

Lieutenant General Charles E. Stenner
Lieutenant General Harry M. Wyatt

"On Call Air Force"

Air Warfare Symposium

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Moderator: Our second and final panel is "On Call Air Force". The Commander of Air Force Reserve and the Commander, Air National Guard, General Charlie Stenner and General Bud Wyatt. Gentlemen?

LtGen Stenner: Thank you. I'm very happy to be here today and I am looking forward to chatting with you all about the Air Force Reserve and the Air Reserve Component in general, and how we deliver capability to the warfighter around the world for pretty cost-effective end state, if you will.

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Three component Air Force. Our mission is to fly, fight and win in three different domains -- air, space and cyberspace. I look at this as a three component Air Force every time I look at how we do business. We are in support of our Chief and our Secretary's priorities on the left-hand side of that slide. That is the foundation of how we do business as an Air Force.

Now as an Air Force Reserve Chief and as a Commander of the Air Force Reserve Command with a hat that lives in D.C. and a hat that lives at Robbins Air Force Base in the operational command, I feel pretty blessed to be able to see this evolve and unfold from both a strategic and a tactical operational level. It is my belief that the top priority for me right now is to maintain what I truly believe we are, and that is first and foremost a strategic reserve. We have to maintain that. That's what the nation asks us to do. And it's also asking us to leverage that strategic reserve on a daily basis to provide the operational force that the defense business requires around the world on a daily basis. And on any given day we as an Air Force Reserve have 7,000 of our members on orders, either CONUS or OCONUS in support of, in direct support of OEF/OIF and any of the other contingencies we've got going. So we're all in every day, day in and day out, as part of that three component Air Force, fully operational and fully strategic, and don't break either by maintaining and

sustaining in a predictable fashion how we deliver that force to the warfighter, to that combatant commander.

Who makes up the force? My second priority. Eighty percent plus of our uniformed members are in fact part-time. They are citizen warriors. They have what I say right there is that reserve triad, and we need to preserve that reserve triad, meaning that everybody has a military job, everybody has a family, and if I stopped there it doesn't matter what component you're in, does it? You've got that. The third piece of that, though, is that civilian job that does in fact put food on the table for those 80 percent and does in fact impact an employer now that's also very very important to our nation's effort that's underway as well.

So preserving that reserve triad, making sure we can balance that military commitment with the civilian job with the family that is also very important to sustaining that capability and sustaining that member, that becomes part of that strategic reserve that we leverage on a daily basis to provide the operational force around the world.

My third priority is to make sure that when we do the organization piece to do the training and equipping that we are required to do, that we take a hard look at what is the best way to set up an organization. I believe firmly that we need to broaden what we've been calling TFI, total force integration opportunities, meaning balancing the active component/reserve component; meaning balancing the full time/part time in any given mission set; meaning setting up either a classic association, an active association, or in a couple of cases a reserve component association, leveraging the strengths of each of those three in every single mission set that we have, allowing us to get the depth that the reserve components bring, allowing us to work with the availability that the active component brings, and that gives us maximum flexibility in delivering any capability that we have that is required around the world for the warfighter and done by those Citizen Airmen that are three parts of their life strong, that are part of that strategic reserve that we leverage on a daily basis to provide the operational force around the world.

That operational force needs, number four priority, the best equipment we can give them. They need the up to date equipment, they need modern equipment, and we need to have compatible equipment. Therefore when we modernize we don't use the classic "let's give everything to the active force and then we'll follow up with the Reserve and the Guard." You can't do that when you have associations and you're seamlessly integrated around the world. We are, in

fact, I think doing a very good job of modernizing the entire Air Force with programs that do that in big airplanes, in small airplanes, in equipment, in readiness gear around the world. And where we as a reserve component can help is with what's called NGREA, National Guard and Reserve Equipment Account, that the Congress gives us every year, and in my priorities, I want precision engagement equipment and I want defensive systems, and I want to look hard at the irregular warfare piece with the personal protective gear -- helmets, goggles, body armor, you name it -- that needs to go into each of the reserve components and the active force evenly, proportionally, and at the same time to seamlessly integrate in that fight, working out of buildings and infrastructure that is also in need of repair, since we're running about a 200+ year recap rate. That's a very large message to Congress. Military construction along with the NGREA. To ensure that the folks who are in those associate organizations have everything they need and allow those citizen warriors to provide the operational capability as part of a strategic reserve that we need to sustain and maintain to do the nation's business both today and tomorrow.

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Where we are. We host, as an Air Force Reserve, 10 installations. We are, as you see there, tenants on 56 others. And as a result of the last BRAC we have moved those dots all over the country to where the requirement was, to where the need was, to where the mission set was, because where I want to be is where there is an active force that when somebody makes a life-changing decision, I want to capture them or I want the Guard to capture them, I want to put them in the reserve component and continue to use that capability so that when you ask how long does it take to replace a ten year staff sergeant? Well, it takes ten years. I don't want to lose them. I want to be where every single mission is, associating as required, with three different headquarters as far as the Air Force Reserve, full partners at RE Staff in Washington; an Air Force Reserve Command, robust staff at Robbins Air Force Base; an Air Reserve Personnel Center that's more operational on a daily base associated with Air Force Personnel Center. Our three numbered Air Forces, 4th, 10th and 22nd at March Joint Reserve Base; Carswell, Fort Worth; and Dobbins Air Reserve Base. And our Readiness Management Group taking care of that IMA, individual mobilization augmentee, that is also a huge piece of what we do around the world today in both our unit and our individual mobilization augmentee jobs.

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This is us. This is the Air Force Reserve. This is what we also have responsibility for on the right side. The left side says the breakdown of what we've got, and we've got every single status, every status has a very specific niche and a job. We use them all, but you'll see the traditional reservist is the largest part of that. The IMA is the second largest part. Those are the 75+, 76 percent part-timers. That's the foundation. Military uniformed service, they're over 80 percent of what we do. And those are the folks that I'm talking about when I say that reserve triad. We have two full time support categories -- the AGR, Active Guard Reserve. That's an active duty status that is a Reserve member. And then the ART, the Air Reserve Technician, that is that combination of civilian and military that is the foundation of support in our unit world. Then we see the Title 5 civilian in good numbers, and we actually have over 200 active duty members that are part of our headquarters and other installations around the world.

On the right side, that left hand pie fits that top piece, that selected reserve. That's what we do daily right now, is rotate those folks through the AEF. We organize, train and equip to the same standards so we can rotate seamlessly through every different mission set in the required contingencies around the world, but we're looking very close right now at the rest of that rack and stack there, to say how do we leverage that as the needs around the world increase, and how do I get into the IRR, the Individual Ready Reserve?

Example, Haiti. We took a quick look and found 35 French and Creole speakers that are sitting right there in the IRR. We can do the same thing with about any other capability that we need to look at.

Those folks sometimes have commitment left, sometimes have time on their clock, they're accessible. We go to the next one. That's the standby reserve, not as accessible, but does have capability. To the retired Reserve and Guard. And then down to the active duty retirees -- all managed and monitored out of the Air Reserve Personnel Center about to go into a building on Buckley from the old Lowry Air Force Base, and we're looking at 833,000 plus folks when you look at strategic depth. The continuum of accessibility decreases as you go down the right side. The continuum of capability also decreases, but it is there. That's a huge piece of what the nation is asking us to monitor, manage and rotate through on a daily basis to do the nation's bidding.

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As part of the total force team.

You see the Guard and Reserve patch is in the middle of that circle of partner MAJCOMs, partner major commands.

The Air Force Reserve Command was, until last August, the newest major command, 1997 was when we stood up. Global Strike Command, and now Lieutenant General Frank Klotz is the junior member of the MAJCOM team. We are, in fact, as an Air Force Reserve Command the second largest MAJCOM, and we have partnerships with every other major command out there along with our Air National Guard partners. And we are in every mission set that is represented by those other major commands. And we are organized, trained and equipped to the same standard so we can do that seamless integration. And when we look at how we do that and how we can do that in a little more efficient manner, I look at how do I take the capability that Air Force Reserve Command is charged with sustaining and maintaining, and every Air Force Reserve member is assigned to the Air Force Reserve Command for administrative control and on a daily basis we take care of the organizing, training and equipping both unit and individual mobilization augmentee, and ultimately providing that force rotationally or sporadically or with a surge based on the requirements that you heard a little bit of TRANSCOM talk about, General McNabb, in the last presentation.

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So when I look at, okay, what I will call full operational capability, as a full partner major command, as a full partner reserve two-digit, as a full partner Air Reserve Personnel Center, and in every mission set on the left hand side where there's mobility or Combat Air Forces or space forces or expeditionary combat support which is even on a daily basis more in demand than just about anything else, because we're not closing any of the bases we're opening, and we're sustaining a lot of capability around the world. How do I get those folks in a streamlined fashion more quickly and efficiently to that warfighter on the right hand side to meet that combatant commander's needs? And it is my belief that we need to do this as full partners in the MAJCOM slide I just showed you, and not through what has been classically called a gaining major command concept which is a '60s idea that has in fact become outdated, antiquated and cumbersome, and go to a full partner concept where the organized, trained and equipped Air Force Reserve component members go directly to

the warfighter, giving me a holistic look at that particular mission set and the ability to sustain and maintain any given mission and rotationally provide in that sustainable and predictable fashion, that trained and ready Air Reserve force that we are managing and monitoring on a daily basis.

That's the strength. That's the efficiency. That's what we bring to the fight on a daily basis. We are recruiting 10,500 on an annual basis right now, new Air Force Reserve members, as you heard General Lorenz talk earlier with the 33,000 that they have bringing on. Thirty-five percent of those are non-prior service, so we're targeting demographically in the areas that we are, those non-prior service members, to be part of that ready, trained force, seamlessly integrated, provided to the warfighter in a much more efficient manner as a full partner than as a gained entity.

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I will leave you with this one. Associations are the way to go. Balancing between the classic and the active association, balancing the Air Reserve component association, in the mobility fleet, in the Combat Air Force fleet. The ones in green, the three in green are brand new active associations, a very cost-effective way to organize, train and equip active and reserve forces and the ARC association that's standing up at Niagara.

This is the wave of the future.

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I look forward to any of your questions following my compatriot, General Bud Wyatt. Thank you.

[Applause].

LtGen Wyatt: Nice job, Charlie. Thank you very much, ladies and gentlemen. It's my honor and privilege to be here with you today, and thanks to the Air Force Association for the invitation.

The topic, "On Call Air Force". Just let me say before I begin that on behalf of the 106,700 Air National Guardsmen located in 89 wings, in 54 jurisdictions; we're located in all 50 states, Guam, Puerto Rico, Virgin Islands and the District of Columbia. Greetings, and thank you for the opportunity.

We face many of the same challenges that General Stenner just mentioned on behalf of the Air Force Reserve Command. I want to remind everyone that I am not a commander any more. I took that hat off when I became the Director of the Air National Guard. Our combatant commanders, depending upon the status of our Airmen -- when they're on state status, Title 32 status, working for Governors -- sets us apart a little bit from the other two components of our Air Force. We're a proud member of the United States Air Force, part of the total force package.

When I thought about the subject of this presentation, "The On Call Air Force", I started doing a little thinking. I thought you know, first of all if you have an On Call Air Force someone has to make that call; someone who makes that call has an expectation of who they intend to reach on the other end of that call; and they have expectations of what they hope to accomplish by making that call. I think it would help understand where the Air National Guard fits into the On Call Air Force by recognizing that our Airmen are a little bit different from the other two component Airmen in that we take an oath to two constitutions -- a federal constitution as do all members of the United States Air Force, but also the state and territory constitutions that go back to those days 373 years ago that General McKinley mentioned yesterday during the birth of the militia in 1636 at a little place called Concorde.

Ever since those days there has been a dual mission for the Air National Guard -- to support the President of the United States, the United States in their federal mission; but when not called to duty for federal missions, to provide a capability to the Governors. A military capability that the Governors can use within the confines of their state boundaries. We treasure that heritage and I think the structure that we have combined with the United States Air Force and the other two components is a perfect mix.

You know, we celebrate diversity of our people. We recognize the strength that diversity brings to this great United States Air Force. Men and women of all races, all creeds, all different capabilities working for a common goal. But we very rarely think of diversity in the context of the components -- the Guard, the Reserve, the active component. Yet there are similarities, because each of those components has its own individual strengths, but it also has its own individual weaknesses. By leveraging the strengths of the three components, using the diversity of our components, we make this Air Force the best in the world, and I'm proud to be a member of that.

So who makes that call? It starts with the President of the United States. It filters down through the Secretary of Defense, Chief of Staff of the Air Force, MAJCOMs, combatant commanders, and it arrives on my doorstep. My job is to make sure that the Air National Guard, its people, are trained and ready and answer that call. I'm proud to say that we are answering that call in today's fight and have been doing so as a member of the total force for close to 20 years now.

I've tried to remember who it was that said okay, today we're going to initiate a total force concept. General McKinley mentioned former Director Paul Weaver that sat down with some fellows around a bar napkin, as the story goes, and came up with the AEF concept that we have become so accustomed to. That really began the integration process and the recognition of the total force initiatives. I think it was born out of a necessity, a recognition that the demands on our United States Air Force were increasing at the rate that if addressed only by the active component would burn those active component members at a rate that was hard to sustain. Giving birth to the Total Force Initiative, AEF Construct, and a recognition of the importance of the reserve component.

And thanks to the great support of the United States Air Force, I can tell you today that the Air National Guard that I got in back in 1977 after having spent six years on active duty, is completely different than the Air National Guard of today. We had, under the old Cold War paradigm, 60 to 90 days to get ready to perform combat. Today we are trained, we are equipped to the point where we are inspected at the same degree, same level as the active component, expected to be deployed on the road, ready to provide combat capability within 72 hours. That's a capability that we could not brag about without the great support of the United States Air Force. Maybe borne out of necessity in the early 1990s, but certainly even more necessary today.

We talk about the things that are important to the Air National Guard, but I would suggest to you that the things that are important to the Air National Guard are important to the United States Air Force. People join the Air National Guard not because they don't like the United States Air Force. I would submit to you that if you're an individual and you don't like your experience in the United States Air Force, you probably aren't too interested in joining the Air Force Reserve or the Air National Guard because we stand for the same things. The same values that are important to our active component are important to the Air National Guard.

As General McKinley said yesterday, 75 percent of our folks are prior service. Of our 100 percent manning, actually a little above that, about 102 percent right now, about 70 percent of those folks are traditional Guardsmen -- civilians, Citizen Airmen we like to call them -- with about 30 percent of our force full time, either active, Guard and Reserve or federal technicians. It doesn't matter whether you're a traditional Guardsman or an AGR or a federal technician, the values that the individuals bring to our organization are the same values that the active component members and the reserve members bring to their components of the total force. It's a great team, and we're privileged and honored to be a part of that.

But for us to be a continuing contributing partner to the total force, a lot of things have happened in the past and will be required to happen in the future. Our job is to train adaptable, flexible, ready Airmen because no matter how well a job we do in planning for the future, equipping our force for the current warfight, it still takes a flexible, adaptive, creative, talented individual to make those systems, those programs work.

That's our number one goal. Recruiting and retaining qualified, dedicated, talented individuals. And yes, we do act as kind of a catcher's mitt, I've heard Charlie explain it this way, for those individuals who for whatever reason after serving on active duty find a need to continue serving their country, but maybe in a different capacity. And it's probably because of a family issue, like the guy that General McKinley referenced yesterday from South Dakota, passed 4,000 hours in the F-16 during a combat sortie in OIF, who had to go back because of the family farm. He had to go back and save the family farm. Maybe it's a health issue with a child or a spouse. Maybe it's a business. Maybe it's an opportunity that the individual wants to take advantage of, but still wants to continue serving the country. What a great way to leverage the training and the experience of that individual by providing some continuum of service that allows the investment that the taxpayer has made in our active component Airmen to be transferred to the Guard and Reserve so they can continue serving this country and our Air Force. What a great setup.

So people is number one.

Secondly, and one of the mantras that I have been talking about is concurrent proportional bed-down of capability in the Air National Guard. If we are to continue to be a total force, if we are to continue to be

able to help the active component ease the operations tempo of our active duty brothers and sisters, if we are to continue to provide that operational capability with a strategic reserve capacity, we have got to be operating the same equipment, trained to the same standards, led by people with the same opportunities for education and military experience as our active duty brothers and sisters. That's the way it is now, and it needs to continue.

I was trying to figure out a way to demonstrate what I talk about when I talk concurrent proportional. It dawned on me yesterday as I was listening to General Kehler's presentation, I was impressed by his audiovisual presentation. For those of you that saw it, wasn't that great? I'm sitting there thinking man, what a capability he has in his audiovisual folks in Air Force Space Command. What if that were a warfighting capability, and I think it probably is. I wanted to have a demo to kind of demonstrate to you what I'm talking about when I say concurrent proportional.

Let's pretend that that audiovisual capability that you saw yesterday that was very impressive, is a warfighting capability that General Kehler has. Let's say that we don't concurrently and proportionately provide that same capability to the reserve component. What would my audiovisual look like? When the call came for that capability, whether it comes from the President or the Governor, what would my capability to be able to support the combatant commander in that specialty look like?

So here it is. Please roll it.

Please roll it.

That's my capability, right there. [Laughter].

That's what I'm talking about when I say it is a necessary imperative that whatever capabilities are available to our active duty component, it needs to be bedded down in some proportion, and we're going to be talking about active component/reserve component mix as a result of QDR, but whatever that capability is, we have got to mirror that to some degree, the right degree, in the reserve component so that we can continue to provide an answer to the phone call when it comes. Because it will, and when it does, the Air National Guard will be there. Always ready, always there.

Thank you very much.

[Applause].

Moderator: Great video. [Laughter].

I have here six questions from General Brady just to start with. [Laughter].

Actually, interesting, I tried to match a bunch of these questions together to use the best time. So when we think about all the challenges that both of you face in terms of aging equipment or the OpsTempo or the recruiting and so forth. If there's one single thing that sticks out, General Stenner, you first. Could you share with us what that would be in terms of that challenge and how you tend to deal with it?

LtGen Stenner: Readiness is obviously important, therefore readiness, if I had to pick one, would be the challenge. Readiness in terms of how do we take somebody from square zero and get them as a part-timer to fully operational capable status. And part of that challenge comes with dollars and cents; part of that challenge comes with availability; and part of the answer goes to what we are calling seasoning training. In other words when somebody does come out of basic military training and then out of tech school, we hope that they have the availability, and if they do, we need the dollars to put them on an extended period of tour that takes them to what would be a readiness capability that we can deploy, gets them into the fight quicker, gets our equipment into the fight quicker, and will help that seamless integration, that requirement that we are sustaining around the world in any of those given mission sets.

So when it comes to readiness, it comes to training, and we receive them from the Air Education and Training Command in some capacity. We season them on the ramp, and we send them to war. That needs to be sustained and maintained.

LtGen Wyatt: Along those same lines, I agree with Charlie. Readiness is a huge issue. I think the challenge is getting the right person with the right skills to the highest training level we can to be ready to answer that call when it does come.

The Air National Guard has, especially in the last five years, gone through a lot of transition. Some of those BRAC related. Some of them to some right-sizing activities that we engaged in inside the Air National Guard. Some of them as a result of CAF Redux, and we see

some additional opportunities -- challenges, yes, but opportunities in the future to transition.

I talked earlier about our 89 wings. Since 2005, less than five years, the Air National Guard has transitioned 12 of those wings out of the fighters that they were flying at that point in time into some other flying mission or in some cases non-flying missions. Whenever you transition in that short a period of time that many wings from a highly trained, highly ready, highly capable force to one that is converting to, in most cases, a sunrise, a new mission requirement, it takes time to stand that program and plan for that, to stand that mission down and then to equip and train and get that mission back up on the step. And because of the huge numbers of transitions that we have engaged in in the Air National Guard, readiness continues to be a big issue. But it's a challenge that we readily accept. I join with Charlie Stenner in advocating and promoting the active associations. In some cases classic associations because we think that's the best way to leverage the diversity of all three of our components to provide an increased capability and capacity that the United States Air Force needs.

We like to say that we answer the call with the same quality of forces as our active brothers and sisters. Those are the standard setters. But we do it less expensively in the Air National Guard.

Now if you mobilize my whole force it would cost just as much as 106,700 active duty components; but because 70 percent of the force is part-time, we don't have to pay those individuals unless they are performing military duty that particular day.

But there are other cost savings. A lot of those have to do with our infrastructure. Most of our Air National Guard bases are located on municipal airports, state airports, and through what we call airport joint use agreements we're able to access about \$12 billion of infrastructure at a cost of about \$5 million a year -- runways, towers, some of our leases are for the huge sum of a dollar a year. Those are some strengths that we can bring, some cost savings that we can bring. And the beautiful part about it is that you can ratchet that rheostat up as high as you want. It costs more when the demand is there or you can ratchet it back down, but the key is equipping it and training it and having it ready, as Charlie said, when that call comes.

Moderator: Thank you, General Wyatt.

To follow up on that, I've heard a couple -- Well clearly, blended units provide more value, better value, cost less, all the things that you mentioned, but I've heard some combatant commanders talk from time to time that they may not be available in the kind of numbers that they'd like, and that could be because of the mobilization issue. So that leads us to, do we believe that we are able to service the combatant commanders' requirements without mobilization and perhaps some experiences?

General Stenner?

LtGen Stenner: That's a wonderful question, and the answer is yes to all of the above. We can in fact service the combatant commander's requirements.

Now go back to what you opened with, and that is, are they available in the right numbers? At this point in time in our Air Force history it's my belief that we are probably staying right where we are as far as numbers of personnel. I don't see any of the three components changing numbers of personnel, so it's incumbent on us as an Air Force to take a hard look at rebalancing the reserve component/active component in the priority mission sets within our service core functions to ensure that we don't take an inordinate risk in any one of those missions, but balance the risk appropriately based on the necessities of that combatant commander. That in fact is the tricky part right now. How do we do that?

Now once you do that, how do you get the appropriate numbers at the appropriate time? And you do it one, through volunteerism; or two, through involuntary mobilization. Either way, you get the same person to the fight that you need. At this point in time, and I'll only speak for the Air Force Reserve, but I believe it's pretty close to the same for General Wyatt and the Guard. We've got 80 percent of our folks who are serving around the world today in an active duty status that have volunteered to do that. Twenty percent are involuntarily mobilized, and those that are involuntarily mobilized are there generally because the active force in those stressed mission sets that we talked about, or those HD/LD, high demand/low density mission sets, have hit a trigger. They went below one to two dwell. In other words in those stressed career fields they're participating for a period, coming home, and doing it again. So it triggers the Guard and Reserve into an involuntary mobilization, meaning that imbalancing, in my mind, starts there. Where are those stressed career fields? How do we rebalance into those not more Guard and Reserve members, but at least enough to get

the active force to the point where they can sustain at what is at the moment a red line at one to two?

Then we rebalance the Reserve and Guard to meet that total requirement that the combatant commanders have given us, and we get as close to being sustainable and predictable as we possibly can, sending them either in volunteer status or mobilized involuntarily, but in either case we've got to be predictable and sustainable, and we can't get into all of those missions day in and day out, they won't stay with the Guard and Reserve; they won't stay with the active force. So it's tremendously important for us to get this right as we do this '12 POM.

Moderator: And General Wyatt, when you come at that, if you would talk also to one of the units, perhaps maybe the JSTARS unit, which is a blended unit, to try to answer that question.

LtGen Wyatt: A lot of the same comments that Charlie indicated. As we look at the appropriate AC/RC mix, and a couple of words always come to mind, and I think that you asked the question, do we have enough Guard members? I've heard the word accessibility used before. Are they accessible? They're not as accessible as active duty. Are they available? Some of the accusations are we're not as available as active duty.

Let me suggest to you that when you have that discussion about accessibility, we need to recognize that our constitution established the militia. We are a force that's provided for in the constitution. But it was never the intent of our founding fathers, nor is it the intent of existing laws to make it as easy to reach out and touch a traditional guardsman to change their life and bring them off of civilian status onto military status as it should be to reach out and tap our active component. We pay our active component 365 days a year, 24 hours a day for that availability. If you wanted to do that for Guardsmen, you could, but it would cost as much as an active duty member.

So there is a balance in there of how accessible you want us to be and how available you want us to be. I would tell you that some of the complaints about the mobilization process and accessibility are not the fault of the components, but they are part of a design and a well reasoned logic that says before the President or Congress reaches out and declares that we need to mobilize the force, we need to make sure that we are fully utilizing the active component to the extent that we then need additional help. And there's nothing wrong with that construct.

The question is, can we use the current availability, and like I said, we're available on 72 hours notice if you need us. So the ideal thing would be to take a look as we consider active component/reserve component mixes, in particular NDS weapon systems capabilities, what do you want that unit to be able to do? What sort of string do you want those members to be on? How quickly do you need to access or avail yourself of that talent? And if it's faster than 72 hours, maybe that needs to be a more heavily populated active component force mix than Reserve or Guard.

But we have a great ISR capability around the world, and when we talk about, as an example, when we talk about high end warfare, I don't think that anybody is going to sneak up on us. I really think that we're probably going to have ample notice so that if we need high end capability and we need more high end capability than resides in the active component, we should have some of that in the reserve component because we will have time to get those people on station to provide that capability. And it varies from weapon system to weapon system and capability to capability.

You talk about JSTARS, high demand. That's one of those areas where if you take a look at the Air National Guard unit in Georgia that flies JSTARS, they're probably one of the most highly tasked units in the Air Force. The construct probably could use some work. Certainly the platform or the capability could use some work. But it's an example of what the Air National Guard can do. I don't think we have that force structure correct. We need to work on it. And I hope we have that opportunity to get that construct right as we take a look at the construct of all of our different weapon systems and capabilities.

Moderator: Thank you very much, gentlemen. On behalf of AFA we appreciate very much the great leadership you provide for our reserve components and sharing that with us today.

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