

United States Air Force



Presentation

Before the House Appropriations
Committee, Subcommittee on Military
Construction and Veterans Affairs

Fiscal Year 2012 Quality of Life in the Military

Witness Statement of
CMSAF James A. Roy
Chief Master Sergeant of the Air Force

March 30, 2011

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BIOGRAPHY

UNITED STATES AIR FORCE

CHIEF MASTER SERGEANT OF THE AIR FORCE JAMES A. ROY

Chief Master Sergeant of the Air Force James A. Roy represents the highest enlisted level of leadership, and as such, provides direction for the enlisted force and represents their interests, as appropriate, to the American public, and to those in all levels of government. He serves as the personal adviser to the Chief of Staff and the Secretary of the Air Force on all issues regarding the welfare, readiness, morale, and proper utilization and progress of the enlisted force. Chief Roy is the 16th chief master sergeant appointed to the highest noncommissioned officer position.



Chief Roy grew up in Monroe, Mich. and entered the Air Force in September 1982. His background includes numerous leadership roles at squadron, group, numbered air force and combatant command levels. He has been stationed at locations in Florida, the Republic of Korea, Missouri, Guam, Mississippi, South Carolina, Virginia, Kuwait, Japan and Hawaii. He has worked a variety of civil engineer duties. Chief Roy also served as a superintendent of a military personnel flight and a mission support group before becoming a command chief master sergeant at the wing, air expeditionary wing, numbered air force and combatant command levels. Before assuming his current position, he served as Senior Enlisted Leader and advisor to the United States Pacific Command Combatant Commander and staff, Camp H. M. Smith, Hawaii. He was appointed to this position on June 30, 2009.

EDUCATION

1985 Noncommissioned Officer Preparatory Course, MacDill AFB, Fla.

1991 Associate of Science Degree in Construction Management, Park College, Parkville, Mo.

1992 Associate in Applied Science Degree in Construction Technology, Community College of the Air Force

1993 Noncommissioned Officer Academy, Kadena AB, Japan

1993 Associate in Applied Science Degree in Instructor of Technology and Military Science, Community College of the Air Force

1996 Senior Noncommissioned Officer Academy, Gunter AFB, Ala.

1996 Baccalaureate of Science Degree in Engineering Management, Park College with Summa Cum Laude honors, Parkville, Mo.

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2000 Master of Science Degree in Human Resources Management, Troy State College, Troy, Ala.
2005 USAF Senior Leadership Course, Center for Creative Leadership, Greensboro, N.C.
2005 Keystone – National Defense University, Suffolk, Va.
2005 Leadership Team Awareness Course, Defense Equal Opportunity Management Institute, Patrick AFB, Fla.
2006 USAF Senior Leadership Course, Gettysburg College, Gettysburg, Pa.
2008 Security Assistance Management-Overseas Course, Defense Institute of Security Assistance Management, Wright-Patterson AFB, Ohio

ASSIGNMENTS

1. September 1982 – November 1982, trainee, Basic Military Training, Lackland AFB, Texas
2. November 1982 – February 1983, student, heavy equipment operator, Fort Leonard Wood, Mo.
3. February 1983 – January 1987, heavy equipment operator, 56th Civil Engineer Squadron, MacDill AFB, Fla.
4. February 1987 – December 1987, heavy equipment operator, 554th Civil Engineer Squadron, Osan AB, Republic of Korea
5. January 1988 – May 1992, instructor/instructor supervisor, heavy equipment operator, 3770th Technical Training Group, Detachment 0001, Fort Leonard Wood, Mo.
6. May 1992 – May 1993, foreman, horizontal construction, 8th Civil Engineer Squadron, Kunsan AB, Republic of Korea
7. May 1993 – March 1994, foreman, heavy repair, 633d Civil Engineer Squadron, Andersen AFB, Guam
8. April 1994 – March 1995, manager, heavy repair, 36th Civil Engineer Squadron, Andersen AFB, Guam
9. March 1995 – November 1996, chief, readiness flight, 36th Civil Engineer Squadron, Andersen AFB, Guam
10. November 1996 – July 1997, chief, heavy repair, 36th Civil Engineer Squadron, Andersen AFB, Guam
11. August 1997 – July 1999, chief, facility maintenance, 81st Civil Engineer Squadron, Keesler AFB, Miss.
12. July 1999 – March 2000, superintendent, military personnel flight, 81st Mission Support Squadron, Keesler AFB, Miss.
13. March 2000 – September 2000, superintendent, 81st Mission Support Group, Keesler AFB, Miss.
14. September 2000 – September 2002, command chief master sergeant, 14th Flying Training Wing, Columbus AFB, Miss.
15. September 2002 – May 2004, command chief master sergeant, 437th Airlift Wing, Charleston AFB, S.C.
16. June 2004 – August 2005, command chief master sergeant, 1st Fighter Wing, Langley AFB, Va. (October 2004 – November 2004, command chief master sergeant, 386th Air Expeditionary Wing, Southwest Asia)
17. August 2005 – May 2007, command chief master sergeant, United States Forces Japan and Fifth Air Force, Yokota AB, Japan
18. June 2007 – June 2009, senior enlisted leader and advisor, United States Pacific Command, Camp H.M. Smith, Hawaii
19. June 2009 – present, Chief Master Sergeant of the Air Force, the Pentagon, Washington, D.C.

MAJOR AWARDS AND DECORATIONS

Defense Superior Service Medal
Defense Meritorious Service Medal
Air Force Meritorious Service Medal with one silver oak leaf cluster
Air Force Commendation Medal with two bronze oak leaf clusters
Air Force Achievement Medal with one silver oak leaf cluster

OTHER ACHIEVEMENTS

1993 John Levitow Award, Noncommissioned Officer Academy
1996 13th Air Force Senior Noncommissioned Officer the Year
1996 Ancient Order of Chamorro and a special resolution from Guam's 24th Legislature

EFFECTIVE DATES OF PROMOTION

Chief Master Sergeant of the Air Force June 30, 2009
(Current as of July 2009)

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Introduction

Mr. Chairman, Representative Bishop, Members of the Subcommittee, thank you for this opportunity to share with you information important to America's Airmen, their families and our United States Air Force. It is an honor and distinct privilege for me to join my fellow Service Senior Enlisted Advisors and represent our Nation's finest men and women.

The Air Force is 684,316 strong--including about 507,000 uniformed Airmen and 177,000 Air Force civilians.

We appreciate the support of the Members here and from the entire House of Representatives, which continues to be vital to our successes. We greatly value your efforts, actions and legislation that have led to the expansion of service member and veteran's pay and benefits. We also appreciate the visits by House members to our service members in the field and to our wounded warriors in health care facilities.

Our Airmen are on the frontlines in a variety of theaters of operation, providing Airmanship skills to combatant commanders. They are deploying at an intense rate, while their family and friends remain behind. We must make sure Airmen and their families are safe, resilient and healthy, and our Airmen are properly organized, trained and equipped for employment by combatant commanders. It's my honor today to tell you about what America's Air Force is doing on a daily basis.

Continue to Strengthen the Nuclear Enterprise

The Air Force continues to strengthen the nuclear enterprise, placing increased focus on ensuring the nuclear deterrence mission is executed with precision and reliability every single day. Secretary of the Air Force Michael B. Donley, Air Force Chief of Staff General Norton A. Schwartz and I have all visited the nuclear missile fields. We had the opportunity to speak with the amazing Airmen who provide the same round-the-clock nuclear deterrence as their predecessors have for over 50 years. These Airmen are working diligently to achieve the standard of perfection the nuclear mission demands and the American public expects.

Last year, I reported that we made substantial efforts in strengthening the Air Force nuclear enterprise by creating a new major command. This year, I'm happy to report that Air Force Global Strike Command reached Full Operational Capable status in September 2010. This change provides the needed oversight and advocacy of the Air Force's Intercontinental Ballistic Missile (ICBM) and nuclear-capable bomber forces.

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The demand of the nuclear mission requires discipline and compliance with the highest standards. It is imperative that Airmen at every level are focused on upholding our core values of Integrity First, Service Before Self and Excellence in All We Do.

Airmen in the Joint and Coalition Fight

More than 94,400 Total Force Airmen are currently forward stationed or deployed worldwide supporting combatant commanders. Another 133,000 provide daily strategic mobility, space and missile capabilities, command and control, and intelligence, surveillance, and reconnaissance to joint warfighters. In all, 42 percent of the Total Force directly support combatant commander requirements every day.

Almost 29,000 Airmen are deployed to the U.S. Central Command area of operations, with more than 3,700 filling joint expeditionary taskings. Airmen are on the frontlines with their fellow Soldiers, Sailors and Marines in roles such as detainee operations, convoy employment and protection, explosive ordnance disposal, police training teams, military transition teams, civil engineering, security, communications, fuels, medical services, logistics, intelligence, and base operating support. They are part of the joint team, serving in whatever capacity needed by the combatant commander. Together with our sister services, we are training and augmenting both Iraqi and Afghan security forces, rebuilding critical infrastructure, and providing medical services to these war-torn countries.

Our remotely piloted aircraft (RPA) platforms continue to increase the support to joint and coalition warfighters on the ground. Airmen are finding, fixing, tracking and attacking our enemies using Air Force Predators, Reapers and Global Hawk RPA aircraft. Our Predator operations alone have increased from 12 combat air patrols in 2007 to 48 today to support combatant commanders and warfighters. By growing the number of RPA operators and increasing the number of combat air patrols to 58 by the end of fiscal 2012, we are protecting joint and coalition interests around the globe.

End Strength

We are programmed to have an Active Air Force end strength of 332,200 at the end of this fiscal year. This will allow us the right size of force to meet mission demands, which continue to grow as we require Airmen for air, space and cyberspace operations.

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Recruiting and Retention

Airmen are our most valuable asset. We need the right number of Airmen with the right skills to support combatant commander requirements. We are firmly committed to organizing, training and equipping our Airmen to the highest possible standard.

Our goal continues to be to recruit the best and brightest our Nation has to offer and we are succeeding. This fiscal year, more than 99 percent of our enlisted recruits hold a high school diploma, 18.5 percent have completed some college, while 4 percent enlist with a bachelors degree and 0.2 percent enlist with a masters degree. We face significant challenges because of disqualifying factors and an increasingly obese youth population, but we continue to recruit talented young men and women.

Our recruiters are on track to meet their goals for our Active Duty, Air Force Reserve and Air National Guard. Since this fiscal year began, 14,807 of America's young men and women destined for Air Force duty have completed or currently attend Air Force Basic Military Training (BMT). We expect to graduate a total of nearly 34,000 Airmen from BMT by the end of September.

Recent retention results for Air Force enlisted members show we are exceeding or are within tolerance of our goals for all Selective Reenlistment Bonus zones. While meeting these goals in the aggregate is encouraging, there is a continuing need to manage the critical and war-fighting skills through a properly sized bonus program to ensure required retention and manning. We are concerned about a number of career fields including contracting, enlisted aviators, command and control specialties, intelligence, civil engineers and public affairs.

Re-enlistment bonuses are our most effective tool for retaining quality Airmen in these mission critical specialties. We appreciate continued Congressional support for these incentive efforts.

Developing Airmen

Deliberately developing Airmen is a key focus area. Our Airmen must have the right mix of skills so the Air Force can continue providing combat-ready, expeditionary forces to combatant commanders now and in the future.

The Air Force is focused on providing the right expeditionary combat skills needed for our Airmen to fly, fight and win. It is critical that our Airmen have the experience, education and training to think with a global perspective and operate in an expeditionary environment.

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Building Resiliency

Building resiliency among Airmen and their families is another key focus area. Our warriors have been in Iraq and Afghanistan for nearly 10 years and in the Middle East for over 20 years. Continued high operations tempo at home and abroad stress to us the need to deliberately increase the focus on building strong, resilient families. Resilient Airmen are better equipped to withstand, recover and/or grow in the face of stressors and changing demands, and continuously get the job done. Many of our programs are designed to continue to build resilient Airmen and families.

Quality of Life

We thank the Congress for its steadfast funding for quality of life initiatives. We look forward to continued support to enable us to retain skilled Airmen and develop them into the leaders we need for the future.

The quality of life Airmen and their families receive is an overwhelming factor in how long they will serve. During the Year of the Air Force Family (YoAFF), we focused on four main pillars: health and wellness; Airmen and family support; education, development and employment; and Airmen and family housing. Among the many initiatives resulting from the YoAFF, we implemented the Family Health Initiative at 32 Medical Treatment Facilities, convened a Single Airman Summit in April 2010, provided each installation funding to support spouse employment programs, and developed the Building Thriving Housing Communities Strategy.

Whether working on the installation or deployed fighting the Nation's wars, our Airmen deserve buildings and facilities of a high standard commensurate with the outstanding service they provide their country. Since 2000, and with the very generous support of Congress, the Air Force funded many military construction projects for child development centers, youth centers and fitness centers. While this represents a significant investment by the Air Force, many requirements remain.

Our fitness centers continue to be an important on-base facility where Airmen and their families gather to participate in numerous activities that help to improve their overall health and build strong, resilient families. The Air Force has funded dozens of fitness center projects over the last 10 years. These projects have included add-ons to existing centers and replacing old and undersized facilities. With your continued funding support, we hope to construct and expand our facilities to meet the needs of our Airmen and their families.

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Last year, we transformed the way the Air Force delivers food service. We focused on a campus-style food service for Airmen and their families while improving efficiency and providing significant savings. Our food transformation initiative addresses changing lifestyles, needs and preferences while improving program and facility standards. This initiative offers a variety of healthy options while keeping our warfighting capabilities at the forefront. The transformation was implemented at six bases, where operating hours increased while costs decreased an estimated 27 percent. Since the initiative began, the customer count is up 22 percent and satisfaction has increased 8 percent.

Assistance to Severely Injured Service Members

Caring for our wounded warriors is more than a priority; it is a lifelong obligation. These brave men and women put their service to country before themselves, and we must give them the best care available because that is what they deserve. More of our Airmen survive injuries than in past wars, but many of these injuries present significant challenges to the quality of life for both them and their families.

The Air Force Warrior and Survivor Care Program ensures our Airmen and their families have the support through recovery, rehabilitation, and reintegration, whether that reintegration be back to an Air Force specialty or into the civilian sector. In 2010, 14 Recovery Care Coordinators were added, bringing the total to 32 Air Force wide.

Currently almost 1,000 wounded Total Force Airmen have been served by the Air Force Wounded Warrior Program; about 25 percent remain on active duty while three-quarters of them have separated or retired. Of these wounded warriors, almost 600 have invisible wounds including Post Traumatic Stress Disorder.

For Airmen who transition to civilian status, the program continues for as long as the families need it, including extended transition assistance, employment applications, civilian job searches, financial planning, relocation and integration back into civilian communities.

Our Air Force will continue to work with our joint partners, the Department of Veterans Affairs and the Military Severely Injured Center to make sure we are doing everything possible to care for these heroes and their families – it is our unwavering obligation.

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Post Traumatic Stress and Traumatic Brain Injury

The Air Force has engaged an aggressive and proactive approach to track Airmen who may have post-traumatic stress (PTS) symptoms or a traumatic brain injury (TBI). Airmen learn about PTS, TBI and other deployment-related health issues through education programs both before and after they deploy.

In addition to training, Airmen are also screened for TBI before and after deployment. Airmen receive a computerized assessment that measures cognitive abilities including reaction time and memory. The member is reassessed in theater if they sustain a head injury. Scores are compared with baseline in order to aid with return-to-duty determinations, in conjunction with a clinical assessment.

Airmen who receive help for deployment-related stress also have the option to receive treatment through primary care channels as the Air Force increases the mental health presence within the primary care setting. At this time, 57 percent of Air Force medical treatment facilities have integrated behavioral health services into primary care clinics. This program enables Airmen to feel more comfortable seeking behavioral health assistance.

Airmen with common symptoms including sleep, energy, mood, or concentration difficulties simply see their primary care manager, just as they would for any other treatment. The primary care manager then refers the servicemember to the behavioral health consultant who can provide screening, education and focused intervention in the primary care clinic. This process helps to normalize minor behavioral health treatment alongside other, more routine care. The goal is to reduce the stigma behind seeing a provider for stress, helping Airmen feel less isolated and more willing to ask for help.

Child Care

Child care continues to be an important quality of life factor for our Airmen and their families. Quality child care facilities are a key component in assuring Airmen that their family is being cared for while they defend our country. With your continued support, we are striving to eliminate our shortfall in child development center spaces by the end of fiscal 2012. While we have addressed the facilities and personnel needed, we are still trying to fund supplies and equipment.

Our child care programs also include Reservists and Air National Guardsmen by providing child care during scheduled drill weekends and a child care subsidy when activated. While we face funding challenges in meeting every child care requirement, we are striving to provide quality child care options to all our Airmen.

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Airmen Education Opportunities

The U.S. Air Force enlisted force is highly educated. Since April 25, 1977, more than 303,500 Airmen have earned a fully accredited associate degree, corresponding to their career field, through the Community College of the Air Force (CCAF). In fact, about 153,000 of our enlisted Airmen have at least 12 college credits; of that more than 51,500 have associates degrees, almost 18,000 have bachelors degrees or higher and 18 have earned their doctorate degrees.

The General Education Mobile program is making education more accessible for our Airmen. This program offers general education courses required for a CCAF degree through distance learning courses. This program is intended to attract those students who are struggling to get their general education credits filled because of numerous reasons, primarily the Air Force's high operations tempo. There are 26 participating schools offering 511 courses of which over 700 Airmen are enrolled.

Our Associate-to-Baccalaureate Cooperative program is helping CCAF graduates apply credits toward a bachelor's degree at military-friendly schools. This program has grown to 44 civilian higher-education institutions and offers 219 bachelor's degree programs. These institutions take an Airman's CCAF credits and apply them toward a bachelor's degree. More than 17,000 Airmen are participating in the program, and since its inception in June 2007, 464 bachelor's degrees have been awarded.

We've also had an overwhelming number of Airmen who have transferred their G.I. Bill benefits to their dependents. This benefit helps families, and it also helps the Air Force retain our Airmen through the associated service commitment. We continue to recruit and retain Airmen who value educational opportunities for themselves and their families.

CCAF also offers a Professional Manager Certification, a credential award that formally recognizes an individual's advanced level of education and experience in leadership and management, as well as professional accomplishments. The program provides a structured professional development track that supplements Enlisted Professional Military Education and the Career Field Education and Training Plan.

Exceptional Family Member Program

The Exceptional Family Member Program (EFMP) is how we assist Airmen and their families who have special needs, balancing mission requirements with family care responsibilities. We have more than 17,000 families in the program right now.

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Two facets of EFMP are assignments, managed through the Air Force Personnel Center and Special Needs Identification and Assignment Coordination, administered by the Air Force Medical Service. We recently added a third element, EFMP-Family Support, which provides information and referral services available in the base and local community. We added EFMP family support coordinators at 35 Air Force installations that have 175 or more special needs families. The coordinators work to ensure medical and educational services and resources are coordinated to meet the needs of families.

Key Spouse Program

The Key Spouse Program is an effective way to communicate with family members and is akin to the Navy Ombudsman Program and the Army Family Readiness Group. We aim to bridge the gap between the military spouse and the military chain of command to help build a greater sense of community within units, especially where families are separated or deployed.

Currently, 97 percent of units have trained Key Spouses, and we have more than 4,121 trained volunteers. We hope increased emphasis and continued standardization will make this program become even more helpful.

Education for Military Children

Military life, frequent moves and extended separation during deployments present a host of challenges for our families. Nearly half of all service members are married and have children. Consequently, military families often weigh assignment decisions based on the quality of education from the local school systems for their children.

Thirty-five states have passed legislation to establish an Interstate Compact On Educational Opportunity For Military Children to address educational solutions at the state, local, and school district levels. These compact states are working to solve issues dealing with class placement, records transfer, graduation requirements, immunizations, exit testing and allowing late entry to extra-curricular activities and sports teams. Another eight states (MT, WY, NE, MD, VT, PA, NY and WV) have proposed their respective bills, and the final six states and the District of Columbia (OR, AR, WI, GA, NH, ME and DC) have indicated the issue is a "priority." The Interstate Compact ensures children in military families are not penalized in school for their families' service to the Nation.

We are making great strides in support for Air Force-connected students attending public, private, DoD Dependent Schools, home and virtual schools. Currently 84 Air Force bases have civilian

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school liaison officer positions. In addition, staff in the Airman and Family Readiness Centers provide school liaison support to leadership and families. Major commands and installations continue to work creative initiatives such as providing webcasts of graduations so parents can share these occasions while deployed. Additionally, a senior military officer or DoD civilian has been designated at each installation to advocate with local and state school administration and school boards for the interest of Air Force families.

Spouse Employment

Spouse employment in the military is a constant challenge for our military families. Overall, 48 percent of Air Force spouses seek employment with each military move. For our junior Airmen, the added income is often a large part of the quality of life their family enjoys. Military spouses report that their work income constitutes about 48 percent of total family income.

We appreciate your support and the Administration's effort to strengthen our military families by removing barriers that currently prevent military spouses from maintaining a career or employment because of relocation.

This support helps ensure our family members have access to careers and are not adversely affected when our service calls upon us to relocate.

Unemployment Compensation

When states support unemployment compensation, this also allows spouses to take reasonable time to find suitable employment at the new location as well as resources necessary to obtain any new licensing or credential requirements. Currently, 38 states plus the District of Columbia provide unemployment compensation to spouses who leave because of a military move, nearly triple the number since 2004. We remain hopeful the remaining states, despite the current challenging fiscal environment, can provide similar compensation benefits to improve the employment outlook of military spouses.

One of the greatest challenges facing our nation right now is unemployment and underemployment, and we remain especially concerned about the challenges facing those in the Guard and Reserve or those leaving active military service as they look for work.

Although the national unemployment rate was 8.9 percent in February 2011, the unemployment rate for the younger segments of the workforce, which includes those veterans who joined the military after September 11, 2001, remains elevated. As a result, we are committed to

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assisting our separating members in making a successful transition to employment in the civilian workforce and in encouraging their continuing education through the use of the post-9/11 GI Bill."

Housing

The Air Force is committed to ensuring our Airmen and their families have quality housing in which to live and raise families. We believe our people deserve well-built and well-maintained housing. Through military construction (MILCON) and housing privatization, we are providing quality homes for our families. So far, the privatized housing program has provided 37,800 homes at 44 installations, and we are scheduled to complete the effort at continental U.S. bases, including Alaska and Hawaii, by January 2012. We will also renovate overseas housing as the inventory ages and requires sustainment and modernization.

Investment in dormitories provides high quality housing to our unaccompanied Airmen. Under our Dormitory Master Plan (DMP), we are conducting facility assessments across the Air Force to create a prioritized list of dormitory conditions. The DMP will be a guide to invest limited funds to gain the highest return on investment. The assessment is scheduled to be complete this summer.

In addition to repairing structural inadequacies in dormitories, our focus remains on ensuring we provide a structured environment where commanders and first sergeants serve as mentors in the care and development of our Airmen. The dormitories are not just a place to sleep; they are a place for young Airmen to adjust to military life and build a strong sense of community.

Military Construction

For the past several years, the Air Force has chosen to take risk in infrastructure in order to invest in modernization efforts. Though we intend to continue modernizing our force, we also expect to support our Airmen by renovating and replacing aging facilities in the coming years. We have prioritized our program to cover our most critical military construction requirements by focusing on projects that support the Air Force priorities of continuing to strengthen the nuclear enterprise, partnering with the joint and coalition team to win today's fight, developing and caring for our Airmen and their families, modernizing our air and space inventories, organizations, and training, and in acquisition excellence. Again, the continued support of this Subcommittee and the House Appropriations Committee is vital to the success of these military construction programs.

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Summary

Mr. Chairman, Representative Bishop, Members of the Subcommittee, thank you for this opportunity to represent Airmen and their families by testifying today.

Our Airmen are doing incredible work, ranging from providing humanitarian aid to the Pakistan flood victims to supporting U.S. Central Command missions on a daily basis in Iraq and Afghanistan. More than two-thirds of Airmen entered the Air Force after September 11, 2001, which means the majority of our force has been at war their entire careers. They deploy longer than ever before and some need a second hand to count the number of combat tours they have been on. Despite this pace, our Airmen have shown amazing resiliency.

Finally, this is a team effort and the contributions of Air Force families continue to be amazing. Our families are the ones who deal with an empty seat at the dinner table when our warfighting mission takes us away. They stand tall when extraordinary challenges attempt to knock them down. They keep the faith and their support is critical to Airmen fulfilling their mission requirements.

Thank you again for your continued support of our brave Airmen and their supportive families.