

STATEMENT BY
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DIRECTOR
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Air National Guard

Message from the Director

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America's Exceptional Force, Home and Away

The Air National Guard (ANG), the U.S. Air Force Reserve, and the Regular U.S. Air Force (RegAF) comprise our Total Air Force. The ANG anchors this Total Force team, providing trained and equipped units and personnel to protect domestic life and property; preserving peace, order, and public safety; and providing interoperable capabilities required for Overseas Contingency Operations. The ANG, therefore, is unique by virtue of serving as both a reserve component of the Total Air Force and as the air component of the National Guard.

Upon its founding in 1947, the ANG served primarily as a strategic reserve for the U.S. Air Force. Increasingly and dramatically, the ANG has become more of an operational force, fulfilling U.S. Air Force routine and contingency commitments daily. Since 9/11, over 146,000 ANG members have deployed overseas.

A snapshot of U.S. forces at any time shows Air Guard members in all corners of the globe supporting joint and coalition forces in mission areas such as:

- Security
- Medical support
- Civil engineering
- Air refueling
- Strike
- Airlift
- Intelligence, Surveillance, and Reconnaissance (ISR)

Currently, over 7,000 ANG members are deployed in Iraq, Afghanistan, and other overseas regions. At 16 alert sites, three air defense sectors, and Northern Command, 1,200 ANG members vigilantly stand watch over America's skies. Amazingly, 75 percent of our deployed individuals are volunteers, and 60 percent are on their second or third rotations to combat zones. Percentages like these speak volumes about the quality and sense of duty of America's ANG force!

The ANG supports state and local civil authorities with airlift, search and rescue, aerial firefighting, and aerial reconnaissance. In addition, we provide critical capabilities in

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medical triage and aerial evacuation, civil engineering, infrastructure protection, and hazardous materials response with our Civil Support Teams and our Chemical, Biological, Radiological, Nuclear, and High-yield Explosive (CBRNE) Enhanced Response Force Packages (CERFPs).

In the past year, Air Guard members helped their fellow citizens battle floods, fight wildfires, mitigate the aftermath of ice storms, and provide relief from the devastating effects of a tsunami. Here are just a few examples of how the ANG provides exceptional expertise, experience, and capabilities to mitigate disasters and their consequences.

- Kentucky, Arizona, and Missouri Guard members responded to debilitating ice storms, which resulted in the largest National Guard call-up in Kentucky's history.
- North Dakota, South Dakota, and Minnesota ANG members provided rescue relief and manpower in response to Midwest flooding.
- The Hawaii ANG sent personnel from their CERFP, a command and control element, and a mortuary affairs team to American Samoa in response to an 8.4 magnitude earthquake-generated tsunami.

Within the Total Force, the ANG provides extraordinary value in terms of meeting our national defense needs with cost efficiency and immediate availability. In our domestic role, the ANG provides capabilities to support local emergency responders with life and property saving capabilities and expertise not usually found elsewhere in the Total Force.

Best Value for America

Building Adaptable Airmen and Priorities for the Future

The outstanding men and women of the ANG continue to defend American interests around the world. Throughout 2009, the ANG projected global presence in a variety of missions in regions ranging from the Balkans to Southwest Asia, and from Eastern Europe to Latin America. We have provided much more than airpower, contributing our exceptional capabilities in security, medical, logistics, communications, civil support, and engineering, in order to support our nation's national security.

Our unique community-based heritage has been the foundation of our strength since colonial times. While the strategic environment has continually changed throughout history, the ANG has proven itself an adaptive force, able to meet any new challenges. One reason for our success is that our members normally live in the same communities in which they serve during times of natural disasters or when called upon to respond to national emergencies. Our Guard members know the folks they support very well because they work together, their children attend the same schools, and they shop at the same businesses. Our fellow citizens know the local Guard members and their contributions, and their appreciation has been illustrated through countless welcome home parades and outpouring of support over the years.

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Throughout history, many of the issues our forebears faced are essentially the same issues we face today: aging capabilities and declining budgetary resources. The ANG has consistently provided the answer in an efficient, cost-effective, community-based force that is ready and responsive to domestic and national security needs.

Our traditional, predominantly part-time force continually adapts and evolves toward new missions and capabilities. As a nation, we must ensure America's ANG continues to be completely interoperable with the RegAF to meet operational and strategic reserve surge requirements. To continue as America's best value and to meet our national security objectives, the ANG focuses priorities in three areas:

- Developing adaptable Airmen for future senior leadership roles and responsibilities
- Modernizing and recapitalizing our warfighting capabilities to ensure we remain completely interoperable with RegAF
- Evolving and shaping our force to maintain our value to the Air Force mission

Best Value in Personnel, Operations, and Infrastructure

During the past year, the ANG has deployed 18,366 service members to 62 countries and every continent, including Antarctica. The ANG provides a trained, equipped, and ready force for a fraction of the cost. We provide a third of Total Air Force capabilities for less than seven percent of the Total Force budget. In all three areas – personnel, operations, and facilities – the ANG provides the “Best Value for America.”

A key to ANG efficiency is our part-time/full-time force structure mix. Our predominantly part-time (traditional) force can mobilize quickly when needed for state disaster response missions, homeland defense, or when we need to take the fight overseas.

We have the ability to maintain a stable force with considerably fewer personnel moves than the RegAF, which is a critical factor in our cost-effectiveness. Traditional National Guard members cost nothing, unless on paid-duty status. ANG efficiencies compared to regular military components include:

- Fewer “pay days” per year
- Lower medical costs
- Significantly lower training costs beyond initial qualification training
- Virtually no costs for moving families and household goods to new duty assignments every three or four years
- Fewer entitlements, such as basic allowance for housing
- Lower base support costs in terms of services and facilities including commissaries, base housing, base exchanges, and child care facilities

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The ANG is an operational reserve with surge potential of 2,200 mobilized and 5,700 volunteering per day. If this force were full-time active duty (as is the RegAF), the military personnel budget would be \$7.62 billion. ANG military personnel pay in FY09, including military technician pay, was \$4.77 billion for a yearly cost savings of \$2.85 billion, or a daily cost savings of \$7.8 million.

Whether compared to another major command (MAJCOM), the RegAF, or even to the militaries of other countries, the ANG is an extraordinary value. In direct comparison with the militaries of France and Italy, for example, our ANG members cost \$76,961 per member, while the bills of those countries respectively run to \$128,791 and \$110,787 per member. Further, cost per ANG member is less than a fifth of that of the RegAF. Comparisons such as these illustrate well the cost savings realized with an operational reserve possessing surge potential.

Operational savings are due to the ANG's experienced force and lean operating methods. An examination of the ANG's F-16 maintenance by Rand Corporation last year highlighted the ability of our maintenance personnel to generate double the amount of flying hours in a one-to-one comparison of full-time equivalents.

Savings from ANG infrastructure start with basing at civilian facilities. With some ANG base leases costing as little as one dollar annually, the ANG is able to realize even more cost savings for the Total Force through our supporting infrastructure. Three-fourths of ANG bases are located at civilian airports. In fact, our Joint Use Agreements with civilian airports provide access to approximately \$12 billion in infrastructure for less than \$5 million annually.

Significantly, the ANG is a dual-use force of people and equipment. As indispensable as the ANG is to the Air Force, it is equally indispensable to the National Guard's domestic response capability. The ANG leverages the vast majority of its equipment in this dual role, from the movement of time-sensitive cargo and passengers during a domestic crisis to providing critical capabilities needed to support Total Force requirements overseas.

Recruiting and Retention

Our ability to conduct missions important to our states and nation rely on our people, which requires successfully recruiting and retaining our members. We are fortunate that our retention numbers have remained strong throughout 2009, at 90.8 percent, which beat our goal of 90 percent. This is a testament to the outstanding work of our recruiting and the inherent value of our organization.

We focus our efforts in areas where we face challenges. Officer recruiting and other critical areas include health care, engineers, intelligence, mobility pilots, and chaplains. During 2009, we began linking recruiting and retention efforts to our strategic planning functions. This allowed the ANG to better position our force for new missions and align more effectively with shifts in the Air Force capabilities portfolio. Those new ANG members with prior service are particularly valuable for the ANG and constitute more than 50 percent of our recruits.

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Developing Future Leadership in the Total Force

In developing adaptable Airmen, we are focusing on initiatives to prepare our Airmen for future Total Force leadership. Developing this leadership capability requires both increased in-residence opportunities at all Developmental Education schools and increased opportunities for joint service. Additionally, command opportunities must be afforded in theater, commensurate with the presence of all forces deployed to the warfight.

One of our recent initiatives involved redesigning our statutory tour program to provide more opportunities for developing critical command and staff experiences for personnel at the National Guard Bureau and in the field. Through this two-way flow, we improve insights and perspectives that will help develop adaptable Airmen.

Protecting America's Future

Modernization and Recapitalization

The age of the ANG fleet continues to be of grave concern. Meeting future challenges at home and abroad will require modernization and recapitalization of both aircraft and equipment in the RegAF and the ANG. Concurrent and proportional equipping of the ANG within the Total Force ensures continued interoperability with the RegAF. America cannot afford to fall behind in air supremacy. Continued dominance depends on modernizing and recapitalizing planes and equipment, and adapting to the strategic environment while maintaining our technological advantages.

Without concurrent recapitalization, the U.S. Air Force stands to lose 80 percent of its current Air Sovereignty Alert force for homeland defense in seven years. Similarly, even as older KC-135 air refueling tankers retire, we nearly double the annual flight hours for the newer KC-135R/T, which hastens the aging process. Without suitable replacements, the current Combat and Mobility Air Forces face increasing maintenance and safety issues over the coming years, which will undoubtedly affect mission execution and accomplishment.

It is essential to concurrently and proportionally maintain qualified pilots in the ANG who can provide operational surge capability to the Total Force in times of war, and lessen the burden of high operations tempo faced by the RegAF.

Dual-Use Capabilities

The ANG provides the balance at home and abroad through fielding of “dual-use” capabilities, a cornerstone of the ANG’s cost effective contribution to the Total Force. We assist the RegAF as they respond to the needs of the Combatant Commanders. Comparable capabilities also protect the homeland and defend America’s skies. As part of the Total Force mission, the ANG requires capabilities to defend against today’s threats, and to assist our states, territories, and the District of Columbia in domestic

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missions, such as disaster response. We also continue to develop ways to take advantage of the cost effectiveness inherent in the ANG, such as maximizing associations and community basing.

Total Force Integration (TFI)

Total Force Integration is the method and process by which Air Force components leverage the inherent strengths of their respective forces and blend their equipment and capabilities to achieve maximum effectiveness across the full spectrum of air operations. The ANG provides the best value by applying its component-specific efficiencies to Total Force operations and by taking on missions that are appropriate to its cultural and operational composition.

The cost savings offered by the ANG are not derived solely from its part-time force construct. Significant cost-effectiveness is realized in the streamlined operations and limited infrastructure costs unique to the ANG, as well as initiatives that combine RegAF and ANG personnel, equipment, and aircraft at associate units. The associate unit constructs increase Total Force responsiveness to national needs by integrating RegAF and ANG-specific mission capabilities, and by combining the facilities, training, combat support, and logistical infrastructures that maximize combat capability. Three prime examples of this construct are the most recently created associate wings, all of which perform aerial refueling missions in KC-135 Stratotankers:

- 126th Air Refueling Wing (ARW) at Scott Air Force Base, Illinois
- 157 ARW at Pease Air National Guard Base (ANGB), New Hampshire
- 117 ARW at Birmingham ANGB, Alabama

Planning for Future Missions

The ANG is working with the Adjutants General to update and refine recapitalization and modernization plans through the *ANG Flight Plan*, a field-driven process in coordination with our Strategic Planning System (SPS) that will help position ANG units for future missions. The SPS enables the ANG to systematically develop plans that make sense for our states and the nation and position the ANG to support the Total Force in the future.

Intelligence, Surveillance, and Reconnaissance (ISR)

The ANG sees opportunities to contribute further to the Total Force in mission areas such as ISR. Our military's increasing focus on special operations and analysis are two areas in which the ANG can help meet increasing demand.

One such area is addressed by the RC-26, the ANG's only dedicated, light-manned ISR aircraft that supports Special Operations Forces. Within the domestic mission, the RC-26 is the ANG's premier aircraft for Incident Awareness and Assessment for National Special Security Events, counter narcotics, homeland security, and response to natural or manmade disasters. The ANG continues to seek Air Force recognition and assignment of a Major Command for this aircraft.

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The ANG also operates Remotely Piloted Aircraft (RPA) and has been involved in this rapidly emerging mission area since 2004. Today, five states operate nine RPAs in combat air patrols in theater, and we anticipate even greater involvement in the future. One of these units, the New York ANG's 174th Fighter Wing at Hancock Field ANGB in Syracuse, now operates the MQ-9 Reaper in support of operations in Afghanistan, sending commands to the RPA through satellite networks. This wing, which formerly had an F-16 flying mission, is the first Air Guard unit to operate MQ-9s and to open the Air Force's only MQ-9 maintenance schoolhouse this year.

Space and Cyberspace

As we look to the future, the ANG is well positioned to assist Air Force missions by virtue of the continuity and civilian skills we provide. For example, our Air Guard members' civilian skills are well suited to help the Air Force meet various mission requirements in areas such as cyber security, where the ANG already has eight operational units dedicated to deterring attacks on our nation's cyber networks.

In space operations, Air Force Space Command looks to the ANG to provide support in areas such as missile operations, Distributed Command and Control Missions, and space launch/range operations. ANG efficiencies and initiatives such as TFI help the Total Force mission requirements in areas such as missile warning associate squadrons.

Building Partnership Capacity

In the emerging mission areas of Irregular Warfare/Building Partners/Building Partnership Capacity, the ANG seeks to enhance its ability to meet domestic needs, as well as sufficient force structure to meet the demands of steady state deployments. We are engaged in Light Attack and Armed Reconnaissance (LAAR) testing and numerous Agile Combat Support mission areas. We plan to increase tactical and direct support airlift capacity, such as light mobility aircraft and rotary wing aircraft, as well as increase our ISR capacity and LAAR capabilities.

Continuing Missions

The ANG will retain some conventional mission sets, particularly those associated with Global Persistent Attack. For example, the ANG is well suited for missions requiring surge aircraft in the early stages of a large conflict because of our cost-effectiveness continuity-of-experience. The ANG must also continue to participate in missions such as Rapid Global Mobility, which includes:

- Strategic airlift (C-5, C-17)
- Intra-theater or tactical airlift (C-130, C-27)
- Air refueling (KC-135, KC-10, and future platforms)

ANG combat aircraft (A-10, F-15, and F-16) make up a third of the combat capability of our nation's Air Force. Additionally, the ANG defends America's air space by conducting the Air Sovereignty Alert (ASA) mission at 14 of 16 sites throughout the country. The F-16s used in this critical mission will reach their service life expectancy in

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seven years. While our maintainers continue to keep our fleet mission ready and capable, these “legacy” systems should be replaced as soon as practical for the Air Force to remain relevant and reliable.

The ANG will continue to retain existing missions that provide surge capability, such as those involved in Global Persistent Attack. Our nation’s Air Force Reserve Components are particularly well suited in this role, providing unmatched cost effectiveness. Many of our tactical airlift missions, as well as Agile Combat Support missions, such as medical support, services, security forces, civil engineers, transportation, and logistics support, provide dual-use capabilities that are an extraordinary value provided only by the ANG.

Rebalancing the force and training for new missions will directly impact thousands of Air Guard members nationwide. With the continued support of Congress, the ANG will continue to develop and field the most capable, cost-efficient force for FY11 and well into the future. The members of America’s ANG will continue to serve with pride and distinction at home and abroad.

The ANG is an exceptional force, both in terms of the cost-effectiveness and in the quality and flexibility of our force. We continually strive to improve our capabilities and support the Total Force effort. We look forward to the future with great anticipation, secure in the knowledge that our nation’s Air National Guard provides unsurpassed value for America.