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REVISED

Document No. 34800/SS

WHITE HOUSE STAFFING MEMORANDUM

D

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"/>	ZOELICK	<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:

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

RESPONSE:

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 <sup>our</sup> the successful <sup>military efforts</sup> ~~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

*The Guard also played an essential part in a victory for the ages - America's victory in the Cold War.*

~~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

The Guard played an essential part in our victory in the cold war, but threats remain.

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 *and never more than we can afford.*

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 <sup>into</sup> ~~at~~ the dark. The sky was clear. There was calm, inner peace -- God's therapy.

Given that, <sup>I can not</sup> ~~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~~ <sup>other</sup> 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.