

**General Craig R. McKinley
National Guard Bureau**

Air Warfare Symposium

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Moderator: Our next speaker is the Chief of the National Guard Bureau. He is the senior uniformed National Guard officer responsible for formulating, developing and coordinating policies, programs and plans affecting more than a half million Army and Air National Guard personnel. He will make a presentation, and time permitting, open up the session for questions. I'll now turn the podium over to a strong AFA supporter and former Florida State President, General Craig R. McKinley.

General McKinley: Thank you very much. It's indeed an honor to be with everyone here today and to Joe Suiter and the entire AFA staff, thank you for hosting this great conference along with the Central Florida chapter. I know how involved you are with them. I know Mary Harris and Tommy Harrison and others, Central Florida folks are in the room. It's always good to be back.

Chief, it's good to see you, sir. I apologize, it's been an interesting week, Chief. I started at Corona at MacDill and General Casey had his Four Star Summit yesterday, so I've had a leg in both camps, but it's truly an honor to be back with airmen.

I am only the fourth Air Force Chief of the National Guard. It started with a guy by the name of Wilson from Arkansas; a guy by the name of Connaway from Kentucky; a guy by the name of Davis from the District of Columbia; and myself. There have been 26 of us. In the 373 years of history, it goes to show you that we are an enduring organization, but we're enduring because of the support and the advocacy of the citizens of this great nation. And obviously by men and women who make up associations like the Air Force Association.

I can't thank the Air Force Association enough, Mike Dunn, for what it's done over the years. Given us all opportunities to be deeply rooted in our communities. You are a community-based organization, just like the National Guard. And your chapters all across the country do great work, and I know most of the folks in this room are affiliated with a chapter. So I send out my congratulations to this great group.

I've got some great mentors in the room today and I'd be remiss, Chief, if I didn't send out a little shout-out to Don Shepherd who is a former Director; Paul Weaver is a former Director; Larry Arnold who was our first Air Force commander on the morning of September 11, 2001; and other great National Guard leaders in the room, and I'm looking over here to my right and I see Doug Burnett who's the Adjutant General of Florida, worked for two Governors -- Governor Christ and Governor Bush. He sent me an email the other day, I think he sent it out to all the TAGs, he just completed 47 years of service to the National Guard in the United States, so that deserves a round of applause. [Applause]. Doug, it's good to see you.

The National Guard is a force provider. The United States Army and the United States Air Force pay 99 percent of our salaries, our O&M, they equip us, and they expect us to be there for them when they need us. In many cases, in most cases, it involves the Title 10 mission, and over the last two decades for our Air Force, the Air National Guard, led today by Bud Wyatt from Oklahoma who's our Director, and you'll hear from him and Charlie Stenner tomorrow, Reserve Component Chief, Air Force Reserve, have integrated with our Air Force. And we have a proud, shared past as Air National Guard airmen with our United States Air Force.

We got started right after the dawn of aviation, before World War I. Units like New York had men and women who went out, people bought their own airplanes, they learned their own tactics, their own skill sets in their local communities. They recruited locally. And they were the seed corn that became aviation's first cadre in World War I. After the war, as traditionally happens, men and women in the National Guard come home, they demobilize, they go back into their communities. But for most of us the calling of service is such that we continue to serve. And our services continue to support and give us the ability to serve. Knowing that constitutionally our Governors are the commanders in chief when we're home, when we're not deployed, when we're not in a federal status, and they exercise that authority through the power of the Adjutant General and we have 54 top notch people who lead those states for their Governors.

It's important to remember that our founders believed that we needed to continue to encourage citizens to be part of their republic. Since we've been an all volunteer force for over three decades now, how do you do that?

Well, in many cases the National Guard, both the Army and the Air National Guard, are ways for citizens of this

great nation to continue serving. To be part of their communities. Most of them working in the community and also affiliated with a trained, organized, equipped, ready force, certified in this case by the Chief of Staff of the United States Air Force, that ensures to the combatant commanders the force is ready to integrate. And this proud, shared past for over six decades, since we became the United States Air Force, has served this country exceedingly well.

But I'm here today that say what worked in the 20th Century, what worked in the Cold War, may not be sufficient for the times we live in today.

Secretary Gates said in a recent meeting, and General Schwartz was in the room, that possibly the Cold War years were an aberration in history for our nation. That it was a very static period of time in which we competed against another power equally powerful, but that it was an aberration, and that it is not a model that may hold us well into the 21st Century.

So as I left that meeting I went back, and we're meeting with our Adjutants General in Washington next week, and we've laid out some thought processes to say is the Air National Guard of the 20th Century the model, the process for the 21st Century? Well the Chief will speak today, and I know he'll talk about the health and condition of the United States Air Force and we are a part of that. We're 107,000 members and we're a part of the United States Air Force.

During these first 60-plus years, the United States Air Force has had equipment and people that made our Air National Guard what it is today.

Seventy-five percent of the men and women who are members of the Air National Guard have served on active duty. The people who taught me to be part of not only the United States Air Force during my active duty tour but in the National Guard are people who cut their teeth in Vietnam, and they're leaders who are in this room today. That 20th Century model wherein we had excess equipment and people who could transition from active duty to the Guard has not served us as well in the first decade of this century as it did before, because people are a valuable resource.

The United States Air Force needs people to stay with them as long as they can. Retention is part of recruiting. We want to retain our airmen. We have to have enough

highly qualified and skilled airmen in our active component to make it the finest force that it is today.

What we drew on in the last half of the 20th Century were many of those skill sets that departed the Air Force for a variety of reasons. I'll read just this one Air Force print news that came out last week in Aim Points. It talks about Lieutenant Colonel Gary M. Middlebrooks of the 114th Fighter Wing of the South Dakota Air National Guard. He logged his 4,000th hour of flying in the F-16 fighting while he was deployed in Iraq.

"The Greenville, South Carolina native is a 1984 graduate of the United States Air Force Academy. He completed undergraduate pilot training at Reese where he served as an instructor pilot in the T-38 Talon." His comment was initially he was not thrilled about being an instructor but he said it was the exact right thing for him to do at the time, for him and his family.

He went back to South Dakota where he grew up, and for his reasons of taking care of family and getting back to the farm, he decided to separate from the United States Air Force, but because the Air National Guard in Sioux Falls had a unit, he could affiliate and continue to serve, and he accumulates 4,000 hours of flying.

For those of you who saw the Super Bowl the other day, four of General Burnett's F-15 pilots out of Jacksonville flew for that opening ceremony. And from what I heard from the wing commander, those four pilots have between them about 14,000 hours in the F-15. That's a resource that we should all take great pride in and it's a resource that's not easily replaced because the Chief has to grow people from scratch. From kids who come off ROTC, from kids who come out of the Academy, in our case from young men and women who are commissioned through the Air National Guard Academy of Military Science which now is at Maxwell Air Force Base working side by side with the United States Air Force. And it takes 26 years to grow a pilot with 4,000 hours.

So I'm here to say today that whatever we can do to make this system continue, it has served our nation well.

Now the model has been that we in the Cold War could and should have a strategic reserve. We needed it if we ever were to come to blow with the former Soviet Union. We needed a million men and women in reserve. We still have a million men and women in reserve today -- 460,000 Army National Guard soldiers and 107,000 airmen in our world for the Adjutants General and the Governors. Charlie Stenner

will talk about the great contribution he makes as an Air Force Reserve Chief. And along with the other Reserve Chiefs, that group of men and women who continue to voluntarily serve are looking for a way to continue to give back to this nation. And for the last eight and half years it's been pretty easy because the Army National Guard today has 62,000 soldiers serving. And the Air National Guard has between 8,000 and 14,000 and in the Air Mobility World you can't even count how many kids are out there integrated with crews flying aircraft all around the world today. And they want to be there. This is not something they are unhappy with. They really believe in this service.

So for us to continue to develop young men and women who can contribute at the level that Bob Kehler just talked about, or that Steve Lorenz would talk about, or that Duncan McNabb would talk about, we've got to have the same opportunities in education, in training, and what concerns me, and I know the Chief too, is the equipment to be as capable of an Air National Guard as we can be. And we're all in with the United States Air Force. We are following the flight plan that General Schwartz has set and Budd Wyatt and his team are integrated in in the Pentagon to say this is the future for us. But we've got some units that over time, over 6.5 decades worth of time, have become accustomed to flying airplanes, maintaining airplanes. We migrated small numbers of our people into Bob Kehler's Space Command, we migrated small numbers of people into Cyber, but the future is going to be different than the past. The sooner we can give hope to the kids who have joined us who will be here 20 years from now that there is a future, the better off we all will be. I commend Duncan McNabb for his early work, Steve Lorenz's early work, in total force integration. The Chief was there when it was born with Paul Weaver where we decided that we could reshape and remold these great organizations into things that are valuable commodities for the long haul. That's what makes me so proud so to be the Chief of the National Guard Bureau, because I see what Budd Wyatt and his team are doing. I see how we're at the table with the Chief moving forward. But we're going to need everybody's help including the Air Force Association to make sure that this proud, shared past has a proud, shared future.

So for the next three or four years that we have the watch, Budd, we've got to make sure we do everything to move our organization smartly with the help of the United States Air Force to that next step. I think we are at a very pivotal point in our Air Force's history, and I think we are emerging into new areas that none of us belonged and clawed and fought for wings, thought of nothing more than an Air Force of flyers. We are going beyond that into a

new area, and that's why Bob Kehler's presentation I think hit such a home run with me. There is so much new out there that we can do and be part of.

I was with General Casey yesterday, Chief, and Stan McChrystal came up on a VTC from Afghanistan. He commented to the Army four star leadership about how he's getting a renewed sense of optimism about the mission in Afghanistan. He said it's the first time he's really felt optimistic about things, that things have maybe bottomed out and things may be turning upwards. But he sent out a shout-out to United States Transportation Command and his airmen for what they bring to the fight in Afghanistan. And the fact that he's partially through his build-up or surge and he counts on the United States Air Force to finish that job so that he can finish the job that he's been given.

And Ray Odierno was in the room and Ray is looking at wrapping up Iraq. Every day there's a new surprise in Iraq, so he's cautiously optimistic about where the country will go, and as we bring combat troops out of Iraq by the end of this year and almost all of our troops out by the end of '11, he said please thank General Schwartz and the Air Force team for what you bring to the fight in Iraq.

Everything we do with General Schwartz as our boss says we are part of a joint and a combined team, and we'll do it together.

I want to just spend the last few minutes talking about the other part of our responsibilities to this nation and this republic. It's symbolized by Doug Burnett and the Adjutants General, but it's the forces that are there at the disposal of the Governor to protect the citizens of this nation in times of extreme calamity, whether it be a natural disaster, man-made disaster. The National Guard for centuries has been that first military force that joins the first responders in a community, that stabilizes the conditions that allows the citizenry of that city, that community, that state, to get back on its feet. That's the 21st Century that scares me the most. The fact that in this century people who want to do us harm can bring that harm to us on our very shores.

As we saw during the morning of September 11, 2001, the fact that we were unable to prevent that attack that morning or mitigate it tells me that we in the United States Air Force still have a role to play in protecting the skies over this nation. And until someone else has that responsibility, I take it very seriously and I expect Budd and the team that works with 1st Air Force and Gene Renuart's North American Aerospace Defense Command and

United States Northern Command to be ready to respond to any type of activity that takes place over this land.

Now most of those units fly older airplanes. In fact 11 of them fly the Block 30 F-16. And those airplanes will time out. We know that. That's the nature of aviation. That's the nature of equipment. So what comes beyond that will take a joint and progressive look to make sure that we, along with Air Combat Command that provides those airplanes and those crews, continue to perform that mission.

But when this nation needs its Guardsmen, they have responded and I am very very proud of the contributions that they've made. We'll need to keep educating them, we'll need to keep integrating them, but no service does it better than the United States Air Force. Chief, I can't thank you enough for letting us be part of this great team.

Doug, if you'll pass back to the Adjutants General next week the fact that I respect and value what you bring to the fight, which are trained soldiers and trained airmen at the highest standards, ready to do their job for their Governors or for the President of the United States.

Folks, it's been great to be with you. It's always good to get out of Washington. I flew down today on a US Airways flight and the pilot said well, it's a very cold 40 degrees in Orlando. Chief, we haven't been above 40, as you know, for the last month. So 40 degrees feels pretty good to me.

I know you've got a lot of great work today, you've got a lot of great speakers. I know there's a great exhibit hall, and I look forward to going down to look at the great products that you in industry have produced for the United States Air Force.

As an airman with about 4,000 hours myself, I can't thank members of industry enough for the great products and the great capability that you give this nation, and I appreciate working with you.

With that, Mike, I'll turn it back over to you and I know you've got a couple of easy questions for me.

Moderator: I have some very easy ones, sir.

If you had one extra dollar -- [Laughter].

General McKinley: Here it comes.

Moderator: -- where would you put it?

General McKinley: I think as I said to the Chief a while back, that we've got to be part of the recapitalization program in the United States Air Force. So if our Adjutants General and our congressional delegations could realize one thing it is that we, I believe, have been on a bit of a spending holiday in the United States Air Force. From the early '90s we haven't built a lot of machines, whether they be remotely piloted or manned, and that all of us who wear this uniform are looking to have an adequate recapitalization budget that allows us to have the equipment necessary to produce this great Air Force.

So while we've done a great job taking care of airmen and we need to continue doing that, I think we've got to have the machinery and the capability that allows us to be the most effective Air Force, so it would be to put money towards the recapitalization strategy of the United States Air Force.

Moderator: The next one is a little more complex, I think. With the increase of 30,000 troops in Afghanistan, how is that affecting the National Guard, and frankly in the largest sense, not only the members in a stressed force, but also the employers and family members?

General McKinley: I think the advent of the Aerospace Expeditionary Force construct put the Air Force ahead of the other services in how it deployed its members, whether they be active duty, Guard or Reserve. I look over to Paul Weaver and I remember when we built that and I was your deputy and you said this is what's going to sustain us through some very long, hard times. This was well before September 11th.

So to give the predictability and stability that the AEF model does for the Air Force and our Guard and Reserve, that made us who we are today. Ironically, the Army is now going to what they call the ARFORGEN model which is similar in a rotational construct to what the Air Force already had on the books. George Case's about two years into a four year plan to get all of his patches into a cyclical way to deploy.

Your question is, 22,000 soldiers. That's what Secretary Gates let the Army have for their buildup. They've only gotten 15,000 of them and George Casey has to make a case for the rest of them here pretty soon. That was because the Secretary said these are temporary increases for you so that you can keep your BOG/Dwell ratio

at about one to two. A lot of his soldiers are at one to one and a half, and they're really taking a toll.

What we in the National Guard on the Army side are looking for is about a one to four, to one to five BOG/Dwell ratio, meaning every year you're deployed, you'll come home for four or five. That seems to be, based on what the Adjutants General tell me, is sustainable over time with the force structure that we have.

My only issue, and it's a factoid and I won't even put a judgment on it, but George Casey has between the Army Guard and the Army Reserve 100,000 additional soldiers on active duty today, so his Army's already 100,000 more than his active end strength. That's a good thing because when he doesn't need them any more they can go back into society and they can be a very efficient force.

From what I can tell from the budgeteers, it takes about a billion dollars for every ten thousand additional people. That's a rough order of magnitude. So you're looking at about a two billion dollar bill for him to plus up 20,000. I just want to make the case in these very dire economic times that the Guard and Reserve is a great place to have an efficient force that doesn't cost you a dime if it's not mobilized or it's not being used. So you've got this beautifully trained Army, Air Force, Coast Guard, Marine, Navy force that are reservists. Let's keep them at the highest standards we can for as long as we need them.

Moderator: To follow up on that, how's recruiting going in terms of not only the Air National Guard, but the Army National Guard?

General McKinley: Our services support us greatly. The Air Force supports us with recruiting dollars and funds and we've met our recruiting goals for the last two years.

I'll tell you where we get in trouble is the cyclical nature of recruiting and strength. When Paul was the Director, we were at about 112,000 airmen and we went down to 106,000. So when you don't have to recruit for two or three years you forget how to do it. You forget where your market is. So you get lazy and you overshoot the mark, which we did, from about 2003 to about 2007. But recruiting today is extraordinarily good, and you can make the comment that it might be because of a flat economy. I take the other view. I think it's because you've got great Americans out there who want to be part of this force and do it because they volunteer to do it.

Moderator: C-27J. What's the status of how you'll integrate the C-27J into the Guard, both Army and Air Force?

General McKinley: Will Fraser was right in the middle of that with Pete Chiarelli and I when the decision was made to move that aircraft to the United States Air Force. We needed to do a little ConOps review and development. That's about the time I handed my job off to Budd, and from the early reports are the C-27, total 38 are going to be bought. Are going to go to I think six of our units at about four each, then there are some that the Chief is looking at. I think it will be a great aircraft to integrate into our direct support, along with our C-130s that we have.

It will be a nice match for small loads, small hauls, and to replace ironically some of the capacity that resides stateside so that if a Governor needs it for a hurricane, or we have a natural disaster where we have to move a team very quickly to a hot spot, I think the airplane will integrate well into United States Transportation Command and do it well.

Moderator: This was written by a Guardsman. With so many of the missions and the technology transferring to the Guard, what incentives remain for Air Force people to stay on active duty? That is a real question, but I'll offer you the opportunity if you'd like.

General McKinley: It is ironic that over time this 75/25 ratio of prior service people to non-priors, has remained fairly constant. So while I know and we talked at Corona a little bit about bonus take rates and all that, I think we're kind of in equilibrium right now, that when members of active components decide to move, there are ways for Charlie Stenner, Budd Wyatt to access them into the service.

Ironically, on the Army side, though, if a young Army soldier comes off active duty because his family says you're deployed too much, he joins our formations and he's going to deploy just as much with us as he would if he stayed on active duty. So there's a bit of that going on right now.

Moderator: How has the National Guard Empowerment Act changed your position as Chief of the National Guard?

General McKinley: It opened doors to us that allow me to sit in rooms with the Chiefs, the Service Chiefs, and to make my points based on the force structure that we have in

it. But I told Secretary Gates this when I interviewed for the job, I'm an airman and I've always been in those rooms. I've never been excluded from meetings of high visibility or high demand where we would make decisions about the Air National Guard, so I was a little bit dumbfounded upon why you needed to be inserted into that. But since I have been, along with Thad Allen I get to sit with the Service Chiefs, I get to listen to the Chairman, and I have a better situational awareness and I think I bring that back to the table and hopefully do a better job for the TAGs who needed that visibility in the system.

Ironically, that same NDAA created a Council of Governors which will meet in Washington for the first time on the 23rd of February. Ten of our nation's Governors will be in a small group meeting with the Secretary of Defense, and I guess the object of that is to carry the concerns of the senior executives of the states to the Secretary and it will be interesting to see how that dynamic may change the landscape a bit. But I briefed General Casey and Secretary McHugh on that yesterday, so we'll see after this first meeting where that goes.

Moderator: I'm sorry to say we're out of time.

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