

Quotes on Failing Readiness and Increasing Strategic Risk

“The awards our Soldiers have earned reflect their accomplishments and bravery on the battlefield. But their valor is not enough to restore balance and readiness to our Army.”

General Cody, SASC hearing, 3/31/08

Readiness:

- “The well is deep, but it is not infinite...We must get Army deployments down to 12 months as soon as possible. People are tired.” **Admiral Mullen, SASC hearing, 2/6/08**
- “The senior leadership I think unanimously agrees that 15-month deployments are too long and they're not sustainable. Our goal is certainly to reduce the boots-on-the-ground time to 12 months and try to get eventually to a one-to-two ratio...But with the requirements as they are today, that's extremely hard, with the size of the military we have.” **Gen McKiernan, ISAF Commander, Afghanistan, SASC Hearing, 4/3/08**
- “What I would say is I've had a chance to experience this in my most recent assignment...that we are, in fact, out of balance.” **Gen Odierno, SASC Hearing, 4/3/08**
- “Today our Army is out of balance. The current demand for forces in Iraq and Afghanistan exceeds our sustainable supply of soldiers, of units and equipment, and limits our ability to provide ready forces for other contingencies...I've never seen our lack of strategic depth be where it is today.” **General Cody, SASC hearing, 3/31/08**
- “If unaddressed, this lack of balance poses a significant risk to the All-Volunteer Force and degrades the Army's ability to make a timely response to other contingencies.” **General Cody, SASC hearing, 3/31/08**
- “Our readiness, quite frankly, is being consumed as fast as we can build it.” **General Cody, SASC hearing, 3/31/08**
- “The brigades that we have today that are getting ready to deploy are all going back to either Afghanistan or Iraq...Many of them are at a readiness rate in terms of equipment, in an unclassified setting, of not where they need to be.” **General Cody, SASC hearing, 3/31/08**
- “We are currently meeting all operational requirements with ready, mission-capable forces, but sustained combat operations and our high operational tempo are taking a toll on our warriors, equipment, and full spectrum training readiness, as well as their families.” **General Magnus—SASC hearing 3/31/08**
- “The sustained, high operational tempo of the past several years continues to take its toll on our equipment readiness. In order to ensure that our forward deployed forces are sufficiently equipped, we have cross-leveled equipment from our non-deployed units... This cross leveling has degraded our non-deployed units' ability to train for and conduct additional contingency operations.” **General Magnus—SASC hearing 3/31/08**
- “Money is not the issue...They want an opportunity to catch their breath before deploying again and to have some control over their futures. They're tired, and their

families are tired.” **Brig. Gen. Michael Linnington, Deputy Commanding General, United States Army Infantry Center, Wall Street Journal, 3/26/08**

- “People aren’t designed to be exposed to the horrors of combat repeatedly, and it wears on them... There’s no question about that.” **General Casey, “War-Weary Troops Pushed to Limits”, USA Today, 2/20/08**
- “...we [are not] able to provide an acceptable tempo of deployments to sustain our Soldiers and Families for the long haul.” **General Casey, Remarks at the National Press Club, 8/14/07**
- "There is stress on the individual Marines that is increasing, and there is stress on the institution to do what we are required to do, pretty much by law, for the nation," **General Conway, CNN, 11/22/06**

Strategic Risk:

- **General Petraeus, SASC hearing, 9/7/07**
SEN. WARNER: ...Do you feel that (the Iraq war) is making America safer?
GEN. PETRAEUS: Sir, I don’t know actually.
- “Al Qaeda safe havens in the under-governed regions of Pakistan, combined with the recent assassination of Benazir Bhutto, also contribute to regional instability. In my judgment, the most likely near term attack on the United States will come from Al Qaeda via these safe havens.” **Admiral Mullen, HASC hearing, 2/6/08**
- **General Hayden, Meet The Press, 3/30/08**
Discussing the Afghanistan – Pakistan border region:
MR. RUSSERT: Do you believe that’s where Osama bin Laden is?
GEN. HAYDEN: Yes.
MR. RUSSERT: Michael Mullen, the chairman of the Joint Chiefs of Staff, believes that if there is another terrorist attack, it will originate there.
GEN. HAYDEN: We believe so, too...it’s very clear to us that al-Qaeda has been able, over the past 18 months or so, to establish a safe haven along the Afghanistan-Pakistan border area that they have not enjoyed before
- “I’ve never seen our lack of strategic depth be at where it is today.” **General Cody, SASC hearing, 3/31/08**
- “They are training solely for counterinsurgency operations and focusing on the mission of the brigade they’re replacing in either Iraq or Afghanistan, and they’re not training to full spectrum for other operations.” **General Cody, SASC hearing, 3/31/08**
- “In terms of their equipment, in many cases we will not be able to get them fully up for equipment just prior to their major training exercise before they deploy.” **General Cody, SASC hearing, 3/31/08**
- “At the same time I say it [the surge] took all the stroke out of the shock absorbers in terms of our brigade combat teams, it also forced us to issue the last of our

prepositioned stocks in that area so that we could get those five brigades in there.”
General Cody, SASC hearing, 3/31/08

- “Deploying units conduct a rigorous pre-deployment training program focused heavily on the Iraq and Afghanistan counterinsurgency missions. The short dwell time available at home does not allow our units the time to train to the full spectrum of missions needed to be expeditiously responsive for other contingencies.” **General Magnus, SASC hearing, 3/31/08**

- “No nation, no matter how powerful, has the resources or capability to defend everywhere, at every time, against every conceivable type of attack. The only way to protect the American people, therefore, is to provide our military with as wide a range of options as possible -- to focus on developing a range of capabilities, rather than preparing to confront any one particular threat.” **Secretary Rumsfeld, HASC hearing, 2/8/06**