

United States Air Force



Testimony

Before the Senate Appropriations
Committee, Subcommittee on Defense

Air Force Reserve Posture Statement

Statement of
Lieutenant General Charles E. Stenner, Jr.,
Chief of Air Force Reserve

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BIOGRAPHY



UNITED STATES AIR FORCE

LIEUTENANT GENERAL CHARLES E. STENNER JR.

Lt. Gen. Charles E. Stenner Jr. is Chief of Air Force Reserve, Headquarters U.S. Air Force, Washington, D.C., and Commander, Air Force Reserve Command, Robins Air Force Base, Ga. As Chief of Air Force Reserve, he serves as principal adviser on Reserve matters to the Air Force Chief of Staff. As Commander of Air Force Reserve Command, he has full responsibility for the supervision of all U.S. Air Force Reserve units around the world.

General Stenner was commissioned a second lieutenant upon completing Officer Training School in 1973. He has served in various operational and staff assignments, including duty as an F-4C/D pilot, an F-16C pilot and an A-10 instructor pilot and operations officer. He has commanded four operations groups and two fighter wings.

The general is a command pilot with more than 3,500 flying hours in the F-4, A-10 and F-16.



EDUCATION

1972 Bachelor of Arts degree in comparative religions, College of Wooster, Wooster, Ohio
1979 Squadron Officer School, Maxwell AFB, Ala.
1986 Air Command and Staff College, Maxwell AFB, Ala.
1995 Air War College, Maxwell AFB, Ala.

ASSIGNMENTS

1. February 1973 - June 1974, student, undergraduate pilot training, Columbus AFB, Miss.
2. June 1974 - December 1974, F-4 pilot, 426th Tactical Flying Squadron, Luke AFB, Ariz.
3. December 1974 - March 1978, F-4 pilot, 23rd Fighter Squadron, Spangdahlem Air Base, West Germany
4. March 1978 - June 1981, instructor and pilot, A-10 Operational Training Development Team, 357th Tactical Fighter Training Squadron, Davis-Monthan AFB, Ariz.
5. August 1981 - May 1987, operations officer, 45th Tactical Fighter Squadron Grissom AFB, Ind.
6. May 1987 - February 1991, A-10 air operations officer, Air National Guard Air Force Reserve Test Center, Tucson International Airport, Ariz.
7. February 1991 - April 1992, Deputy Commander, Operations, 442nd Tactical Fighter Wing, Richards-Gebaur AFB, Mo.
8. April 1992 - November 1992, Commander, 442nd Operations Group, Richards-Gebaur AFB, Mo.
9. November 1992 - July 1994, Commander, 930th Operations Group, Grissom AFB, Ind.
10. July 1994 - December 1995, Commander, 419th Operations Group, Hill AFB, Utah

11. December 1995 - March 1996, special assistant to the Commander, 944th Fighter Wing, Luke AFB, Ariz.
12. March 1996 - August 1997, Commander, 944th Operations Group, Luke AFB, Ariz.
13. August 1997 - December 1998, Commander, 442nd Fighter Wing, Whiteman AFB, Mo.
14. December 1998 - May 2001, Commander, 482nd Fighter Wing, Homestead Air Reserve Base, Fla.
15. May 2001 - September 2002, Deputy Director, Strategy, Policy and Plans, U.S. Southern Command, Miami, Fla.
16. September 2002 - January 2003, Director, Strategy, Policy and Plans, USSOUTHCOM, Miami, Fla.
17. January 2003 - July 2003, Director, Transformation, USSOUTHCOM, Miami, Fla.
18. July 2003 - September 2003, Director, Operations, Headquarters Air Force Reserve Command, Robins AFB, Ga.
19. July 2003 - July 2006, Director, Plans and Programs, Headquarters AFRC, Robins AFB, Ga.
20. July 2006 - June 2008, Assistant Deputy Chief of Staff, Strategic Plans and Programs, Headquarters U. S. Air Force, Washington, D.C.
21. June 2008 - present, Chief of Air Force Reserve, Headquarters U.S. Air Force, Washington, D.C., and Commander, AFRC, Robins AFB, Ga.

SUMMARY OF JOINT ASSIGNMENTS

1. May 2001- September 2002, Deputy Director, Strategy, Policy and Plans, USSOUTHCOM, Miami , Fla. as a brigadier general
2. September 2002 - January 2003, Director, Strategy, Policy and Plans, USSOUTHCOM, Miami, Fla. as brigadier general and major general
3. January 2003 - July 2003, Director, Transformation, USSOUTHCOM, Miami, Fla. as a major general

FLIGHT INFORMATION

Rating: Command pilot

Flight hours: More than 3,500

Aircraft flown: F-4, A-10 and F-16

MAJOR AWARDS AND DECORATIONS

Distinguished Service Medal

Defense Superior Service Medal

Legion of Merit

Meritorious Service Medal with silver and bronze oak leaf clusters

Air Force Commendation Medal with oak leaf cluster

Air Force Achievement Medal

Joint Meritorious Unit Award

Air Force Outstanding Unit Award with oak leaf cluster

Air Force Organizational Excellence Award

Combat Readiness Medal with two oak leaf clusters

National Defense Service Medal with two bronze stars

Armed Forces Service Medal

Air Force Overseas Ribbon-Long

Air Force Longevity Service Award with silver and bronze oak leaf clusters

Armed Forces Reserve Medal

Small Arms Expert Marksmanship Ribbon with bronze star

Air Force Training Ribbon

EFFECTIVE DATES OF PROMOTION

Second Lieutenant Jan. 17, 1973

First Lieutenant Jan. 17, 1975

Captain Jan. 17, 1977

Major April 26, 1985

Lieutenant Colonel June 16, 1989

Colonel Aug. 1, 1993

Brigadier General April 3, 2000

Major General Jan. 30, 2003
Lieutenant General June 24, 2008

(Current as of July 2009)

We live in a time of increasingly limited resources, where efficiencies and reduced budgets will dominate the foreseeable future—the Air Force Reserve is not immune from the implications of this issue; rather, we stand ready as an operationally effective and cost efficient solution. Today, your Air Force Reserve, partnering with the Active Component and Air National Guard, is committed to providing a Total Force solution for the Nation that is second to none. Air Force Reserve Airmen are seamlessly integrated into every service core function across the full spectrum of operations, supporting missions in every area of responsibility with the full flexibility that a Title 10 force provides. We carry out missions across the globe as an effective and cost efficient solution for America’s defense: 69,141 Citizen Airmen have deployed since September 11, 2001 and we currently have approximately 5,700 personnel serving on active duty.

The Air Force Reserve of today is a ready force, deployable within 72 hours. We train to the same standards on the same equipment as the active and the Air National Guard; offering a plug-and-play capability that cannot be matched by any other Service. The most recent large scale example was the Air Force response to coalition operations during Operation ODYSSEY DAWN. Within 45 hours of notification a blend of Active and Reserve personnel and equipment deployed and began executing missions with resounding success. We have not always been able to respond so effectively, and with the continued support of Congress, we will never return to the days of a “hollow force.”

Operational Command while maintaining Strategic Reserve

Sustained operational taskings over more than two decades, combined with recent policy changes, have institutionalized the operational capability of the Air Force Reserve. Our operational capacity supports growth, sustainability and an affordable balance among the active

and reserve components. This operational capability results in increased force readiness while ensuring our ability to provide strategic depth.

The Air Force continues to leverage the skills and expertise of our Citizen Airmen as we grow in mission areas deemed vital to supporting our National Defense Strategy: Space Superiority, Cyber Superiority, Global Integrated Intelligence, Surveillance, and Reconnaissance, Special Operations, Nuclear Deterrence Operations, and Agile Combat Support. We offer a flexible method to rapidly increase these critical capabilities.

In order to maintain our high level of support, Air Force Reserve Command (AFRC) must be adequately resourced and have the same authorities as our partner major commands (MAJCOMs). We have numerous steady-state missions requiring military personnel appropriations (MPA) execution. These include Reserve-specific missions like hurricane hunters, aerial firefighting and aerial spraying as well as our baseline support of instructors and daily operations across the Air Force. We currently rely on our partner MAJCOMs to provide the MPA budget to fund these AFRC steady-state missions.

Under the proposed force structure, the Air Force Reserve is forecast to retire 82 aircraft and reduce end-strength by 900 personnel. This manpower reduction is misleading since we are losing trained personnel in legacy missions while taking on new missions where the experience does not easily transfer. For example, an experienced aircraft maintainer cannot become a cyber-warrior overnight. Based on this reality, the Air Force Reserve is actually losing a capability of five to six thousand personnel and risks breaking the Strategic Reserve.

Cost Effective Capability

National Guard and Reserve Equipment Account (NGREA) funds are critical for ensuring readiness through execution year funds. Our modernization strategy has consistently

focused on providing our force with the most up-to-date systems possible, protecting Airmen while they defend our Nation, equipping them for Irregular War Operations, and providing a common picture of the battlefield. Our strategy intends, first and foremost, to alleviate critical mission capability shortfalls that potentially cause mission failure or loss of life. Upgrade of defensive systems, communications equipment and data links, precision engagement capabilities to include target identification, and replacement of obsolete mission equipment are just a few examples of recent modernization efforts. All of this is due to the hard work of the Members of this Subcommittee and your staffs supporting the Administration's budget requests.

Military Construction (MILCON) is not a luxury; it is a necessity that impacts readiness. In addition to funding new facilities, we rely on MILCON as we repurpose existing buildings for use in new missions. The Air Force MILCON Program is based on mission-required construction priorities and distributes funds across installations based on their respective Plant Replacement Value percentages. Using these calculations the Air Force Reserve should receive 4% (\$17.7M) of the Air Force MILCON budget (\$442M); however, we are projected for only 2.5% (\$11M) of the program. The Active Component and Guard both exceeded their equitable share at the expense of the Air Force Reserve.

The Air Force Reserve provides our Nation cost effective and efficient combat capability. We provide 3.5 combat-ready reservists for the cost of one active-duty Airman. Our Air Force Reserve is rich with combat veterans and highly-skilled reservists who average 4-5 years more experience than their active duty counterparts. In fact, over 56 percent of Air Force Reserve Airmen have prior military experience—representing an immense pool of talent that our Nation otherwise would have lost were it not for our Reserve Component. The proposed Air Force Reserve budget is about 4.6 percent of the Air Force's \$110.1 billion allocation. This includes

more than \$5 billion in funding for Citizen Airmen who fulfill Title 10 or Federal roles and missions in time of war or national emergency. Our people and programs are created exclusively for the Nation's strategic capabilities that reach all the states as well as worldwide.

In these times of constrained budgets, it is prudent to rebalance the force with a goal of maintaining to the fullest extent, the capability and professionalism that already exists in today's force to meet the challenges of the future. The American taxpayer has spent trillions of dollars training and equipping our Airmen, and the Air Force Reserve is well positioned to capture and preserve that investment. This is consistent with the principle of "reversibility" from the most recent strategic guidance.¹ Assigning resources to the Air Force Reserve maintains the ability to generate capabilities that might be needed to meet future, unforeseen demands, maintaining intellectual capital and frontline experience that could be called upon when required.

Force rebalancing should be based on carefully considered analysis produced by all three of our components. As the Air Force works through this tough decision making process, it is imperative that we ensure roles, missions, and force balance of all the components are appropriately considered. Trading away highly experienced Reserve personnel to invest in future active component operations is a sub-optimal choice that exchanges trained and available combat capability in the Air Force Reserve for recruiting and training new personnel in the active component. A recent study found that Reserve Component wings generally provide mission-ready aircraft, aircrews, and maintainers at lower annual cost when compared to the Regular Air Force.² Operating characteristics of the Reserve, such as highly experienced

¹ Presidential and Secretary of Defense strategic guidance, *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense*, January 2012.

² RAND Project Air Force, *Comparing Costs: Active and Reserve Component Flying Units*, PAF-1P-84, 6 Feb 2012, Al Robbert.

aircrews that require fewer sorties to maintain proficiency, and lean infrastructure at many of our operating locations are contributing factors. This cost advantage means that Reserve resources provide surge capacity for less cost than other Air Force Components.

Our force is agile and responsive to uncertainty and rapid changes in national priorities. We are ready, available, and accessible to fulfill operational requirements. And based on the force generation model, we can sustain operations at significantly lower cost than active forces.

Citizen Airmen

In addition to their military obligation, Citizen Airmen balance the needs of their families and civilian employers—what we like to call “The Reserve Triad.” Our policies and actions must continue to support the viability of these relationships, especially as we adjust to meet the requirements of new strategic guidance. The Triad is foundational to our continued ability to provide a sustainable and effective fighting force. Openly communicating expectations, requirements, and opportunities provides predictability and stability within the Triad.

The Air Force Reserve continues to recruit and retain the most qualified personnel available. We have met or exceeded our recruiting goals for the past eleven years and are able to select the best of the best by accessing just 26% of the qualified candidates. Similarly, our retention rates are at record highs, allowing us to maintain our depth of experience.

The Air Force leverages the expertise of the Reserve Component through associate constructs in which units of the three components share equipment and facilities to carry out a common mission. We have established a wide variety of associate units throughout the Air Force, combining the assets and manpower of all three components to establish Total Force units that capitalize on the strengths of each individual component. In 2011, the Air Force announced the stand up of three active Associations in the Combat Air Forces (CAF): one at Homestead Air

Reserve Base, Florida; another at Naval Air Station Joint Reserve Base Fort Worth, Texas (formerly Carswell); and a third at Whiteman Air Force Base, Missouri. Today, the Air Force is leveraging more than 103 Associations and capitalizing on over four decades of the associate experience, from which we have garnered countless successes.

We thank this committee for your continued support in funding our Yellow Ribbon Program. The Yellow Ribbon Reintegration Office provides support to military members and their families at a time when they need it the most, to ease the stress and strain of deployments and reintegration back to family life. Since the standup of the program in August 2008, more than 21,000 Reservists and 15,000 family members have attended these events. From exit surveys and through formal and informal feedback, attendees feel “better prepared, (and) confident following events.”

Conclusion

I am honored to have served the last four years as Chief of Air Force Reserve and Commander of Air Force Reserve Command. I take pride in leading the world’s best Air Force Reserve, one-third of a Total Force that is fully trained and ready to defend our Nation. In a time of constricted budgets, thorough analysis is required to prioritize our requirements and ensure we meet our assigned missions. We must do so while keeping in mind the importance of our role in supporting joint and interagency operations.

My top priority is to ensure that we fulfill our commitments as the Title 10 Reserve Component of the Total Force. We recruit and retain reservists in every Air Force career specialty in order to fulfill the Nation’s need for cost-effective and efficient daily operations as well as a ready global surge capability.

We will concentrate our resources to ensure maximum return on investment, while providing our Citizen Airmen the tools they need and the predictability their families and employers deserve.

I sincerely appreciate the enduring support of this Subcommittee. I look forward to continuing our work and ensuring the Air Force Reserve remains the finest in the world.