

**RECORD VERSION**

**STATEMENT BY**

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**DEPARTMENT OF THE ARMY**

**BEFORE THE**

**SUBCOMMITTEE ON AIRLAND FORCES**

**COMMITTEE ON ARMED SERVICES**

**UNITED STATES SENATE**

**FIRST SESSION, 106TH CONGRESS**

**MARCH 24, 1999**

**FORCE MODERNIZATION AND INTEGRATION**

**STATEMENT OF MAJOR GENERAL THOMAS J. PLEWES**  
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**FORCE MODERNIZATION AND INTEGRATION**

**INTRODUCTION**

Mr. Chairman and distinguished members of this committee, thank you for the opportunity to testify on behalf of the nearly 415,000 men and women serving in Army Reserve units and as individual mobilization assets—all part of America's Army.

This is my first opportunity to testify before this subcommittee, and it comes shortly after I have returned from a visit to our more than 700 Reserve soldiers stationed in Bosnia and others who serve in Germany. These Reservists comprise the latest 270-day rotation in a call-up that now spans 3 years and totals 12,000. As I testify today, we not only have units and individual Reservists supporting Operation Joint Forge under Presidential Selected Reserve Call-Up mobilization authority, but we also have about 1,300 troops in support of Hurricane Mitch relief efforts in connection with Operation New Horizons in Guatemala. Over 5,000 more Reservists will soon join these soldiers in Guatemala and El Salvador to help local people recover from this tragic storm. This year we will also deploy soldiers and units to 50 other countries in support of other high priority missions that are not part of this presidential call-up or Hurricane Mitch recovery operations. We are the most mobilized of all the Reserve Components.

Sustaining this level of operational tempo in the Reserve force has not been easy, but we have not gone through these transitions alone. Congress has been steadfast in its continued and unwavering support of the Army Reserve. You have funded key unresourced requirements that have significantly improved our ability to field a trained and ready force. In the fiscal year 1999 budget, for example, Congress added critical funding for our full time support force and equipment modernization. That additional funding has been the key to our ability to continue to improve our force and to continue to provide citizen-soldiers to support American military strategy.

At the outset, I wish to convey my sincere appreciation to this Committee for providing America's Army Reserve the opportunity to show you how America's Army is actively creating a unified and fully integrated force. It is one that capitalizes on the core competencies of its three components, the Army Reserve, the Army National Guard, and the active duty Army. You cannot get a complete picture without reviewing all components, and we greatly appreciate the opportunity to tell you the Army Reserve story and the contributions we are making to the Army and the Nation's interests.

The Army Reserve is a key player in the Total Army's modernization plan. With our sister components we are focused on ensuring that we are fully capable of supporting and meeting all the challenges the land forces of the future are likely to

face. The Army's plans address almost every conceivable contingency, and the USAR supports them completely. These plans are produced in a process in which the Army Reserve is fully integrated and which creates a fully updated force structure that will be able to carry out the missions of the future, be they of Force XXI or the Army After Next.

Trained, ready, and relevant forces are being integrated into the Army war fight at every level as individual units and multiple component land forces. We look forward to the Army continuing its recognition of the critical piece of the warfighting structure the USAR brings to the Army. We fully anticipate that the Army Force Programs will design a force that will provide the mobility and deployability envisioned by the National Defense Panel. This will necessitate enhanced modernization of the combat support and combat service support forces the Army Reserve brings to the battlefield. The Army has shown a sustained commitment to Army Reserve modernization by taking unprecedented strides to eliminate our historically large modern equipment backlog. It does this by programming over a billion dollars over the fiscal years 2000-2005, which should reduce our equipment backlog by over half. This is progress we simply have not seen before. We are appreciative of this Army programming effort, though it must be emphasized that this is in the out years, and failure to execute this budget plan would prove disastrous to our modernization and future readiness.

## **FORCE STRUCTURE**

The goal of Army Reserve force structure is to build and maintain ready, relevant units to support America's Army in the war fight. Today, the Army cannot go to war without the Army Reserve. It provides 45 percent of the Army's combat service support units and 26 percent of the Army's combat support units. Further the Army Reserve provides: 100 percent of the Army's training and exercise divisions, 100 percent of its railway units and enemy prisoner of war brigades, 97 percent of civil affairs units, 84 percent of psychological operations forces, 72 percent of the movement control structure, 63 percent of the Army's chemical decontamination and detection capability, 59 percent of the medical capability, and 50 percent of the Army's watercraft. Army Reserve units provide skills and talents that are not duplicated elsewhere in the force. By combining civilian acquired skills with military training and Army values, the Army Reserve provides the right units to support Army operations around the world. To retain this high state of relevance and readiness the Army Reserve has organized itself to meet future needs, prioritized resources toward "first to fight" units, and infused technology and proven business practices into training, administration, and logistics.

The Army Reserve structures its force through active participation in the Total Army Analysis process. We have been particularly proactive in supporting force allocation rules and planning factors that establish the right mix of support forces for the Army's war fight requirements. The Army Reserve then resources

those requirements with ready units that best support the most critical Army needs. We have been especially effective in meeting emerging technologies by being part of the Army Division XXI redesign and providing the initial Army Information Operations capabilities. Additionally, the Army Reserve has stayed active in the Mission Task Organized Force process, the Reserve Components Employment Study – 2005, the Corps XXI redesign, and the Quadrennial Defense Review to ensure that only the most relevant structure is resourced for Army war fight needs.

Establishing a relevant and efficient Army Reserve force structure is a critical part of our ability to build and maintain ready units. Using the all-important Force Feasibility Review and Force Validation Committee processes, the Army Reserve ensures that all its units are ready with equipment, personnel, training, and facilities upon activation to support any contingency. This ensures that new war fight structure is ready as promised, when promised. Existing units are constantly reviewed for equipment modernization, unit demographics, personnel status, and training effectiveness to ensure that the Army Reserve force remains ready and relevant. The success of Army Reserve force structure is that our entire force is fully committed directly to the war fight or provides critical base generating force functions. To that end, the Army Reserve consistently provides the highest percentage of reserve component forces to Army contingencies. For example, 70 percent of all reserve component forces supporting Joint Endeavor/Guard/Forge are Army Reserve.

## **INTEGRATION**

Today, the Army Reserve is a trained, ready, and relevant federal force. It is seamlessly partnered within the Active Component and is an essential complement with the Army National Guard. A key component of the Total Army's power projection capability, the USAR is vital to the success of any operational mission the Army undertakes. Total Army integration is not about how Army Reserve units supplement or replace Active units—it is a process of uniting the USAR, both individuals and units, with the Army's other components to create the force our Nation needs. Reorganized to meet post Cold War challenges, America's Army Reserve is poised, ready and relevant to cross the bridge into the 21st Century.

Accordingly, the USAR is fully synchronized with the Active Army and the Army National Guard in implementing more than 36 active component/reserve component initiatives designed to increase Total Army effectiveness. Many initiatives are well on their way to implementation, while others are in various phases of development. Let me highlight some of the active and reserve component integration initiatives important to the USAR:

**The Army National Guard Division Redesign (ADRS)** which will convert six ARNG combat brigades to combat service/combat service support (CS/CSS) units between fiscal years 2000 and 2005. Key to this redesign is the extensive

reclassification retraining of soldiers of all Army components by the Army Reserve training divisions. Eventually much of the training will be provided away from the traditional school house closer to the soldiers duty stations and homes via "Distance Learning." Our goal is to eventually have a Distance Learning capability in every one of our 956 locations across the country and I need your support to do that.

**Multiple-Component Units.** A Multi-Compo unit is a unit which, on a single document, is authorized personnel from more than one component. The intent is to capitalize on the expertise and integration of the Active and Reserve component force structure. In June 1998, the first 12 Multi-Compo documents were published.

**Active and Reserve Component Battalion Command Exchange Program.**  
The Army Chief of Staff directed establishing a program that provides for an exchange of active and reserve component battalion commanders. This summer for fiscal year 1999 command rotations, the Army Reserve has nominated two of its active guard reserve officers to take command of active component battalions while two active component officers will command USAR battalions as part of a proof of principle test.

**The Total Army School System (TASS)** initiative is designed to ensure all soldiers receive quality institutional training taught to a single standard throughout the Army. The Army Reserve divisions institution training provide the foundation



for the TASS and, as mentioned earlier, will provide a major portion of the Army's Distance Learning capability to active and reserve component soldiers and units.

**Redesign of the Army Heavy Division.** The Army's heavy divisions are preparing to undergo a conversion to the Division XXI digitized division design. As part of the 4th Infantry Division, which is the first experimental division planned to be digitized in fiscal year 2000, the USAR is assigning 256 combat support and combat service support soldiers.

**Support of Operational Missions.** Since the end of the Cold War increased deployments have strained the operational capabilities and requirements of the AC. In fiscal year 1998 integration of Army Reserve soldiers for personnel tempo relief totaled 153,800 soldiers. We provided 2.2 million mandays of support. Army Reserve units are prepared to deploy anywhere in the world and have performed, or are performing, operational missions in Bosnia, Macedonia, Kuwait and Saudi Arabia.

**Reserve Associate Support Program (RASP).** RASP involves enlisting 100 Non-prior service (NPS), high school graduates who score greater than 50 on the Armed Forces Qualification Test, and agree to serve in an Army Reserve Force Support Package unit under a specified (2X4X2) enlistment option. Upon completion of the initial two years in an active component unit, RASP soldiers return to their Army Reserve unit of assignment for four years. They then can choose to

remain in the unit for the final two years or transfer to the Individual Ready Reserve to serve their remaining contractual obligation.

**USAR Integration Opportunities in LOGCAP.** LOGCAP is a Army Program that includes all pre-planned logistics and engineering or construction oriented contingency contracts actually awarded and peacetime contracts that include contingency clauses. An Army Reserve LOGCAP support unit, consisting of 66 personnel with a colonel as commander, provides the Army Component commander a rapid, responsive and a “green suit” interface. It provides an invaluable oversight capability between the Army customer and the LOGCAP contractor in preparation for, or during, a major theater war or a smaller scale contingency.

**Joint Reserve Unit (JRU) Program.** This is an Army Reserve initiative that supports the Army leadership’s focus of joint experimentation. It provides trained Army Reserve soldiers to augment the combatant commander’s headquarters staff for wartime operations. Leveraging military experience, civilian skills, and individual availability, this program provides peacetime relief augmentation for active component commands. Currently, there are 12 Army Reserve Personnel Command-managed JRUs in the Pacific, European, Central, Special Operations and Southern Commands. There are two United States Army Reserve Command-managed JRUs in the Atlantic and Transportation Commands. JRUs in the Defense Logistic Agency and Defense Intelligence Agency are planned as future initiatives. The JRU is an emerging concept, and it could be expanded by leveraging the ability

of the combatant commanders to utilize operational funds to reimburse reserve component pay expenditures.

**Homeland Defense.** The challenge of defending America's Homeland continues to grow in the face of current attacks on Americans at home and abroad. Although, as a federal force, the Army Reserve is not a "first responder" organization, *per se*, consistent with our core competencies, America's Army Reserve is ready to provide assistance necessary to support and sustain those organizations that do respond first. Homeland Defense is a fight that requires capabilities resident in the Army Reserve.

Homeland Defense and weapons of mass destruction (WMD) operations are combat support and combat service support intensive. Resident within the Army Reserve are core capabilities that enable the Army to provide rapid Federal support that complements the National Guard's Title 32 initial response. Readily accessible for domestic preparedness and WMD incidents, America's Army Reserve responds with a multi-faceted capability. Ninety-seven (97) percent of the Army's expertise to rebuild shattered infrastructure—social, civil, and physical—resides in the USAR Civil Affairs Units. Army Reserve Military Police Units have the ability to administer support bases to shelter up to 56,000 displaced persons. In response to a chemical incident the USAR is a repository of the Army's chemical capability (63 percent). Today, the Army Reserve has the largest chemical decontamination capability within the DoD. Additionally, 59 percent of the Total Army medical assets reside within the USAR.

Army Reserve medical structure is here today. It does not require conversion to respond to a domestic scenario.

Plans for Homeland Defense require the Army Reserve to leverage its core competencies. As most Homeland Defense operations are based on existing structure and competencies, the Army Reserve is ready today to support these events and is prepared to modify training in order to provide effective and efficient support in the future.

By way of example, defense against potential weapons of mass destruction will benefit from the alignment of the ten Army Reserve Regional Support Commands with the Federal Emergency Management Agency regions in enabling coordination and response in the Homeland Defense mission. The Army Reserve is already engaged in manning State Emergency Management Liaison cells and is extending that role based on guidance from Defense Review Initiative Directive 25 (The Tiger Team report) and Program Budget Decision 712. The Army Reserve has participated in training first responders in more than a dozen cities and formed 100 of the Army's 127 Reconnaissance/ Decontamination elements. In addition, in September 1999, the Army Reserve will provide proof of principle WMD simulation in support of the New York City national biological exercise, and throughout the year is providing WMD awareness training to USAR soldiers through multimedia distance learning.

**Natural Disaster Response.** Recent natural disaster responses demonstrate the ability of the Army Reserve to participate in the Federal response orchestrated by the Federal Emergency Management Agency. The Army Reserve responded to Typhoon Paka and the northeast storms last winter, and Hurricanes Bonnie, Danielle, and Georges last summer and fall. For Typhoon Paka, an Army Reserve center served as FEMA's base of operations on Guam, and the USAR provided emergency preparedness liaison cells, military police, engineer, civil affairs, medical, press and other soldier support of a general nature for an effort that totaled nearly 3,800 mandays. The Army Reserve also provided power generators and engineer and communication equipment. In the case of last winter's storms in the Northeast, the USAR lent facilities and equipment to the National Guard in New York and New Jersey. During Hurricanes Bonnie and Danielle, the Army Reserve provided several emergency preparedness liaison officers to rear operations centers in three FEMA regions and three southern states. For Hurricane Georges, the USAR provided liaison officers to the State Emergency Operations Centers in four southern states and two FEMA regional operations centers. In Puerto Rico, the 65th Regional Support Command provided heavy transportation equipment and operators and a liaison officer. More than 60 Army Reservists were called to active duty to assist the Army Corps of Engineers with storm damage clean up.

**SOUTHCOM Support.** Prior to Hurricane Mitch's devastation through the countries of Nicaragua, Honduras, El Salvador, and Guatemala, the Army Reserve was committed to participating in the JCS Exercise Nuevos Horizontes (New

Horizons) in Guatemala, February through May 1999, with one task force and approximately 1,300 soldiers. Nuevos Horizontes is a host nation building exercise, providing humanitarian and civil assistance.

The United States Army Reserve Command (USARC) has been tasked by Forces Command as the lead reserve component to plan, organize, and deploy two additional task forces to El Salvador and Guatemala in support of USSOUTHCOM's Mitch Relief Operations with a deployment window of 15 March through 15 August 1999. Forces from the Army National Guard, U.S. Air Force, U.S. Marine Corps, U.S. Navy, and Host Nations will also assist. An 11-man assessment team was deployed in January 1999 to El Salvador, Guatemala, and Honduras to conduct reconnaissance and site surveys. The team identified nearly 40 projects in the two countries, which capitalized on Army Reserve engineer skills, and developed plans to deploy an additional 4,700 Reserve soldiers with equipment over the spring and summer. During the Nuevos Horizontes exercise period, the USARC will also deploy medical and dental personnel for a series of 19 Medical Readiness Training Exercises (MEDRETES) throughout the exercise area. These MEDRETES provide much needed health services to a population that would otherwise not have access to modern medical treatment.

**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 a program that has been ongoing

since 1989. A total of 158 counter drug missions involved over 350 soldiers during fiscal year 1998. The USAR provides support to federal, state and local law enforcement agencies in operations designed to reduce the flow of illegal drugs both within and outside of American borders. The USAR also participates with the Drug Demand Reduction program to help reduce the demand for illegal drugs and alcohol abuse through education and deterrence.

**Training.** The Total Army School System, or TASS, will bring individual institutional training to the Active Component (AC) and Reserve Component (RC) soldiers through the coupling of the Total Army Distance Learning Program (TADLP), TASS, and Classroom XXI. As mentioned earlier, this will result in increased readiness, cost savings and more time for the soldier at home station. At the same time, all soldiers will be trained to the same tasks, conditions and standards.

The Army Reserve plays an important role in the Army's Total Army Distance Learning Program. Instituted as a redesign, it will serve as a modernized institutional training base for all components of the Army linked together by a network of information and automation architectures and delivery systems. The Total Army Distance Learning Program provides training and education for the active and reserve components and Department of the Army civilians. This training will be available in a variety of media ranging from printed form to computer-based multimedia instruction over the World Wide Web. Courses will be available over a

communications infrastructure leveraging existing and future commercial communications systems. A prototype for distance learning within the Army Reserve has been installed at Fort Dix, New Jersey and Fort McCoy, Wisconsin. When completed, 95 percent of all active and reserve component soldiers will be within an hour commute of a distance learning classroom. Again, our goal is eventually have a distance learning capability in every USAR Center.

Army Reserve soldiers are fully integrated into training the Total Army and provide training to soldiers and units from all components. TASS is the integrated system developed from the AC schools, the former USAR Forces Schools and the National Guard State Military Academies. The Army formed seven TASS regions built around Army Reserve Divisions (Institutional Training) to facilitate coordination of training. Moreover, Active soldiers will attend many TASS courses and receive full resident credit.

Through its Divisions (Institutional Training) or DIVITs, the USAR is supporting the Army Division Redesign Study (ADRS) to convert combat arms units within the Army National Guard. Under the ADRS program the ARNG is training combat soldiers for reclassification into combat support and combat service support military occupational specialties. This reclassification training begins in fiscal year 2000 and trains approximately 1,600 ARNG soldiers, with an additional 1,900 in fiscal year 2001. Throughout the planned 10-year program, Army Reserve DIVITs will reclassify over 19,000 ARNG soldiers. America's Army Reserve is putting its



DIVIT structure in a position to accommodate this surge and sustain the Army at a high state of readiness.

The Senior Reserve Officers' Training Corps Alternate Staffing Test was initiated to study ways the USAR can leverage drilling reservist and existing force structure to offset AC personnel tempo and reinvest it into the warfighting units. This prototype program has Reservists teaching ROTC cadets, thus freeing up active soldiers for other service. In August 1997, the USAR initiated testing at three universities in the Southeast. In January 1998, this test was expanded to include nine additional universities with an objective to return 18 additional AC soldiers to warfighting units. In conjunction with this program, the USAR is working jointly with the ARNG to develop a multi-component ROTC organization at the Community College of Southern Nevada.

The Army Chief of Staff sets a goal for the Reserve Components to achieve and sustain an 85 percent Duty Military Occupational Skill Qualification (DMOSQ) and Noncommissioned Officer Education System (NCOES) qualification level by fiscal year 2005. Recent increases in funding have raised both MOSQ and NCOES qualification rates by several percentage points in only one year. The USAR is projecting that due to programmed increases to our funding level, DMOSQ rates will climb to 85 percent by fiscal year 2004 and NCOES qualification rates will achieve 85 percent by fiscal year 2005. Your continued support of our mutual goal to have a trained and ready force is essential to reaching that goal.

A collateral benefit of increased funding for MOSQ and NCOES individual training is the positive impact on collective training. When this individual training is underfunded, it forces soldiers and leaders to attend MOS producing schools and NCOES courses in lieu of Annual Training (AT). This has a negative impact to providing meaningful, efficient, and effective annual collective training of soldiers in units. The absence of even a relatively small portion of a unit's soldiers and leaders degrades its ability to train on collective, wartime, mission essential tasks. Those USAR units then minimally train on collective, lower level mission essential tasks required to meet CINC's wartime mission requirements. The funding levels which are currently being requested will permit DMOSQ and NCOES rates to climb to an acceptable level while allowing USAR units to train on collective wartime mission essential tasks. However, at this current funding level, only 10,600 of 19,600 USAR officers and NCOs will be able to attend courses required for their promotion. Full funding for Professional Development Education is essential to prevent RC leaders from attending schools in lieu of Annual Training.

### **INTEGRATION PLANNING:**

Between 1989 and 1998, the Army Reserve cut 35 percent (319,000 to 208,000) of its selected reserve end strength and shed nearly all its Cold War vintage Combat forces. Next, a hard look was taken at the USAR principal mission: to provide wartime combat service support and a portion of the Army's combat

support. To accomplish this mission and solidify our position as America's federal reserve, the Army Reserve sought a comprehensive vision that would vibrate with relevancy throughout the operational continuum. To guide it into tomorrow, the Army Reserve established the following mission tenets:

- Trained and ready combat support/combat service support units to rapidly mobilize and deploy.
- Trained and ready individual soldiers to augment the Army.
- Support Army retirees/veterans (Active Component, Army Reserve and Army National Guard).
- Project the Army any time to any place to achieve victory.

With this new mission definition, the Army Reserve embarked on a reengineering process designed to maximize its resources by leveraging its core competencies. Moreover, the Army Reserve leadership realized that to merit strategic relevance in the National Military Strategy and achieve seamless integration with the Total Army, its future depended upon its core competencies. Thus, the Army Reserve focused on an array of core competencies that were ultimately crafted into a new "triad of capabilities:" (1) Units that are part of the war fight or power projection platform and support base; (2) Training base and training readiness enablers that include Divisions (Institutional Training) and Exercise Divisions; (3) Individuals in units or the Individual Mobilization Augmentees or members of the Individual Ready Reserve, who provide for the seamless integration of trained citizen-soldiers into the force. This triad not only accomplished the

wartime and peacetime mission requirements assigned to the Reserve force, but it also enables the active Army to use the Army Reserve to alleviate personnel and operations tempo demands.

As a result, the Army Reserve is a very different federal force that is fully restructured for transition into the 21<sup>st</sup> Century. The Army Reserve consists of a network of units and individual soldiers who provide community support and awareness and who are trained to Army standards, committed to the Army's enduring values of honor, integrity, selfless service, courage, loyalty, duty, and respect. As the main supplier of the Army's CSS (45 percent), a significant provider of its CS (26 percent) capabilities, and with the Individual Ready Reserve the largest source of individual replacement manpower, the Army Reserve of today is an integral player in the Total Army.

However, as the country learned from the civil rights movement and the equal opportunity legislation that followed, physical integration is not the same as social or cultural integration. In my opinion, this is also true for the Total Army. Today America's Army Reserve is physically integrated as part of the One Team, One Fight, One Future of the Total Army. Meanwhile, the social integration will take time and continuing commitment of the Total Army's senior leadership to implement a cultural evolution. The Chief of Staff continues to set the tone at every opportunity and has put us on the right course. As the Army works through the integration

initiatives that are currently being implemented, and develops others that emerge from the successes of that experience, the Total Army culture will change.

Meanwhile, the United States Army Reserve continues to be the world's best land reserve force in the world's best Army. America and America's Army depend on us. A trained, ready, and relevant force of quality citizen-soldiers, the Army Reserve enables America to project massive land power. As a full partner in the Total Army, America's Army Reserve is a formidable national asset.

**Future Integration Opportunities.** There are a number of areas that would be ideal for an Army Reserve focus. Virtual and information operation (IO) units and distance learning would capitalize on the unique civilian skills of our Army Reserve soldiers. Establishing an IO unit with a core cadre of active component soldiers supporting drilling reservists would provide necessary capabilities at significant cost savings. Virtual units should be developed as soon as possible given the potential for cyber terrorism. Distance learning is a reality now but should be expanded to increase the capabilities and cost efficiency of the Total Army School System. Additional possibilities could include expanded opportunities to have developmental assignments of Army Reserve general officers with active component units.

## **READINESS**

We take a back seat to no one in our record of efficiently utilizing resources to improve unit readiness. As of January 1999, the Army Reserve attained its highest readiness status thus far, 79 percent of its units reporting combat ready despite having the lowest level of full-time support of any reserve component and being the most mobilized of the Reserve Component forces. The readiness level for our Force Support Package — first to fight units — improved over 22 percent during the past three years.

The United States Army Reserve continues to compile a record of providing ready units and individuals in support of the National Military Strategy. Since the inception of operations in Bosnia, we have provided 11,923 Army Reserve soldiers from 437 units and the Individual Ready Reserves. In 1998 alone, 1,010 USAR soldiers from over 98 units mobilized and deployed to Bosnia, Hungary, Germany and Italy. Additionally, during the same time, 268 soldiers mobilized for contingency operations in Southwest Asia. Our Biological Integrated Detection System (BIDS) unit, a one-of-a kind chemical detection organization, has been tasked on three separate occasions to provide its unique capability and responded with platoon-sized elements poised to deploy in less than seven days.

Meanwhile, America's Army Reserve soldiers responded to domestic emergencies providing immediate "Good Samaritan" response. Examples abound. The 308<sup>th</sup> Quartermaster Company response to tornado victims in the city of Washington, Iowa, provided life saving and humanitarian relief. The 1011<sup>th</sup> Quartermaster Company in Pittsburgh, Kansas assisted the local hospital with generators and soldiers when the hospital's auxiliary generators started to overheat during a power outage. Likewise, soldiers from the 760<sup>th</sup> Engineer Company provided emergency transportation and sleeping bags to victims stranded in a snowstorm on Interstate 81 in Smyth County, Virginia. These local responses represent a few of the numerous Army Reserve efforts of assistance, and provide a continued rationale for this Federal, community-based force.

At the same time, USAR units conducted important hands-on training for its soldiers while assisting local communities with invaluable services in DoD's Innovative Readiness Training (IRT) Program. During 1998, the USAR performed 14 major projects in 10 states (Maryland, Washington, Kansas, Colorado, Wyoming, Rhode Island, Utah, Alaska, Iowa, and Wisconsin) as well as in the Mariana Islands. Over 1,000 USAR soldiers contributed services worth about \$1.2 million in community support to America's neighborhoods. While many of the IRT projects focused on engineering, medical, or rotary wing cargo operations, some of the projects directly improved the environment by aiding in the recovery of America's disappearing wetlands.

Through this program, Army Reserve soldiers train in real-life situations improving their critical wartime skills. A dental unit spends two weeks improving essential technical skills and an isolated Native-American village in Alaska is healthier and happier as a result. An engineer unit gains valuable experience in heavy construction equipment operations in Colorado. Meanwhile, a local high school in Rhode Island benefits from a new three-acre athletic field the USAR constructed. An aviation unit practices high altitude flying and heavy cargo sling operations while moving a bridge in Washington State. As a result, mobility-impaired citizens traverse trails and bridges to previously inaccessible areas in state and national forests. Contributing to America's communities while we train is a tremendous source of pride for our soldiers, and the USAR looks forward to increased opportunities to do so.

In addition to domestic support, 150,000 USAR soldiers supported Army exercises, operations, and training in over 50 countries, thus relieving the personnel tempo of today's smaller active force. This total support of almost 2.2 million mandays means that, on average, there are about 6,000 Army Reserve soldiers performing these vital support functions every day. USAR soldiers supported overseas exercises and training events such as Bright Star in Egypt, Ulchi Focus Lens in Korea, Yama Sakura in Japan, and Nuevos Horizontes in Central America. Other major activities include Roving Sands in New Mexico and Golden Kastle (an Army Materiel Command sponsored engineer exercise). In Golden Cargo (another training exercise) the Army Reserve moved over 34,000 short tons of munitions over



1,750,000 miles among various Army Ammunition Depots. In rotations at the Combat Training Centers, USAR units supported the Army's premier combat units as they went through their rotational training. The USAR sponsored its own exercises such as Platinum Wrench, providing required maintenance to equipment and maintenance training, and Rio LOBO, a scenario-driven chemical exercise, and Caribbean Thunder, a field training exercise for USAR combat service support units stationed on Puerto Rico.

### **OPERATION TEMPO**

As a direct result of the current high state of readiness, today's Army Reserve has successfully achieved and sustained unprecedented level of operation tempo (OPTEMPO), helping alleviate some of the strain on Active Army resources. Areas in which the USAR is involved include homeland defense, responding to natural disasters, providing support to USSOUTHCOM for Hurricane Mitch, counter drug activities, and operations and exercises. Army Reserve OPTEMPO funding for fiscal year 2000 is a marked improvement over prior years, allowing the Army to maintain readiness in Army Reserve "First to Fight" units, while maintaining an ability to deploy later arriving units when required. The Army Reserve is funded in fiscal year 2000 at 82 percent of their OPTEMPO requirements, compared with a fiscal year 1999 funding level of 52 percent. The anticipated OPTEMPO funding strategy continues to fully fund "First to Fight" units based on mobilization priority established to meet the National Military Strategy and, in contrast with previous

years, will improve training readiness of the later deploying but heavily-utilized lower tiered units. With today's resource realities the Army Reserve funds those units that are first to deploy with sufficient resources to maintain a high state of combat readiness. Later deploying units are funded with the remaining funds. Today's increased reliance on the Army Reserve in an era of limited funding challenges us to strike a better balance in funding between the resourcing tiers so as to improve the Army Reserve's ability to be engaged and to support the unified commanders.

## **EQUIPPING**

Resources today are becoming increasingly constrained, and getting the most out of every resource means that, where and when necessary: business practices must be changed or re-engineered; facilities long past their utility must be either restored or dismantled; every training opportunity must be exploited to the fullest; and every training day must be maximized to ensure every citizen-soldier is prepared and confident to deploy when called.

The Army understands the unique requirement for the maximization of all USAR equipping funding sources: Army Procurement (P1-R), the National Guard and Reserve Equipping Appropriation (NGREA), and depot maintenance. Although the Army is developing a combat service support (CSS) equipping policy that will place emphasis on preventing further CSS degradation, equipping and modernizing

the Army Reserve is a constant challenge. The Army Reserve is equipped by direct purchases of new equipment, by refitting and modernizing existing equipment, and to a small degree the cascading of equipment from the active Army. The Army is not able to dedicate more of the scarce procurement dollars to the acquisition of CSS equipment. This inability to strengthen more rapidly the Army's critical CSS "backbone" — either by new procurement to fill shortages or by initiating modernization or cascading — severely affects the capability of the USAR to fulfill its full wartime mission and its interoperability with the active component.

As the Army modernizes its weapon systems (highest priority equipment), the legacy is distributed to the Reserve Components. Since the majority of this equipment is combat arms equipment, it is cascaded to the Army National Guard and not the Army Reserve.

As we have informed Congress, the Army is programming funds for Reserve Component equipment in its primary procurement account (as reflected in the P1-R) rather than relying on the NGREA. Nevertheless, while P1-R planned purchases in fiscal year 1999 exceeded fiscal year 1997 and fiscal year 1998 purchases, the fact that the USAR will receive limited cascaded equipment from the Active Army increases our modernization challenge. Although the trend in NGREA funding was positive in the past, Congress in fiscal year 1999 appropriated only \$20M for miscellaneous equipment for the USAR in fiscal year 1999—\$54M less than fiscal

year 1998 and \$94M less than fiscal year 1997. This NGREA funding was used to fund critically short combat service support equipment requirements.

Through past NGREA funding, reorganization and inactivations the USAR currently has 85 percent of its required Equipment Readiness Code (ERC) P (Pacing), 65 percent of its ERC A items but only 45 percent of its ERC B items. With increased deployments, continual equipment cross leveling is required to meet mission requirements. USAR equipment shortages are forecasted to continue through fiscal year 1999 with substantial influxes of new equipment not programmed to arrive until the fiscal year 2001-2005 time frame. Shortages of new and modern equipment prevent units from being able to train and to fully integrate with the other units they support.

In the past, NGREA provided the flexibility to modernize the USAR's unique CS/CSS equipment. Even though NGREA has helped immensely to improve the USAR's equipment on hand readiness, other equipment infusion is required to preclude readiness deterioration. The USAR has looked internally and concluded that the majority of the equipment it currently has on-hand will be the only equipment it will have over the next ten years. Because of this, the USAR is placing new emphasis on the capability of depot maintenance repair and return programs. The USAR is infusing commercial design, smart business practices and partnering with industry. This allows the USAR and the Army to use commercial industry, not only for manufacture of CSS equipment, but also to upgrade existing equipment

through overhaul, conversion and rebuild. The program is especially critical to the USAR, since the Army's depot system is focusing almost exclusively on weapon systems. It allows the USAR to extend the life of, and modernize, existing equipment, thus improving readiness.

I wish to point out, however, that the Army has given a priority to modernizing its combat equipment. Combat support and combat service support equipment modernization does not occur at the same pace. Should this trend be allowed to continue too long into the future, this would increase our risks. Furthermore, if we are going to have a fully integrated and interoperable force, funding for depot maintenance of combat support and combat service support equipment should be equal to that of combat vehicles.

## **FACILITIES AND MILITARY CONSTRUCTION**

The organization, roles, and missions of the Army Reserve dictate the need for a widely dispersed inventory of facilities. We occupy about 1,150 facilities, consisting of more than 7,600 buildings and structures. This stock of facilities has an average age of about 37 years. Army Reserve-operated installations add another 2,600 buildings and structures to the total inventory, and the average age of facilities on these installations is about 48 years.

To effectively carry out its stewardship responsibilities toward the facilities inventory, the Army Reserve has adopted priorities and strategies that guide the application of resources to readiness. The essence of our program is straight forward: to provide essential facilities to improve readiness and quality of life; to preserve and enhance the Army's image across America; and to conserve and protect the facility resources for which we are responsible.

Our strategy for managing the Army Reserve facilities and installations in a resource-constrained environment rests on six fundamentals: reduce leases; dispose of excess facilities; consolidate units into the best available facilities; use Base Realignment and Closure (BRAC) enclaves where possible; use the Modular Design System (MDS) to achieve long-term savings in construction and design costs; and finally, pursue economies and efficiencies in installation management, base operations support, and facilities engineering.

The Army Reserve has been successful in demonstrating itself to be a competent and effective steward of the resources placed in its care. Since 1981, the Army Reserve has completed more than 300 major construction projects that represent an investment of \$1.3 billion. In addition to programmed military construction, we realized significant savings from Base Realignment and Closure (BRAC) actions. The Army Reserve acquired facilities from all services, including the Active Army, offsetting military construction requirements. The facilities acquired through BRAC provided a military construction cost avoidance of \$123.3

million. Other facilities acquired through the BRAC process permitted the Army Reserve to relocate units from leased property to quality, Government-owned centers. That effort allowed the Army Reserve to reduce its lease costs by \$6.07 million. To continue to be responsible stewards for the American taxpayers of the valuable facilities they have entrusted to us, it is essential that we be able to maintain them as they should be maintained. To be able to do this, it is imperative that our critical real property maintenance requirements be fully funded.

The Army Reserve construction program requirements are different from those of the AC. Our forces are community-based, requiring facilities in over 800 towns and cities in America. This dispersion of forces and facilities reduces the opportunities for regional consolidation and wholesale reductions in facilities inventory. Army Reserve facilities serve as locally-based extensions of the Army's power projection platforms by providing essential and cost-effective locations to conduct training, maintenance, storage of contingency equipment and supplies, and preparation for mobilization and deployment that simply cannot be accomplished elsewhere. Army Reserve-operated installations support mission-essential training for thousands of soldiers from each component of the Army each year.

The budget request for fiscal year 2000 addresses the Army Reserve's highest priorities for modernizing and revitalizing the inventory and for providing new facilities in response to new and changing missions.

## **INFORMATION MANAGEMENT INFRASTRUCTURE:**

The geographic dispersion of the Army Reserve places a tremendous reliance on automation, communications, postage, and local copiers to support command and control, mobilization, and administration. With ongoing missions around the world, additional dependence is placed on improved automation and communications for mobilization and mission support of deployed units. The Army Reserve has also assumed command of installations around the country, which means that additional funds are required to manage installation networks and personnel. The increased use of Army Reserve elements in support of Army missions and other government agencies makes automation critical and requires the USAR to keep up with evolving technology. Having adequate funding is essential to ensuring that the Army Reserve can provide required maintenance and life cycle replacement of automation, communications, postal and copier equipment.

One Army Reserve automation accomplishment is particularly worthy of noting. We are now well on the road to being fully Y2K compliant with the final systems fielded by September 1999. We are confident of our ability to bridge our systems into the next millennium.



## **SUMMARY**

For over 90 years, the United States Army Reserve has served as a community-based federal force of trained and ready units and individuals supporting America's Army, here and abroad. We are adaptable, relevant and integrated. Our theme is, "Ready – Relevant – One Army, Building for the Future." The citizen-soldiers of America's Army Reserve rightly take pride in their country, and share a deep sense of satisfaction and accomplishment in the peace and stability they help create on behalf of all Americans.

As the National Military Strategy has changed to meet the challenges of the next century, the Army Reserve has grown in its importance and increased its relevance in the execution of that strategy. The citizen soldiers of the Army Reserve consistently demonstrate the capability and the willingness to respond to the missions and challenges assigned to them. We are grateful to the Congress and the Nation for the support you are providing to the Army Reserve and to our most valuable resource, our soldiers— the sons and daughters of America. Thank you.