

United States Air Force



Testimony

Before the Senate Appropriations
Committee, Subcommittee on Defense

Air Force Reserve Posture Statement

Statement of
Lieutenant General James F. Jackson,
Chief of the Air Force Reserve

April 2, 2014



BIOGRAPHY

UNITED STATES AIR FORCE

LIEUTENANT GENERAL JAMES "JJ" JACKSON

Lt. Gen. James "JJ" Jackson is the 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 secretary of the Air Force and 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.

The general is a 1978 graduate of the U.S. Air Force Academy. He completed 14 years on active duty, including flying tours in Europe and the Pacific, before joining the Air Force Reserve in 1992. General Jackson has held numerous wing leadership and command positions, as well as staff assignments at Eighth Air Force and Headquarters U.S. Strategic Command, Headquarters Pacific Air Forces, Headquarters U.S. Pacific Command and Headquarters U.S. Air Force.



A career instructor pilot and evaluator, the general is a command pilot with more than 3,600 hours in the F-4 Phantom II, F-16 Fighting Falcon and KC-135R Stratotanker.

EDUCATION

1978 Bachelor of Science degree in human factors engineering, U.S. Air Force Academy, Colorado Springs, Colo.

1984 Squadron Officer School, Maxwell Air Force Base, Ala.

1986 Air Command and Staff College, by correspondence

1990 Master of Science degree in aeronautical sciences, Embry-Riddle Aeronautical University

1999 Air War College, by correspondence

2004 Reserve Component National Security Course, National Defense University, Fort Lesley J. McNair, Washington, D.C.

2005 Senior Information Warfare Applications Course, Air University, Maxwell AFB, Ala.

2007 Dual Status Title 10/32 Joint Task Force Commander Course, Northern Command, Peterson AFB, Colo.

2009 Program for Senior Executives in National and International Security, John F. Kennedy School of Government, Harvard University, Cambridge, Mass.

2009 Senior Executive National Security Studies Program and Defense Policy Seminar, Elliott School of International Affairs, George Washington University, Washington, D.C.

ASSIGNMENTS

1. October 1978 - September 1979, student, undergraduate pilot training, Reese AFB, Texas
2. October 1979 - January 1980, student, T-38B fighter lead-in training, Holloman AFB, N.M.
3. February 1980 - August 1980, F-4D pilot, 306th Tactical Fighter Training Squadron, Homestead AFB, Fla.
4. September 1980 - January 1984, F-4E instructor pilot, 336th Tactical Fighter Squadron, Seymour-Johnson AFB, N.C.
5. February 1984 - January 1985, assistant Chief of Weapons and Tactics, 526th Tactical Fighter Squadron, Ramstein Air Base, West Germany
6. February 1985 - July 1987, F-4E and F-16C standardization and evaluation flight examiner, 86th Tactical Fighter Wing, Ramstein Air Base, West Germany
7. August 1987 - May 1988, chief, Standardization and Evaluation, 80th Tactical Fighter Squadron, Kunsan Air Base, South Korea
8. June 1988 - December 1988, wing weapons and tactics officer, 8th Tactical Fighter Wing, Kunsan Air Base, South Korea
9. January 1989 - March 1991, chief, Surface Attack Inspection Branch, Inspector General, Headquarters Pacific Air Forces, Hickam AFB, Hawaii
10. April 1991 - August 1992, fighter force structure manager, Plans and Programs, Headquarters PACAF, Hickam AFB, Hawaii
11. September 1992 - August 1993, joint air operations staff officer, Pacific Command Operations Directorate, Camp H.M. Smith, Hawaii
12. September 1993 - June 1994, Chief, Scheduling and Training Branch, 465th Tactical Fighter Squadron, Tinker AFB, Okla.
13. July 1994 - June 1997, assistant operations officer, 465th Air Refueling Squadron, Tinker AFB, Okla.
14. July 1997 - October 2000, commander, 465th Air Refueling Squadron, Tinker AFB, Okla.
15. November 2000 - March 2003, assistant to the Director, Operational Plans Directorate, Deputy Chief of Staff for Air and Space Operations, Headquarters U.S. Air Force, Washington, D.C.
16. April 2003 - October 2003, Chief, Concept Development and Strategy Division, Operational Plans and Joint Matters Directorate, Deputy Chief of Staff for Air and Space Operations, Headquarters U.S. Air Force, Washington, D.C.
17. October 2003 - October 2006, mobilization assistant to the Commander, Air Force Doctrine Center, Maxwell AFB, Ala. (March 2006 - June 2006, Commander, Air Force Doctrine Center, Maxwell AFB, Ala.)
18. November 2006 - November 2007, mobilization assistant to the Commander, Air Force District of Washington, Bolling AFB, Washington, D.C.
19. November 2007 - May 2009, mobilization assistant to the Deputy Chief of Staff for Strategic Plans and Programs, Headquarters U.S. Air Force, Washington, D.C.
20. June 2009 - May 2010, mobilization assistant to the Commander, 8th Air Force, Barksdale AFB, La., and Commander, Joint Functional Component Command for Global Strike, U.S. Strategic Command, Offutt AFB, Neb.
21. May 2010 - July 2012, Deputy to the Chief of Air Force Reserve, Headquarters U.S. Air Force, Washington, D.C.
22. July 2012 - present, Chief of Air Force Reserve, Headquarters U.S. Air Force, Washington, D.C., and Commander of Air Force Reserve Command, Robins AFB, Ga.

SUMMARY OF JOINT ASSIGNMENTS

1. September 1992 - August 1993, joint air operations staff officer, Pacific Command Operations Directorate, Camp H.M. Smith, Hawaii, as a major
2. June 2009 - May 2010, mobilization assistant to the Commander, 8th Air Force, Barksdale AFB, La., and Commander, Joint Functional Component Command for Global Strike, U.S. Strategic Command, Offutt AFB, Neb., as a major general

FLIGHT INFORMATION

Rating: Command pilot

Flight hours: More than 3,600 hours

Aircraft flown: T-37/38, T-38B, F-4D/E, F-16A/B/C/D and KC-135R

MAJOR AWARDS AND DECORATIONS

Distinguished Service Medal with oak leaf cluster
Legion of Merit with oak leaf cluster
Meritorious Service Medal with three oak leaf clusters
Aerial Achievement Medal with oak leaf cluster
Air Force Commendation Medal with two oak leaf clusters

EFFECTIVE DATES OF PROMOTION

Second Lieutenant May 31, 1978
First Lieutenant June 1, 1980
Captain June 1, 1982
Major Feb. 28, 1989
Lieutenant Colonel June 13, 1996
Colonel July 1, 2000
Brigadier General Jan. 1, 2006
Major General Feb. 3, 2009
Lieutenant General July 30, 2012

(Current as of February 2013)

Introduction

Mr. Chairman and distinguished members of the Subcommittee, thank you for the opportunity to appear before you. I'm honored to represent America's Citizen Airmen as the Chief of the Air Force Reserve and Commander, Air Force Reserve Command (AFRC). The Air Force Reserve is a combat-ready force, composed of more than 70,000 Citizen Airmen, stationed locally at over 60 locations throughout the United States and serving globally for every Combatant Command in air, space and cyberspace.

Today's Air Force Reserve is a cost-efficient and mission-effective force, providing the nation with operational capability, strategic depth and surge capacity, both overseas and here at home. The inherent flexibility of the Air Force Reserve is further enhanced by being an integrated Total Force partner in every Air Force core mission: Air and Space Superiority; Global Strike; Rapid Global Mobility; Intelligence, Surveillance, and Reconnaissance (ISR); and Command and Control. By building upon over six decades of history, especially from the past two decades of sustained combat operations, the Air Force Reserve is incorporating the lessons learned from yesteryear to be ready for today's joint fight, while preparing for tomorrow's.

In my statement, I will discuss today's Air Force Reserve and its direction for the future. However, first I would like to briefly revisit our history in order to address a recent report to the President and Congress by the National Commission on the Structure of the Air Force (NCSAF). Specifically, I wish to address the Commission's recommendation to "disestablish Air Force Reserve Command" and "inactivate the Reserve Numbered Air Forces, wings, and squadrons."¹

¹ National Commission on the Structure of the Air Force. *Report to the President and Congress of the United States*. Washington, DC, January 30, 2014, 32.

Historical Perspective

In recent history, after almost every major period of conflict, a defense budget drawdown has occurred. Many times, this coincided with a change to the Air Force Reserve to cost-effectively help preserve our nation's combat capability. In each subsequent conflict, our nation reaped the benefits of these thoughtful changes and deliberate investments in the Air Force Reserve.

Following WWII, government spending was cut from a high of 44 percent of the Gross National Product in 1944 to less than 8 percent in 1947. This historic shift marked a strategic turning point and led to the formal establishment of the Air Force Reserve in 1948 by President Harry Truman.² Veterans had training and experience that could be captured and organized in a Reserve unit, for a relatively small cost, thus generating a greater return on taxpayer investment. Two years later, this investment paid off when 146,000 Air Force Reservists were called to duty in support of the Korean War.

During the Cold War, we witnessed the 1961 Berlin Crisis and the Cuban Missile Crisis during which President Kennedy mobilized the Air Force Reserve. Congress, recognizing the importance of Reserve contributions, passed the Reserve Forces Bill of Rights and Vitalization Act (Public Law 90-168), which established the Office of the Air Force Reserve in 1968, led by the Chief of the Air Force Reserve.³

The Air Force Reserve participated in the Vietnam War from January 1965 when it extended transpacific missions for the Military Airlift Command through June 1975 when the Reserve flew thousands of sorties supporting the Indochina Refugee Airlift. The end of the

² Gerald T. Cantwell, *Citizen Airman: A History of the Air Force Reserve, 1946-1994*, (Air Force History and Museums Program, 1997), 67.

³ *Ibid*, 238.

Vietnam War resulted in the adoption of the Total Force concept, further validating the value of the Reserve Component. As then Secretary of Defense Melvin Laird recognized in the August 21, 1970 “Support for Guard and Reserve Forces” memorandum, “Application of the [Total Force] concept will be geared to recognition that in many instances the lower peacetime sustaining costs of reserve force units, compared to similar active units, can result in a larger total force for a given budget or the same size force for a lesser budget.”⁴ The Total Force concept further ensured the combat capacity required by our nation.

The 1990s marked another defense budget drawdown, and in conjunction, an increased operational tempo for the Air Force Reserve. Reserve forces deployed for the 1990 Gulf War, with more than 38,000 Air Force Reservists serving. Recognizing the increased reliance on the Reserve Components, and the need to effectively organize, train and equip this critical force structure, Congress directed the Secretary of the Air Force to establish an Air Force Reserve Command with the 1997 National Defense Authorization Act.

Formalizing the functions to organize, train, equip, command and control under Air Force Reserve Command would pay off throughout the next decade. In the hours after the September 11, 2001 attack, the Air Force Reserve helped patrol the skies over America. In the opening hours of Operation ENDURING FREEDOM, Air Force Reservists flew the first fixed-wing aircraft into Afghan airspace in direct support of special operations forces, demonstrating our high level of readiness and, once again, our ability to answer the nation’s call.

⁴ Ibid, 412 (Reprint in Appendix)

National Commission on the Structure of the Air Force Report

This brief historical perspective is provided to demonstrate how, over time, Congress and the nation's leadership have improved the Air Force Reserve's organizational structure, resulting in increased operational readiness levels of both our Citizen Airmen and equipment, such that today's Air Force Reserve is a cost-efficient and mission-effective force for our nation. While the NCSAF report proposed numerous recommendations for the betterment of the Air Force, some of which were previously proposed and are currently being implemented, the notion of disestablishing Air Force Reserve Command and inactivating the Numbered Air Forces, wings and squadrons would, in my opinion, undo six decades of lessons learned and result in an unsustainable Air Force Reserve.

Today's Air Force Reserve – Operational Capability, Strategic Depth, Surge Capacity

A key strength of today's Air Force Reserve is the flexibility of the force, which in my eyes, is no longer defined as an "operational" or "strategic" reserve, but instead by the operational capability, strategic depth and surge capacity we bring to the nation. On any given day in 2013, approximately 5,000 Air Force Reservists were actively serving in support of deployments, contingency taskings, exercises and operational missions. For instance, this past year, the Air Force Reserve's Force Generation Center (FGC) successfully filled over 4,000 Air Expeditionary Force (AEF) requirements, or approximately eight percent of the Air Force's total forces supporting AEF missions, making AFRC the fourth largest Major Command contributor.

The FGC is the "one-stop shop" offering access to Air Force Reserve forces to fill Combatant Commander requirements. The FGC executes requests for capability from force providers, monitors current Combatant Commander support, and tracks the individuals and units

who volunteer or are mobilized. The FGC provides simplified and streamlined access to Title 10, Air Force Reserve forces and is foundational to the administrative control of the force.

Operational Capability

Over the past two decades, and especially since 9/11, the Air Force Reserve has served as a critical Total Force partner in delivering Global Vigilance, Global Reach and Global Power. The Air Force Reserve's wide-ranging operational capability serves the diverse needs of every Combatant Commander, whose requirements are as varied as the geographic and functional areas they support. We operate in an expansive environment including a global air domain, a vast space domain, and an ever-evolving cyberspace domain. In some cases, the Air Force Reserve provides our global capability while "deployed at home," such as for space, cyberspace and ISR.

Besides the Air Force Reserve's global responsibilities, we also routinely support the homeland with unique missions, such as 100% of the Air Force's weather reconnaissance (better known as the "Hurricane Hunters") and aerial spray missions, along with a shared mission of aerial firefighting with the Air National Guard. Our relationship with other federal agencies, including the National Weather Service and U.S. Forest Service, demonstrates how federal military and civilian organizations can work together to support the entire nation. Dual-use capabilities such as airlift, aeromedical evacuation and personnel recovery are especially valuable, both in-theater and for homeland support. Additionally, the new mobilization authority commonly known as "12304a" guarantees access to the federal Reserve Component, which can be mobilized to respond to a national emergency or major disaster. Finally, the Air Force Reserve supports with volunteers first, not necessarily requiring mobilization, as we did for last year's Colorado wildfires when we demonstrated, once again, our Citizen Airmen continue to raise their hand and serve when the nation calls.

Air Force Reserve Posture Statement 2015

Below is a chart outlining the Air Force Reserve’s support to all of the Air Force Core Functions, an indicator of how the Air Force values the taxpayer dollar, by putting a diverse portfolio of capability in the cost-efficient Air Force Reserve to take care of the nation’s needs.

Air Force Reserve Support to the Air Force Core Functions	
<p style="text-align: center;">Air Superiority & Global Precision Attack</p> <ul style="list-style-type: none"> - Air Superiority: F-22 - Bomber: B-52 - Close Air Support: A-10 - Precision Attack: F-16 	<p style="text-align: center;">Global Integrated Intelligence, Surveillance & Reconnaissance</p> <ul style="list-style-type: none"> - Acquisition Intelligence - Airborne Crypto-Linguist - Distributed Common Ground System - HUMINT, SIGINT, GEOINT/MASINT - Remotely Piloted Aircraft: MQ-1, MQ-9, RQ-4 - Targeting
<p style="text-align: center;">Rapid Global Mobility</p> <ul style="list-style-type: none"> - Aeromedical Evacuation - Aerial Port - Aerial Firefighting: C-130H MAFFS - Aerial Spray: C-130H 2MASS - Air Refueling: KC-10, KC-135R - Contingency Response Mobile C2 - Hurricane Hunters: WC-130J - Operational Support Aircraft: C-40C - Strategic Airlift: C-5, C-17A - Tactical Airlift: C-130H, C-130J 	<p style="text-align: center;">Agile Combat Support</p> <ul style="list-style-type: none"> - Acquisitions, Contracting & Finance - Civil Engineering & RED HORSE - Force Support - Law, Chaplain Corps & Historian - Logistics, Fuels, & Maintenance - Medical, Nursing & Dental - OSI & Security Forces - Public Affairs & Combat Camera - Safety - Test & Evaluation
<p style="text-align: center;">Special Operations</p> <ul style="list-style-type: none"> - C-145A, U-28 	<p style="text-align: center;">Personnel Recovery</p> <ul style="list-style-type: none"> - HC-130N/P, HH-60G & Guardian Angel
<p style="text-align: center;">Space Superiority</p> <ul style="list-style-type: none"> - GPS - Joint Space Operations Center - Missile Warning - Space Control - Space Professional Education - Weather 	<p style="text-align: center;">Cyberspace Superiority</p> <ul style="list-style-type: none"> - Cyberspace Command & Control - Cyberspace Defense - Active and Passive - Cyber Protection Teams - Extend the Net (Combat Communications) - Information Network Operations
<p style="text-align: center;">Nuclear Deterrence Operations</p> <ul style="list-style-type: none"> - Air Refueling: KC-135R - Bomber: B-52 	<p style="text-align: center;">Command and Control</p> <ul style="list-style-type: none"> - Air & Space Operations Center - AWACS: E-3
<p style="text-align: center;">Education & Training</p> <ul style="list-style-type: none"> - Aeromedical Evacuation Training - AF Academy Flying and Jump Programs - Basic Military Training - Flight Training: T-1, T-6, T-38, AT-38, F-15E, F-16, A-10, B-52, C-5, C-17, C-130, KC-135, KC-10, MQ-1, MQ-9, RQ-4, C-145A 	<p style="text-align: center;">Building Partnerships</p> <ul style="list-style-type: none"> - Combatant Commander Staffs - Security Cooperation & Exercises - Special Operations

Strategic Depth

The Air Force Reserve's strategic depth is found in the more than 70,000 who make up the Selected Reserve. Additionally, in a time of crisis, the President and Secretary of Defense have the ability to call upon an additional 790,000 Airmen from the Individual Ready Reserve, Standby Reserve, Retired Reserve and Retired Active Duty. Over 75% of our Citizen Airmen serve part-time, making us an exceedingly cost-efficient force, even more so when factoring in the intrinsic value derived from the dual-experience gained from a civilian and military career.

Additionally, approximately ten percent of the Air Force Reserve serves as individual reservists throughout the Department of Defense. These Citizen Airmen serve on over 50 staffs, including the Office of the Secretary of Defense, the Joint Staff, the Air Staff, Combatant Commands, Air Force Major Commands, and Intelligence and Defense Agencies. Integrating individual reservists throughout the DoD provides valuable experience and staff continuity. Collectively, the Citizen Airmen of the Air Force Reserve support the decision-makers, joint warfighters and force providers at the tactical, operational and strategic levels of conflict.

Surge Capacity

The surge capacity of the Air Force Reserve is derived from our readiness, training and integration with the active duty. First, the Air Force Reserve is a Tier 1 ready force, capable of responding within 72 hours to "fight tonight." This is critical as speed is a decisive factor when crisis erupts. By maintaining daily operational readiness, and by training and being inspected to the same standard as the active duty, the Air Force Reserve can quickly respond to Combatant Commander requirements.

The majority of Air Force Reservists serve alongside our active duty counterparts in association constructs. Approximately two-thirds of the Air Force's Total Force Integration

(TFI) associations are with the Air Force Reserve, a relationship first forged in 1968, with the number of TFIs accelerating after the Base Closure and Realignment Commission of 2005. Associations between the Active Component and Reserve Component represent significant taxpayer value, both in cost savings and improved mission effectiveness, through the sharing of facilities, equipment and aircraft. Integrating with the active duty in this way yields numerous synergistic benefits and adds to the Air Force's strength, including an improved ability to respond with surge capacity at a moment's notice.

Tomorrow's Air Force Reserve

The Air Force Reserve is an integral partner of our three-component Air Force, always evolving to provide our nation the world's premier air, space and cyberspace force. To maintain our readiness and posture, the Air Force Reserve continues to transform itself in four key areas: mission, manpower, modernization and military construction.

Mission

In 2013, the Air Force Reserve had several "firsts," demonstrating our support not only for today's joint fight, but how we continue to evolve for the joint fight of tomorrow.

Warfighters around the globe are constantly in need of more intelligence, surveillance and reconnaissance support. This past year, the Air Force Reserve activated the 655th ISR Group at Wright-Patterson AFB, Ohio to support ever-evolving combatant commander requirements. The 655th ISR Group now has units covering the full spectrum of intelligence support, from tactical, full-motion video and signals intelligence exploitation to strategic, higher-level analysis and reporting functions.

Also in 2013, the Air Force Reserve helped establish the Air Force Special Operations Air Warfare Center at Hurlburt Field, Florida. This newly created center brings together more

than 500 active duty and reserve Airmen for the special operations mission. The synergistic benefit of this new organization will pay huge dividends for the nation and serves as another valuable example of integrating the Total Force team.

Another one of our successes last year involved the cyberspace mission area. The 960th Cyberspace Operations Group at Joint Base San Antonio-Lackland, Texas stood up as the “center of gravity” for cyberspace operations in the Air Force Reserve. Cyberspace is a man-made domain where the rules and technology continually change at a rapid pace. In this realm, our highly-experienced Citizen Airmen leverage their civilian cyberspace knowledge and military experience to stay on the cutting edge.

Finally, a significant milestone is the 307th Bomb Wing at Barksdale AFB, Louisiana, became the first Reserve unit in Air Force history to be nuclear certified, after they excelled during their initial nuclear surety inspection. Our Citizen Airmen, in close partnership with the active duty, demonstrated their expertise and strong Total Force experience in becoming qualified to perform the Air Force nuclear mission.

These are just a few examples of what the Air Force Reserve provides our nation every day. As the Air Force Reserve looks to the future, we are guided by our Strategic Planning Process, which is an in-depth analysis of missions to best support the Defense Strategic Guidance, as well as other planning and strategic guidance. In today’s fiscal environment, there continues to be more combatant commander requirements than the Air Force can provide. Our Strategic Planning Process aids in determining the best missions to grow and where to divest, within our end strength. “Top-tier” missions for potential growth include rapidly-evolving mission areas such as Space, Cyberspace and ISR, as well as more traditional mission sets

including Rapid Global Mobility and Global Precision Attack. A significant part of our analysis also includes how to best leverage our core strengths, primarily that of our people.

Manpower

The Citizen Airmen of the Air Force Reserve are our greatest strength. Their Air Force “service before self” attitude is unwavering. More than three-fourths of our Citizen Airmen joined the Air Force Reserve since 9/11, demonstrating their desire to serve in today’s fast-paced operational environment. Our average retention rate over the past seven years is close to 90 percent. Approximately half of our Citizen Airmen served in the military prior to 9/11, most as active duty members, indicating not just their experience, but also their long-term commitment as “Airmen for Life.”

As we look to the future, the Air Force Reserve will strive to capture the experience and training costs incurred during a member’s active duty service. Our ability to leverage civilian experience from a variety of career fields, from pilots and nurses to space and cyberspace professionals, also adds to the Air Force Reserve’s intrinsic value. Retaining pilot experience remains a priority, but we must also remember the combat-tested warriors across many disciplines and career fields. Lower lifecycle costs further add to our value and are an important consideration when determining component end strength. With sufficient end strength, the Air Force Reserve can retain the years of experience and the nation’s investment in separating active duty Airmen.

I wish to highlight to the Subcommittee a manpower cost simulation tool called ICAM (Individual Cost Assessment Model) that is used to estimate burdened lifecycle and annual manpower cost for each component of the Air Force. The Air Force Reserve teamed with the Air National Guard and the Headquarters Air Force staff to develop this tool, which was

formally adopted by the Air Force. Additionally, ICAM was highlighted in the NCSAF report for its ability to model “individual Airmen over time along the myriad possible career paths beginning with accession and ending at separation from the Air Force (prior to earning retirement benefits) or death.” ICAM’s potential lies not in just its modeling capability, but in the ability to move toward a “common ground” on manpower costs, allowing for more focused effort on the subjective factors, such as capacity and capability, in determining the Air Force’s future force structure.

To best utilize our current manpower, Congressional authority to mobilize up to 60,000 members of the reserve components for preplanned and budgeted missions in support of Combatant Commands (known as 12304b) will be an important factor in the future use of the Air Force Reserve. By utilizing 12304b authority and receiving adequate Military Personnel Appropriation (MPA or “man-day”) funding, predictability can be increased for the reserve component, which is important for Combatant Commanders, Reservists, and their families and employers. This is why we would like to see a separate budget activity code or specific funding line in MPA for “operational support by the Air Reserve Component” as recommended by the NCSAF.

Modernization

Continually transforming the Reserve Component through modernization is critical to ensuring we are a mission-effective and combat-ready partner across the spectrum of conflict. The Air Force Reserve requires on-going equipment modernization and uses the National Guard and Reserve Equipment Appropriation (NGREA) to maintain leading-edge combat capability on aging equipment. This appropriation enables modernization of critical equipment for our force.

The current top Air Force Reserve procurement priorities are:

1. Defensive Systems

Air Force Reserve aircraft require self-protection suites that are effective against modern anti-aircraft systems. Large Aircraft Infrared Countermeasures (LAIRCM), Aircraft Defensive Systems (ADS) and Missile Warning Systems (MWS) greatly enhance protection and survivability rates for aircraft while conducting operations in high-threat areas.

2. Data Link and Secure Communications (Battlefield Situational Awareness)

The information demands of modern warfare require a fully-integrated data link network. A robust, persistent airborne gateway system and secure line-of-sight (SLOS) / beyond line-of-sight (BLOS) voice and data communications systems support that integrated data link requirement. NGREA funds are being used to install SLOS/BLOS communications in all Air Force Reserve combat-coded aircraft.

Military Construction (MILCON)

MILCON is also a critical component in the Air Force Reserve's ability to be combat ready for tomorrow's joint fight. The Air Force Reserve is a tenant at over 50 installations, where we maximize taxpayer value by sharing facilities whenever possible. Nevertheless, the Air Force Reserve is in need of MILCON to modernize and consolidate existing infrastructure, as well as accommodate growth into new mission areas. We currently face a validated \$1.4B backlog of unfunded MILCON requirements. For FY15, there are three Air Force Reserve MILCON projects:

- AFRC Consolidated Mission Complex at Robins Air Force Base, Georgia
- Tanker Apron Expansion at Seymour Johnson Air Force Base, North Carolina

- Explosive Ordnance Disposal Training Facility at Naval Air Station Joint Reserve Base Fort Worth, Texas

The Air Force Reserve, like the active duty, is counterbalancing some risk in military construction through operation and maintenance facility sustainment, restoration, and modernization funding. We are recapitalizing aging facilities, promoting consolidation, and demolishing unnecessary, resource-draining facilities to make the best use of our facility footprint.

Citizen Airmen – Our Most Valued Resource

The men and women of the Air Force Reserve are our most valued resource. Our Citizen Airmen have consistently demonstrated their commitment to answer our nation's call. The Air Force Reserve remains committed to these dedicated Airmen, with a constant focus on their well-being and continued success.

We ask America's Citizen Airmen to maintain a unique "reserve-work-life balance" between their Air Force duties, their civilian employer and their families. Maintaining this balance can sometimes be a challenge. Programs such as the Employer Support of the Guard and Reserve (ESGR) and "Hero2Hired.jobs" are critical in helping our Airmen deal with life-changing events such as deploying and transitioning to or from the civilian workforce.

The importance of the Yellow Ribbon Program for our deploying members was demonstrated last fiscal year as 2,273 Air Force Reserve members attended 57 events, along with 3,685 family members. Our member satisfaction rate of 92 percent is a testament to the value of the Yellow Ribbon Program in supporting our Citizen Airmen, their families and employers throughout the deployment cycle. In 2013, the Air Force Reserve's Yellow Ribbon Program was the first to begin using a scanner system to track events and their attendees. Coupled with pre-

and post-event surveys, this provides Yellow Ribbon administrators information to build more effective future events. The result is better programming for breakout sessions and more efficient use of taxpayer dollars.

Additionally, the Air Force Reserve is leveraging today's technology to further support our reserve-work-life balance by offering the Wingman Toolkit, found at <http://AFRC.WingmanToolkit.org/>. The Wingman Toolkit is our online resource designed around comprehensive fitness and the four areas of physical, mental, spiritual and social well-being. Resources include articles, videos, website links, resiliency training, a mobile phone app, a sexual assault resource page, and a "Get Help" bell with the National Suicide Prevention Lifeline for those that may need immediate help. The Wingman Toolkit is one of many efforts to ensure our Citizen Airmen's comprehensive fitness, by building a strong Wingman culture of Airmen proactively taking care of themselves and each other.

In addition to the Wingman Toolkit, the Air Force Reserve provides the Psychological Health Advocacy Program (PHAP) to aid Airmen and families. PHAP assists our members and their families by locating appropriate resources through free and confidential regional teams, available 24/7. Our Nurse Case Facilitators offer resource referrals for any life stressor, from family counseling and deployment support to suicide prevention and substance abuse. In fiscal year 2013, only the second year of the program, the cases increased by 91 percent to more than 1100, and the number of mental health cases increased by 142 percent to over 300. These increases are a result of more members taking advantage of this important service, which is making a direct impact on our member's lives. Our Citizen Airmen have come to appreciate the PHAP motto that "you and your family are not alone."

Finally, a continual focus of the Air Force Reserve is to “strengthen the team” and give people the tools to succeed. Professional force development, in both officer and senior enlisted ranks, is vital to growing leaders for the Air Force and our nation. The Air Force Reserve team is working diligently to increase opportunities and options for those seeking to be considered as potential senior leaders, while preserving the Citizen Airmen culture of being stationed locally and serving globally. This is another reason why, in my opinion, I disagree with the recommendation from the National Commission on the Structure of the Air Force report to disestablish Air Force Reserve Command and inactivate the Reserve Numbered Air Forces, wings, and squadrons. If enacted, the recommendation would eliminate leadership pathways to develop our Citizen Airmen, especially for our Air Reserve Technicians and Traditional Reservists.

Conclusion

The Air Force Reserve is a proud and indispensable member of the three-component Air Force team, dedicated to mission accomplishment for Combatant Commanders and our nation. I sincerely appreciate the enduring support of this Subcommittee and all you do for America’s Citizen Airmen. I look forward to working with each of you to ensure that your Air Force Reserve remains postured and ready to serve in today’s and tomorrow’s joint fight.