almost 29,000 Airmen are deployed to the U.S. Central Command area of operations, with more than 3,700 filling joint expeditionary taskings. Airmen are on the frontlines with their fellow Soldiers, Sailors and Marines in roles such as detainee operations, convoy employment and protection, explosive ordnance disposal, police training teams, military transition teams, civil engineering, security, communications, fuels, medical services, logistics, intelligence, and base operating support. They are part of the joint team, serving in whatever capacity needed by the combatant commander. Together with our sister services, we are training and augmenting both Iraqi and Afghan security forces, rebuilding critical infrastructure, and providing medical services to these war-torn countries.

Our remotely piloted aircraft (RPA) platforms continue to increase the support to joint and coalition warfighters on the ground. Airmen are finding, fixing, tracking and attacking our enemies using Air Force Predators, Reapers and Global Hawk RPA aircraft. Our Predator operations alone have increased from 12 combat air patrols in 2007 to 48 today to support combatant commanders and warfighters. By growing the number of RPA operators and increasing the number of combat air patrols to 58 by the end of fiscal 2012, we are protecting joint and coalition interests around the globe.

End Strength

We are programmed to have an Active Air Force end strength of 332,200 at the end of this fiscal year. This will allow us the right size of force to meet mission demands, which continue to grow as we require Airmen for air, space and cyberspace operations.

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Recruiting and Retention

Airmen are our most valuable asset. We need the right number of Airmen with the right skills to support combatant commander requirements. We are firmly committed to organizing, training and equipping our Airmen to the highest possible standard.

Our goal continues to be to recruit the best and brightest our Nation has to offer and we are succeeding. This fiscal year, more than 99 percent of our enlisted recruits hold a high school diploma, 18.5 percent have completed some college, while 4 percent enlist with a bachelors degree and 0.2 percent enlist with a masters degree. We face significant challenges because of disqualifying factors and an increasingly obese youth population, but we continue to recruit talented young men and women.

Our recruiters are on track to meet their goals for our Active Duty, Air Force Reserve and Air National Guard. Since this fiscal year began, 14,807 of America's young men and women destined for Air Force duty have completed or currently attend Air Force Basic Military Training (BMT). We expect to graduate a total of nearly 34,000 Airmen from BMT by the end of September.

Recent retention results for Air Force enlisted members show we are exceeding or are within tolerance of our goals for all Selective Reenlistment Bonus zones. While meeting these goals in the aggregate is encouraging, there is a continuing need to manage the critical and war-fighting skills through a properly sized bonus program to ensure required retention and manning. We are concerned about a number of career fields including contracting, enlisted aviators, command and control specialties, intelligence, civil engineers and public affairs.

Re-enlistment bonuses are our most effective tool for retaining quality Airmen in these mission critical specialties. We appreciate continued Congressional support for these incentive efforts.

Developing Airmen

Deliberately developing Airmen is a key focus area. Our Airmen must have the right mix of skills so the Air Force can continue providing combat-ready, expeditionary forces to combatant commanders now and in the future.

The Air Force is focused on providing the right expeditionary combat skills needed for our Airmen to fly, fight and win. It is critical that our Airmen have the experience, education and training to think with a global perspective and operate in an expeditionary environment.

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Building Resiliency

Building resiliency among Airmen and their families is another key focus area. Our warriors have been in Iraq and Afghanistan for nearly 10 years and in the Middle East for over 20 years. Continued high operations tempo at home and abroad stress to us the need to deliberately increase the focus on building strong, resilient families. Resilient Airmen are better equipped to withstand, recover and/or grow in the face of stressors and changing demands, and continuously get the job done. Many of our programs are designed to continue to build resilient Airmen and families.

Quality of Life

We thank the Congress for its steadfast funding for quality of life initiatives. We look forward to continued support to enable us to retain skilled Airmen and develop them into the leaders we need for the future.

The quality of life Airmen and their families receive is an overwhelming factor in how long they will serve. During the Year of the Air Force Family (YoAFF), we focused on four main pillars: health and wellness; Airmen and family support; education, development and employment; and Airmen and family housing. Among the many initiatives resulting from the YoAFF, we implemented the Family Health Initiative at 32 Medical Treatment Facilities, convened a Single Airman Summit in April 2010, provided each installation funding to support spouse employment programs, and developed the Building Thriving Housing Communities Strategy.

Whether working on the installation or deployed fighting the Nation's wars, our Airmen deserve buildings and facilities of a high standard commensurate with the outstanding service they provide their country. Since 2000, and with the very generous support of Congress, the Air Force funded many military construction projects for child development centers, youth centers and fitness centers. While this represents a significant investment by the Air Force, many requirements remain.

Our fitness centers continue to be an important on-base facility where Airmen and their families gather to participate in numerous activities that help to improve their overall health and build strong, resilient families. The Air Force has funded dozens of fitness center projects over the last 10 years. These projects have included add-ons to existing centers and replacing old and undersized facilities. With your continued funding support, we hope to construct and expand our facilities to meet the needs of our Airmen and their families.

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Last year, we transformed the way the Air Force delivers food service. We focused on a campus-style food service for Airmen and their families while improving efficiency and providing significant savings. Our food transformation initiative addresses changing lifestyles, needs and preferences while improving program and facility standards. This initiative offers a variety of healthy options while keeping our warfighting capabilities at the forefront. The transformation was implemented at six bases, where operating hours increased while costs decreased an estimated 27 percent. Since the initiative began, the customer count is up 22 percent and satisfaction has increased 8 percent.

Assistance to Severely Injured Service Members

Caring for our wounded warriors is more than a priority; it is a lifelong obligation. These brave men and women put their service to country before themselves, and we must give them the best care available because that is what they deserve. More of our Airmen survive injuries than in past wars, but many of these injuries present significant challenges to the quality of life for both them and their families.

The Air Force Warrior and Survivor Care Program ensures our Airmen and their families have the support through recovery, rehabilitation, and reintegration, whether that reintegration be back to an Air Force specialty or into the civilian sector. In 2010, 14 Recovery Care Coordinators were added, bringing the total to 32 Air Force wide.

Currently almost 1,000 wounded Total Force Airmen have been served by the Air Force Wounded Warrior Program; about 25 percent remain on active duty while three-quarters of them have separated or retired. Of these wounded warriors, almost 600 have invisible wounds including Post Traumatic Stress Disorder.

For Airmen who transition to civilian status, the program continues for as long as the families need it, including extended transition assistance, employment applications, civilian job searches, financial planning, relocation and integration back into civilian communities.

Our Air Force will continue to work with our joint partners, the Department of Veterans Affairs and the Military Severely Injured Center to make sure we are doing everything possible to care for these heroes and their families – it is our unwavering obligation.

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Airmen Education Opportunities

The U.S. Air Force enlisted force is highly educated. Since April 25, 1977, more than 303,500 Airmen have earned a fully accredited associate degree, corresponding to their career field, through the Community College of the Air Force (CCAF). In fact, about 153,000 of our enlisted Airmen have at least 12 college credits; of that more than 51,500 have associates degrees, almost 18,000 have bachelors degrees or higher and 18 have earned their doctorate degrees.

The General Education Mobile program is making education more accessible for our Airmen. This program offers general education courses required for a CCAF degree through distance learning courses. This program is intended to attract those students who are struggling to get their general education credits filled because of numerous reasons, primarily the Air Force's high operations tempo. There are 26 participating schools offering 511 courses of which over 700 Airmen are enrolled.

Our Associate-to-Baccalaureate Cooperative program is helping CCAF graduates apply credits toward a bachelor's degree at military-friendly schools. This program has grown to 44 civilian higher-education institutions and offers 219 bachelor's degree programs. These institutions take an Airman's CCAF credits and apply them toward a bachelor's degree. More than 17,000 Airmen are participating in the program, and since its inception in June 2007, 464 bachelor's degrees have been awarded.

We've also had an overwhelming number of Airmen who have transferred their G.I. Bill benefits to their dependents. This benefit helps families, and it also helps the Air Force retain our Airmen through the associated service commitment. We continue to recruit and retain Airmen who value educational opportunities for themselves and their families.

CCAF also offers a Professional Manager Certification, a credential award that formally recognizes an individual's advanced level of education and experience in leadership and management, as well as professional accomplishments. The program provides a structured professional development track that supplements Enlisted Professional Military Education and the Career Field Education and Training Plan.

Exceptional Family Member Program

The Exceptional Family Member Program (EFMP) is how we assist Airmen and their families who have special needs, balancing mission requirements with family care responsibilities. We have more than 17,000 families in the program right now.

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Two facets of EFMP are assignments, managed through the Air Force Personnel Center and Special Needs Identification and Assignment Coordination, administered by the Air Force Medical Service. We recently added a third element, EFMP-Family Support, which provides information and referral services available in the base and local community. We added EFMP family support coordinators at 35 Air Force installations that have 175 or more special needs families. The coordinators work to ensure medical and educational services and resources are coordinated to meet the needs of families.

Key Spouse Program

The Key Spouse Program is an effective way to communicate with family members and is akin to the Navy Ombudsman Program and the Army Family Readiness Group. We aim to bridge the gap between the military spouse and the military chain of command to help build a greater sense of community within units, especially where families are separated or deployed.

Currently, 97 percent of units have trained Key Spouses, and we have more than 4,121 trained volunteers. We hope increased emphasis and continued standardization will make this program become even more helpful.

Education for Military Children

Military life, frequent moves and extended separation during deployments present a host of challenges for our families. Nearly half of all service members are married and have children. Consequently, military families often weigh assignment decisions based on the quality of education from the local school systems for their children.

Thirty-five states have passed legislation to establish an Interstate Compact On Educational Opportunity For Military Children to address educational solutions at the state, local, and school district levels. These compact states are working to solve issues dealing with class placement, records transfer, graduation requirements, immunizations, exit testing and allowing late entry to extra-curricular activities and sports teams. Another eight states (MT, WY, NE, MD, VT, PA, NY and WV) have proposed their respective bills, and the final six states and the District of Columbia (OR, AR, WI, GA, NH, ME and DC) have indicated the issue is a "priority." The Interstate Compact ensures children in military families are not penalized in school for their families' service to the Nation.

We are making great strides in support for Air Force-connected students attending public, private, DoD Dependent Schools, home and virtual schools. Currently 84 Air Force bases have civilian

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school liaison officer positions. In addition, staff in the Airman and Family Readiness Centers provide school liaison support to leadership and families. Major commands and installations continue to work creative initiatives such as providing webcasts of graduations so parents can share these occasions while deployed. Additionally, a senior military officer or DoD civilian has been designated at each installation to advocate with local and state school administration and school boards for the interest of Air Force families.

Spouse Employment

Spouse employment in the military is a constant challenge for our military families. Overall, 48 percent of Air Force spouses seek employment with each military move. For our junior Airmen, the added income is often a large part of the quality of life their family enjoys. Military spouses report that their work income constitutes about 48 percent of total family income.

We appreciate your support and the Administration's effort to strengthen our military families by removing barriers that currently prevent military spouses from maintaining a career or employment because of relocation.

This support helps ensure our family members have access to careers and are not adversely affected when our service calls upon us to relocate.

Unemployment Compensation

When states support unemployment compensation, this also allows spouses to take reasonable time to find suitable employment at the new location as well as resources necessary to obtain any new licensing or credential requirements. Currently, 38 states plus the District of Columbia provide unemployment compensation to spouses who leave because of a military move, nearly triple the number since 2004. We remain hopeful the remaining states, despite the current challenging fiscal environment, can provide similar compensation benefits to improve the employment outlook of military spouses.

One of the greatest challenges facing our nation right now is unemployment and underemployment, and we remain especially concerned about the challenges facing those in the Guard and Reserve or those leaving active military service as they look for work.

Although the national unemployment rate was 8.9 percent in February 2011, the unemployment rate for the younger segments of the workforce, which includes those veterans who joined the military after September 11, 2001, remains elevated. As a result, we are committed to

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assisting our separating members in making a successful transition to employment in the civilian workforce and in encouraging their continuing education through the use of the post-9/11 GI Bill."

Housing

The Air Force is committed to ensuring our Airmen and their families have quality housing in which to live and raise families. We believe our people deserve well-built and well-maintained housing. Through military construction (MILCON) and housing privatization, we are providing quality homes for our families. So far, the privatized housing program has provided 37,800 homes at 44 installations, and we are scheduled to complete the effort at continental U.S. bases, including Alaska and Hawaii, by January 2012. We will also renovate overseas housing as the inventory ages and requires sustainment and modernization.

Investment in dormitories provides high quality housing to our unaccompanied Airmen. Under our Dormitory Master Plan (DMP), we are conducting facility assessments across the Air Force to create a prioritized list of dormitory conditions. The DMP will be a guide to invest limited funds to gain the highest return on investment. The assessment is scheduled to be complete this summer.

In addition to repairing structural inadequacies in dormitories, our focus remains on ensuring we provide a structured environment where commanders and first sergeants serve as mentors in the care and development of our Airmen. The dormitories are not just a place to sleep; they are a place for young Airmen to adjust to military life and build a strong sense of community.

Military Construction

For the past several years, the Air Force has chosen to take risk in infrastructure in order to invest in modernization efforts. Though we intend to continue modernizing our force, we also expect to support our Airmen by renovating and replacing aging facilities in the coming years. We have prioritized our program to cover our most critical military construction requirements by focusing on projects that support the Air Force priorities of continuing to strengthen the nuclear enterprise, partnering with the joint and coalition team to win today's fight, developing and caring for our Airmen and their families, modernizing our air and space inventories, organizations, and training, and in acquisition excellence. Again, the continued support of this Subcommittee and the House Appropriations Committee is vital to the success of these military construction programs.

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Summary

Mr. Chairman, Representative Bishop, Members of the Subcommittee, thank you for this opportunity to represent Airmen and their families by testifying today.

Our Airmen are doing incredible work, ranging from providing humanitarian aid to the Pakistan flood victims to supporting U.S. Central Command missions on a daily basis in Iraq and Afghanistan. More than two-thirds of Airmen entered the Air Force after September 11, 2001, which means the majority of our force has been at war their entire careers. They deploy longer than ever before and some need a second hand to count the number of combat tours they have been on. Despite this pace, our Airmen have shown amazing resiliency.

Finally, this is a team effort and the contributions of Air Force families continue to be amazing. Our families are the ones who deal with an empty seat at the dinner table when our warfighting mission takes us away. They stand tall when extraordinary challenges attempt to knock them down. They keep the faith and their support is critical to Airmen fulfilling their mission requirements.

Thank you again for your continued support of our brave Airmen and their supportive families.

Mr. CULBERSON. We follow a rough 5-minute rule mainly when we ensure that Members have an ample opportunity to ask questions, and so I don't, you know, strictly follow the 5 minute. So the questions may go beyond that, but each one of us are mindful that our colleagues need time to ask questions as well, and we will make sure we get to everybody.

One thing that I know is on the mind of each and every one of us that we are always concerned with is—of course, the reason we are having this hearing is we are trying to identify, if I could ask each one of you, what are the top three quality-of-life issues that you hear from the most that we on this committee and the Congress need to make sure that we are focused on above all others. If you could identify what, in your mind, are the top three quality-of-life issues for the enlisted men and women that you represent?

AIR FORCE QUALITY OF LIFE ISSUES

Chief Master Sergeant of the Air Force ROY. I will start it off, Mr. Chairman. Our top three, as I stated in my testimony, first one being resiliency, and how we build that culture of resiliency within our Airmen and our families is very, very important for us.

Also, the continued support for those that deploy and those that—we call it deployed in place, those Airmen that are supporting the battlefield from home station, and the certain challenges that those Airmen and families feel each and every day.

And then, of course, the last thing is something that we as the United States Air Force have taken very seriously over the last couple of years in trying to upgrade our EFMP, our Exceptional Family Member Program. We have currently added another segment to that, and that is simply that family support piece that was not there before. We had the medical, we had the assignment piece, but we needed a support piece there for the family, and we are moving out on that one.

Mr. CULBERSON. If you were to ask an average Air Force enlisted member what are sort of the top—we are looking for also, in addition, obviously from a policy perspective, where you all are focused, where the branches are focused, where we need to be focused. But also talk to us a little bit about what—if you were to just go out and ask a group of young men and women, what sort of things would they be concerned about?

Chief Master Sergeant of the Air Force ROY. Today?

Mr. CULBERSON. Yes, sir.

Chief Master Sergeant of the Air Force ROY. They are concerned with, first of all, the continuing resolution. That is top on their mind when we start talking about, you know, all of our men and women across all of our services being deployed in foxholes around the world, yet we are kind of dangling this saying that we may or may not be able to pay you.

Mr. CULBERSON. That uncertainty.

Chief Master Sergeant of the Air Force ROY. That is on their minds.

Mr. CULBERSON. Uncertainty.

Chief Master Sergeant of the Air Force ROY. That is the number one thing on their minds. Sorry, sir.

Mr. CULBERSON. It is. It is the fault of the Congress. You are right, absolutely. We have got to get this done.

Chief Master Sergeant of the Air Force ROY. The other is, again, it is a little larger scale, but the economy, and it affects our service members through things like housing. When we had the assistance, when we move people around, and that assistance that is no longer there that we were able to provide at one given time is now gone, that is certainly affecting our service members. I can speak from our Airmen's perspective.

CONTINUING RESOLUTION

Mr. CULBERSON. Thank you, sir.

Master Chief Petty Officer WEST. Sir, if I could, I would like to echo that for the Navy as well. The CR really rings true as being the number one issue not only for our Sailors, but for their family members, and that is what I get when I go out and talk to Chiefs' groups.

But also, sir, I have a Facebook page, and I have about 60,000 people that follow that. And those spouses, that is the number one question as of late: Are we getting paid? There is uncertainty out there, and that is a tough thing for a young family.

Mr. CULBERSON. Absolutely.

Master Chief Petty Officer WEST. When their Sailor is over the horizon, sir.

Sergeant Major KENT. I would like to echo the same thing, sir. That is the number one priority right now, the CR, sir.

Sergeant Major CHANDLER. Sir, also the same for the Army. At the end of the day, we have a lot of soldiers that live from paycheck to paycheck, and that stopping of that pay is really a huge burden hanging over their shoulders right now.

Mr. CULBERSON. I can hear and tell you everybody in this committee and all of the Members are committed to doing anything we can to get some certainty, to bring some resolution to this to ensure that there is no disruption at all and to remove that cloud. There are enough other things they have to worry about. We shouldn't certainly have them worried about that.

Master Chief Petty Officer WEST. Yes, sir, and not to pile on, but my biggest concern with our people and our young Sailors right now, those young E-1s through E-4s, is our barracks. Our barracks are aging. And with this CR in the process now, or it keeps getting kicked down the road, those contracts and such that we would like to let to get those barracks built or renovated or those Homeport Ashore—Homeport Ashore for us, I still have about 5,500 Sailors living on board a ship right now, and all of that is getting pushed as this is getting pushed, sir.

MILITARY CONSTRUCTION

Mr. CULBERSON. I know Sergeant Major Kent mentioned to me the importance of the BEQs. Talk to us a little bit about that.

Sergeant Major KENT. Yes, sir. I would just like to echo the same thing, sir. I think he is reading my notes here, sir, because we—no, I am just joking.

Sir, we are living in 50-year-old barracks right now, and we have \$2.3 billion that we are using to build these barracks. And if we

don't pass this resolution soon, the MILCON projects will be threatened, and part of that is to barracks that we have right now, sir.

Mr. CULBERSON. We are going to do everything in our power to get some certainty and resolution of this, sir.

Sergeant Major KENT. Yes, sir.

SCHOOL DISTRICTS

Mr. CULBERSON. I also wanted to ask about the schooling that is available to our men and women that have families if they are assigned to a base. I know when I visit Fort Hood, the local school district there, Judge, is doing a great job. They are very happy. Is that Round Rock?

Mr. CARTER. Killeen.

Mr. CULBERSON. No, excuse me, Killeen. Killeen, I am sorry, Killeen Independent School District really does a good job. They don't have any complaints at Fort Hood.

But if you get assigned to Fort Bliss and El Paso, it is a different story. They have got real problems in the local school district there.

Talk to us, if you could, and then I am going to pass to Mr. Bishop, about the options available to a young family in the military assigned to a post. I understand there are some DoD schools, some DoD schools available on post. Talk to me a little bit about that. What are the options?

If I come in as a brand new young father, a young family, assigned to Fort Bliss, what are my choices; or to a Navy base or in the Marine Corps, Camp Pendleton or an Air Force Base?

Sergeant Major CHANDLER. Well, Chairman, I can actually speak about Fort Bliss because that is where I came from before I became Sergeant Major of the Army. And, you know, Fort Bliss is actually a success story and is really turning around the image of the El Paso Independent School District and the Socorro Independent School District that service not only Fort Bliss, but the greater El Paso community.

There was a period of time when the schools were, you know, pretty bad. But with partnership with the Army and with the local school districts, there have been huge improvements, and a lot of their test scores have really come up, and the quality has been much better there over the years.

Now, there are no DoD schools on Fort Bliss. There are schools that are in the school district that are on the base itself, but they are not DoDEA schools.

Mr. CULBERSON. I am glad to hear it. I have just gotten several reports firsthand, one as recently as yesterday from somebody that was just out at Fort Bliss who asked me to keep their name out of this, who is very knowledgeable and aware, who said the public schools in El Paso, they are still having bad problems, a lot of gangs and drugs and crime. And families that have been assigned there are anxious to try to keep their kids out of the public school system there, but they don't have any real choices.

What are my choices if I am a new, if I am a young family coming into the Army, say, to Fort Bliss? Where can I send my children to school, sir?

Sergeant Major CHANDLER. Sir, there are three, three major school districts that service the Fort Bliss area. Obviously those are public schools. You have private schools that are available, and there is home schooling options. And then, obviously, we have the programs that the Army has, child and youth services programs that support the family before and after school with different activities.

Mr. CULBERSON. So private schools, there is no DoD school, or three independent school districts.

Sergeant Major CHANDLER. No, sir. There are three large independent school districts, and I believe there is one very small district. But the major three are the El Paso, the Isleta and the Socorro school districts.

Mr. CULBERSON. Well, one thing I would—and I would move on to Mr. Bishop—but I would love to have us talk about and on the committee and discuss with you is why don't we make charter schools available? I mean, there are a lot of great opportunities, I think, there for charter schools to be set up on military bases that would provide another option for some of these young families who may not know how to home school or who can't afford a private school.

Sergeant Major CHANDLER. Mr. Chairman, I would be happy to provide you and the committee with follow-up information and all the options, including charter schools in the El Paso area.

[The information follows:]

The El Paso area has a variety of educational opportunities to address the needs of military families arriving at Fort Bliss. There are nine school districts in the El Paso area, with a variety of programs. Numerous new schools have been built that directly support growth, including Colin Powell Elementary and the Chapin High School, both built on federal property within military housing areas. The local area also has 10 public Charter Schools that are available to families at no cost. The charter high school focuses on technology, science, English and math. Additionally, there are 28 private/parochial schools in the El Paso area with a variety of programs to include, but not limited to, developmental programs for three-year olds, swimming lessons, art appreciation and art history. Several schools offer discounted rates to military families. Another option for military families is home schooling, home schooling is active on Fort Bliss and in the El Paso Community with two primary home school groups on the installation.

CHARTER SCHOOLS

Mr. CULBERSON. Are there any charter schools? Can they go to the charter school in El Paso?

Sergeant Major CHANDLER. I am not positive that there is a charter school in El Paso.

Mr. CULBERSON. See, that is what I thought. I didn't think there was.

Anyway, we are going to apparently have a bill on the floor tomorrow that is near and dear to Speaker Boehner's heart. I have always supported the concept of charter schools. I am a big proponent of public education at the State and local level. I am a 10th Amendment guy.

I came out of the State legislature in Austin, and the charter schools do play an important role. And I just want to get your thoughts, something I hadn't really mentioned to you guys before, but it just struck me. In talking to a lot of these young men and women on these bases, if you have got kids, and it is a bad public

school system, what do you do? And if it is on Fort Bliss, there is no DoD school, and if you can't home school and can't afford a private school, then what do you do?

Master Chief Petty Officer WEST. Sir, if I may, in many of our locations, I know that, as you know, the Navy and the Marine Corps team, we are located in a lot of places together, but through our Fleet and Family Support Center for the Navy, we have something called a SLO, School Liaison Officer. And what we are doing is teaching our young Sailors that have family members to reach out to those individuals prior to going to those areas. Now, those SLOs, School Liaison Officers, will also provide them with the advice or whatever they need, but they will also liaison with the school to make sure that the transition of that student is really smooth.

We also have a very robust, a very robust, interaction between the Sailors. We call it school partnerships, where our Sailors that will go out in those schools, and they will read to students, you know, math, science and other things. It is a very good program. But it is staying connected.

And I think, too, there is some responsibility back on the family members as well to make sure that they get out there in those schools and get involved in their children's livelihood.

Mr. CULBERSON. No question the best schools in America are the ones where you can't drive down the street when there is a PTA meeting because there are so many cars jammed in there.

Yes, sir, I am sorry.

CHARTER SCHOOLS

Chief Master Sergeant of the Air Force ROY. Could I just add just a couple of points, a couple of things that the committee could have an impact on?

We do have a charter school getting ready to start at Joint Base Andrews Naval Air Facility right here in Maryland. And it is a success story, I will just tell you. But there are a couple other things. Number one is the Military Child Coalition, to continue to support that organization and what they do for all of our children and all of our services. And then there is one other thing called the interstate compact. That is a dynamic area that we could further assist, or we could get further assistance from. What that is is when a child transfers with their parents, to be able to take those credits and apply them to that school at their new location. And I think that right now there is 35, if I am not mistaken, 35 different States that have signed up to that. I think there is another one that just signed of recent, but if we could get all States to sign onto that interstate compact would be a big plug for all of our service members and their families.

Mr. CULBERSON. At least make it available to the Armed Forces. Let me recognize Mr. Bishop.

Mr. BISHOP. Thank you very much, Mr. Chairman.

Let me again welcome all of you gentlemen. A special welcome to Master Chief Petty Officer of the Navy West, a Georgia native from the big city of Rising Fawn, Georgia. I know he joined the Navy to see the world.

Master Chief Petty Officer WEST. Three hundred people, sir, back in the day.

Mr. BISHOP. And I know we are glad that you had the opportunity to see the world, too.

Master Chief Petty Officer WEST. Thank you, sir.

Mr. BISHOP. Let me also give a special shout out to Sergeant Major of the Marine Corps Kent. This is, as he indicated, his last opportunity to testify before this committee as an Active Duty—a Marine. I just want to thank you for your insight over the last 4 years testifying before this committee and our Defense Subcommittee. You have brought us great insight, and I appreciate it very much.

Let me ask all of you gentlemen, starting with the Army, what programs are available to service members when child care is needed? And I would like for Sergeant Major Chandler and Sergeant Major Kent to tell us about the many soldiers and marines who are severely injured in combat and who can't return to Active Duty, and what programs are available for child care for those service members while they are in the recuperation stages?

CHILD CARE

Sergeant Major Kent, in your testimony, you talk about the demand for quality child care on and off installation, and that that need continues to grow, and it outweighs the availability of resources.

And to address the need and help further define the requirements, I think that the Marine Corps contracted for the development of a child care development program and a facility master plan. And I would just like for you to take a moment and tell us if that plan is on track to be completed this summer as it was supposed to be, and talk about the metrics that will be utilized in the report. And if other members have comments on that, I would appreciate hearing them.

And the final thing has to do with the National Association of Child Care Resource & Referral Agencies, with their Military Child Care Liaison initiative. It is a pilot, and I would like to know your assessment of how it is working.

Sergeant Major KENT. Sir, I can start it off. First of all, we do have an issue with child care needs right now. We are at 73 percent. We are meeting 73 percent of our child care needs.

Over the next 18 to 24 months, we will be at 80 percent. Twentynine Palms, California, we really had a big problem with child care. We stood up a temporary building there, and it is meeting the needs right now, but we have to put permanent buildings up as far as child care centers. But over the next 18 to 24 months, sir, we have a plan to meet our needs.

Mr. BISHOP. Is it adequately funded?

Sergeant Major KENT. Yes, sir. Yes, sir, it is right now, sir. now, sir.

Mr. BISHOP. So you are on track?

Sergeant Major KENT. Yes, sir.

Mr. BISHOP. You said 24 months though?

Sergeant Major KENT. Eighteen to twenty-four months, sir. We will meet the need up to 80 percent. We will not be at full, but we will be at 80 percent of our child care needs.

Mr. BISHOP. So you are actually running about a year behind schedule then on that?

Sergeant Major KENT. Yes, sir.

Mr. BISHOP. Anybody else?

Sergeant Major Chandler.

Sergeant Major CHANDLER. Yes, sir. We have added about 59 child development centers over the last few years, and a lot of that has to do with the ability to pull some of those projects forward as part of the American Reinvestment and Recovery program initiative.

Mr. BISHOP. Was that helpful?

Sergeant Major CHANDLER. Absolutely. Many of those child development centers were scheduled for several years down the road. That flexibility to move those closer in really made a huge difference for our soldiers and their families.

We still have a need. We still have child care centers that are in the budget to be built, but we are on path to be able to meet the Army's needs over the next 3 or 4 years.

It is interesting, it seems like we are having more children, and I think that we will continue to see an increase in demand as time goes on, in the Army anyways.

I am not familiar with the pilot program for the Military Child Liaison Coalition, and I will get some further information to make sure I am aware of that program, sir.

Mr. BISHOP. Thank you, sir.

CHILD CARE FACILITIES

Chief Master Sergeant of the Air Force ROY. If I could just add with regard to child care, thank you for the funds that we are actually going to buy out all the known, demand for child care.

Mr. BISHOP. You are talking about the stimulus funds?

Chief Master Sergeant of the Air Force ROY. Exactly, yes, sir, and help that OSD provided to us as well on that. So we are good on the Active Duty side. We still have a challenge for both our Reserve and our Guard forces and how we provide child care for them as well, because we are not near those locations that we have those child care facilities.

We have stepped in and provided some assistance to interim family readiness centers. We call it DePLAYment, and it is a way that they can get child care through that system being funded through the interim family readiness center.

Master Chief Petty Officer WEST. Sir, from the Navy perspective, we really appreciate this body's support. Over the past few years right now we meet the 80 percent OSD requirement. We are going to be adding a 7,000-space expansion, which is a good thing that puts us over that.

Mr. BISHOP. Does the Navy get recovery funds also?

Master Chief Petty Officer WEST. We got some funds from previous years, yes, sir, and that has allowed us to build in the past. What we have and what we are looking at now is for the future.

As you know, with the places being aged, that we are looking at some renovations, and I am sure we are all in that same boat.

Mr. BISHOP. I was really concerned, I just wanted to find out whether or not the Navy specifically got recovery funds and if that helped you with your child care needs?

Master Chief Petty Officer WEST. We did, sir, and it met our needs.

Mr. BISHOP. How about the Marine Corps?

Sergeant Major KENT. Yes, sir.

Mr. BISHOP. You got recovery funds for your child care needs also?

Sergeant Major KENT. Yes, sir.

Mr. BISHOP. You may continue with the other questions.

The Military Child Care Liaison Initiative, anyone want to talk about that?

Master Chief Petty Officer WEST. Sir, none of us have heard of that.

Mr. BISHOP. It is the National Association of Child Care Resource & Referral Agencies, and apparently they have developed a pilot program with DoD to expand the availability and quality of affordable community-based child care for military families.

I guess you can supplement us, you can give us answers supplemental to this testimony on how the program is working. If you can research that and see and just give us a report on how the pilot is working, or if it is working at all.

[The information from Master Chief Petty Officer West follows:]

The Military Child Care Liaison Initiative is a DoD pilot being implemented within thirteen states: Alaska, California, Colorado, Delaware, Florida, Indiana, Kansas, Kentucky, North Carolina, Texas, Virginia, Vermont, and Washington. NACCRRRA is the contractor for the child care liaison placed in each state (with an office in the capitol). These state liaisons can be a resource for information about other efforts to improve the quality of child care in the state. Efforts will NOT compete with military installation programs and are intended to expand capabilities. The hiring and training of staff was completed in February 2011 at which time the pilot commenced. It is too soon for the Services to determine if the program is working. The Navy has a long-term relationship with NACCRRRA and uses Military Child Care in Your Neighborhood (MCCYN) to support our attempts to find elusive quality child care spaces for our Reserve Component families, geographically dispersed active duty military families and active duty families who are unable to access child care programs on the installation.

Mr. BISHOP. I appreciate that very much, Mr. Chairman. I will save the remainder of my questions for my next round.

Mr. CULBERSON. Thank you, Mr. Bishop.

I am delighted to hear that the branches, I understand, are at 80 percent of your need for child care as a result of the money from the stimulus. I am glad to hear there is a success story out of the stimulus.

I would recognize at this time Mr. Carter from Texas, our vice chairman.

Mr. CARTER. Thank you, Mr. Chairman.

Gentlemen, welcome. I have sat through a lot of these hearings, and I am always convinced we gain more information from the four of you than we do from all the branches that run through here. But you don't have to back me up on that.

FORT HOOD

Sergeant Major of the Army Chandler, we are glad to have you. I have the privilege and the honor of representing a great place, Fort Hood. And, in fact, I am going to ask you some questions that are maybe relative to that.

I see that you are a first team man, and that is good. We are glad to have you on board, and I am glad to have all of you here, and don't hesitate to share the personal side of those soldiers and warriors that you represent, because that really makes a difference, I think, on this committee for us getting the concept of what our job is right now, because this committee is about the individual fighting person, man or woman.

And I am going to start off with one that is particular to Fort Hood because it has really got me concerned. Chairman Edwards, who was the former chairman of this subcommittee, and I both worked really diligently, we thought, to replace the Soldier Readiness Processing Center at Fort Hood. That is where the November 9, 2009, massacre took place where soldiers were shot in the process of ordinary living on their home post. And it had a lot of traumatic effect on a lot of people. I would argue that traumatic effect is still there. And through a series of reasons, which I won't go into, we had it funded, it fell off the table.

And Sergeant Major Chandler, I would like your opinion. I think that needs to be a priority of the Army to get that thing replaced, because it is a psychological downer for everybody that gets processed through there, and they just—they just make a big wide circle around that place every chance they can. And I don't blame them.

And so I would like it if you would, if you have any comments. I am sure you are aware of that incident and what you think about that.

Sergeant Major CHANDLER. Well, first of all, I echo your sentiments that that was a horrible and horrific act that still has an impact on our Army today, and every single one of those family members and soldiers and civilians who went through that experience is something we need to keep in the back of our mind, because they are, in fact, a part of what has happened to our country, and we need to reach out to them and always show some empathy for their suffering.

Having spent a little time understanding what has happened with the building, all four of those buildings are sequestered as part of the legal process that is going on with the prosecution of Major Hasan. The psychological impact, I am sure, for people that drive past there is huge, and I would think that the Army would support whatever decision is made in order to provide the necessary support to take care of those facilities and make sure that they are able to be used.

Mr. CARTER. Well, I personally think we need to replace those facilities so that we get rid of that psychological downer that they have to deal with there. And I, for one, am going to be working very hard to get that done.

While we are on this subject, and it is a subject of all the services, this particular subcommittee has probably spent more money

on mental health issues in the last 4 years than any other single category of issues that affect our fighting men and women. And we are all, and you, are acutely aware of it, because you have to deal one on one with people that have these issues. Do you see the up-tick that we have tried to do it as helpful? Is there more that we need to do? Do you have adequate providers for each of the services and maybe more contract providers if necessary to meet an upsurge that you might have of mental health issues, because these issues are of great concern to us.

Sergeant Major KENT. On the providers, we definitely need more, sir. I can tell you that it is the stigma of the service members; are we really focusing on getting rid of the stigma, you know, where somebody could say, I do not want to come forward because they don't think that I am weak, or something like that.

So the Commandant and I, starting with the senior leadership, we are pushing that down, and we are getting rid of the stigma. But we really need mental health providers a lot more.

Master Chief Petty Officer WEST. Sir, from a Navy perspective, if I could, if you could just replace the Commandant and Sergeant Major with the CNO and the MCPON, we as well are pushing a lot of information down. We really appreciate your support, but the provider piece, as you know, we are linked in that provider piece, Navy/Marine Corps.

Last year we met our recruiting goals, but in that area we didn't. We are still looking, and we are still hunting. And so that is what we need some help there.

Chief Master Sergeant ROY. Air Force is in the same light, sir. We have a shortage. Of course, the last NDAA authorized us more, but we have a shortage nationally that we are trying to fill. Our recruiters are constantly out there on the beat trying to find these young men and women that serve in these roles.

We are trying to attack the stigma as well. There is a sting with it. Attached with what we have tried to do under this last Defense Authorization Act was try to put these folks not so much by themselves in a mental health clinic per se, but put them down in family practice, and that is, I believe, going to help us a lot.

On a little more—a little smaller scale, we have what we call the MFLC, Military Family Life Consultants, that we have at each of our installations. I think all of the services have those, and those—those folks do tremendous work for us, and we have got to continue with that, based on this, especially based on this shortage that we have.

Sergeant Major CHANDLER. Sir, I stand before you. I actually sit before you as a beneficiary of the Army's behavioral health program. I, myself, have had the last 2 years of behavioral health care treatment, and it has made a difference in my life and my wife Jeanne, who is with me today.

I believe that without the increases that we have had over the last several years, that we would be in much worse shape than we are now. We have some shortages in the Army. We are still short about 400 behavioral health workers. We are continuing to recruit, but as everyone else here has said, we have some challenges across the Nation, and there are competing demands for those resources.

But I will tell you, it has made a difference in my life and, I know, in soldiers' lives.

Mr. CARTER. Sergeant Major, that is great testimony, and it ought to be shared so that when folks say that if you come forward, you are not going to get promoted, I think you would be a good model for that. And congratulations, we are very proud to have you.

You know, and I guess every organization sometimes has trouble thinking outside of the box, but at least at Fort Hood we discovered that we had a county that actually had a surplus of MHMR. Mental Health/Mental Retardation is our group that deals with mental health at the State level. They had people that didn't have anything to do in their office, and so we mentioned them to the Marine Corps Commander, and we are working to contract some of those people who would love to come down and help soldiers, and we are looking at the ones that have soldier experiences to come in there and do that.

It may take, because of this shortage issue, thinking out of the box on all the services, and look around and see if there is community services that we might—could incorporate in some way, as long as they understand the real makeup of a warrior, which is peculiar to the services. These are awesome things.

The issue of the shutdown, I want to share with you, I did a town hall, about 200 people there, I guess, about 3 days ago. And I told them, you know, that we had a possibility that the government was going to get shut down. And for our community, the Bell County community and the Corel County community, it was the worst thing that possibly could happen was the possibility that the soldiers weren't going to get paid.

And I had a sergeant stand up in the back of the room, and I appreciated this. He said, sir, he said, I have been deployed four times. I am a pretty dang good fighter. He said, but I am a lot better fighter if I am getting paid. And he said, my wife won't be near as bad a fighter if you get her paid. And I thought that was pretty clever.

So we are all aware of that. In fact, many of us that deal with the military are really—that is the number one issue on the table. Hopefully our leadership will get together and we will start working on our issues together and start resolving this. But this is not something that we need to have happen.

Thank you, Mr. Chairman.

Mr. CULBERSON. Thank you very much, Mr. Carter.

Let me recognize the gentleman from California, Mr. Farr.

Mr. FARR. Thank you very much, Mr. Chairman. I always enjoy this hearing.

Thank you all for being back. Sergeant Major Kent, always good to see you.

Sergeant Major KENT. Thank you, sir.

Mr. FARR. Thank you for being out and visiting my district and the DLI. I am very appreciative of that.

I say in politics that leadership is about getting results, and obviously you are in leadership, or you wouldn't be having these titles like Sergeant Major and Master Chief and Chief Master. And you are all leaders, and you have done it through accomplishment.

But I hope we can have some leadership in Congress to have some results, too.

Mr. Chairman, we have got to. And it is your party, we are in the minority party. You have got to solve this CR thing. This is nuts.

We have now had the Chiefs in here, the Secretaries in here, saying that the CR is a threat to national defense, and here you have seen every one of the folks here today talk about how it is affecting family morale and morale and the quality of life for our men and women in uniform.

Now, this thing is over next week. I mean, we can't do this again. We have got to find a permanent—this is our problem, and it is our committee. It is our committee. I mean, we have got to provide some leadership here, and I hope that you will take the message back to our leader.

Mr. CULBERSON. At every opportunity.

Mr. FARR. Right, thank you.

TOP PRIORITY QUALITY OF LIFE ISSUE

You all answered, we have all asked the question. I am almost going to have the Chet Edwards question, because he always had it every year. It was name the three. You didn't go through all of you, all your three. But, you know, in the past it has been sort of the issue for families.

And I think that CRs are on their mind. I don't think it is the first thing you think about. Most people don't even know what a CR is. Nobody in California knows what they are because we can't have them in local and State governments, so it is a unique little Federal tool.

But what is it in the quality-of-life issues? What is out there? I mean, housing was always one, health care was, child care, pay, adequate workplace facilities, spousal employment, and others that you have mentioned in the past. I think we only got the Air Force's.

So do you want to just give me number one? I don't even want three. What is the number one issue affecting families of military?

Master Chief Petty Officer WEST. Sir, I would tell you right now, resiliency.

Mr. FARR. What does that mean?

Master Chief Petty Officer WEST. Well, we have a lot of programs out there, and the fact that we are stressing our forces and then sending them forward like we have not ever done before, at least in recent memory. Our young folks are seeing that, and they are feeling it. So we have just got to make sure that we continue the programs. I would submit to you, from my view, when I go around and look at the programs, we have the programs in place. But what scares us is when we do have—and I don't want to go back to this, but I will—is that CR, which I know you have held—

Mr. FARR. So it is continuity of services to families.

Master Chief Petty Officer WEST. Yes, sir.

Mr. FARR. Like child care and health care and all the other things that are at risk.

Master Chief Petty Officer WEST. Yes, sir. That is for the families for us. My number is one is barracks.

Mr. FARR. Barracks.

Master Chief Petty Officer WEST. Yes, sir.

Mr. FARR. Okay. How about the Army?

Sergeant Major CHANDLER. Sir, my number one would be the commitment that we made for the boots on the ground and dwell time for our soldiers, which impacts quality of life. You know, as an Army we have said that starting in October, soldiers deploying in October will have the expectation when they return from their employment that they will have 2 more years at home.

Mr. FARR. So the dwell time.

Sergeant Major CHANDLER. It is the dwell time.

Mr. FARR. And you have 2 to 1 for Active Duty, right?

Sergeant Major CHANDLER. We will have in October the expectation of 1 year deployed and 2 years back home.

Mr. FARR. And it is just meeting that expectation.

Sergeant Major CHANDLER. Yes, sir.

Mr. FARR. Promises made probably like sort of like health care that we promised we would give them for life.

Sergeant Major CHANDLER. Yes, sir. Yes, sir.

Mr. FARR. Okay.

Sergeant Major CHANDLER. You know, the impact of going to the 15-month deployments a few years ago and then coming off of that and saying we are not going to do that again.

Mr. FARR. Well, it would be nice if the President would come to Congress and ask our authority to let him go to war, but it seems no President doesn't do that anymore. It is not unique to this President. There hasn't been anything since—

Mr. MORAN. Clearly you don't want them to respond to that comment.

Mr. FARR. No, no, this is a comment, but it would be nice.

Marine Corps, what is your—

Sergeant Major KENT. The number one priority would be barracks right now for the single marines, sir. That would be number one.

Mr. FARR. Okay. Air Force.

AIRMEN RESILIENCY

CMSAF ROY. As I indicated earlier, sir, I would say resiliency, but in a way of that continued care that you mentioned prior. As we go through exercise drills, efficiency drills, we have got to be careful that we don't take out those family programs that we have relied on for all these years and we continue to rely on because of our operational tempo.

Mr. FARR. Well, I hope that if this is all regarding the CR and that we have enough money in the program to do all the things that we promise to do, then that is one thing.

If it is that the services aren't responding to the rank and file, that is another.

CMSAF ROY. Again, there is a challenge of how much money do you continue to give to these programs, and how do you continue to advance your force as well, both in equipment and supplies? There is a decision there.

Mr. FARR. There is a big decision there. I mean, it is all about the future of the world, and how we are going to be, and how we are going to get there, and what our role is going to be.

Master Chief Petty Officer WEST. Sir, if I may, as you pointed out, and I know when I see my shipmates here beside me, optempo, the demand on our forces right now, the lean manning that we all are going through, and the force shaping that we are doing, and you add on all the other issues, that is what puts a lot of stress on those folks.

Mr. FARR. Is there any problem with recruitment?

Master Chief Petty Officer WEST. Not from——

RECRUITMENT

CMSAF ROY. Not from an Air Force perspective.

Mr. FARR. Let me ask another question related to these. And just get me for the record, because I am interested in looking into this—would you give me the data on your rates of sexual assault in each of the services and what prevention programs you have in place in each of the services for this? I don't need that told to me today. I would just like to get it for the record.

[The information from Chief Master Sergeant Roy, Sergeant Major Chandler, Sergeant Major Kent, Master Chief Petty Officer West follows:]

As a result of recent AF-centric study performed by Gallup, the following provide a synopsis of the findings:

- Within the preceding 12 months: 3.4% (2,143) of women and 0.5% (1,355) of men experienced sexual assault (projected estimate)
- Sexual assault since joining the AF: 18.9% (11,986) among women and 2.1% (5,553) among men
- In FY10, the number of reported sexual assaults in the AF were 585

Prevention Programs:

The AF transitioned to a primary prevention-based approach, focusing on actions to take to prevent a sexual assault from occurring. Critical elements include the following training and development programs.

1. Airmen continue to receive prevention education through Bystander Intervention Training launched in January 2010. The training consists of 90-minute modules which include discussion, interactive exercises and scenario supported learning. It provides education and strategies for Airmen to intervene when situations they observe could lead to a sexual assault. As of 31 March 2011, the Air Force has trained 119,500 members.
2. We are finalizing risk reduction education. This program will provide advice and information to at-risk populations to increase awareness and methods of keeping themselves safe and identifying strategies that can increase the safety of their fellow Airmen.
3. We are developing a senior Commander risk management guide. Current and former wing commanders, vice wing commanders and command chiefs along with subject matter experts are developing the guide. At a minimum, the guide will include the top three to five items they need to know about victims, offenders, personal leadership, and community leadership in reference to sexual assault as well as more in-depth information on each of these elements.

There were a total of 1689 reported sexual assaults in the Army in fiscal year 2010. This is a six percent decrease compared to fiscal year 2009. The fiscal year 2010 number equates to 2.5 reports of sexual assault per 1000 Soldiers Army-wide and 53 percent of the total reports of sexual assault in the Department of Defense in fiscal year 2010.

The Army's Sexual Harassment/Assault Prevention Strategy consists of integrated phases of policy, procedure, training and assessment components, which will continue through 2016, and beyond. Each phase is cyclical, requiring continuous training of Soldiers and leaders, as well as periodic assessment, revision, improvement and refinement. The cornerstone of the strategy is the "I. A.M. Strong" Campaign, where I — A — M stands for Intervene — Act — Motivate, to encourage Soldiers to take action to prevent Sexual Assault and foster a culture of respect.

The Secretary of the Army introduced the "I. A.M. Strong" campaign at the initial Sexual Assault Prevention Summit in September 2008. The Summit served as a platform to launch Phase I (Committed Army Leadership) by providing training on best practices and allowing Commands the opportunity to develop prevention plans to support the Army strategy. Phase II (Army-wide Conviction) includes educating Soldiers to understand their moral responsibility to intervene and stop sexual assault and harassment. Phase III culminates the dedicated effort of leaders and Soldiers under Phase I and Phase II by "Achieving Cultural Change" that truly reflects Army Values and fosters an environment free from sexual harassment and sexual assault. The final phase is "Sustainment, Refinement and Sharing," during which the prevention program continues to grow while motivating national partners to support our efforts to change generally accepted negative social behaviors; thus reducing the crime of sexual assault.

Additionally, the Army has also increased its investigation and prosecution capabilities to improve processes, training, and offender accountability. The Army has Mobile Training Teams training 24,000 personnel to implement an integrated Sexual Harassment / Assault Response and Prevention (SHARP) program in the field. The Army is conducting training to integrate sexual harassment and sexual assault prevention to ensure sexual violence is addressed at the earliest point. The SHARP program will incorporate sustainment training into annual unit refresher training once the repeal is implemented.

In FY10, the Marine Corps had 310 reports of sexual assault (254 unrestricted and 56 restricted reports), a decrease of 6% from 2009. The Marine Corps has taken aggressive actions to heighten awareness about sexual assault and to make prevention a leadership issue. We have institutionalized a zero tolerance policy—one sexual assault within the Corps is one too many. Commanders are responsible for creating a safe environment and a climate of respect for all Marines.

Command climate is a critical component to prevention. Utilizing an evidenced-based practice for training, the Marine Corps has incorporated *Bystander Intervention* as a preventative tool to create an understanding that every Marine has an inherent duty to step up and step in to stop the occurrence of sexual assaults. The curriculum for non-commissioned officers, Sexual Assault Response Coordinators, Victim Advocates and Commanders is being completely revised to reflect the strong guidance on prevention from the Commandant.

The rate of sexual assault in the Navy in fiscal year 2010 was 1.6 per 1,000 Sailors.

The Department of the Navy Sexual Assault Prevention and Response Office (DoN-SAPRO) is under the direction of Ms. Jill Loftus, a member of the Senior Executive Service, who reports directly to the Secretary and Under Secretary of the Navy. Ms. Loftus is the Secretary's principal accountable official for all sexual assault policy matters and is the Department's primary expert on SAPR assessment, program support, and oversight. The Department's goals include promoting a culture of gender respect and individual responsibility, reducing the incidence of sexual assault, and improving support for survivors of sexual assault, to include consolidating SAPR data and insight from across DoN; coordinating with ongoing Navy and Marine Corps efforts; conducting visits to SAPR sites and program managers; performing or coordinating periodic surveys; developing and implementing DoN policy, programs and training; maintaining liaison with the Office of the Secretary of Defense, other military departments, and civilian agencies; and providing timely updates to the Secretary and Under Secretary.

The Chief of Naval Personnel, as executive agent, is responsible for Navy's Sexual Assault Prevention and Response (SAPR) policy and program. He is supported by a flag officer-led SAPR cross functional team that coordinates issues across Navy stakeholder organizations. Several Navy organizations jointly participate in developing programs and standards for Navy training, medical care, crisis response, spiritual support, investigations, and criminal prosecutions relevant to sexual assaults.

Commander, Navy Installations Command (CNIC), as program manager, is responsible for managing and executing SAPR victim support programs Navy-wide. At the installation level, local commanders work closely with Sexual Assault Response Coordinators (SARCs) as subject matter experts in managing individual cases. Additionally, command appointed collateral-duty and civilian SAPR victim advocates support sexual assault victims, refer them to appropriate services, and communicate their needs in various forums. In all cases, SARCs and SAPR victim advocates work with victims to coordinate medical, psychological and emotional care, along with other areas of advocacy and support.

Navy's goal is to eliminate sexual assault by fostering a culture of prevention, which includes effective education and training, a 24/7 response capability to ensure victim support, reporting procedures available world-wide, and accountability that enhances the safety and well being of all. Navy service-level programs and recent Department of the Navy initiatives are best viewed

together as a collaborative partnership. Navy delivers consistent and concise messages through social marketing media channels, Navy Administrative Messages (NAVADMIN) and Sexual Assault Awareness Month events. Messaging is also coordinated with the Navy Safety Center to focus on the link between alcohol misuse and sexual assault. Key program initiatives include:

- In 2009, the Secretary of the Navy convened the first-ever "Department of the Navy Sexual Assault Prevention Summit" of senior military and civilian Department leaders.
- In 2010, the Department of the Navy Sexual Assault Prevention and Response Office (DoN-SAPRO) conducted the first-ever Department-wide summit for Sexual Assault Response Coordinators (SARCs) from across Navy and Marine Corps.
- This year's summit will be expanded to involve SARCs, facility commanders, and regional commanders in reviewing sexual assault prevention issues with civilian experts.
- DoN-SAPRO conducted focused site visits to Navy locations world-wide to gather insights from local leaders, stakeholders, and individual service members.
- DoN and Navy have engaged a nationally-recognized civilian expert to help refine SAPR training curricula for use across the career continuum, e.g., annual General Military Training, officer indoctrination schools, enlisted leadership courses, and many others.
- DoN-SAPRO funded a full-time position at Naval Criminal Investigative Service (NCIS) to support data collection on sexual assault cases, funded Bystander Intervention pilots for Navy and funded an NCIS and Navy/Marine Corps Judge Advocate General Mobile Training Team "Sexual Assault Investigation and Prosecution."
- Navy leaders and DoN-SAPRO are teaming with civilian experts, Navy program managers, federal partners, and facility-level stakeholders at Naval Station, Great Lakes, to develop strategies to reduce the incidence of sexual assault in a population of at-risk Sailors.

CAMP ROBERTS, CA

Mr. FARR. And I do want to ask a question for Sergeant Major Chandler. It really relates to the National Guard out in California. We have a huge training base called Camp Roberts, and just recently The Sacramento Bee, the newspaper in the State capital, did a pretty in-depth story—and I represent a part of it, and Lois Capps represents the other part, it is in two counties—of just how California's Guard's largest training facility is steadily deteriorating.

I have got photographs. It is not just steadily deteriorating, it is just totally collapsing. It looks like an old run-down city with everything falling in. It is mostly wood, World War II. But we are doing a lot of training there, and we have also got SATCOM in the middle of it. I have put together, in the Monterey Bay Area, Team Monterey, where all the military missions and even defense contractors are part of this team of looking at how we can just, in that region, help one another.

Camp Roberts is one that is all interested. They are using some assets for training purposes. It is right next to Fort Hunter Liggett, but it is totally a mess and falling apart, and it is not in the FYDP, and we can't help it in Congress unless you put it in the FYDP. So would you take a look at that, and I will give you a copy of this article, and get back to us on what might be done.

[The information follows:]

THE SACRAMENTO BEE sacbee.com

California Guard's largest training facility, Camp Roberts, steadily deteriorates

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CAMP ROBERTS – Most California Army National Guard members who deploy to the killing fields of Afghanistan first train here, a sprawling landscape of barracks, assault courses and firing ranges straddling San Luis Obispo and Monterey counties.

Before those soldiers encounter the depredations of war, they face the deprivations of Camp Roberts.

In Building 4001, service members routinely see raw sewage bubbling up from shower drains and toilets and spilling onto the floor, according to a February report by Sgt. Dustin Shepherd, noncommissioned officer in charge of camp operations.

Building 6038, where soldiers check in for training, recently lacked heat despite temperatures dropping to 30 degrees, and had no air conditioning for blazing summer days.

"I am literally sick over this," Shepherd wrote to superiors in a February e-mail obtained by The Bee, "and completely disgusted with the lack of soldier care."

Similar disrepair typifies much of California's largest Guard base.

Scores of buildings created as temporary structures during the urgency of World War II are still in use with jury-rigged plumbing, missing floor coverings and peeling paint. Some are falling apart.

Yet a Bee investigation found that millions of dollars in building materials, appliances and other supplies sit unused or ruined in Camp Roberts warehouses. Inventory controls are so poor, according to internal Guard reports obtained by The Bee, that officials don't know what they have or what is missing. Meanwhile, the camp routinely orders dozens of unneeded items.

The decrepitude of what Guard officials call a "State of the Art Readiness Center for Deploying Soldiers," say service members who know the camp well, stems from decades of deferred maintenance and neglect. Other state facilities – including nearby Camp San Luis Obispo, which boasts a well-appointed officers club and picturesque chapel with gazebo – have been updated and expanded.

"It's a travesty – their lack of care for soldiers," said retired Col. William Hatch, who commanded Camp Roberts from 2003 to 2004. "If we are sending them to war, we owe them the best training facilities. We owe that to the soldiers, their families and the citizens of the state of California."

Deterioration and waste

Camp Roberts' namesake is Cpl. Harold W. Roberts, a tank driver in World War I who won a Congressional Medal of Honor for valor. The camp opened in 1941. A now-shabby parade ground at its heart reflects early pride – at 1,400 yards long, it's the largest in the nation, according to the camp's official history.

Camp Roberts is by far the largest of the California Guard's three major training camps. On average more than 1,100 soldiers train here per day. Counting salaries for 560 full-time employees, modernization and federal stimulus funds, camp officials project its annual economic footprint at \$58 million.

The Guard licensed Camp Roberts in 1971 from the U.S. Army as a training site for marksmanship, tank maneuvers and other battle skills. In recent years, it has upgraded firing ranges and utilities; cleaned sewer lines; replaced roofs, siding and windows on some barracks; and enhanced a fitness room and a recreation center. Federal stimulus funds paid for \$14 million of the improvements.

Yet during a recent tour of the camp, signs of overall dilapidation were evident.

A storm had reduced terrain around some barracks to mud. Inside some buildings, linoleum floors were torn up, many walls battered and stained. Splintering handrails led upstairs, bare bulbs lighting the way. Some showers were rusted and filthy, some windows boarded up.

The camp swimming pool has been defunct for years. In a gymnasium "fight house" used to teach soldiers hand-to-hand combat, aged floor mats no longer align – a serious safety hazard.

Some employees line office doorways with sticky mousetraps in a vain effort to keep out mice.

In a recently prepared slide presentation, the camp's commander, Col. Barbara A. Nuismer, called the antiquated electrical distribution system unreliable and in some cases unsafe. She noted that some buildings lack interior wiring or fire alarms.

"Admittedly, Camp Roberts is in need of significant improvements, and our leadership will not rest until they are realized," Guard officials said in a written statement.

They called barrack upgrades a top priority, for which they were seeking \$75 million in federal funds. Even so, they said all barracks have smoke alarms and fire extinguishers, and troops housed in them patrol throughout the night, partly to watch for fires. They discounted suggestions that the camp is "overrun by mice" or "saturated by 'raw sewage.' "

Nearby, the camp ghost town features 658 long-condemned structures with collapsing walls and shattered windows that gaze blankly at passing jeeps. Signs warn of toxic contamination, such as lead, asbestos and hantavirus, an often deadly rodent-borne disease. A decaying building marked "NBC" – nuclear, biological chemical defense – and a sagging chapel serve as grim sentinels of a bygone training metropolis of the first rank.

Guard officials want to tear down the old buildings and fix two condemned bridges, they said, but lack the funds for those jobs and many others.

They said camp maintenance had been ignored by the federal government before the Guard took over. The problems are a legacy of early federal management, they said, and 40 years of Guard stewardship has not been sufficient to remedy them.

"Funding we receive has only allowed for a portion of what is needed to properly maintain the site," Guard officials wrote, "let alone bring it back from disrepair."

But a June 2010 inspection report obtained by The Bee suggests that some of the shabbiness stems from a breakdown in storing and tracking millions of dollars of supplies and tools in a row of 70-year-old, rundown warehouses where appliances and office furniture rust outside on loading docks.

The report says accounting for much of the property was impossible, in part because more than half of all contents, valued at millions of dollars, were not logged. Sorely needed building materials, worth an estimated half-million dollars, had aged past their usable life span. Sheetrock and wood doors rotted outside, according to the report, and vehicles damaged in accidents were left untouched for up to a year.

Another camp report says only one warehouse worker was employed to maintain the camp's entire inventory in buildings with jumbled shelves and leaky roofs. Even four full-time workers, the report indicated, would need more than 18 months to put the warehouses right.

Meanwhile, Camp Roberts purchased dozens of unused weed trimmers and 31 sets of 100 drill bits, the inspector indicated, "even though they have hundreds of spare bits on hand."

"If the people of the state of California knew how their tax money is being spent but then not used," the inspector wrote, "there would be an uproar."

Officials responded that the warehouse problems were overstated, and "limited manning and funding has forced us to be selective in which ills we would remedy first, but we have been neither inactive nor neglectful in that effort."

Follow the money

Camp Roberts' lowly status in the eyes of Guard leaders seemed clear in December 2003, Hatch said, when a powerful earthquake damaged camp structures, including a large warehouse and an ammunition bunker. The former commander now directs a training center for the state Emergency Management Agency.

His staff at Camp Roberts estimated \$17 million in repairs were needed. The Army Corps of Engineers conducted its own assessment and confirmed only \$4 million in damage, Hatch said.

He didn't fault those figures, he said, because "it was really hard, due to the state of degradation of Camp Roberts, to see what was really caused by the earthquake."

But the \$4 million never trickled down to Camp Roberts during Hatch's tenure. After he left in 2004, he said, he asked the new commander, Col. John Smith, whether the money had ever arrived. It hadn't.

Guard officials said \$4.7 million for quake repair was received in fiscal 2005, of which \$2 million went to Camp Roberts to fix a theater, a propane leak and sewer lines, among other problems. The rest went to Camp San Luis Obispo and other facilities.

A former director of operations at Camp Roberts, retired Lt. Col. Russell A. Smith (no relation to John Smith), attributed the camp's condition to larger, routine diversions of funds. Last week he told the California Senate Veterans Affairs Committee that, since 1989, \$550 million has been taken from funds designated for Camp Roberts to pay salaries to top Guard officers and for improvements at Camp San Luis Obispo and another base.

Guard officials called Smith's figures "egregiously inaccurate," because they exceeded the overall federal allocation for all facility improvements, and because such funds are not earmarked by facility.

This year, Camp Roberts will get nearly \$5 million from a \$12 million allotment.

The California Bureau of State Audits in recent years has issued three reports about possible diversions of funds, without directly addressing Camp Roberts. Some federal money – which comprises the vast majority of the Guard's roughly \$1 billion annual budget – might have been shifted improperly to pay employees who did not work on funded projects. Since at least 2007, auditors wrote, the Guard had not properly tracked spending for operations and maintenance, violating federal law.

Auditors repeatedly warned the Guard that it "lacked internal controls" to detect improper payments for work unrelated to the goals of the funding. The Guard promised to fix the problem by last August but has still not done so. Officials called the issue a "microaccounting" recommendation, rather than "an example of misappropriation of funds or unethical practice."

Somehow, other states have been able to improve their training sites despite similar challenges, Hatch said, adding that neglect and mismanagement have caused Camp Roberts to fall far behind. Hatch said he protested the conditions but was rebuffed without explanation.

" 'We don't have to tell you what we're doing,' " Hatch said headquarters told him when he was commander. " 'We don't have to be accountable to you.' "

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Contact The Bee's Charles Piller (916) 321-1113.

Sergeant Major CHANDLER. Yes, sir, I will take that on.

Mr. FARR. All right. Do I still have any time, Mr. Chairman?

Mr. CULBERSON. We are trying to be flexible, Sam, but we would like to have time for the others.

Mr. FARR. All right. I will wait for another round then.

Mr. CULBERSON. Thanks.

We will go to the gentleman from Virginia Mr. Moran, and you can get another round.

Mr. MORAN. Thanks, Mr. Chairman.

We don't often enough get a chance to have a hearing with the enlisted leaders, and so I appreciate you giving us this opportunity.

DWELL TIME

I have two questions. The first I want to address to Sergeant Major Kent and Master Chief Petty Officer West of the Navy.

The USS ENTERPRISE is going to retire in 2012, next year, but it won't be until 2015 that the Gerald Ford will be commissioned. So it is a 3-year gap. The carrier fleet is going to be reduced to 10 carriers.

Discussions are under way to extend deployments aboard carriers from 7 to 9 months, and it is clearly a quality-of-life issue. And I would like to, because I have another question that may take longer—I would like you to at least briefly describe what that means to those sailors and marines that are going to have longer deployments away from their families.

Master Chief Petty Officer WEST. Yes, sir. I will tell you, I was just out on board the ABRAHAM LINCOLN in February. Let me set this up. You talk about optempo, out in February in CENTCOM. This time next year USS ABRAHAM LINCOLN will be back in CENTCOM as they conduct their deployment and then come over to Virginia. So our carriers are running hard, and our soldiers are working real hard out there.

I would also say that in the past, if you look at the record of carriers, they have typically gone for a little bit longer deployments other than our traditional 6 months. Our Sailors, I put eyes on target on them often. We do that, and I am darn proud of those folks that are out there, Sailors and marines every single day on board those big ships. They are working hard for us, and they are not complaining about it, sir.

Sergeant Major KENT. Sir, I would just like to add that it is important, you know, for the Corps that we continue to build new ships, as you know, sir. If we don't continue to build ships, then we are going to have a problem, you know, in the future, as far as operations.

And as far as the dwell time, sir, we went from 175,000 to 202,000 marines. And the reason why, you know, because we wanted more dwell time for our marines, 7 months forward deployed, 14 months back. And we are getting there right now, but if we have to go out on 9-month deployments, we are not set for that right now. So the dwell time, it would be affected, sir.

Master Chief Petty Officer WEST. Sir, if I may, the dwell time, it depends on what command or ship you are at. For example, our SPEC WAR folks, they don't meet the 1-2 dwell time and neither

do some of our carriers as they are working hard as we cycle various carriers through the maintenance period, sir.

CONDUCT OF SOLDIERS

Mr. MORAN. Thank you.

The next question, it is even awkward to pursue it, but I think it needs to be done, and that is our role, our role is not always to say great job, although we certainly believe that, but it is also to raise questions that our constituents and the public are raising. And as I say, we don't often get the heads of the enlisted men and women before us.

What I want to talk about is the conduct of some soldiers, Army in this case, in Afghanistan.

There was a coverup of a famous football player who was killed by friendly fire in Afghanistan. I think in the long run the coverup itself was far more of a problem than the friendly fire. It was unfortunate. I think it made people look bad. I know General McChrystal to this date regrets his role in it.

But in this case, and specifically we are talking about Bravo Company, the 3rd Platoon, 5th Stryker Brigade, are you familiar with what I am going to talk about?

Sergeant Major CHANDLER. Yes, sir, I am.

Mr. MORAN. Okay. My concern is how these what were murders could be carried out without the knowledge or the suspicion of a single Army officer. I am sure you have seen the information. It hasn't been disputed. It was a matter of soldiers staging killings. I mean, they began with a 15-year-old boy, who happened to be the son of the village elder they had been talking with. He is out in the field by himself, clearly not armed; order him in Pashtu to come forward and then to stay still. He stands still, and then they get behind a bunker, throw a grenade, and then fired any number of rounds into him.

Staff sergeant sees it, and his reaction is to make sure he is dead, and so they shoot him further. But then they dismember the body, cut off the fingers and so on, and brag about it, and then they move forward.

There was an elderly cleric with school children. They ordered him out in the field, never been near a gun, and did the same thing, staged the killing.

You know, they fake it each time, and then, of course, take photos of, you know, grabbing the victim's head by the hair as though they were trophies, bragged about it. They turn and send photos around on e-mail.

Of course, it was bound to come out, and the stories go on and on.

It plays so counter to our counterinsurgency, just the opposite of the policy that we have. And the problem is, I mean, you know, among our own friends, even colleagues, you make one mess up, and it kind of defines you, and it can end your career. And a handful of soldiers, left to their own devices, even though we know they are a problem, they are the bad apples. We don't stop it, and it reflects, unfairly but clearly, upon the conduct, the professionalism of the 99.5 percent of all the other soldiers, and it clearly undermines the viability of our mission.

I am just stunned that their supervisors did not put an end to it, knew of it, and, of course, part of the whole context is these drug-induced actions that apparently is too commonplace, especially over in Afghanistan. And yet that, too, appears to be the case that supervisors have looked the other way.

We have to talk about it. And so I would like for you to do that, if you wouldn't mind, Sergeant Major.

Sergeant Major CHANDLER. Absolutely, sir.

I am personally embarrassed by the conduct of my fellow soldiers, and I know that the 1.1 million soldiers and their families that serve in our Army today are also embarrassed by that conduct.

We have a code, we have a creed, we have an ethos that defines what we are along with a set of values which says this is what an Army soldier is. And those individuals, some of whom have been found guilty for their action, and some are in the process of trial by court martial, have been charged or found guilty with violating the manual for court martials that surrounds their conduct.

The Army has undertaken a study of their profession, of the profession of arms, and to define and help us look at what it means to be a professional and a member of this profession. Part of that is to look at the ramifications of the last 9 years of war and what it has done to us who wear the uniform. Or commitment is to come out with a redefined idea of what our mission is and to reinvigorate that sense of professionalism that defines us as a soldier.

I know I am personally committed to that with General Casey. I talk about it almost every place that I go about what our Army values mean and how we have to have this deliberate and frank discussion. And I do believe that for all of the rest of the soldiers, when something like this, this stain on the uniform of the Army that defines us, actually helps to reinvigorate us and tighten up our bootstraps, tighten up our belt and take action.

ARMY VALUES

Mr. MORAN. Well, that is the way I look at it. It is the ideal response, obviously.

But I guess what troubles me the most here, because I know there are always going to be bad apples when you have hundreds of thousands of troops being deployed back and forth, but the efforts to suppress the photos reached the very highest levels of government, both in Afghanistan and here. General McChrystal knew about it. President Karzai knew about it.

The military launched a massive effort to find every file and pull the pictures out of circulation, obviously concerned about what happened with Abu Ghraib. The investigators in Afghanistan searched the hard drives, confiscated the computers of more than a dozen soldiers, ordering them to delete any—the Army Criminal Investigation Command sent out agents fanning across America to the homes of soldiers and their relatives gathering up every copy of the files they could find. Their first concern was not to let it get out. It is only afterwards their concern was to put an end to this, that it isn't repeated. So, you know, we are not just obviously not going after the leadership of the enlisted, this is a policy.

You know, we have seen examples where they have done it before, and it backfired. I don't know when folks don't learn their lesson, you find out something is wrong, you come out with it immediately. I mean, it is in our own lives, and you make sure it is not going to be repeated.

Do you have any thought about that, and then I will let you—

Sergeant Major CHANDLER. Well, Congressman, I am not privy to the actual conduct of the investigation or what orders were issued to anybody that was conducting the investigation, but I will tell you that candor is a hallmark of the American soldier, and that candor of saying, we made a mistake, we have done something wrong, is the hallmark of a professional. I will tell you that we will continue to reinforce that in our force, and we will get better.

Mr. MORAN. Thank you, Sergeant Major. Thank you for your service.

Thank you, all of you, for your service.

I am sorry I have to raise these things, but it is our role, unfortunately. Thank you, all.

Thank you, Mr. Chairman.

Mr. CULBERSON. Thank you, Mr. Moran.

I know that not only the individuals, the criminals involved in this, are being prosecuted, but the officers who commanded them that helped suppressing this evidence, I am confident those people are also being prosecuted.

How is that being handled? Their immediate superior officers were aware of this. I mean, those people have no business wearing the uniform of the United States either.

Sergeant Major CHANDLER. Sir, what I do know is that there is an ongoing investigation, and that the commanding general for Fort Lewis will make a determination to determine what is going to happen with other individuals that were implicated as part of the investigation.

Mr. CULBERSON. The coverup is, you know, as bad as the crime.

Sergeant Major CHANDLER. Yes, sir.

HUMAN TRAFFICKING

Mr. CULBERSON. Thank you. Thank you very much for that, sir.

When I was on the way down here from the floor, my good friend Chris Smith of New Jersey brought up a subject that also needs to be discussed, and that is the problem of human trafficking and prostitution outside of foreign bases and overseas in particular. He said that the commanding officer—and again, we just visited very briefly on the floor—in Korea had instituted a policy of imposing a curfew, and had very successfully dealt with the problem of prostitution off base and keeping young soldiers out of these places through curfews, through creating a whole variety of programs to keep them busy and entertained, you know, worthwhile activities, and, frankly, just rode hard on them, as we say in Texas, very closely to be sure that they stayed out of trouble.

It is not only, of course, the degradation of the people involved, the young woman and the man, but these people are apparently obviously slaves. They are bringing in young women from around the world and either tricking them or actually enslaving them to participate in this.

And I think Mr. Smith raises a very valid point, and something that obviously needs to be dealt with in order to protect our young people in uniform as well as to prevent this, you know, atrocious trafficking in human beings, from supporting or encouraging it. And could you talk to us about what the Army is doing in particular? If we could start with you, sir, and then just move across the board.

Sergeant Major CHANDLER. Yes, sir. I actually have served in Korea, and Korea is an interesting place. And it was a very challenging assignment and rewarding assignment for me, but it was definitely a place that is a little bit different from the normal Army experience. You know, for most Army soldiers it is a 1-year tour. Most Army soldiers still go unaccompanied, which means they don't go with their family members. And as with most places where there is money available, there will be opportunities to make money, and soldiers spend money pretty well.

I know that in my experience in Korea, the commanding general at that time also instituted a curfew and established a lot of programs to look at other, more wholesome opportunities for soldiers while they were in Korea, lots of emphasis on educational opportunities, on physical fitness opportunities, a lot of investment in the barracks, a lot of investment in trying to get soldiers to participate in other morale-welfare-recreation-type activities.

General Tucker, who was the commanding general over in the 2nd Infantry Division right now, a gentleman that I have served with in the past, has actually spoken to me about that and the success that they have had in these programs under his tenure.

Human trafficking is obviously something that we are opposed to in the Army and are working vigorously to try and eliminate, but there are challenges with the host nation and how the host nation support and laws affect the military community.

So I think that the combination of aggressive leadership engaged with their soldiers will drive down these incidents with human trafficking and soldier indiscipline, sir.

Mr. CULBERSON. Any comments from anyone else?

Master Chief Petty Officer WEST. Sir, I will. I thought we were going to work our way down.

Mr. CULBERSON. Yes, sir, please.

Master Chief Petty Officer WEST. Sir, we, in the Navy, we have a layered approach similar to what the Sergeant Major said. The key is leadership at all levels, particularly at the junior levels. Shipmates take care of shipmates.

But we conduct preemployment training for our ships, but we also conduct something called preentering port training. That is where you stand up in front of those individuals and remind them of all the things they can do and all the things they shouldn't do. It is very aggressive.

We also have annual training on the human trafficking, and we do that, and we take that very seriously in the Navy, which we always laud our Navy—you know, our Navy ethos in honor, courage and commitment.

But one of the things that Sergeant Major did key on, we really highlight a very robust MWR and liberty-type programs. You know, gone are the days of hitting the beach and going out and drinking

all night. There is a lot to see out there. Sir, I have seen the world. I have been to about 75, 80 countries, and I loved every minute of it.

Sergeant Major KENT. Leadership is the key again, sir. We have to have the leadership. You know, they have to be engaged with these marines off duty. And we have a base over at Okinawa, and we have got some programs for these marines where they won't be focused on going to the clubs at night. We have other programs in place over there, sir.

Mr. CULBERSON. You stay after them.

Master Chief Petty Officer WEST. Yes, sir.

Mr. CULBERSON. That is the key. Dishonoring themselves and dishonoring these women, it is just a horrible, horrible thing. And Chris Smith spends a lot of time, noble good time, trying to stop human slavery. Yes, sir.

Chief Master Sergeant ROY. I, like the Sergeant Major, had also spent a few years in Korea. And I will tell you my first tour there in the mid-1980s, it was even discussed back then and the indoctrination to the individual units. As the MCPON had mentioned, we do it during annual training as well.

Just like the other services, we have MWR programs that help with the time that the members may have as well to go out and do some productive things in society as well.

Mr. CULBERSON. Congressman Smith points out quite correctly, and certainly pertinent directly to each one of you in your roles as the leaders of the enlisted men and women in the service of the United States, that if you simply educate these young and women, our young men and women in uniform, and appeal to their good hearts and their good instincts as Americans and their upbringing, when you explain to them what has actually happened to these young women that are held in bondage or have been tricked into this, and that they are encouraging this, and that a lot of these young women have been snatched away from their families, and it horrifies our men and women in uniform to learn what exactly the women are going through, and by their participation in this, they are encouraging it, aiding and abetting. They are slavery enablers.

That is really what it is. It is not human trafficking. I don't know why everybody dances around the term, calls it human trafficking, is putting too nice a term on it. This is human slavery, which is, of course, a lot of what we see coming across the border.

Sam represents California, and, you know, one of the most dreadful aspects of the whole illegal immigration thing is those folks are being held in slavery. I mean, we have modern-day pirates and slavers running on the border with the drug trade and human trafficking—excuse me, slavery. Chris Smith is exactly right to bring it to our attention. I just wanted to reinforce it with you. He asked me before I came into the hearing. He was exactly right.

And I thank you very much for appealing to the—I am sorry, sir, did you want to say something?

Master Chief Petty Officer WEST. Sir, can I come in for a re-attack?

Mr. CULBERSON. Yes, sir, please.

Master Chief Petty Officer WEST. Just to give you a snapshot, I gauge it, I have a personal look at this. I have a son that got un-

derway on Saturday, as a matter of fact, heading to the Med on a junk boat. He is a Navy diver, but they are going through the Med.

And one of the things that I noticed before, he came up to the house before he departed, and he was looking at things to do. And the things he was looking is what trips he could take and what ports they were heading and what was around those ports. It is kind of a difference from what we grew up with in our early days.

So it is working, but like you said, sir, we have got to get the press on, keep an eye on it.

Mr. CULBERSON. It really does. It is all leadership and why we are so proud of each and every one of you, sir.

I would talk about, if I could for a minute, about family housing. How many of families in each one of your branches are still living in inadequate housing? And when do you expect to complete all the construction to eliminate that deficit? And with the privatization of housing well on its way, do you hear any complaints or problems with the basic allowance for housing? And if I could just work my way down.

FAMILIES LIVING IN INADEQUATE HOUSING

Chief Master Sergeant ROY. I will start it off.

Mr. CULBERSON. Yes, sir.

Chief Master Sergeant ROY. The definition of inadequate housing needs to be kind of explained a little bit. These houses do not have broken walls, but yet they do not meet a certain standard for updating that particular home. So that is kind of a qualifier I would just like to throw out there.

Today we have about 14,000 of these homes in our Air Force, and we are projected to have those complete by fiscal year 2016.

These are not homes that we cannot place individuals in, and they would be proud of that home. It is just that these homes have exceeded their life expectancy in a lot of cases.

Mr. CULBERSON. What about the basic allowance for housing, for privatized housing; is it sufficient?

BASIC ALLOWANCE FOR HOUSING

Chief Master Sergeant ROY. Currently today, what I hear from our Airmen, it is.

Mr. CULBERSON. Sergeant Major.

Sergeant Major KENT. Sir, housing, it is very high-quality housing that we have right now. I can look back as a young sergeant being stationed at Camp Lejeune, North Carolina, and that housing is nowhere near the housing standards today. And the families, they really thank you, you know, for making that happen.

Master Chief Petty Officer WEST. Sir, we have about 97 percent of our families in something called PPV, which you are aware of, public-private venture. I will tell you, and I will echo what Sergeant Major said, quality of housing has never been as good as it is today.

I hear no complaints regarding BAH, but I will tell you we have about 3,700 of our family units that are a Q-3 or a Q-4 with about 2,000 of those occupied. So we keep an eye on them, but we are getting out of that. We have a plan in place to be back into the green at 2015, so we have that on track. Some of them are in Jack-

son Park up in PACNORWEST. The others would be down in Ventura County, and then the others would be overseas.

Now, the reason the ones that are classified as being inadequate or overseas is we have to take them down in a phased manner, so, you know, we get folks out of there, renovate those homes, and then we will bring and start the other section. We just don't have enough housing to go around to be able to just kind of shut everything down.

Mr. CULBERSON. Is the BAH sufficient for the Navy?

Master Chief Petty Officer WEST. Yes, sir.

Sergeant Major CHANDLER. Thank you.

Sir, the BAH is sufficient for the Army soldiers and their families. And we have done well in our residential communities initiatives, and we have made a tremendous difference in the quality of life for soldiers when it comes to family housing.

I was actually at Fort Carson, which is one of the first communities that was privatized back in the late 1990s, and saw that grow until our last duty station we were at at Fort Bliss, Texas, which had just transitioned in the last 3 years, and the amazing amount of work that had been done to provide a first-rate home. And you see this young soldier that is going in and has been given the key for the first time to go into that brand-new house. It is powerful to see that look on his or her and their spouse's face on just what has been given to them. It is amazing.

We do have some homes that are still not privatized that are part of the Army inventory. Those are primarily at locations where it is just not economically viable right now to privatize, and I will give you an example. Fort Myer right here in Arlington, is a very small amount of houses. Because of economic conditions, companies are not really—are leery of privatizing, and the Army is taking a wait-and-see approach as the economy changes.

Mr. CULBERSON. Thank you very much.

IMPACTS OF ECONOMIC RECESSION

Mr. CULBERSON. Mr. Bishop.

Mr. BISHOP. Thank you very much, Mr. Chairman.

I want to talk a little bit about the impact of the recession on military personnel and their families. I am involved with the Military Family Caucus, as you may be aware.

I would like to ask each of you, are you seeing any particular impacts from the economic recession on military personnel that we should be aware of? For example, do you track the rate of foreclosures among military homeowners? Are you hearing of many service members who have a permanent change of station and are unable to sell their homes at their prior locations, which ends up causing some problems for them?

In December of 2008, it was reported that the divorce rates among the Army and the Marine Corps personnel was steadily rising, and is that still the case? Is it primarily due to the stress of deployments, or is it the economic impact of the economy on the spouses and their families that play a role in that?

And do you track the employment rates of military spouses? Are those rates going down? Are you hearing anecdotal evidence of a

lot of military spouses who lose their jobs or can't find a job when their family permanently change stations or they are redeployed?

And while the current economy has a positive effect on retention, particularly in the Army and the Marine Corps, how has that retention rate affected career opportunities for younger soldiers, the opportunity to move up?

And what is being done for service members who are choosing not to reenlist in terms of transition programs that are available? You can just go down the line, if you will?

TRANSITION PROGRAMS IN SERVICES

Chief Master Sergeant ROY. Sir, some of it I will have to take for the record. But let me first just run down the list.

As I mentioned earlier about the housing, I will have to run down those numbers, but I do hear anecdotally that there is some impact to some of those members that do have houses who are unable to sell those homes as they have what we call PCS or permanent change of station. So we do hear some of that. I will have to get the number for you for the record.

[The information follows:]

Airman & Family Readiness Centers (A&FRCs) provide financial counseling and pertinent information and referral services to any Airman, or family member, who self-identifies the need for such assistance due to the inability to sell a house after PCS. Available financial counseling services are publicized to Airmen and family members through briefings, Commander's Calls, First Sergeant and Key Spouse networks, base websites, pamphlets and flyers.

DIVORCE RATES

Chief Master Sergeant ROY. The divorce rate, although we suspect that it is climbing, we don't have any statistics to show us that. It is something we pay special attention to because we believe that relationship problems potentially could drive some other events that could have an impact on a member's life as well. So it is something we pay special attention to. I will have to get those numbers. I don't believe we track those, but I will take that one for the record as well.

[The information follows:]

Upon review, we have determined officer divorce rates remain unchanged at 1.5 percent. However the enlisted divorce rates have increased steadily since 2001 and are now about 1 percent higher than the long-term average. Our enlisted men are getting divorced at an annual rate of just under 3.5 percent and our enlisted women are getting divorced at 7.8 percent for Fiscal Year 2010. We understand there are many demands on our personnel which may affect relationships, and our chaplains continue to provide confidential counseling and free or low-cost weekend marriage retreats. We will continue to monitor this issue as it is essential to the wellness of our members.

SPOUSAL EMPLOYMENT

Chief Master Sergeant ROY. Spouse's employment. We do have an active program within the service, the Air Force, to help net transition for those members that PCS. Certainly if they work within the Federal Government, there is an assistance program. But we also have—

Mr. BISHOP. Spouses?

Chief Master Sergeant ROY. Yes, sir, spousal preference is what that is called. And I have been on the receiving end of that for

many times, PCS. My wife was able to get employment through the Federal system.

Mr. BISHOP. Formal or informal?

Chief Master Sergeant ROY. Formal.

Mr. BISHOP. Through the Air Force?

Chief Master Sergeant ROY. No. It is a DoD Federal, yes, sir.

Mr. BISHOP. All right.

Chief Master Sergeant ROY. All right. On the other side I will say working in the civilian sector, we tried to have a placement program, if you will, a transition program, probably better said, to help those—those that have the jobs out there and those that have a need for a position. So it is kind of a transition, a repository if you will.

And then on the transitional programs, we, like the other services, have a transitional program for our members that separate. We certainly took away from the last NDAA with the messaging the language said, and we applied that, and we provide that to each one of our members that are separating, retiring. For whatever purpose we have that.

Mr. BISHOP. Sergeant Major Kent.

Sergeant Major KENT. The divorce rate in the Corps is slightly higher, sir. Let me just backtrack here. Sixty-four percent of the Marine Corps is 25 years old or younger. So we are focusing on the young married couples. So we are revamping our whole system now.

As far as the marines, you know, actually getting out of the Marine Corps, the Commandant has stood up a program where he wanted to set it up like, okay, marines, you are exiting the Corps today. You can go to door number one if you want to go to college. You can go to door number two if you want to go and work here. So we are revamping our whole program right now as far as transition assistance.

And as far as home mortgages, we have seen rates go up out there as far as personnel losing their houses out on the west coast, and that is in southern California, sir.

Mr. BISHOP. Are they able to take advantage of the DoD program that is supposed to tide them over?

Sergeant Major KENT. I don't think that we have the DoD program anymore, sir.

Mr. BISHOP. The Homeowners Assistance Program is what it is called.

Chief Master Sergeant ROY. It is not out there anymore, sir.

Sergeant Major KENT. No, sir, I don't think it is out there anymore. Yes, there is no funding, sir.

Mr. BISHOP. So that is a problem. That is something we could correct.

Sergeant Major KENT. Yes, sir.

Mr. BISHOP. Okay. Master Chief.

Master Chief Petty Officer WEST. Yes, sir. As I pointed out in my opening remarks, sir, we now have about 2 months to tell folks, you know, that they have orders, and they need to execute those. That has caused some issues because many of their folks, their families, have jobs or such. So they leave their families behind. They will go go bachelor. That drives some of our issues.

DIVORCE RATES

Now, as far as divorce rates, we average about 520 of those a month. We are slightly up. And I will tell you 10 percent of those are service members married to service members. We see no distinction or very little distinction between sea and shore, so those operating either at sea or shore.

We have transition programs that we are also as well——

Mr. BISHOP. Do you keep the spouses collocated? Do they have different——

Master Chief Petty Officer WEST. Many times their spouses will have jobs, and they elect to stay in that area until they can, one, sell the home, and, two, transfer their jobs.

Mr. BISHOP. I meant when service members are married to each other.

Master Chief Petty Officer WEST. Oh, yes, sir. We work with the detailers and such to get those folks together where we can. It is not always Navy and Navy. Sometimes Navy, Navy and other services, and that makes it a little more challenging. But I have got to tell you, our detailers and our personnel folks work very hard for those collocations.

Retention, as you know, well, first off, 25 percent of America is recruitable. I think you are aware of that number. That is a darn shame. That means 75 people or 75 percent of them can't.

But our retention right now is very high. Our attrition is very low. It is kind of an odd problem, and that is driven, we know, by the economy to some degree. Once the unemployment rate reaches a certain level, based on our statistics, we have seen more folks exit the military.

We have put some programs in place, for example, you know, where we target the E-7s, 8s and 9s. There are continuation boards, what it is called. But if they are not doing what they need to do, if they are getting in trouble and not getting the highest evaluations, then we go ahead and ask them to move along.

DOWNSIZING TO STABILIZE THE FORCE

Mr. BISHOP. Well, you are actually going to be having a downsizing coming up, I think. That is being planned. And in that downsizing is that going to open opportunities for younger service members to advance? Is it going to be a downsizing in all of the levels? How is that going to work, and currently, with the high retention rate, is that retarding the progress of the younger enlisted personnel?

Master Chief Petty Officer WEST. Yes, sir, from the Navy's perspective it does slow down the advancement rates of those junior personnel. We are looking at continuation boards throughout to allow some of those folks to be moved on per se and so that we can advance some of those folks.

Now, our downsizing, we are stabilizing our force. We have downsized over the past 7 years by 50- to 60,000 folks. So right now what we are doing is shaping our force, and we don't expect—at least we hope to not get a big decrease in personnel.

Mr. BISHOP. I don't know, can you speak to that as far as the Army and the Marine Corps?

Sergeant Major CHANDLER. Sir, I can talk about the temporary end strength initiative and the reduction in forces and what we are doing as an Army.

One of the things that we are taking into account is that in order to draw the Army down and reduce that temporary end strength initiative, we are going to have to do some right shaping or shaping of the force, and we have actually had some accelerated promotions in the Army. As we grew the Army to meet the demands of this war, we accelerated promotions, and we were way ahead of our normal promotion rates. We are now starting to see those slow down, which is actually a good thing for us, because it helps us to better develop that leader at their current rate instead of being put in a position where we have to accept some risk and move them ahead to be able to properly man the force.

Starting in the fall of this year, we will actually introduce some retention control point reductions for our noncommissioned officers to actually reduce the amount of time that they can serve in the force. We are also taking some initiatives similar to what the MCPON stated as far as looking at some selective early release boards where some of our marginal achievers will be looked at and be considered for separation from the service. All those things taken together will help us get the right soldier at the right time be promoted to be in the job.

We are very interested in ensuring that we do this in a deliberate, efficient and effective manner to take care of the Army's requirements, but, just as importantly, that soldier and family requirements.

Sergeant Major KENT. The Commandant has said, sir, that we will not force any good marine out of the Marine Corps. We are going to go down from 202 K to 186.8-, and we will not do that until we get through with all the combat operations, and that is when we would start drawing down. As long as we are over in combat, we will not draw down, because that is a quality-of-life issue. But the Commandant has made it very clear, sir, that we will take care of those marines and families.

Mr. BISHOP. So you don't have a timetable, then, for that; that is going to depend on conditions on the ground, so to speak?

Sergeant Major KENT. Yes, sir, it is.

FORCE STABILIZATION

Chief Master Sergeant ROY. Sir, if I could just add the Air Force, like the Navy, is stabilized. And what we have done to counter that is, one of the things, we looked at a high year tenure program, which is how long they can serve within the force. So that keeps a fresh force coming through all the way through. And, of course, as you know, for the Air Force we need that very highly skilled technician to work on those aircraft and those other specialized pieces of equipment.

So a lot of our force is a lot more mature than maybe some of the others, but we still keep those benchmarks in place so that we can continue to have that fresh expertise moving through.

Mr. BISHOP. What is the top end? What is the cap on service time that you now have?

ENLISTED TENURE

Chief Master Sergeant ROY. For the United States Air Force, for E-9 is 30 years, for E-8 is 26, down to 24, and then 22 and then a 20.

Master Chief Petty Officer WEST. Sir, for the Navy the time limits are the same as well. However, we do have a few individuals, personnel in certain jobs, that maybe work for flag officers that are allowed to bust that threshold. But we hold tight in the other ones, sir.

Sergeant Major CHANDLER. Sir, for the Army the most senior grade, E-9, are allowed to stay until 32 years right now. And as MCPON stated, for certain individuals that work for a flag or general officer, they are allowed to stay till 35.

And there are very, very small exceptions where a person can stay past 35 years, but those are only a handful of individuals in the Army right now.

Sergeant Major KENT. Ours is the same as the Navy pretty much.

Mr. BISHOP. Okay. Does that include the Guard and Reserve?

Sergeant Major CHANDLER. Well, the Guard and Reserve are based off of points and the amount of time that they spent on Active Duty and training. They still have a requirement to—or their retirement age is age 60. And so that system is different for them.

Mr. BISHOP. Does he have a cap, the maximum number of years?

Sergeant Major CHANDLER. Well, they have an age and year limit.

Chief Master Sergeant ROY. They have an age limit, sir.

Master Chief Petty Officer WEST. Sir, I will just say they do have the age limit with the Navy, and it is, again, based on their time and time served. It depends on where they come in on Active Duty. It is a big equation that kind of gets played into this.

However, I will tell you, this is the first year that our Reserve personnel participated in our continuation board. So, and again, if they have 19 years or calculate 19 years and above, and they are retirement eligible, you know, their records are being reviewed for those marginal performers, and we are moving them on.

Mr. BISHOP. Go ahead.

Chief Master Sergeant ROY. Just to follow up, sir, our Reserve has a high year tenure of 33 years.

Mr. BISHOP. How about the National Guard?

Chief Master Sergeant ROY. The Air National Guard age limit is still 60.

Sergeant Major KENT. Ours is at 30 years, sir, as far as how you tenure.

Mr. BISHOP. Thank you very much. Thank you.

Mr. CULBERSON. Thank you, Mr. Bishop.

I recognize Mr. Carter of Texas.

Mr. CARTER. Thank you, Mr. Chairman.

Mr. Farr raised an issue before the committee I want to speak about just before I ask another question on the issue of the possibility of us not continuing the pay for these soldiers. I raised that issue at the leadership meeting on the Republican side of the aisle yesterday.

I actually think this is not going to be a partisan issue. This is going to be a Congress issue. Those soldiers and warfighters and those spouses are not going to pick a party, they are going to pick the Congress and say we didn't meet our responsibility to them.

I think it is the responsibility of both sides of the aisle to talk openly, especially members of this committee. And I agree with you, Mr. Farr, that we need to talk openly so that everybody understands the damage we are going to do to the people who have given us so much over these last 10 or 15 years of their lives and the stress we have put on them, and this would be a huge mistake to continue this stress.

I have a small seat at the table with the leadership, and I raised this issue yesterday, and I will be a loud voice for this issue all the way up to that final vote, and hopefully that final vote will be right. So that is where I am going to be, and I hope you will join me and everybody else on the committee.

We were talking about reducing discretionary spending in Washington, and you all commented on all of the ancillary programs that you have available to help families, help transitions, and all the other things that you have to deal with on the physical and mental health environment of our fighting men and women.

It would be very helpful if you prioritize those things, let us know the programs that are absolutely—and if they are all prioritized, tell us, if we have got to have everything we are doing. But there is going to be discussion sometime, and at least we—I would like to know what you think are priority. I don't need them today, but if you would submit something to the chairman, he will share it with me as to what these programs that we were commenting on.

[The information from Chief Master Sergeant Roy, Sergeant Major Chandler and Master Chief Petty Officer West follows.]

Most of the programs and services offered through Airmen and Family Services are mandated by legislation, directive or instruction. Examples include childcare (in a variety of forms), the transition assistance program/relocation services and readiness support.

Ancillary programs that we offer are based on formal/ and informal needs assessments and often meet unique needs surfaced at individual installation levels.

The top programs in rank order are Army Health Promotion/ Risk Reduction/ Suicide Prevention Program, Sexual Harassment / Assault Response and Prevention Program, Warrior Care and Transition Program, Army Substance Abuse Program and Post Deployment Health Re-Assessment.

Congressman Carter, the programs about which you ask represent a full spectrum of community, family and personal support programs, many of which are required by Congress, designed to sustain Sailors and families across a career continuum in the era of the All-Volunteer Force. These programs are designed to address the unique needs imposed upon Sailors and their families by the very nature and sacrifice of a military lifestyle, and to provide a quality of life that they so richly deserve. This makes the task of prioritizing such programs extremely daunting, and presents unacceptable trade-offs when it comes to either funding, or possibly doing without, a vital support network that includes some programs which, thankfully, touch the lives of a relatively small segment of our population, such as suicide prevention or sexual assault prevention and response, but which are among our most essential programs. Because of the nature of these programs, and their importance in bolstering Sailors and their families during this prolonged period of war and high operational tempo, they are critical to our readiness, and I urge your continued strong support for all of them. These programs undergo a regular review for effectiveness and are adjusted to meet the needs of our Sailors and their families. The following is just a representative sample of these exceptional and vital programs.

Deployment Readiness Program -- Assist commands, Sailors and families through briefs, workshops and individual sessions to prepare for deployment, homecoming and reunion, and reintegration.

Ombudsman Program -- Highly-trained volunteers who offer support and guidance to command families, and act as an official liaison between the command and its families.

Personal Financial Management -- Certified Financial Counselors provide individualized assistance that fosters financial responsibility and help Sailors analyze their finances, set priorities, create spending plans and make the most of compensation.

New Parent Support -- The New Parent Support Home Visitation Program includes a team of professionals who provide voluntary home visitation services for at risk expectant and new military parents.

Transition Assistance -- Services are required by federal law. FFSCs host the U.S. Department of Labor sponsored Transition Assistance Program (TAP) Employment Workshop for separating/retiring service members and their families. The program provides the tools and knowledge for successful reentry into the civilian workforce.

Family Employment -- Assist Sailors and family members with a variety of employment issues, including education and training resources, federal employment and job search strategies, resume preparation assistance, preparing for a job interview, and managing mobile careers.

Relocation Assistance -- The Relocation Assistance Program (RAP), from "Smooth Move" workshops to household loaner kits, provides Sailors with all the necessary resources to make their transition to a new duty station efficient and simple.

Clinical Counseling -- Short-term counseling to help Sailors and family members with commonly-occurring problems in daily living (e.g. work/school adjustment, relationship discord, personal crises, and loss) that can have a negative effect upon military readiness.

Family Advocacy (FAP) -- Provides services for military families involved in incidents of domestic or child abuse. Services include prevention/education, risk assessment, safety assessment planning, victim advocacy, case management and intervention.

Sexual Assault Prevention and Response (SAPR) -- The Navy's SAPR Program is designed to prevent and respond to sexual assault by providing a comprehensive, standardized, victim-sensitive system, Navy-wide. It is a command managed program.

Life Skills -- Proactive workshops designed to ensure and enhance Sailor and family members' personal development including anger management, stress management, couples communication, suicide prevention, operational stress control, and parenting education.

Volunteer Services -- The Volunteer Program offers an opportunity to work within the FFSC or receive referrals for opportunities within the community.

Crisis Response and Navy Family Accountability and Assessment System (NFAAS) -- Standardized method for the Navy to account, assess, manage, and monitor the wellbeing and recovery process for personnel and their families affected by a manmade or natural disaster.

Child Development Centers (CDC) -- provide full and part-day child care for ages 6 weeks to 5 years.

Child Development Homes (CDH) -- provide full and part-day, night and weekend child care for children ages 4 weeks to 12 years.

School-Age Care (SAC) -- provides before and after-school and day camps for ages 6 to 12.

24/7 Child Care -- provides around-the-clock care for ages 6 weeks to 12 years through dedicated facilities and Child Development Homes to support those on shift-work and other irregular hours.

Youth and Teen Development -- provide sports programs, leisure classes, youth Internet labs and teen programs for ages 6 to 18.

Navy School Liaison Officer Program (SLO) -- Liaison between the installation commander, military agencies and schools by providing assistance in matters pertaining to student education.

Navy Safe Harbor -- Navy Safe Harbor is the Navy's lead organization for coordinating the non-medical care of wounded, ill and injured Sailors, Coast Guardsmen and their family members. Through proactive leadership, we provide a lifetime of individually tailored assistance designed to optimize the success of our Shipmates' recovery, rehabilitation, and reintegration activities.

Suicide Prevention Program -- Navy Behavioral Health coordinates policy development, training, and information for suicide awareness and prevention and provides key support to Navy Operational Stress Control development and implementation.

Exceptional Family Member Program -- Designed to assist Sailors by addressing special needs

of exceptional family members (EFM) during the assignment process. Special needs include any special medical, dental, mental health, developmental or educational requirements, wheelchair accessibility, adaptive equipment or assistive technology devices and services.

Navy Operational Stress Control (OSC) Program -- OSC Awareness Training, to include signs, symptoms, and mitigation strategies for Stress Injuries and Stress Illnesses (such as PTSD) has been developed with the goal of providing a basic level of training to All Hands. Families Coping with Deployment -- Project FOCUS (Families OverComing Under Stress) provides family support combining therapeutic interventions and resilience building workshops. FOCUS is a family-centered resiliency training program based on evidenced-based interventions that enhances understanding, psychological health and developmental outcomes for highly stressed children and families. FOCUS has been adapted for military families facing multiple deployments, combat operational stress, and physical injuries in a family member. The program provides community outreach and education, resiliency skill building workshops and at the center of the program an 8-week, skill-based, trainer-led intervention that addresses difficulties that families may have when facing the challenges of multiple deployments and parental combat related psychological and physical health problems.

Naval Special Warfare Resilience Enterprise -- Provides a comprehensive, family-centered, evidence-informed resiliency building program called the NSW Family Resiliency Enterprise (NSWFRE) that targets both individuals and their families who are at high risk (e.g., multiple combat deployments with accumulative combat exposure and physical injury).

Combat Operational Stress Control (COSC) for Caregivers -- Program trains all point of service caregivers in early recognition of stress injuries and TBI.

Psychological Health (PH) Outreach Coordinators for Reservists and their Families -- Outreach coordinators provide outreach, support, and intervention to mitigate existing stressors and address future concerns.

Returning Warrior Workshops (RWW) -- Attending participants have the opportunity to address personal, family, or professional situations experienced during deployment and receive readjustment and reintegration support from a broad array of resources to include: Psychological Health Outreach Team (PHOT), Employer Support for the Guard and Reserve (ESGR/USERRA), TRICARE Joint Family Support Assistance (JFSAP), Military and Family Life Consultants (MFLC), Personal Financial Council (PFC), Military OneSource (MOS), United Concordia Dental Care, United Services Automobile Association (USAA), Chaplains, Fleet and Family Support Centers (FFSC) and Veterans Affairs (VA).

Medical Home Port -- Medical Home Port is Navy Medicine's Patient-Centered Medical Home (PCMH) model, an important initiative that will significantly impact how we provide care to our beneficiaries. In alignment with our strategic goal for patient and family-centered care, Medical Home Port emphasizes team-based, comprehensive care and focuses on the relationship between the patient, their provider and the healthcare team. The Medical Home Port team is responsible for managing all health care for empanelled patients, including specialist referrals when needed. Navy Medicine is integrating mental health providers into the Medical Home Ports to facilitate regular assessment and early mental health intervention in a destigmatized care arena.

Psychological Health / Traumatic Brain Injury -- Our Sailors have access to outstanding treatment, research and education for the evaluation and treatment of Psychological Health (PH) and Traumatic Brain Injury (TBI) injuries. Navy Medicine has expanded services for service

members since the beginning of OIF and OEF, and we have a robust network of military treatment facilities and programs to care for our Wounded Warriors. We are working hard to recruit and retain our medical personnel who are so vital to the care and recovery of our personnel. In addition, we continue to embed mental health providers in operational units. Navy uniformed psychologists are providing care aboard aircraft carriers, with Naval Special Warfare units and in-theatre. Embedded mental health providers can provide coordinated, comprehensive primary and secondary prevention efforts throughout the deployment cycle, focusing on resilience training, stress reduction efforts, and when necessary, timely access to a known provider with reduced stigma associated with mental health intervention

We must always recognize and appreciate the sacrifices of wounded, ill and injured Sailors and their families. It is a priority for all of us in the Navy. This commitment includes a keen focus on their recovery, rehabilitation and reintegration. I have had the opportunity to see firsthand the outstanding care being performed by Navy Medicine. They are helping to heal our Wounded Warriors in body, mind and spirit. This care spans the combat casualty care at the Role 3 Multinational Medical Unit in Kandahar to the advanced treatment being provided at our major medical centers to the state-of-the art services available to service members and families at the National Intrepid Center of Excellence for Psychological Health and Traumatic Brain Injury (NICoE) aboard the National Naval Medical Center campus. Our programs of support, including Navy Safe Harbor and the Fleet and Family Support Centers, are designed to help not only Sailors but their family members as well.

Mr. CARTER. All of you shook your heads yes, we have programs that are backing us up on these things. Maybe they are all needed. Maybe some are more than others, I would sure like to know what those are. That would be very helpful.

Finally, I think I know the answer to this question, and our President has given us a commitment that we aren't going to put boots on the ground. We certainly are going to be flying airplanes into Libya right now. And I want to know if we end up physically putting boots on the ground through something not the fault of ours, but some circumstance which I hope doesn't happen, a fourth front, just how onerous is that going to be on all of the services?

Sergeant Major KENT. Sir, I would have to be straight with you. The Marine Corps, you know, wherever our Nation tells us to go, we are ready to go, sir.

Mr. CARTER. I think that speaks for everybody. I believe that wholeheartedly, but, you know, we have got a lot of stress on our fighting forces right now. And I treasure the fact that you always share openly with us, and I appreciate it. If we have to go into Libya or some other mess we get ourselves into, we would have to increase the force? What will we have to do?

Sergeant Major CHANDLER. Well, Congressman, for the Army, for soldiers, as the Sergeant Major of the Marine Corps said, you know, we exist to fight and win our Nation's wars. We all know that wherever the Nation calls us to go is where we are going to do, where we are going to go and do the best that we possibly can.

Our system of Army Force Generation is designed to meet current demand, and we can honor our commitments to soldiers and families based on the current demand. Any change that that has made in that demand is going to obviously cause the Army to have to reassess what it is doing and where we are sending soldiers and the commitment of the Guard and Reserve as an operational force. So it will be a stressful time.

But I guarantee you that the Army will do everything that the Nation needs it to do because the soldiers are dedicated.

Master Chief Petty Officer WEST. Sir, from a Navy perspective as well, we are always forward-deployed and ready to go, and we always will be. With that said, our service Chief has, you know, laid out a very robust budget or not—I wouldn't say robust budget, but he has laid out a budget for us to modernize our force and to basically maintain our force. And that is one of the things that is really stressing us now when we do delay those maintenance periods and such, we are putting a further strain on. But we are off the coast right now. The beauty of our Navy and Marine Corps team, we can go there. We don't even have to put boots on ground. We are off the coast doing what we need to do.

AIR FORCE OPTEMPO

Chief Master Sergeant ROY. Sir, for your United States Air Force, we are there already. We are in the skies, and that is what I mentioned in my opening statement. We have been in the Middle East for over 20 years: Operation Southern Watch, Operation Northern Watch, and now Libya.

Your United States Air Force is stretched in that way. We have thousands of Airmen employed on this current operation, and it is

costing us a lot of money, monies that we had set aside to do other things with in our advancement of our force. So know that your United States Air Force is engaged in this currently today, along with the other services.

Mr. CARTER. To be honest with you, I believe everybody is sort of taking the defense of our Nation and setting it aside as something we are going to enhance and protect and not cut. But I still got to ask the question, because right now we are talking about discretionary spending, and there could be things that we need to defend.

And I expected the answers that you gave, because I know the amount of commitment you make to our country, and there is nobody else in the world that is more committed than the members of our Armed Services, and we all know that.

And I for one, and I think every member of this committee, will be on the side of making sure that nothing will be done to harm either any individual or the service as a whole. So I am with you.

Mr. CULBERSON. Thank you, Mr. Carter.

I am personally surprised. I don't know why the President didn't come consult with Congress. I think it is unacceptable that he did not.

If we are attacked, obviously, and he is Commander in Chief, and he has got to respond immediately, that is one thing. But to make this decision arbitrarily on his own with no clear strategic national interest at stake, with no clear plan and no exit strategy. I don't expect you all to be able to comment on this. I mean, I am aggravated we didn't have a clear exit strategy out of Iraq, for example, but clearly the Congress should have been consulted on this.

Mr. FARR. We do now.

EFFICIENCIES

Mr. CULBERSON. Thank you, Mr. Farr. I am going to recognize you, please. Thank you for your patience.

Mr. FARR. I am not going to take as much time as others have taken.

I want to follow up on Mr. Carter's question in a different format, and that is that if we are going to have to find efficiencies, let us get out on the record and let us talk a little bit about, from you see it, from how the military meets its efficiencies by contracting out a lot. It seems to me that you have an awful lot of qualified military personnel, both in CONUS and overseas, that could do a lot of the jobs that civilian contractors are doing. I just wondered what your views are. Are we hiring too many contractors?

Sergeant Major CHANDLER. Sir, I think that we hire the contractors that we need in order to free up soldiers to do the job that we need that only soldiers can do. Obviously, from the Department of the Army perspective, we are going to look at every single contract. And I actually spent time with General Chiarelli, the Vice Chief of Staff of the Army, last week, discussing his process of how he is going to address contracts across the entire Army as far as gaining efficiencies for the Department of the Army.

But at the end of the day, even with contractors in theater, they are freeing up a soldier to do something else that only a soldier can do, or a marine or an airmen or a sailor.

We have a force to do the job that we are given. But those other demands that come along as part of the job, we have got to give to somebody else to do.

DEFENSE FUNDING REDUCTIONS

Mr. FARR. You know, Secretary Gates has indicated he will take \$100 billion out of Defense in the next 5 years. I think Congress is going to ask you to do better than that.

And it seems to me that the growth that I have seen in the short while I have been here, that the growth is really in defense contractors. And obviously they are not in a business to break even; they are in a business to make money.

And we used to do all those things. I mean, all the KP (Kitchen Patrol) and all the support services and food was all done by military personnel. It is now contracted out. And the list goes on.

And I hope that you will all in the next year or so be really coming back and analyzing what we can do better. I understand that you train soldiers to be soldiers, and we don't need them to be doing KP, but they are not staying in hotels and restaurants. They are not eating when they are in theater.

Sergeant Major CHANDLER. Sir, I know from the Army's perspective we are really going to take a hard look at each and every one of those things.

Mr. FARR. Thank you.

Master Chief Petty Officer WEST. Sir, from a Navy's perspective, we have leaned down. We have been about 55,000 over the past 5 years down to our current state of Active Force of around 320,000. You know, I have seen it. I have been in the Navy 30 years, and from when I have started to now, I have seen the force lean down.

I think we have put things in place such as the 20-year build on those LCSs. We are building more efficient submarines for a better price, two per year.

I can see, and I am part of many of those discussions. You know, I either sit in the meetings or alongside many times, and I see the rigor that goes into the processes of who we have.

We have looked at all of our contractors as well, and we continue to evaluate that, and we will continue to do so, sir.

Mr. FARR. I mean, Mr. Moran talked about abuses of soldiers, but we certainly hear of an awful lot of contractor abuse, too. I hope that the soldiers on the ground when they see that will report it, so that we can hold them as accountable as these soldiers that misstepped.

CONTRACTORS

Sergeant Major KENT. We are actually cutting numbers right now, sir, and we are looking at every one of the contractors very, very carefully.

Mr. FARR. So you are not telling me whether we are hiring too many contractors; you are just telling me you are looking at the numbers, right?

Sergeant Major KENT. I think that we did hire many, many more than, you know, we actually needed, sir. You know, that is my opinion by looking at the broad picture, sir.

Mr. FARR. Well, I would think you hear it because soldiers would say, I can do that job, I have been trained to do that job, and now you are giving it to somebody else. And, you know, I am not having as exciting a job or a worthwhile job, so I imagine there are some morale issues.

Mr. BISHOP. Would the gentleman yield?

Mr. FARR. Yes.

Mr. BISHOP. On the Defense Subcommittee we had a study a couple of years ago that indicated that the cost of a contractor to do the same job that an Active-Duty person did was almost twice the cost, and that raised the question as to whether or not that is the most efficient use of the taxpayers' dollar. And, of course, obviously, we want to make sure that contractors are available to do jobs that soldiers are not available to do, but soldiers do what they can do.

At the same time, what we are finding and what we found was that soldiers were coming out of the military and going to work for contractors doing the same thing they did when they were on Active Duty, making, you know, two and three times the salary, and the question was raised is that an efficient use of taxpayer dollars. And, of course, the Marine Corps, one of the previous Commandants under two previous administrations back was pretty adamant that he didn't want anybody doing anything for the Marine Corps but marines, that he didn't trust anybody to do anything for the Marine Corps but marines. And, of course, he took a hard-line position on that, and he even retained his job.

But that is a concern. And in this environment, we really need to look very closely at whether contractors are costing us more money or not?

AREA OF OPERATIONS AIRLIFT

Mr. FARR. Reclaiming my time, the Air Force, are we contracting out all the airlift to get all the personnel to and from theater from Iraq and Afghanistan? I know I met a lot of the troops in Ireland in a halfway point there, the refueling stop. And I think all of those carriers were domestic carriers that were contracted.

Chief Master Sergeant ROY. That is correct, sir. We do contract those out for the most part. That is how most of the troops are transported back and forth. Again, because of the stretch of the current fleet that we have, you know, hauling cargo and such, there are no seats left. So we do have to reach into our contract methods.

Mr. FARR. Do we contract out the cargo, too, the cargo companies?

Chief Master Sergeant ROY. In some cases we do, yes, sir.

Mr. FARR. All right. Well, that would be interesting to keep an eye on that.

Chief Master Sergeant ROY. Sir, if I could. I know you are out of time, but I just need to add this one thing fundamental to what we were just saying here. And just very frankly, we have to be cautious when we talk about contractors and end strength.

We are all levied a certain end strength. When we all came in, our force, for the Air Force, for instance, we were double the size when I came in just 30 years ago to what we are today.

There is no possible way to continue to do all those things that our Nation gives us to do with the end strength that we have and continue down that same path. So this is something that we need to take into consideration.

MILITARY EDUCATION

Mr. FARR. Well, don't let them contract out all that drone work for you. They will put you out of business.

Chief Master Sergeant ROY. We have got plenty of that work, sir. We have plenty of great Airmen doing that work.

Mr. FARR. I would be interested if you could get back to us on the record, too, on educational opportunities, if there is sufficient opportunity for career advancement. I know we do the Seaman-to-Admiral Program in the Navy. I would be very interested in that, whether there are similar-type programs in the other services, and whether those educational opportunities are there.

[The information follows:]

The Air Force has various enlisted commissioning program opportunities. These are highlighted below:

Professional Officer Course-Early Release Program (POC-ERP)

The Professional Officer Course-Early Release Program offers active duty enlisted personnel who can complete all bachelor's degree and commissioning requirements within 2 years an opportunity for an early release from the active duty Air Force to enter the Air Force Reserve Officer Training Corps (ROTC). Those selected separate from the active duty Air Force, join an Air Force ROTC detachment and become a full-time college student. The Air Force provides them with an annual textbook allowance of \$900, and a monthly nontaxable stipend of \$250-\$500.

Scholarships for Outstanding Airman to ROTC (SOAR)

The Scholarships for Outstanding Airman to ROTC offers active duty enlisted personnel the opportunity to earn a commission while completing their bachelor's degree as an Air Force ROTC cadet. Those selected separate from the active duty Air Force, join an Air Force ROTC detachment and become a full-time college student. The Air Force provides them with a tuition/fees scholarship of up to \$18,000 per year, an annual textbook allowance of \$900, and a monthly nontaxable stipend of \$250-\$500. This scholarship will be awarded for two to four years, depending on how many years the member has remaining in their bachelor's degree program. Airmen with some or no college credit may apply for the program. A limited number of SOAR selects will be offered a scholarship with no tuition cap.

Airman Education and Commissioning Program (AECF)

The Airman Education and Commissioning Program offers active duty enlisted personnel the opportunity to earn a commission while completing their bachelor's degree. Students will attend OTS upon completion of their bachelor's degree and this will be their source of commissioning.

Those selected for AECF remain on active duty and are administratively assigned to an Air Force ROTC detachment. Their duty is to attend school as a full-time college student. In addition to full pay and benefits, AECF cadets are provided with a tuition/fees scholarship of up to \$15,000 per year and an annual textbook allowance of \$600. AECF cadets may participate in the program for 1-3 years, depending on their major, prior academic preparation, and age

limitations. During the program, they attend school year-round to include summer terms.

Airman Scholarship and Commissioning Program (ASCP)

Offers active duty enlisted personnel an opportunity to compete for scholarships to earn a commission while completing their bachelor's degree as an Air Force ROTC cadet. ASCP offers active duty enlisted personnel the opportunity to separate in order to obtain a bachelor's degree as an Air Force ROTC cadet and then to commission. Those selected separate from the active duty Air Force, join an Air Force ROTC detachment and become a full-time college student. The Air Force provides them with a tuition/fees scholarship of up to \$18,000 per year, an annual textbook allowance of \$900, and a monthly nontaxable stipend of \$250-\$500. This scholarship will be awarded for 2 to 4 years, depending on how many years the member has remaining in their bachelor's degree program. Airmen with some or no college credit may apply for the program.

Leaders Encouraging Airmen Development (LEAD)

LEAD Program allows commanders to seek out outstanding and deserving qualified Airmen for appointments to the Air Force Academy and AFROTC scholarship programs.

Nurse Enlisted Commissioning Program (NECP)

The Nurse Education and Commissioning Program (NECP) allows Airmen to remain on active duty and continue to receive an income while going to school full time. Those selected for NECP receive a tuition and fees scholarship for up to \$15,000 per year, as well as a textbook allowance of \$600 per year. In addition, those selected may participate for up to three years, depending on their degree programs and previous academics.

Physician Assistant Training Program

Offers qualified individuals the advanced training they need to provide expert medical care to military personnel and their families. Only active duty Airmen are eligible to apply for this program.

I represent the Naval Postgraduate School. It is very interesting, and what has happened now is a lot of the officers feel that they have to get that educational training for career advancement. But they don't need a master's degree to do it, and a master's degree there takes about 15 months; an incredibly great program, but, you know, it is taking people out of their line of duty for 15 months. Cuts both ways, and so we are looking at is there a new form of fast course, smart training, technical training.

I mean, this is going on in the civilian section as well in colleges and universities. But we certainly want to make sure that there is enough access to educational opportunity not only for our Active Duty, but for spouses as well. So if you could get back to us on the record of what that might—you might recommend to us on that.

CONTRACTING

Mr. FARR. I have some other questions. I will just leave them with the staff. Thank you, Mr. Chairman.

Mr. CULBERSON. Thank you, Mr. Farr.

I want to reaffirm what Mr. Farr was asking about the contracting. I do hope you all will take a hard look at it.

One reaction I have is whether or not it is up to the individual base commander to decide whether or not a job is contracted out, or whether it is assigned to one of the personnel on base. What is the policy in each one of the branches? Because if it is up to the individual base commander, it is probably not a bad thing.

Mr. FARR. Well, it depends on size, and also the Navy runs all their stuff out of San Diego. Procurement—

Mr. CULBERSON. Okay.

Sergeant Major CHANDLER. In the Army the scope and scale of the contract and the actual—what it is that is being contracted for, that could be done at the unit level, to the base level, and it could be a program or a contract that is let at the department level. So there are all different steps and places where it can be at.

Where I was at at Fort Bliss, I managed about \$6 million worth of contracts each year and had about 60 contractors that did various functions that I didn't have the soldier to do or that was a very short-term contract to do a specific task for me, which we then were able to hand over to a soldier once they were able to come back from a deployment.

Mr. CULBERSON. But you had the freedom to assign it to a soldier if you needed to.

Sergeant Major CHANDLER. Absolutely.

Mr. CULBERSON. Okay. That is what I was driving at.

Mr. BISHOP. May I follow up?

Mr. CULBERSON. Please.

Mr. BISHOP. One of the things that we have heard is that quite often, guys who were comrades in whatever service maybe whose buddy is still in and he gets out and starts a company, then the Commander, the local guy that has the discretion, just hires his buddy who just got out to give him an opportunity to make this business good by doing what he did when he was in.

Sergeant Major CHANDLER. I can't speak, sir.

Mr. BISHOP. Under that discretion.

Sergeant Major CHANDLER. I can't speak to every single contract that is out there. There are literally——

Mr. BISHOP. That just lends itself to an opportunity. It creates an opportunity for possible buddyism and cronyism, I guess you would say.

Sergeant Major CHANDLER. Cronyism, sure.

Mr. CULBERSON. We have just started a series of votes. I want to thank each and every one of you for your service to our Nation. In particular, Sergeant Major Kent, I want to wish you all the best, sir. God bless you and Godspeed.

We will do everything we know how to do to prevent a CR—make sure we get this done for the rest of the year.

We will have another hearing tomorrow at 10 a.m. With Admiral Stavridis, the Commander of European Combatant Command.

Our hearing is adjourned. Thank you very much, each and every one of you, for your testimony and your service.

[Questions for the Record submitted by Congressman Young for Sergeant Major Raymond F. Chandler, III, follows:]

Question 1. Care for our wounded warriors should remain our top priority. The overwhelming majority of our wounded servicemembers are our junior most enlisted. Many are either single or have just started out in marriage and parenthood. Can you comment on how our medical and family support facilities provide for and support our wounded warrior's family members and how you feel they can be improved?

Answer. When the Army initiated what is now known as the Warrior Care and Transition Program (WCTP), a basic tenet was a patient-centric program for the care of wounded, ill, and injured Soldiers. The Army identified the need to include the Family of wounded, ill, and injured Soldiers in every aspect of their Soldier's care and recovery. Since the inception of Warrior Transition Units (WTUs) in June 2007, more than 40,000 wounded, ill, or injured Soldiers and their Families have either progressed through or are being cared for by the dedicated caregivers and support personnel of the WTUs.

Since 15 June 2007, the U.S. Army Installation Management Command has carried out the mission of establishing and operating Soldier and Family Assistance Centers (SFACs) at locations where WTUs are located. There are currently 32 SFACs throughout the Army. SFACs are designed to include the particular needs of wounded, ill, or injured Soldiers and their Families. SFACs provide an array of specialized support services for Soldiers and their Families such as legal assistance, pastoral care, translation assistance, VHA and VBA representatives to ease the process of understanding and applying for VA benefits, educational and training information and opportunities, travel and housing assistance, and more.

Currently a \$1.15B MILCON effort is underway to construct healing campuses at 21 installations where Soldiers and Families can access SFACs conveniently located near American with Disabilities Act compliant barracks, and unit administrative space. Once constructed these healing campuses, will be a great improvement in reducing the distance between support assets for the WTU Soldier and Family.

[Questions for the Record submitted by Congressman Young for Sergeant Major Raymond F. Chandler, III, follows:]

Question 2. Our equipment has changed significantly since 2001. Much of the equipment we have today to combat our complex enemy is highly technical and limited to the warfighters in theater. In order to address this issue, virtual and mechanical training simulators have been provided to our men and women. As master trainers, do you believe there is a shortfall in virtual and mechanical training complexes in garrison, specifically to train soldiers on high tech equipment or machines (ie MRAPs)?

Answer. Over the past decade, the Army has fielded a variety of Live, Virtual, Constructive, and Gaming Simulations and simulators at installations throughout the Continental United States, Hawaii, Alaska, Korea and Europe. In some cases these systems were fielded at installations with inadequate facilities to house and support them or with no existing infrastructure at all. The Army is pursuing a program to remedy this situation with designed facilities for mission/battle command training (constructive environments to enable headquarters commander and staff training) and live, virtual and gaming simulators and simulations facilities (virtual and mechanical complexes).

However, we still face challenges in adequately housing all of our simulators and are pursuing future facilities upgrades or new construction to house simulators issued to units and Soldiers on a temporary basis

Due to competing resource requirements, procurement of Live, Virtual, Constructive, and Gaming simulations and simulators has been reduced over the last four years, resulting in decrements to Soldier training. For example, the required number of Medical Simulation Training Centers for the Army is 34 per year; as of FY11 there is only enough funding to field 18 per year. In the live environment, the Army has built and improved a significant number of ranges and urban operation facilities since 2001. However system procurement has been reduced. This impacts the ability to provide sufficient training support enablers for these live facilities, such as command and control system feedback, automated targetry and after action review equipment. Resourcing of Operations and Maintenance funding and personnel (Department of Army Civilians and Contractors) requirements are two critical elements necessary to the viability and upkeep of "virtual and mechanical" training complexes. The proposed manpower reductions in FY12 will negatively impact the Army's ability to manage, operate, and provide instruction for our simulations at these training complexes.

[Questions for the Record submitted by Congressman Young for Sergeant Major Raymond F. Chandler, III, follows:]

Question 3. Unseen wounds of this war are Traumatic Brain Injury and Post Traumatic Stress Disorder. Do you believe we have the behavioral health facilities necessary to address the true amount of servicemembers who suffer from these injuries?

Answer. No, the Army does not have sufficient existing facilities infrastructure to meet increased traumatic brain injury (TBI) and psychological health (PH) care needs. The current high demand for behavioral health and brain injury rehabilitation services along with increased provider inventory have strained existing facility capability. The Army has spent approximately \$129M to expand and renovate our facilities infrastructure to help meet this need, predominantly to accommodate the increased number of providers and staff hired. The Department of the Army is working with U.S. Army Medical Command facilities experts to develop more efficient facilities specifically designed to maximize consolidated PH delivery platforms and accommodate newly established TBI care delivery services. It's important to note that the Army will soon award a contract for the Army's first stand alone Behavioral Health Clinic to be built at Fort Bragg.

[Questions for the Record submitted by Congressman Young for Sergeant Major Carlton W. Kent follows:]

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Answer. The Department of Defense provides a full range of support for Marines who sustain physical or psychological injuries, including Post-Traumatic Stress Disorder and Traumatic Brain Injury. This care begins at the site of injury by corpsmen and medics, continues through the deployed medical system of aid stations and hospitals at which the injuries are assessed and stabilized, and results in return to duty or evacuation from theater to definitive care. The Marine receives a full range of primary and specialty care through the Military Healthcare System until separation from active duty. After separation, demobilization, or retirement, care is available through TRICARE or the Department of Veterans Affairs. This robust system is constantly reviewed and adjusted to ensure that resources are appropriately budgeted, requested, and employed in support of all injured and recovering Marines.

Equally important, the leadership of the Department of Defense is aware that stigma associated with having mental health problems or seeking mental health care can create significant barriers to Marines receiving care in spite of having available behavioral health facilities. The DOD leadership at all levels constantly strives to eliminate stigma and get Marines, soldiers, sailors, and airmen the care that they need.

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Answer. In the past 10 years, our ground forces have seen a monumental leap in new technical equipment, coupled with a greater demand for traditional skill sets. However, there is no shortfall of ground virtual and mechanical training complexes in garrison.

Additionally, no shortfalls exist in Marine aviation training complexes or training equipment. While the Marine Corps has experienced significant increases in capability and technology within the Aviation Combat Element (ACE) since 2001, the changes were planned prior to 2001 as an ongoing effort to modernize for the current and future tactical, operational, and strategic environments. As part of the modernization efforts with both operational aircraft and aviation ground support equipment, the training continuum from basic to advanced maintenance and operation of the equipment has been integral.

The Marine Corps has sufficient simulation systems, coupled with the appropriate training complexes, to ensure opportunities exist in garrison for Marines to train for skills necessary prior to going into theater. Therefore, it is our position that additional training complexes are not required at this time.

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[Questions for the Record submitted by Congressman Young for Master Chief Petty Officer Rick D. West follows:]

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Answer. We must always recognize and appreciate the sacrifices of wounded, ill and injured Sailors and their families. It is a priority for all of us in the Navy. This commitment includes a keen focus on their recovery, rehabilitation and reintegration. I have had the opportunity to see firsthand the outstanding care being performed by Navy Medicine. They are helping to heal our Wounded Warriors in body, mind and spirit. This care spans the combat casualty care at the Role 3 Multinational Medical Unit in Kandahar to the advanced treatment being provided at our major medical centers to the state-of-the art services available to service members and families at the National Intrepid Center of Excellence for Psychological Health and Traumatic Brain Injury (NICoE) aboard the National Naval Medical Center campus. Our programs of support, including Navy Safe Harbor and the Fleet and Family Support Centers, are designed to help not only Sailors but their family members as well.

With specific reference to medical support facilities, our Fisher Houses provide temporary, convenient, and affordable lodging for family members of patients receiving treatment in military Medical Treatment Facilities (MTFs). We have Fisher Houses in the following locations: National Naval Medical Center (NNMC) Bethesda (five Fisher Houses); the Naval Medical Center (NMC) San Diego (two Fisher Houses); and one Fisher House at the Naval Medical Center Portsmouth; and one Fisher House at Marine Corps Base Camp Lejeune.

Other support facilities include child care and Fleet and Family Support Centers. Wounded Warriors are given number one priority access to Navy child care programs on installations and through outreach contracts throughout the U.S. Fleet and Family Support Centers provide services such as deployment support, life skills prevention education, crisis response, clinical counseling, relocation assistance, financial management counseling, spouse employment services, and the transition assistance program. Operational Stress Control concepts have been successfully incorporated into all programs and briefings to assist with problem identification, support and early intervention.

In addition, Navy Medicine has completed facility improvements across its enterprise in support of Wounded Warriors. Examples of those efforts include:

- Establishment of the NMC San Diego facility configurations for the Comprehensive Combat and Complex Casualty Care (C5) facility. C5 is a program of care that manages a severely injured or ill patient from medical evacuation through inpatient care, outpatient rehabilitation, and eventual return to active duty or transition from the military.
- Renovations to buildings 3 and 5 at NNMC to include improvements which address Americans with Disabilities Act (ADA) and Uniform Federal Accessibility Standards (UFAS) deficiencies. These facilities are not dedicated Wounded Warrior facilities; however, Wounded Warriors will indirectly benefit should they have reason to visit these primarily administrative facilities.
- Other various local projects throughout Navy Medicine to correct ADA and UFAS deficiencies, for example bathroom renovations and sidewalk repairs.

[Questions for the Record submitted by Congressman Young for Master Chief Petty Officer Rick D. West follows:]

Question 2. Our equipment has changed significantly since 2001. Much of the equipment we have today to combat our complex enemy is highly technical and limited to the warfighters in theater. In order to address this issue, virtual and mechanical training simulators have been provided to our men and women. As master trainers, do you believe there is a shortfall in virtual and mechanical training complexes in garrison, specifically to train soldiers on high tech equipment or machines (ie MRAPs)?

Answer. While Navy is experiencing an increasing need, amidst competing budget priorities, for employment of simulators, we do not believe that there is currently a shortfall. We do strongly support the continued use of simulators as the most efficient and cost-effective means of providing Sailors with initial and follow-on training, prior to exposing them to such complex systems and equipment in operational environments.

[Questions for the Record submitted by Congressman Young for Master Chief Petty Officer Rick D. West follows:]

Question 3. Unseen wounds of this war are Traumatic Brain Injury and Post Traumatic Stress Disorder. Do you believe we have the behavioral health facilities necessary to address the true amount of service members who suffer from these injuries?

Answer. Our service members have access to the best treatment, research and education available for the evaluation and treatment of Psychological Health (PH) and Traumatic Brain Injury (TBI) injuries. The Navy Medicine enterprise has expanded services for service members since the beginning of OIF and OEF, and we have a robust network of military treatment facilities to care for our wounded warriors. The recent opening of the National Intrepid Center of Excellence for Psychological Health and TBI (NICoE) aboard the National Naval Medical Center campus is just the latest example. As a leader in advancing state-of-the-art treatment, research, education and training, NICoE serves as an important referral center primarily for service members and their families with complex care needs, as well as a hub for best practices and consultation. NICoE also conducts research and provides comprehensive training and education to patients, providers and families — all vital to advancing medical science in PH and TBI. In addition, the inpatient TBI unit at the National Naval Medical Center (7E) is providing outstanding care to our service members suffering with TBI, and these service members also receive treatment on 7E for their combat-related psychological symptoms. Navy Medicine has also established a pilot program, Overcoming Adversity and Stress Injury Support (OASIS), onboard the Naval Base Point Loma, California. OASIS is a 10-week residential program designed to provide intensive mental health care for service members with combat related mental health symptoms from post traumatic stress disorder, as well as major depressive disorders, other anxiety disorders and substance use problems. Navy Medicine is also working with the Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury, its component centers including Defense and Veterans Brain Injury Center, research centers, and our partners in both the public and private sectors to support best clinical practices, research and outreach. In addition, our collaborative efforts with the Department of Veterans Affairs are particularly important to help ensure access to specialized facilities.

[Questions for the Record submitted by Congressman Young for Master Chief Master Sergeant James A. Roy follows:]

Question 1. Care for our wounded warriors should remain our top priority. The overwhelming majority of our wounded servicemembers are our junior most enlisted. Many are either single or have just started out in marriage and parenthood. Can you comment on how our medical and family support facilities provide for and support our wounded warrior's family members and how you feel they can be improved?

Answer. The Air Force provides close assistance to our wounded, ill and injured Airmen and their families. This support begins with the assignment of a Family Liaison Officer (FLO) who is assigned on a one-on-one basis to provide whatever support a medically evacuated Airman and their family need. This includes local transportation and lodging assistance, but more importantly, the FLO serves as the conduit between the family, the Airman's command, and a host of services available to those being served.

The Air Force also assigns a Recovery Care Coordinator (RCC) to all seriously wounded, ill, and injured Airmen and their families. The RCC works with Airmen to develop a comprehensive recovery plan that guides the Airman and family through recovery, rehabilitation, and reintegration, whether that reintegration is back in uniform or the civilian community. The RCC is a non-clinical case manager who works closely with the medical community and a host of other agencies based on the needs of the Airman and family being served.

Clinical Case Managers (CCM) assess the Wounded Warriors for the stressors they may be experiencing, such as financial and other family concerns. The family is referred to resources available such as Family Advocacy and the Airman & Family Readiness Center. The CCM is also an advocate for the family members, coordinating their medical care needs with their primary care manager as needed.

The Air Force Wounded Warrior Program (AFW2) provides long-term support to combat-wounded Airmen, including enhanced transition assistance through Airmen and Family Readiness Centers and job counseling. AFW2 counselors are the advocates for our wounded Airmen and their families as they navigate the many programs and services available through the Department of Veterans Affairs, the Air Force, and many other government and non-government agencies. We support our combat wounded Airmen for life.

While we have made tremendous progress over the past few years, we are working to improve our early identification and early assistance to those who return from deployments and are later diagnosed with the unseen wounds of war, such as PTSD. Because this is a particularly

difficult issue with Reserve Component (RC) **Airmen**, Air Force has added RCCs and deployed them on a regional basis to identify RC members with PTSD or Traumatic Brain Injury and assist them in receiving timely health care and support **services** that are important to recovery. We still have work to do to better communicate the resources we have available for our Reserve Component Airmen.

As to how services can be improved, the Nation continues to struggle with the employment of our Veterans who have been medically retired or separated. We are making a conscious effort to improve our assistance by hiring employment specialists in our AFW2 program, who will work closely with the Department of Labor and private organizations to provide more opportunities for our Airmen. However, this is a national issue that requires a concerted effort if real progress is to be achieved. This is especially true for those separated due to the unseen wounds of war such as PTSD and TBI.

[Questions for the Record submitted by Congressman Young for Master Chief Master Sergeant James A. Roy follows:]

Question 2. Our equipment has changed significantly since 2001. Much of the equipment we have today to combat our complex enemy is highly technical and limited to the warfighters in theater. In order to address this issue, virtual and mechanical training simulators have been provided to our men and women. As master trainers, do you believe there is a shortfall in virtual and mechanical training complexes in garrison, specifically to train soldiers on high tech equipment or machines (ie MRAPs)?

Answer. The Air Force has adequate training complexes. There are 19 MRAP Egress Trainers available for predeployment training (11 of these assets have been delivered and the remaining assets are on schedule for delivery and installation by October 1, 2011). The Air Force also has vehicle maintenance training at our vehicle maintenance schoolhouse. There are no maintenance training simulator training requirements for Airmen.

[Questions for the Record submitted by Congressman Young for Master Chief Master Sergeant James A. Roy follows:]

Question 3. Unseen wounds of this war are Traumatic Brain Injury and Post Traumatic Stress Disorder. Do you believe we have the behavioral health facilities necessary to address the true amount of service members who suffer from these injuries?

Answer. The Air Force presently has the appropriate facilities to meet the current treatment requirements for our Airmen diagnosed with Traumatic Brain Injury (TBI) and/or Post Traumatic Stress Disorder (PTSD). The Air Force PTSD diagnosis rate is less than 0.5 percent. Seventy-eight percent of these diagnoses are from a deployment. The remainder is from other life stressors such as abuse as a child, domestic violence, assaults, and accidents. Approximately 5 percent of mental health clinic visits are for patients with a diagnosis of PTSD. In terms of TBI, the Air Force contributed 3,521 cases to the CY2010 DoD total of 30,703 (accounting for 11.5 percent of the total). Eighty-seven percent of the Air Force cases were mild TBI.

Every Air Force installation has a mental health clinic staffed with professionals trained in recognizing and referring TBI and diagnosing and treating PTSD. These facilities are inspected regularly by the Air Force Inspection Agency and the Joint Commission for the Accreditation of Hospital Organizations to ensure they meet national standards for patient and staff safety as well as privacy concerns.

Air Force Medical Service mental health leaders have provided updates to the Military Health System Facilities Space Planning Review on space and facilities requirements to set standards for future construction. An identified future goal is to co-locate mental health clinics with primary care clinics to reduce stigma and facilitate collaboration between mental and physical health providers. Clinical space, patient and staff safety, and privacy needs are all critical considerations if such a move is pursued.

Technology also plays a significant role in new mental health programs and facility considerations. These programs include the use of virtual reality treatment equipment and tele-mental health secure video-conferencing capability. Such advancements require dedicated space for equipment, and the Air Force is considering these needs in new military construction projects.

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As to how services can be improved, the Nation continues to struggle with the employment of our Veterans who have been medically retired or separated. We are making a conscious effort to improve our assistance by hiring employment specialists in our AFW2 program, who will work closely with the Department of Labor and private organizations to provide more opportunities for our Airmen. However, this is a national issue that requires a concerted effort if real progress is to be achieved. This is especially true for those separated due to the unseen wounds of war such as PTSD and TB'.

[Questions for the Record submitted by Congressman Flake for Sergeant Major Raymond F. Chandler, III, follows:]

Several of your testimonies touched on the important role that health care plays in the quality of life for service members, as well as for recruiting and retention efforts. Secretary Gates has recently proposed raising TRICARE fees for working aged retirees by a modest \$2.50 or \$5 a month, depending on coverage. It is estimated that such an increase will reap billions on savings in health care at the Pentagon.

Question 1. Those affected by this fee increase would be working aged retirees, not active duty service members or their families. But would approval of this fee increase have any effect on recruiting and retention efforts in each of the services?

Answer. Those affected by this fee increase would be working aged retirees, not active duty service members or their families. But would approval of this fee increase have any effect on recruiting and retention efforts in each of the services?

Answer. Retirement benefits are an important component in motivating applicants to join the Army and to remain for a career. However, the Army has no current research that measures the impact of a TRICARE fee increase for working age retirees on recruiting or retention. Current accession propensity research does show the top reasons youth consider joining were extrinsic: pay/money, pay for education, and benefits (health, retirement, etc.). These findings suggest that prospective Soldiers perceive health benefits as an important factor affecting their decision to join the Army.

[Questions for the Record submitted by Congressman Flake for Sergeant Major Raymond F. Chandler, III, follows:]

Projects authorized for FY 2011 have yet to be started because the FY 2011 budget has not yet been approved.

Question 2. How will this delay impact the quality of life for military service members? Are there additional costs associated with this delay that will make these projects more expensive in the long run?

Answer. Yes, the delay in appropriations will significantly delay QOL improvements for Soldiers throughout the Army, at home and deployed. Delays in awarding FY11 projects will impact families well into FY13 (or later) when the use of the facilities are expected. The costs of projects will increase as:

- Contractors have to hold bids for longer periods of time, increasing their risk
- Bids/proposals expire and must be re-advertised in a different competitive environment
- Increases in market conditions impact price of materials, price and availability of labor as well as rising fuel costs
- Project durations will be extended, with contractors asking for additional overhead compensation claims
- Projects that experience cost growth could have a cut in scope or require supplemental funding to construct the planned scope.

The delay further extends the amount of time Soldiers and Families assigned to Fort Bliss, TX and Katterbach Kaserne, Ansbach, Germany, have to cope with a significant shortage of facilities. Fort Bliss's Soldier population is tripling. The indoor aquatics training facility provides combat water survival skills and drown proofing training to the six brigades and division headquarters being stationed at Biggs Army Airfield in addition to providing off duty recreational opportunities to Soldiers and Families. The existing Katterbach fitness facility occupies a converted, pre-World War II aircraft hangar. It is significantly undersized and inadequate to support common fitness activities such as Military Occupational Specialty specific functional fitness training and Modern Combatives. The facility presents a force protection issue as it does not meet antiterrorism and force protection standoff distances nor does it meet Americans with Disabilities Act standards for accessibility.

In addition, the delay postpones the construction of barracks and dining facilities in Afghanistan. The Warrior-hi-Transition Complex programmed at Fort Eustis, VA is pending budget authority. The barracks replacement and upgrade program is impeded. Many permanent party, transition and training barracks are held up; which compel the continued use of substandard facilities.

Regarding additional costs, the Army is currently advertising and receiving bids on many of our entire FY11 MCA projects. We have asked the contractors to hold their bids longer than normal (120 days vs. the normal 60 days) to insure that we have a sufficient period of time to allow "New Start" authority to be granted, and to make the awards. When contractors are asked to hold bids for a prolonged period of time, their risk model changes. They will add in factors to account for potential escalation of their direct, indirect and overhead costs.

If the delay in new start authority continues, the contractors' bid acceptance periods will begin to expire. Some contractors may not choose to extend their bids causing the Army to re-solicit the project. This could also result in further delays, depending on the economic conditions in place at the time of the rebidding.

[Questions for the Record submitted by Congressman Flake for Sergeant Major Raymond F. Chandler, III, follows:]

I understand that continued operation under a continuing resolution will have serious impacts on the Department of Defense. One of those impacts is that permanent change of status orders for some service members, which normally would have been issued months ahead of time, are being delayed.

Question 3. Will these delays result in additional funding requirements? What effect will these delays have on day-to-day operations, as well as on the war efforts underway overseas?

Answer. The continuing resolution has no impact on the permanent change of status order process or the day-to-day operations.

[Questions for the Record submitted by Congressman Flake for Sergeant Major Carlton W. Kent follows:]

Several of your testimonies touched on the important role that health care plays in the quality of life for service members, as well as for recruiting and retention efforts. Secretary Gates has recently proposed raising TRICARE fees for working aged retirees by a modest \$2.50 or \$5 a month, depending on coverage. It is estimated that such an increase will reap billions on savings in health care at the Pentagon.

Question 1. Those affected by this fee increase would be working aged retirees, not active duty service members or their families. But would approval of this fee increase have any effect on recruiting and retention efforts in each of the services?

Answer. Marine's choose to join the Corps and ultimately stay for reasons related to feeling a sense of duty, fulfillment in meeting the Marine Corps mission, and the friendship and commitment of other Marines. With this in mind, we would not anticipate a modest increase in the TRICARE fees for working aged retirees having any significant effect on recruiting and retention.

[Questions for the Record submitted by Congressman Flake for Sergeant Major Carlton W. Kent follows:]

Projects authorized for FY 2011 have yet to be started because the FY 2011 budget has not yet been approved.

Question 2. How will this delay impact the quality of life for military service members? Are there additional costs associated with this delay that will make these projects more expensive in the long run?

Answer

Question is no longer applicable due to passage of FY2011 Defense Appropriations bill.

[Questions for the Record submitted by Congressman Flake for Sergeant Major Carlton W. Kent follows:]

I understand that continued operation under a continuing resolution will have serious impacts on the Department of Defense. One of those impacts is that permanent change of status orders for some service members, which normally would have been issued months ahead of time, are being delayed.

Question 3. Will these delays result in additional funding requirements? What effect will these delays have on day-to-day operations, as well as on the war efforts underway overseas?

Answer. This question is overcome by events due to passage of FY11 Appropriations bill.

[Questions for the Record submitted by Congressman Flake for Master Chief Petty Officer Rick D. West follows:]

Several of your testimonies touched on the important role that health care plays in the quality of life for service members, as well as for recruiting and retention efforts. Secretary Gates has recently proposed raising TRICARE fees for working aged retirees by a modest \$2.50 or \$5 a month, depending on coverage. It is estimated that such an increase will reap billions on savings in health care at the Pentagon.

Question 1. Those affected by this fee increase would be working aged retirees, not active duty service members or their families. But would approval of this fee increase have any effect on recruiting and retention efforts in each of the services?

Answer. Navy anticipates that a fee increase would have little, if any, impact on recruiting and retention. TRICARE is a robust health plan with broad coverage at costs well below comparable civilian health insurance plans. While the proposed modest fee adjustment would increase out-of-pocket expenses for working-age retirees, their total health care expenditure would remain well below comparable commercial plans. It is also unlikely that a modest change in the cost of a retirement benefit, to which most potential recruits would never become eligible, and to which those who remain until retirement eligibility would not become eligible until at least 20 years later, would influence an applicant's decision on whether or not to enlist in the Navy.

[Questions for the Record submitted by Congressman Flake for Master Chief Petty Officer Rick D. West follows:]

Projects authorized for FY 2011 have yet to be started because the FY 2011 budget has not yet been approved.

Question 2. How will this delay impact the quality of life for military service members? Are there additional costs associated with this delay that will make these projects more expensive in the long run?

Answer. Navy quality of life programs will not be impacted if a delay in the execution of FY 2011 Military Construction (MILCON) projects occurs. Currently, no quality of life MILCON projects are programmed for FY 2011 execution. Accordingly, no cost growth will be experienced from a delay in this program.

[Questions for the Record submitted by Congressman Flake for Master Chief Petty Officer Rick D. West follows:]

I understand that continued operation under a continuing resolution will have serious impacts on the Department of Defense. One of those impacts is that permanent change of status orders for some service members, which normally would have been issued months ahead of time, are being delayed.

Question 3. Will these delays result in additional funding requirements? What effect will these delays have on day-to-day operations, as well as on the war efforts underway overseas?

Answer. Operating the military personnel accounts under the series of short-term continuing resolutions (CR) has presented many execution challenges. While the delay in issuing orders will not create additional funding requirements, under the full year CR, the Military Personnel, Navy (MPN) appropriation is underfunded by \$415 million, based on the FY 2010 annualized amount vs. the FY 2011 President's Budget Request. Furthermore, the MPN account is underfunded by an additional \$41 million, due to additional requirements and additional work year execution due to high retention. The added costs associated with the evacuations of Japan and Bahrain, as well as Operation Odyssey Dawn, will further pressurize the MPN account.

The Navy has limited options for operating the MPN account under the CRs due to the non-discretionary nature of the account. In order to preserve cash to make bi-monthly paydays and avoid an Anti-Deficiency Act (ADA) violation, the Navy has deferred 20K PCS moves and reduced lead times from six months down to two months, creating difficulty for our families and their ability to plan their moves. Lack of lead time on PCS orders hurts military families as they have less time to plan for major life changes associated with moves (i.e. home sales, lease expirations, overseas screening, uncertainty, etc). Goals for lead time are approximately 4 months for CONUS moves and 6 months for overseas moves.

Navy has also reduced Active Duty for Operational Support Orders (ADOS) by \$20 million. ADOS is used to facilitate emergent, unplanned and non-recurring short term projects. This reduction restricts our ability to support Fleet operations.

[Questions for the Record submitted by Congressman Flake for Master Chief Master Sergeant James A. Roy follows:]

Several of your testimonies touched on the important role that health care plays in the quality of life for service members, as well as for recruiting and retention efforts. Secretary Gates has recently proposed raising TRICARE fees for working aged retirees by a modest \$2.50 or \$5 a month, depending on coverage. It is estimated that such an increase will reap billions on savings in health care at the Pentagon.

Question 1. Those affected by this fee increase would be working aged retirees, not active duty service members or their families. But would approval of this fee increase have any effect on recruiting and retention efforts in each of the services?

Answer. While there are many dynamics that impact military recruiting and retention, we do not believe the proposed change to TRICARE fees for retirees will adversely impact our recruiting and retention. Without these adjustments, we will need to reduce funding in other areas such as those programs supporting Airmen and their families. The latter funding reductions would more adversely impact recruiting and retention.

[Questions for the Record submitted by Congressman Flake for Master Chief Master Sergeant James A. Roy follows:]

Projects authorized for FY 2011 have yet to be started because the FY 2011 budget has not yet been approved.

Question 2. How will this delay impact the quality of life for military service members? Are there additional costs associated with this delay that will make these projects more expensive in the long run?

Answer. As of April 8, 2011, there are 44 projects out of 91 in the FY11 program that are being negatively impacted through non appropriation. Projects will not be awarded to meet vital mission requirements, and because of rising construction costs those projects that have bids may have to be rebid to reflect those increases. Some of the projects have a direct impact on the quality of life for our airmen and their families. There are 11 quality of life projects totaling \$300 million that include 7 dormitories, the Air University Library, the Center for Character and Leadership Development and a chapel.

The contract solicitations for military construction projects typically asks the contractors to honor their prices for 60 days, but in the current bid climate the bid acceptance period has been increased to 120 days. After the expiration of this bid acceptance period, if contractors' costs have increased, projects may need to be rebid. With the increasing cost of fuel and materials, this may result in more expensive projects in the long run.

[Questions for the Record submitted by Congressman Flake for Master Chief Master Sergeant James A. Roy follows:]

I understand that continued operation under a continuing resolution will have serious impacts on the Department of Defense. One of those impacts is that permanent change of status orders for some service members, which normally would have been issued months ahead of time, are being delayed.

Question 3. Will these delays result in additional funding requirements? What effect will these delays have on day-to-day operations, as well as on the war efforts underway overseas?

Answer. The CR has not impacted Air Force (AF) PCS management to date. The AF issues orders two months in advance of members' moves. Due to the non-discretionary nature of this appropriation, the impact will be to other appropriations as the AF plans to request Congressional relief through reprogramming funds to cover any Military Personnel shortfall. Without reprogramming or other Congressional assistance in sourcing the shortfall, the AF would be unable to make the final military payroll of the year.