



DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
WASHINGTON, DC



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The Honorable Arnold L. Punaro
Chairman, Commission on The National Guard and Reserves
2521 S. Clark Street, Suite 650
Arlington, VA 22202

Dear Mr. Chairman

Thank you for the recent opportunity to testify before your Commission on one of the most momentous and potentially transformational issues of the day. I appreciate your readiness to discuss the Commission's interim report and options to better organize, train and equip America's military forces. With the nation engaged in a global war, I believe it is especially critical to pursue new avenues to properly integrate the Guard, Reserves, and Active Duty Air Force into a seamless, Total Force.

I wholeheartedly agree that the structure for the Reserve and National Guard is outdated and has not kept pace with the organizational changes mandated by the Goldwater Nichols Defense Reorganization Act of 1986. Our reserve components have moved from a Cold War strategic reserve posture to active support of ongoing operational missions. They also provide the additional capacity to meet surge requirements and to support wartime and contingency operations across the board. Whether in response to combat tasking or natural disasters at home, there is nothing the Air Force does that isn't accomplished by the Total Force. Yet, while the United States Air Force has served as the model for seamless Total Force integration for decades, even our most successful of templates could be better positioned to address contemporary requirements. Our military responses to recent domestic natural disasters highlighted these seams dramatically.

Therefore, I propose your Commission investigate options that would more closely align the Air National Guard and Army National Guard with their respective Military Departments, parallel to the Reserves' alignment but with a differing mission set. Such realignment would be more consistent with how the Air Force and Army currently organize, train, equip, and present our forces to the combatant commanders. It would help the Departments address these two inherent components' issues holistically, as part of the Total Air Force or Army. And it would also better facilitate the Military Departments' identification, mentoring, and preparation of Air and Army National Guardsmen for positions of greater responsibility and authority.

I would also propose the Commission investigate options to give our Governors both an Air and an Army Adjutant General, who would partner to create a true joint headquarters for the Governors. This new organizational construct would serve the individual Governors better in

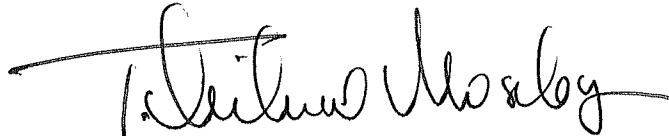
time of crisis by providing true joint competencies and expertise for their state headquarters. Concurrently, it would also facilitate the identification, training and career development of a larger pool of joint Total Force officers from which many additional, higher-ranking positions could be filled. In exploring this option, I also propose the Commission consider the Air Guard and Air Reserve each being led by a four-star general, giving both officers the status of an Air Force Major Command (MAJCOM) commander.

I have committed my tenure to making the Total Air Force even more capable of coping with the warfighting, disaster relief and homeland security challenges of the 21st Century. We're working to create command relationships that are responsive, flexible and meet state and national needs seamlessly. We're now in the last of four phases of the most encompassing transformation of Total Force partnering opportunities in the history of the Department of Defense, a change geared toward fielding true, Total Force air, space and cyberspace capabilities across the entire range of operations. We plan to field up to twelve Total Force squadrons of unmanned aerial vehicles (UAVs) in California, Nevada, Arizona, New Mexico, Texas, North Dakota, and New York. We have already begun partnering Air National Guard, Air Force Reserve and Active Airmen to man new F-22A Raptor units in Virginia and Alaska, and plan to follow suit in New Mexico and Hawaii. I've also looked to leverage the outstanding initiatives of the Vermont ANG in the "City Basing" work at Burlington and the South Carolina ANG's "reverse associate" work at McEntire, which are paying great dividends.

I'm pleased with the opportunity to capitalize on the experience and maturity of the Missouri ANG through creative partnering with the 509th Bomb Wing at Whiteman AFB and their B-2 bomber mission. And I'm proud to announce creation of an additional association between a new ANG security forces squadron (SFS) and an existing active duty SFS at Minot AFB, North Dakota – an association that over the next two years will help relieve one of our most stressed career fields. Finally, as we work the next set of Total Force beddowns of our new jet aerial tanker (KC-X), new Combat Search and Rescue helicopter (CSAR-X), new stealth fighter (F-35A/Joint Strike Fighter), and the Joint Cargo Aircraft (JCA), as well as the continued beddown options for C-17 and C-130J airlifters, there is an ever wider set of opportunities that will evolve over the coming years.

I wish you and the Commission all the best in your important endeavors. Thank you once again for the opportunity to share my views with you.

Very respectfully

A handwritten signature in black ink, appearing to read "T. Michael Moseley". The signature is fluid and cursive, with a long horizontal stroke extending to the left.

T. MICHAEL MOSELEY
General, USAF
Chief of Staff