

**STATEMENT
OF THE
PRINCIPAL DEPUTY ASSISTANT
SECRETARY OF DEFENSE FOR
RESERVE AFFAIRS
MR. CRAIG W. DUEHRING
BEFORE THE
MILITARY PERSONNEL SUBCOMMITTEE
OF THE
SENATE COMMITTEE ON ARMED SERVICES
IN CONNECTION WITH
RESERVE COMPONENT ISSUES
FEBRUARY 13, 2002
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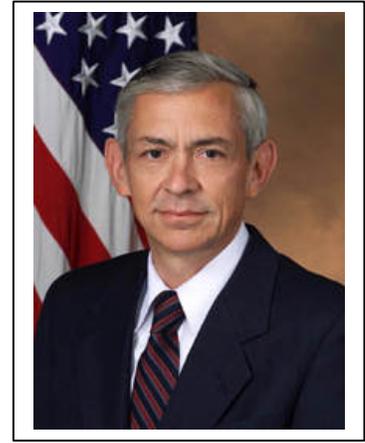
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Craig W. Duehring

Principal Deputy Assistant Secretary of Defense for Reserve Affairs

Mr. Duehring is the Principal Deputy Assistant Secretary of Defense for Reserve Affairs, designated to perform the duties of the Assistant Secretary of Defense for Reserve Affairs until the Senate confirms a new Assistant Secretary. He was selected effective July 23, 2001.

As the Principal Deputy, Mr. Duehring will serve as the senior deputy to the Assistant Secretary of Defense for Reserve Affairs in policy development and overall supervision of the Reserve forces of the armed forces of the United States. He will be the chief staff advisor to the assistant secretary for all functional areas and responsibilities assigned to the office.



Previously, Duehring served on the Bush-Cheney Transition Team and the Department of Defense Transition Team. He was the executive director of the Patrick Henry Center for Individual Liberty, a non-profit 501 (c)(3) educational and charitable foundation located in Fairfax, Virginia. Duehring was the endorsed Republican candidate for the Minnesota 2nd Congressional District in 1998. He is a 28-year military veteran, retiring as a colonel in the U.S. Air Force in February 1996. His final military assignment was as the U.S. Air Attaché to the Republic of Indonesia.

He is a decorated combat pilot, completing over 800 missions during the Vietnam War. Duehring has flown more than a dozen types of aircraft, amassing over 1,200 hours in the A-10 Thunderbolt II. His military awards and decorations include the Silver Star, the Defense Superior Service Medal, two Distinguished Flying Crosses, three Meritorious Service Medals, 27 Air Medals, two Air Force Commendation Medals, the Vietnamese Cross of Gallantry (individual award), and the Vietnamese Staff Service Honor Medal (1st Class). Duehring is also a recipient of the Air Force's highest individual award for leadership in the senior officer category, the Lance P. Sijan Award.

Duehring holds a bachelor of science in History and Sociology from Minnesota State University at Mankato, and a master of science in Counseling and Guidance from Troy State University.

He is a native of Mankato, Minnesota.

RESERVE AFFAIRS POSTURE STATEMENT

FY 2003

INTRODUCTION

Good morning Mr. Chairman and members of the subcommittee. Thank you for the invitation to testify before you today. I represent the men and women of our military Reserve Components as the Principal Deputy Assistant Secretary of Defense for Reserve Affairs. Today, I will articulate their concerns and provide you with information to assist you in making the critical and difficult decisions you face over the next several months. This committee has been very supportive of our National Guard and Reserve members and on their behalf, I want to publicly thank you for all your help in strengthening our Reserve Components. The Secretary and I appreciate it, and our military personnel are grateful. Thank you.

ASD/RA MISSION

The mission of the Assistant Secretary of Defense for Reserve Affairs (ASD/RA), as stated in Title 10 USC, is the overall supervision of all Reserve Components affairs in the Department of Defense. I take this responsibility very seriously because our Guard and Reserve perform vital national security functions and are closely interlocked with the states, cities, towns, and every community in America. During my short time in this position, I have made it my business to get out in the field—to see and listen to the men and women in our Guard and Reserve. I have spent time with them here at home station, in Antarctica, and around the world as they perform their duties. I have listened carefully to their comments and concerns. The events last September put great strain on the men and women who serve in our Reserve Components. We

are closely monitoring the impact of that increased use on our Guard and Reserve members, their families, and their employers.

RESERVE COMPONENTS ARE FULL PARTNERS IN THE TOTAL FORCE

Because the Reserve Components now comprise almost 50% of the Total Force, they are a key part of America's Total Force defense and an essential partner in military operations ranging from Homeland Defense, peacekeeping, humanitarian relief, and small-scale contingencies to major theater war. The new defense strategy proposed in the recent Quadrennial Defense Review (QDR), calls for a portfolio of military capabilities. This capabilities-based approach will continue to find the Reserve Components supporting the Active forces across the full spectrum of military missions.

The fiscal year 2003 Defense Budget recognizes the essential role of the Reserve Components in meeting the requirements of the National Military Strategy. The fiscal year 2003 budget provides over \$30.8 billion for Reserve Component personnel, operations, equipment procurement, and facilities accounts, more than 12% above the fiscal year 2002 appropriated level. Included are funding increases to support full-time and part-time personnel, as well as additional resources to strengthen employer support for mobilized Guard and Reserve members. It continues last year's effort toward RC equipment modernization and interoperability in support of the Total Force policy. These funds support more than 864,000 Selected Reserve personnel. The Selected Reserve consists of the following: Army National Guard 350,000; Army Reserve 205,000; Naval Reserve 87,800, Marine Corps Reserve 39,558, Air National Guard 106,600, and Air Force Reserve 75,600. Our total Ready Reserve, which also includes the Coast Guard Reserve, Individual Ready Reserve and Inactive National Guard is 1,240,008 personnel.

Maintaining the integrated capabilities of the Total Force is key to successfully achieving the Defense policy goals of assuring allies, dissuading military competition, deterring threats against U.S. interests, and decisively defeating adversaries. Only a well-balanced, seamlessly integrated military force is capable of dominating opponents across the full range of military operations. Using the concepts and principles of the National Defense Strategy and the Total Force policy, DoD will continue to optimize the effectiveness of its Reserve forces by adapting existing capabilities to new circumstances and threats and developing new capabilities needed to meet new challenges to our national security.

COMPREHENSIVE REVIEW OF THE RESERVE COMPONENTS

The Quadrennial Defense Review (QDR) calls for a “Paradigm Shift in Force Planning” and states, “To support this strategy, DoD will continue to rely on Reserve Component forces. To ensure the appropriate use of the Reserve Components, DoD will undertake a comprehensive review of Active and Reserve mix, organization, priority missions, and associated resources. This review will build on recent assessments of Reserve Components issues that highlight emerging roles for the Reserve Components in the defense of the United States, in smaller-scale contingencies, and in major combat operations.” In November, the Deputy Secretary of Defense tasked the Under Secretary of Defense for Personnel and Readiness to conduct this review, with participation from the other Under Secretaries of Defense and the Joint Staff. My office is working diligently on this effort and we expect to provide an interim report to the Deputy Secretary in early March, and to complete our review in May 2002. Our review focuses on the principles of the Total Force in the 21st century, options to enhance Reserve Component roles in major mission areas, how the Guard and Reserve can support the Department’s transformation

efforts, and what business practice improvements, management changes, and resourcing improvements are needed to enable Reserve Components to be effective in supporting the National Military Strategy. Finally, the QDR calls for a thorough reexamination of DoD methods and procedures for determining and reporting readiness. My organization is working very closely with the Deputy Undersecretary of Defense for Readiness to ensure this system will fully integrate Reserve Components into the entire picture of military readiness.

RESERVE COMPONENTS IN A CHANGING WORLD

The Guard and Reserve continue to maintain their presence in ongoing contingencies worldwide. In October 2001, the 29th Infantry Division, Virginia Army National Guard, became the second National Guard Division to assume command of the U.S.'s mission in Bosnia with 2,500 soldiers from all Army components-Active, Reserve and National Guard. The Air Force Reserve and Air National Guard continue to provide planes, crews and support personnel to Operations NORTHERN WATCH and SOUTHERN WATCH over Iraq. The Army National Guard continues to provide soldiers in a force protection mission to Patriot Missile Batteries in Kuwait and Saudi Arabia. Naval and Coast Guard Reservists continue to provide essential port security capabilities in the Middle East to U.S. Central Command as well as supporting increased requirements at home. The Army Reserve continues to provide the majority of the logistics support to U.S. and Allied forces in Kosovo. In January of this year, the 39th Separate Infantry Brigade, Arkansas Army National Guard, assumed the Multinational Force Observers' Sinai mission and will be followed by the 41st Separate Infantry Brigade, Oregon Army National Guard.

Some 91,000 Reservists have been called to active duty for three separate Presidential Reserve Call-Ups (PRCs) in Bosnia, Kosovo and Southwest Asia to date include: in Bosnia, over 25,000 Reservists have been called involuntarily since 1995, with another 22,000 having served in a voluntary capacity; for Kosovo, we have called 8,400 involuntarily with another 5,700 serving in a voluntary capacity; and for Southwest Asia, 4,600 have been called involuntarily and these have been joined by 25,000 volunteers. The events of September 11th and the ensuing NOBLE EAGLE and ENDURING FREEDOM missions have confirmed continued efforts to promote many initiatives that have enhanced Reserve Component integration in the Total Force. These initiatives lower cultural hurdles to integration and increase confidence and reliance on Guard and Reserve forces.

The national defense strategy is based on the ability to project U.S. forces globally and sustain operational tempo in a theater upon deployment. A significant element of this strategy is an increased reliance upon Guard and Reserve forces. A seamless Total Force is key to fielding a fighting force capable of supporting multiple missions, whether in the current war in Afghanistan, peacekeeping in the Balkans, humanitarian missions around the globe or in protecting America's homeland.

RESERVE COMPONENT SUPPORT TO THE GLOBAL WAR ON TERRORISM

For the first time since the Gulf War, we are calling Reservists to active duty under Partial Mobilization Authority as a result of the terrorist attacks on the World Trade Center, the Pentagon, and in western Pennsylvania. Within minutes of the attacks, the National Guard and Reserve responded. New York Guard members were on the streets of lower Manhattan assisting

New York's emergency services units. Shortly thereafter, Maryland, Virginia and District of Columbia Guard members were on duty at the Pentagon, even before receiving the official call.

By noon on September 12th, more than 6,000 Guard and Reservists were providing medical and technical assistance, patrolling streets, flying combat air patrols and providing security at numerous critical sites across the country. By the end of week, the Coast Guard was engaged in its largest mobilization since World War II.

On September 14th, three days after the attacks, when President Bush authorized a partial mobilization of up to 50,000 Guard and Reserve members, there were already 10,331 National Guard and Reserve filling critical positions in a voluntary status. A review of events show that Reservists were among the first military on the scene in New York, Washington, D.C., and Pennsylvania, not to mention the large numbers who were already serving as civilian police, firefighters or EMTs.

In addition to flying homeland combat air patrols and providing coastal and port security, Reservists are manning Commando Solo psychological warfare flights over Afghanistan, serving on Navy ships in the Indian Ocean, preparing humanitarian supplies in Germany and performing numerous other missions around the world. A small group of hand-selected Reservists are serving in key mission areas with the National Infrastructure Protection Center of the FBI. As of February 5th, the Reserve Components have over 65,000 Guard and Reserve members on active duty supporting the Global War on Terrorism, both at home and abroad.

Support to Mobilized Reservists

With the issuance of the President's Executive Order authorizing the mobilization of Reserve Components, the Department immediately initiated actions to take care of mobilizing members, their families and employers.

- Detailed personnel policies are in place, including a limit on the duration of initial orders to active duty of no more than 12 months to reduce disruption for Reservists, their families and employers.
- A medical care enhancement package is available, which is designed to reduce out of pocket expenses for Reserve family members and makes it easier for them to maintain continuity of care with existing providers.
- An employer database to help improve communication with civilian employers is being expedited.
- A comprehensive mobilization information and resources guide and a family toolkit are now available on the Reserve Affairs website for access by military members, families and employers.
- The Department is also engaged in more in-depth studies to strengthen employer support, to review alternatives for ensuring continuity of healthcare for the families of Reservists and to more effectively address Reserve Component quality of life concerns.

RC Support to Civil Authorities

The National Guard will play a prominent role supporting local and state authorities in terrorism consequence management. At its core is the establishment of 32 Weapons of Mass Destruction Civil Support Teams (WMD CSTs) comprised of 22 highly skilled, full-time, well-trained and equipped Army and Air National Guard personnel. Congress authorized 10 WMD CSTs to be fielded in FY 1999 to be stationed within each of the ten Federal Emergency Management Agency Regions. An additional 17 WMD CSTs were authorized in FY 2000 and 5 in FY 2001 for a total of 32 teams. To date, the Secretary of Defense has certified 24 of the 32 teams as being operational.

The WMD CSTs will deploy, on order of the State Governor, to support civil authorities at a domestic chemical, biological, radiological, nuclear, or high yield explosives (CBRNE) incident site by identifying CBRNE agents/substances, assessing current and projected consequences, advising on response measures and assisting with appropriate requests for additional state and federal support. These 32 strategically placed teams will support our nation's local first responders as a state response in dealing with domestic WMD incidents. The Reserve Components WMD CST funding for FY 2001 was \$75 million, for FY 2002 it was \$123 million and the budget request for FY2003 is \$136 million.

The DoD is leveraging the capabilities of existing specialized Reserve Component units. During FY 2001, DoD completed the training and equipping of 25 chemical decontamination companies and 3 chemical reconnaissance companies in the Army Reserve to provide support to domestic incidents. They were provided with both military and commercial off-the-shelf equipment and received enhanced training in civilian HAZMAT procedures. This enhanced training and equipment will improve the readiness of these units to perform their war-fighting mission, while allowing them to respond effectively to a domestic emergency, if needed. A budget request of \$3 million is submitted for FY 2003.

Medical

From a medical perspective, the recent attacks have reinforced the importance of preparedness in the event of future attacks. The Reserve Components possess nearly 70% of DoD's medical assets and are postured to play a significant role in the federal response to a consequence management incident. Although not considered first responders to civilian emergencies, the Active and Reserve Component assets can provide a full spectrum of medical

support to the civilian community up to and including definitive care facilities. A budget request of \$62.5 million for medical training and logistics has been submitted.

Airport Security

In response to the September 11th terrorist attacks, the President directed the Governors to assign National Guard personnel to U.S. airports to provide additional security and to restore public confidence in aviation transportation. The first states began assigning personnel on September 28th. Currently, there are approximately 7,200 National Guard personnel providing security at 434 airports across the U.S.

Border Security

The Department of Justice and the Immigration and Naturalization Service (INS) have increased the security level at the U.S. land Ports-of-Entry. The DoD has put plans in place to federally mobilize 824 National Guard personnel to support the INS Border Patrol at land Ports-of-Entry in nine states along the northern and southern borders of the U.S. The purpose of the DoD's support to the INS is to assist civil authorities in monitoring and securing those borders for approximately six months, or until sufficient additional INS agents are hired, trained and operational. Many Guard personnel are on state active duty in at least three states today.

MANPOWER AND PERSONNEL

Recruiting and Retention

It is too early into this mobilization to determine the long-term impacts on National Guard and Reserve recruiting from increased operational deployments to support homeland security while continuing to support existing commitments in Bosnia, Kosovo and Southwest Asia. One immediate factor will be how well the mobilization and demobilization is managed. Predictability is important, which means ensuring Reservists receive advance notification of

mobilization so they can notify their employers well in advance. Also, communication with families and employers is key to ensuring their cooperation and support and in making them feel like “part of the team.”

The Reserve Components have cumulatively achieved better than 99% of their authorized end strength for the sixth consecutive year. During the years immediately following the Operation Desert Storm involuntary call-up, when nearly 266,000 personnel were activated, Reserve Component end strength only declined to 97% of authorized. When viewed as a composite for all seven Reserve Components, attrition has decreased to its lowest level in 16 years (excluding FY 1991 when Stop-Loss was invoked for Operation Desert Storm). However, this macro view of overall Reserve Component attrition may mask problems in high demand units so we must continue to focus on attrition in units that have been used frequently to support contingency operations.

Historically, the recruiting market for Reserve Components has been a mix of prior service personnel who recently separated from Active-duty and individuals with no previous military experience. Both market segments now present significant recruiting challenges. A smaller Active force (36% smaller than in 1989) means a smaller number of prior service military members available for the Reserve force—a force that is only 26% smaller than in 1989. Compounding these difficulties, all Services and their Reserve Components are trying to recruit from essentially the same non-prior service market—the same population from which civilian employers also recruit.

Last year, even in the face of the challenges mentioned above, the Reserve Components—in the aggregate—achieved their end strength objective. This success was due to exceptional efforts by our Guard and Reserve recruiters during a very challenging period and

excellent retention rates by all components. Moreover, all components achieved or exceeded the DoD benchmark for upper mental group accessions and all components were at, above or just slightly below the high school diploma graduate DoD benchmark of 90%.

In achieving this level of success, the components used a combination of tools that included: an increase in the recruiter force, expanded bonus programs, enhanced advertising campaigns, increased focus on retention resources, and increased use of the MGIB-SR kicker benefit.

For 2002, all Reserve Components are continuing to focus their efforts on managing departures in addition to maintaining aggressive enlistment programs by targeting both enlistment and re-enlistment incentives in critical skill areas. Although limited Stop Loss is slowing down departures, Reserve Components continue to optimize retention incentives while expanding their recruiting efforts, particularly in the prior service market. Well-established programs in the Reserve Components should yield equal or better results in FY 2003.

Health Care Enhancements

Dependents of Reserve Component members who are ordered to active duty for more than 30 days are eligible for TRICARE—and for TRICARE Prime if the member is ordered to active duty for more than 179 days. Recognizing that changing healthcare systems can be disruptive, the Department developed and the Secretary approved a new TRICARE Demonstration Program specifically to assist mobilized Reservists with the transition to TRICARE. The Demonstration Project is designed to reduce out of pocket expenses for Reserve family members and makes it easier for them to maintain continuity of care with existing providers.

The Demonstration Project provides for three important enhancements for mobilized Reserve members. First, it waives the annual deductible (up to \$300 per family) for those members who do not or cannot enroll in TRICARE Prime. Second, the requirement to obtain a non-availability statement to receive inpatient care outside a military treatment facility is waived so Reserve family members can maintain continuity with their existing local providers, if they wish. Finally, the Department will pay up to 15% above TRICARE maximum allowable charges for family members receiving care from providers not participating in TRICARE, who bill in excess of TRICARE maximum allowable charges.

The TRICARE Dental Program, implemented last February, offers Reservists and their families a comprehensive and affordable dental program. The normal minimum 12-month service commitment to enroll in this program is waived for Reserve members ordered to Active-duty in support of a contingency operation, such as Nobel Eagle and Enduring Freedom.

Pay Issues for Mobilized Reservists

Reserve service under mobilization is often characterized by economic strains placed on the member and families. Preliminary results from a recent survey of Reserve Component members indicate that one third of our Reserve members experience reduced income when mobilized or deployed. The potential for economic loss has been an issue since 1990 when the Department called Guard and Reserve members to active duty for the Persian Gulf War. Nearly two thirds of those mobilized reported economic loss as a result of military pay being less than civilian income, additional expenses incurred by the member and his family as a result of activation, and continuing losses after release from active duty due to erosion of the business or practice.

The Department has explored and tried ways to address this from the approach of supplementing income, with little success. Therefore the Department would like to study, as an alternative, the potential for better debt management. More effective debt restructuring or deferment of principal and interest payments on preexisting debts may prove to be a more efficient means of addressing the specific income problems of Reserve Component members ordered involuntarily to active duty for extended periods of time. We are prepared to work closely with Congress and those industries that might be affected to consider possible options to resolve this important issue.

Family Readiness

One of the lessons learned from the Persian Gulf War was the need to improve family readiness within the Guard and Reserve. Our first initiative was the 1994 publication of a DoD Instruction that provided the framework for improving Reserve Component family readiness. The next major milestone was publication of the first-ever Guard and Reserve Family Readiness Strategic Plan 2000 – 2005, which was developed through the collective efforts of the OSD staff, the military Services, the Reserve Components and family readiness program managers. It provides a blueprint for offering greater support to National Guard and Reserve families and assisting them in coping with the stresses of separations and long deployments. The plan set out specific goals and milestones and we have already accomplished a number of these. Also, it established a link between family readiness and unit mission readiness.

The foundation for support of family members lies in the preparation and education of professionals and family members alike well before a Reservist is called to active duty or actually deployed. The ability of Reserve Component members to focus on their assigned

military duties, rather than worrying about family matters, is directly affected by the confidence a member has that his family can readily access family support services.

We published a Guide to Reserve Family Member Benefits, designed to inform family members about military benefits and entitlements, including medical and dental care, commissary and exchange privileges, military pay and allowances, and reemployment rights. A Family Readiness Event Schedule was developed to make training events and opportunities more accessible for family support volunteers and professionals. It also serves to foster cross-Service and cross-component family support, which supports the desired end-state of any Service member or family member being able to go to a family support organization of any Service or component and receive assistance or information.

From our previous survey of spouses of deployed Reserve Component members, we know that information and communication are essential to Reserve families. In addition to information concerning their deployed spouse, family members request information on available benefits, services, and programs, to include locations of commissaries, exchanges, healthcare and other facilities. Communication through an establish unit or organizational point of contact is also key.

To support better communications, we recently published a family readiness tool kit. It is a comprehensive guide on pre-deployment and mobilization information for commanders, Service members, family members and family program managers. It contains checklists, pamphlets, and other information, such as benefits and services available that inform family members how to prepare for deployment. The tool kit is based on “best practices” from the field as identified by the Reserve Components. As with other informational products, the family

readiness tool kit can be accessed on the Reserve Affairs website at

<http://www.defenselink.mil/ra> .

Employer Support

Since most Reserve Component members have a full-time civilian job in addition to their military duties, civilian employer support is a major quality of life factor for personnel. The DoD recognizes the positive impact employer support has on Reserve Component readiness, recruiting, and retention, and completion of the Department's missions. The National Committee for Employer Support of the Guard and Reserve (ESGR) coordinates the efforts of a community based national network of 54 committees consisting of 3,500 volunteers in every state, the District of Columbia, Guam, Puerto Rico and the Virgin Islands. ESGR's mission is to obtain employer and community support that ensures availability and readiness of National Guard and Reserve Forces.

Strengthening employer support is a major focus of current Department planning guidance. It requires the existence of a strong network, comprising both military and civilian-employer leaders, and capable of providing for communication, education and exchange of information. To build this support, we are increasing our efforts to improve communications between the Department and employers, identify future actions that will provide some relief for employers when we call upon their Reservist-employees, and strengthen the relationship between the Department and employers that will enable us to continue to use our shared employees.

To support the community-based efforts of ESGR and its nationwide network of volunteers, the Department expedited its development of a web-enabled database that we hope will eventually provide a ready listing of civilian employers of National Guard and Reserve

personnel. The database could then be used to improve communications and outreach programs and to target information to those employers most affected by mobilization.

Additional funding is programmed to increase interaction between Selected Reserve units and employers, support a marketing campaign to inform senior business leaders about the Guard and Reserve, and survey employers to determine their overall attitudes toward participation of employees in the Guard and Reserve. An important new study is ongoing to consider options for providing some relief for employers whose Reservist-employees are called to active duty.

The FY 2003 budget request adds \$5.5 million to improve relationships and strengthen employer support of the Guard and Reserve in the following ways:

- To develop an employer database management system that will collect information on civilian-acquired skills and joint operations experience of RC members.
- To enhance the ESGR website to provide information exchange between DoD and civilian employer leadership
- To support an employer marketing campaign to inform business leaders and professionals about the National Guard and Reserve to foster stronger business community support of the military
- To perform periodic surveys of Guard and Reserve members to assess the impact of actions and incentives that encourage increased employer support and participation
- To create a call center for management of telephone calls initiated from users of the ESGR website.

Despite the increased utilization of our Reserve forces since the events of September 11th, and the obvious impact that the call up of more than 71,000 Reservists has had on our nation's employers, our nation's employers have responded in overwhelmingly positive fashion. Many

employers have extended benefits for their Reservists mobilized to support Operation Enduring Freedom and Noble Eagle, provided pay differential while they serve, continued their civilian health programs, and given both financial and moral support to their families, wives and children. Our nation's employers have overwhelmingly supported our Reservists in this war on terrorism, and we are extremely appreciative of their support to the nation and to our men and women of the Reserve Components who are supporting this effort.

TRAINING

The Armed Forces of this nation have long enjoyed a well-deserved reputation as the best equipped, best-trained and best-led military throughout the world. U. S. leadership similarly recognizes that training, based on tough, demanding and relevant performance standards is the cornerstone of readiness and dominance in today's evolving world. Training will continue to be a critical contributor to military preparedness.

While referring to current operations in our war on terror, the Secretary stated: "The lesson of this war is that effectiveness in combat will depend heavily on jointness, how well the different branches of the military can communicate and coordinate their efforts on the battlefield, and achieving jointness in wartime requires building that jointness in peacetime. We need to train like we fight and fight like we train and, too often, we don't." Our Armed Forces must transform training and ensure total operational integration in order to successfully counter emerging asymmetric warfare threats of the 21st century.

Joint warfighting experiments, modeling, and simulations (coordinated in live, virtual and constructive environments) are tools that will define the capabilities required to dominate combat operations in this new millennium. It is essential that we identify and deploy new training technologies and delivery media, while simultaneously developing individual, unit, and leader

training requirements that ultimately produce coherent, integrated training systems for our Total Force. Working in partnership with other DoD organizations, we must continue to ensure that Reserve Components are fully considered, funded and integrated into emerging training initiatives.

Training for dominance in future conflicts will depend on dedicating resources that exploit technology and provide both traditional school-house and distributed performance-enhancing training. Scenarios must be realistic and delivered at the time, place, and by the most appropriate means to support desired outcomes. This focus demands a significant emphasis on distributed learning strategies and employing more robust communications tools to deliver training. An increased availability of training for our Reservists at their local Reserve Center, Armory, training site, or home is a significant advantage in improving readiness. This advantage is enhanced by the provision of identical training opportunities for Reservists and their Active duty counterparts.

Increased emphasis and participation by Reserve forces in joint training and operations requires that we develop this training. Reservists have participated extensively in support of joint exercises and are currently involved in support of Noble Eagle, Joint Endeavor, and Intrinsic Freedom. All training must focus on the ability of our forces to operate effectively and efficiently with other Services, other governmental agencies and in all likelihood, within a multinational framework. This is the reality of today and the way we will fight in the future - this is how we must train our Armed Forces. Peacetime training for the Reserve forces that provides a realistic, joint, multi-national scenario is critical. The support of asynchronous distributed learning provided by the FY 02 NDAA is making a difference in our overall training transformation success. We thank you for your support in this area.

CIVIL MILITARY PROGRAMS

In January, the President highlighted his support for Federal, State, and local programs that promote Americans improving their communities through volunteerism and community service. In support of the President's call for Americans to serve, the Department continues to fund two youth outreach programs, Challenge and STARBASE. Both programs help improve the lives of children by surrounding them with positive military role models and helping them not just dream big dreams, but achieve them. The Challenge program, operating in 25 states, has successfully given young high school dropouts the life skills, tools and guidance they need to be productive citizens. The budget request for FY 2003 is \$63.6M for Challenge and \$13.4M for STARBASE.

On November 1st, the National Mentoring Partnership awarded the Excellence in Mentoring Award for Program Leadership to the Challenge program. This award acknowledges the program's accomplishments in mentoring more than 32,000 young people. The STARBASE program, operating at 39 military facilities located in 26 states, has enhanced military-civilian community relations and reached over 200,000 young children. Active, Guard and Reserve members volunteer their time to the STARBASE program in order to provide a military environment/setting in which local community youth, especially the disadvantaged, are provided training and hands-on opportunities to learn and apply mathematics, science, teamwork, technology, and life skills. These two successful DoD outreach programs are another way in which this Administration works with State and local governments to provide opportunities for Americans to become more involved with serving their communities.

The third Civil Military program is the Innovative Readiness Training (IRT) program. IRT is similar to the overseas deployment exercise program in that it provides valuable military training; however, IRT projects help address serious community needs within the 50 states, U.S.

territories and possessions. The program is a partnership effort between local communities and Active, Guard and Reserve units. Individuals and units involved are primarily from medical, dental, and engineering career fields.

All IRT projects are compatible with mission essential training requirements. IRT projects must be conducted without a significant increase in the cost of normal training and are designed to enhance training in a real world scenario without deploying overseas. Program history proves that these projects have a very positive impact on recruiting and retention by providing military personnel an opportunity to train in support of the communities where they live. Of interest are several ongoing annual projects for Native American and Alaskan Indians in Alaska, North and South Dakota, Montana and New Mexico. These projects specifically address underserved populations through medical and dental health services, as well as road and house construction on reservations. Examples include: Operation Alaskan Road on Southeast Annette Island constructing 14 miles of road to a new ferry landing; and Operation Walking Shield constructing new homes, roads and bridges, providing well drilling and medical and dental assistance. In 2001, 122 projects were completed in 34 states, the District of Columbia and the Virgin Islands. Program expenditures for FY 2001 were \$29.764 million. The budget request for FY 2003 is \$20.0M.

EQUIPMENT AND FACILITY READINESS

Equipment

There is an increased awareness of Reserve Component equipment issues. The FY 2003 budget includes \$2.34 billion in equipment procurement funding for the Reserve Components, representing an increase of \$680 million above the FY 2002 President's Budget. The FY 2003

budget demonstrates a concerted effort by the Department to apply more resources to the Reserve Components' equipment needs and to buy down deferred repairs of aging equipment currently in the inventory. It also reflects a conscious effort to improve interoperability of the Reserve Components with Active forces. I am convinced the continued modernization of our Reserve forces is a cornerstone for the Total Force integration and that properly equipping the Reserve Components with compatible, up-to-date equipment is an important piece of this strategy.

Key equipment to be procured for Reserve Components with FY 2003 appropriations includes:

- Army National Guard: UH-60 Helicopters, Multiple Launch Rocket Systems, Javelin Systems, Small Arms Weapons M-16/M-240, Family of Heavy Tactical Vehicles, Family of Medium Tactical Vehicles, Trucks, M915/M916 Tractors, Training Devices, SINGARS Radios, and Communications and Electronics Equipment.
- Army Reserve: UH-60 Helicopters, Family of Medium Tactical Vehicles, Reserve Component Automation System, Hydraulic Excavators, All Terrain Lifting Army Systems and other support equipment.
- Air National Guard: C-130J Aircraft, Vehicular Equipment, Electronics and Telecommunications Equipment, Modifications for A-10, H-60, C-5, C-21, C-130, KC-135, F-16, and F-15 Aircraft, and Aircraft Support Equipment and Facilities.
- Air Force Reserve: C-130J Aircraft, Vehicular Equipment, Electronics and Telecommunications Equipment, Modifications for A-10, H-60, C-5, C-130, KC-135, and F-16 Aircraft, and Aircraft Ground and Base Support Equipment.

- Naval Reserve: Modifications for C-130, F/A-18, and CH-46 Aircraft, Cargo/Transport equipment, Aviation Support Equipment, Fire Fighting Equipment and Mobile Sensor Platform.
- Marine Corps Reserve: Amphibious Assault Vehicles, Improved Recovery Vehicles, Material Handling Equipment, Training Devices, Construction Equipment, and Communications and Electronics equipment.

Facilities

The FY 2003 Reserve Component military construction (MILCON) President's budget request is \$297 million. The President's Budget will provide new Armed Forces Reserve Centers, vehicle maintenance facilities, organizational maintenance shops, training and administrative facilities for Reserve Components. These new facilities begin to address Reserve Component infrastructure issues neglected in the past. The FY 2003 budget provides a good start to directly affect the quality of life for the Guard and Reserve by improving where they work and train. This also applies to Reserve Component facilities sustainment, restoration, and modernization (SRM) request of \$821.2 million in the FY2003 President's Budget. In FY 2002, the Department made a conscious decision to increase resources aimed at reducing a significant backlog of facilities maintenance and repair. The FY 03 budget reflects a concerted effort by the Department to reduce a \$1.165 billion backlog and improve the Guard and Reserve facilities readiness and quality of life.

The installation environmental programs managed by each Reserve Component continue to be a good news story of professionalism and outstanding efforts to protect, preserve, and enhance the properties entrusted to our Reserve forces. The RC environmental programs are budgeted at \$315.9 million, which includes \$193.7 million for environmental compliance

requirements, providing 91 percent of the overall validated RC environmental requirements for FY 2003.

An initiative of the Reserve Components is construction of joint-use facilities. Congressional support for joint construction projects is included in Title 10, with new emphasis for inclusion of Active components in this initiative beginning in FY 2003. The Department is looking at incentives and alternatives to capitalize on joint use opportunities, to include Active, Guard and Reserve component requirements. Joint construction has yielded approximately 20 percent cost avoidance when compared to unilateral construction.

CONCLUSION

This Administration views a mission-ready National Guard and Reserve as a critical element of our National Security Strategy. As a result, the National Guard and Reserve will continue to play an expanded role in all facets of the Total Force. While we ask our people to do more, we must never lose sight of the need to balance their commitment to country with their commitment to family, and to their civilian employer.

I commit that I will do all in my power to ensure the readiness of the Reserve Components and support the quality of life initiatives I've outlined for our Service men and women and their families. I also pledge to work hard to ensure the National Guard and Reserve are a well-trained, fully integrated, mission-ready, and accessible force.

Thank you very much again for this opportunity to testify on behalf of the greatest Guard and Reserve force in the world.