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Record Group/Collection: George H.W. Bush Presidential Records
Collection/Office of Origin: Speechwriting, White House Office of
Series: Speech File Draft Files
Subseries: Chron File, 1989-1993

OA/ID Number: 13638
Folder ID Number: 13638-006

Folder Title:
National Guard Magazine 9/3/92 [OA 5812]

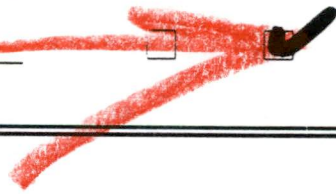
Stack:	Row:	Section:	Shelf:	Position:
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WHITE HOUSE STAFFING MEMORANDUM

DATE: 9/4/92 ACTION/CONCURRENCE/COMMENT DUE BY: ---

SUBJECT: STATEMENT FOR THE NATIONAL GUARD MAGAZINE

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input type="checkbox"/>
BAKER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MOORE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
SCOWCROFT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MULLINS	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DARMAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
BATES	<input type="checkbox"/>	<input type="checkbox"/>	PORTER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PROVOST	<input type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	ROSS	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CALIO	<input type="checkbox"/>	<input checked="" type="checkbox"/>	SMITH	<input type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input type="checkbox"/>	<input checked="" type="checkbox"/>	TUTWILER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ZOELLICK	<input type="checkbox"/>	<input checked="" type="checkbox"/>
GRAY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>GAUGHAN</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HOLIDAY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>KAUFMAN</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HORNER	<input type="checkbox"/>	<input type="checkbox"/>	<u>SMITH</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>



REMARKS:

The attached has been forwarded to the President.

RESPONSE:

PHILLIP D. BRADY
 Assistant to the President
 and Staff Secretary
 Ext. 2702

The Way Ahead

2 SEP 3 P10:30

By George Bush

For more than three centuries, the National Guard has helped keep America safe and strong. In war and peace -- from the colonial militia to Hurricane Andrew -- volunteer patriots have embodied "America at its best."

Think of citizen-soldiers at Lexington and Concord -- or in the jungles of Bataan and Guadalcanal. Their valor is a metaphor for the American character. Recall how the Guard fights forest fires, gives comfort to flood victims, or led recent food missions to Sarajevo. Its heroism lives as history -- passed from one generation to another.

The Founding Fathers knew that America needed a strong National Guard. Times have changed, but not the Guard's mission: To protect life and liberty at home and abroad. Today, its members -- more than half-a-million strong -- stand ready to define a new era which seemed inconceivable as recently as 1988.

During the last 3 and 1/2 years, the reserve forces of the United States have formed a crucial part of the finest fighting force this Nation has ever known. They have led our fight against illegal drugs, and met other peacetime challenges. They were vital to restoring democracy to Panama, and to a victory for the ages: The Cold War is over -- and freedom won.

Last year, the National Guard also helped forge our triumph over tyranny in the sands of the Gulf. Saddam Hussein learned that the Rockies would crumble before our Guardsmen did. Years

from now books will chronicle the bravery of the National Guard and Reserve forces in Operation Desert Shield/Desert Storm. As Commander-in-Chief and as a fellow veteran, I learned from their example and success.

As President I could not have acted decisively in the Gulf without full confidence in American armed troops -- both active and reserve. Each day of the Gulf conflict I heard countless instances of gallantry. When Barbara and I prayed at Camp David the night before the air war began, I asked God to make me worthy of Americans who would give of themselves -- and perhaps of their lives. Looking back, I hope I was.

Even now, I marvel at heroes like the 167th Tactical Airlift Group -- a C-130 unit from West Virginia. Late one evening the unit was asked for 40 aerial port personnel to deploy in support of air cargo operations. More than 100 quickly volunteered. Another Guardsman, Arizona Captain Debra Clark, drove her transportation unit 27 straight hours deep into Iraq. Tennessee Captain Terry Saltsman and his company were among the first U.S. ground troops to cross the Iraqi border. Unbelievably, Guard postal units in Saudi Arabia handled nearly 300 tons of mail in a three-day period. They had a half-day off only on Thanksgiving and Christmas -- their only time off in the entire mobilization.

The Persian Gulf showed America at her best. Yet the Twenty-First Century will present different challenges. Future risks to our security will be marked by ambiguity and rapid change -- not the relative certainty of the past. One asset of

experience is an appreciation of history: Both teach, as Lincoln said, the need to "think and act anew." His words explain why we must realign the size and shape of the Guard and Reserve to meet the needs of our new national security requirements in a world far different from the 1980s.

Several important principles will guide the design of our Guard and Reserve Forces. First and foremost is a principle I detailed in my August 1991 statement of the National Security Strategy of the United States:

"In a world less driven by an immediate, massive threat to Europe or the danger of global war, the need to support a smaller but still crucial forward presence and to deal with regional contingencies -- including possibly a limited, conventional threat to Europe -- will shape how we organize, equip, train, deploy, and employ our active and reserve forces . . . Today we must reshape our Guard and Reserve forces so that they can continue their important contributions in new circumstances."

The end of the Cold War and the demise of that single, monolithic threat that defined our security requirements for four decades requires a careful study of our future military capability. Compounding the problem are the reckless cries for additional cuts in defense spending. Let me be blunt: What those who propose to gut the defense budget while devoting more dollars to big government spending really want are massive reductions in the size of U.S. active and reserve forces. They

won't do it as long as I am President. The Soviet bear may be dead -- but wolves still stalk the world. I will reduce the size of our military defense -- but never our capacity to defend our citizens, interests, and allies. Nor will I ever reduce America's commitment to vigilance.

The second principle of a restructured military is a major reliance upon reserve forces, as well as active forces. The Chairman of the Joint Chiefs of Staff recently testified that "maintaining strong, capable Reserve and Guard forces will remain essential to our military strategy" -- and that as the size of the total force falls, "we can move certain units or functions into the reserves to avoid the costs associated with keeping them in the active force structure." We will do this fairly -- based on merit and need -- without discriminating against any part of the Armed Forces.

The third principle guiding our force structure involves concern for the demands placed on individual National Guardsmen, Reservists, and their families. Our "citizen-soldiers" devote time to their families, civilian occupations, or education. If we intrude upon them for every minor skirmish or trouble spot, we may soon face retention problems involving the same high-quality reserve personnel that we most need. On the other hand, reserve units and individuals will provide critical support in large or protracted conflicts, or in other crises that require the use of the armed forces -- and in increasing numbers as the

confrontation evolves. We will also rely on National Guard and Reserve combat units to reinforce and augment active forces.

Thus, the reserves will continue to be vital to our total force in the years ahead -- but plans for the use of the total force will change. In the Cold War, the threat to our national security was clear -- and specific roles and missions could be assigned to specific forces and units. In the ambiguous security environment ahead, detailed planning for every contingency or crisis will be less likely. Thus, flexibility will matter more -- as will the variables that influence decisions about which forces are required. Among them are the nature of the missions to be performed, and the capabilities, readiness, immediate availability and geographical location of specific active or reserve units. Our goal is a troop structure that gives peace a chance -- but never takes a chance with peace.

I believe most Guardsmen share this view -- know that when it comes to national security, finishing second means finishing last. My support of a strong defense spans a lifetime. I am no election-year convert to keeping America Number One. As a veteran, I know we must keep our armed forces ready and capable: The Cold War victory we won based on strength must not be lost because of weakness. That is why I reject those who advocate deep budget cuts that jeopardize our nation's safety. Our defense budget involves more than needed weapons systems -- or ensuring American forces are the best-equipped military in the world with world-class technology. It means we must also spend

the necessary time and effort training our active and reserve forces. This is especially true as we reshape our forces to meet our defense strategy in the 1990s and beyond.

We cannot afford to return to the hollow-forces military of the late 1970s -- where capability was low and morale lower. In Iran, the rescue operation, Desert One, was a disaster. American parts wouldn't work. American planes wouldn't fly. I will never permit such humiliation. Instead, I will reshape the U.S. military in a way that keeps it strong and capable, worthy of respect and admiration at home and abroad.

Like most Guardsmen, I know what it means to raise a family, build a life, go to battle, and see friends die. I was on a three-man bombing crew -- and learned of teamwork and sacrifice. I learned, too, about a cause larger than ourselves. I remember spending a month aboard the submarine Finback after being shot down -- and at night standing watch on the bridge and looking out at the dark. The sky was clear. There was calm, inner peace -- God's therapy.

Given that, I will never forget those who endured war so that liberty might live. I stand with those who time and again have shown that they are ready -- whether in a major armed conflict like Desert Storm, the fight against drug traffickers, or other peacetime operations. Fifty years ago, the National Guard provided the first army units to go into offensive combat in World War II. This year, it again helped our nation stand

tall -- sending to hurricane-ravaged areas troops who proved that Americans pull together to repair what nature has torn apart.

In the hurricane's wake, Guardsman Scott Merrick of Oak Hill, Florida, placed an American flag between a twisted traffic light and a storm gutter. He put it there because "it says a whole lot about what's happening." Scott knew that victims of Hurricane Andrew might be physically beaten -- but they would not be defeated. How could they? They were Americans.

Against the winds of tyranny or a hurricane, National Guardsmen have helped America triumph on the wings of hope. They have helped lead us in the past -- and will too in the future. "Always ready, always there" -- always the best that is America.

REVISED

Document No. 34800less

WHITE HOUSE STAFFING MEMORANDUM

DATE: 9/3/92 ACTION/CONCURRENCE/COMMENT DUE BY: TODAY, 9/3 ASAP!!!

SUBJECT: REVISED STATEMENT FOR THE NATIONAL GUARD MAGAZINE

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input type="checkbox"/>
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SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	X MULLINS N/C	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
BATES	<input type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	X PROVOST	<input type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	ROSS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CALIO	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH	<input type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	TUTWILER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	X ZOELLICK	<input checked="" type="checkbox"/>	<input type="checkbox"/>
GRAY <i>deferring to NSC</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	KAUFMAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HOLIDAY <i>N/C deferring to NSC</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HORNER	<input type="checkbox"/>	<input type="checkbox"/>	GAUGHAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>

REMARKS:

Please forward your comments directly to Curt Smith, Rm. 120 x2930, AS SOON AS POSSIBLE TODAY, with a copy to this office.

RESPONSE:

[Handwritten signature]

REVISED

PHILLIP D. BRADY
Assistant to the President
and Staff Secretary
Ext. 2702

The Way Ahead

By George Bush

02 SEP 3 P3:59

For more than three centuries the National Guard has helped keep America safe and strong. In both war and peace -- from the colonial militia to Hurricane Andrew -- these citizen-soldiers have embodied "America at its best."

Think of the National Guard at Lexington and Concord -- or in the jungles of Guadalcanal. Its valor is a metaphor for the American character. Recall how the Guard fights forest fires, gives comfort to flood victims, or led recent food missions to Sarajevo. Its heroism lives as oral history -- passed from one generation to another.

The Founding Fathers knew that America needed a powerful standing army and a strong National Guard. Times have changed, but not the Guard's mission: To unlock opportunity at home and liberty abroad. Today, its members -- more than 500,000 strong -- stand ready to define a new era which seemed inconceivable as recently as 1988. Charting it can spread the freedom which is America's essence and message.

During a period of less than 2 1/2 years, the Reserve forces of the United States have formed a crucial part of the finest fighting force this Nation has ever known. They have led our fight against illegal drugs, and met a Rubik's Cube of peacetime needs. They were vital to the successful armed conflict in Panama, and in a victory for the ages: The Cold War is over -- and America won.

Last year, the National Guard also helped forge one of the

greatest moments in American history -- our triumph over tyranny in the sands of the Gulf. Saddam Hussein learned that the Rockies would crumble before Guardsmen did: Few played a larger role in ensuring that aggression would not stand. Years from now history will salute the bravery of the National Guard and reserved forces in Operation Desert Shield/Desert Storm. As Commander in Chief and as a fellow veteran, I learned from your example and success.

I am proud that the size of the Air National Guard will increase by 1997 as a result of its Gulf role. I also know that as President I could not have acted decisively without full confidence in American armed troops -- both active and reserve. Each day of the conflict I heard countless instances of gallantry -- privates and pilots, sergeants and supply officers, men and women in the machines -- heroes all. When Barbara and I prayed at Camp David the night before the air war began, I asked God to make me worthy of the finest fighting force America has ever known.

That night I recalled the 167th Tactical Airlift Group -- a C-130 unit from Martinsburg, West Virginia. Late one evening the unit was asked for 40 serial port personnel to deploy in support of air cargo operations. More than 100 quickly volunteered. Later I thought, too, of the first U.S. aircraft flown into Southwest Asia -- an Air National Guard C-141 from the 172nd Military Airlift Group of Jackson, Mississippi. Captain Debra Clark of Arizona drove her transportation unit 27 straight hours deep into Iraq. Tennessee Captain Terry Saltsman was among the first U.S. ground troops to cross the Iraqi border. I still marvel at Guard postal

units in Saudi Arabia handling nearly 300 tons of mail in a three-day period. They had a half-day off only on Thanksgiving and Christmas -- their only time off in the entire mobilization.

The Persian Gulf showed America at her best -- benefiting from the unprecedented growth in Reserve forces since 1980. Yet the Twenty-First Century will present different challenges. Future risks to our security will be characterized by ambiguity and rapid change -- not the relative certainty of the past. One asset of experience is a love of history: Both teach, in Lincoln's words, the need to "think anew" -- and realign the size and shape of the Guard and Reserve to meet the needs of our new military strategy in a world far different from the 1980s.

Several important principles will guide the design of our Guard and Reserve Forces. First and foremost is a principle I detailed in my August 1991 statement of the National Security Strategy of the United States:

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By itself the changing world makes it hard to preserve our

military capability. Compounding the problem are the cries in and out of Congress for additional cuts in defense spending. Let's be blunt: What those who propose to gut the defense budget while devoting more dollars to economic conversion and reinvestment really want are massive reductions in the size of U.S. active and reserve forces. They won't do it as long as I am President. The Soviet bear may be dead -- but wolves still stalk the world. I will reduce the size of our military defense -- but never our commitment to vigilance.

The second principle of a reshaped Guard is major reliance upon Reserve forces, as well as Active forces. The Chairman of the Joint Chiefs of Staff recently testified that "maintaining strong, capable Reserve and Guard forces will remain essential to our military strategy" -- and that as the size of the Total Force falls, "we can move certain units or functions into the Reserves to avoid the costs associated with keeping them in the active force structure." We will do this fairly -- based on merit and need - - without discriminating against any part of the Armed Forces.

The third principle guiding our force structure involves concern for the demands placed on individual National Guardsmen and Reservists. That does not mean we will involuntarily activate large numbers of Reservists to active duty in the initial stages of every contingency.

Our "citizen-soldiers" devote time to their families, civilian occupations, or education. If we intrude upon it for every minor skirmish or trouble spot, we may soon face retention problems

involving the same high-quality Reserve personnel that we most need. On the other hand, Reserve units and individuals will provide critical support in large or protracted conflicts, or in other crises which require the use of the Armed Forces -- and in increasing numbers as the confrontation evolves. Heavy reliance will also rest on National Guard and Reserve combat units to reinforce and augment Active forces.

Thus, the Reserve will be vital to the Total Force of the 1990s -- but plans for the use of the Total Force will change. In the Cold War, the threat to our national security was clear -- and specific roles and missions could be assigned to specific forces and units. In the ambiguous security environment ahead, detailed planning for every contingency or crisis will be less likely, if even possible. Thus, flexibility will matter more. So will the variables that decide which forces serve. Among them are the nature of the missions to be performed, and the capabilities, readiness, immediate availability and geographical location of specific Active or Reserve units. Our goal is a troop structure which gives peace a chance -- but never takes a chance with peace.

I believe most Guardsmen share this view -- know that when it comes to national security, finishing second means finishing last. My support of strong defense spans a lifetime. I am no election-year convert to keeping America No. 1. As a World War II veteran, I know we must keep our armed forces ready and capable: The Cold War victory we won based on strength must not be lost because of weakness. That is why I reject those in the Democrat Congress who

advocate deep budget cuts that jeopardize the safety of every troop in uniform. Our defense budget involves more than needed weapons systems -- or ensuring American forces are the best-equipped military in the world with world-class technology. It means we must also spend the necessary time and effort training our active and reserve forces. This is especially true as we reshape our forces to meet our defense strategy in the 1990s and beyond.

We cannot afford to return to the hollow-forces military of the late 1970s -- where quality was low and morale lower. The results were disastrous: Iran -- Afghanistan -- American parts that wouldn't work -- American planes that couldn't fly. I will never permit such humiliation. Instead, I will reshape the U.S. military in a way that does not cause hollow forces and that treats the uniform with respect. I will continue to support the transition needs of all active and reserve personnel.

Like most Guardsmen, I know what it means to raise a family, build a life, go to battle, and see friends die. I was on a three-man bombing crew -- and learned of teamwork. I learned, too, about a cause larger than ourselves. I remember spending a month aboard the submarine Finback after being shot down -- and at night standing watch on the tower and looking at the dark. The sky was clear. There was calm, inner peace -- God's therapy.

Given that, could I forget those who endured war so that liberty might live? I can't -- won't. I stand with those who time and again have shown that they are ready -- whether in a major armed conflict like JUST CAUSE, the fight against drug traffickers,

or more routine peacetime operations. Fifty years ago, the National Guard provided the first army units to go into offensive combat in World War II. Recently, it again helped our nation stand tall -- sending to hurricane-ravaged areas troops who proved that Americans pull together to repair what nature has torn apart.

It was here, on Southwest 157th Street in Miami, that Guardsman Scott Merrick of Oak Hill, Florida, placed an American flag between a twisted traffic light and a storm gutter. He put it there because "it says a whole lot about what's happening." Scott knew that victims of Hurricane Andrew might be physically beaten -- but they would not be defeated. How could they? They were Americans.

Against the winds of tyranny or a hurricane, National Guardsmen have helped America triumph on the wings of hope. They have helped lead us in the past -- and will too in the future. "Always ready, always there" -- always the best that is America.

THE WHITE HOUSE

WASHINGTON

September 3, 1992

MEMORANDUM FOR CURT SMITH

FROM: ROGER B. PORTER *RBP*

SUBJECT: Revised Statement for the National Guard Magazine

We have reviewed the attached remarks and have noted several suggested changes on the draft.

Please let us know if you have any questions or if we may help in any other way.

cc: Phillip D. Brady

REVISED

Document No. 34800class

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REMARKS:

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RESPONSE:

REVISED

PHILLIP D. BRADY
Assistant to the President
and Staff Secretary
Ext. 2702

The Way Ahead

By George Bush

1 SEP 9 P3:59

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2

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5

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Thus, the Reserve will be vital to the Total Force of the 1990s -- but plans for the use of the Total Force will change. In the Cold War, the threat to our national security was clear -- and specific roles and missions could be assigned to specific forces and units. In the ambiguous security environment ahead, detailed planning for every contingency or crisis will be less likely, if even possible. Thus, flexibility will matter more, ^{As} ~~so~~ will the variables that decide which forces serve. Among them are the nature of the missions to be performed, and the capabilities, readiness, immediate availability and geographical location of specific Active or Reserve units. Our goal is a troop structure which gives peace a chance -- but never takes a chance with peace.

I believe most Guardsmen share this view -- know that when it comes to national security, finishing second means finishing last. My support of strong defense spans a lifetime. I am no election-year convert to keeping America No. 1. As a World War II veteran, I know we must keep our armed forces ready and capable: The Cold War victory we won based on strength must not be lost because of weakness. That is why I reject those in the Democrat Congress who

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OUR NATION'S

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We cannot afford to return to the hollow-forces military of the late 1970s -- where quality was low and morale lower. The results were disastrous: Iran -- Afghanistan -- ~~American parts~~ ^{BECAUSE THE NECESSARY PARTS} that wouldn't work -- ~~American~~ ^{CREATE A} planes that couldn't fly. I will never permit such humiliation. Instead, I will reshape the U.S. military in a way that does not ~~cause~~ ^g hollow forces and that treats the uniform with respect. I will continue to support the transition needs of all active and reserve personnel.

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USEE NOT AVAILABLE

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It was ~~here~~⁹ on Southwest 157th Street in Miami, that Guardsman Scott Merrick of Oak Hill, Florida, placed an American flag between a twisted traffic light and a storm gutter. He put it there because "it says a whole lot about what's happening." Scott knew that victims of Hurricane Andrew might be physically beaten -- but they would not be defeated. How could they? They were Americans.

Against the winds of tyranny or a hurricane, National Guardsmen have helped America triumph on the wings of hope. They have helped lead us in the past -- and will ^{CONTINUE} ~~top~~ in the future. "Always ready, always there" -- always the best that is America.




EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

9-30-82 SEP 3 P7:26

NOTICE:

Enclosed are comments from staff members of the Office of Management and Budget (OMB). Such comments do not necessarily represent the official position of the Director of OMB or of the Office of Management and Budget. If you wish to have the Director's personal comments, please let me know -- and contact me if you have any questions.



James C. Murr
Associate Director for
Legislative Reference
and Administration

REVISED

Document No. 34800less

WHITE HOUSE STAFFING MEMORANDUM

DATE: 9/3/92 ACTION/CONCURRENCE/COMMENT DUE BY: TODAY, 9/3 ASAP!!!

SUBJECT: REVISED STATEMENT FOR THE NATIONAL GUARD MAGAZINE

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input type="checkbox"/>
BAKER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MOORE	<input type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MULLINS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
BATES	<input type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PROVOST	<input type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	ROSS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CALIO	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH	<input type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	TUTWILER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ZOELLICK	<input checked="" type="checkbox"/>	<input type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>KAUFMAN</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>SMITH</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HORNER	<input type="checkbox"/>	<input type="checkbox"/>	<u>GAUGHAN</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

REMARKS:

D. Mc BRADY 122

Please forward your comments directly to ~~Curt Smith~~, Rm. 120-x2930, AS SOON AS POSSIBLE TODAY, with a copy to this office.

RESPONSE:

See comment
REVISED

PHILLIP D. BRADY
Assistant to the President
and Staff Secretary
Ext. 2702

The Way Ahead

By George Bush

2 SEP 3 P3:59

For more than three centuries the National Guard has helped keep America safe and strong. In both war and peace -- from the colonial militia to Hurricane Andrew -- these citizen-soldiers have embodied "America at its best."

Think of the National Guard at Lexington and Concord -- or in the jungles of Guadalcanal. Its valor is a metaphor for the American character. Recall how the Guard fights forest fires, gives comfort to flood victims, or led recent food missions to Sarajevo. Its heroism lives as oral history -- passed from one generation to another.

The Founding Fathers knew that America needed a powerful standing army and a strong National Guard. Times have changed, but not the Guard's mission: To unlock opportunity at home and liberty abroad. Today, its members -- more than 500,000 strong -- stand ready to define a new era which seemed inconceivable as recently as 1988. Charting it can spread the freedom which is America's essence and message.

During a period of less than 2 1/2 years, the Reserve forces of the United States have formed a crucial part of the finest fighting force this Nation has ever known. They have led our fight against illegal drugs, and met a Rubik's Cube of peacetime needs. They were vital to the successful armed conflict in Panama, and in a victory for the ages: The Cold War is over -- and America won.

Last year, the National Guard also helped forge one of the

greatest moments in American history -- our triumph over tyranny in the sands of the Gulf. Saddam Hussein learned that the Rockies would crumble before Guardsmen did: Few played a larger role in ensuring that aggression would not stand. Years from now history will salute the bravery of the National Guard and ^R reserved forces in Operation Desert Shield/Desert Storm. As Commander in Chief and as a fellow veteran, I learned from your example and success.

(Howard
4657)

I am proud that the size of the Air National Guard will increase by 1997 as a result of its Gulf role. I also know that as President I could not have acted decisively without full confidence in American armed troops -- both active and reserve. Each day of the conflict I heard countless instances of gallantry -- privates and pilots, sergeants and supply officers, men and women in the machines -- heroes all. When Barbara and I prayed at Camp David the night before the air war began, I asked God to make me worthy of the finest fighting force America has ever known.

That night I recalled the 167th Tactical Airlift Group -- a C-130 unit from Martinsburg, West Virginia. Late one evening the unit was asked for 40 serial port personnel to deploy in support of air cargo operations. More than 100 quickly volunteered. Later I thought, too, of the first U.S. aircraft flown into Southwest Asia -- an Air National Guard C-141 from the 172nd Military Airlift Group of Jackson, Mississippi. Captain Debra Clark of Arizona drove her transportation unit 27 straight hours deep into Iraq. Tennessee Captain Terry Saltsman was among the first U.S. ground troops to cross the Iraqi border. I still marvel at Guard postal

units in Saudi Arabia handling nearly 300 tons of mail in a three-day period. They had a half-day off only on Thanksgiving and Christmas -- their only time off in the entire mobilization.

The Persian Gulf showed America at her best -- benefiting from the unprecedented growth in Reserve forces since 1980. Yet the Twenty-First Century will present different challenges. Future risks to our security will be characterized by ambiguity and rapid change -- not the relative certainty of the past. One asset of experience is a love of history: Both teach, in Lincoln's words, the need to "think anew" -- and realign the size and shape of the Guard and Reserve to meet the needs of our new military strategy in a world far different from the 1980s.

Several important principles will guide the design of our Guard and Reserve Forces. First and foremost is a principle I detailed in my August 1991 statement of the National Security Strategy of the United States:

"In a world less driven by an immediate, massive threat to Europe or the danger of global war, the need to support a smaller but still crucial forward presence and to deal with regional contingencies -- including possibly a limited, conventional threat to Europe -- will shape how we organize, equip, train, deploy, and employ our active and reserve forces . . . Today we must reshape our Guard and Reserve forces so that they can continue their important contributions in new circumstances."

By itself the changing world makes it hard to preserve our

military capability. Compounding the problem are the cries in and out of Congress for additional cuts in defense spending. Let's be blunt: What those who propose to gut the defense budget while devoting more dollars to economic conversion and reinvestment really want are massive reductions in the size of U.S. active and reserve forces. They won't do it as long as I am President. The Soviet bear may be dead -- but wolves still stalk the world. I will reduce the size of our military defense -- but never our commitment to vigilance.

The second principle of a reshaped Guard is major reliance upon Reserve forces, as well as Active forces. The Chairman of the Joint Chiefs of Staff recently testified that "maintaining strong, capable Reserve and Guard forces will remain essential to our military strategy" -- and that as the size of the Total Force falls, "we can move certain units or functions into the Reserves to avoid the costs associated with keeping them in the active force structure." We will do this fairly -- based on merit and need - - without discriminating against any part of the Armed Forces.

The third principle guiding our force structure involves concern for the demands placed on individual National Guardsmen and Reservists. That does not mean we will involuntarily activate large numbers of Reservists to active duty in the initial stages of every contingency.

Our "citizen-soldiers" devote time to their families, civilian occupations, or education. If we intrude upon it for every minor skirmish or trouble spot, we may soon face retention problems

involving the same high-quality Reserve personnel that we most need. On the other hand, Reserve units and individuals will provide critical support in large or protracted conflicts, or in other crises which require the use of the Armed Forces -- and in increasing numbers as the confrontation evolves. Heavy reliance will also rest on National Guard and Reserve combat units to reinforce and augment Active forces.

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