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2 DCMN NORMAN

3 DEPARTMENT OF DEFENSE APPROPRIATIONS FOR 2009

4 Thursday, February 28, 2008

5 NATIONAL GUARD AND RESERVE ISSUES

6 DEPARTMENT OF DEFENSE APPROPRIATIONS FOR 2009

7 Thursday, February 28, 2008

8 RESERVE ISSUES

9 WITNESSES

10 LIEUTENANT GENERAL JACK STULTZ, CHIEF, ARMY RESERVE
11 VICE ADMIRAL JOHN COTTON, CHIEF, NAVY RESERVE
12 LIEUTENANT GENERAL JOHN BERGMAN, COMMANDER, MARINE FORCES
13 RESERVE
14 LIEUTENANT GENERAL JOHN BRADLEY, CHIEF, AIR FORCE RESERVE

15 Mr. MURTHA. We are going to welcome this distinguished
16 panel. And if you keep your testimony short we will keep our
17 questions short, because I think we have gotten pretty well
18 to the point where we want to be. And you have given us some
19 good information about what we think needs to be done. So
20 with that, I will ask Mr. Hobson if he has any opening
21 remarks.
22 Mr. HOBSON. No. I have a few questions I am going to
23 ask, but we will get to that.
24 Mr. MURTHA. All right. Without objection, we will put
25 your full testimony in the record. And if you will each say
26 a few words we will get right to the questions.
27 General BRADLEY. Mr. Chairman, committee members, thank
28 you, sir, for having this hearing. I think this is
29 important. It gives us a chance to talk about our people and
30 advocate for things we need so that they are better prepared
31 to do their jobs. I want to thank you particularly for the
32 great help you have given us over the last few years.
33 The National Guard and Reserve equipment account is our
34 life blood to really improve our aircraft and other equipment
35 so that the folks that we put over in AOR can help look after
36 their business and be safe and do good, close air support.
37 We supply missions for soldiers and marines on the ground.
38 So thanks for your help, and I look forward to your
39 questions, sir.

40 [The information follows:]

41 ******** INSERT 1-1 ********

General BERGMAN. Mr. Chairman, as always, it is a pleasure to be here in front of you and the committee. Thanks for your continued support to the Marines and their families. In the last 5 years, with over $200 million for the Marine Corps in the degree account, you have allowed us to close out roughly 32 programs or training allowance allocations where we have been able to get the equipment, both hard combat-deployable equipment and training assimilation technology that has allowed us to maintain and increase our readiness.

There are a lot of ~~thing~~ things on the table today, and I look forward to your questions.

[The information follows:]

******** INSERT 1-2 ********

56 Admiral COTTON. Mr. Chairman, two things, and a
57 comment. NGRIA echoes same comments.
58 TRICARE Reserve Select is enormous. In October 1, 2007,
59 now if you are a drilling selected Reservist you have access
60 to health care. In America this is unbelievable. We have
61 noticed an up-tick in retention and especially in recruitment
62 of veterans that are going to college and need health
63 benefits. We have got about 7,000 Reservists on the program
64 now. So for about $260 for a family, $81 for a single, you
65 now have health care. It is enormous. It has really helped.
66 I have been chief for 4-1/2 years. It is my last time
67 before you. I have got to say, Active-Reserve Integration,
68 this journey that Admiral Clark started, Admiral Mullen
69 continued, and now Admiral Roughead is a huge advocate. It
70 has really worked well for us. We are full partners in
71 everything we do. The Navy tells our story. We are sailors
72 for life in a continuum of service, and we thank you for your
73 support.
74 [The information follows:]

75 ******** INSERT 1-3 ********

76 General STULTZ. Yes, sir. Just to echo my comrades in
77 arms here, thanks for all the support we have gotten from
78 Congress. We are getting support for the Reserve components
79 at record levels in terms of dollars being spent against our
80 soldiers for the benefits and incentives as well as the
81 equipment.
82 At this time last year when I came before you, the Army
83 Reserve had an end strength of 188,500; today we have got an
84 end strength of 193,500--5,000 more than we had this time
85 last year. At a time when we are at record op tempo, we keep
86 25,000 to 30,000 soldiers deployed in 18 different countries
87 in the world right now, and they are reenlisting at record
88 rates.
89 We are meeting our retention goals at record rates with
90 our first-term soldiers. And the reason I believe they do
91 that is they feel like, one, what they are doing is important
92 and they feel good about it; but number two, that they have
93 got the support of this Congress behind them.
94 So thanks for what you are doing. I look forward to
95 your questions.
96 [The information follows:]

97 ******** INSERT 1-4 ********

98 Mr. MURTHA. I appreciate those summaries.

99 Let me just say TRICARE started in this committee before
100 I was Chairman, as a demonstration project. We had a lot of
101 problems at first, a lot of complaints and we adapted to
102 that. And I think when I go to the field, I always ask about
103 how TRICARE is going and how important is it. I get very
104 high marks from the troops in the field. And I am glad to
105 hear that it is helping with retention, because I found that
106 if we don't take care of the families we are sure as hell
107 going to have a problem retaining the people in the military,
108 especially with the strain that our folks are under right now
109 with extended deployments and with the fact they have been
110 deployed so often.

111 So I am pleased to hear that that is going well. We had
112 all kinds of problems at first. We still have a lot of
113 health care problems. We had the health care folks in front
114 of us today, but it is getting better. We are going to
115 adjust some of the budget requests to take care of them.

116 For instance, military medical facilities we are going
117 to improve substantially. There has been a backlog for a
118 long-term with military medical facilities. We are going to
119 do the same thing with infrastructure for the regulars. And
120 where the Guard goes to train and where the Reserves go to
121 train, we are going to increase that money for that
122 infrastructure. I am going to transfer that to the Military

123 Construction Committee so they have an opportunity to have
124 better facilities, the same type of facilities the Regulars
125 have.
126 So the advice we get from you folks is invaluable. And
127 of course, visiting the bases and having an opportunity to
128 talk to the troops gives us some insight. Sometimes it gets
129 so sanitized up here we don't get exactly what we need to
130 hear in order to get the budget developed the way it should
131 be developed.
132 So I appreciate your coming before the committee, and we
133 will ask Mr. Hobson if he has any questions.
134 Mr. HOBSON. I most certainly do. First of all, General
135 Stultz, does what the Chairman just said help you fix the
136 base I have been complaining about and some other bases and
137 put you in a better line?
138 General STULTZ. Sir, we are getting funding, and
139 specifically we are talking about Fort McCoy, Wisconsin, one
140 of our heaviest used.
141 Mr. HOBSON. 10,000 to 12,000 people go through there a
142 year.
143 General STULTZ. Go through there every year.
144 Mr. HOBSON. It looks like it did in 1958 when I was up
145 there.
146 General STULTZ. Yes, sir. I will say the good
147 news--and I will characterize that first--is we are getting

148 funding for Fort McCoy for certain projects when it comes to
149 the training facilities like ranges and things like that.
150 The problem I have got is, as you very well know, sir, we
151 need better billeting for the soldiers who are out there. We
152 are still putting those soldiers in World War II buildings.
153 And when we go into the construction program it seems like
154 the facilities, places like McCoy and some of the other
155 places, like Shelby and others with the Guard, are pushed
156 back.

157 We have got our first ORTC, which is the Operational
158 Readiness Training Center, which is your brick training
159 facilities billets scheduled for Fort McCoy in fiscal year
160 2011. That is too late; we need it started now.

161 Mr. MURTHA. We have a list from--I assume you are
162 included in that list--from all the services about
163 infrastructure deficiencies.

164 General STULTZ. Yes, sir.

165 Mr. MURTHA. And it amounts to $7 billion or $8 billion.
166 We intend over the next two supplementals to take care of
167 that, plus military medical facilities that are deficient.
168 So we have seen those facilities and we are sure as hell
169 going to try to take care of them.

170 General STULTZ. We just can't afford to keep pouring
171 money into putting wood on World War II buildings.

172 Mr. HOBSON. One more thing in this round. General

173 Bergman, he knows I am not happy. We have the former chief
174 first sergeant of the Lima Company here with us today.
175 Right, Auggie?
176 VOICE. XO, sir.
177 Mr. HOBSON. XO. He is here. He cares about these
178 Marines. He cares about the Marines in Lima Company. I wish
179 the Marine Corps, to be frank with you, cared as much about
180 those Marines as I do. I want to--there is a memorandum of
181 19 January 2007 from the Secretary of Defense: Mobilization
182 of ground combat, combat support and combat service support
183 will be managed on a unit basis. This will allow greater
184 cohesion and predictability in how these Reserve units train
185 and deploy. Exceptions will require my approval.
186 Did you have that approval or do you need that approval
187 now?
188 General BERGMAN. Sir, we need that approval when that
189 goes forward when there are exceptions to dwell time.
190 Mr. HOBSON. Do you have that today?
191 General BERGMAN. The--
192 Mr. HOBSON. I am asking you a very straightforward
193 question, sir.
194 General BERGMAN. The book that goes to the SECDEF for
195 unit activation goes at a defined time. Prior to that unit
196 activation, there is a timing process. So the unit that we
197 are talking about to activate those Marines out of Lima

198 Company 325, that book will not go forth to the SECDEF until
199 a time here in the near future.
200 Mr. HOBSON. But you have already, you have--
201 General BERGMAN. We have already identified them.
202 Mr. HOBSON. You have already told people--
203 General BERGMAN. Yes, sir.
204 Mr. HOBSON. --involuntarily, when you had volunteers to
205 go forward in that unit who had not served overseas, you had
206 volunteers, you said no, we don't want those volunteers, we
207 want sergeants and we want corporals, and we are going to do
208 cross-leveling. You didn't go to the IRR to get people out
209 of the IRR, which is what it is for. And one of the basic
210 tenets of the Marine Corps is to keep these units together,
211 and all of a sudden we are going to do this.
212 And then I asked somebody, I said, what about the
213 schooling these kids were going to go to to help their unit?
214 Some of them were going to go to sniper school. They were
215 waiting 3 years to go to sniper school, and now 9 of the 11
216 are involuntary. That is a problem, sir.
217 Secondly, what is your recruitment compared to the
218 National Guard and even the Reserve? Is your recruitment up?
219 Are you meeting everything?
220 General BERGMAN. Yes, sir.
221 Mr. HOBSON. The same levels?
222 General BERGMAN. ~~Were~~ are at 100 percent. We were at
we

223 100 percent for 2007. Basically 6,287.

224 Mr. HOBSON. You are not going to be with this kind of
225 treatment of Marines, in my opinion. Marines are supposed to
226 care about their people. When I ask what schools are going
227 to be messed up by this, nobody knows. When I ask about
228 certain types about these individuals nobody knows. All they
229 know is we needed corporals and we needed sergeants. And I
230 would like you to tell me why you didn't go to the IRR.

231 General BERGMAN. Well, sir, we go to the IRR every day.
232 We have scrubbed the IRR. Right now we have about over
233 2,000 IRR marines on Active Duty that are in Iraq and
234 Afghanistan and preparing to go. The reality is in caring
235 about those marines, we care deeply, just as everyone in this
236 room does. One of the reasons that those corporals and
237 sergeants were chosen is because those new first-time marines
238 need qualified leadership, because it is those corporals and
239 sergeants. And quite honestly, sir, those are a little bit
240 in short supply.

241 Mr. HOBSON. But let me tell you the other side of this,
242 too. Lima Company may go back in 2009. Some of these kids
243 were wounded that are going back in Iraq, their previous
244 year. Sending them back. And when Lima deploys again in
245 2009, you are going to have this same problem, cause you have
246 taken people out of Lima Company now and put them over in
247 another company. And probably when they get back, I am not

248 sure they are going to stay as marines.

249 General BERGMAN. Sir, it is going to--Lima Company will
250 go as part of the 3rd Battalion, 25 Marines. And if we hold
251 to the Force generation model we will go in June of 2010.
252 And the fact of the matter is when we started deploying the
253 infantry battalions in 2003, it took one battalion to make
254 one battalion; 100 percent unit cohesion. By 2006, because
255 of the second activations and because we had at that time an
256 unwritten policy of voluntary-involuntary activations, which
257 through the model that the Marine Corps and the Marine Corps
258 Reserve had set up for a year activation, which Secretary
259 Gates referred to in his memo, that year made up of about not
260 quite 4 months of predeployment training, a 7-month
261 deployment and then a demobilization time, we got set back
262 by, again, an unwritten policy on you couldn't involuntarily
263 call someone a second time, because we had set our business
264 model to utilize the 24 months under law in two 12-month
265 periods. And all the Marines and Marine Forces Reserve knew
266 that at the time, that if a young marine joined, you could go
267 in your first year, you would have approximately between 4
268 and 5 years dwell time, and in your sixth year you would go a
269 second time. That setback in the 2006--2005-2006 time frame
270 caused us to go from being able to make one battalion in one
271 battalion, to make one regiment to make one battalion. So
272 the folks in 25th Marines were just coming out of that.

273 We project that when 1st Battalion, 23rd Marines goes in
274 December of 2010, we will be at the virtually no or minimal
275 just specialty MOS cross-leveling. It took us a 4-1/2 year
276 cycle to get back to where we started, which is exactly what
277 you are ~~saying~~ talking about sir.
278 Unfortunately the timing of 225 gone does catch us a
279 little bit short of zero cross-leveling.
280 Mr. HOBSON. I think it is poor planning. And second of
281 all, I think by the time this gets to the SECDEF, he doesn't
282 even know where it is in the book you give him and it is
283 already done. I mean, so what you have done, the way you are
284 doing it is you are taking the action before you have the
285 approval. And then, after the fact, is so buried that he
286 won't even know that you violated the policy or you are
287 intending to violate it when he signs off on whatever you
288 give him. And if it is reviewed by the same people who send
289 me memos, you know, that say nothing but bureaucratic
290 mumbo-jumbo, certainly he will sign off on it.
291 I mean this is just, I think, poor planning, poor
292 treatment of people. It should have been foreseen. And you
293 are telling me now you don't--basically what you are telling
294 me is--when did anybody look at whether there were sergeants
295 or corporals available in the IRR? I always forget the damn
296 thing. The guys that you give points to for doing nothing
297 and standing around and now you are calling them up.

298 General BERGMAN. That is ongoing, sir. We scrub that
299 list continually, because those IRR marines--oh, by the way,
300 what we try to do, because most of those marines who are in
301 the IRR are coming right from Active Duty and have served
302 multiple combat tours already. So the policy that we have
303 tried to put together is that when a marine enters the IRR
304 they will have a 4-year time frame in the IRR. They serve 4
305 years on Active Duty and a 4-year commitment in the IRR.
306 We give that first year of Active Duty, a chance to
307 refresh, get themselves established in their civilian
308 careers, and then they are eligible during the second and
309 third year for recall. We don't want to wait too long
310 because individual skill sets combat capabilities are a
311 perishable skill. And in that fourth year of the IRR, they
312 are pretty much on their way out, and we do not touch them
313 unless there is some type of greater national emergency.
314 Sir, it is all about people, and we are short of people.
315 And we felt we would err on the side of openness to tell
316 these young marines early, because they need to prepare for
317 the eventuality, so they know they can have the medical
318 benefits available. And if the SECDEF decides to say no,
319 then he says no.
320 Mr. HOBSON. Let me ask, if you have some people who
321 were willing to go, young marines who were willing to go and
322 willing to volunteer, and you have a period of time that you

323 are giving people advance notice that you are going, if
324 people have been in a while are you telling me none of those
325 were promotable to the ranks that were necessary that they
326 could go with this unit? I doubt that anybody looked at
327 that. I think this was just a numbers game and they said,
328 hey, these are the guys, you are done, you are going. We
329 don't care about the three that are going to sniper school to
330 help their unit. They have been waiting 3 years to do that.
331 And you turned down the kids that volunteered, as I
332 understand it.
333 Now, maybe there is a different story to this, but I
334 understand kids volunteered to do this. And that whoever the
335 officer is that said we are not going to do that, nobody
336 looks--did anybody look to see if there is anybody promotable
337 that can go?
338 General BERGMAN. Yes, sir. If a marine is turned down
339 for voluntary deployment, it is because, for whatever reason,
340 they don't have the skill sets or the capabilities that we
341 need in that particular mission.
342 Mr. HOBSON. Do you know that happened here?
343 General BERGMAN. I will find out for you. I am willing
344 to bet you--here is the key. 25th Marines is a regiment, and
345 we seek to keep that regiment intact with its infantry
346 battalions, so that we have that management at the level that
347 they can look right down in those battalions and down into

348 those companies to make sure we get it. But I will
349 double-check to make sure and get back to you.
350 Mr. HOBSON. When you looked down, it didn't happen
351 here, because you didn't have it in the one unit that is
352 going. You had it in some people in another unit to fill it.
353 And that is called cross-leveling, which everybody,
354 especially the Marine Corps, has been totally taboo on. The
355 Air Force doesn't do it because they can volunteer their
356 people.
357 But anyway, it is just--this is a decorated group of
358 people, they want to go, they are willing to go, but I don't
359 think this is the right way to get them to go or to treat
360 them to go, especially when they waited 3 years.
361 But I--you know, the Marine Corps is like--you know, I
362 know the Army has the donkey as their mascot. I don't know
363 what the Marine Corps' is, but it has got to be about the
364 same.
365 General BERGMAN. It is kind of a bull dog, a very
366 friendly little one, unless you piss him off.
367 Mr. HOBSON. I have seen that one over there. But I
368 will tell you I am just, as you can tell, frustrated.
369 Mr. MURTHA. Mr. Dicks.
370 Mr. DICKS. Thank you Mr. Chairman. Gentlemen, the
371 Commission on National Guard and Reserves believes that the
372 dramatic change from a Strategic Reserve to an Operational

373 Reserve without any study is a far-reaching decision and is a
374 mistake, because it is not clear that the public or Congress
375 stand behind this new concept. What do you think of this
376 criticism?

377 Admiral COTTON. I will jump in first. I will tell you,
378 I think the rules changed in 1989 when the Berlin Wall came
379 down. We all got a wakeup call in 1991 with Desert Storm,
380 and we did really well there. Afterwards, we all expected a
381 peace dividend. The work did not go away. So we flexed and
382 some of our Reservists started getting more operational.

383 I was an FAA team pilot, where we practiced for world
384 war and we became trainers of Active component members before
385 they deployed. So we have been doing a lot of operational
386 support since 1991. The Air Force will tell you they have
387 been at war since 1991 providing aircraft overseas, so we
388 have been doing this. People have called it different
389 things.

390 I think the Commission on the National Guard and
391 Reserves did a great job of looking for 2 years at all the
392 things we are going to be dealing with, both in the past and
393 the future. Operational support, I think, is here to stay.
394 And the best proof is the customer likes it, the combatant
395 commanders and our sailors--I will speak for them--they love
396 it, rather than staying in a--

397 Mr. MURTHA. If the gentleman will yield?

398 Mr. DICKS. Yes, I yield.

399 Mr. MURTHA. I talked to the four generals before, and
400 admiral before, and we talked about this. It is really a
401 matter they just don't have enough troops. They can't deploy
402 for any length of time without the Reserve in the first
403 place, without the Guard in the second place. So we just
404 don't have enough forces to sustain a deployment, one
405 deployment, for any length of time. And that is basically
406 the problem. That is the thing we face.

407 Mr. DICKS. Well, the issue, then, is if we have done
408 this, if we have moved the Guard to an--I mean the Reserve to
409 be in an operational setting, then do we have a Strategic
410 Reserve? Should we be worried about that? Should Congress
411 be worried that everybody now is training for
412 counterinsurgency, I guess, in the Marine Corps and the Army?
413 And so do we any longer have a Strategic Reserve?

414 General BRADLEY. Yes, sir I believe we do. I don't
415 think we should be worried about it. We have highly trained
416 Reservists who are not being used every day in an operational
417 way, but we are available. I think this Operational Reserve
418 is the right way to do it. But those that are not employed
419 every day could still be considered a Strategic Reserve.

420 Mr. DICKS. Have you guys debated this within your
421 services to say, now what do we do; what are we going to have
422 for our Strategic Reserve and what are we going to have for

423 our Operational Reserve? Or is this one of those things that
424 just happened? Not really anybody making a decision, it just
425 happened. And now we are kind of stuck with it, because we
426 don't have enough--as the Chairman said, we don't have enough
427 forces, obviously, to do the whole operational mission with
428 the Active force.

429 General BRADLEY. Well, sir, I think the decision to do
430 this predates any of us being in our current positions. I
431 cannot answer the question whether it was debated in the
432 service before we did it, because it goes back so far before
433 my time in this position. But I will tell you, I think it is
434 the right thing to do.

435 I agree with Admiral Cotton. It helps our retention
436 dramatically. Our people like being involved in the
437 real-world things every day. It doesn't mean that 100
438 percent of our Reservists are involved in it every day. But
439 the Active Air Force depends on the National Guard and the
440 Air Force Reserve to do everything they do. We are spread
441 across every mission area, practically every one, every
442 mission area. Our volunteerism rate is high.

443 I don't think there is enough money to put all of us on
444 Active Duty so that you don't need the Guard and Reserve, and
445 you just keep them as a Strategic. I don't think we can
446 afford to do that anymore. I think it is an affordability
447 issue. But it has paid off and is working well in my view,

448 sir.

449 General STULTZ. Sir, I will just tell you from the Army
450 Reserve's perspective, to answer your first question, I don't
451 think it was a deliberate decision. I think what we did is
452 we got into the war on terror, not really understanding that
453 this was going to be an extended conflict. And that has led
454 us into the process of saying we are going to have to depend
455 on the Reserve for the enduring future if we are going to be
456 engaged in a long war.

457 So based on that we better get into some kind of an
458 operational format because the soldiers are going to demand,
459 to sustain an all-volunteer Reserve component, what my
460 soldiers tell me is I need some predictability in my life; I
461 have got to be able to know when I am going to be able to
462 have a civilian job and a civilian life, and I have got to be
463 able to know when I am expected to be in the military.

464 So what we are doing in the Army Reserve is we are
465 developing a 5-year model, and we are rating our forces
466 across that 5 years, so that I can tell the Army and DOD each
467 year, here is how much I can give you in terms of engineer
468 capability or MP capability or transportation capability.

469 The good news, I will tell you, is in the current
470 sourcing for fiscal year 2008, 94 percent of the units I am
471 sending into the war are coming out of the right year group.
472 So we are starting to build that predictability.

473 The challenge we have got is to your point; one, I can
474 tell you how much I can give you, but the theater asks for
475 more. So when I can say, here is what predictably I can give
476 you in terms of engineer capability, but the theater comes
477 back and says, but I need an extra engineer group in two more
478 battalions, then I have got to pull somebody forward; which
479 gets to the point of we are kind of breaking that dwell
480 promise that we said we were going to give you years back.
481 Mr. DICKS. The 1 in 5.
482 General STULTZ. The 1 in 5; yes, sir.
483 Mr. DICKS. Now we are about 1 in 2 and 3.
484 General STULTZ. We are about 1 in 3 right now, because
485 we have got to get the capability to sustain it. The other
486 thing is for the strategic depth piece we have to look back
487 and say, okay, if I have got units that are in this 5-year
488 model, my Strategic Reserve is really probably in years 2 and
489 3 of this model. And if I don't have the equipment to train
490 those units--that is, the right equipment that they need to
491 deploy to war with--then that degrades my ability to have
492 that Strategic Reserve out there. But that is what we are
493 looking at, is the Strategic Reserve piece.
494 Mr. DICKS. And are testifying you don't have the
495 equipment now?
496 General STULTZ. Not all the equipment we need. No,
497 sir. I can tell you the units that deploy to theater are

498 deployed with the best equipment.

499 Mr. DICKS. But you don't have the stuff to train the
500 people that are supposed to be part of the Strategic Reserve.

501 General STULTZ. Yes, sir, that is what I am telling
502 you. We don't. And a lot of times what we are using is what
503 we call "in lieu of" equipment, which is equipment that we
504 could use back home, like an M35 deuce-and-a-half. But that
505 is not what you are going to operate when you get to theater.
506 You are going to operate a light medium tactical vehicle
507 truck. That is what they need to have back here to train on.
508 If we are taking our engineers into theater to do route
509 clearance and we are using the Huskies and the Buffalos and
510 the RG-31s and the Cougars, that is what they need back here
511 to train on, because that is what they are going to be
512 expected to operate in the theater.

513 So right now the equipping side of the Army Reserve is
514 my concern for the Strategic Reserve piece of it; that I look
515 back into those earlier years.

516 Mr. DICKS. General Bergman, do you have a comment on
517 this?

518 General BERGMAN. Sir, I would suggest to you that the
519 Operational Reserve has evolved as a subset of the global war
520 on terror. And we are looking now as to how do we sustain
521 our forward presence capability. And because the Guard and
522 Reserve forces have continued to step up to the plate to the

523 tune of millions of man days, it has been able to sustain us.
524 So this is a byproduct. And the future--and also meeting
525 the future expectations of the future soldiers, sailors,
526 airmen, Marines and Coast Guardsmen who look to join a
527 service and say, how long do I want to spend on Active Duty;
528 how do I want to dovetail that with my civilian career?
529 The continuum of service will be the next step in the
530 evolution of the Operational Reserve.
531 Mr. DICKS. Thank you Mr. Chairman.
532 Mr. MURTHA. Well, I will tell you, it is somewhere in
533 between what you are saying. If we have a major
534 confrontation, there is no Strategic Reserve. It is just
535 like every war that has come about; we have to fall back,
536 unfortunately, until we build up to the point where--what I
537 am trying to do, what this subcommittee is trying to do, is
538 look to the future, look beyond Iraq, make sure you have the
539 equipment, make sure you have what you need so that somebody
540 doesn't have a misconception that we are not prepared. That
541 is the thing that worries me.
542 So that is why we are looking at more ships, we are
543 looking at more--for instance, we have a list for the
544 subcommittee to know of things that they are short, and it is
545 substantial. And we are going to try to fulfill that list
546 with these two supplementals that are coming up, because we
547 know damn well you don't have the equipment to train on, we

548 know damn well you don't have the equipment to deploy with if
549 you had to deploy. So we are going to try to come up with
550 the money to take care of that. Plus the infrastructure
551 money that we have committed to the Military Construction
552 Subcommittee.
553 Mr. Young.
554 Mr. YOUNG. Mr. Chairman, thank you very much. And I
555 just want to say thank you for the men and women that you
556 lead in your Reserve units. Without them and without your
557 organizations we couldn't get there, where we have to be, and
558 so we appreciate very much that.
559 And Chairman Murtha just cited something that we have
560 both been concerned about for a long time, and that is being
561 prepared for any other contingency other than what we are
562 involved in today. And he specifically mentioned equipment,
563 which is, of course, important. But what about the
564 personnel? Are your tables of organization, are you at full
565 strength, not at full strength?
566 And, secondly, what is your recruiting situation? Are
567 you able to get recruits to fill in the attrition or to
568 maintain what your end strength needs to be?
569 Mr. HOBSON. And retention, if I might add.
570 Admiral COTTON. I will jump in first. The Navy Reserve
571 is over strength by almost 3,000. We are in a very enviable
572 position right now, as we look toward the end of the fiscal

573 year, to pick and choose the ones we want to keep and
574 transfer the others to the IRR.
575 Recruiting has improved greatly because we have combined
576 recruiting. The best recruiters now are the commanding
577 officers on Active Duty and the senior enlisted advisors that
578 encourage people to serve in a continuum of service, sailors
579 for life. So we are getting much more transfers from the
580 fleet to our centers.
581 With that said, I will tell you I think all of us have a
582 shortage of junior- to mid-grade officers and also senior
583 enlisted, perhaps past the 20-year point, the experienced
584 people that stay. So the incentives, the bonuses, the things
585 that we ask for to target those kind of skill sets
586 capabilities that we need at those officer and enlisted year
587 groups, that has really been beneficial to us. So thank you.
588 General STULTZ. From the Army Reserve's perspective,
589 sir, I will tell you this. Currently we are at 1,935 and we
590 are authorized 205, so we are 11,000-some below end strength
591 of where we need to be. That is not all a bad-news story.
592 We took our end strength down to almost 185 in the past
593 couple of years because we had a lot of trash we needed to
594 clean out of the system. If we are going to be an
595 operational force and if we are going to ask soldiers to go
596 and step forward and risk their lives, then we have got
597 people who aren't willing to serve we have to get rid of.

598 Every day, almost, I sign papers discharging officers,
599 lieutenants and captains who just refuse to participate. And
600 I have told the other officers in my corps, you know, I owe
601 it to them not to let those soldiers leave without something
602 on their record. So we are sending them home with a less
603 than honorable discharge. So we are cleaning up the force.
604 So we went down to about 185. Today we are 1,935. We
605 have come up 5,000 in the last 12 months. So we are bringing
606 into the force the right quality that we need. And we are
607 turning upward to get to the 205 by fiscal year 2010.
608 The other thing that is a good-news story is last year
609 we reenlisted 119 percent of our goal. In quantitative, we
610 reenlisted three times more soldiers than we did the year
611 before that were first-term soldiers.
612 In January I went to Iraq, and in the palace with
613 General Petraeus, we reenlisted 100 Army Reserve soldiers to
614 celebrate our 100th anniversary year of 2008, all in one
615 ceremony. So the good news is those young soldiers that we
616 brought in after 9/11 knew what they were getting into and
617 they are sticking with us because they trust us that we are
618 going to give them some predictability, that we are going to
619 give them the right incentives and compensation and we are
620 going to take care of their family. So I see a real positive
621 trend. But we have got to maintain that support in terms of
622 the incentives and the compensation and everything that they

623 deserve if we are going to maintain this all-volunteer
624 Reserve force.
625 General BERGMAN. 39,600 is the authorized end strength
626 of the Marine Corps Reserve. We are at about 38,300 right
627 now, a little bit lower than authorized end strength. That
628 really doesn't tell the whole story. The Marine Corps, the
629 Active component Marine Corps, is growing to 202,000. Some
630 of those prior-service marines who would normally join the
631 Reserves are staying on Active Duty because it is the right
632 thing to do and we need them. We exist for one reason and
633 one reason only in the Marine Corps Reserve, and that is to
634 augment and reenforce the Active component. So we have a
635 short-term challenge with some of those young sergeants and
636 corporals who won't be available to us because they will
637 still be on Active Duty.
638 We have always had a challenge with company-grade
639 officers in the Reserves, because in the Marine Corps all of
640 us serve our company-grade time, that lieutenant time, on
641 Active Duty in our initial commitment, because that
642 leadership in the Marine Corps Reserve has that Active
643 component background.
644 We have instituted some new programs that will mitigate
645 the company-grade officer shortfall somewhat. We still have
646 room to grow there. But the young 18- to 22-year-old who is
647 the non-prior-service marine, those numbers are still strong.

648 Challenging, you have to work to have them join, but the
649 bottom line is they are still coming in the door so we are in
650 good shape.
651 Mr. HOBSON. What is your retention?
652 General BERGMAN. About 82 percent.
653 General BRADLEY. Mr. Young, the Air Force Reserve is
654 doing fairly well, I would say. I am very happy with our
655 recruiting. We have for the seventh year in a row recruited
656 more than 100 percent of our goal. Not as hard to recruit
657 for the Air Force Reserve as it is maybe for some other
658 services or components. So I am very pleased with our
659 recruiting.
660 What I will tell you, though, it is a less experienced
661 force than we have had in the past because we have to recruit
662 more non-prior-service people, people who have not been in
663 the military, than we used to, because the Air Force is a lot
664 smaller and fewer people are getting out and transferring
665 into the Reserve or the Guard than used to because of just a
666 smaller force overall in the Active component. Our retention
667 is okay, but some people are leaving sooner than they have
668 to, even retiring, because they are eligible.
669 And the demands have been pretty tough. We have asked a
670 lot of people to deploy a number of times. I have many units
671 who have deployed four or five times in the last 6 years. My
672 deployments are not as long as the Marines or the Army, so

673 truth in advertising there.

674 But we have had a fabulous rate of volunteerism with a
675 predictive model the Air Force has, our Air Expeditionary
676 Forces. So our folks know when they are going to go, when
677 they are going to come back and when their next time is. And
678 we have had no shortage of volunteers. We would rather use
679 volunteers than mobilize people. We have done a fair amount
680 of mobilization and that has worked okay, but I would rather
681 use volunteers.

682 So our retention is okay, but there are some people in
683 the 15-year point to 20-year point who sometimes also decide
684 to leave. And that is really tough because we hate to lose
685 those middle-manager kind of people. So retention is all
686 right, but not quite as good as I would like it to be.

687 Mr. YOUNG. You know, in view of the many deployments
688 and the length of some of those deployments, this is a pretty
689 good news story. And I think it says something very special
690 about the young men and women that serve in our uniform. And
691 that just makes me feel really proud, even more proud than I
692 was when I walked in this room tonight--this afternoon.

693 General BRADLEY. Sir, if I can make another comment
694 along that line. I really believe it is true. I get out to
695 my units a lot and I talk to people at all levels. I go to
696 the AOR. I have been to Iraq and Afghanistan several times,
697 and I talk to people. And as I said in my answer to Mr.

698 Dicks, our folks I believe really want to be involved in our
699 Nation's important business. So it is more stress on the
700 force, but they would rather do that than just sit at home
701 and train all the time for it to be a Strategic Reserve.
702 They like being operational. And I think our retention is
703 good.

704 And I will tell you, I have been in this Air Force
705 Reserve for 35 years and I think our morale is much better
706 today than it was 15, 20, 25 years ago.

707 Mr. YOUNG. Well, with all the technology that we talk
708 about and the equipment and the things that we are going to
709 buy for you and replace that you have worn out, the most
710 important part of this whole equation are the men and women
711 that operate them and make them function. So that is also a
712 sign of good leadership at the top.

713 Thank you all very much for what you do and the folks
714 that work with you.

715 Mr. DICKS. Would the gentleman yield for one question?
716 How long are your troops sent out there for?

717 General BRADLEY. Varied lengths, sir. I have some
718 people who are mobilized for a year and deployed. I have
719 some that are mobilized for 6 months and deployed. Most of
720 our deployments are 120 days--although, although--and that is
721 the Air Force model for their rotations of the Active Duty
722 people is 120-day deployments typically, although some

723 positions--they require some key positions to be longer. But
724 the average Active Duty person goes for 120 days. And my
725 people do that as well. But we do have the capability
726 sometimes to rotate people at 45, 50, 60-day tours inside
727 those 120.

728 So the Air Force gives us some flexibility, and that
729 allows more of my people to volunteer, so that it relieves
730 stress on the Active force, so that they don't have to deploy
731 too often. So it is a good thing, because we get to deploy
732 and do that, but it is a shorter tour sometimes.

733 Mr. MURTHA. Ms. Kaptur.

734 Ms. KAPTUR. Thank you, Mr. Chairman. And Admiral and
735 Generals, welcome. It is really good to have you here today.
736 Thank you for your service.

737 I just wanted to ask in terms of retention and
738 recruitment, are the bonuses being paid by the Reserves per
739 individual at the same level as in the Active Duty.

740 General STULTZ. No ma'am. Our average--I think the
741 average reenlistment bonus for the Army Reserve is somewhere
742 between--we can pay $20,000 to $30,000, somewhere in that
743 range. It depends on some of the specialties. And what you
744 will find in the Active forces, theirs are much larger. That
745 seems to be--you know, it gets to the point--I keep saying I
746 would prefer we manage one end strength in the Army. Right
747 now we manage three end strengths. We manage an Active Army,

748 an Army Reserve and an Army Guard, and in a lot of cases we
749 are competing with each other.
750 And I will give you a good example. If you are in an
751 Active Army and I am Reserve, and you have 100 people and I
752 have 100 people, if 10 of my people leave Reserve duty and go
753 to Active Duty the system shows 10 gains. If 10 of your
754 people leave Active Duty and come to the Reserve, we show 10
755 gains. So now we show 20 gains in the system but we still
756 only have 200 people. We need to get to the point of
757 managing one end strength so that we can flow between
758 components freely and we can pay bonuses and incentives
759 equally for service, not service on Active Duty versus
760 service in the Reserve or service in the Guard.
761 Mr. MURTHA. Will the gentlewoman yield? I will tell
762 you, the bonuses went from $187 million to $1 billion. We
763 talk about how good the troops are, but these bonuses, this
764 is real money. My God, I mean, I hope there is some
765 consideration for--we are borrowing all this money from
766 somebody in order to pay these bonuses. Can we not do this
767 without bonuses and reenlistment and so forth incentive? Can
768 we do this without it? Does the volunteer Army have to have
769 the bonuses?
770 General STULTZ. Sir, I think the answer there is, from
771 my perspective, it is almost like a value equation; here is
772 what we ask and here is what you get in return. And it used

773 to be we asked 1 week in a month, 2 weeks in the summer, and
774 here is what you get. Now we are asking--every 4 or 5 years
775 we ask you to leave your family, your life, your job, and you
776 risk your life.

777 Now, to your point. I think in the future we need to
778 look at not just throwing money, we need to look at things
779 and say how do we sustain a person's lifestyle. Maybe health
780 insurance in lieu of an enlistment bonus is a good thing.
781 Maybe prepaid tuition for your kids instead of an enlistment
782 bonus, so we are taking care of your family and not just
783 spending money, throwing money idly out there.

784 Ms. KAPTUR. What if we had no bonuses, what would
785 happen?

786 Admiral COTTON. I want to say first of all in the Navy
787 we manage one end strength, and we use the bonuses to target
788 behavior of skill sets and capabilities we need to sustain
789 the force and especially deploy with in the global war on
790 terror. So you are looking at some pretty varsity skill
791 sets-- civil affairs, provisional reconstruction teams,
792 doctors, dentists, nurses; you know, people who deploy and
793 build things--to sustain. And this behavior we have of the
794 repeated deployments, this is where the bonuses come in. If
795 we had none of them you would still have a force, but I don't
796 think you would have the numbers that we have now. It has
797 grown to be an expectation. And I will also admit that you

798 see some behaviors of our youngsters today that will shop
799 their skill sets between the services, who will wait a
800 certain time to be out to get back in, because they know we
801 all need these skill sets. But I also look at our young
802 sailors, soldiers and our marines, too. They all want a
803 little time off, go into something else, come back to us; so
804 we see all new behavior of the people that we are all
805 recruiting from.

806 General BRADLEY. Ma'am, it might be that that is kind
807 of a cost, the portion of that bonus the Chairman is talking
808 about that goes to Guardsmen and Reservists, it might be the
809 cost of that Operational Reserve versus a Strategic Reserve,
810 which is probably a heck of a lot cheaper than paying to have
811 all of that in the Active component because that is a lot
812 more money.

813 Ms. KAPTUR. Well, in view of what you said and the
814 Chairman has said, what has troubled me about this war from
815 the beginning is that only some people fight and only some
816 people sacrifice, only some families sacrifice and some
817 sacrifice a whole lot.

818 And if one looks at a bonus versus a patriotic sense of
819 duty, I really am troubled by the apparently larger and
820 larger amounts we are having to extend for bonuses as a
821 society, as opposed to asking all families to sacrifice. I
822 am troubled by the trend.

823 But I would appreciate if you would place on the record
824 the comparison between your bonuses versus Active Duty and
825 the amounts of funds that have been expended to date, if you
826 could, in each of your branches, and the increasing rate that
827 we are paying for bonuses.

828 I also wanted to make a comment. Earlier today we had
829 an excellent hearing on health care. And I would say in the
830 Reserve and Guard forces, which I tend to represent more of
831 than the Active Duty forces, like some of my dear
832 colleagues--like Sanford Bishop here--my impression is that
833 the assistance rendered to returning veterans, Iraqi
834 veterans, Afghani veterans, health care simply just isn't as
835 good, because of the way that the units are deployed, and
836 also the fear of people in the ranks that if they report a
837 condition such as PTSD, that they will lose their promotion.
838 I just want to sensitize you to that.

839 I asked this morning for the doctors to report back on
840 one Army unit in my area, the 983rd Engineering Battalion,
841 which has had several combat deployments. And I know there
842 is PTSD in the ranks. The unit is from Ohio, the members are
843 from everywhere, the commanding officer is over in Chicago,
844 the Ohio system isn't terribly organized to receive them
845 back.

846 We simply have to have a more thoughtful manner in which
847 to take care of those who are coming back. And I would posit

848 the theory that in the Guard and Reserve, more will come back
849 with PTSD perhaps than in Active Duty ranks. And
850 readjustment will be more difficult because they don't come
851 home to a base. And I would like to use the 983rd as an
852 example of how it is currently working versus how it could
853 work.

854 How could we make treatment available, how could we make
855 assessment available when they come back? That microcosm
856 will help me understand whether the policies we have set in
857 place at the national level are really working to take care
858 of our returning Guardsmen and Reservists who have been in
859 combat. Are you capable of doing that, General?

860 General STULTZ. You are striking to the heart of one of
861 my concerns, and that is the overall wellness of our force in
862 the Army Reserve. And I have said this for some time. We
863 have to figure this out. We have got to figure out how to
864 provide continuity of health care for an operational force
865 both on the front end, to make sure they are healthy and
866 ready before they deploy--because we can't afford time at the
867 end to try to get their teeth ready or whatever--we have got
868 to have some confidence in our system to say we know our
869 forces are ready in terms of their health and their dental
870 health before they are deployed, but on the back end
871 especially.

872 When I came out of Iraq after 2 years in 2004, before

873 you left country they give you a screening. And they say,
874 tell us if anything is wrong so we can keep you here. Well,
875 you are not going to tell them anything is wrong. Then when
876 you get back to the mobilization station where you left from,
877 they tell you the same thing: We are going to put you
878 through a screening, but tell us if anything is wrong so we
879 can keep you here. You are focused on going home. I want to
880 get home with my family.

881 We need a system in place that says, listen, the primary
882 objective when a soldier comes out of theater is to get him
883 back, reintegrated with his family. Then let us start taking
884 care of him. Let us don't demobilize him and say, okay, now
885 you are on your own. We have to have a system of health care
886 that says, okay, when you come home, the first month you are
887 home we are going to do some screenings and look at your
888 health care', the second month we are going to start looking
889 at your mental situation; the third month we are going to
890 look at your family situation. We are going to reintegrate
891 you over a period of 6 months and we are going to have that
892 system in place.

893 That is what we have got to have, because a lot of these
894 symptoms, like PTSD or traumatic brain injury, do not
895 manifest themselves. Soldiers don't know they have a
896 problem. And we have got to have a way of identifying when a
897 soldier needs help. And we have got to take that stigma away

898 that says if you ask for help there is something wrong. We
899 have got to have a system in place that says everybody goes
900 through this.

901 Ms. KAPTUR. And, sir, even when they can identify, what
902 happens then is unfortunate oftentimes at the unit level, and
903 the systems do not work for them, and they are lost. It is
904 not like they return to Fort Hood or Fort Benning or
905 wherever. They are out there somewhere across Ohio or
906 Michigan or Indiana, the ones that are in our region of
907 country.

908 I would invite you to come and visit the 983rd with me.
909 They are a wonderful combat engineer unit. They deserve
910 better health care.

911 I will also tell you--Mr. Chairman, I know I am over
912 time--I will say this morning when we had the doctors before
913 us, I said the DOD is so big that one smokestack doesn't know
914 what another smokestack is doing. And we in Ohio try to
915 prepare early for the return of our Guard and Reserve through
916 General Wayt at the State level--who is a saint--and our
917 local units and our doctors at Case Western Reserve
918 University.

919 The docs at Case, who aren't DOD doctors, they are
920 private doctors, the best psychiatrists we have in the entire
921 Midwest, I would have to say; the worst experience they ever
922 had in their career was trying to work with DOD so we could

923 be ready early, okay? We could not connect to DOD. And I
924 would love for you to talk with Dr. Calabrese from Case
925 Western Reserve University in Cleveland and figure out why
926 can't we get this done. For me to go out to these units and
927 to see these sick people--and we tried to prevent what is
928 happening and we were not successful. I did everything I
929 could in my job to provide the money, to fight certain forces
930 inside this place that don't recognize this set of illnesses.
931 And then to have these illnesses happening right before my
932 eyes, and I can't help these soldiers, is a horrible thing to
933 experience.
934 So I would invite you. This is a wonderful unit, and I
935 don't want to blame any commanding officer or anybody, but I
936 want to help these soldiers.
937 Thank you. Thanks, Mr. Chairman.
938 Mr. MURTHA. The time of the gentlewoman has expired.
939 I just visited Fort Hood, and I want to tell you the
940 Regulars have it down to where they are screening, they are
941 counseling. But it is a problem with the Reserve and Guard,
942 there is no question about it. I mean this is a real problem
943 for us because these folks are no longer from the same town,
944 they are from all over the country. And it really is a
945 dilemma.
946 And I would be very interested if your folks could come
947 over and talk to the staff and tell them exactly what you

948 have, what plans you have in order to try to solve this
949 problem. Because I have got a young fellow that is working
950 for us that has taken him over a year, and he is getting
951 counseling and everything else, but it has still taken him a
952 year to adjust back to normal life. It was Reserve, 15
953 months in Iraq and Kuwait. So it is a hell of a problem.
954 I talked to a woman just the other day. She said one of
955 her sons was killed in Iraq and one of her sons committed
956 suicide who was in the Army. And her husband is an officer
957 in the Army. So, you know, we face this kind of stuff. He
958 is in the Regular Army. But I think we still have a long
959 ways to go, even in Regulars, but especially Reserve and
960 Guard.
961 General STULTZ. Yes, sir. The policy that was put out
962 last January for the involuntary recall of the Reserve and
963 Guard put in place a policy that said when a unit returns
964 they do not come back together, are not required to drill or
965 anything for the first 90 days.
966 I have sent a letter to General Casey asking him to
967 reverse that policy. We asked for relief of that, because to
968 that exact point, the worst thing we can do is bring soldiers
969 home from war and say we don't want to see you for 90 days.
970 We need those soldiers back in their formations immediately
971 so we can look at them and take care of them.
972 Mr. MURTHA. The gentleman from New Jersey.

973 Mr. FRELINGHUYSEN. Thank you, Mr. Chairman. When you
974 are at the end of the food chain of questions, you can just
975 do your level best to try to ask something that has not been
976 asked before. But like my colleagues, I thank each of you
977 for your leadership and the men and women you represent.
978 I sort of want to get into the issue of pay and
979 benefits. We have sort of touched that issue and if there
980 is, in your view, some inequity. Obviously we are proud of
981 everybody who fights and who wears the uniform. And I always
982 preface all of my public appearances by thanking those in the
983 Regular military and Guard and Reserve. And I talk a lot
984 about the inseparability, everybody working very closely
985 together.
986 But there are some pretty basic inequities. There are
987 no pay inequities, as I understand it, on the war front, is
988 that right, in terms of pay? But in terms of benefits, Guard
989 and Reserve are not in the same category.
990 And you, General Stultz, you talked about things that we
991 might do to enhance benefits for our citizen soldiers. Could
992 each of you perhaps add on to that aspect? I mean, this
993 gets--you know, historically there had been sort of a
994 separation between the Regular and the Guard and Reserve.
995 And I would like to believe that that inseparability has been
996 erased. I know the Air Force historically was ahead of the
997 curve. But I would sort of like to know on the benefit side

998 what we might be doing.

999 RPTS JOHNSON
1000 DCMN MAYER
1001 [2:24 p.m.]
1002 General BRADLEY. Well, sir, I have one thought that--I
1003 do not know how the other, my colleagues feel about it, but
1004 this is one of those things that I am very grateful that
1005 something has changed. It is something our people have been
1006 asking for for quite some time relative to retirement.
1007 As you know, reservists and guardsmen who serve the
1008 proper number of years in a good status receive their retired
1009 pay at age 60. This year, this past year, the Congress
1010 passed legislation that would allow some who have been
1011 mobilized or served on duty for long periods of time to get
1012 credit for that and get their retirement pay earlier, based
1013 on the number of months they were mobilized or on active
1014 duty.
1015 And I am very grateful for that provision. It is a
1016 wonderful change, and I think our folks are very happy about
1017 it. However, they said the clock starts when the President
1018 signs the authorization act. And so all of the things that
1019 our folks have done for the last 6-1/2 years in combat, in
1020 great tragedies, that time does not count.
1021 I wish that that provision had not been written quite
1022 that way.
1023 Now, I hate to look a gift horse in the mouth, but our

1024 folks have worked hard, as you know. And you all have held
1025 them in high honor, as do we; and I wish that we could count
1026 those months and years of mobilizations, many people who have
1027 deployed--from the Army particularly and Marines, multiple
1028 tours--and the other services as well, Navy and Air Force,
1029 that time since September 11, 2001, does not count.
1030 Mr. FRELINGHUYSEN. We hear about it. People, you know,
1031 suck it up, but in reality it is one of those things that
1032 does affect morale. And I assume, even though there are some
1033 fairly rosy and recruitment and retention figures, these are
1034 things that worry you as military leaders.
1035 General BRADLEY. Yes, sir. I have had many, I have had
1036 thousands in the Air Force Reserve who have been mobilized
1037 for 2 years. And it is a wonderful service; they are proud
1038 of their service, and I appreciate what they have done. I
1039 wish they could get credit for that on their retirement.
1040 Mr. FRELINGHUYSEN. General Bergman or Admiral Cotton?
1041 General BERGMAN. Sir, I would suggest to you that as we
1042 design benefit packages, if we are designing again for that
1043 young man and woman who is very early in the stages of their
1044 career, those of us who have been around a while, we are
1045 pretty much--
1046 Mr. FRELINGHUYSEN. But just for the record, many of
1047 those who serve in the Guard and Reserve are not all spring
1048 chickens here. I mean, they are adults. They are leaving

1049 their civilian jobs. They are highly motivated and trained.

1050 General BERGMAN. Absolutely. I guess my point was if
1051 you design the package so that that individual, as they weigh
1052 the value of their service and the time it is going to take
1053 away from their civilian employment and what it means to
1054 their family's life plan, and all of those metrics that they
1055 would apply as individuals--if it is affordable to us as a
1056 Nation and it is exciting to them as individuals--we will get
1057 to where we are going.

1058 There is probably not one size fits all. But the
1059 expectations of some of the folks who have seen their--in
1060 their civilian jobs, their pensions disappear, the different
1061 kinds of things; the one thing you cannot do in life is turn
1062 the clock back. So we have to be very proactive and
1063 visionary in how we provide benefits packages for the
1064 not-so-spring chickens, as we said, the youngsters who
1065 contemplate military service part-time, full-time, and
1066 balancing that with a career.

1067 I guess it is not a one-size-fits-all, but I think there
1068 is an answer in the middle ground that we can afford as a
1069 Nation and the young people and not so young people will take
1070 advantage of.

1071 Mr. FRELINGHUYSEN. We are taking advantage of a mature
1072 population. That is what I see.

1073 Admiral?

1074 Admiral COTTON. The new folks that we have in the force
1075 are incredible, these millenials. The old folks are great.
1076 They are stepping up, doing everything. The one thing I see
1077 that is constant amongst all of them, once their pay and
1078 benefits, their bonuses, their medical care, all the things
1079 this committee has helped out on is great.
1080 Next is education. So there are, in our services,
1081 differences in tuition assistance for courses, online
1082 courses. Each service is a little bit different, and there
1083 is a disparity between AC and RC expectation.
1084 And probably the thing we have talked about in the last
1085 couple of years--I have not seen action on it yet--is the
1086 transportability of the Montgomery GI bill. So, in other
1087 words, it is a benefit I have earned, but I am at a station
1088 in life where I maybe do not need it, but I can't afford
1089 sending my child: Could I not use my benefit for a family
1090 member?
1091 I think that would be a huge retention tool,
1092 particularly for the midgrade at the 20-year point where I
1093 can jump off and get benefits, but if I am a reservist for
1094 another 4 or 5 years, I can use that benefit for one of my
1095 children or multiple children.
1096 I think that might be something we should look at for
1097 the future.
1098 Mr. FRELINGHUYSEN. Excellent.

1099 General Stultz, any additional comments? I know you
1100 volunteered some information earlier.
1101 General STULTZ. Yes, sir.
1102 What I propose is, we look at what corporate America
1103 does. What corporate America and a lot of corporations offer
1104 is a portfolio approach where you say, look at where you are
1105 in your life and here is how much we are willing to invest.
1106 Now let's look at how you want to spend that.
1107 And it might be to John's point. Maybe instead of an
1108 enlistment bonus or maybe, for staying a few more years, it's
1109 going to pay for my children's education, so I can go home
1110 and tell the family, I am staying in and the kids' education
1111 is paid for.
1112 Mr. FRELINGHUYSEN. Or the spouse.
1113 General STULTZ. Or the spouse. Or maybe it is some
1114 other type of benefit that I need out there in terms of
1115 special orthodontics for the kids, or eyeglasses, or
1116 whatever; but a portfolio approach that says, hey, the
1117 service I am providing to my country is taking care of my
1118 family or providing me a better lifestyle, rather than just
1119 throwing money out there at it each time.
1120 See, I have said for some time I would look at a system
1121 that says maybe you lower the retirement age that you can
1122 withdraw retirement based on years you stay past 20. And for
1123 every year you stay past 20 maybe that retirement is 6 months

1124 earlier. And if you stay 22 years you could draw your
1125 retirement at 59. If you stayed for 30, you could draw it at
1126 55. Then you do not pay incentives or reenlistment bonuses
1127 or whatever for that time. The reward comes at the other
1128 end, staying for longer service to your country.
1129 I think we have got to look outside the box, that we
1130 traditionally have said, money is the answer.
1131 Mr. FRELINGHUYSEN. The chairman has admonished, when we
1132 talk about bonuses, you are talking about real money; and I
1133 am not suggesting there would not be real money associated
1134 with some of your proposals. But I know some committees are
1135 looking at it, and I think it is sort of important to have it
1136 on the table. I thank you for your response.
1137 Thank you, Mr. Chairman.
1138 Mr. MURTHA. I am interested in what you said. And we
1139 are going to release this panel and go to the next panel in a
1140 minute. Mr. Visclosky will be the first to question.
1141 But you may remember a few years ago Congress changed
1142 the pension plan for the military from 50 percent to 40
1143 percent. You may not be old enough to remember that. But I
1144 went out into the field and I saw a fellow sitting here with
1145 40 percent pension and a 50 percent pension. And I came back
1146 and told the Defense Department we could not live with that.
1147 Well, John Hamre said, You know what? That would cost
1148 $15 billion. I said, It may cost 15 billion, but we have to

1149 do it. President Clinton agreed with us. Hugh Shelton
1150 stepped up and said, We have to change it. And we changed
1151 it.
1152 I am gratified to hear you say, that is an important
1153 part of retaining people because it just was not fair to have
1154 half the people, just because they enlisted at a later period
1155 of time, getting 40 percent pension rather than 50 percent
1156 pension.
1157 Now, we appreciate your testimony, we appreciate your
1158 dedication.
1159 Ms. KAPTUR. Mr. Chairman?
1160 Mr. MURTHA. Yes, ma'am.
1161 Ms. KAPTUR. I am sorry, Mr. Chairman, but could I just
1162 ask General Bergman one question for the record quickly?
1163 In his testimony on page 4 he says, Marine Force
1164 Reserves have provided civil affairs capabilities since the
1165 start of the Operation Iraqi Freedom. My question is, of the
1166 Marine Reserve forces inside of Iraq, what percent are being
1167 used as a strike force and what percent are being used for
1168 some other purpose?
1169 I do not know if you know that right now, but I would be
1170 interested in knowing.
1171 Mr. MURTHA. If you would answer that for the record.
1172 General BERGMAN. I will take that for the record.
1173 Mr. MURTHA. Thank you very much, gentlemen. I

1174 appreciate it.

1175 [The information follows:]

1176 ******** COMMITTEE INSERT ********

1177 Thursday, January 28, 2008

1178 NATIONAL GUARD AND RESERVE READINESS

1179 WITNESSES

1180 LIEUTENANT GENERAL H. STEVEN BLUM, CHIEF, NATIONAL GUARD
1181 BUREAU
1182 LIEUTENANT GENERAL CLYDE VAUGHN, DIRECTOR OF THE ARMY
1183 NATIONAL GUARD
1184 LIEUTENANT GENERAL CRAIG McKINLEY, DIRECTOR OF THE AIR
1185 NATIONAL GUARD

1186 Mr. MURTHA. I want to welcome this distinguished panel
1187 before this committee. I know you have been coached and they
1188 have been telling you to refrain from any outbursts, refrain
1189 from any telling us anything that may go on here that is out
1190 of the ordinary, that you have got plenty of money in your
1191 budget and there are no problems.
1192 I know that is what you have been urged to do. And they
1193 probably have spies in this room--
1194 Mr. HOBSON. I am shocked, shocked.
1195 Mr. MURTHA. --as to what you might say. But it has
1196 never inhibited you in the past, and we hope that you will
1197 have the same kind of frankness with us that you have had in
1198 the past, because your National Guard has been better because
1199 of the testimony of this distinguished panel.
1200 So, with that, I will ask Mr. Hobson if he has any
1201 opening remarks.
1202 Mr. HOBSON. Not opening remarks, but I have some
1203 questions.
1204 Mr. MURTHA. Well, we will ask Mr. Visclosky.
1205 Mr. Visclosky has no questions. Mr. Hobson.
1206 Wait a minute, have you got any testimony? You want to
1207 say anything?
1208 Mr. DICKS. You are ahead right now, guys. This is when
1209 they are going to tell us the truth, Mr. Chairman.
1210 General BLUM. We will tell you the truth. I do not

1211 care who is in the room; we will tell you the truth.

1212 Mr. MURTHA. We will put your comments in the record.

1213 But give us a short summary.

1214 General BLUM. I would like to put our long comments in

1215 the record, but this committee is due at least a short word

1216 of thanks for what you have done over the years to make sure

1217 that what those magnificent citizen soldiers and airmen are

1218 doing every day is possible.

1219 You and I had a conversation before the hearing, but it

1220 is worth sharing with the other members that we feel--and the

1221 enlisted behind us, our senior enlisted advisors, feel if it

1222 were not for the actions of the Congress and this committee

1223 in particular we would not have the tools, the equipment, the

1224 training or the manning to do what our Nation needs us to do

1225 overseas and what our governors expect us to do, no notice

1226 tonight. So facts.

1227 I think I might actually make that my opening statement,

1228 and we will go right to questions.

1229 [The information follows:]

1230 ******** INSERT 2-1 ********

1231 Mr. MURTHA. All right. Well, let me just say to the
1232 subcommittee that I have asked them to give us a list of
1233 equipment which they need and may be available. We talked
1234 about a number of things.
1235 There are big shortages. If we want them to be
1236 operational Reserves, we have got to give them the equipment
1237 to train on. We have got to give them the dual equipment so
1238 they can train not only for combat, but they can train for
1239 any emergency in the United States. We either have that list
1240 or we will get that list. That will help us recommend to the
1241 full committee what needs to be done.
1242 Mr. Hobson.
1243 Mr. HOBSON. Thank you, Mr. Chairman. I will try to be
1244 brief.
1245 First of all, thank you, gentlemen, for all your help to
1246 me personally and to the Guard, both the Army and the Air
1247 Guard. General McKinley and General Blum have particularly
1248 been helpful with the Springfield Air National Guard
1249 situation. And hopefully we have got that under control.
1250 General Vaughn, you have done just a terrific job in
1251 recruiting. I mean, this recruiting for the Army Guard and
1252 the Air Guard is just outstanding, but especially the Army.
1253 It is a tough job. And as I understand it, you guys are
1254 ahead of schedule, you are retaining people; and that speaks
1255 well for leadership when that happens, in my opinion, sir.

1256 But there is a problem, you have a problem with big
1257 Army. It is always the big Army that is a problem with you
1258 guys. They have done such a great job in recruiting that
1259 they may lose some of their money for recruiting at the very
1260 time--and you can't stop and start this stuff. It has to go.
1261 I would like one of you to talk about that a little bit,
1262 Mr. Chairman, because I do not think that came up, because we
1263 talked mainly about equipment when I walked in the room.
1264 The second item that is a problem--it is a problem, and
1265 I am sorry Ms. Kaptur left--but in Ohio, and I think this may
1266 be symptomatic across the country, we are officially required
1267 to have about 2,000 full-time Army Guard positions, but it is
1268 only authorized and funded for 1,200, 800 short, so we have
1269 about 60 percent that we need, and they will not give you the
1270 money.
1271 I do not know how you can continue to do what you are
1272 doing if there is that kind of disparity in this. And it is
1273 the big Army I think that is holding back the money for this.
1274 And I would like you to explain if it is a problem across
1275 the country, a problem in the Air Guard, we do need to know
1276 that. And we do have a great TAG in Ohio that fortunately
1277 our new governor kept the guy on.
1278 And the equipment, he has got a book on the equipment,
1279 the little thing he is carrying around with him, so we know
1280 what the equipment is. The problem with the equipment

1281 is--and I need you to respond to this--it goes into the wrong
1282 accounts, and you lose control and it gets siphoned away into
1283 the big Army. And they get caught short again; they do not
1284 have the equipment.
1285 First of all, am I right about it being siphoned off
1286 into other accounts, the equipment?
1287 General VAUGHN. Sir, I am getting coached here. We do
1288 not have visibility on it.
1289 Mr. HOBSON. General Blum can answer it. You do not
1290 have to answer that one. I want you on the recruiting one.
1291 General BLUM. I would not use the words "siphoned off."
1292 That would imply there is a deliberate scheme to rob the
1293 National Guard, deny them.
1294 Mr. HOBSON. We would not want to say that.
1295 Mr. DICKS. That would be wrong.
1296 Mr. HOBSON. You certainly would not want to say that.
1297 I might want to say that, but you might not.
1298 Mr. MURTHA. That would be terrible.
1299 General BLUM. But I will tell you when we get NGREA
1300 money, I know exactly where every penny is going, what it was
1301 spent on, when it arrived and where it went.
1302 Mr. MURTHA. We are going to make sure that happens.
1303 General BLUM. General Vaughn, do you want to talk about
1304 the recruiting issues that the Congressman brought up?
1305 General VAUGHN. Congressman Hobson, on the recruiting

1306 issues, we testified to this last year, that it was not in
1307 the base, that we were dependent on the supplemental for
1308 something that ought to be in the base program.
1309 We come over on the Hill with a very distinguished
1310 group, and we were told that that would not happen again. It
1311 appears it is going to happen again.
1312 I will tell you that I think that we have got enormous
1313 support out of the Army to make sure that gets paid, but
1314 right now it does look like, you know, if it does not come in
1315 the supplemental--and supposedly it was put back into the
1316 sup--we were going to be faced with another omnibus
1317 reprogramming. So we are dependent on that sup--
1318 Mr. MURTHA. I do not understand this. So the staff
1319 understands what we are talking about, go over this for us.
1320 Tell us what the situation is here.
1321 General BLUM. Let me set the stage for it, and then
1322 General Vaughn can run the details to you.
1323 My issue has been and continues to be that I do not
1324 believe that the manning of the force to the end strength
1325 authorized by Congress should be any other place but the base
1326 budget. It is not for the Army National Guard; it is for the
1327 United States Army to a large extent. They have some
1328 grow-the-Army in the supplemental, but most of their manning
1329 of the force is in the base budget.
1330 Ours is not. We are dependent significantly upon

1331 supplemental funds, which this body knows full well arrive at
1332 different times for different reasons; and unless they arrive
1333 early, they are often not effective. Right now, frankly, we
1334 will run out of money for recruiting about April 15th of this
1335 year.

1336 We have assurances, commitments by senior leaders in the
1337 Department of Defense and the Army that we will be funded to
1338 continue our bonus programs and our recruiting and retention
1339 programs. However, it is now March. We do not have that
1340 money. We will run out next month; we will not have that
1341 money. That money is contained in a supplemental that no one
1342 in this room--well, maybe somebody in this room can
1343 guarantee, but I do not, I can't guarantee we will receive it
1344 in time to execute it, which will require some extremely
1345 painful reprogramming and put other significant readiness
1346 programs at risk to pay that bill until that bridge happens,
1347 if the supplemental arrives.

1348 Mr. MURTHA. How much money are we talking about?

1349 General BLUM. We will give you the exact figure, sir.

1350 General VAUGHN. Chairman, it is 440 million in
1351 recruiting and retention. It is 299 million in bonuses and
1352 incentives.

1353 General BLUM. Roughly 700 million is the number we have
1354 been operating on.

1355 Mr. MURTHA. You are telling this committee there is 700

1356 million, not in the base budget, supposedly in the
1357 supplemental.
1358 And when you say "in the supplemental," we are the ones
1359 that provide the supplemental, just like we provide the base
1360 bill; and you are saying at this point you do not know
1361 whether it is going to be available or not?
1362 General BLUM. Sir, I am going to be absolutely honest
1363 and blunt with you. I have been assured by the Secretary of
1364 the Army they will pay the bill. I have been assured by the
1365 Chief of Staff of the Army, they will pay the bill. But the
1366 resources to pay that bill are contained in the supplemental.
1367 And if the supplemental arrives, I have reasonable
1368 assurances we will get that money.
1369 But what I am trying to say is, I would much prefer that
1370 that is in the base budget so that we do not have to
1371 continually manage to grow the force and maintain the force
1372 at a critical time when our Nation is at war and we need the
1373 biggest Guard we have ever had.
1374 Mr. MURTHA. I hate to tell you, I do not know what the
1375 Army is assuring you, but we do not know a thing about it.
1376 My staff does not know a thing about it.
1377 Mr. HOBSON. And tell him the consequences if you do not
1378 get this money.
1379 General BLUM. The consequences are that the National
1380 Guard recruiting machine will stop, which means, frankly, the

1381 Army's recruiting machine will stop because we are recruiting
1382 for the United States Army today as well as the National
1383 Guard.
1384 We are so successful--General Vaughn has got a program
1385 that is so successful that the Army has asked us to recruit
1386 for them.
1387 Mr. MURTHA. They tell us the military personnel budget
1388 is the most stressed budget in the military. Now, I guess
1389 what they are telling you is, if there is a supplemental,
1390 they will find a way to reprogram money for this program.
1391 Because we are going to look at it now that it has been
1392 brought to our attention.
1393 General BLUM. I am telling you, the condition that the
1394 leadership of the Army National Guard operates under is one
1395 of trust in the senior leadership of the Army.
1396 Mr. MURTHA. Yeah, but you have got to remember what
1397 they told you. They told you, if a supplemental passes; when
1398 it passes, that is when you have the money.
1399 This supplemental, I met with leadership yesterday.
1400 Hopefully, I thought we would be able to pass a supplemental
1401 because we are going to be finished with this subcommittee by
1402 the end of this month. But the other parts of it are not
1403 ready, so it is not going to be passed until sometime after
1404 our recess at Easter.
1405 General BLUM. In that case, sir, then the senior

1406 leadership of the Army has got some very painful
1407 reprogramming to do to deliver on the promise of the money
1408 that they assured us we would get.
1409 Mr. MURTHA. This is why I say over and over again, we
1410 should have no supplementals; put it all in the base bill so
1411 we know what the hell we are doing. I mean, that is the
1412 problem that we have.
1413 Mr. Hobson.
1414 Mr. HOBSON. Well, I just wanted to raise those things.
1415 General BLUM. There is another aspect of that that gets
1416 to your question, Congressman Hobson, on--the issue in Ohio
1417 is not unique. All across the country, if you were to ask
1418 all of your adjutants general in every State, they do not
1419 have sufficient full-time manning to do the job that you are
1420 asking them to do.
1421 It is not a problem in the Air National Guard. The Air
1422 Force stepped up to the plate. When we went to the volunteer
1423 force, they recognized that we were an operational force
1424 then. They were visionary and knew that the United States
1425 Air Force could not do its job, day to day, without the Guard
1426 and Reserve, and they invested the resources, to include
1427 full-time manning, to assure that they would be an
1428 operational part of the Air Force when we went to the
1429 volunteer force.
1430 The Army, frankly, the land forces we are in, I do not

1431 want to use the word "denial," but they failed torealize that
1432 when we went to a volunteer force, we would be forced to use
1433 the Reserve in a sustained conflict or any large conflict as
1434 an operational force; and they did not resource the Army
1435 National Guard or the Army Reserve to be able to accomplish
1436 that task.

1437 We have now done this for 6-1/2 years at an
1438 unprecedented rate, and we are operating with an
1439 authorization for full-time manning that is built on the Cold
1440 War, when we were going to be a strategic reserve, going to
1441 show up at the end of World War III, and where you find two
1442 people in an armory in Ohio to push out 175 to go to war, to
1443 go to Afghanistan, to go to Iraq, to go to the Horn of
1444 Africa, to defend, to keep the peace treaties in the Sinai,
1445 to go run Guantanamo, to go keep the peacekeeping operations
1446 in Kosovo, to send troops to the Southwest border, to respond
1447 to the 17 natural disasters that your governors called the
1448 Guard out yesterday.

1449 We are supposed to do that with two guys in the fire
1450 house, and it isn't going to work that way.

1451 That model allows for an authorization that is 40
1452 percent higher than what we are able to fill. We are only
1453 resourced to hire the full-time guys to man the equipment,
1454 train the force, administer to the soldiers, the citizen
1455 soldiers and their families, to reintegrate the people coming

1456 back home, to do all of this work, administrative, logistics,
1457 operations, training and maintenance, we are authorized to do
1458 that and fill it at 67 percent.
1459 It is time to throw the flag in and question the model.
1460 We need additional funds, frankly, to grow the full-time
1461 manning force, or we cannot deliver on the promise that we
1462 made to the President and the Secretary of Defense and the
1463 governors to do the job the American citizens expect the
1464 Guard to do.
1465 So what I am saying is, we are authorized one number, we
1466 are funded at 67 percent of that number at a time when they
1467 are using us in an unprecedented manner, to include at times
1468 where we are not only doing what we are doing at home, we are
1469 providing 50 percent at times--or more at times, at peak
1470 times--of the ground combat force, the ground combat forces,
1471 Mr. Chairman; not just the combat support and the combat
1472 service support, but at times we have actually surged and
1473 provided over 50 percent of the brigade combat forces on the
1474 ground, and yet we have not moved up the full-time manning
1475 fill any higher than it was during the Cold War pre-9/11.
1476 I think that time has come.
1477 Mr. HOBSON. And it is going to break. It is going to
1478 break.
1479 General BLUM. It is placing challenges on us heavier
1480 than we should place on the force right now.

1481 Mr. HOBSON. Thank you, General. I think the chairman
1482 understands the immense problem.
1483 Mr. MURTHA. Mr. Hobson has done a service, because I
1484 asked our expert on O&M, I said, Where in the hell does the
1485 information come from? I do not know where Hobson gets his
1486 information. He has a pipeline someplace that I do not know
1487 about. That is really--
1488 Mr. HOBSON. I was listening.
1489 Mr. MURTHA. Mr. Dicks.
1490 Mr. DICKS. So you said 67 percent of full-time manning.
1491 What would that be in people? What are the numbers?
1492 General BLUM. You want to talk about the numbers?
1493 General VAUGHN. Fifty-seven thousand. So it is roughly
1494 15 percent of our force. I mean, you are talking about a
1495 percent of a percent. We are supposed to have--
1496 Mr. DICKS. That is to run everything, to make sure when
1497 they come in that they are going to have good training and
1498 everything.
1499 And you really have to have those people to make the
1500 Guard work; isn't that right?
1501 General BLUM. Yes, sir.
1502 General VAUGHN. Most people would equate readiness with
1503 the number of active folks that you have got doing things.
1504 In other words, if the Army says, You all can't be as ready
1505 as us, the active Army--because they do this all the time--I

1506 constantly tell them, if you want us to have a higher level
1507 of readiness, you have to give us more folks that do this
1508 full-time.
1509 Mr. DICKS. And you have got to have the equipment.
1510 General VAUGHN. And we have to have the equipment.
1511 Mr. DICKS. What is the number now, 40 percent? Is that
1512 what your statement said? You are about 40 percent of the
1513 equipment, State by State, it averages out?
1514 General BLUM. There are two numbers here, sir. They
1515 are very close, as a matter of fact; they are within 1
1516 percent of each other. We have 66 percent of the equipment
1517 that we are required to have in our hands back here at home
1518 for the units that are not deployed overseas, the units in
1519 the Army Guard.
1520 The units that are overseas have 100 percent of what
1521 they are supposed to have and then some, and that is
1522 fabulous; that is the way it is supposed to be.
1523 What we are saying is, the units that are back here at
1524 home are underequipped. And the Army has made an historic
1525 commitment to this. And this is General Casey's letter to
1526 the Congress that was sent to the Honorable Duncan Hunter,
1527 but is also copied to Chairman Murtha and Chairman Young. So
1528 he is saying, for the first time in the history of the Army
1529 National Guard and the Army's relationship, that they now
1530 recognize that there is a requirement for the National Guard

1531 to be able to respond here at home, both for weapons of mass
1532 destruction, counterterrorism or natural disasters; and that
1533 we have agreed, General Casey has agreed, the Guard
1534 leadership has agreed--Jack Stultz, who was just in here
1535 before, has agreed.
1536 We have nicked that down to 342 pieces, items of
1537 equipment, certain types of equipment that are absolutely
1538 necessary for any unit to be able to do command and control,
1539 transportation, medical assistance, communication, aviation,
1540 maintenance, logistics, those kinds of things, if we were
1541 called upon tonight to either do counterterrorism, respond to
1542 WMD, or go out and respond to an act of Mother Nature or a
1543 man-made accident.
1544 The Chief of Staff of the Army signed the letter and
1545 listed an abbreviated list of the 342 items; but it gets to
1546 the essence of what I am talking about. And he puts a bill
1547 on there for $3.9 billion above what is in the budget and in
1548 the supplemental that we expect or we hope to receive.
1549 So even after the supplemental funds were to come in for
1550 2009 and the budget, base budget, would come in for 2009,
1551 General Casey, the Chief of Staff of the Army--
1552 Mr. DICKS. You still need 3.9 billion.
1553 General BLUM. You've got it, sir. You have it.
1554 Mr. DICKS. I was good in math.
1555 General BLUM. And--but for once we are speaking with

1556 one voice: The Chief of Staff of the Army says we need it,
1557 and we checked his math and we agreed, we need 3.9.
1558 Mr. DICKS. Then we have got to get it in the budget
1559 somehow. I mean you have to get the Defense Department to
1560 request it.
1561 General BLUM. Now, the budget is quite an ample budget.
1562 The President's budget is a much better budget for the Guard
1563 than we have ever gotten before.
1564 Mr. DICKS. Right.
1565 General BLUM. But General Casey is saying, if
1566 additional money were available, this is what we would spend
1567 it on. And we totally agree. The only thing I would prefer
1568 is, if I get to choose the wrapping paper if the gift is
1569 coming, we would like it wrapped in NGREA.
1570 Mr. MURTHA. But that would be an earmark.
1571 Mr. DICKS. It is a national program, Mr. Chairman. We
1572 can increase those.
1573 Mr. MURTHA. Oh, I am sorry.
1574 General BLUM. I will not label what it is called. I
1575 just know we need it.
1576 Mr. DICKS. You need it.
1577 However you get it, you will take it, right?
1578 General BLUM. Yes.
1579 Mr. DICKS. Also, in the Air National Guard which--you
1580 guys are doing a fantastic job. I see that your airplanes

1581 are now what, 27 years old?

1582 General MCKINLEY. Sir, that is the average age. Our

1583 tankers are 45 years old.

1584 Mr. DICKS. We want to do something about that.

1585 General MCKINLEY. Yes, sir, we do. But our aging fleet

1586 is our problem.

1587 We have got 36,000 full-time members of the Air National

1588 Guard. As General Blum said, that is what keeps us whole.

1589 That is what keeps us ready. That is whatlets us deploy in

1590 72 hours anywhere in the world with our Air Force.

1591 So, 36,000 full-time members of the Air National Guard,

1592 but our biggest problem, Mr. Chairman, members of the

1593 committee, is recapitalizing the fleet. And we have got to

1594 build some new airplanes, we have got to look at how to do

1595 that in proportion so that the active, the Guard, and the

1596 Reserve get those airplanes.

1597 Mr. DICKS. How many airplanes are in your budget this

1598 year? How many do you get out of this budget?

1599 General MCKINLEY. Sir, it is the Air Force's budget.

1600 Mr. DICKS. Right.

1601 General MCKINLEY. And we will not get any new aircraft

1602 this year.

1603 Mr. DICKS. So the airplanes you have will just get

1604 older, another year older?

1605 General MCKINLEY. Yes. I was here a year ago, our

1606 planes are a year older.

1607 We do have some MQ-1 unmanned vehicles that are new.
1608 Those went to North Dakota, Arizona, California, and they
1609 will go to New York, but other than that, that is all our new
1610 aircraft.

1611 Mr. DICKS. And most of the Air Force's new airplanes
1612 are UAVs, I think.

1613 General MCKINLEY. Yes, sir, the high percentage is
1614 unmanned vehicles.

1615 Mr. DICKS. I think you are doing a tremendous job. And
1616 General, I was proud of you both at the Youth Challenge event
1617 the other night. I do not mention it because of anything
1618 specific, but I do think this program--this is a program they
1619 have that is in 30 States now, where they take 150 students
1620 twice a year, and these are kids that are dropouts, and they
1621 have a phenomenal program of bringing them--these kids, when
1622 you hear their testimonials about what this program means,
1623 which we fund, and I just want to encourage you to keep this
1624 thing going because I think it is doing a lot of good for a
1625 lot of people. And it is a real example, I think, in every
1626 State that has it.

1627 We are looking forward to having ours in Washington
1628 State this next year.

1629 General BLUM. Thank you, sir. That program has saved
1630 almost 80,000 young men's and women's lives, or at least

1631 given them a second chance in life so that they do not end up
1632 incarcerated or in a cemetery. So we are quite proud of
1633 that. And we are even more proud that, as busy as we have
1634 been in the last 7 years, we have still found time to expand
1635 that program. We did not shrink it or walk away from it.
1636 So I am quite proud of all of the States that do that.
1637 And I appreciate your support, and I know you are going to
1638 beat Oregon.
1639 Mr. DICKS. We are going to do our best.
1640 General VAUGHN. You know there is another program that
1641 we are very proud of called the GED Plus Program that we run
1642 down at North Little Rock at Professional Education Center.
1643 And we take folks that have dropped out, a little older than
1644 the ones that you saw, and get them their GED. And we are
1645 actually averaging about 94 to 95 percent graduation down
1646 there.
1647 So we are after the Nation's youth, and giving them a
1648 second chance. And if they turn out, great, you know, for
1649 the American public, and if they happen to join us, that is
1650 fine too.
1651 Mr. DICKS. And our General Lowenberg is doing a great
1652 job. He is one of the best.
1653 General BLUM. He is one of the best.
1654 Mr. DICKS. Thank you, Mr. Chairman.
1655 Mr. MURTHA. Let me get this straight now. You gave us

1656 a list of the equipment. That does not include the people
1657 shortage you have. In other words, you have to add another
1658 $700 million onto the equipment shortage, right?
1659 General BLUM. Only, sir, if that money is not provided
1660 to us, as has been assured by the leadership of the Army--the
1661 Secretary of the Army, the Chief of Staff of the Army. Not
1662 only to us; they made those assurances to the Senate, they
1663 made assurances to congressional hearings.
1664 There is a no-kidding, honest commitment to provide that
1665 money. The only thing I can't tell you is--
1666 Mr. MURTHA. I am not doubting General Casey's word.
1667 But you know how things go: If this does not happen, that
1668 does not happen.
1669 What I am concerned about is, you are now the
1670 operationalreserve for this Nation, the operational reserve.
1671 General BLUM. Yes, sir, we are.
1672 Mr. MURTHA. And you are short by 33 percent of the
1673 personnel that you need--37 or 33 percent?
1674 General BLUM. We are filled to 67 percent of the
1675 authorized requirement on the full-time manning. So we are
1676 short roughly--the appropriate math is probably what, 27?
1677 Mr. MURTHA. Why should we have to depend on the regular
1678 Army to fund this? Why should not this be part of what we
1679 appropriate directly to the National Guard? Why should we
1680 have to depend upon General Casey sending you a letter?

1681 General BLUM. I would welcome the money no matter in
1682 what form it came. I would prefer it would come in a form
1683 that is exactly, that money was used for the exact intended
1684 purpose.
1685 Like NGREA, last year, when you gave us the NGREA money
1686 for the Air Guard and the Army Guard, every dollar I can
1687 account to the last penny what was spent. And by the way, it
1688 was all spent, and it was spent on exactly what you asked
1689 for. Because your staff came back and said, Show me what you
1690 spent it on; and when they saw it, they said, My God, you
1691 spent it on exactly what you said.
1692 Well, I thought that is what we were supposed to do. So
1693 that is what we did.
1694 Mr. MURTHA. The gentleman from New Jersey.
1695 Mr. FRELINGHUYSEN. Thank you, Mr. Chairman; General
1696 Blum and colleagues.
1697 General Blum, I think you know half of the New Jersey
1698 National Guard will be deployed to Iraq starting in June--I
1699 said this in other hearings and--literally half. That
1700 obviously exposes New Jersey; and we are not the only State
1701 that is in that type of predicament. And as you are aware,
1702 many of these citizen soldiers were over there in Iraq in
1703 2004.
1704 I know we have talked about, you know, the force
1705 generation model, but to some extent, to a great extent, it

1706 is a future goal.

1707 General BLUM. It is a future goal. And the future goal
1708 is to get it to one deployment followed by about five periods
1709 of equal time back. If that goes to 10, we would be
1710 delighted.

1711 But that goal is not attainable right now, and the
1712 reality is that we are turning--the average units are turning
1713 about one in three. And that is what is happening with New
1714 Jersey.

1715 Sir, you are rightfully concerned about having half of
1716 the Guard deployed.

1717 Mr. FRELINGHUYSEN. The troops are not complaining, I
1718 must say.

1719 General BLUM. No, the troops are not complaining, but
1720 the governors are quite concerned that they do not mind
1721 shouldering the burden. As a matter of fact, they have done
1722 a magnificent job of providing every unit we have asked for
1723 when we needed it.

1724 We have had no push-back from any governor of any State
1725 or territory in 6-1/2 years. They understand their role as
1726 commander in chief in providing the Guard when we need it for
1727 overseas duty. But what we did was make a commitment to them
1728 that we would not take more than half of their force at any
1729 given time.

1730 We have just gone to the high end of the promise with

1731 New Jersey. But we will leverage what we call the Mutual
1732 Assistance Compacts that every State has signed, and all of
1733 the other adjutants general around New Jersey, to include New
1734 York and Pennsylvania and Maryland and Delaware and as far
1735 away as Ohio and West Virginia. If an event would occur in
1736 New Jersey that would require a response greater than the
1737 governor could deliver, you would flow forces into New Jersey
1738 from all the neighboring States to help them. And if it were
1739 a regional effort that really would not permit that, we would
1740 flow forces in from the disaffected or unaffected States.
1741 And to those that say, does that work? Yes, it does.
1742 Remember Katrina, we flowed 50,000 soldiers into Louisiana
1743 and Mississippi in 6 days from every State and every
1744 territory of this great Nation. Nobody said "no." And that
1745 included even the States that were right in the hurricane
1746 belt, Florida and Puerto Rico and the Virgin Islands and
1747 Alabama; everybody ran to assist them. And we still, with
1748 that happening when we had 70,000 people overseas--it was our
1749 high water mark for overseas; we still were able to flow
1750 50,000 into Katrina, and we still had 300,000 left in the
1751 country.
1752 You talk about a strategic reserve, you are looking at
1753 it. You are talking about America's force, I think you are
1754 looking at it. I think it is exactly the way we should do
1755 business. We should never send troops overseas without

1756 involving the National Guard, because when you call out the
1757 Guard, you call out America. But what we should do that we
1758 are not doing is making sure they have the equipment they are
1759 supposed to have to do both missions through--
1760 Mr. FRELINGHUYSEN. And to which this committee has
1761 committed help.
1762 General BLUM. Absolutely. And we need the full-time
1763 manning. If you take away the military gobbledygook and just
1764 talk about, every place where you live you have a fire
1765 house--and most of you have volunteer fire departments,
1766 because it costs a lot of money to have a full-time fire
1767 fighting force.
1768 You still have fire engines that are modernized, because
1769 nobody wants an old clunker coming to their house fire. And
1770 you still have modern hoses and turnout gear and equipment.
1771 That is what we are asking for.
1772 We do not want to be a reenactment group; we want to be
1773 a real capable force when you call us. And there are a
1774 couple of full-time firemen in all those fire houses that
1775 maintain that equipment and make sure the firemen are trained
1776 and they are alerted, so when you call them, they show up,
1777 where they push the gear out, and these guys call in on them.
1778 That is what the Guard's got to be, your 21st century
1779 Minutemen and -women that respond locally in your ZIP Code,
1780 exactly that way; and respond to go overseas--to get to the

1781 chairman's point earlier--so that we do not have to tie them
1782 up for 4 months, handing them a radio to teach them how to
1783 use a radio they should have had in their possession for 2
1784 years. And we are experts on how to maintain it and operate
1785 it.

1786 I am sorry for the digression.

1787 Mr. FRELINGHUYSEN. I wanted you to digress, because I
1788 think that is obviously essential, and you represent the
1789 critical mass.

1790 And I may say, in those fire departments and police
1791 forces quite a lot of those people are wearing that National
1792 Guard uniform. If you look across the country, it is amazing
1793 how many have stood up to be counted.

1794 A couple of related questions: family support, the
1795 whole readiness issue, how you work with families to embrace
1796 those families as their loved ones go abroad. And would you
1797 comment on the--we have not talked about it today--the
1798 employer angle here. At times you hear good stories, and in
1799 other cases--because of, you know, so many deployments--there
1800 are some pretty horrendous stories; and what we should be
1801 doing and, perhaps, what you were doing to provide a higher
1802 level of support to make sure that the jobs are there when
1803 these soldiers return.

1804 General VAUGHN. Sir, as you are aware, we have a good
1805 number of family assistance centers and family readiness

1806 groups. We have had them for as much as 20 years. I mean,
1807 we have been about taking care of all the service members.
1808 But for the Army National Guard, it is a big deal because we
1809 are by far the largest of all the community-based defense
1810 forces.

1811 We team with the Army. The Army is going to put a lot
1812 of money in reaching out into these communities. And they
1813 know obviously that is where we are at. They are going to
1814 stand up--their plan with us is to stand up 250 permanent
1815 family readiness groups around this Nation. And this is to
1816 help folks--you know, especially with all the youngsters in
1817 the active force even, you know, that have grandmothers and
1818 grandfathers and moms and dad and are not necessarily
1819 married, but how do they interact, how do we all, you know,
1820 solve the different problems they have?

1821 So I think over the last several years, last 3 or 4
1822 years, we have made great strides, you know, in what we do
1823 with our families.

1824 The employer piece is another problem, and we do not
1825 have that solved. The big employers in this Nation, I think
1826 are doing a wonderful job; but the self-employed and the
1827 small employers, there has to be something, you know, that we
1828 make progress on this, because if we do not, we are going to
1829 end up seeing just people that belong to the big
1830 organizations in our Army National Guard.

1831 I will tell you that there is a tremendous amount of
1832 stress on the force right now. And I know that there have
1833 probably been questions asked earlier maybe about the suicide
1834 thing. We have looked at it and analyzed it every way we
1835 can. Less than half of those soldiers involved in suicides
1836 have actually deployed. And so, you know, why is it that our
1837 suicide rateis creeping up? And it has to do with stress.
1838 And it really has to do with--what our folks tell us, as much
1839 as anything, is this relationship with employers and the lack
1840 of predictability.

1841 We try to get the predictability better. This thing,
1842 last year on the 12-month mobilization problem, is huge,
1843 because the more we can cut down on time away from employers
1844 the better off we are.

1845 Our folks tell us the primary reason we are having
1846 trouble in the families is because of the employers and the
1847 fact that they do not have any way--when they come back, in
1848 many instances, they are afraid of what they are faced with,
1849 you know, with reduced amounts of income and supporting their
1850 families.

1851 Mr. FRELINGHUYSEN. They are the breadwinners often; I
1852 think there is an element of despair, and we hope it does not
1853 translate into suicide. I am not sure what there is because
1854 there are so many different types of employers.

1855 But I assume you have been analyzing this--analyzing and

1856 reanalyzing this, and hopefully there is some prescription
1857 that you can come up with where we can be of assistance.
1858 General BLUM. The Federal Government's been a little
1859 slow in this, to be frank about it, in responding to exactly
1860 the issue you are talking about. The States have been much
1861 more agile.
1862 You will find that some States--
1863 Mr. FRELINGHUYSEN. Some.
1864 General BLUM. Some States. Some States. That is true.
1865 Because there is no universal statement for all 50 States.
1866 I appreciate that. You are right.
1867 But some States have stepped forward and made
1868 low-interest loans to small business operators and
1869 self-employed members of the Guard, so that they can
1870 reestablish and get back on their feet when they come home.
1871 If you are a small business owner, particularly a very
1872 small business owner--in other words, two or three
1873 people--and a significant rainmaker is mobilized for a year,
1874 year-and-a-half, it essentially puts the business on ice. So
1875 they realize that, and they need to kind of jump-start their
1876 organization when it gets back.
1877 So we have seen some help in that effort in regard to
1878 the States. The Federal Government has not yet decided
1879 exactly how they are going to handle large employer
1880 incentives, self-employed incentives or small business

1881 incentives. But all three have to be dealt with somewhat
1882 differently.
1883 It is quite different dealing with Home Depot as opposed
1884 to Joe's House Painting Company, you know. It is quite a big
1885 different level of magnitude. Home Depot is a great
1886 patriotic employer. I think they have 1,500 people deployed
1887 right now out of their workforce, which is a huge number,
1888 except that they employ about 38,000 people nationally. And
1889 then they literally have more people out sick with the flu on
1890 any given day than they have mobilized. So they can handle
1891 and absorb that much better than Joe's Hardware Store where,
1892 you know, the manager is deployed or something like that.
1893 Mr. FRELINGHUYSEN. Thank you, Mr. Chairman.
1894 General MCKINLEY. Mr. Chairman, could I make a quick
1895 comment on New Jersey while we have a minute?
1896 Thank you for your support. We have got two great
1897 units, fighter units.
1898 Mr. FRELINGHUYSEN. I didn't want to turn my back on the
1899 Air Force. I apologize. We need some new tankers, too.
1900 General MCKINLEY. But we want to let you know that
1901 under General Blum's leadership the Air National Guard really
1902 has become a Joint Force in the National Guard. So in the
1903 event of an emergency in New Jersey, that Air National Guard
1904 force of almost 3,000 people would be available.
1905 And I am just very proud of our relationship with the

1906 Army National Guard; it is working very well. And I did not
1907 want to leave out just a couple things, because I know
1908 General Vaughn and Chief Blum said there are needs in the
1909 Army National Guard.
1910 We have about a $1.5 billion need, too, which will help
1911 baseline the Air Sovereignty Mission. That is a mission that
1912 the Air Force has not baselined. We would like to see that
1913 baselined so that we can encourage members to stay on more
1914 often. We have some recruiting and retention issues also.
1915 Sir?
1916 Mr. MURTHA. Is this in this list here?
1917 General MCKINLEY. It is on the budget card, yes.
1918 Mr. FRELINGHUYSEN. All the Air--
1919 General MCKINLEY. Yes, sir, it is an Air National Guard
1920 unfunded requirement.
1921 General BLUM. Mr. Chairman, I will leave a document,
1922 that captures all of the needs in a very concise fashion,
1923 with you before I leave the hearing.
1924 General MCKINLEY. And that is all I had, sir. Thank
1925 you for the time.
1926 Mr. MURTHA. Mr. Visclosky.
1927 Mr. VISCLOSKY. I am fine, Mr. Chairman.
1928 Mr. MURTHA. I just want to ask what DHS and NORTHCOM,
1929 do they coordinate all this for you? They provide forces and
1930 money for you--do they?

1931 General BLUM. No, sir. That is not well understood.
1932 They do not actually provide any forces for the Guard. The
1933 governors provide the forces for the Guard here in CONUS.
1934 Anything that happens domestically--
1935 Mr. MURTHA. What do they do?
1936 General BLUM. Sir, they have a very vital role to play.
1937 Mr. MURTHA. Like what?
1938 General BLUM. For instance, I have no ships in the
1939 National Guard, and if I needed a ship or I needed a maritime
1940 capability, the place to go for that would be Northern
1941 Command, and they would in fact coordinate that.
1942 But Northern Command cannot do their job without the
1943 Army and Air National Guard, and the Army and Air National
1944 Guard cannot do everything that we could be asked to do
1945 without them. So there is a very real need for the Northern
1946 Command and the National Guard Bureau to have a very close
1947 coordinating and collaborating effort.
1948 Now, with the National Defense Authorization Act of
1949 2008, there are certain reports and requirements in there
1950 that will force that to a much further degree than they have.
1951 The Congress--
1952 Mr. MURTHA. How about DHS?
1953 General BLUM. Up until very recently, the Department of
1954 Defense and the DHS were kind of two separate and totally
1955 apart organizations. There is a recognition that the two of

1956 those departments must work closer together, or the American
1957 people are not going to be very well served when they need to
1958 be.
1959 The National Guard does not control either one of those,
1960 but we are absolutely critical to the linkage of one to the
1961 other. So we will play in that arena with them and
1962 coordinate and synchronize. Where it does work--where it
1963 does work is at the State and local level, where the State
1964 equivalent of DHS and the State equivalent of DOD are merged
1965 seamlessly by the governors, because they cannot do their
1966 operations without joining them together. So if we take that
1967 State and local model and build on it at the regional and
1968 national level, I think we will all be better served.
1969 Mr. MURTHA. Thank you very much, gentlemen. We
1970 appreciate it.
1971 The committee is now adjourned.
1972 [Whereupon, at 3:17 p.m., the subcommittee was
1973 adjourned.]