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[H.A.S.C. No. 113–20]

EQUIPPING, MODERNIZING, AND SUSTAINING THE NATIONAL GUARD, ARMY RESERVE, AND AIR FORCE RESERVE AS AN OPERATIONAL FORCE IN A TIME OF BUDGET UNCERTAINTY

HEARING

BEFORE THE

SUBCOMMITTEE ON TACTICAL
AIR AND LAND FORCES

OF THE

COMMITTEE ON ARMED SERVICES
HOUSE OF REPRESENTATIVES

ONE HUNDRED THIRTEENTH CONGRESS

FIRST SESSION

HEARING HELD
MARCH 19, 2013

U.S. GOVERNMENT PRINTING OFFICE
80–192 WASHINGTON : 2013

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EQUIPPING, MODERNIZING, AND SUSTAINING THE NATIONAL GUARD, ARMY RESERVE, AND AIR FORCE RESERVE AS AN OPERATIONAL FORCE IN A TIME OF BUDGET UNCERTAINTY

HOUSE OF REPRESENTATIVES,
COMMITTEE ON ARMED SERVICES,
SUBCOMMITTEE ON TACTICAL AIR AND LAND FORCES,
Washington, DC, Tuesday, March 19, 2013.

The subcommittee met, pursuant to call, at 2:00 p.m., in room 2118, Rayburn House Office Building, Hon. Michael R. Turner (chairman of the subcommittee) presiding.

OPENING STATEMENT OF HON. MICHAEL R. TURNER, A REPRESENTATIVE FROM OHIO, CHAIRMAN, SUBCOMMITTEE ON TACTICAL AIR AND LAND FORCES

Mr. TURNER. I call to order the hearing of the Air and Land Subcommittee for the purposes of looking at the issue of equipping and sustaining challenges of Army National Guard, Air National Guard, Army Reserve, and the Air Force Reserve.

We have votes that are coming up, and so we are going to try to quickly convene and give, you know, our guests today, our panel members the ability to put on the record their statements and get to some questions. The purpose today is really to hear from you to get your understanding of the challenges that you are facing, and the effects of our budgetary constraints.

With that, I would like to turn to my ranking member, Mr. Garamendi.

[The prepared statement of Mr. Turner can be found in the Appendix on page 15.]

Mr. GARAMENDI. I agree with you, Mr. Chairman, and will submit my statement for the record. I do have a question when the time comes. Great.

[The prepared statement of Mr. Garamendi can be found in the Appendix on page 17.]

Mr. TURNER. We will turn to General Ingram for a 5-minute opening statement.

STATEMENT OF LTG WILLIAM E. INGRAM, JR., USA, DIRECTOR, ARMY NATIONAL GUARD

General INGRAM. Chairman Turner, Members of the committee, thank you for the opportunity to speak with you today. It is my honor to represent the 358,000 citizen soldiers of the Army National Guard.

Thanks to the support of this committee, the daily support of families and employers, and the magnificent performance of guard

soldiers. I am proud to say that today's Army National Guard is the, best manned, best led, best trained, and best equipped and most experienced in its 376-year history.

As everyone is aware, more than a half-million individual soldiers have mobilized since the beginning of the warfight after 2011. At the same time, Guard soldiers continue to fulfill their centuries-old obligation to their communities. Last year, in fiscal year 2012, the Army National Guard served over 447,000 duty days conducting State missions, which was for us historically a very slow year.

The one message that I would like to leave with you today, is this: It would be a terrible waste of energy, effort, and resources to let the Army National Guard, a superb operational force, atrophy as a result of across-the-board cuts. Those cuts would fail to consider the significant value relative to cost of the Army National Guard. It only takes a continued modest investment to maintain an operational force when compared to the strategic reserve the Nation had prior to 9/11.

Our current equipping situation is good, but not without concerns. The Army National Guard UH–60 Black Hawk [utility tactical transport helicopter] fleet is the oldest in the Army. Sequestration has caused the Army to postpone third- and fourth-quarter field and depot level maintenance, equipment reset in fiscal year 2013. Over time, readiness could be significantly degraded. Sequestration also impacts contracts and programs vital to maintaining our readiness. Cuts would impact a number of programs that provide our units with collective training, and contractor logistical support that maintain some of our equipment. With citizen soldiers as our foundation, the Army National Guard presents tremendous value to our Nation, our national defense, and America's communities. We live up to our motto of: "Always ready, always there." I appreciate the opportunity to be here today, and look forward to your questions. Thank you.

[The prepared statement of General Ingram can be found in the Appendix on page 20.]

Mr. TURNER. General Clarke.

STATEMENT OF LT GEN STANLEY E. CLARKE III, USAF, DIRECTOR, AIR NATIONAL GUARD

General CLARKE. Chairman Turner and members of the subcommittee, I am honored to be here before you today. I will keep my remarks almost as short as the time that I have actually been the director of the Air National Guard. I can't express what a pleasure it is to be here, a week after arriving back in Washington, to represent the outstanding men and women of our Nation's Air National Guard.

Since 2006, I have observed the men and women of the Air National Guard from the outside, first, as a member of the air staff, and then as a member of the U.S. diplomatic mission in Turkey. Most recently, I was a consumer of Air National Guard capabilities as the Commander of the First Air Force and the Commander of the Continental Region for NORAD [North American Aerospace Defense Command].

My conclusion from the outside, and I am sure you will agree, is that the men and women of the Air National Guard are the most dedicated and professional in our Nation's history. They have performed both admirably, both overseas and at home. They have earned our respect and thanks.

As the newly appointed Director of the Air National Guard, I have set three immediate priorities. First, to minimize the dramatic toll the current budget turmoil has taken on the Air National Guard readiness to both its people and its equipment.

Second, to work with the Air Force Reserve and the Air Force to provide an optimum mix of Active, Reserve, and Guard Forces for a cost-effective national defense and robust domestic response capability.

Finally, to ensure that all components of the total Air Force are modernized concurrently so that they remain relevant and interoperable between both the air components and the joint forces.

In closing, thank you for inviting me. Thank you for your service to our Nation, and thank you for the support of the Air Force and its Reserve Components. I look forward to your questions.

[The prepared statement of General Clarke can be found in the Appendix on page 46.]

Mr. TURNER. General Talley.

STATEMENT OF LTG JEFFREY W. TALLEY, USA, CHIEF, U.S. ARMY RESERVE

General TALLEY. Chairman Turner, distinguished members of the subcommittee, thank you very much for the opportunity to appear before you today. On behalf of the 200,000 Army Reserve soldiers, 12,000 civilian and military technician employees and their families, I want to thank the committee for its continued outstanding support to the Army Reserve. I am proud to report that America's Army Reserve is a ready and trained operational force. For more than 11 years of war, we have provided critical lifesaving and life-sustaining capabilities to all Services and all Components. Our soldiers are on duty at home and abroad, continuously engaged in missions in support of your Army and the Department of Defense.

The days of a strategic Army Reserve, a force that was poorly resourced and seldom used, are simply gone. Today the Army Reserve is a complementary force for the Active Component, providing routine combat support and service support, essential for both combat and contingent mission requirements. The Army Reserve is also a great return for the taxpayer on investment. We comprise almost 20 percent of the total Army, for just 6 percent of its budget.

Furthermore, the overwhelming majority of our soldiers are traditional reservists; that is, they hold full-time civilian jobs, often in the same specialty as their military occupation. By the way, this includes our general officers. For example, nearly 60 percent of the total Army's medical units and capabilities are found in the Army Reserve. Those Reserve soldiers are doctors and nurses in the private sector, so they keep their technical skills sharp at little or no cost to the Defense Department. That civilian experience and out-

look allows the Army Reserve soldiers to bring a unique perspective to complex environments.

For example, last week, I was in Djibouti, Africa, visiting one of my civil affairs teams. One of my soldiers, who also happened to be a firefighter in his hometown of Seattle, Washington, was helping set up in a local city a firefighting first response training program. This was in addition to him executing all of the civil affairs missions. All I can simply say is, what a great example of America doing good in the world. I could share many stories like this, as the Army Reserve currently has mobilized and deployed over 12,000 soldiers serving in 28 countries, with almost half of those in Afghanistan.

Recently, the Army Reserve's expanded role in the 2012 National Defense Authorization Act was tested, and we deployed pump units for dewatering missions in Brooklyn and Queens, New York, in support of our fellow citizens devastated by Hurricane Sandy. Whatever the needs of the Nation are, the Army Reserve citizen soldiers are ready to serve.

Last June, when I became the Chief of the Army Reserve and the Commanding General of the United States Army Reserve Command, I published a document called "Rally Point." It outlines my strategic and operational intent and priorities. In "Rally Point," I emphasized that the Army Reserve must provide trained, readied soldiers, leaders, and units in support of the total force. In order to accomplish this mission, I ask Congress for support in two areas: continued modernization of our equipment and procurement assimilation training systems, both of which I would be happy to elaborate on during Q and A.

In closing, I want to thank the committee and the House for passing H.R. 933. This bill provides much-needed funding and increased flexibility to help our Armed Forces deal with the impacts of sequestration.

Mr. Chairman, members of the committee, thank you again for the opportunity to testify on behalf of our soldiers and civilians, and families of the Army Reserve. We simply have the best Army Reserve in history, and with your help, we can keep it that way.

Twice a citizen, Army strong.

[The prepared statement of General Talley can be found in the Appendix on page 59.]

Mr. TURNER. General Jackson.

STATEMENT OF LT GEN JAMES "JJ" JACKSON, USAF, CHIEF, U.S. AIR FORCE RESERVE

General JACKSON. Mr. Chairman, distinguished members of the subcommittee, thank you very much for the opportunity to appear before you. I am honored to represent the American citizen airmen as the chief of the Air Force Reserve and Commander of the Air Force Reserve Command. The Air Force Reserve is a combat-ready force composed of approximately 71,000 proud reservists, stationed locally throughout the United States, and serving globally for every combatant command. We provide our Nation's defense with operational capability, strategic depth, and surge capacity.

Since 1981, the National Guard and Reserve Equipment Appropriation, known as NGREA, has been critical to the Air Force Re-

serve. NGREA has funded the Air Force Reserve to upgrade equipment for better targeting pods, self-protection, and communication capability, most recently proving its combat value in Afghanistan and in Iraq. NGREA serves as a model for acquisition excellence by providing timely combat capability to the warfighter and using their direct feedback, which makes NGREA a Department of Defense good-news story; the positive intersection of innovation, modernization, and cost savings.

The current top three Air Force Reserve procurement priorities include defensive systems for our aircraft; data link and secure com [communications], for improved battlefield situational awareness; and enhanced precision engagement capability.

The Air Force Reserve also supports limited NGREA authorization for research, development, and test, and evaluation, known as RDT&E. Software is the backbone of our advanced military equipment and is required as our legacy aircraft are modernized to today's combatant commander needs. Software RDT&E will aid in increasing capability and functionality for weapons system enhancements for our aircraft.

The Air Force Reserve is a proud member of the total force team, providing global vigilance, reach, and power and ready to answer our Nation's call.

I appreciate the enduring support of this committee and all you do for America's citizen airmen. I look forward to working with you each to ensure that the Air Force Reserve remains highly capable and ready to serve. I stand by ready to answer your questions.

[The prepared statement of General Jackson can be found in the Appendix on page 67.]

Mr. TURNER. Well, thank you, gentlemen.

As you are aware, as I stated at the beginning of the hearing, we are going to try to conclude this total hearing by 2:30 so that, for the convenience of our witnesses, they don't have to return. And so we are going to try to truncate this a bit. For Members who are here who would like to include an opening statement on the record or for questions that we are not able to get to that they would like to ask for the record, please submit those within 5 days.

Similarly, for our witnesses, if you would like to add anything to both your opening or any of your answers, feel free, within the next 5 days, to supply additional text.

With that, and for expedience, I am only going to ask one question, but I am asking to each of the witnesses, and it is about sequestration and CRs [Continuing Resolutions]. On sequestration, as I have told each of you, I voted against this mess, but I think we are in a situation where the implementation now is in your hands, and we are all very concerned about its effects on your ability to modernize, and how those cuts may be allocated.

I would like each of you, if you would, to speak for a moment on the issue of sequestration and its implementation, your concern on your modernization efforts and the impacts, if you wish, that are the compounding result of CRs. And then, General Clarke, if you would add in your reflections on that, the Rickenbacker Air Guard Station in Ohio has been chosen as one of five finalists for the KC–46A [air-to-air tanker and strategic airlifter] to replace the KC–135 [Stratotanker], and certainly, we are concerned about how all of

this might be affecting that down-select process and any thoughts you have on that.

We will begin with General Ingram.

General INGRAM. Thank you, Mr. Chairman.

Sequestration will affect us in many ways, probably pushing procurement to the right; in some cases significantly, in other cases not as much. We will also be affected by our ability to maintain our equipment. The furlough of military technicians will impact our maintenance programs. The fact that the depots in the Army will be severely curtailed, if not closed, during the third and fourth quarter of this year will cause a maintenance backlog. Our equipment is returning from theater, will be stacked up awaiting reset, which will again affect our equipment on hand.

And I will leave it at that as far as time, and I would like to answer for the record as well.

[The information referred to can be found in the Appendix on page 85.]

Mr. TURNER. Thank you.

General Clarke.

General CLARKE. Yes, sir.

With regards to the continuing resolution and sequestration, obviously, immediate impacts would also lead to furloughs, would be the big part of it. The National Guard really rests on the use of our full-time force to train and administrate our part-time force but also to do operational duties as well. We prioritize to make sure that we don't let any operational missions fall behind, like the Aerospace Control Alert. But if you look at any Guard unit with all of the drill statisticians out there, if they are unable to drive the fuel trucks, people to repair the fuel trucks, take an oil analysis, analyzing it, all of that, if we lose that capability, it starts to hurt our readiness to a certain degree.

As far as modernization, there is a backbone to modernization that has to be realized that goes out through all of the people who are software engineers and hundreds of thousands, possibly, of civil service employees who also support the enterprise that makes modernization come to light. So we would be affected by that, maybe possibly a slowdown in modernization efforts.

Sir, you asked me specifically about Rickenbacker. I can take that for the record also, but I will tell you that the Air Force has a very specific process, a very codified process for selecting which bases will get a KC–46 in the future. Should the opportunity present itself, once one is selected, the Air National Guard will always look for the opportunity to do an association with a unit there if possible, if not outright select it as a unit-owned, if you will, aircraft at that location. So I can get you more information for the record, also, sir.

[The information referred to can be found in the Appendix on page 85.]

Mr. TURNER. Okay.

General Talley.

General TALLEY. Mr. Chairman, thank you for the question.

Civilian workforce for the United States Army Reserve is predominantly military technicians, and they do remarkable work every day in keeping the doors to our units and centers open for

business. They represent over 40 percent of my full-time manning, which is only authorized at 13 percent. That is going to be the biggest impact on the Army Reserve will be the civilian furloughing. Most of these civilians are low-grade employees. Furloughing them will provide significant financial stress to them and their families, have a severe impact on the Army Reserve in terms of everyday functions, like maintenance, pay processing, logistics support, training support, and base support operations.

The second major impact of sequestration will be on medical readiness. Right now, the Army Reserves has the highest medical readiness in the history of the Army Reserve. Our medical readiness is really three parts. One is our annual physical assessment, our dental exams and our shots or immunizations. Right now, we are at 76 percent, so that means 76 out of 100 soldiers would have met all of the requirements for all three of those. We get that support provided to us by contracts we provide to civilian medical professionals. We will have to reduce those contracts and that will result in over 80,000 less exams and associated medical assessments during the rest of 2013, reducing our medical deployability.

CRA [Continuing Resolution Authority] effects just basically pile on to the impacts of sequestration. It will reduce our OMAR [Operation and Maintenance] funding by $70 million. By the way, sequestration requires us $292 million of cuts between now and the end of the year. CRA will cause us to reduce OMAR by $70 million and will have similar additional impacts beyond those I have already mentioned for sequestration. It will also reduce my RPA [Reserve Personnel, Army] funding by $200 million, which will limit all reservists to 14 days statutory annual training, but that will reduce their ability to participate in schools, receive incentives, and impact our training. Thank you, sir.

Mr. TURNER. General Jackson.

General JACKSON. Mr. Chairman, thank you very much for the question. Probably the biggest impact I would like to go ahead and join with my colleagues at the table here to say, the Air Reserve Technician Program, which is our full-time support, is obviously being furloughed along with all of the civilians at this time. That is 14,000 members of the Air Force Reserve, which is, unfortunately, our full-time support, and it will be adversely impacted every single day because of that.

In addition to that, when it comes to the aircraft and weapons system sustainment, we are in the same opportunity and see the same things as my colleagues here at the table. When it comes to the impact of sequestration on NGREA, we have approximately 9 percent cut in that obligation, which means that as we try to go ahead and be good stewards of our Air Force and our congressional funding stream, we are unable to do that because we are going to have broken programs, and broken appropriations that weren't able to be fixed in the future.

The impact specifically will have to do with trying to purchase some targeting pods for the F–16s [Fighting Falcon multirole fighter aircraft] that we are attempting to do, additional vehicle maintenance and vehicle purchases, and in addition to that, some C–130 [Hercules tactical airlifter] upgrades that we are attempting to do this fiscal year.

Sir, I am standing by to answer any other questions for the record.

Mr. TURNER. Mr. Garamendi.

Mr. GARAMENDI. I do have one question I would like to take up, and that has to do with Beale Air Force Base. Last year Congress specifically prohibited the Air Force from retiring the Global Hawk [RQ–4 unmanned aerial vehicle surveillance aircraft] or even preparing to retire the Global Hawk. Yet it has been announced that Beale Air Force Base, that the 13th Reconnaissance Squadron will be deactivated. So the question is, how could that be, since those are 200 troops that specifically provide support for the Global Hawk program? Has there been a formal order? Who signed it? How does this fit with the law? And if it was issued, I would like an explanation.

I happen to represent Beale, and I am mightily concerned about this, since it is contradictory to what we had intended to have happen.

General Jackson.

General JACKSON. Congressman, thank you very much for your question. And as you are well aware, we are very proud of the 940th Wing in the 13th Reconnaissance Squad in Beale. They received their mission about 6 years ago, as we lost our KC–135s, and they have done an outstanding job. As you are also aware, Congressman, we have not submitted the 2014 budget at this time, so any pieces in that 2014 budget we cannot really disclose with you at this time, but I am happy to answer your questions in the future.

The publication or the release that you mentioned was in error, sir. It is a mea culpa on my part. The unit said that they were going to be closing down at the end of 2013. But the 13th RS [Reconnaissance Squad] is fully funded through the end of fiscal year 2013 and is funded in the program in fiscal year 2014. Sir, I am happy to answer any of your questions for the record that you would like to have.

Mr. GARAMENDI. Thank you.

You mentioned the word when?

General JACKSON. I am sorry, sir?

Mr. GARAMENDI. When will you answer the other questions?

General JACKSON. Well, sir, the other questions, like I said, is when the 2014 submission comes forward. You will see exactly that the programming does have the 13th RS in there through the end of the fiscal year.

Mr. GARAMENDI. Thank you.

Mr. TURNER. Ms. Duckworth.

Ms. DUCKWORTH. Thank you, Mr. Chairman.

So, in the last several weeks, this committee has heard testimony from several Active Duty commanders that have been very complimentary to the National Guard and the Reserve Forces. In fact, the Deputy Commander of Special Operation Forces Command talked about North Africa and admitted that he could not do a lot of his operations without the support of both Guard and Reserve troops and those technicians that are there especially on the aviation side of the house.

And the CENTCOM [U.S. Central Command] commander actually just last week said that the State partnership program and those soldiers that participate in that program are "bang for the buck," his words, one of the best things going. And he was echoed by European command. The Guard especially has been an operational force. You have developed this force through blood, sweat, and tears for the last 10 years.

I wonder, General Ingram, and General Clarke, if you could speak to what minimum end strength, if you have a number in mind, of the Army and of the Air Guard Forces that would allow you to maintain that operational force to support both domestic missions and also Active Duty missions but also at the best bang for the buck. You know, we spoke before how the National Guard provides operational soldiers at a lower cost than Active Duty soldiers. Is there an end strength that you are looking at or perhaps a number of brigade combat teams, that sort of thing, that would be ideal to allow us to maintain that operational force, enjoy the cost savings as well, but still be able to flex up as needed?

General INGRAM. Thank you for the question. As far as the Army National Guard is concerned, our balance across the 54 States and territories today is really very well balanced. In the last 10 years, as we have gone to module formations, we have made some tweaks in our distribution of force structure so that each State, territory, and the District have what we call the essential 10 capabilities that assist the States in conducting domestic operations.

That, coupled with the brigade combat teams that we have in the Army National Guard—we currently have 28—and those brigade combat teams provide the best structure for domestic operations. They are multifunctional. They are organized in squads, platoons, companies, and battalions that allow a fight-tonight capability. Every soldier in those formations knows the chain of command. They know who they report to, and they can be called on very short notice to respond immediately to domestic situations.

The question of balance and force structure ACRC [Active Component/Reserve Component] mix is a question that is being considered at multiple levels. The Guard is in very good shape now the way we are readied across the Nation, and I will defer to my colleague.

General CLARKE. Thank you, Congresswoman, for the question. The minimum end strength part of that is, I would say, right about now is a sweet spot for us. One of the greatest things the Air Force gives the Air National Guard is experienced airmen, and we put them to work right away, and we keep them busy. But I would say that balance, with 89 wings we have right now, I would say it is a good balance. It is healthy.

With regard to the operational force, though, meeting the same standards, taking the same inspections, and then being a part, and this is probably one of the most important, is being a part of the air expeditionary force, and that is doing the same job that any other airman might be, either at home or overseas, is so critical. And one thing I would hate to ever see us back out of is not being engaged overseas, involved in operations. That puts us on step with anyone else, and I would tell you that over the history of the last conflicts in Asia and everything, we have done an outstanding job

of meeting every requirement every time with great airmen, largely because the Air Force decided years ago to make sure that the Air National Guard members and the Air Force Reserve meet the same standards, are inspected, and are part of the Air Expeditionary Force.

Ms. DUCKWORTH. Thank you, General.

I actually started out my military career in the Army Reserves, 86th ARCOM [Army Reserve Command], and I have seen over the years the value gained from that institutional knowledge. I went to Iraq in the National Guard with three Vietnam helicopter pilots and the information, that knowledge that was there was critical to our success. And I have seen time and again forces who leave Active Duty, come to Reserve Forces, and we don't lose that information and that experience that was there. So thank you for your testimony today.

Mr. TURNER. Thank you, Ms. Duckworth.

We are going to conclude. We have 4 minutes on the clock to make it to votes. I am going to ask you a question for the record, but I am going to give it to you orally so that you see the importance of the question.

When you look at the National Guard and Reserve Equipment Account, the NGREA, Congress has been providing additional funding for the Guard and Reserve Component for equipment and modernization. In 2003, since 2003, it is about $61 billion, includes $9 billion additional funding that was part of NGREA. We are having difficulty tracking the funding to ensure that it is making it to its intended use and purposes. So we are working on the issue of the challenges of transparency. We are going to ask you to please help us explain the process of how that has been working in the funding, and what processes are in place to ensure that when we provide the funding that the funding actually does go to equipment. And our staff will work with you on additional specifics for that, and we look forward to your answers.

[The information referred to can be found in the Appendix on pages 85–86.]

Gentlemen, thank you so much for participating in this today, and again, please do take the opportunity to extend your comments for the record and we apologize, obviously, for the inconvenience of votes falling in between this hearing. Thank you. We will be adjourned.

[Whereupon, at 2:29 p.m., the subcommittee was adjourned.]

A P P E N D I X

March 19, 2013

PREPARED STATEMENTS SUBMITTED FOR THE RECORD

MARCH 19, 2013

Statement of Hon. Michael R. Turner

Chairman, House Subcommittee on Tactical Air and Land Forces

Hearing on

Equipping, Modernizing, and Sustaining the National Guard, Army Reserve, and Air Force Reserve as an Operational Force in a Time of Budget Uncertainty

March 19, 2013

Today the Tactical Air and Land Forces Subcommittee meets to receive an assessment of the modernization needs, and the equipping and sustainment challenges of the Army National Guard, Air National Guard, Army Reserve, and Air Force Reserve. Right now the Pentagon is facing cuts levied by Secretary Gates and President Obama, the Budget Control Act of 2011 and its attached sequester, which I opposed, and the constraints of continuing resolutions. Given the current budget uncertainty we face, and the long-term impacts of sequestration to modernization, we believe it necessary to obtain the current views of National Guard and Reserve Component senior leaders.

We welcome our distinguished panel of witnesses:

- Lieutenant General William Ingram, Jr., Director, Army National Guard;
- Lieutenant General Stanley Clarke, Director, Air National Guard;
- Lieutenant General Jeffrey Talley, Chief, U.S. Army Reserve; and
- Lieutenant General James Jackson, Chief, U.S. Air Force Reserve.

The Department has made progress in providing much-needed funding to equip the National Guard and Reserve Components, to enhance its role as an operational reserve. The major issue will be sustaining this funding given the acute national economic challenges we currently face. Congress has not hesitated in trying to address the equipment readiness needs we have noted in many Guard and Reserve units over the years.

National Guard and Reserve Component procurement from fiscal year 2003 to fiscal year 2012 has totaled approximately $60.9 billion, averaging almost $6.7 billion per year. Since 2003, Congress has authorized a total of approximately $9.2 billion in additional funding above the President's budget requests in a separate, distinct National Guard and Reserve Equipment Account. This funding has enjoyed sustained bipartisan support both on this com-

mittee and throughout Congress. We are now faced with the significant challenge of determining the adequacy of Reserve force budgets and equipment status during a time of severe fiscal austerity. The questions we are now being forced to ask are, "Can we afford to equip and sustain the National Guard and Reserve Components as an operational force?" and "What is the risk of not doing so?"

The Guard and Reserve Components have proven to be an invaluable asset during Operation Enduring Freedom, Operation Iraqi Freedom, and Operation New Dawn. These past 12 years have justified the need for an operational Reserve Component force that must be adequately manned, trained, and equipped, rather than the Cold War model of a "strategic reserve." The National Guard also has a dual-role responsibility and has to be mission ready to rapidly respond to local, State, and Federal emergencies. The Guard and Reserve units in my district and the State of Ohio have played an invaluable role in combat operations in Iraq and Afghanistan, as well as humanitarian missions here in the United States. The 445th Air Lift Wing at Wright-Patterson Air Force Base provides strategic transport of personnel and equipment as well as aeromedical evacuation capabilities to the warfighter. Air National Guard units at Springfield, Rickenbacker, and Mansfield as well as the 37th Infantry Brigade Combat Team in Columbus, have all been very active in supporting the warfighter over the past decade of war.

Without these units our country would not be able to sustain the All-Volunteer Force. I am concerned that these current budgetary challenges, to include 10 years of arbitrary across-the-board cuts resulting from sequestration, will have negative impacts on the current operational status of the Guard and Reserve.

Opening Statement for Congressman Garamendi 3-19-13

Tactical Air and Land Forces Subcommittee Hearing on Army and Air Force Reserve Components

- Today's hearing builds on many years of effort by this committee to support a better-equipped, more-prepared, Army and Air Force reserve components.

- Specifically, this subcommittee has led the way over the past 10 years in allocating an additional $9.2 billion for reserve component equipment.

- This funding, in addition to what was in the budget each year, has helped increase levels of equipment, and in particular modernized equipment, available to reserve units of all types.

- In particular, this extra funding has helped ensure that "critical dual-use" equipment – needed for overseas deployments and domestic response activities – is at close to 90%.

- This "dual use" equipment, while not always attracting a lot of attention, ensures that National Guard and Reserve units have what they need when called upon to respond to a hurricane, forest fire, flood, or other domestic emergency.

- In short, a better-equipped reserve force is a true "win-win" for the nation. We get an operational reserve to help overseas, and a force that helps state and local governments here at home in times of crisis.

- Simply put – a better-equipped reserve force saves lives. We should remember that as resources decline for the DOD.

- Beyond assisting local authorities here at home, the National Guard and Reserve have evolved into a true "operational reserve" over the past decade.

- Across all components, today there are 53,000 members of the reserve on active-duty supporting operations around the world. Since 9/11, almost one million reservists have been called up for various missions.

- For example, the 13th Reconnaissance Squadron at Beale Air Force Base in my district supplies a major share of the manpower needed to operate Global Hawk UAVs around the world – and they do so at low cost compared to having to increase active-duty troop numbers.

- There are similar units all over the country providing daily support for intelligence, surveillance, and reconnaissance missions.

- And, even as we drawdown our troops in Afghanistan, we will continue to need intelligence assets worldwide, so these missions are not going to go away any time soon.

- In fact, in peacetime we may need more, not less, intelligence collection in order to understand what is going on in the world.

- The reserves are now a critical part of the military's global intelligence structure, and without them we can't maintain the capability we have today in this area.

- So, it is clear that Reserve forces are an integral and part of today's military, but what about in the future as budgets drop at DOD?

- Left on their own, the Army and Air Force will probably seek to dramatically cut reserve forces as budgets get tight.

- For example, last year the Air Force wanted to eliminate hundreds of aircraft and thousands of reserve troops to meet budget cut targets.

- While Congress prevented many of those cuts, we now face sequestration.

- A critical question Congress should ask itself, and something I hope we learn about at today's hearing, is why we shouldn't <u>increase</u> the size of the Guard and Reserve instead?

- If DOD funding is being reduced, and the nation needs to keep military capability at a lower cost, then investing in increased reserve forces makes a great deal of sense.

- While it is true they take time to mobilize, a larger National Guard and Reserve is effectively a "discount" insurance policy for the nation.

- Relying on the National Guard and Reserve to a greater extent may also make future President's think twice about starting a war, something that I think is appropriate after what the nation has been through with the war in Iraq that started 10 years ago today.

- I thank the witnesses for their decades of service to the nation, and look forward to hearing their testimony.

STATEMENT BY

LIEUTENANT GENERAL WILLIAM E. INGRAM JR.

DIRECTOR, ARMY NATIONAL GUARD

BEFORE THE

HOUSE ARMED SERVICES COMMITTEE

SUBCOMMITTEE ON TACTICAL AIR & LAND FORCES

FIRST SESSION, 113TH CONGRESS

ON

EQUIPPING, MODERNIZING, & SUSTAINING THE RESERVE COMPONENTS

MARCH 19, 2013

NOT FOR PUBLIC DISSEMINATION
UNTIL RELEASED BY
THE HOUSE ARMED SERVICES COMMITTEE

Opening Remarks

Chairman Turner, Ranking Member Sanchez, members of the subcommittee; I am honored to appear before you today, representing the nearly 356,000 Soldiers in the Army National Guard. For 376 years Citizen Soldiers have been central to how the nation defends itself at home and abroad. Through resolve and readiness, Army National Guard Soldiers deliver essential value to our nation and its communities.

The men and women of the Army National Guard contribute immeasurably to America's security. They have been an integral part of the active Army, supporting the National Military Strategy and Army commitments worldwide. In more than a decade of fighting two wars, the Army National Guard has demonstrated the capacity to conduct every mission assigned. Since September 11, 2001, Guard Soldiers have completed more than 514,000 mobilizations in support of federal missions. Currently, more than 23,000 members are mobilized at multiple locations around the world defending our national interests.

At the same time, the Army National Guard continues to fulfill its centuries-old obligations to the communities in which we live and work. Guard Soldiers live in nearly every zip code, playing a vital role as the military's first responder. In fiscal year 2012 Army Guard members served over 447,000 duty days under the control of the nation's governors responding to domestic emergencies – and that was, historically, a slow year. This current fiscal year, which began with

Hurricane Sandy, will likely post far higher numbers. The training and equipment used to ready the Guard for overseas service has paid dividends here in the U.S.; it is the Guard's preparedness for war that has made it so effective in responding to domestic emergencies.

Whether at home or abroad, the National Guard lives up to its motto – Always Ready, Always There.

The Army National Guard of 2013 is the best-manned, best-trained, best-equipped, best-led and most experienced force in its long history. This is a direct result of the resourcing and legal authorities that Congress has dedicated to this purpose over the past decade-plus of conflict. The Army Guard has used those resources wisely, and is an operational force that provides capabilities and strategic depth to meet U.S. defense and homeland security requirements. The Army National Guard complements the active component, ensuring the Total Force remains capable of providing trained and ready forces in support of the Nation's security strategy. As an operational force, the Guard is resourced, trained, ready, and used on a continual basis, conducting the full spectrum of military operations in all environments as a part of the Total Force.

If there is a single message I could deliver to you today, it would be this: it would be a terrible waste of effort and resources to let this superb operational force, built at great expense in blood, sweat and treasure over a decade of conflict, atrophy as a result of across-the-board cuts

that fail to take into mind the value relative to its cost of the Army National Guard in meeting America's national defense and domestic response needs.

It only takes a continued modest investment to maintain an operational force when compared to the strategic reserve the nation had prior to 9/11. But that investment is more than made up for in the added responsiveness, flexibility and readiness resident in a reserve component where 84 percent of the personnel serve in a part-time status.

The past decade of conflict has done much to dispel many of the myths associated with the National Guard, its role, capabilities, costs, and limitations. As the military enters a period of constrained resources and the Services conduct their analysis of the proper mix of active and reserve forces needed to accomplish national strategic goals, the Army National Guard as an operational force offers an effective and efficient solution to a wide variety of mission sets.

Status of the Force

One persistent false impression is that the Army National Guard is a "tired force" whose Soldiers, families and employers are worn out from the strain of more than a decade of conflict. No doubt, there has been strain. However, the Guard's Soldiers continue to show a strong appetite for service, and the Guard's appeal as a winning team that embodies selfless service to both nation and community continues to draw

America's youth to its ranks. The Army National Guard recruitment rate is 102% of goal, while the retention rate stands at 94.6% (as of March 5, 2013). Every member of the Army Guard has either enlisted or re-enlisted since September 11, 2001. This is a key point, as today's Guard differs from that of the pre-9/11 period in that today's Soldiers anticipate being deployed abroad in service to their country.

Indeed, nearly 50 percent of the Soldiers in the Army Guard today are veterans of a deployment, many having served multiple tours. Retaining this core of experience is critical to maintaining an operational force, and this year and the next present a particular challenge as the large cohort of enlistees that grew the Army National Guard in 2007-8 comes due for re-enlistment. While bonuses and incentives play an important role in deciding to stay in the Guard, the desire for relevant training and utilization at home and abroad drew many of these men and women to enlist in the first place, and will play a role in their decisions to stay. A key component of the operational reserve is that it is a force that sees regular use, through a progressive readiness model – such as Army Force Generation – that prepares Soldiers and units for deployment every five years. This gives Soldiers, their families and civilian employers the predictability they need to plan their civilian lives and careers, while developing critical military skills exercised through tough, realistic training or operational employment.

Accessibility

In the 2012 National Defense Authorization Act, the Congress wisely increased the degree of access that the military services have to their reserve components for both domestic emergencies and preplanned operations. Because the dual federal-state status of the National Guard makes it fully accessible to the states, the additional authority granted in Title 10, section 12304a for domestic emergencies will likely not be exercised for the Army National Guard. The authority granted in Title 10, section 12304b, however, increases the ways Services can access the reserve components for preplanned and budgeted missions to meet combatant commander requirements. This authority removed one impediment from maintaining an operational reserve that can be flexibly employed by combatant commanders as required. An additional benefit to this access is the honing of the operational reserve through continued employment. There remain no significant statutory barriers to accessing the Army National Guard or any of the other reserve components for either domestic or overseas missions.

While the National Guard takes great pride in its militia heritage and the service it renders to local communities while under the command of the nation's governors, this dual status has never limited the federal government's access to Guard units for any mission. By established law, the federal government takes priority over the states

whenever there is a need for Guard forces. The needs of domestic response are assured through the careful apportionment of essential capabilities to each of the states. This, coupled with the proliferation of Emergency Management Assistance Compacts among the states, assures that the nation's governors have access to essential capabilities should their own National Guard be deployed or otherwise unable to meet the demand for a particular capability during a disaster. By way of example, 21 states provided National Guard forces to the effected region when Hurricane Sandy caused massive damage to coastal New York and New Jersey late last year.

When needed, the Army National Guard has always answered the call – both at home and abroad.

An Operational Force for Domestic and Overseas Missions

The most immediate advantage of an operational force is its readiness to conduct the full spectrum of missions, overseas and domestic, when called upon. The Army National Guard has demonstrated this capability in full during the conflicts in Iraq and Afghanistan, mobilizing units ranging in size from 2-3 man teams to 3,500-man Brigade Combat Teams to Division headquarters exercising command and control over multiple Brigade Combat Teams and supporting forces. Guard BCTs performed every mission in Iraq and Afghanistan that their active component counterparts performed, to

include security force, advising and training of host nation military and police forces, and full-spectrum operations in both countries.

In fiscal year 2012, nearly 25,000 Army National Guard Soldiers were deployed in support of a multitude of ongoing missions around the world. The vast majority, over 21,000, served in support of Operation Enduring Freedom, with others serving in the Horn of Africa; in support of Operation Joint Guardian in Kosovo; in support of the Multinational Force and Observers in the Sinai; in Honduras; the Philippines; and mobilized for operational missions within the United States.

While this contribution is noteworthy, there is significantly more capacity within the Army National Guard should the nation require. By way of recent example, at one point during 2005 over 100,000 were deployed and eight of fifteen Brigade Combat Teams in Iraq were Army National Guard. Later that same year, with 80,000 Soldiers still mobilized overseas, the Army Guard surged more than 50,000 Soldiers in the space of a week to deploy to the Gulf Coast in the wake of Hurricane Katrina. In summary: in the year in which the Army National Guard experienced its largest mobilization since the Korean War, it also experienced the largest domestic response in its history. This capacity and capability continues to reside in today's Army National Guard, with the ability to respond with appropriate notice for overseas missions – or no notice for domestic emergencies – when it is resourced as an operational force.

Response time is a critical consideration when determining the right mix of forces to meet planned or unanticipated contingencies. The past dozen years of war has demonstrated that even the largest Guard formations can be trained to standard, validated and deployed well within the timelines required by Combatant Commanders. The experience of deploying, and deploying repeatedly, over the past decade has honed this training regimen and reduced post-mobilization training time considerably since 2003. Many companies complete their post-mobilization training in approximately 30 days; Army National Guard BCTs, large units required to achieve a collective training standard on more complex tasks, take a little longer, averaging 50-80 days of post-mobilization training. Predictability of scheduled deployments is preferable for Soldiers, families and civilian employers, and is key to maintaining an operational force in the reserve component. The ability of the Army National Guard to respond to worldwide contingencies provides tremendous flexibility to the nation as we seek to achieve defense goals with a constrained budget.

Domestic Operations

In the 2012 calendar year, Citizen Soldiers responded to floods, wildfires, tornadoes, hurricanes, and snow storms. The biggest storm of 2012, Super Storm Sandy, devastated communities along the east coast. Guard members from 21 states responded and many remained on duty

for several weeks. Many who responded live in the communities hardest hit by the storm.

Just a few weeks into 2013, National Guard Soldiers were called up to help dig out people in the northeast, where up to 40 inches of snow fell during a weekend storm. Our Citizen Soldiers were needed to help clear roads of snow and tree limbs and to transport people for medical treatment. Guard personnel also assisted crews to restore electric service to the 650,000 customers who lost power.

During 2012, the Army National Guard also provided 44,327 duty-days of support to special events. Most notably, the Guard served during both the Democratic and Republican National Conventions, as well as the Asia Pacific Economic Cooperation Summit and the NATO Summit.

The Army National Guard's support of the Southwest Border mission was much lower in 2012 than in previous years. Still, their work spanned the 1,933-mile border of California, Arizona, New Mexico, and Texas. The current Southwest Border support focuses on criminal analysis and aerial detection and monitoring.

Army National Guard aviation was particularly active in the domestic arena, flying more than 7,880 hours supporting Customs and Border Protection and assisting in 13,780 apprehensions and the seizure of 82,471 pounds of marijuana. Throughout 2012, Army Guard helicopters flew more than 30,880 hours for domestic operations,

transported 6,554 personnel, moved 201,731 pounds of cargo, and dropped nearly 6 million gallons of water while extinguishing wildfires.

Support to Security Cooperation and Building Partner Capacity

In 2012, the Army National Guard provided approximately 18,575 Soldiers to support 69 military exercises in 104 countries. The Guard's dual mission capability, combined with Soldiers that possess a wide variety of civilian, professional, and educational experiences along with grass-roots community support, ideally positions it to play a significant role in global security cooperation.

Army National Guard partnership capacity-building activities serve to deepen and strengthen a foreign nation or region's positive perception of the United States as a valued partner, serving to prevent future conflicts. Army National Guard's participation in security cooperation programs is unique because the relative stability of a Guard Soldier's career, in most cases in a single state, allow that Soldier to forge enduring relationships with their foreign counterparts over long periods of time. In some cases, the crucial bonds have been cultivated and maintained for more than two decades.

In 2012, 4,200 Army National Guard Soldiers participated in the National Guard Bureau's State Partnership Program (SPP) that includes 65 partnerships and two bilateral agreements with a total of 67 partner countries. This program promotes security cooperation activities for

military-to-military training, disaster response, border and port security, medical, and peacekeeping operations.

This year marks the 20th anniversary of this innovative and highly beneficial program, which has yielded immense benefits for the United States and partner nations. Administered in cooperation with the US Department of State and working hand-in-hand with the Air National Guard in each state and leveraging funding from other DOD programs, SPP is not strictly an Army program. Nevertheless, the Army Guard's extensive experience with the State Partnership Program, and the worldwide bonds that it has forged, are a vital element of the Army's Regional Alignment of Forces concept.

The commitment of SPP partner countries has been sustained and durable - throughout the past decade of conflict. Twenty-seven SPP partner countries have deployed alongside Guard Soldiers in Iraq and Afghanistan. At the close of fiscal year 2012 there were 20 SPP partner countries contributing more than 8,500 troops in Afghanistan.

Guardsmen possess a range of valuable professional skills and expertise acquired as civilians. Within the ranks of the Army National Guard are first responders (firefighters, law enforcement, emergency medical technicians, and analysts), medical professionals, legal professionals, engineers, agricultural specialists, educators, mechanics, and plumbers. The combination of these skills civilian acquired skills with individual and collective military expertise uniquely postures Guard

formations to accomplish missions requiring smart power skills. A prime example is the innovative Agribusiness Development Teams (ADTs) currently employed in Afghanistan.

Agribusiness Development Teams provide training and advice aimed at supplementing current Afghan farming practices by introducing advanced techniques and new, profitable crops. These teams are making significant contributions to Afghanistan's economy and achieving sustainable, yearly growth of the nation's economic output. As a result of the ADTs, Afghanistan has increased harvests of apples, grapes, pomegranates, cherries, almonds, wheat, corn, alfalfa, and saffron.

Since the ADT program was implemented, 49 teams, consisting of 2,995 personnel, have contributed to more than 680 agriculture projects generating more than $42M for the people of Afghanistan. Currently, seven ADTs, are serving in Afghanistan. These teams are comprised of Soldiers from Kentucky, Indiana, Nebraska, Wisconsin, Georgia, Mississippi, and South Carolina – all states with large agricultural sectors.

Maintaining the Operational Force: Resourcing

Resources remain the principal reason why the Army National Guard is now an operational force, and will determine whether it stays that way. Resources have allowed the Army Guard to reach its authorized end strength levels and retain valued experience in the ranks.

Resources have allowed us to take care of families, promote resiliency, and provide post-deployment reintegration services. Resources have permitted the Guard to achieve individual and unit proficiency with advanced training devices and simulations, attend Army schools, and participate in live and constructive exercises at the Army's premier training centers. They have allowed the Guard to surge personnel on active duty in order to better prepare units for scheduled deployments. They have equipped the Guard to a higher level of modernized equipment on hand than at any time in its history.

Quite simply, the Army National Guard can only be as ready as it is resourced to be. The Guard will achieve desired levels of responsiveness if properly resourced – and it will do so by maximizing taxpayers' investment in programs directly contributing to Army National Guard readiness and a laser-like focus on proper stewardship of those funds.

Maintaining the Operational Force: Medical Readiness

Medical Readiness is a crucial requirement to maintaining the Army National Guard as an operational force. Every Soldier in the Guard, by law, must be assigned to a position in a unit. The Army Guard does not have a holding account similar to the active Army's to manage a significant volume of non-medically ready Soldiers. Nonetheless, the Army National Guard has made great strides in improving medical

readiness. Fully medically ready Soldiers are the key to ready and relevant units. The Army Guard improved from a fully medically ready percentage of 41% in 2007, to 77% by the end of FY 2012. That's the highest percentage of medical readiness ever recorded. However, this is an area where readiness will rapidly slip as sequestration will make it challenging for the Army Guard from performing 115,000 annual health assessments this year.

Maintaining the Operational Force: Support to Soldiers and Families

Soldiers join the Army National Guard for many reasons. One thing they all have in common is the desire to serve ... a desire to be part of a winning team, a force for good in this world. The National Guard represents this.

Adequate pay, benefits, training and other incentives play an important role for those deciding to enlist or reenlist in the Army Guard. Important benefits include Tri-Care Reserve Select, educational assistance, commissary access, legal assistance, life insurance, Thrift Savings Plan, home loans for veterans, and morale programs such as recreation facilities and Space Available travel.

People are the Guard's most precious resource. Nowhere can the Guard demonstrate this principle more strongly than in the effort it devotes to suicide prevention. This has been a persistent challenge for the Army Guard, since leaders typically only see the majority of their

Soldiers during a single drill weekend each month. This limits a leader's ability to intervene in a crisis. That's why the Army Guard is focusing on training and programs to increase resilience, reduce risk and increase leadership awareness. These programs are intended to enhance coping skills in Soldiers, their families, and the civilian work force – skills with an application to everyday life as well as the military.

The Army National Guard established a Master Resilience Trainer (MRT) Course at Fort McCoy, Wisconsin in July 2011, later adding a second course, in order to quickly increase the number of fully qualified MRTs able to serve their fellow Soldiers. By establishing these courses, the Army National Guard expects to meet the base requirement of 3,532 by the end of this fiscal year. This base requirement represents one MRT for every company across the Army Guard. Through this program, we touch every Soldier and teach fundamental resilience skills to the force.

The Army National Guard also trained 334 Applied Suicide Intervention Skills Training (ASIST) program trainers in FY11. An additional 150 ASIST trainers were trained in FY12. These trainers will train approximately 35,000 gatekeepers in advanced intervention skills.

In late 2011, the Army National Guard teamed with the Office of the Secretary of Defense for Reserve Affairs, as well as the Air National Guard, to launch a highly successful peer support line, Vets4Warriors. The peer support line serves all Army National Guard and Reserve Component members nationwide. As the foundation of each Soldier's

support network, Army National Guard families are being trained to assist in identifying high-risk individuals. States have capitalized on community-based resources and solutions to provide services outside of military installations.

The Army National Guard has been, and remains, deeply concerned with the civilian employment status of its Soldiers. The ability of Guard Soldiers to gain and maintain civilian employment is essential to the Army National Guard as an operational force. Furthermore, employment challenges extend beyond returning mobilized Soldiers; the Guard continues to work diligently to find solutions to assist its geographically dispersed population.

The Veterans Opportunity to Work (VOW) Act of 2011 mandates the Transition Assistance Program (TAP) for all Soldiers separating from a Title 10 active duty tour of more than 180 days. The Army National Guard is working closely with the Department of the Army and OSD, including on the Veterans Employment Initiative Task Force to implement the transition mandates set forth in the legislation. The goal is to enhance and increase participation of Guard members in an array of employment assistance programs made available by the Army and the Department of Defense.

Additionally, the Army National Guard offers several national programs to assist the states with their local employment programs. The National Guard Employment Network helps states that need resources to

people find employment, and to help companies hire outstanding candidates for success. The Network partners with private companies, and also helps Guard Soldiers and family members write resumes, develop interview skills and dress for success.

Similarly, the Job Connection Education Program assists Guard Soldiers and family members in researching, obtaining, and retaining civilian employment. It provides support services such as job skills training, workshops, and job search assistance with positions offered by more than 400 established business partners. This started as a pilot program in Texas, but has expanded to Iowa, Wisconsin and Tennessee. The program has helped 2,100 Army Guard Soldiers or family members secure employment, including 55 last month in Texas alone. Many of these jobs are in the financial and information technology sectors, and offer professional positions that feature good salaries and benefits.

Maintaining the Operational Force: Equipping the Force

The Army National Guard has received significant investments in its equipment over the last few years, increasing Equipment on Hand (EOH), Critical Dual-Use (CDU) equipment, and the overall modernization level.

Army National Guard EOH for Modified Table of Organization units is currently at 88 percent, an increase from 85 percent two years ago. Overall CDU EOH is 90 percent, an increase from 86 percent two years

ago and a significant increase from 65 percent at the time of the Hurricane Katrina response in 2005. Of the 88 percent EOH, 83 percent is currently at home station (not mobilized) and considered available for domestic operations. Of the total quantity of equipment authorized, 70 percent is on-hand and considered modernized, while 18 percent of the on-hand equipment is not modern.

While modernization levels overall are good, and within 1 percent of active component levels, there are nevertheless areas of concern. The Army Guard's UH-60 Blackhawk fleet is the oldest in the Army. HMMWV Recapitalization and general engineering equipment are additional areas of concern for modernization. Some of the items under consideration for potential purchase with procurement funds include Decontamination Trailers and Radiological Protection Kits, Virtual Convoy Operations Trainers and Close Combat Tactical Trainers, Hydraulic Excavators and fuel systems to extend the range on CH-47 and UH-60 helicopters.

Equipment reset – field and depot level maintenance – is another area of concern. Currently, the Department of the Army is developing strategies and plans for the way forward as it copes with cuts in maintenance due to sequestration. As it currently stands, approximately 1,000 pieces of Army Guard equipment will not enter Automatic Reset Induction during FY13. At this time the Guard has eight brigades and 450 units expecting reset. The brigades impacted hail from Minnesota, Oklahoma, Ohio, Hawaii, New York, Missouri, and two from Texas. The

Army's reset priorities are driven by the readiness requirements of units that are next to deploy, the global response force, and forward–deployed units. Since Army Guard units can only fall in the "next to deploy" category, there is the potential over time that Guard units would not receive reset equipment until it is time to deploy. As fewer units deploy, the equipment reset backlog increases over time.

Maintaining the Operational Force: Aviation

In the broader category of equipment, sustaining the Army National Guard as an Operational Force depends upon having the same equipment as the active component, including rotary wing aircraft. The Army National Guard currently has 1,277 rotary wing aircraft against an authorized fleet of 1,394 aircraft. The inventory includes a mix of the most modern capabilities (AH-64D Block II Longbow Apaches, CH-47F Chinooks, UH/HH-60M Black Hawks and UH-72A Lakotas), older but capable airframes (AH-46D Block I Apaches, CH-47D Chinooks, UH-60A/L Black Hawks, and OH-58D Kiowa Warriors) and 98 legacy aircraft (OH-58A/C Kiowas and AH-64A Apaches).

Programmed Army procurements will ensure the Army National Guard fleets are modernized on pace with the other components, except in the case of the Black Hawk fleet. Even in 2020, only 25% of the Army National Guard Black Hawk fleet will be equipped with the new UH/HH-

60M. Rotary wing aircraft remain a Critical Dual-Use asset whether mobilizing for the warfight or responding to domestic emergencies.

Due to the fiscal environment, the Army will accelerate divestiture of the C-23 Sherpa by 15 months, with a likely completion in September 2013. The C-27J was originally scheduled to replace the C-23. In 2009 the Department of Defense transferred the aircraft and cargo direct support mission to the USAF. Subsequently, the Army determined there was no longer a requirement for the C-23 and began divesting the aircraft in 2011.

To date the Army Guard has divested 8 of 42 aircraft. This month the Army determined that accelerating the divestiture will yield roughly $34M in cost savings through 2014 that could then be applied to other priorities. Though losing this capability is difficult, recognition of the current fiscal environment causes the Army Guard to accept the C-23 divestiture.

Maintaining the Operational Force: Installations

The Army National Guard has facilities in more than 3,000 communities. In many towns and cities these facilities are the only military presence, with the Guard serving as the most visible link between hometown America and the nation's armed forces. Providing quality facilities across 50 States, three Territories and the District of Columbia has been an on-going challenge. While the Army National

Guard transformed from a strategic reserve to an operational force during more than a decade of deployments, many facilities have not been updated in several generations. Currently, more than 46 percent of Army Guard readiness centers are over 50 years old. Many fail to fully meet the needs of a 21st century operational force, cannot easily accommodate modern equipment and technology, are poorly situated, and are energy inefficient. Facilities are critical to readiness and support unit administration, training, equipment maintenance, and storage. They serve as platforms for mobilization during times of war as well as command centers and shelters during domestic emergencies.

This wide array of use makes Military Construction and Facilities Sustainment, Restoration and Modernization funding a critical matter directly impacting unit readiness and morale, continuity of operations and interagency partnership, and community awareness.

Closing Remarks

With our nation operating during an era of budgetary pressure, the Army National Guard is structured for success in the future. With committed Citizen Soldiers as our foundation, the Army National Guard presents tremendous value to the nation at large and within American communities where we live, work and serve. A flexible force serving our citizens for 376 years, the Guard's history shows that it has always adapted to change in America and around the world and risen to the

challenge. The last decade-plus of war has demonstrated these traits in full: we are ready; we are accessible; we are capable; we are eager to serve.

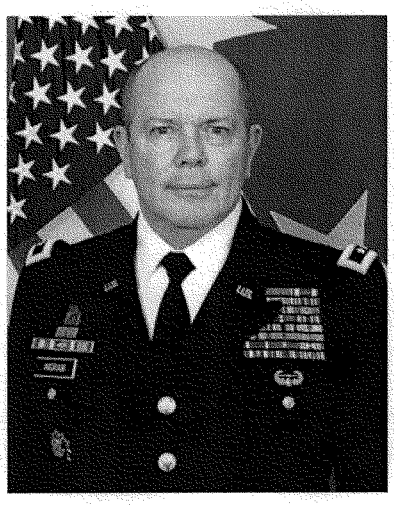
We stand ready, as always, to take on any mission.

Biography

National Guard Bureau

General Officer Management Office, Arlington, VA

LIEUTENANT GENERAL WILLIAM E. INGRAM, JR.



Director, Army National Guard

Lieutenant General William E. Ingram, Jr. is the Director, Army National Guard. He guides the formulation, development and implementation of all programs and policies affecting the Army National Guard; a force of over 350,000 Soldiers in the 54 States, Territories and the District of Columbia.

General Ingram received his commission in 1972 as a Distinguished Graduate through Officer Candidate School, North Carolina Military Academy at Fort Bragg, North Carolina. He has commanded United States, United Nations and North Atlantic Treaty Organization forces in Croatia, Macedonia and Kosovo and has taken leading roles in homeland security and disaster response at home. General Ingram previously served as Chairman of the Army Reserve Forces Policy Committee (ARFPC). He served as The Adjutant General, North Carolina for over nine years. General Ingram's most recent assignment was as Special Assistant to the Vice Chief of Staff, Army.

EDUCATION:

1970 North Carolina State University, Bachelor of Science, Textile Chemistry, Raleigh, North Carolina
1983 United States Air Force Joint Firepower Control Course, United States Air Force Ground Operations School, Hurlburt Field, Florida
1988 Terrorism in Low Intensity Conflict Course, John F. Kennedy Special Warfare Center and School, Fort Bragg, North Carolina
1993 Reserve Components National Security Course, National Defense University, Naval Air Station, Pensacola, Florida
1997 United States Army War College, by correspondence
2002 Black Sea Security Program, John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts
2007 Executive Course on National and International Security, George Washington University, Washington, District of Columbia
2010 University of North Carolina, Army Strategic Leadership Development Program-Intermediate, Chapel Hill, North Carolina

ASSIGNMENTS:

1. June 1972 - June 1973, Platoon Leader, Company A, 1st Battalion, 119th Infantry, Wilson, North Carolina
2. June 1973 - August 1975, Platoon Leader (Mortar), Detachment 2, Company B (-), 1st Battalion, 119th Infantry, Woodland, North Carolina
3. August 1975 - December 1976, Platoon Leader (Rifle), Detachment 2, Company B (-), 1st Battalion, 119th Infantry, Woodland, North Carolina
4. December 1976 - February 1979, Executive Officer, Company B (-), 1st Battalion, 119th Infantry, Williamston, North Carolina
5. February 1979 - November 1982, Commander, Company B (-), 1st Battalion, 119th Infantry, Williamston, North Carolina
6. December 1982 - July 1984, S-3 Air, 1st Battalion, 119th Infantry, Ahoskie, North Carolina
7. August 1984 - December 1985, S-4, 1st Battalion, 119th Infantry, Ahoskie, North Carolina
8. January 1986 - March 1988, S-3, 1st Battalion, 119th Infantry, Ahoskie, North Carolina
9. March 1988 - July 1991, Assistant S-3, 30th Infantry Brigade (Mechanized) (Separate), Clinton, North Carolina
10. August 1991 - February 1995, Commander, 1st Battalion, 119th Infantry, Ahoskie, North Carolina
11. February 1995 - April 1997, Rear Operations Officer, 139th Support Detachment, Morrisville, North Carolina
12. May 1997 - August 1997, Commander, 139th Support Detachment, Morrisville, North Carolina
13. August 1997 - February 1998, Commander, Task Force Pershing, Camp Sava North, Slavonski Brod, Croatia
14. February 1998 - July 1998, Commander, 139th Support Detachment, Morrisville, North Carolina
15. August 1998 - February 1999, Commander, 60th Troop Command, Rocky Mount, North Carolina
16. February 1999 - May 1999, Chief of Staff, United Nations Preventative Deployment (UNPREDEP), Skopje, Macedonia
17. May 1999 - August 1999, Commander, Task Force Sabre, Camp Able Sentry, Petrovec,

Macedonia
18. August 1999 - October 1999, Commander, 60th Troop Command, Rocky Mount, North Carolina
19. October 1999 - July 2001, State Training Officer, Headquarters, State Area Regional Command, Raleigh, North Carolina
20. July 2001 - September 2010, The Adjutant General, North Carolina, Joint Force Headquarters, Raleigh, North Carolina
21. October 2010 - November 2011, Special Assistant to the Vice Chief of Staff, Army, Pentagon, Washington, District of Columbia
22. November 2011 - Present, Director, Army National Guard, Pentagon, Washington, District of Columbia

AWARDS AND DECORATIONS:

Legion of Merit
Meritorious Service Medal (with 3 Bronze Oak Leaf Clusters)
Army Commendation Medal (with 1 Bronze Oak Leaf Cluster)
Army Achievement Medal
Army Reserve Components Achievement Medal (with 1 Silver and 1 Bronze Oak Leaf Cluster)
National Defense Service Medal (with Bronze Service Star)
Armed Forces Expeditionary Medal
Kosovo Campaign Medal (with 2 Bronze Service Stars)
Global War on Terrorism Service Medal
Armed Forces Service Medal
Humanitarian Service Medal
Armed Forces Reserve Medal (with Gold Hourglass and M Device)
Army Service Ribbon
Army Reserve Component Overseas Training Ribbon (with Numeral 8)
United Nations Medal (UNPREDEP)
North Atlantic Treaty Organization Medal (Yugoslavia) (with 1 Bronze Star)
North Atlantic Treaty Organization Medal (Kosovo)
The Brotherhood of Arms Award (Republic of Moldova)
Army Superior Unit Award
Air Assault Badge
Army Staff Identification Badge

EFFECTIVE DATES OF PROMOTION:

Second Lieutenant ARNG 24 June 1972
First Lieutenant ARNG 23 June 1975
Captain ARNG 4 May 1979
Major ARNG 31 January 1986
Lieutenant Colonel ARNG 1 August 1991
Colonel ARNG 2 May 1997
Brigadier General ARNG 16 July 2001
Major General ARNG 27 June 2003
Lieutenant General ARNG 14 November 2011

STATEMENT BY

LIEUTENANT GENERAL STANLEY E. CLARKE III

DIRECTOR, AIR NATIONAL GUARD

BEFORE THE

HOUSE ARMED SERVICES COMMITTEE

SUBCOMMITTEE ON TACTICAL AIR & LAND FORCES

FIRST SESSION, 113TH CONGRESS

ON

EQUIPPING, MODERNIZING, & SUSTAINING THE RESERVE COMPONENTS

MARCH 19, 2013

NOT FOR PUBLIC DISSEMINATION
UNTIL RELEASED BY
THE HOUSE ARMED SERVICES COMMITTEE

Opening Statement

Chairman Turner, Ranking Member Sanchez, members of the subcommittee; I am honored to appear before you today, representing the men and women of our nation's Air National Guard.

I wish to take this opportunity to update you on status of your Air National Guard, specifically, the status of the men and women that are the foundation of the Air Guard, the condition of their equipment, the impact of current fiscal uncertainty, and finally, a look to the future and how the Air National Guard can help secure our nation.

Personnel

The men and women of the Air National Guard (ANG) continue to prove their value to America and remain our top priority together with their families and employers. As of last week, the Air Guard had filled over 562,000 Overseas Contingency Operation positions since 9/11, with an 87% volunteer rate. Currently there are 2,290 Guard Airmen deployed around the globe performing a myriad of tasks including Overseas Contingency Operations, counterdrug, support to the National Science Foundation expeditions in Antarctica, and routine operational missions supporting national security. Even as the war in Afghanistan draws down, the men and women of the Air Guard continue to volunteer to serve.

At home, Guard Airmen have responded to countless local and national emergencies. Whether helping in local search and rescue operations, securing vital state infrastructure, or helping orchestrate the national response to Hurricane Sandy, your Guard men and women can be relied upon to bring manpower, dedication, professionalism, organization, and resourcefulness to any call for help.

As of 8 March 2013, ANG end-strength was 104,204 – 1,496 under authorized. Throughout FY2013, Air Guard recruiters met or exceeded monthly enlistment and officer accession goals, but monthly losses were higher than expected resulting in the current under-strength. The ANG is implementing a number of short-term and long-term resolutions. First, recruiting goals have been increased to account for the increased unexpected losses. To assist the

local recruiters, the ANG has also increased the number of bonus/incentive-eligible career fields and expanded the pre-qualified officer database. Long-term initiatives include providing state leadership with local recruiting and retention production statistics for accountability, and the introduction of the Career Motivation Program for commanders to utilize Unit Career Advisors and periodic interviews/surveys to identify loss trends and facilitate retention of critical skill sets. Overall, I am very confident in our ability to not only meet end-strength but to recruit and retain the skill sets necessary to perform at the level the nation asks of its Air Guardsmen.

Unfortunately, the ANG struggles with many of the same personnel challenges as the other Services, including the tragedies of suicide and sexual assault. The Air Guard family is united in their efforts to overcome these challenges.

Since 2010, the ANG has implemented the ANG Psychological Health Program, which places Wing Directors of Psychological Health at 89 wings to support wing personnel resiliency efforts, including Comprehensive Airman Fitness, suicide prevention, and wingman culture. ANG has implemented the ANG Community Action Information Board (CAIB) and integrated Delivery System (IDS) to provide a forum for the cross-organizational review and resolution of individual, family, installation, and community issues that impact the readiness of the force and the quality of life of our Airmen and their families.

The Air National Guard has joined the Air Force in a multifaceted campaign of zero tolerance for sexual harassment and assault in the Total Air Force. In December, at the direction of the Secretary of Air Force, the Chief of Staff of the Air Force conducted a meeting with all Regular Air Force wing commanders with the intent of focusing their awareness on creating an environment for our Airmen to work in that enables them to accomplish the mission "with honor and distinction." This meeting was followed with an assessment of all work areas throughout the Air Force to discover, correct and deter conditions detrimental to proper standards of readiness and to ensure military fitness and good order and discipline.

In January, the Air National Guard followed suit with its own initiative mirrored after the steps taken by the Air Force. The *Take A Stand – Make A*

Difference campaign began with bringing in Air National Guard wing commanders and refocusing them on changing the culture within the Air National Guard. Commanders were made aware of unprofessional behavior and workplace environments which, as General Welsh has said, "are leading indicators of sexual assault and other behavior and performance issues." The January meeting was followed with a request for wing commanders to conduct an assessment of their units, similar to the one ordered throughout the Air Force. The overall intent of the Air National Guard's *Take A Stand – Make A Difference* campaign is to build on the distinctive heritage of the Air National Guard versus bringing forward outdated practices of unprofessional behavior that have negatively marked its history. The Air National Guard leadership views sexual assault to be as detrimental to mission effectiveness as shortfall in equipment readiness and modernization

Air National Guard Equipment

The preponderance of equipment in the ANG can be used for both state domestic missions and support for civil authorities as well as federal missions. The Total Force relationship between the Air Force and the Reserve Component has resulted in similar equipping levels. Currently, the ANG has 91 percent of all authorized equipment. Though there has been a reduction in authorized equipment due to mission changes and unit associations, approximately 88 percent of all the authorized ANG equipment has a valid use in both federal and domestic support operations – what is termed "dual-use" equipment.

The ANG also benefits from the Air Force's general guidelines to use mostly active Air Force equipment in support of overseas contingency operations (OCO). Currently, 1.6 percent of ANG equipment is deployed in support of OCO. Another 0.7 percent of ANG equipment is deployed throughout the 54 states, territories and the District of Columbia in support of domestic operations.

The advancing age of some ANG equipment could result in difficulties meeting ANG domestic support responsibilities. In addition, greater than 25 percent of ANG vehicles have exceeded or will soon meet the end of their useful economic life, including aircraft maintenance vehicles, refueling trucks, firefighting, heavy maintenance and snow removal vehicles.

There is, however, an important distinction between equipping levels and the modernization required in order to remain relevant in today's changing environment. Though equipping levels for the federal mission remain high, the quality and sustainability of the equipment is rapidly decreasing as the ANG possesses the oldest equipment in the Air Force inventory. The Air National Guard maintains the oldest "block 30" variant of the F-16 and has the preponderance of the C-130H fleet while the active duty is recapitalizing to an all C-130J fleet. The ANG also operates unique aircraft such as the RC-26 for counterdrug operations.

Basic ANG equipment requirements are determined through a Total Force process to determine standard support equipment requirements for federal missions. Once valid requirements have been established, those requirements are filled based on the mission priority of the unit and weapon system. Most funding comes from the annual Defense budget process, with other funding coming from Air Force central agencies for support items that are interchangeable across the Air Force enterprise, such as personal protective equipment, communications equipment and some vehicles. The ANG has been aggressive in seeking other funding sources to replace items that have been expended supporting federal and domestic missions, or to modernize equipment to ensure its reliability and interoperability.

The procurement funds that Congress provides have made a significant impact on our ability to support both the war fighter and civil authorities. We strive to use these funds as efficiently as possible by pursuing lower cost 80 percent solutions to the immediate needs of our war fighters at about 25 percent of the cost -- needs that are identified directly by our war fighters and first responders out of our weapons and tactics classes.

The Air Guard used National Guard and Reserve Equipment account (NGREA) funding to modernize the Block 30 F-16, the backbone protecting America's skies.

Specialized missions such as Weapons of Mass Destruction Civil Support Team (WMD-CST), Chemical Biological Radiological Nuclear High Explosive (CBRNE) Enhanced Response Force Package (CERFP), and the Homeland Response Force (HRF) use equipment and other non-dual-use equipment for emergencies or response to major disasters. Their funding is based on using a

combination of Army, Army National Guard, Air Force, and ANG appropriations, along with Defense Department appropriations (e.g., the Chemical and Biological Defense Program (CBDP) funds. The National Guard Bureau continues to work with the Department of Defense to pursue modernization for equipment used by domestic response teams as technology evolves.

For the past three years, the ANG has emphasized modernization, upgrades, and procurement in two broad areas, communications and firefighting. These efforts were focused in both combat operations and domestic operations. In communications, the ANG sought to leverage networks and data links to bring current information and data directly to aircraft cockpits and Battlefield Airmen Joint Terminal Air Controller/Tactical Air Control Party/Parachute jumper (JTACs/TACPs/PJs), improve situational awareness for air defense operations, provide a common operational picture for Joint Force Headquarters-State, and provide capability to bridge communications between military and civil authorities. In firefighting, the ANG brought aboard an improved Mobile Airborne Firefighting System (MAFFS-2) in time for the CY2012 wildfire season and purchased upgraded and newer firefighting vehicles, protective equipment, and equipment for rescue operations.

With the need to fully fund ongoing operations and continued pressure on defense budgets, obtaining adequate funding for procuring equipment and modernization efforts is a challenge. By supporting annual procurement funding requests, the ANG will be able to modernize legacy platforms and equipment to remain an equal and effective partner in the Total Force Enterprise, as well as allow the ANG to provide support to civil authorities. It must also be noted that with ongoing Total Force Integration actions, the overall authorizations and on-hand balances continue to shrink, resulting in fewer equipment items in the availability ratios for ANG support to civil authorities. Despite the shrinking budgets and equipment balances, the ANG will continue to strive to adapt and meet the needs of the combatant commanders for combat and combat support forces and of our states for support of domestic operations. The ANG is fully engaged at all levels in operations in Afghanistan as well as in operations Gatekeeper, Hold-the-Line and Safeguard, directly defending our homeland. We are ready to respond to any tasking with fully mission-ready professionals equipped with capable, yet aging, weapon systems.

Impact of Budget Uncertainty

The current budget uncertainties are having a direct negative impact upon ANG personnel readiness and equipment readiness and modernization.

As the Committee is well aware, since 1 October 2012, the Department of Defense (DoD) has operated under a Continuing Resolution (CR) scheduled to expire on 27 March 2013. The CR distribution of funds is based on FY 2012 levels and did not account for the ANG's higher than normal Weapons Systems Sustainment (WSS) depot-level maintenance inductions in the first two quarters of the fiscal year.

To minimize the effect of the shortfall, the ANG is taking precise, measured steps by reducing flying hours, Base Operating Support (BOS) funding and rescheduling WSS depot maintenance. Meanwhile, the ANG will ensure critical flying missions are funded such as Aerospace Control Alert (ACA), Search and Rescue, Modular Airborne Fire Fighting Systems (MAFFS), and Air Expeditionary Force (AEF) pre-deployment activities.

Separate, but compounding the challenges of the CR, Sequestration will have immediate and significant negative impacts on the operational readiness and capabilities of ANG forces across all federal and domestic missions. The worst case scenario for FY 2013 would be sequestration combined with a continuing resolution that extends through the rest of the fiscal year without a reallocation of Department of Defense funds to the right accounts. Sequestration actions effecting personnel, equipment, training and facilities will all factor in a rapid reduction in combat capability, combat ready forces and, by extension, reduce capability and capacity for homeland defense, homeland security and domestic response.

The effects of the Continuing Resolution and Sequestration will be felt long after the immediate impact. Civilian furloughs reduce manpower available at the unit level to maintain equipment, which in turn reduces readiness. The impact is more acute in the ANG because Title 32 guardsmen in Technician status are civilian employees subject to furlough, unlike their Title 10 Active Component counterparts. Modernization will suffer as funding becomes more competitive to obtain. Delays in WSS will cause a back-log; a back-log which will take a considerable time to resolve given limitation on throughput at the

depots. Similarly, delays in personnel training, especially formal school training, will delay the Air Guard's ability to transition units to new missions for years.

The Future of the Air National Guard

As we build the Total Air Force of the future, it is essential to build capabilities that meet the advanced technologies potential adversaries might bring to a conflict. Futurists predict that the proliferation of technology will mean that US forces will face a plethora of long-range precision weapons and sophisticated air defense networks – the environment in which the B-2, F-22, F-35, and the next generation bomber are designed to operate. I believe it is equally important, even in a world driven by Moore's Law, that we not forget the lessons of the past. History tells us that high technology capabilities are not always the sole solution to security challenges. More often, the answer is capacity in combination with capability. During the Korean War the USAF deployed its newest jet fighters only to learn that what it needed most was large numbers of World War II vintage P-51 Mustangs for close air support. Similarly, during the first Gulf War, the nation marveled at the capabilities of the F-117, but it was the B-52, A-10, F-15, and F-16 that were the workhorses of the effort. The principal lesson of the past is that we cannot predict the future; the best we can do is to instill versatility and flexibility into our planning.

Do not misunderstand, I believe the capabilities of the latest air, space, and cyberspace technology are essential to the future security of the US, but I also believe capacity is equally important for it is capacity that permits multiple simultaneous actions in different parts of the world, and it is capacity that allows for extended actions without over stressing the men and women in uniform and their families. Recognizing that capacity is often as expensive capability, the question becomes, how do we sustain both capability and capacity in an era of austerity? The simple answer is investment in the Air Reserve Components of the Air Force.

A recent RAND study by Al Robbert examined the total costs of active duty (AD), Air Force Reserve (AFR), and Air National Guard (ANG) F-16 and C-130 units. The study, while still in draft, concluded that while the cost of

employing the three components was similar, the cost per aircraft and the cost per flying hour were significantly less in the reserve components (RC).

C-130	**Cost per PMAI**	**Cost per Flying Hour**
Active Air Force	$18,770,349	$24,179
Air Force Reserve	$9,394,071	$21,365
Air National Guard	$8,427,894	$20,926
F-16		
Active Air Force	$8,398,198	$29,190
Air Force Reserve	$6,356,380	$22,406
Air National Guard	$4,626,238	$22,296

There have been two major post-war draw-downs in recent history. The first occurred in the 1970's as the Vietnam War was drawing to a close. The second was in the 1990s at the end of the Cold War. In 1970, Secretary of Defense Melvin B. Laird put his faith in the Reserve Components and created the Total Force that served the nation through the end of the Cold War.

In 1990, our Air Force faced challenges not unlike those of today. And, the threats to national security and interest had not gone away with the fall of the Berlin Wall, in fact, the future looked just as unknown and ominous as it does today. First, there was a new strategy shifting focus from the Soviet Union to major regional conflicts. There was growing concern about the security implications of a possible breakup of the Soviet Union; economic, political, and geographic expansion of China; and, new challenges in the Middle East. The U.S. was trying to get the budget deficit under control – at that time it was sequestration under the Gramm-Rudman-Hollings Balanced Budget and Emergency Deficit Control Act of 1985. Faced with significant budget cuts and amorphous but growing threats abroad, Secretary of the Air Force Donald Rice decided to follow Secretary Laird's lead from the 1970s. As Secretary Rice wrote in his 1990 Report to Congress:

"The Air Force Total Force policy, formalized in 1973, has evolved to the current policy for a mix of Active and Reserve component forces, using all available assets, to ensure that maximum military capability is achieved at

minimum cost. We intend to allow as much force structure growth in the Air Reserve Component (ARC) as possible while maintaining a realistic balance between the ability of the Guard and Reserve to absorb that growth and the ability of the Active force to meet peacetime and contingency tasking."[1]

It was the Air Force that Secretary Rice built that maintained Northern and Southern Watch after operation Desert Storm. This Air Force, built upon heavy reliance on the Air Force Reserve and Air National Guard, also responded to the crisis in Bosnia and Kosovo, fought Operation Enduring Freedom and Operation Iraqi Freedom. Air Guard KC-135s were the first on the scene for Operation Odyssey Dawn protecting Libyan civilians. Secretary Rice's Total Air Force also responded to numerous humanitarian crises around the world including Pakistan, Japan, Haiti, and here at home.

The future of the Total Air Force is not just about aircraft and other equipment; it is about people – our most valuable asset. As the Air Force adjusts to post-Afghanistan and fiscal realities, we in the ANG urge Air Force leadership to remember that its Reserve Components are not only warehouses of combat ready equipment but combat ready personnel as well. We need to ensure that as highly educated, trained, experienced men and women leave active duty they have somewhere to go; somewhere to continue to serve their nation. In FY2011-2012, 777 pilots, most with combat experience and all with many years of service ahead of them, separated from active duty. One-third of them chose to continue serving their country as Guard Airmen. What if there was no place for them to go? What if the ANG and Air Force Reserve had no place for those leaving active duty to continue to use their skills in service of the nation?

Closing Remarks

I believe that working together we can build a Total Air Force equal to all the challenges our nation faces.

Thank you for the opportunity to share my thoughts with you, and for allowing me the honor to represent the outstanding men and women of your Air National Guard.

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[1] *The United States Air Force Report to the 101st Congress of the United States,* Fiscal Year 1991

BIOGRAPHY

UNITED STATES AIR FORCE

LIEUTENANT GENERAL STANLEY E. CLARKE III

Lt. Gen. Stanley E. Clarke III is Commander, Continental U.S. North American Aerospace Defense Command Region - 1st Air Force (Air Forces Northern), Tyndall Air Force Base, Fla. His command comprises four direct reporting units, 10 aligned Air National Guard units, and a large number of active air defense alert sites--including aircraft, air defense artillery, and up to 15,000 active duty, National Guard, Air Force Reserve and civilian personnel. First Air Force falls under Air Combat Command and is responsible for the operational readiness of assigned and attached U.S. Air Force forces. As the Joint Force Air Component Commander for North American Aerospace Defense Command and U.S. Northern Command, General Clarke develops contingency plans and conducts full-spectrum U.S. Air Force air and space operations in CONUS, Puerto Rico and the U.S. Virgin Islands, as well as over the maritime approaches to the U.S.

General Clarke was commissioned in 1981 as a distinguished graduate of the ROTC program at the University of Georgia. He has served in various operational and staff assignments including duty as an A-10 instructor pilot and F-16 instructor pilot. He has commanded a squadron, fighter wing and air expeditionary wing. He has served as the Deputy Director of the Air National Guard and as the Assistant Adjutant General for Air, Alabama Air National Guard Prior to his current assignment, he was the Senior Defense Official and Defense Attache, Office of Defense Cooperation Turkey, U.S. European Command.

The general is a command pilot with more than 4,000 hours in the A-10, C-26 and the F-16, including more than 100 combat hours.

EDUCATION
1981 Bachelor of Science degree, University of Georgia
1986 Distinguished graduate, USAF Fighter Weapons School, Nellis AFB, Nev.
1988 Squadron Officer School, by correspondence
1994 Air Command and Staff College, by correspondence
1998 Air War College, in residence
2007 Masters degree in military studies, American Military University
2007 Capstone General and Flag Officer Course, National Defense University, Fort Lesley J. McNair, Washington, D.C.
2008 Combined Forces Air Component Commander Course, Air University, Maxwell AFB, Ala.
2010 Joint Flag Officer Warfighter Course, Air University, Maxwell AFB, Ala.

ASSIGNMENTS
1. January 1982 - February 1983, student, undergraduate pilot training, Sheppard AFB, Texas

2. February 1983 - May 1983, student, T-38 pilot training, Holloman AFB, N.M.
3. May 1983 - September 1983, student, A-10 pilot training, Davis-Monthan AFB, Ariz.
4. September 1983 - April 1986, A-10 aircraft commander, 355th Tactical Fighter Squadron, Myrtle Beach AFB, S.C.
5. April 1986 - August 1986, student, USAF Fighter Weapons School, Nellis AFB, Nev.
6. August 1986 - June 1987, Chief, Weapons and Tactics, 356th Tactical Fighter Squadron, Myrtle Beach AFB, S.C.
7. June 1987 - March 1989, instructor pilot, USAF Fighter Weapons School, Nellis AFB, Nev.
8. March 1989 - February 1990, F-16 aircraft commander, 465th Tactical Fighter Squadron, Tinker AFB, Okla.
9. February 1990 - April 1991, Chief, Weapons and Tactics, 507th Tactical Fighter Wing, Tinker AFB, Okla.
10. April 1991 - June 1994, training officer, 160th Tactical Fighter Wing, Dannelly Field, Montgomery, Ala.
11. June 1994 - June 1995, Chief, Weapons and Tactics, 160th Fighter Squadron, Dannelly Field, Montgomery, Ala.
12. June 1995 - June 1997, operations officer, 160th Fighter Squadron, Dannelly Field, Montgomery, Ala.
13. June 1997 - June 1998, student, Air War College, Maxwell AFB, Ala.
14. June 1998 - February 2001, Commander, 160th Fighter Squadron, Dannelly Field, Montgomery, Ala.
15. February 2001 - October 2002, Vice Commander, 187th Fighter Wing, Dannelly Field, Montgomery, Ala. (March 2002 - June 2002, Director of Combat Operations, USCENTAF)
16. October 2002 - December 2005, Commander, 187th Fighter Wing, Dannelly Field, Montgomery, Ala. (January 2003 - June 2003, Commander, 410th Air Expeditionary Wing, Operation Iraqi Freedom)
17. December 2005 - June 2006, Assistant Adjutant General for Air, Headquarters Alabama Air National Guard, Montgomery, Ala.
18. June 2006 - May 2007, Deputy Director Strategic Planning, Deputy Chief of Staff for Strategic Plans and Programs (A8), Headquarters U.S. Air Force, Washington, D.C. (September 2006 - October 2006, Co-president, Combined Investigation Board, Bagram Air Base, Afghanistan)
19. May 2007- June 2008, Deputy Director, Air National Guard, Arlington, Va.
20. June 2008 - July 2009, Military Assistant Deputy Chief of Staff, Strategic Plans and Programs, Headquarters U.S. Air Force, Washington, D.C.
21. July 2009 - February 2010, Chief, Office of Defense Cooperation Turkey, U.S. European Command, Ankara, Turkey
22. February 2010 - August 2011, Senior Defense Official and Defense Attaché, Office of Defense Cooperation Turkey, U.S. European Command, Ankara, Turkey
23. August 2011 - present, Commander, 1st Air Force (AFNORTH), and Commander, Continental U.S. North American Aerospace Defense Command Region, Tyndall AFB, Fla.

SUMMARY OF JOINT ASSIGNMENTS
1. July 2009 - February 2010, Chief, Office of Defense Cooperation Turkey, U.S. European Command, Ankara, Turkey, as a major general
2. February 2010 - August 2011, Senior Defense Official and Defense Attaché, Office of Defense Cooperation Turkey, U.S. European Command, Ankara, Turkey, as a major general

FLIGHT INFORMATION
Rating: Command pilot
Flight hours: More than 4,000, including more than 100 combat hours
Aircraft flown: T-38, C-26, A-10 and F-16

MAJOR AWARDS AND DECORATIONS
Defense Superior Service Medal
Legion of Merit with oak leaf cluster
Bronze Star Medal
Meritorious Service Medal
Air Medal
Aerial Achievement Medal
Joint Service Commendation Medal
Air Force Commendation Medal with oak leaf cluster
Air Force Achievement Medal
Joint Meritorious Unit Award
Air Force Outstanding Unit Award with "V" device and silver oak leaf cluster
Combat Readiness Medal with two silver oak leaf clusters

National Defense Service Medal with bronze star
Armed Forces Expeditionary Medal
Southwest Asia Service Medal with bronze star
Global War on Terrorism Expeditionary Medal
Global War on Terrorism Service Medal
Air Force Expeditionary Service Ribbon with Gold Border
Air Force Longevity Service Award with silver and bronze oak leaf clusters
Small Arms Expert Marksmanship Ribbon with oak leaf cluster
Air Force Training Ribbon
Alabama Faithful Service Ribbon

OTHER ACHIEVEMENTS
Multiple civilian pilot ratings, including Airline Transport Pilot
Deputy Chief of Staff for IPT-2, 2005 Quadrennial Defense Review

EFFECTIVE DATES OF PROMOTION
Second Lieutenant June 13, 1981
First Lieutenant Sept. 30, 1983
Captain Sept. 30, 1985
Major March 7, 1991
Lieutenant Colonel Nov. 4, 1995
Colonel May 1, 2001
Brigadier General Dec. 1, 2005
Major General Nov. 26, 2008
Lieutenant General Aug. 31, 2011

(Current as of November 2011)

STATEMENT BY

LTG JEFFREY W. TALLEY

CHIEF OF THE U.S. ARMY RESERVE

BEFORE THE

HOUSE ARMED SERVICES COMMITTEE

SUBCOMMITTEE ON TACTICAL AIR AND LAND FORCES

FIRST SESSION, 113TH CONGRESS

19 MARCH 2013

NOT FOR PUBLICATION
UNTIL RELEASED BY
THE HOUSE ARMED SERVICES COMMITTEE

INTRODUCTION

Chairman Turner, Ranking member Sanchez, and distinguished members of the subcommittee, thank you for the invitation to appear before you today. It is an honor to testify on behalf of more than 200,000 Army Reserve Soldiers.

America's Army Reserve is a life-saving and life-sustaining force for the nation. We have emerged from eleven years of war as an integral and proven component and command, leveraging unique capabilities in service to America.

A GREAT RETURN ON INVESTMENT

Ready and direct access to a high quality, all-volunteer, operational Army Reserve for the Army and joint missions at home and abroad is essential to the Total Force and the nation. As the Army's Federal Operational Reserve Force provider, the Army Reserve provides a cost effective way to mitigate risk to national security, comprising almost 20% of the Total Army for only 6% of the current budget. The Army Reserve is a federal force under federal control, ready and accessible 24/7 with unique capabilities not found in the Regular Army, the Army National Guard, and in some cases, our sister services. We are a streamlined force – with the lowest ratio of full-time support to headquarters per capita (less than 1%) in the Army.

The Army reserve is the Army's one-stop shop for assured access to trained specialized individuals and units – efficiently managed by a single command – seamlessly integrating and generating essential assets and capabilities across the nation and globally to complement and enable the total Army and Joint Force.

The Army Reserve needs continued support from Congress to remain the great return on investment for America's Total Force and the American taxpayer. The Army Reserve possesses unique skill sets, maintaining key support capabilities, such as logistics, transportation, engineer and civil affairs - as well as intelligence and medical assets.

AN OPERATIONAL FORCE

In order to maintain our operational proficiency, it is vital to invest in the training and readiness of our Army Reserve force. The nation cannot afford to give up the readiness gains achieved since the events of September 11th. Since 2001, an annual average of 24,000 Army Reserve Soldiers have been mobilized and seamlessly integrated to support the Total Force.

The Army Reserve is a complementary force for the Active Army and provides a significant portion of the Total Army's capability in combat service and combat service support. These enablers are organized into streamlined and deployable units. Its Citizen-Soldiers embody the warrior mindset and spirit and are essential to the Army's ability to support the Joint Force, both in contingent and combat-effects missions. We take great pride in the demonstrated competence and professionalism of Army Reserve Soldiers and units, which are globally engaged in multiple campaigns across a full range of military operations in support of the Total Force. We are the only Army component that is a single command - the United States Army Reserve Command. This structure allows for immediate access to - and use of - Army Reserve Soldiers and units for missions at home or abroad.

Since the majority of our Soldiers are traditional drilling reservists, they hold full-time civilian employment in the public and private sectors, which keep their technical and managerial skills sharp at minimal cost to the defense department. We have a worldwide organization of 205,000 Soldiers and 12,600 civilians. As a community-based force, the Army Reserve maintains a strong connection to America's industrial base and its people.

The Army Reserve's combat support and combat service support capabilities, which include the majority of the Total Army's significant expertise in legal, information support, police, human resources, finance, chaplain, and training operations, are necessary to enhance and sustain the Army's ability to conduct a full range of military missions worldwide in order to Prevent, Shape and Win.

By aligning Army Reserve Theater Commands with Army Corps, Army Service Component Commands and Combatant Commands as part of the Army's Regionally Aligned Forces, Army Reserve Soldiers and leaders are executing critical planning and implementation to ensure the Department of Defense's global requirements are fully supported. This alignment will provide critical staff planning and support, ensuring the unique capabilities of the Army Reserve are maintained and used.

The way ahead for maintaining an operational reserve will involve progressive readiness for the Army Reserve, which means having the right level of readiness at the right time. The Army's force generation model offers a balanced, cost-effective approach to training and mobilization that allows for the predictability that our Soldiers, Families and their civilian employers need and deserve.

MODERNIZATION AND EQUIPMENT

In partnership with the Army, the Army Reserve has made great strides in filling its equipment shortages since 2001, increasing its equipment on hand from 75% in 2001 to 86% today. In addition we now have 88% of our Critical Dual Use (CDU) equipment on hand. This is equipment that is used for both the Warfight and domestic support operations.

In regard to equipment modernization, however, the current uncertain fiscal environment significantly challenges our ability to modernize our equipment for unit training and employment as a part of the operational force. Our equipment modernization level currently stands at 65% and fiscal constraints that impede our ability to improve this will adversely impact Army Reserve readiness.

The Army Reserve is now an operational force supporting planned and contingency operations at home and abroad. This requires investment in equipment, training, and sustainment. However, we face a major challenge in modernizing our equipment for unit training and employment as a part of the operational force which impacts the Army Reserve's readiness.

As of December 2012, the Army Reserve has 86% of its needed equipment, but only 65% has been modernized (brought to the current standard of design). To maintain our readiness, we need to improve modernization levels for critical equipment. We received $285M in National Guard and Reserve Equipment account (NGREA) funding during FY 2011 and FY 2012. Priority should remain on resourcing the Army Reserve with modernized equipment for unit training and employment as a part of the operational force, and to fully equip the Army Reserve to meet the needs of the Army.

SIMULATIONS

In a new modernization initiative, the Army Reserve is using more simulation technology to save time and money. The Army Reserve funds simulations to meet the requirements of the Army Reserve Training Strategy (ARTS). Related costs include:

- Combat Simulations - $6M: purchases war gaming suites at the Company/Detachment level for Virtual Battlespace Training 2 (VBS2);
- Constructive - $36M: purchases distributive simulation capability equipment to support multi-echelon and geographically-dispersed training;
- Live - $23M: purchases Home-Station Instrumentation Training Systems (HITS) and supporting radio systems for Combat Support Training Exercise and Warrior Exercise execution on Army Reserve funded installations; and
- Virtual - $17M: purchases portable weapons systems training capability.

DISASTER RESPONSE

The National Defense Authorization Act of 2012 recently expanded the Army Reserve's role as part of the Federal Force, giving us the flexibility to provide specialized capabilities for domestic disaster relief including critical lifesaving, property preservation and damage mitigation support. The new mobilization authority for Defense Support of Civil Authority (DSCA) allowed us to activate specialized capabilities to assist in the Hurricane Sandy relief effort by providing three tactical water distribution units, which operated six 600-gallon-per-minute water pumps to help alleviate flooding. The core competency of the Army Reserve lends itself readily to such missions. The Army Reserve is also part of the Defense Chemical, Biological, Radiological, and Nuclear

(CBRN) Response Force, maintaining mission-ready Soldiers and equipment available for deployment in the event of a national emergency or disaster.

THE PROJECTED IMPACT OF FUNDING REDUCTIONS

Under an extension of the current continuing resolution (CR) and "Sequestration", the Army, and by extension, the Army Reserve, will be forced to make dramatic cuts to its personnel, its readiness, and its modernization programs. This will negatively impact Operational Tempo, Medical Readiness, Equipment Readiness, Depot Maintenance and Sustainment, and Restoration and Modernization.

Disruptions to the cyclic progression of training, which were developed for the Army Force Generation (ARFORGEN) model, will jeopardize the Army Reserve's ability to produce validated, technically and tactically proficient Soldiers who are available for missions. If there is no change in the CR and sequestration is not turned off, it will be challenging for us to perform annual health exams and dental readiness treatments for non-deploying soldiers.

Depot Maintenance will suffer, as it will be difficult to afford to maintain more than 40% of ARFORGEN-critical equipment. Disaster Relief and Homeland Defense missions will be negatively impacted as already aged equipment continues to age unattended. Sustainment, Restoration, and Modernization (SRM) will be degraded, causing subsystem failures to impact facility readiness in support of Soldier training. Reductions will also cause the deferment of other repairs that will lead to less-functional operating environments.

Sequestration will complicate the FY 2013 Military Construction, Army Reserve (MCAR) program because reductions will force project delays and deferment of other projects. Sequestration and the CR will also have a long-term impact on the out-year Military Construction. Cascading projects from FY13 ($305M) will force reprogramming over the next 3-4 fiscal years.

A full-year Continuing Resolution that does not reallocate funds where they are needed would reduce and delay contract support necessary to perform daily operations, exercises, and other services contracts. It would potentially defer or reduce accessions, and cause the AGR personnel end-strength objectives to drop below 16,261, adversely affecting unit readiness. Moreover, a full-year CR would make it challenging for Troop Program Unit (TPU-part-time) Soldiers to meet statutory Annual Training requirements, and perform the obligatory amount of Battle Training Assemblies. High priority programs such as "Strong Bonds" will be cut back.

CLOSING

Mr. Chairman, members of the Committee: Thank you again for the opportunity to testify and for your continued support to our Army Reserve Soldiers. Complex demands for the future at home and abroad require continued reliance on the Reserve component. The global fiscal environment brings growing security challenges to our nation and our coalition partners, necessitating a balance between identifying efficiencies and the continued engagement of a ready, agile and adaptable force. We need Congress' support to preserve the hard-earned skills of our battle-tested Soldiers as we continue to make strides toward Army Reserve Vision 2020. The Army Reserve remains a great return on investment for America, providing an indispensable and versatile mix of enabling capabilities to Army 2020 and Joint Force 2020.

We have the best Army Reserve in history. With your help we can keep it that way as we protect and serve America. Twice the Citizen, Army Strong!

LIEUTENANT GENERAL JEFFREY W. TALLEY CHIEF OF ARMY RESERVE, COMMANDING GENERAL USARC

On 9 June 2012, Jeffrey W. Talley was promoted to Lieutenant General and became the 32nd Chief of Army Reserve and the 7th Commanding General, United States Army Reserve Command. Lt. Gen. Talley is the principal staff adviser to the Secretary of the Army and the Army Chief of Staff on all Army Reserve Affairs. He develops Army Reserve budgets, training programs and policy decisions; manages the Army Reserve troop program units, individual mobilization augmentees, and the active guard/reserve program; and serves as the appropriation director of all Army Reserve funds. He also commands all Army Reserve troop program units worldwide, with total end strength of 205,000 Soldiers and 12,600 civilians, and an operating budget of over $8 billion, with responsibility for over 1200 facilities and 6 military installations.

Lt. Gen. Talley graduated from Louisiana State University in 1981 with a Regular Army commission in the Corps of Engineers. During more than 30 years of active and reserve service, he has commanded units at every echelon, from platoon to division-level, with duty in Korea, Kuwait, Iraq, and the United States. In February 2003, he mobilized and deployed in support of OPERATION ENDURING FREEDOM/OPERATION IRAQI FREEDOM as Chief of Operations, 416th Engineer Command, Coalition Joint Forces Land Component Command. Upon return from theater, he served in the Pentagon as a strategic planner in the Deputy Directorate for the War on Terrorism, Strategic Plans & Policy Directorate (J-5), Joint Chiefs of Staff. In January 2008, he mobilized again, deploying in support of OPERATION IRAQI FREEDOM where he was the Commander, 926th Engineer Brigade, 4th Infantry Division, Multi-National Division-Baghdad and the Baghdad Provincial Engineer. From June 2009 to April 2012 he served as Commanding General, 84th Training Command at Ft. Knox, KY where he was responsible for assessing the readiness of Army Reserve units through Combat Training Center-like exercises. He also served on the Secretary of Defense's Reserve Forces Policy Board from 2009 to 2012.

Lt. Gen. Talley holds a Ph.D. in Civil and Environmental Engineering from Carnegie Mellon University and an Executive M.B.A. from the University of Oxford in England. He also holds multiple master's degrees in strategic studies, environmental engineering and science, liberal arts (history and philosophy), and religious studies. He is a graduate of the Army War College. He is also a registered Professional Engineer, a Board Certified Environmental Engineer in Environmental Sustainability, and a Diplomate, Water Resources Engineer.

Lt. Gen. Talley's awards and decorations include the Army Distinguished Service Medal, the Legion of Merit Medal, three Bronze Star Medals, the USACE Silver De Fleury Medal, four Meritorious Service Medals, the Joint Service Commendation Medal, two Army Commendation Medals, four Army Achievement Medals, Parachutist and Air Assault Badges, Ranger Tab, Joint Staff and Office of the Secretary of Defense Identification Badges.

Prior to his return to active military service, Lt. Gen. Talley was President & CEO and Co-Founder & Lead Investor of Environmental Technology Solutions (ETS Partners); and also, an Adjunct Professor at The Johns Hopkins University. He has over 30 years of experience in multiple academic, design, consulting, and military positions involving hundreds of environmental and business projects throughout the United States and abroad. Prior to his appointments at ETS and Johns Hopkins, he was a tenured teaching and research faculty member at Southern Methodist University and the University of Notre Dame.

Lt. Gen. Talley and his wife, Linda, have four grown children: Christopher, Joshua, Matthew, and Ashley; and a Labrador named Baxter and a mutt named Roxy. Their youngest son, Army 1st Lieutenant Matthew Talley, is a combat veteran.

United States Air Force

Testimony

Before the House Armed Services Committee, Subcommittee on Tactical Air and Land Forces

Hearing on Equipping, Modernizing, and Sustaining the National Guard and Reserve Components as an Operational Force in a Time of Budget Uncertainty

Statement of
Lieutenant General James F. Jackson,
Chief of Air Force Reserve

March 19, 2013

Mr. Chairman and distinguished members of the Committee, thank you for the opportunity to appear before you. I'm honored to represent America's Citizen Airmen as the Chief of Air Force Reserve and Commander, Air Force Reserve Command (AFRC). The Air Force Reserve (AFR) is a combat-ready force, composed of approximately 71,000 proud Reservists, stationed locally throughout the United States, serving globally for every Combatant Command. We provide our nation with operational capability, strategic depth and the capacity to surge quickly when America needs us. We are an integrated Total Force partner in every mission and all five Air Force enduring contributions:

- Air and space superiority
- Global strike
- Rapid global mobility
- Intelligence, surveillance, and reconnaissance (ISR)
- Command and control.

The majority of our Citizen Airmen serve part time, making us a highly efficient force with effective capability. In times of crisis, we can call upon an additional 790,000 Airmen from the Individual Ready Reserve, Standby Reserve, Retired Reserve and Retired Active Duty. Over the last two decades, we've supported sustained combat and humanitarian operations throughout the world, including in Bosnia, Kosovo, Afghanistan, Iraq, Libya, Japan, Mali and the Horn of Africa. When natural disasters strike here at home, the Air Force Reserve delivers capability and expertise, providing relief to our fellow Americans, most recently in response to Superstorm Sandy. Domestically or globally, America's Citizen Airmen are always ready to answer our nation's call—anytime, anywhere.

Today, I want to share with you my vision for the Air Force Reserve based on three focus areas: Remember the Fight – Today's and Tomorrow's, Adapt the Force and Develop the Team.

Remember the Fight – Today's

My top focus area is to "Remember the Fight" and our nation's men and women who are serving today in harm's way. The Total Force team remains in high demand, supporting the joint fight around the world by projecting military power through air, space and cyberspace. On any given day, over 2,000 of America's Citizen Airmen are deployed, serving in every Area of Responsibility, with an additional 4,000 men and women on active duty status supporting Combatant Command (COCOM) requirements. As a Federal Title 10 Force, more than 8,000 Individual Reserve members are assigned throughout the Department of Defense (DoD), including the staffs of the Office of the Secretary of Defense, the Joint Staff, COCOMs, Air Force Major Commands, Intelligence Agencies and others. Integrating individual reservists throughout the DoD provides valuable experience and continuity. Further, this enables the Air Force Reserve to collectively support the decision-makers, the joint warfighters, and the force providers at the tactical, operational and strategic levels of conflict.

The majority of your Air Force Reserve serves alongside our Active Duty counterparts in association constructs. The synergistic benefits derived from associations add to the Air Force's strength. In Total Force Integration (TFI) associations the Active Duty and Reserve Component share equipment, facilities and resources, including aircraft, crews and maintenance, to carry out a common mission.[1] TFI associations represent tremendous value to the taxpayer, both in cost savings, as well as improved mission effectiveness. TFI fosters communication between components by sharing day-to-day responsibilities, resulting in more effective utilization of

[1] Three association types: Classic, Active and Air Reserve Component. In a "Classic" Association, the Active Duty is the host unit, retaining weapon system responsibility, while sharing the mission with a Reserve or Guard tenant unit. For "Active," the Reserve or Guard unit is host, with an Active Duty tenant. The "Air Reserve Component" pairs a Reserve unit with a Guard unit, with either component acting as the host and the other as the tenant unit.

combined resources. As sequestration takes hold, associations will likely provide even more value, as we find ways to attempt to get the mission done by using the combined resources at our disposal. Currently, the Air Force has 121 TFI associations and the Air Force Reserve is adding five more in Fiscal Year (FY) 13 in the growing areas of cyber and intelligence.

Authorized by the FY12 National Defense Authorization Act (NDAA), the Reserve Component can now be mobilized to respond to national security needs here at home (commonly known as 12304a). Air Force Reserve capabilities of weather reconnaissance, aerial firefighting and aerial spray are critical to the nation when catastrophe strikes. Dual-use capabilities such as airlift, aeromedical evacuation and personnel recovery are equally valuable, both in-theater and for homeland support. America's Citizen Airmen demonstrated their worth before and after Superstorm Sandy struck the nation's most populous region. The famous "Hurricane Hunters" of the 53rd Weather Reconnaissance Squadron flew inside the massive storm, relaying lifesaving data to National Weather Service forecasters on the ground, who provided track updates to first responders and communities. Additionally, the team at Westover Air Reserve Base in Massachusetts supported the Federal Emergency Management Agency by hosting relief operations. Finally, March Air Reserve Base in California served as the West Coast response hub. From this location, Total Force C-5 and C-17 cargo aircraft delivered 1,200 short tons of supplies, 356 passengers and 134 utility vehicles to the East Coast. America's Citizen Airmen also once again exhibited their willingness to serve through volunteerism. While the new Air Force Reserve mobility authority was not used by the Secretary of the Air Force, its construct was practiced in real time as our dedicated Citizen Airmen assisted the national effort restoring critical infrastructure.

Remember the Fight – Tomorrow's

As you know, in 2012 the Department of Defense released strategic guidance, *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense*, in which the Secretary of Defense wrote the "country is at a strategic turning point after a decade of war." Over the last decade, the Air Force Reserve has transformed our organizational structure and processes to be an operational force with strategic depth and surge capacity. One example of this is the establishment of the Force Generation Center (FGC) in 2010. The FGC is the "one-stop-shop" offering access to Air Force Reserve forces to fulfill Combatant Commander requirements. The FGC processes requests for capability from force providers, monitors current Combatant Commander support, and assists the individuals and units who volunteer or are mobilized. The FGC has simplified and streamlined access to Title 10 Air Force Reserve forces and benefited our individual members, as we carefully monitor the mobilization-to-dwell ratios, especially those in our stressed career fields and units. The FGC is a foundational piece of your Air Force Reserve as we look to the next decade and supporting tomorrow's joint fight.

Continually transforming the Reserve Component through modernization is critical to ensuring we are an effective and combat-ready partner across the spectrum of conflict. Since 1981, National Guard and Reserve Equipment Appropriation (NGREA) has funded the Air Force Reserve to upgrade equipment for better targeting, self-protection and communication capabilities, proving their combat value in Afghanistan and Iraq. Over 20 years of sustained conflict has taken its toll, making procurement funding for the Air Force Reserve critically important.

When answers are sought on improving acquisition and procurement in the DoD, the modernization of the Guard and Reserve component is a model for delivering significant

warfighter capability for relatively few dollars. Using a "bottom-up" approach, warfighter needs are discussed and prioritized within the Air Force Reserve during the annual Numbered Air Force Combat Planning Councils (CPCs). CPC requirements are then vetted, consolidated and prioritized by AFRC. Subsequent Air Reserve Component (ARC) integration of weapon system modernization programs occur at the annual ARC Weapons and Tactics Conference, hosted at the Air National Guard Air Force Reserve Command Test Center (AATC), our modernization focal point. AATC conducts operational testing for Reserve and Guard weapon system improvements, delivering improved capability back to warfighter hands in minimal time.

The good news story will, however, be disrupted by sequestration and, if none is passed, the lack of an FY13 Defense Appropriation. The impacts of interrupting current and planned weapons system modernization programs will be widespread and enduring. Significant effort will be required to restart suspended programs, cost increases will likely occur, contract options will expire or production windows will be missed. Long-term obligation rate improvement efforts will be jeopardized and relationships with our acquisition partners may be damaged. With interrupted funding, LITENING Pod integration may be difficult to complete. We are planning to procure 12 LITENING pods to achieve a one-to-one ratio between combat-coded Combat Air Force aircraft and pods. With funding loss, procuring LITENING pods after December 2013 will be extremely difficult, with the production line possibly shutting down. Finally, under the current Continuing Resolution and sequestration, the System Program Offices (SPOs) have experienced significant cuts in Operations and Maintenance (O&M) funding for support contractors and travel, limiting their ability to adequately support Active Duty programs and Air Reserve Component modernization efforts.

The current top three Air Force Reserve procurement priorities are:

1. Defensive Systems

AFR aircraft require self-protection suites that are effective against modern anti-aircraft missile systems. Large Aircraft Infrared Countermeasures (LAIRCM), Aircraft Defensive Systems (ADS) and Missile Warning Systems (MWS) are needed to provide adequate infrared missile protection for combat operations.

2. Data Link and Secure Communications (Battlefield Situational Awareness)

AFR modernization efforts stress aircraft defense, safety, and data link communications. The information demands of modern warfare require a fully integrated data-link network. A robust, persistent airborne gateway system and secure line-of-sight (SLOS) / beyond line-of-sight (BLOS) voice and data communications support that integrated data-link requirement. SLOS/BLOS communications are currently being installed in all combat coded aircraft with NGREA funding.

3. Precision Engagement Capability

Programs increasing warfighter capability include Precision Engagement modernization systems like the LITENING targeting pod, the F-16/A-10 Center Display, and the F-16/A-10 Helmet Mounted Integrated Targeting. These systems allow for the addition of future capabilities at low cost and are critical for close air support and communication with the ground forces.

Military Construction (MILCON) is also a critical component in the Air Force Reserve's ability to be combat ready for tomorrow's fight. The Air Force Reserve is a tenant at over 50 installations, where we maximize taxpayer value by sharing facilities whenever possible. Nevertheless, the Air Force Reserve is in need of MILCON to modernize and consolidate

existing infrastructure, as well as to accommodate growth into new mission areas. We currently face a validated $1.4B backlog of unfunded MILCON requirements. The backlog increased in FY13 as the Air Force took a deliberate pause to ensure resource availability in other areas. For FY13, the only AFR MILCON project is a regional C-130H Flight Simulator Facility at Niagara Air Reserve Station, which will enable localized pilot and crew qualification training for Active Duty, Guard and Reserve and provide increased simulator training – a Total Force benefit. In light of sequestration and decreased flying hours, simulator training dependence will only increase. The Air Force Reserve, like the Active Duty, is counterbalancing some risk in MILCON through O&M Facility Sustainment, Restoration, and Modernization funding. We are recapitalizing aging facilities, promoting consolidation, and demolishing unnecessary, resource-draining facilities to make the best use of our facility footprint.

Adapt the Force

"Adapt the Force" is my second focus area. The *Priorities for 21st Century Defense* calls for an examination of "the mix of Active Component (AC) and Reserve Component (RC) elements best suited to the strategy" and the appropriate "level of Reserve Component readiness" based on "the expected pace of operations over the next decade." This consists of determining the appropriate active/reserve force mix as well as the mission sets best suited for the Air Force Reserve as your Federal Title 10 combat force. All three components are addressing this very subject through the Air Force's Total Force Task Force.

Speed, range and flexibility are the hallmarks of airpower, giving our military versatility. As the Department of Defense makes the "rebalance toward the Asia-Pacific region," while maintaining a Middle East presence, the Air Force Reserve's operational capability, strategic depth and surge capacity are critical to our nation's defense. Furthermore, the Reserve

Component has served under a partial mobilization since 2001. Congressional authority given in the FY12 NDAA (known as 12304b) to mobilize up to 60,000 members of the reserve components for preplanned and budgeted missions in support of Combatant Commands will be an important factor in how your Air Force Reserve will continue to support our nation's defense.

Obviously sequestration and funding by a string of continuing resolutions is not optimal. The Air Force Reserve is proud to be an always-ready federal force, able to respond within 72 hours anywhere the nation needs us. Yet in a complex world with ever-increasing and evolving threats, our ability to effectively respond with a ready and capable force is increasingly threatened by fiscal realities caused by sequestration and constant funding uncertainty. As the majority of our funding is devoted to O&M, reducing the O&M account directly impacts the readiness of the Air Force Reserve. Further, with over 3/4 of our full-time personnel serving as dual-status Air Reserve Technicians, civilian furloughs translate to an even greater negative impact to the mission readiness of our units. We need Congress to enact an alternative to sequestration if the Air Force Reserve is to continue to be a reliable force provider and take care of our Citizen Airmen, otherwise the valuable operational expertise gained by our reservists since 9/11 and available to our nation will be at risk.

As we analyze the right Active/Guard/Reserve force mix, the Air Force Reserve will be mindful of our strengths. Perhaps our greatest strength is we retain "Airmen For Life," preserving the considerable investments and expertise of our Airmen, beyond their Active Duty service. In the past, retaining pilot experience may have been a focus, but today's Air Force Reserve is a force of combat-tested warriors, across many disciplines and career fields. Keeping this operational experience enables the Air Force Reserve to be a combat-ready force.

Determining the cost of a Reservist versus an Active Duty member has always been difficult. I wish to highlight to the committee the Reserve Forces Policy Board's Cost Methodology report entitled *"Eliminating Major Gaps in DoD Data on the Fully-Burdened and Life-Cycle Cost of Military Personnel: Cost Elements Should be Mandated by Policy."* Being aware of this report helps us better engage in a conversation using tangible information on the cost of our manpower in the Air Force. This report can help inform the discussion in regard to the mix of Active, Guard and Reserve roles and missions, organizational structures and the best use of our defense dollars.

A second strength of the Air Force Reserve is we leverage our Citizen Airmen's civilian expertise from private industry, especially in fields where intellectual capital is at a premium. For instance, the Air Force Reserve found beneficial value in standing up a Space Operations Group in 1997 (later becoming the 310th Space Wing), to take advantage of the technical civilian/military synergies our Citizen Airmen possess, for space programs like GPS, missile warning and weather monitoring. On March 3, 2013, the Air Force Reserve activated the 960th Cyber Operations Group. We are using our lessons learned from the past to grow the cyber mission area for the future. Cyber is a man-made domain where staying on the technical cutting-edge makes all the difference. Once we train our Air Force cyber personnel, we need to retain them when they depart active duty. The DoD should also leverage the civilian cyber experience of our Citizen Airmen who are non-prior service, who can translate the latest industry knowledge and skills into the defensive needs of the nation. In my opinion, we need to treat this important and perishable skill set similar to those of our physicians and medical personnel.

A final hallmark of the Air Force Reserve is we provide continuity and depth of experience. Since 9/11, there is no question that special operations forces delivered a return on

investment for our nation. For the Air Force Reserve, this continuity and experience has resided for over 30 years in the 919th Special Operations Wing at Duke Field, Florida. This year the newly-created Air Force Special Operations Air Warfare Center stood up at Duke, commanded by an Air Force Reserve Brigadier General, will bring together more than 500 Active Duty and Reserve Airmen for the special operations forces mission. The expected synergistic benefit of this new organization will pay huge dividends for our nation and will serve as another valuable example of integrating the Total Force.

Develop the Team

"Develop the Team" is my third focus area, which refers to developing leaders for our nation, and helping America's Citizen Airmen keep a healthy "reserve-work-life balance." By investing in these areas today, we ensure a quality Air Force Reserve is prepared to serve the nation now and in the future. Professional force development, in both officer and senior enlisted ranks, is vital to growing leaders for the Air Force and our Department of Defense. We are putting into place options for those seeking to be considered as potential senior leaders, while preserving the Citizen Airmen culture of being stationed locally and serving globally. Second, we ask America's Citizen Airmen to maintain a unique reserve-work-life balance between their Air Force duties, their civilian employer and their families. Maintaining this balance can sometimes be difficult for Citizen Airmen. Programs such as the Employer Support of the Guard and Reserve (ESGR) and "Hero2Hired.jobs" are critical in helping our Airmen deal with life-changing events such as deploying and transitioning to/from the civilian workforce. The importance of the Yellow Ribbon Program for our deploying members was demonstrated last fiscal year as 2,640 Air Force Reserve members attended 78 events with 4,661 family members.

This equates to 77% of eligible members who attended this volunteer opportunity, a testament to the value of the Yellow Ribbon Program.

Additionally, the Air Force Reserve is leveraging today's technology to further support our reserve-work-life balance by offering the Wingman Toolkit. I encourage the Committee members and staffers to visit the website at http://afrc.wingmantoolkit.org/. If you like, download the Wingman Toolkit mobile phone app. The Wingman Toolkit is our online resource to support comprehensive fitness in the four areas of physical, mental, spiritual and social well-being. The Wingman Toolkit is one of many efforts to address member issues, such as suicide prevention, by building a strong Wingman culture who proactively take care of themselves and each other.

On a final note, last year the Air Force Reserve published *Turning Point 9.11: Air Force Reserve in the 21st Century, 2001-2011.* This book describes our history, emphasizing the story of America's Citizen Airmen since September 11, 2001. I encourage the Committee members and staffers to visit the Air Force Reserve Command homepage (www.afrc.af.mil) to download the electronic version.

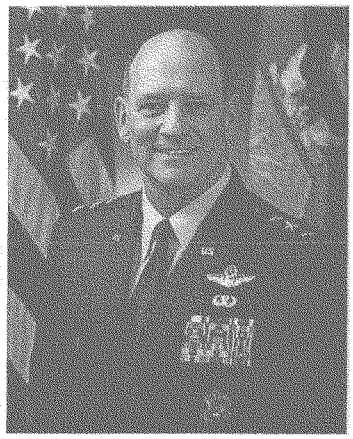
Conclusion

The Air Force Reserve is a proud member of the Total Force team as a component to our nation's defense. I sincerely appreciate the enduring support of this Committee and all you do for America's Citizen Airmen. I look forward to working with each of you to ensure that your Air Force Reserve remains postured and ready to serve.

BIOGRAPHY

UNITED STATES AIR FORCE

LIEUTENANT GENERAL JAMES "JJ" JACKSON



Lt. Gen. James "JJ" Jackson is the chief of Air Force Reserve, Headquarters U.S. Air Force, Washington, D.C., and commander, Air Force Reserve Command, Robins Air Force Base, Ga. As chief of Air Force Reserve, he serves as principal adviser on reserve matters to the secretary of the Air Force and the Air Force Chief of Staff. As commander of Air Force Reserve Command, he has full responsibility for the supervision of all U.S. Air Force Reserve units around the world.

The general is a 1978 graduate of the U.S. Air Force Academy. He completed 14 years on active duty, including flying tours in Europe and the Pacific, before joining the Air Force Reserve in 1992. General Jackson has held numerous wing leadership and command positions, as well as staff assignments at Eighth Air Force and Headquarters U.S. Strategic Command, Headquarters Pacific Air Forces, Headquarters U.S. Pacific Command and Headquarters U.S. Air Force.

A career instructor pilot and evaluator, the general is a command pilot with more than 3,600 hours in the F-4 Phantom II, F-16 Fighting Falcon and KC-135R Stratotanker.

EDUCATION

1978 Bachelor of Science degree in human factors engineering, U.S. Air Force Academy, Colorado Springs, Colo.
1984 Squadron Officer School, Maxwell Air Force Base, Ala.
1986 Air Command and Staff College, by correspondence
1990 Master of Science degree in aeronautical sciences, Embry-Riddle Aeronautical University
1999 Air War College, by correspondence
2004 Reserve Component National Security Course, National Defense University, Fort Lesley J. McNair, Washington, D.C.
2005 Senior Information Warfare Applications Course, Air University, Maxwell AFB, Ala.
2007 Dual Status Title 10/32 Joint Task Force Commander Course, Northern Command, Peterson AFB, Colo.
2009 Program for Senior Executives in National and International Security, John F. Kennedy School of Government, Harvard University, Cambridge, Mass.
2009 Senior Executive National Security Studies Program and Defense Policy Seminar, Elliott School of International Affairs, George Washington University, Washington, D.C.

ASSIGNMENTS

1. October 1978 - September 1979, student, undergraduate pilot training, Reese AFB, Texas
2. October 1979 - January 1980, student, T-38B fighter lead-in training, Holloman AFB, N.M.

3. February 1980 - August 1980, F-4D pilot, 306th Tactical Fighter Training Squadron, Homestead AFB, Fla.
4. September 1980 - January 1984, F-4E instructor pilot, 336th Tactical Fighter Squadron, Seymour-Johnson AFB, N.C.
5. February 1984 - January 1985, assistant Chief of Weapons and Tactics, 526th Tactical Fighter Squadron, Ramstein Air Base, West Germany
6. February 1985 - July 1987, F-4E and F-16C standardization and evaluation flight examiner, 86th Tactical Fighter Wing, Ramstein Air Base, West Germany
7. August 1987 - May 1988, chief, Standardization and Evaluation, 80th Tactical Fighter Squadron, Kunsan Air Base, South Korea
8. June 1988 - December 1988, wing weapons and tactics officer, 8th Tactical Fighter Wing, Kunsan Air Base, South Korea
9. January 1989 - March 1991, chief, Surface Attack Inspection Branch, Inspector General, Headquarters Pacific Air Forces, Hickam AFB, Hawaii
10. April 1991 - August 1992, fighter force structure manager, Plans and Programs, Headquarters PACAF, Hickam AFB, Hawaii
11. September 1992 - August 1993, joint air operations staff officer, Pacific Command Operations Directorate, Camp H.M. Smith, Hawaii
12. September 1993 - June 1994, Chief, Scheduling and Training Branch, 465th Tactical Fighter Squadron, Tinker AFB, Okla.
13. July 1994 - June 1997, assistant operations officer, 465th Air Refueling Squadron, Tinker AFB, Okla.
14. July 1997 - October 2000, commander, 465th Air Refueling Squadron, Tinker AFB, Okla.
15. November 2000 - March 2003, assistant to the Director, Operational Plans Directorate, Deputy Chief of Staff for Air and Space Operations, Headquarters U.S. Air Force, Washington, D.C.
16. April 2003 - October 2003, Chief, Concept Development and Strategy Division, Operational Plans and Joint Matters Directorate, Deputy Chief of Staff for Air and Space Operations, Headquarters U.S. Air Force, Washington, D.C.
17. October 2003 - October 2006, mobilization assistant to the Commander, Air Force Doctrine Center, Maxwell AFB, Ala. (March 2006 - June 2006, Commander, Air Force Doctrine Center, Maxwell AFB, Ala.)
18. November 2006 - November 2007, mobilization assistant to the Commander, Air Force District of Washington, Bolling AFB, Washington, D.C.
19. November 2007 - May 2009, mobilization assistant to the Deputy Chief of Staff for Strategic Plans and Programs, Headquarters U.S. Air Force, Washington, D.C.
20. June 2009 - May 2010, mobilization assistant to the Commander, 8th Air Force, Barksdale AFB, La., and Commander, Joint Functional Component Command for Global Strike, U.S. Strategic Command, Offutt AFB, Neb.
21. May 2010 - July 2012, Deputy to the Chief of Air Force Reserve, Headquarters U.S. Air Force, Washington, D.C.
22. July 2012 - present, Chief of Air Force Reserve, Headquarters U.S. Air Force, Washington, D.C., and Commander of Air Force Reserve Command, Robins AFB, Ga.

SUMMARY OF JOINT ASSIGNMENTS
1. September 1992 - August 1993, joint air operations staff officer, Pacific Command Operations Directorate, Camp H.M. Smith, Hawaii, as a major
2. June 2009 - May 2010, mobilization assistant to the Commander, 8th Air Force, Barksdale AFB, La., and Commander, Joint Functional Component Command for Global Strike, U.S. Strategic Command, Offutt AFB, Neb., as a major general

FLIGHT INFORMATION
Rating: Command pilot
Flight hours: More than 3,600 hours
Aircraft flown: T-37/38, T-38B, F-4D/E, F-16A/B/C/D and KC-135R

MAJOR AWARDS AND DECORATIONS
Distinguished Service Medal with oak leaf cluster
Legion of Merit with oak leaf cluster
Meritorious Service Medal with three oak leaf clusters
Aerial Achievement Medal with oak leaf cluster
Air Force Commendation Medal with two oak leaf clusters

EFFECTIVE DATES OF PROMOTION

Second Lieutenant May 31, 1978
First Lieutenant June 1, 1980
Captain June 1, 1982
Major Feb. 28, 1989
Lieutenant Colonel June 13, 1996
Colonel July 1, 2000
Brigadier General Jan. 1, 2006
Major General Feb. 3, 2009
Lieutenant General July 30, 2012

(Current as of February 2013)

WITNESS RESPONSES TO QUESTIONS ASKED DURING THE HEARING

MARCH 19, 2013

RESPONSES TO QUESTIONS SUBMITTED BY MR. TURNER

General INGRAM. The ARNG currently has 3 BCTs (45th IBCT, OK, 1/34th HBCT, MN, and 37th IBCT, OH) and 366 Separate Reporting Units (non BCTs) at different stages of the equipment reset process. The same units are currently executing Field Level Equipment Reset in 48 States, Territories and District of Columbia. The ARNG Field Level Reset FY13 requirement is $62.3M. The program is funded $42.4M, a shortfall of $20M to complete the Field Reset of these units. These units also have equipment in the Sustainment Level Equipment Reset at Army Materiel Command (AMC) Depots. If AMC cancels 3rd and 4th quarter Depot Maintenance work, this would impact the approximately 1000 pieces of equipment from ARNG Units. If no further funding is received, or unit equipment is not repaired at the Depots, unit equipment will not get completed within the Reset window of the ARFORGEN cycle. This could negatively affect these Units' ability to conduct their ARFORGEN Train/Ready year-one (TR1) training. [See page 6.]

General CLARKE. Yes, Rickenbacker AGS, OH was chosen as a basing candidate for the newest tanker, the KC–46A. Although ultimately dependent on future budgetary constraints, sequestration should have no immediate impact to the KC–46A selection process. As I have mentioned previously, the Air Force has an in-depth internal, collaborative process for choosing the best basing location based on many factors, to include environmental impacts, current logistical support, cost-saving measures and many others.

Site surveys have been concluded at all candidate locations to include Rickenbacker AGS and are now being vetted through the Air Force Strategic Basing Process. Preferred and Reasonable Alternative selections by the SecAF/CSAF are expected in the middle of May of this year. The basing decision will be considered final at the conclusion of necessary environmental studies which are expected in the Spring of 2014. [See page 6.]

General INGRAM. Once the NGREA Spend Plan is approved, purchase requests are processed with a Line of Accounting (LOA) established. This LOA is specific to ARNG NGREA. Contracts are developed to procure the items with application of the LOA to be used and when/where the items are scheduled to be delivered to the ARNG units. Distribution plans are developed by the ARNG based on ARNG G3 priorities and are provided as part of a formal HQDA G8 fielding plan or as an addendum to the contract with the PM/Vendor. The systems procured with NGREA are fielded/delivered using a Material Fielding Plan (MFP) and the processes outlined in AR 700–142.

Currently there are no processes fully in place that allow the ARNG to systematically validate the actual delivery of a specific piece of equipment and tie it back to the appropriation used to procure that item in an easily auditable manner. The intent is to simplify the transparency process and to achieve improved Transparency through the incorporation of Item Unique Identification (IUID) as part of Global Combat Support System–Army (GCSS–Army), which is projected to reach full interoperability in FY17. The Army has made tremendous progress in resolving this issue and continues to diligently work towards achieving transparency and traceability of procurement-funded equipment from the President's budget request to delivery at the unit level. [See page 10.]

General CLARKE. Transparency of Equipment Deliveries: Current accounting and tracking systems do not correlate expenditure of particular funds regardless of source to deliveries of specific equipment items. Progress on this issue is reported annually through the Equipment Management Briefing (EMB) as well as in the National Guard and Reserve Equipment Report (NGRER). The Equipment Transparency Report (ETR) is prepared by SAF/AQX, forwarded to OSD/RA and subsequently sent to Congress for review. The portion prepared by SAF/AQX includes the specific report for equipment transparency.

The execution and obligation of NGREA funds for the Air National Guard are managed by NGB/A5 and can be accurately correlated with specific equipment and modifications. Improvements need to be made to include delivery in the current accounting and tracking systems at System Program Offices (SPO). NGB/A5 prepares

an annual spending plan for the NGREA for each fiscal year and submits it to Congress through OSD/RA for approval. NGB/A5 tracks funds from obligation via a contract to expenditure of funds through a program office for delivery to a unit. [See page 10.]

General TALLEY. The National Guard and Reserve Appropriations are invaluable and improves equipment modernization and readiness throughout our forces. Between 2003 and 2013, the Army Reserve has received $1.01B of NGREA. NGREA appropriations are sent directly to the Reserve Components from Department of Defense. AR executes all financial controls and management with DOD oversight. The Army Reserve coordinates directly with DOD Program Managers for pricing which allows us to track equipment delivery to a particular NGREA appropriation. The current DOD NGREA process requires the Army Reserve to submit semi-annual funding execution updates. Furthermore, Army Reserve must adhere to DOD obligation rate targets of 80% in year 1, 90% in year 2, and 100% in year 3. This provides visibility and transparency for Army Reserve and OSD leaders. As future Army budgets decrease, the Army Reserve must continuously support the Joint, Interagency, and Multination missions at home and abroad while maximize resources in a fiscally constrained environment. [See page 10.]

General JACKSON. NGREA has been crucial for modernizing the AFR legacy aircraft fleet; buying vehicles, support equipment, and communications equipment that is needed to keep our airmen and facilities safe. The AFR makes sure its NGREA funding goes toward the purchase of equipment that meets the intended use of 3010 and 3080 appropriations. To that end, it works closely with SAF and OSD to make all spending as transparent as possible. The AFRC modification Book is published annually to provide insight to Congress and industry on prospective programs which are anticipated to be technically executable within the next year. FY NGREA Procurement Plans are submitted to Congress after funds are appropriated to identify which programs will be executed and outline what will be procured with the allocated funding. All programs are thoroughly vetted by AFRC, the AF/RE staff; SAF/MR and OSD/RA to assure that programs meet the intent of equipping the AFR. Funding is aligned within the procurement plans to projects based on requirement prioritization and program executability considerations. After approval of each FY Procurement plan, any re-alignment packages must be approved by OSD when moving funding between projects on the approved procurement plan, and reallocation packages go to Congress when any new projects are added to the procurement plan. Any changes to NGREA procurement plans undergo a vigorous and thorough accounting at several levels to assure correctness and transparency. Re-alignment and reallocation are typically caused by real world events impacting funding executability, such as late funding, acquisition delays, program re-phasing, new emergent needs, prioritization changes and estimate errors or by redistributing cost savings resulting from contracts negotiations, technical efficiencies, emergence of a lower cost technical solution or seizing an opportunity to gain cost efficiencies by combining acquisition projects with those of other organizations. Each realignment and reallocation package includes justification for each funding move to ensure transparency and to identify any issues that might require initiation of planning and/or process improvement efforts. [See page 10.]

QUESTIONS SUBMITTED BY MEMBERS POST HEARING

MARCH 19, 2013

QUESTIONS SUBMITTED BY MR. MAFFEI

Mr. MAFFEI. What is the National Guard and Reserve doing to provide dual-use force protection equipment for both operations in their respective States and overseas? Specifically, how do we ensure service members have proper force protection equipment at locations such as entry control points especially at forward operating bases and readiness centers at home?

General INGRAM and General CLARKE. Currently, the Air National Guard Security Forces are utilizing the National Guard and Reserve Equipment Account (NGREA) to field multiple platforms and equipment items that can provide dual-use force protection in both home station as well as deployed locations. Items include but are not limited to: hand-held explosive detection devices that fill a capability gap at Air National Guard installations in addition to Less-Than-Lethal Domestic Operations Kits that are comprised of neuromuscular incapacitation devices (TASER) and full body riot control protective equipment amongst other items. Both of these programs are planned to be fully funded using FY13 appropriations of the NGREA and provided two of each, the explosive detection equipment and the Less-Than-Lethal Kits to all Air National Guard installations.

Army National Guard (ARNG) soldiers are issued the Army's finest personal protective equipment for deployment to theater and are thus protected exactly like Active Component soldiers in all tactical scenarios. As most ARNG soldiers have deployed and retained the equipment, the personal protective equipment available for domestic response scenarios is quite good. One exception is the body armor, which is withdrawn from our soldiers when they return from theater. The ARNG has a limited amount of suitable body armor for the most hazardous domestic response situations. ARNG organizations designated for response in each State also have access to the standard crowd control equipment and non-lethal equipment that is increasingly more sophisticated. Additional stocks of this type equipment can be provided to the State for forecasted or unforecasted requirements.

Mr. MAFFEI. I represent Hancock Field Air National Guard Base located in Syracuse, NY. I am interested in your explanation of how the Air National Guard plans to fully integrate remotely piloted aircraft (RPAs) into the National Airspace System. How do you envision RPAs being integrated into the National Airspace System in order to execute Defense Support of Civil Authority (DSCA) and Homeland Security missions?

General CLARKE. The FAA Modernization and Reform Act of 2012 will provide for the safe integration of RPAs, and other Unmanned Aircraft Systems (UAS), into the national airspace system not later than September 30, 2015. The Air National Guard rated pilots, based out of Hancock Field and all around the CONUS flying MQ–1/9 aircraft would be able to "file and fly" just like any other manned aircraft.

Several agencies are working on sense and avoid (SAA) technologies and the ANG is looking for Joint opportunities in SAA to allow ANG RPAs to fly fully integrated with manned flight operations. Currently, Syracuse must have its RPA Launch and Recovery Element (LRE) at Fort Drum's Wheeler-Sack Army Airfield due to its adjacency to restricted airspace. This limits total sortie time due to time spent driving to and from the Fort. Initiatives by the 174ATKW to operate the LRE out of Hancock Field will decrease cost and increase sortie times by over 20%. However, until RPAs are fully integrated within the national airspace system, any MQ–9 operations out of Hancock Field will still require costly observers to escort the RPA into restricted airspace.

DSCA operations, including support to Federal, State, local, and tribal government require SecDef approval IAW DOD 3025.18 as well as an FAA Certificate of Authorization or Waiver (COA). The FAA's COA process is cumbersome and limits the NY ANG's ability to support DSCA due to time required for approval and limited location of LRE. Once ANG RPA rated pilots are able to file flight plans and operate in the NAS in the same manner as manned aircraft, the MQ–9s in NY will be much more efficient when supporting DSCA operations.

Mr. MAFFEI. What is the National Guard and Reserve doing to provide dual-use force protection equipment for both operations in their respective States and over-

seas? Specifically, how do we ensure service members have proper force protection equipment at locations such as entry control points especially at forward operating bases and readiness centers at home?

General TALLEY. Critical Dual Use (CDU) is equipment that is required for each unit to perform their designed mission, and is also suitable for potential Defense Support to Civilian Authorities (DSCA) and other CONUS contingency missions. The HQDA G3 approves the Army CDU equipment list. The Army goal is to fill the CDU equipment requirements to at least 80% to ensure the units are properly equipped.

Mr. MAFFEI. What is the National Guard and Reserve doing to provide dual-use force protection equipment for both operations in their respective States and overseas? Specifically, how do we ensure service members have proper force protection equipment at locations such as entry control points especially at forward operating bases and readiness centers at home?

General JACKSON. Since 2008 AFRC has obligated $4.1M from National Guard Reserve Equipment Appropriations (NGREA) to purchase modern weapon suites for our deployable airmen. These purchases have included M–4 carbines, M–9 handguns, M–320 Grenade launchers, M–24 rifles, and state-of-the-art thermal sights to enable precision engagement in all environments. Some of these weapons are also dually used in stateside base defense missions. In addition to these equipment purchases, we invest an average of $1.5M per year from our annual O&M appropriations for acquisition and sustainment of force protection equipment including tents, generators, handheld thermal imagers, mobility containers, tactical harnesses, helmets and accessories, first aid kits, night vision equipment, sensors, modular camera systems for vehicle inspections and tactical operations, level IV ballistic vests, concealed vests, TASERs, and sim-munitions for active shooter training, and mobile defensive fighting positions for all nine Air Force Reserve Command (AFRC) installations. We also spend an average of $1.8M (O&M) annually to maintain and extend the life cycle of our intrusion detection systems, ground-based radar systems and upgrade/modernize these system at all of our bases. AFRC ensures the adequacy of force protection at our installations annually through the AFRC Vulnerability Assessment Program administered by our Security Forces division and overseas through ensuring our Citizen Airmen are fully equipped to Total Force integrated defense standards. Finally, we have leveraged our facility modernization account to proactively upgrade our installation Entry Control Points to meet modern force protection criteria including automatic vehicle barrier systems, over-watch capability, and large vehicle inspection capability. Our FY14 President's Budget MILCON request contains a project to modernize and relocate the entry control point at Homestead Air Reserve Base.

QUESTIONS SUBMITTED BY MR. RUNYAN

Mr. RUNYAN. In this time of fiscal uncertainty and imminently shrinking budgets, what are the National Guard and Reserve doing to increase competition amongst vendors in an effort to decrease the costs related to purchases? My concern is that the program of record is prohibiting potentially lower cost, commercial-off-the-shelf (COTS) products from reaching our warfighters.

For example, a small business producing simulation training solutions for Guard training facilities with a cost-effective, state-of-the-art simulation training product, is unable to provide new systems to National Guard units that have requested them because the product is not on an approved program of record list. Thank you for your service and consideration of this question.

General INGRAM and General CLARKE. The Air National Guard (ANG) has a long history of purchasing lower cost alternatives to Air Force programs of record (POR). For example, the ANG is purchasing KC–135 Boom Operator Simulation Systems (BOSS) in lieu of the Boom Operator Weapon System Trainer (BOWST), the AF POR. The BOSS is approximately half the cost of the BOWST, and will meet or exceed the capabilities of the BOWST for training boom operators. The BOSS fits in existing ANG facilities whereas the size of the BOWST drives an additional MILCON bill. Another example is the ANG working with the Air Force to hold a competition for the Helmet Mounted Integrated Targeting (HMIT) system to equip F–16 block 30 and A–10 aircraft. The HMIT system meets or exceeds all of the capabilities of the Joint Helmet-Mounted Cueing System (JHMCS), the POR. The HMIT competition was structured to promote small business participation to encourage innovative solutions. HMIT is approximately 25% the cost of JHMCS. The ANG will continue to pursue similar opportunities within the bounds of the Defense Acquisition System to ensure limited NGREA funds are used as efficiently as possible.

The Army National Guard (ARNG) has procured COTS simulation training products in the past, and anticipates continuing to do so when appropriate. However, there are several factors that must be taken into consideration when making these kinds of purchase decisions.

First, a State's request, reflective of an emerging requirement or training capability gap, must be validated. The ARNG has recently chartered an Equipment Requirements Validation (ERV) Council of Colonels and Integrated Process Team (IPT) to consider requests for equipment and to prevent procurement of redundant and excess capabilities.

Second, the capabilities of a requested simulation training system must provide appropriate training value, must accurately simulate the weapon or system being trained, must represent Army doctrine, and must be safe to operate. Therefore, each COTS product must be evaluated for content, safety, and performance by Army and ARNG proponents to ensure the product safely provides expected training capabilities. Third, before procuring a COTS simulation training system, consideration must be given to determine how the system will be supported throughout its life-cycle. For instance, simulators are highly technical, and require: periodic technical refresh to address obsolescence; occasional modernization to maintain currency; and upgrades when additional capabilities are desired. When the ARNG procures COTS simulation training systems, there is risk that life-cycle sustainment will not be adequately provided. The ARNG hopes to avoid investing in systems that may not be properly supported or require re-allocation of programmed ARNG funds.

Mr. RUNYAN. In this time of fiscal uncertainty and imminently shrinking budgets, what are the National Guard and Reserve doing to increase competition amongst vendors in an effort to decrease the costs related to purchases? My concern is that the program of record is prohibiting potentially lower cost, commercial-off-the-shelf (COTS) products from reaching our warfighters.

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General TALLEY. The Army Reserve's equipment procurement budget is nested within the Army's total budget. The Army uses the Defense Acquisition System to maximize vendor competition and quantity discounts. The Army Reserve also uses the Defense Acquisition System for National Guard and Reserve Equipment Appropriation (NGREA) purchases for equipment. This flexibility allows the Army Reserve to get best price for its purchases. As future Army budgets decrease, the Army Reserve must continuously support the Joint, Interagency, and Multination missions at home and abroad while maximize resources in a fiscally constrained environment.

Mr. RUNYAN. In this time of fiscal uncertainty and imminently shrinking budgets, what are the National Guard and Reserve doing to increase competition amongst vendors in an effort to decrease the costs related to purchases? My concern is that the program of record is prohibiting potentially lower cost, commercial-off-the-shelf (COTS) products from reaching our warfighters.

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General JACKSON. Our program of record for National Guard Reserve Equipment Appropriations (NGREA) procurement is developed by staff that continually monitors requirements, commercial offerings, and best industry practices. Programs of record are established through a formal requirements and acquisition process that identifies, validates, and prioritizes competing requirements submitted by the warfighters. Initial identification of technical requirements and proposed solutions is completed at the installation level and then prioritized at the Command for resource allocation. Acquisition action is initiated based on the established priorities when funding becomes available and ensures that competitive procedures are followed. The command acquisition process gives preference to both commercial-off-the-shelf (COTS) products and small business entities while balancing immediate procurement costs with follow-on sustainment costs. The Reserve Command continues its efforts to increase competition by developing additional sources for services, supplies and construction projects through providing timely advance information to industry, by issuing draft solicitations, and conducting industry days for new and follow-on contract requirements. The command closely reviews and challenges requests

for "Sole source" requirements with the result that such requests are frequently subject to competitive solicitation based on comprehensive market research.

QUESTIONS SUBMITTED BY MR. ENYART

Mr. ENYART. With the Army's divestment of C–23, what will replace its capabilities? The C–27J has similar capabilities, does it not?

General INGRAM. The Army is developing a plan to implement Public Law 113–6 and not divesting the C–23 aircraft with FY 13 appropriated funds. The C–27J was originally scheduled to replace the C–23 however SECDEF in 2009 transferred the fixed wing cargo mission and aircraft to the U.S. Air Force. If the C–23 is divested, the ARNG and other organizations supported by the C–23 will have to seek other support options. The C–27 is a larger, more modern and capable aircraft than the C–23.

Mr. ENYART. If both the C–23 divested and C–27J were cancelled, won't we be lacking a critical capability for both the warfight and HLS?

General INGRAM, General CLARKE, and General JACKSON. The Army does not have a requirement for the C–23. The Memorandum of Agreement signed by CSA and CSAF states that the USAF will support the Army's cargo time sensitive requirements. To date the Army believes the requirements are being met and will continue to be met by the USAF. The Services establish requirements and there is no service recognized HLS requirement for the C–23. If the C–23 is divested, organizations currently supported by the C–23, to include the ARNG, will turn to the ANG and USAF for airlift requirements or will utilize other alternatives.

Any reduction in fleet and troop strength has a direct impact on mission readiness and response capabilities for both domestic and contingency operations. The loss of both the C–23 and C–27J will mean transferring more burdens onto the Army's rotary wing fleet and/or more work onto the Air Force's C–130 fleet. For the Air Force, this will require a conscious and concerted effort to support the warfighter's requirements and enable our domestic mission. Further, while the Air National Guard has realized a growth in its C–130H fleet size as a result of the revised 2013 Fiscal Year total force projection, prudent steps must be taken to sustain this aging fleet and ensure there is no loss of mission capability over time.

Mr. ENYART. The Air Force indicates that sufficient A–10s will remain available to meet the requirements of the new strategic guidance.

a) What is that number?

b) What influence, if any, did the Army have in determining the appropriate number?

c) Where will they be stationed?

d) What will the ratio be for Active Duty, Air National Guard, and Air Force Reserve?

e) How many A–10s will be retired?

f) The Air Force is pulling A–10s out of Europe. Where will they go?

g) How was the appropriate number determined?

h) What is the multirole platform the Air Force intends to use to replace A–10s?

i) What is the antiarmor, loiter, and refueling capability of the new platform?

General CLARKE. a) A total of 283 A–10C will remain in service as a result of NDAA; the breakout is: Active Duty—142, AFMC Test—1, ANG—85, AFRC—55.

b) Operational Plans, which form the basis for USAF combat force structure, are developed in cooperation with the Joint Staff. The U.S. Army participates in determining Close Air Support requirements to which the A–10 fleet size is tied as part of the Joint Operational Planning Process.

c)
- **Active Duty (143):** PACAF–OSAN AB Republic of Korea—24, Active Duty Moody AFB, GA—49, Davis Monthan AFB AZ—57 (one AFMC aircraft assigned to AATC in Tucson AZ), Nellis AFB Nevada—13.
- **Reserves (55):** Whiteman—28, DM—27.
- **Air National Guard (85):** Martin State—22, Boise—21, Fort Wayne—21, and Selfridge—21.

d) 30% ANG, 19% AFR, 50% Active Duty.

e) 61 A–10Cs will be retired.

f) A–10Cs from Spangdalhem will transfer to 354th Fighter Squadron at Davis Monthan.

g) The number was determined by matching the tactical air requirements from Operational Plans with fiscal guidance. Increasing budget constraints place a premium on multirole fighters like the F–16 vs. mission-specific aircraft such as the A–10C.

h) The F–35 Lightning II is the intended replacement for the A–10.

i) The F–35 will be equipped to carry radar and heat-seeking air to air missiles, as well as precision-guided and free-fall unguided air to ground weapons. In addition, it will be armed with a four-barrel GAU–22/A 25mm cannon capable of firing high explosive incendiary/armor piercing ammunition. The F–35 is capable of air refueling and possesses advanced stealth and electronic countermeasures that improve its ability to survive and operate in an anti-access area denial environment. Its loiter time is dependent upon mission and configuration; however it is assessed to be comparable to or greater than current 4th Generation Air Force strike aircraft.

Mr. ENYART. The Air Force desires to retire the 65 oldest C–130s. Will this have a more profound impact on the Reserve than Active Duty?

General CLARKE. There is risk in the Guard and Reserve possessing all C–130H aircraft in the Air Force. No clear path to modernizing the C–130H exists. The C–130H requires modernization to comply with 2020 national and international Communication, Navigation, Surveillance and Air Traffic Management (CNS/ATM) standards. Currently, none of the C–130Hs are scheduled to be compliant by 2020—resulting in reduced operational capability. In addition to making force structure changes within the C–130 feet, the FY13 NDAA also introduced language stating that a congressionally directed study needed to be completed before the Air Force can cancel the Avionics Modernization Program (AMP) ultimately placing funding solution in limbo. Lastly, because the Guard and Reserve possess all of the C–130H fleet, we will be susceptible to single fleet risks (e.g., unexpected maintenance issues, future fleet cuts, etc.)

[Note: 2013 NDAA temporarily reduced the retirement of C–130H, the oldest C–130s in the fleet. Ultimately the ANG is growing 13% in C–130H aircraft through the FYDP as the C–27J divests. The 2013 NDAA also shifts all C–130H aircraft to the Guard and Reserve by FY17. Active Duty stands down two operational C–130H units at Little Rock AFB; the last remaining Active Duty C–130H unit (Yokota AB, Japan) converts to C–130J in FY17. The ANG adds three new C–130H units (Montana, Connecticut and Ohio)].

Mr. ENYART. The Air Force recommends retiring 20 KC–135s. Will those be the oldest models? Where will those come from? Will this have outsized impact on the Air National Guard and U.S. Air Force Reserve?

General CLARKE. Though the Air Force, through the FY13PB, originally recommended retiring 20 KC–135s, per the AF Total Force Proposal (TFP) Air Force ultimately decided to retire 16 aircraft via the 2013 National Defense Authorization Act (NDAA).

These aircraft were divided amongst the Major Commands and resulted in the Air National Guard (ANG) earning eight retirement slots. The affected States and units were:

- one from Arizona (161ARW—Air Refueling Wing)
- one from Iowa (185ARW)
- six from Ohio (121ARW)

However,

- eight KC–135s were added to Mississippi (186ARW)—four of which are internal ANG transfers from Tennessee (134ARW) and Wisconsin (128ARW)—four of which are sourced from the Active Duty Air Force.

All aircraft were chosen using a computer model developed by the System Program Office (SPO) that takes multiple variables into account to include age, flight hours, severity of usage, fuel cell score, trend data … etc. to calculate and overall aircraft composite score. As the ANG fleet of KC–135 aircraft is now at a total 176 (down from 180 aircraft with the implementation of FY–13 NDAA) the impact on mission accomplishment is negligible.

Mr. ENYART. The Air Force claims it can achieve savings by substituting C–130s for C–27J. What is the cost per flying hour for C130s vs. C–27J? What is the cost to procure C130s vs. C–27J? What cost have already been expended to procure C–27J? What are the cancellation costs if any? Can the C–27J perform HLS missions at a lower cost than C130s?

General CLARKE and General JACKSON. The Air Force annually publishes, in Air Force Instruction 65–503, Table A15–1, an operating and support cost for each weapon system. For FY13, the Table identifies the Department of Defense cost for the C–27J as $2,231 per flying hour. The C–130H cost is $7,975 while the C–130J cost is $4,716 per flying hour.

The C–27J's average aircraft procurement cost was $28.5 million. The C–27Js cost was based on a firm-fixed price contract which has now expired. The cost to procure a new C–130J is approximately $70 million.

The Air National Guard does not manage the procurement or divestment costs for the C–27J program. That responsibility rests with the Air Force Material Command's C–27J Systems Program Office at Wright-Patterson Air Force Base, and

with the Secretary of the Air Force's Acquisition Office. They can provide the procurement costs to date as well as the respective cancellation costs associated with the proposed program divestment.

The C–27J and C–130 perform the same relative mission, delivering critical personnel and assets to forward or austere locations. The relative cost difference to perform such a mission is dependent on the amount of cargo or personnel that must be moved, and the relative distance involved in each movement. The C–27J would be more efficient when moving small response teams or critical payloads between nearby States, while the C–130 and even the C–17 would be more efficient in the movement of larger response teams and supplies across the country.

Mr. ENYART. With the Army's divestment of C–23, what will replace its capabilities? The C–27J has similar capabilities, does it not?

General TALLEY. The Army Reserve does not own any C–23s and so hadn't planned on getting any C–27Js in the Army Reserve. This is all ARNG.

Mr. ENYART. If both the C–23 divested and C–27J were cancelled, won't we be lacking a critical capability for both the warfight and HLS?

General TALLEY. The Army Reserve does not own any C–23s and so hadn't planned on getting any C–27Js in the Army Reserve. This is all ARNG.

Mr. ENYART. The Air Force indicates that sufficient A–10s will remain available to meet the requirements of the new strategic guidance.

a) What is that number?

b) What influence, if any, did the Army have in determining the appropriate number?

c) Where will they be stationed?

d) What will the ratio be for Active Duty, Air National Guard, and Air Force Reserve?

e) How many A–10s will be retired?

f) The Air Force is pulling A–10s out of Europe. Where will they go?

g) How was the appropriate number determined?

h) What is the multirole platform the Air Force intends to use to replace A–10s? What is the antiarmor, loiter, and refueling capability of the new platform?

General JACKSON. a) The Air Force will retain 283 TAI per the FY13 NDAA to meet a requirement of 242 TAI.

b) The Army has no direct influence nor is it involved in internal deliberations regarding Force Structure. Army input is captured through development of Joint Requirements as it relates to war plans.

c) Moody, GA: 2 x Active Duty Squadrons; Davis-Monthan, AZ: 2 x Active Duty Squadrons, 1 x Reserve Squadron (the 357th converts from AD to AFRC); Nellis, NV: 13 TAI assigned as components of the USAFWS (66WPS) and 422 TES; OSAN, ROK: 1 Active Duty Squadron; Eglin, FL: 2 Developmental/Test A–10s; Whiteman, MO: 1 Reserve Squadron; Selfridge, MI: 1 ANG Squadron; Boise, ID: 1 ANG Squadron; Martin State, MD: 1 ANG Squadron; Fort Wayne, IN: 1 ANG Squadron.

d) The AD/ANG/AFR mix is 143/85/55 or 51%/30%/19%.

e) The FY 13 NDAA authorizes the retirement of A–10s from Spangdahlem, AB, Germany (Active Duty), Ft Smith, AR (ANG) and Barksdale, LA (AFRC). This is a total reduction from 344 TAI to 283 TAI (-61).

f) The A–10s removed from Spangdahlem, GE will be redistributed across the remaining fleet to maximize the USAF's ability to preserve aircraft with the most capability/remaining service life. This kind of fleet management is a routine function handled by Air Combat Command.

g) The appropriate number of Air Force A–10s was an enterprise-wide assessment of aircraft inventory and availability relative to COCOM requirements.

h) The F–35 will ultimately replace the A–10. The F–35 is fully air-refuelable in the same vein of the F–15/F–16 and F–22. It will be able to employ a wide range of precision ordnance. It will have neither the loiter endurance of the A–10 nor the anti-armor of the A–10's 30mm cannon, but it will bring additional capabilities to the mission.

Mr. ENYART. The Air Force desires to retire the 65 oldest C–130s. Will this have a more profound impact on the Reserve than Active Duty?

General JACKSON. Retiring the 65 oldest C–130s would have a more profound impact on the Air Force Reserve than the RegAF. RegAF aircraft are being recapitalized with C–130Js leaving manpower and bases without impact. The FY13 PB C–130 retirements would have left Maxwell AFB, Pittsburgh ARS, and Minneapolis ARS without an Air Force Reserve flying mission. Much of this iron has been retained through FY14 (Keesler is losing its combat coded C–130Js that are moving to Pope), although in some instances without adequate manpower and O&M funding required to operate them.

Mr. ENYART. The Air Force recommends retiring 20 KC–135s. Will those be the oldest models? Where will those come from? Will this have outsized impact on the Air National Guard and U.S. Air Force Reserve?

General JACKSON. The aircraft will likely be the oldest as was stated in the Mar 2012 document: "USAF Force Structure Changes: Sustaining Readiness and Modernizing the Total Force." Sometimes the oldest aircraft are not in the worst condition—decisions will be a result of AFRC and AMC in coordination with engineering advice from the AFMC system program manager. For AFRC, 4 aircraft will come from Tinker and 1 from March ARB. The retirements do not have an outsized impact on the AF Reserve, though the 4 Primary Assigned Aircraft from Tinker have commensurate reductions in manpower, flying hours and depot maintenance funding.

QUESTION SUBMITTED BY MRS. WALORSKI

Mrs. WALORSKI. GEN Ingram, last year 16 Adjutants General requested funding to modernize the aging HMMWV. In response, the Appropriations Committee honored this request and provided $100M to begin a multiyear effort to field new model HMMWVs in Guard units across the country. I believe new production HMMWVs should be prioritized as you seek the most cost-effective modernization strategy. Can you please provide the committee with a sense of what the Bureau and Army has done to execute this critical program and of your plans for the near term?

General INGRAM. We are currently examining all the data in order to make an informed decision with respect to our HMMWV fleet. We are working in concert with the Army and are using the recently released Tactical Wheeled Vehicle Study to determine what our current and future requirements are for ARNG HMMWVs. As the Army Joint Light Tactical Vehicle program matures and is eventually fielded, this new vehicle will replace Army and Army Guard HMMWVs. We are moving forward with our Army partners to ensure our tactical wheeled vehicle fleet will meet the current and future Operational Force requirements.

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