

RECORD VERSION

**STATEMENT BY
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ARMY RESERVE OVERVIEW

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**STATEMENT OF LIEUTENANT GENERAL THOMAS J. PLEWES
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ARMY RESERVE OVERVIEW**

INTRODUCTION

Mr. Chairman, members of this subcommittee, thank you for the opportunity to testify on behalf of the nearly 360,000 men and women serving in Army Reserve units and as individual mobilization assets—all soldiers of The Army.

As I appear before you today, there are Army Reserve citizen-soldiers on duty, on all fronts of the global war against terrorism -- defending our homeland and our fellow citizens, supporting the battle against the terrorists wherever they may hide, and bringing assistance to those who have long suffered from their oppression. We have been in this war since it was brought upon our Nation. We will be there when we finish it -- an indispensable and strategically responsive force, an essential component of The Army.

Before I continue, I wish to convey my sincere appreciation to this subcommittee for its sustained, consistent, and strong support of citizen-soldiers. By asking me to discuss the challenges we face, you clearly demonstrate your concern for our Reserve forces and how well they can fulfill the missions assigned to them.

The opportunity to testify before this subcommittee comes at a time when the challenges we faced before September 11 have increased in number and complexity. Not only must we wage and win this war but we must concurrently transform our Army while we wage war. Yes, the challenges that The Army faces are great. Do we shy from them? Never. To back away is not something done by American soldiers. The men and women of the Army Reserve exemplify this spirit, the spirit of Hometown U.S.A. While flames and smoke still rose from the Pentagon and the World Trade Center, thousands began to come forward. They had not been called up yet. They just knew their country needed them: they did not wait to be asked to serve. That unstoppable spirit can be found throughout the Army Reserve today.

When last I addressed this subcommittee, I discussed with you how the Army Reserve, the Army National Guard and the Active Army were full and equal partners in the fully focused American Force that is the most responsive ground combat force in the world. I told you that wherever the Army has gone, so, too, has gone the Army Reserve, and that wherever the Army is today, so are we. I also told you that the U.S. Army today cannot perform its missions or meet its mission goals without the Army Reserve, that we were being utilized more frequently than ever before as an indispensable Army partner — one increasingly committed to our national defense in several important ways.

The events of September 11, a little over five months ago, have dramatically proved all that I said last July.

As unimaginable horror came to our country, Americans rose to the occasion. Among the great heroes of that day were many Army Reservists. They displayed the highest qualities of courage and selflessness, whether that meant rushing into the World Trade Center, helping injured comrades out of the burning Pentagon or organizing rescue and recovery activities regardless of personal safety concerns. Some lost their lives in the performance of their duty.

Yes, Army Reservists have been on the frontlines of this war since it began and even as the flames continued to be fought, more of the Army Reserve went into action all across America.

Among the first units to respond to the World Trade Center disaster was our 77th Regional Support Command, headquartered in Flushing, NY. Hundreds of support items were identified and delivered promptly to assist in the disaster recovery effort. Other support was also provided to aid the heroic rescue workers at Ground Zero.

Equally quick to respond and critical to the rescue and recovery operation were the Army Reserve Emergency Preparedness Liaison Officers (EPLOs) in

the New York City area. They arrived on scene immediately to facilitate support requests from civilian agencies as quickly and effectively as possible.

Crisis action teams were in full operation in every major Army Reserve command headquarters within hours. Military Police units took up station at key facilities.

The Army Reserve response continued to grow. Thousands of trained and ready Army Reserve men and women came forward, first as volunteers and then in response to the partial mobilization ordered by President Bush on September 14, just three days after the attacks.

The President's rapid decision to order partial mobilization underscored how serious the threat was to America. During the Gulf War, we had a Presidential Selected Reserve Call-up less than three weeks after Iraq invaded Kuwait in August 1990, but a partial mobilization did not occur until January 1991.

The first call-ups under the September 14 partial mobilization began on September 22, 2001. Just as in 1990, however, the Army Reserve was already engaged before the orders were issued. By the time the first units were called up, the Army Reserve already had seven units, one installation, six facilities and

approximately 2,300 personnel involved in support of operations. Most units and personnel were in a training status.

They responded quickly, more quickly than ever before, conducting hasty mobilizations or mobilizing on the go. Arriving at their places of duty, they immediately started their missions: force protection and security at installations and facilities, intelligence and investigation support, training and training validation, headquarters augmentation and historical documentation, logistics and transportation operations. Whatever our leaders and the Nation needed the Army Reserve to do, we did it -- quickly, efficiently, and professionally.

Let me relate one example that demonstrates how quickly our soldiers and units went into action. Immediately after the Pentagon was attacked, it became clear that the active Army's only mortuary affairs company could not handle, by itself, the highly sensitive mission of recovering the remains from the Pentagon with the efficiency, dignity and honor required. It needed immediate additional help. That help was available in the Army Reserve's 311th Quartermaster Company (Mortuary Affairs) from Aguadilla, Puerto Rico.

The call went out on September 13th to the 65th Regional Support Command in Puerto Rico. The next day, volunteers were called for from the 311th. Eighty-five soldiers raised their hands and moved out that same day. They flew to Dover Air Force Base, DE, and then moved down to Fort Myer, VA, arriving early

on Saturday, September 15. By daybreak of Monday, September 17th, they were working in the Pentagon's north parking lot, conducting 24--hour-a-day operations alongside the FBI, searching through tons of debris for both evidence and human remains. This unit was called up, deployed overseas and operational within 72 hours.

The rest of the company, another 105 men and women, joined the first 85 soldiers on September 26. By this time, they were all under partial mobilization orders. The orders had caught up with a unit that had already been "at war" for more than a week.

For some of the 311th's newest soldiers, their first drill with the company since their graduation from Advanced Individual Training was the one on September 14. Other 311th soldiers were veterans of the company's Gulf War service in Southwest Asia, who were now the senior Noncommissioned officer leaders of the company.

Quality soldiers and solid, proven leadership are the bedrock of all Army Reserve units. The example of the 311th was repeated again and again as dozens and then hundreds of units were called up and moved out, conducting hasty mobilizations or mobilizing after they deployed.

Now, some five months and two days after the attacks, there are more than 400 Army Reserve units and some 14,000 Army Reserve soldiers on duty, doing what needs to be done. They are accomplishing our core competency missions, as well as other assignments. They are part of the more than 72,000 members of the nation's combined reserve components on duty today, critically engaged in defending the homeland. All of them put aside their own lives and concerns for the good of the nation. No acts of terror could ever deter patriots like these. As Winston Churchill said of Reservists, they truly are "twice the citizen," prepared to serve and defend at personal sacrifice for themselves, their families, their employers and their communities for the good of the Nation. Their spirit and resolve remains undaunted.

The bulk of those called up are in support of Operation *Noble Eagle*, helping with the recovery from the attacks or engaged in the defense of our homeland. The missions being performed include: force protection and security at installations and facilities, intelligence and investigation support, training and training validation, headquarters augmentation, garrison support and legal support, communications, postal and personnel support, engineer support, historical documentation, logistics and transportation operations.

The Army Reserve also has units and soldiers in support of Operation *Enduring Freedom*, the operation taking the war to the terrorists and bringing assistance to the long-oppressed people of Afghanistan. These mobilized

forces include public affairs, military intelligence, civil affairs, medical and other combat support and combat service support specialties. We also continue to fill headquarters and agency-level requests for Individual Ready Reserve and Individual Mobilization Augmentee soldiers to support current operations.

The men and women on duty today and those who may be called forward tomorrow understand the task that lies before them, how difficult it is and how long the struggle ahead may be.

Along with their own abilities and dedication, the citizen-soldiers of the Army Reserve went into this fight from a position of strength. Recurring deployments since the Gulf War have given our units a great deal of experience in being able to mobilize quickly and effectively. A decade earlier, we learned the importance of family support and employer support programs. These programs were in place when this new conflict began and have been an absolutely essential part of our activities today. Because of our integral involvement in Army Transformation, we have become accustomed to innovative thinking and this has facilitated our finding solutions to ever-changing situations.

It has been often said that everything changed on September 11, but much remains the same. What was important for an Army Reserve in transformation is also important for an Army Reserve in transformation while at war. The

transformation we were undergoing before September 11 was to prepare for the sort of uncertainty and evolving world that we now have.

Our priorities before the attacks remain our priorities today: sustaining and improving our already high level of readiness; obtaining more full-time support, which is essential for readiness; improving our infrastructure so that our outstanding soldiers work and train in the modern facilities they deserve; acquiring modern equipment so that we can not only support Army Transformation but also support the Army warfight; and building on successes in recruiting and retention to ensure we have the force necessary to do what our nation requires of us.

I like to use the five R's when I discuss our priorities: Recruiting, Retention, Readiness, Relevance and Resources. Because of all that the men and women of the Army Reserve have accomplished in the last decade and certainly as of result of all we have done for the Army and the Nation since September 11, I believe there is now a sixth R: Respect. Today's Army Reserve and today's Army Reservists have gained the respect of both those they serve alongside and those they serve. Respect is hard to earn and can be easy to lose. The citizen-soldiers of the Army Reserve have no intention of losing what they worked on so long and so well to earn.

RECRUITING AND RETENTION

Recruiting and retention is an area of highest importance to the Army Reserve. The Army Reserve is a major participant in supporting and training a 21st century Army. This requires the best soldiers America can provide. In this regard, we are most appreciative of the help your subcommittee has provided us. We certainly would be remiss if we did not thank you for the attention you have paid to our recruiting needs in recent legislation. With your help we were, for the first time in several years, able to meet our recruiting mission in FY 2000. We met our mission before the end of FY 2001, before September 11. We are going to make mission again in FY 2002.

Although successful in overall mission numbers, we continue to experience difficulty in attracting and retaining qualified individuals in certain critical wartime specialties, particularly within the Army Medical Department. Your continued support on behalf of recruiting and retention incentives, expanding the 90 day rotation policy to cover all but full mobilization, allowing for innovative readiness training and the funding of continuing educational opportunities will help make this success story complete.

The Army Reserve, in partnership with the United States Army Recruiting Command (USAREC), recently conducted a thorough review of Army Reserve recruiting. This review has helped us forge a stronger relationship with the Recruiting Command and has streamlined our processes to support the

symbiotic relationship between recruiting and retention. To that end, we are taking the following measures:

- We are seeking to ensure that all Army Reserve soldiers are involved in recruiting and retention activities- we all are a part of the Army's recruiting efforts.

- We are removing mission distracters allowing the Recruiting Command to focus on their core competency of recruiting non-prior service applicants.

- We are focusing on life cycle personnel management for all categories of Army Reserve soldiers, troop unit members, and soldiers in the Individual Ready Reserve. Career counselors talk to Army Reservists about joining the Active Guard Reserve (AGR) program, training to become warrant or commissioned officers, and sharing other opportunities available in our troop units.

- Our retention program seeks to reduce attrition, thereby improving readiness and reducing recruiting missions.

- And we are jointly working with the Recruiting Command to ensure AGR personnel assigned to that command are given leadership and professional growth opportunities.

We recently initiated the first of these activities by transferring responsibility for the prior service mission from the Recruiting Command to the Army Reserve. This transition is a three-phased process that culminates in FY 2003. Tenets of this transfer include: establishment of career crosswalk opportunities between recruiters and retention transition NCOs; localized recruiting, retention and transition support at Army Reserve units and increased commander awareness and involvement in recruiting and retention efforts.

We expect to reduce attrition and improve recruiting efforts by reducing no-shows to initial active duty training, highlighting all Army Reserve personnel lifecycle opportunities and improving delivery of recruiting promises. In Phase I of the prior service mission transition, we transferred 61 recruiters from USAREC and assigned them to Army Reserve Centers within the southeastern United States and Puerto Rico. The assignment of new Retention NCOs will allow the Army Reserve to: lower its attrition significantly, ensure prior service soldiers are provided opportunities in our units, and assist our commanders in delivering recruiting promises. Phase II, which began October 1, 2001, increased the total Army Reserve Retention and Transition Division (RTD) mission to 10,000 prior service transfers. We continue extensive collaboration with USAREC to ensure a smooth transition of these responsibilities.

To support these efforts, the Army Reserve uses non-prior service and prior service enlistment bonuses, the Montgomery GI Bill (MGIB) Kicker and the

Student Loan Repayment Program in combinations to attract soldiers to fill critical MOS and priority unit shortages. Program funding must be sufficient to attract and retain both prior and non-prior service soldiers. The Army Reserve must be able to provide a variety of enlistment and retention incentives, for both officer and enlisted personnel, in order to attract and retain quality soldiers.

Our new retention program is a success. Faced with an enlisted attrition rate of 37.5 percent at the end of FY 1997, we adopted a corporate approach to retaining quality soldiers. Retention management was a staff responsibility before FY 1998. In a mostly mechanical approach to personnel management, strength managers simply calculated gains and losses and maintained volumes of statistical data. Unfortunately, this approach did nothing to focus commanders on their responsibility of retaining their most precious resource — our soldiers.

The Army Reserve developed the Commander's Retention Program to correct this shortcoming. A crucial tenet of this program places responsibility and accountability for retention with commanders at every level of the organization. Commanders now have a direct mission to retain their soldiers and must develop annual retention plans. Additionally, first line leaders must ensure all soldiers are sponsored, receive delivery on promises made to them, and are provided quality training. In this way, the Commander's Retention Program ensures accountability because it establishes methods and standards and provides a means to measure and evaluate every commander's performance. Since the

introduction of the Commander's Retention Program, the Army Reserve has reduced enlisted Troop Program Unit attrition by nearly nine percentage points. The enlisted attrition rate in FY 2001 was 28.8 percent.

The Army Reserve is also experiencing a 4,200 company grade officer shortfall. The active Army has a shortfall of these junior leaders, too. Retention goals focused commanders and first line leaders on junior officers, as well. Our retention program seeks to reduce attrition, thereby improving readiness and reducing recruiting missions.

The Army Reserve will successfully accomplish its 41,700 recruiting mission for FY 2002 while achieving the Department of the Army and Department of Defense quality marks. Next year our enlisted recruiting mission will stabilize at about 42,000 due to the success of our retention efforts. The accomplishment of the recruiting mission will demand a large investment in time on the part of our commander's, our retention NCOs, and our recruiters as they are personally involved in attracting the young people in their communities to their units.

However, the same environmental pressures that make non-prior service recruiting and retention difficult affect prior service accessions. With the end of the defense drawdown we have seen a corresponding decrease in the available prior service market as reflected in the IRR. This has meant greater training costs, due to the increased reliance on the non-prior service market, and an

overall loss of the knowledge that comes when NCO leadership fails to transition to the Army Reserve. Consequently, the Army Reserve's future ability to recruit and retain quality soldiers will be critically dependent on maintaining competitive compensation.

Additionally, the young people of today need to be made aware of the unique opportunities available in the different military components. The best way to get this message out is to advertise through the mass media. Special attention needs to be placed on the recruiting budget, especially for advertising, to meet our requirements in the next several years. Funding our critical advertising needs is imperative if we are to be honestly expected to meet our recruiting goals. Your continued support of our efforts to recruit and retain quality soldiers remains essential if we are to be successful.

READINESS

Our readiness on September 10, 2001 -- the highest measured readiness in Army Reserve history -- enabled us to respond in the decisive and rapid manner that we did on September 11 and in the days, weeks and months that followed.

The Army Reserve's readiness posture continues to improve. As of January 2002, 74 percent of our units meet deployment standards, a 6 percent

increase over the previous two years. It is imperative that we preserve our readiness, personnel and equipment to continue to meet our operational requirements.

Our Force Support Package (FSP) units, those which scheduled for early mobilization, average 85 percent deployable readiness. With your assistance, the Army Reserve continues to achieve a high number of units rated deployable, despite having the lowest level of full-time support of any reserve component. Today's readiness levels are a testimony to the Army Reserve's ability to adapt and succeed in our assigned mission. Limited resources require the Army Reserve to manage risks in an attempt to achieve the proper balance between current and future readiness. In the past, the Army worked to protect near-term readiness at the cost of modernization and infrastructure. During the past couple of years, Army Transformation sought to leverage the benefits obtained through science and technology, recapitalization, and similar investment opportunities.

In regards to medical and dental readiness, the picture for the Army Reserve continues to improve. The Federal Strategic Health Alliance (FEDS_HEAL) program is filling in the gaps and allowing commanders to provide mandated medical and dental readiness services. The provider network continues to grow. A robust dental network of more than 15,000 was recently added to the provider panel and a further expansion with academic dental clinics (dental schools, hygienist schools) is pending. During Calendar Year 2001, more than 18,100

requests for services were submitted, most during the last quarter. Most were for physical examinations and other services (dental and immunizations). More than 1,100 were for dental screening and treatment. In January 2002, over 4,000 requests were submitted.

The 2001 Quadrennial Defense Review supports maintaining force structure while balancing competing requirements such as modernization, recapitalization, and operations and maintenance. Equipment readiness demands the right kinds of equipment, fully operational, properly maintained, mission capable, in the hands of the forces that will employ them. Commensurate with equipment readiness considerations is the Army Reserve's personnel readiness goal of improving Duty Military Occupational Skill Qualification (DMOSQ). The Army Chief of Staff set a goal for the Reserve Components to achieve and sustain an 85 percent DMOSQ and Professional Development Education (PDE) qualification level by fiscal year 2005. Recent increases in funding have raised both DMOSQ and PDE qualification rates by several percentage points. The Army Reserve is projecting that DMOSQ rates will climb to 85 percent by FY 2005 and NCOES qualification rates will achieve 85 percent by FY 2004 due to programmed increases to our funding level. We also continue to aggressively manage and monitor soldiers attending DMOSQ to achieve this goal. Your continued support of our mutual goal to have a trained and ready force remains essential to our success.

RELEVANCE

The relevance of the Army Reserve is unquestioned today. The capabilities that we possess are in great demand.

For example, we have about 120 Military Police units of various sizes and types, from Criminal Investigation Division detachments to Internment and Resettlement Brigades. We have now called up about half of these units. They are on duty now: serving in the Balkans, engaged in Homeland Defense missions and conducting operations in other parts of the world. There are more than 200 Army Reserve Military Police soldiers on duty at Camp X-Ray in Cuba or otherwise participating in the detainee operation. Those MP units not yet employed are leaning forward. Those units know how critical their capabilities are and expect they, too, will be called up.

Our other commitments did not cease when the war on terrorism began. We have nearly 800 Reserve soldiers supporting contingency operations in Operations *Joint Forge* and *Joint Guardian* (Bosnia and Kosovo) in the European Theater. Since 1995, more than 17,000 Army Reservists have participated in our operations in Bosnia and Kosovo or in support operations in neighboring countries.

In the last five years, we have had more than 27,400 Army Reservists supporting operations worldwide. Overall, in FY 2001, the Army Reserve

deployed more than 100,000 soldiers to 64 countries operationally and for exercises. We provided a total of 3.7 million man days in the United States and abroad. Our deployments abroad ranged from Central America and Southwest Asia to places like East Timor and now Afghanistan and Cuba.

Furthermore, the Army Reserve did this at the same time that it achieved its highest readiness status in history. Much of this achievement was the direct result of your support to improve our full-time manning and provide the funding required for our operating tempo and training requirements.

Worldwide deployments are nothing new for the soldiers of the Army Reserve. The Army's reliance on the Army Reserve's capabilities, especially in such areas as civil affairs, medical, engineering, logistics, transportation, military police, postal, public affairs and psychological operations, will ensure that wherever the Army deploys, so, too will the Army Reserve.

When not working alongside their active Army, Army National Guard and sister services, Army Reserve soldiers honed their always-in-demand skills on exercises.

Two examples of these were the annual TRANSLOTS exercise in June 2001 and ROVING SANDS 2001. In the first exercise, more than 2,200 soldiers from 27 units used landing craft to unload equipment and truck supplies to the

"front lines." More than half of the units for TRANSLOTS came from the Army Reserve, to include the executive agent for the exercise, the 143rd Transportation Command from Orlando, Fla. More than 2,600 Army Reservists from 51 units were significantly involved in the joint theater air and missile defense exercise, ROVING SANDS.

The Army Reserve provides contributory support to the Army on a daily basis. This support reduces operational costs, increases efficiency and provides excellent production-based training opportunities. Our soldiers benefit from this contributory support by performing challenging, time-sensitive missions. Soldiers do not like make-work missions. They want to do something meaningful something, which has a benefit and a purpose, which offers a challenge. We have moved from a training model of "train, then do" to "train and do." Army Reserve soldiers rise to that challenge constantly.

Army Reserve Materiel Management Commands conduct year-round resupply operations for active Army units in Southwest Asia and the National Training Center in California. Army Reserve intelligence centers at Fort Gillem, GA, and Fort Sheridan, IL, provide strategic analysis for the Army on a full-time basis. This seamless support of real-world missions clearly demonstrates how effectively Army Reserve units integrate into the Army.

Contributory support helps the Army focus its active forces on their primary warfighting tasks. Another way we help the Army concentrate on warfighting is in our core competency of training.

Through focus on our part of the training function, we help the Army return soldiers to combat divisions. Army Reserve soldiers are fully integrated into every aspect of training. Our soldiers provide quality training to soldiers and units from all components.

Army Reserve Institutional Training Divisions provide skill, leadership, and professional development training. They also provide basic combat and one station unit training at Army Training Centers. Army Reserve Training Support Divisions provide collective lanes and simulation training to units of all three Army components.

The Army Reserve Readiness Training Center (ARRTC) at Fort McCoy, WI, which provides a myriad of training support to all components of The Army, is developing a well-earned reputation as a center of training innovation. Army Reserve, as well as Army National Guard and Active Component soldiers, can now graduate from a Military Occupational Skill (MOS) or a functional course by taking an interactive, distance-learning course, developed and taught by ARRTC.

The ARRTC has successfully piloted one distance-learning or DL course last summer which was broadcast to 12 locations, qualifying Army Reserve and Army National Guard soldiers in their MOS. I envision that in an age of evolving technology, we will soon have connectivity to all of our locations, thus enhancing the interoperability between active and reserve component units worldwide by reinforcing the premise that as we train together, we fight together, all as part of one Army team.

Your continued interest and support of the Army National Guard Distributed Learning project and its expansion to include the Army Reserve will greatly enhance the individual and collective training readiness of The Army.

The Army Reserve is well placed to benefit The Army in finding innovative ways to do business because of the civilian acquired skills of our soldiers. Our soldiers, many of whom are corporate and community leaders, bring their civilian acquired skills, talents and experience with them. This has been true from the beginning of the Army Reserve: the very first Reservists were civilian doctors who could be called up in time of emergency.

Civilian technological advances are taking place at a dramatic pace. Army Reserve soldiers who take part in these advances in their civilian jobs are ideally placed to bring them into the Army for its benefit.

To better capitalize on the "citizen" part of "citizen-soldier", the Army Reserve is collecting information on the civilian skills of its soldiers, skills acquired outside the Army and thus perhaps unknown to it.

Army Reservists can now input those skills into the Civilian Acquired Skills Database (CASDB) at the Army Reserve Personnel Command (AR-PERSCOM). By going to the website at www.citizen-soldier-skills.com, soldiers can enter those skills they obtained from civilian training or work experience. Soldiers who volunteer to register their civilian acquired skills are afforded the opportunity to serve in duties outside of their traditional branch or MOS. CASDB gives commanders at all levels the means to identify those soldiers with specific skills to meet special needs. Those skills and talents can then be used to benefit the Army Reserve, The Army and the nation. Using our skills in the information area is one part of our strategy for assisting The Army to become a more strategically deployable and responsive force. By leveraging advanced communications and information technology, we can conduct split-based support operations. Army Reserve units can operate from home station to accomplish missions in forward locations utilizing this technology, thus reducing lift requirements. We are evolving our support organizations to build a reach-back capability for logistics, intelligence, and training support, thereby reducing the deployed logistical footprint.

We will also reduce lift requirements by strategically stationing Army Reserve equipment and forces, capitalizing on our forward-stationed Reserve units and soldiers, such as the 7th Army Reserve Command in Europe and the 9th Regional Support Command in the Pacific.

Since Army Reserve power projection units have key roles in moving the Army overseas and receiving deployed units once they arrive, it is vital we get our own equipment -- that not already strategically positioned -- overseas quickly.

The Strategic Storage Site (SSS) is such an initiative to better facilitate deployment response times. The program is designed to place select Army Reserve combat support/combat service support equipment into strategically located controlled humidity storage facilities within the continental United States and outside the continental United States. This program improves responsiveness and materiel readiness, and extends the life of the legacy equipment at reduced cost. About 37 percent of a typical Army Reserve unit's equipment that is not required for peacetime training can be positioned in strategic storage to be available for contingencies. The initial Strategic Storage Site is a 150,000 square foot facility at Gulfport, MS, which was resourced in the fiscal year 2002 appropriations bill. The Army Reserve is appreciative of this congressional support and is examining another six locations strategically located to support the Reserve units. Sites inside the continental United States will be established near large metropolitan areas with consideration to location

and types of equipment, such as engineer, medical, signal and transportation, needed to support homeland defense and disaster relief.

Consequence Management

Our presence throughout America and our commitment to America, combined with the civilian-acquired skills of our soldiers and the capabilities of our units, are all key factors that enhance our abilities to manage the consequences of a domestic terrorist event. We have been preparing and training ourselves, our Army National Guard partners and other federal, state and local agencies to effectively respond to this mission long before September 11.

For example, four months before the terrorist attacks on America, Army Reserve units were key participants in two major back-to-back Weapons of Mass Destruction (WMD) response training exercises, *Operation Dangerous Wind 2001* and *Consequence Island 2001*. The first exercise was held May 7-17 at the Regional Training Site - Medical at Fort Gordon, GA. Following immediately was *Consequence Island 2001*, held May 18-26 at the Euripedes Rubio Army Reserve Center in San Juan, Puerto Rico.

These exercises allowed federal, state and local agencies to hone the coordination and other skills necessary to respond to a WMD-related emergency. Although the Army Reserve is not a "first responder" in the case of a WMD

incident or natural disaster, we know that our Combat Support (CS) and Combat Service Support (CSS) capabilities are the very capabilities that are much in demand by both civil authorities and by The Army. A listing of the units that participated in these two exercises gives an indication of some -- but not all -- of the capabilities we have to provide: 883rd Medical Company (Combat Stress), Roslindale, MA, 1982nd Medical Detachment (Surgical), Niagara Falls, NY, 1883rd Medical Team (Infectious Disease), Chamblee, GA, 427th Medical Logistics Battalion, Forest Park, GA, 369th Combat Support Hospital, Puerto Nuevo, PR, 407th Medical Company (Ground Ambulance), Fort Buchanan, PR, 597th Quartermaster Company (Field Services), Bayamon, PR, 346th Transportation Battalion, Ceiba, PR 311th Quartermaster Company (Mortuary Affairs), Aquadilla, PR.

The 311th Quartermaster Company that trained for a domestic terrorist event during Exercise *Consequence Island 2001* in May was the same company that I discussed earlier, the one that deployed to the Pentagon as part of Operation *Noble Eagle* in September.

The Army Reserve is ideally placed for civil support. Our units are stationed in Hometown, U.S.A., with our soldiers located in 1,200 Army Reserve Centers in towns and cities all across America, putting the Army's footprint in every part of our country. They are part of America's communities because those communities are their communities. Our soldiers are the local doctors,

nurses, teachers, lawyers, police officers, Little League coaches and soccer moms and dads, who enable the Army Reserve to respond with a multi-faceted capability. We provide key emergency preparedness leaders. Army Reserve Civil Affairs units contain 97 percent of the Army's expertise to rebuild shattered infrastructure—social, civil and physical. Military Police units can shelter up to 56,000 displaced persons.

The Army Reserve, ready to respond to a chemical incident, contains 63 percent of the Army's chemical capability. Today, the Army Reserve has the largest chemical decontamination capability within DoD. The Army Reserve is currently training 100 out of a total of 127 decontamination platoons and 9 of the 15 reconnaissance platoons called for in Defense Reform Initiative Directive 25. One of the Army's two Biological Integrated Detection System (BIDS) companies is in the Army Reserve. That unit, the 310th BIDS Company, has already been activated for participation in Operation *Enduring Freedom*. The requirement for increased biological detection capabilities has resulted in the proposal to create additional Army Reserve BIDS companies, which will stand up over the next several years. One of these, the 375th BIDS Company, is a high demand/low density unit that requires state-of-the-art BIDS equipment. This unit, which officially activates in Sep 2003, will be in strong demand for both defending the homeland and protecting U.S. forces against biological attacks in combat theaters.

Residing within the Army Reserve are 68 percent of the Army's medical assets. Our medical professionals are working closely in DoD and among the interagency community to leverage our capabilities in Weapons of Mass Destruction (WMD) Consequence Management. The Army Reserve contains 50 percent of resourced Mortuary Affairs units, as well as Aviation, Logistics, Engineer and Signal units, which are essential capabilities for WMD Consequence Management. The Army Reserve stands ready to support WMD Consequence Management operations in combat, in the homeland or overseas in support of our coalition partners.

The challenge of defending America's Homeland continues to grow. Although the Army Reserve is not a "first responder" organization, it is ready to provide assistance to support and sustain those organizations that do respond first. The Civil Support mission requires capabilities resident in the Army Reserve.

Civil Support and Weapons of Mass Destruction (WMD) operations are combat support and combat service support intensive. Army Reserve core capabilities enable the Army to provide rapid support that complements the Federal response that sustains local responders.

As a community-based force, the Army Reserve is – by definition – America's people. We are a reflection of the values and traditions embodied in

our culture. Those values and traditions are what make the Army Reserve, the National Guard and the Army strong, able to meet the Nation's missions. The men and women of the Army Reserve, all of whom volunteered to be "twice the citizen", have taken on the sacrifices to serve the Nation. In their hands is the future of the Army Reserve.

Information Operations

Information Operations (IO) ensures that our leaders have the information they need, when they need it, in a form they can use to win the fight and protect America's vital interests. We use IO to defend our own information and information systems while disrupting those of the enemy.

These are not new concepts. The Army has long understood the importance of controlling the decision cycle. Units with IO capabilities that intercept or interrupt communications, that collect and analyze information about the battlefield and that influence the attitudes and will of the opposition, are a legacy in the Army Reserve structure. The Army Reserve provides a wide variety of experts who accomplish missions, such as Civil Affairs, Psychological Operations, Public Affairs, Military Intelligence and Signal. The Land Information Warfare Activity (LIWA), the National Ground Intelligence Center and the Joint Reserve Intelligence Program now are utilizing Army Reserve units, facilities and personnel to conduct Information Operations.

The Army Reserve is also building additional capability to reinforce Army information and LIWA operations. The Army Reserve Land Information Warfare Enhancement Center directly expands the scope and sophistication of LIWA information capabilities. When complete, one fourth of LIWA manpower will be Army Reserve soldiers. The Defense Information Systems Agency has created a 22-member Joint Web Risk Assessment Cell. This cell will monitor and evaluate Department of Defense web sites to ensure no one compromises national security by revealing sensitive defense information. Five members of this cell, whose civilian skills are particularly suited to this hard skill requirement, are Drilling Individual Mobilization Augmentees of the Army Reserve.

Further, the Army Reserve is actively carving out its niche in this evolving area of cyber warfare by creating the Reserve Information Operations Structure. This organization was activated on October 16 to provide contributory support to the Army's Computer Network Defense and information assurance efforts. Army Reserve Information Operation Centers (IOCs) identify and respond to viruses and intruders in Army computer networks. Currently, Army Reserve IOCs are located in the National Capital Region, Massachusetts, Pennsylvania, California, and Texas, and satellite units can be found in over a dozen large cities. Information Operations support The Army's portion of the Defense Information Infrastructure to ensure the availability, integrity and confidentiality of information systems.

Counter Drug Operations

The Army Reserve provides intelligence, linguistic, transportation, maintenance, and engineer support to drug law enforcement agencies and unified commanders-in-chief in an ongoing program in effect since 1989. The Army Reserve supports local, state and federal law enforcement agencies in operations designed to reduce the flow of illegal drugs both within and outside of American borders. Feedback from High Intensity Drug Trafficking Area directors was overwhelmingly positive. The Army Reserve also participates with the Drug Demand Reduction Program to help reduce the demand for illegal drugs and alcohol abuse through education and through deterrence by randomly testing our soldiers on a regular basis. We received a program funding increase to raise our testing level to more closely match the Active Component testing level. The increased funding also allows the retention of those civilians most critical to program administration.

RESOURCING

The Army Reserve greatly appreciates your support in providing resources to enhance our readiness and relevance; however, we still face several challenges. At the outset, I would like to emphasize that many of our resourcing challenges are a consequence of our being victims of our own achievement.

Successfully executed operations lead to additional operations, thus increasing operating tempo and personnel tempo costs. This places stress on personnel, equipment and facilities with bills that ultimately must be paid. Both people and equipment wear out faster under frequent use. For example, units deployed in Somalia took 10 months to restore their equipment to predeployment levels. Multiple, concurrent and sequential commitments erode warfighting readiness.

Full-Time Support

An increase in Full-Time Support (FTS)—Active Guard/Reservists (AGRs) and Military Technicians (Miltechs)—is essential to improve Army Reserve readiness. One of the greatest challenges facing the Army Reserve today is an insufficient number of FTS authorizations to support over 2,300 Army Reserve units in day-to-day operations. FTS levels directly impact the readiness of Army Reserve units by providing the additional training, command and control, technical, functional, and military expertise required to transition from a peacetime to a wartime posture. The FTS staff performs all the day-to-day support functions for the unit. When FTS levels drop, this affects readiness levels.

The Army has identified critical thresholds for FTS, based on the minimum essential levels to prepare and maintain units to meet deployment standards identified in Defense Plans. The FY02 transformation of The Army's go to war

structure included eliminating approximately 251 Title XI Active Army authorizations from Army Reserve units. As a coordinated "Army" decision, the Army Reserve AGR end strength was increased by 182 in FY03 to accommodate the loss of Title XI soldiers. The revised ramp end strength is 16,263. The goal is to restore the loss of Active Army end strength from Army Reserve units with AGRs while continuing to work towards improving the overall unit readiness with increased full-time support.

Congress has been sensitive to the importance of FTS, and we are grateful for the FY 02 Congressional increase in AGRs and MILTECHs. This increase reduced the Army Reserve FTS shortfall by almost a thousand (650 MILTECHs and 300 AGRs). The Army Reserve utilized the 300 AGRs in FY02 to restore Title XI soldiers that remained unfunded.

Recruiting and Retention Bonus Programs and Increased Army Reserve Advertising

Recruiting resources pay dividends beyond the year of execution. For example, Army Reserve advertising in FY 2002 influences potential recruits making enlistment decisions in FY 2003-2005. Thus, we must look at recruiting resources over time and not limit consideration to the current or next fiscal year.

Resourcing the Army Reserve sufficiently to achieve its average recruiting workload over the next several years enables the Army Reserve to achieve its

end strength. A steady, even flow of resources ensures a better recruiting environment.

Media advertising costs continue to increase. Television is the most effective at targeting desired Army audiences because it dramatically illustrates the Army experience through sight, sound, and motion. Successfully meeting the recruiting mission, which we did in Fiscal Years 2001 and 2002, following several years of failure, comes from many complex and rapidly changing factors. The recruiting advertising program, however, is one of the few factors that we can control.

SUMMARY

As we approach the six-month mark since September 11, the men and women of the Army Reserve are serving proudly and performing their duties in the manner expected, professionally and skillfully. They are fully backed by their families, by their employers, by their comrades at home and by a united nation. They have leaders who understand their needs and who are working to meet those needs and to prepare for the future.

The citizen-soldiers of the Army Reserve, confronted with attacks to Americans on American soil for the first time in our lives, have answered the nation's call and are adding a new chapter to our nearly 94-year history of

service. It is a great chapter but it is not yet completed. It may take a long time to finish but we know the part we have in it.

Our part was clearly stated by the Commander-in-Chief when he signed the proclamation for National Employer Support of the Guard and Reserve Week 2001 on November 9:

"We're fighting a war on many fronts. It's a diplomatic war, it's a financial war. The military is performing brilliantly in Afghanistan. And we could not win the war without the help of the Guard and the Reservists."

The citizen-soldiers of the Army Reserve are proud of their country and of the role they play in its defense and in winning the war forced upon us. As our citizen-soldiers have always done, they have come forward, without hesitation, at a moment of crisis and danger to our country. Although today's Army Reservist is more ready, better trained, more adaptable and more relevant than ever before, we readily admit that we cannot surpass the love of country and willingness to sacrifice of all those who have served before us. Those great American citizen-soldiers passed to those who serve today a tremendous responsibility -- to uphold their legacy of defending this nation, its citizens and its freedoms, no matter what it costs. We proudly and confidently accept that responsibility.

We are grateful to the Congress and the Nation for supporting the Army Reserve and our most valuable resource, our soldiers — the sons and daughters of America. United we stand -- united we will win.

Thank you.