

**General Frank Grass**

**AFA - Air and Space Technology Exposition**

**"National Guard Today"**

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**General Grass:** Good morning.

What I would like to do first is say that I took a picture when General McKinley and I were doing the handoff a year ago. I pulled up his picture and my picture a couple of days ago and I compared the two. He looks a lot younger and I sure look a lot older after backfilling him. But I would tell you that the relationship and the work that Craig McKinley did as the Chief of the National Guard Bureau, and the first one to serve on the Joint Chiefs, was pretty phenomenal and it set us on the path. He spent some time with me and Joe Lengyel, the new Vice, three star, he didn't have a Vice. And he set us on a path to taking the National Guard Bureau to be able to serve on the Joint Chiefs. As Joe and I spent a few days with Craig before we changed out a year ago, we decided that what we needed to do was take the initiatives that he set forward and build upon those. We had to show the value-added to the nation, to the Hill, to the Department of Defense of having the Chief of the National Guard Bureau on the Joint Chiefs, so that's what we've been doing. We've been working to institutionalize all of that and I'll talk a little bit about that here in a second.

First I wanted to introduce my Senior Enlisted Advisor. Where is Mitch Brush? Mitch Brush came on board, some of you know the former Command Chief of the National Guard Bureau Denise Jelinsky-Hall who retired last summer. A great partner. As I interviewed four outstanding candidates -- two Army, two Air Guard -- picked Mitch who has just been outstanding. A true Guardsman with his background having served in the Air Force, also served as a police officer in Montana, served as a wing chief, and then also some time he spent at 1<sup>st</sup> Air Force. So very well rounded and I've loaded his rucksack pretty well and he is running hard. So Mitch, thanks.

I wanted to start out and just run you through a few slides here and hopefully we'll have some time at the end for questions. But I wanted to talk about the Guard, our vision and our mission up front, because the mission hasn't changed. It's to support the federal government and the states. But the vision I think, the vision we set out is probably at risk right now as you all know, because of the Budget Control Act and sequestration.

Full sequestration will have a major impact on the National Guard. We're already starting to see that.

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If you look at that mission to operational force, I think that is definitely at risk. We're already seeing some off-ramping of training, off-ramping of deployments. So my vision right now may have to change if we go to full Budget Control Act.

I always put this slide up because I get asked questions about why do you need F-16s, why do you need to be flying F-22s, B-2s? Why do you have tanks and Apaches? The first bullet is because constitutionally we are a federal reserve of the Air Force and the Army. And we can do that state mission because of the equipment we have, the training that the services provide us. So we always want to look like, when we station in units, we create units, we train leaders, we train individual Airmen, we want them to be the same as the Air Force.

We're going through an issue right now with cyber. I've told the Air Force and I've told the Army, we will buy in, we want to stay extremely close. We want to buy in cyber. Sid Clark was already at 12 network warfare mission operation squadrons, aggressor squadrons postured. A couple of those are actually supporting not just the Air Force, they're also supporting the COCOM, the sub-unified command up there at Fort Meade, and I got a chance to go visit. I would tell you that one of the things I saw there is the civilian skills that were brought in. Eighty percent of the unit supporting the network warfare squadron, their civilian skills are hugely valuable. But what we're learning from organizations like AFCYBER and ARCYBER and CYBERCOM are it's hugely valuable to the states.

General Alexander talked to me about the authorities that he has as the Commander of CYBERCOM, but he likes the authorities that we can bring from state active duty to Title 32 up to federal.

So our goal is to frame our cyber path to the future the same as the Air Force and the Army and we'll be able to do the state mission just like we do here.

I want to point out on here the strengths, you see the Army Guard strengths there. The authorized number. As of 1 October it will drop. We had about an 8,000 growth for the war effort. By '15 we'll be down to about 350, 200. That's before the Budget Control Act and we're into a serious debate right now in trying to figure out how we're going to get to the Budget Control Act level, what's the impact on end strength, on force structure.

The Air Guard numbers you see on there, going down to 105,400 is based on the PB13 negotiations that occurred a year ago. That number will change, and I know Sid probably talked some about that. We're working very closely with the states and with the Air Force on that.

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I thought I would focus a minute on the great relationship that we have with the Air Force. It is phenomenal. I went into Mark Welsh's office the other day and I hand-carried a letter that had been drafted by Sid Clark, my buddy Buddy Titshaw from Florida, Air Guard TAG, and Mike Edwards from Colorado, Air Guard TAG. This letter said, and I'll just kind of summarize it.

Mark, thanks so much. We've been in deliberations this past year every step of the way. We're very comfortable where we are with the Air Force for the future for the '15 POM. Oh by the way, yes, we are concerned about modernization and recapitalization of the Air Guard, but we feel a full partner. We're also a full partner and we have a two star right now that's been involved with the Total Force Task Force.

I saw Mike Edwards, I was out in Colorado on Saturday flying with him over the devastated areas, the flooding areas, where the Army and Air Guard are deployed at Fort Carson and supporting them. He says I couldn't ask for a better relationship. He said Buddy and I can take the information, working with Sid, and we can portray that to the TAGs in a very positive frame.

So basically what I'm saying on this side is we couldn't ask for a better relationship.

Mark and I came in about the same time. He came into the job a little before I did, a year ago July. We testified together. Little did we know six months later we'd be sitting in five testimonies on Capitol Hill together. So we've become very good friends and partners. There are sometimes we may not agree, but we always walk away with a handshake. I'll tell you, you've got a great leader there, and he's a great leader of our Air National Guard.

One of the things that Joe Lengyel and I looked at as we came into the job, we said okay, General McKinley's done a great job at pointing us in the right direction so let's figure out in today's world and looking out to the next 10 to 20 years, what should be our priorities? What are some of the things we need to work on? We came up with really four priorities. I'll talk to these in the following slide. You see them there, and you see the red, amber, greens that we've put on there. It's kind of how we evaluate how we're doing today from a strategic level against these. But I'll run through each of these as I go through slides. But these are the four focus areas and probably about once a month I sit back and look at it and say are we still good? I think they still are very solid priorities for the coming future.

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So priority one, provide forces to the Air Force in the case of the Air National Guard, and provide forces to the Army in time of need, whether it's contingency operations overseas, something in the homeland. This is a very busy slide. This is this year. This is FY13. You can see in there the mobilizations in red, you can see in the black the training, where we've been in FY13.

On the left side of the slide though, you can see what we're doing in the homeland every day. And just about everything on there, the Air Guard, especially on that left side, the Air Guard is involved in. In some almost 90 percent of the mission, air control alert happens to be one of those. Now it's called ACA, they changed the term. But those mission sets we work very closely with our partners. Our partners may be the states, it may be FEMA. A lot of times it's Chuck Jacoby at NORTHCOM, it's AFNORTH.

General Jacoby and I talk right now probably at least once or twice a day about what's happening out in Colorado. He brought seven helicopters up quickly out of Fort Carson under immediate response and plugged them into Mike Edwards' dual status command. While I was out there we had 23 aircraft, mostly Army Guard out of Colorado and out of Wyoming, but we had the seven active duty combination of Chinooks and Blackhawks. The lash-up of that Title 10/32 was seamless.

I went in for their morning update on Saturday. They had ten Title 10 officers, an O6 deputy under the dual status command construct. A Title 32 deputy, a colonel, working for an Air Guard one star who's been through the training and certified by General Jacoby and I. Actually Pete Burns was certified by General McKinley when he was in the job. It is working very well.

As I flew up across [inaudible] I was asking the state aviation officer, how do you lash all this up? He was walking through. He said you know, we've got a bit of experience. Three times now -- two fires and a flood within the last year and a half. We're getting pretty good at lashing up with the active duty forces rolling in. Now they call us and say where do you want us? Where do you want to plug us in?

We did that under immediate response because people were at risk up in the mountains. So it's worked well.

But these numbers on this slide five years from now will be half of that if we continue with full sequestration, especially on the overseas part. We're already seeing off-rampings. We're seeing less joint exercise opportunities.

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If you look at this and you roll it up against the total strength of the National Guard, any given day this is kind of our baseline, it runs about seven to eleven percent in these kind of missions and that doesn't include the training days that we put in there.

So what makes an operational force for us, it's these three areas, I think. It's some deployments, and that number is going to come down. I think there's roughly 4600 Air National Guard deployed overseas today. Total Army and Air, about 17,000 deployed; another 8,000 either just got back or are getting ready to go. Most of that in mobilization status. But that operational force as I go out and I talk to the young Airmen and the Army Guard Soldiers, they all tell me we want some level of involvement.

You talk to a squad leader or a flight lead, you talk to the senior NCOs and you say okay, what about you? You've had three of these. They tell you just about every time, hey look, I've kind of been there and done that, but if that squad or that flight's going, they're my Soldiers, they're my Airmen, I'm going with them. I hear that over and over.

So I think as the numbers draw down we will still see opportunities to deploy. Actually if anything, because Mark Welsh and I talked about this, is they're actually going to bump up a bit for a while here for the Air National Guard. Sid's done some great work already with some mobilizations that we're working on. Six month deployments for some of our Air Guardsmen. So we want to stay engaged. Wherever the Air Force is, we want to stay engaged.

I think the next part though of an operational force is exercises. Whether it's a CONUS exercise or an OCONUS and I think what the Air Guard calls deployments for training, and in the Army Guard we call that overseas deployment for training. Those opportunities into Central America, South America, Africa for annual training. Maybe it's a three week annual training. Maybe it's a medical, a dental package that we send in there. An engineer package. But we've got to keep that type of activity, those types of exercises, in addition to the warfighters and the Red Flags and those opportunities, and the cyber Guard exercises, we've got to keep those to keep our folks energized. This force of 12 years, if you look at the bulk, over half of our force has joined the Guard in the last 12 years. They want to be challenged. If we go back to sitting on the ramp, flying at local training areas, training at local training areas without expanding our capability, our capacity to train and challenge these young individuals, they will find something else to do. So we've got to work on that.

The last part, trying to get back to our future in a way. Individual opportunities. We're looking hard at the Air Force and the Army to see where we can plug in and help out an individual. Especially on Joint Staffs. On COCOM Staffs. On Air Staffs. If the Air Force has a shortfall somewhere, anywhere on the planet, and it's let's say 30 days up to a year or two, I'm trying to find the money to bring an individual on to plug that requirement because I think it will bring us closer together and it will also give some great opportunities for our young Airmen and from enlisted grades all the way to officers.

We just did a test of this out in NORTHCOM which actually, I accidentally created the vacancy for General Jacoby. His J36 DomOps, Domestic Ops Chief, one star, some of you might know, Donny McGregor, I had a J5 opening, we brought in Brigadier General Donny McGregor, left a gap for 60 days for General Jacoby. I said hey, I'm trying to push this individual opportunity thing. What if I send you a one star Guardsman. I'll pay the man days. You help me with the travel and per diem while he's there, and we'll plug him in. He said let's do it.

So we put the guy in, and Craig and I did this a number of times over the years while I was at NORTHCOM, but we put a gentleman in, a one star out of New Jersey. He plugged in. Within a week we were getting words, hey, this guy is really making a difference. He's a state policeman, he's a traditional Guardsman. At the end of the 60 days we got hold of General Grant, the guy we plugged in, and said okay, Rich, how did it go. He goes wow, fascinating. He said I learned so much in that 60 days. You've got to keep this going.

So that's what we're pushing for the future. I've got some money that I've got to set aside to do that. I think Craig, when we started that when I was J3, I think we ended up with about 14 or 15 of these tours. Normally we keyed in on, as soon as you get a one star into a COCOM normally they're going to be set up to go to Capstone. That's eight weeks. We want to plug those vacancies when they lose a one star for eight weeks in a COCOM. I think they're just great opportunities for our traditional Guardsmen.

This slide kind of summarizes it all as far as operational force. I don't see a Guard out there that wants to take a knee. They want to continue to maintain relevance and be a part of the Air Force.

The second priority, stewards of resources. And Craig McKinley talked to us about this. We have to get through this auditability. I think right now we're on track to have most of

our regulations, most of our plan in place by '14. But I think overall the top bullet is going to have an impact on our budget definitely, the Budget Control Act, and how we audit to the future and how we get the numbers we need to to consolidate programs, to consolidate accounts, to be able to pay the bills and make them auditable. I would tell you, part of the problem I think that we all are dealing with, we grew the budgets extremely rapidly for the war. And I think as a military we couldn't ask for anything better from our leadership than being able to have the money and every active, Guard, Reserve person that went into combat had everything they needed. So we grew it fast. When you grow fast you don't always invest in the audit piece of that. You're moving quickly. So now what we're faced with, and Paul, I now you know this too because you live it every day and Sid lives it. We've got to get that down, we've got to audit that trail. We've got to figure out a way to get the biggest bang for our buck, and that's what we're working on hard right now. I think this is what Secretary Hagel has mapped out very well in the SCMR process with the reduction of headquarters.

I was on the hill one day and Chairman McKeon says hey, are you guys really looking hard at efficiencies in your organization? I said Mr. Chairman, we sure are. He goes yeah, I kind of wonder. He says usually, we always grow these programs, especially when we go to war, but nobody ever wants to close them out on the back end or take them down, and that's what we're doing. Across defense, we're taking a look at those programs, the overhead, and we've got to get back to the basics. Especially if that first bullet sticks all the way through the Budget Control Act.

Priority three. Something that we started on, and I've got my J1, Miriam Watson, Brigadier General, she's taking a look at all these programs you see on the right side of the chart there. They are outstanding, very effective programs. Most of those we didn't have on 9/11 in the Guard. Now it's institutionalized. We've got to keep those going. It is a key factor in taking care of people and that is one of our primary missions across every service is to take care of people. Our number one.

What we're finding, though, as we go around hometown America we're finding a lot of organizations that say hey, I've got money and I don't know how to connect to get it to the right people.

You all know the organizations. They're all over. So what we're trying to do is take the DoD programs, the programs we have in the Guard, the local programs, the state and the national NGO program, and try to figure out how you get a clearinghouse individual at the armory level that can be the point of contact when a veteran comes in, and I don't care what service or what component. Somebody's coming off active duty. They go to their

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local armory and there's no wrong door to get in. You get in and you find out what's available, whether it's a job or I'm having some mental issues or I need some help with the VA or I need some help with education. We want to do that through this. Of course the funnel here, we have to sync all this down through that constrained resource, so we're working hard for that and we've got a web site set up and we've been working parallel on the employment side with joining forces out of the White House. But I think joining community forces where you have that base, that clearinghouse in hometown America for our veterans would be huge, as well as our serving Guardsmen and women.

Fourth priority. Partnerships. When we first looked at this, our partnerships are so critical. And you look, Army and Air Force, first two, excellent partners. We get our resources from those services. They've got to be strong partnerships. We're working in every COCOM so we have National Guard, active, Guard, Reserve individuals and some general officers in some cases in every COCOM. But you can see the broad brush.

If you look down where you see the map of the United States on the lower row there with the yellow blast around it, that's something new that started a few years ago called the Council of Governors. There are ten governors representing Republican/Democrat mix; there's two co-chairs; General McKinley worked with the first Council of Governor meeting. We meet about, personally meet in person every time NGA meets, National Governors Association, but then probably about once a month we'll meet with the co-chairs either by phone, VTC or in person if they happen to be in town. We talk about issues that affect states. This is an organization that was stood up by an Executive Order of the President about three years ago. Those governors have been great advisors to me. I tell them what's happening within defense, what we need, how they can help defense. Some have come forward. Governor McDonald here in Virginia has come forward to meet with the Deputy Secretary of Defense. Separate from Adjutants General. He says hey, I've got a lot of infrastructure, a lot of federal DoD employees in my state. What can I do to help you, defense? Are there things I can offer in the huge infrastructure area, whether it's roads, it's some sort of housing, something say in the Norfolk area where you have a huge Navy and Air Force presence?

So it's created a great dialogue, although I do divide the line that I don't get involved in the defense infrastructure part. I try to keep my lane in Army and Air Guard with those, but the dialogue has been very good.

This is our other part of our partnership. Sixty-five state partners today. By 2014 we will have four more added. AFRICA



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has asked for a few more. If you look at the little block there on the right side, the lower, Libya. It's one that they want really bad. They want to get a partnership with Libya quickly. We're working through that with Dave Rodriguez out at AFRICOM.

Also in the Pacific, Tonga. We're real close to announcing a partnership with Tonga. We'll probably hit that one first. Libya will be further down the road. We've got to get the right mix of where they want to take Libya's military in the future, how we want to train them, where we want to train them. It's not a place we're going to have a large footprint at all. We'll probably be training somewhere else. But General Rodriguez has really been pushing that. That one I'm sure will have to be briefed all the way to the NSFs before we can kick anything off.

But 65 state partnerships for about \$9 to \$13 million a year. We also use dollars from the COCOMs. We use our training dollars to enhance that partnership, those partnerships. And in 2012 we did over 600 events. An event could be an Adjutant General visit going through the component command and up to the COCOM and then visit the country, visit the Chief of Defense. Or it could be like this afternoon I'm meeting with the Chief of Defense of Croatia. A little bit later, the Chief of Defense of Slovenia. That's an event. That's where we bring them in, we sit down with them. It could be a training event. Lots of NCO training in many of our countries. Lots of general officer training that we're working now with many of these countries. It could be an exercise. But probably what is the most important of all of these if you look in that top rectangle, you see 79 co-deployments. Those are rotations where we have taken state partner and plugged them in and sent them to Iraq when Iraq was still going, or to Afghanistan to help build capability within their military. And a lot of those are operational mentorship. Liaison teams early on into Afghanistan. We continue to encourage that. We want to do that for peacekeeping operations.

The one I like to use the most and I think they're getting to return home now is the Maryland National Guard has two partnerships, one's Estonia. It's been around for 20 years; and then Bosnia which was around 10 years. The Bosnia partnership led to a discussion about the Bosnians wanted to deploy to Afghanistan but they didn't want to take a full rotation themselves, so the Maryland Guard, the 115<sup>th</sup> MP Battalion, they had a deployment set up, just coming to a close right now, so they plugged in about 25 officers and NCOs from the Bosnian military into the MP battalion in Maryland. They trained up together, certified together, and they're just finishing up their deployment in Afghanistan. It worked very well.

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So what we're hoping is the next round Bosnia leads that thing. When we do have another round, if we have another round. A lot of those opportunities have unfolded because of Iraq and Afghanistan.

Poland was probably the best, where we plugged into the Polish Multinational Division early on into Iraq with Illinois Guardsmen, and then when Poland put a battalion into Afghanistan we kept about five National Guardsmen in there.

Most of what we find with these countries, they want NCOs to come in and mentor their NCOs. We'll plug the Deputy Commander sometimes of a battalion. Or we'll see where they want people to come in that understand how to do beans and bullets inside of a NATO environment so we'll try to form that as these new countries and new militaries come along.

I can see the National Guard as strengthening our Air Force and our Army. Mark Welsh and I talk about it all the time. We can have the debate on active component/reserve component, and I think we are going through it. In fact the Air Force is leading that in the TF2. What is the right mix? And even when I go to the Hill I talk about that, but I don't tell you what the right mix is because I don't know. But I think there are metrics we've got to get in there.

What do I need on the ramp right now ready to go? Out the door? What can I invest in my reserve component ready to go at a certain level? Especially in the homeland. But also to back up the Air Force at a moment's notice. Finding that right mix is critical to the nation, especially under the Budget Control Act. And oh by the way, I guess it's about the fourth bullet there, duty statuses. You hear this thing about accessibility all the time. I've heard it over the years. We have more duty statuses today than we ever have so accessibility of the reserve component to me boils down to money.

If you've got the money we will find an authority to get the folks to you. I couldn't ask [inaudible]. Probably the RFPB is looking at ways to shrink those because we've got too many different authorities that then get into complications with travel orders. We had two Airmen that reported in for the same mission on two sets of orders that give them different benefits and different entitlements. So we've got to work on that. But the authorities are there. It gets down to money, and I will tell you the Air Force is really working hard through that, and I would say you guys have been working through the '14 and trying to get the '15 right for the deployment numbers with the OCO coming down.

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In the end when you bring in the Guard, you bring in America. You bring in home town America. You touch people. So we've got to get to this right mix. I just couldn't say enough good things about how the Air Force is working with the Air National Guard today and the Adjutants General. And I've relayed that to the governors, to the Council of Governors, too.

Last slide.

I just want to show you the mobilization volunteers in history. We rolled this all up just to show you after 9/11, we surged, most of that is MOB'd on that first spike to help out in Afghanistan. The requirement came back down. We surged again for the invasion into Iraq. Came back down. Then it kind of stayed. Now you can see us starting to decline. It might bump back up a little bit based on some of the work that we're going to be doing in the near future. But I think that's how you design a reserve component. So what's the right mix between the AC and RC to do this kind of thing for the future, given the com plans that are out there that we've got to respond to, and being able to respond to anything in the homeland any time at a moment's notice?

**Moderator:** We've got about eight minutes. I was sitting here looking at General Duncan McNab, a former AMC and TRANSCOM Commander. I see Paul Selva here, current AMC Commander. One of the questions is what roles, and I see Sid here. Sid will be on a panel today with JJ Jackson and Steve Hoog later today. What role does the Guard play in supplying our MAJCOM Commander and our combatant commander mobility assets? Why is that a good fit for you?

**General Grass:** One of the things that I'm trying to get my hands around to try to understand is the mobility piece of this and how much we do in training and how much more can we do in training? That creates an operational mission, and Paul's done some great work. He called me one day and said hey, I want to talk to the TAGs. How do you recommend we do that? We talked about it and talked about doing it in small groups. He's been bringing in small groups with different focus, whether it's tactical to strategic lift. And I have gotten extremely positive feedback from your groups. Every one of them has been very positive. To try to figure out how do we best support the mobility, support AMC and TRANSCOM? How do we also get the right people in your organizations that we can grow leaders that understand that at AMC and TRANSCOM.

I think that's the first part, creating that relationship so we better understand what you need. I know Sid's been working hard on this as well, this homeland piece of this thing. I think Sandy, if you look back and you compare say like to a Rita or a

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Hurricane Katrina and a Hurricane Sandy, much more integrated across the board. I think the TRANSCOM folks and the AMC folks, the whole staff had much more visibility of what the Air Guard was doing, where you bring it in, when you pass missions to them, and we were very very responsive to every need.

I'll give you a quick example. I told Kathy Gainey this one day.

About 10:30, 11:00 o'clock at night we were on a phone call. Some medical capability needed moved halfway across the country, had to get to McGuire or somewhere, had to get up there quick. And I thought oh, this is going to take some time.

I got up at 4:00 o'clock the next morning, looked at the report, and it had been delivered to the required user. That's the kind of things that are going on today in the lash-up.

I know Sid has lectured me a little bit about part of this starts with getting people into the right positions. Does he need everybody he's got over at Andrews, or should more of those folks be in Paul's headquarters and General McNab, in your old headquarters there? On the Joint Staff, on the Air Staff, and I know Sid's taking a close look at that so we better understand.

But I think every dollar we spend in training, the first thing ought to go against operational missions where we can.

**Moderator:** A true success story from my vantage point, so thanks to General McNabb and Paul and his predecessors for great work.

This one goes to my predecessor Steve Blum's requirement during different fiscal times that there would be an Air National Guard flying unit in every state. Now I think that's morphed into what is a flying unit and we've done some creative work to keep people in each state. Could you comment about the each state issue?

**General Grass:** As we have the effects of budget control activity, Mark Welsh has been great about talking through this. I will try to live within the guiding principles that you establish, that the Air Guard establishes. That was established years ago, having a flying unit in every state.

We have some states that have four or five wings. Other states now that are really struggling to be able to keep even one wing. It may be an RPA now in their future.

I think we've got to revisit those. Once we get beyond, if the Budget Control Act stays as law, we're going to have to revisit those guiding principles and figure out how we move forward. And in the days of the state having four or five, I don't know how

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we're going to be able to do that and still be able to manage keeping -- And a flying wing could be commercial flying. Right, Sid?

**Moderator:** This question just came in, it's a good one. What is your current largest challenge in responding to disaster events in the homeland? You just got back from Colorado. A large flood. They had a fire earlier this summer. What are the challenges for you?

**General Grass:** One of the things I probably learned from Sandy was you go through changes in the local leadership, and if you look at the way we in the military grow up, we understand the pyramid -- the general right on down the chain. And what I found in Sandy is you had, if you drew out a map of New Jersey and New York, you had all these independent jurisdictions. And the Mayor of New York doesn't feel like he needs to go to the Governor of New York to ask for help. He wants to go direct to FEMA. The Bureau Chief doesn't feel like he needs to go that route either. So it bogs down getting the requirements.

What we're really looking hard at now is establishing, we've got people that live in most of these jurisdictions, so what Mike Edwards did in every county in Colorado, affected area, he had a liaison. Most of them lived there. Most of them knew the chief of police. They knew the fire chief. They knew the mayor. Captains, majors, senior NCOs. And they went in quickly and when I sat there last Saturday morning, those guys were piping in to the dual status commander giving him an update of what that county was thinking. What were their needs? So I think that's the big thing, is training.

I talked to the Governors during NGA about this, and then I got a chance, General Jacoby and I and the administrator of Fugate, got a chance last December to talk to the new Governors. I said you've got to get the requirements to us quick and let us know where you want us to plug in because that major knows what we have capable in a 24 hours or a 48 hours that we can move in to help you out.

One thing we're doing right now, we just started this yesterday, or Monday morning. We're thinking okay, the rain has finally stopped. The helicopters are about finished. The roads are devastated. I flew over. It reminded me of actually Hurricane Mitch when I responded there in '99 as a battalion commander. Mike Edwards, I called him up and said do you need some engineer support? He goes yeah, I would like to get some. I've got a civil engineer squadron. I want to bring them on. Then let's bring some engineers in. I said okay, we can do it out of end of year annual training. Let's get them in place now. Let's put in

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strike teams that can go in, dozer, dump truck. Team them up with the Department of Transportation. But you've got to build an exit strategy here because you'll get sucked in and never get out. And oh by the way, there's a whole lot of contractors out there that do this every day. But there's enough work for a long time.

We came back with three engineer companies now, this morning we're working on, just to be able to reopen rudimentary construction. But I would say that most of that's coming so quickly because he put those LNOs at the local level and we speeded up the response time.

Craig, if I could share one other thought with everyone, that probably keeps me up at night; I know it keeps Chuck Jacoby up. And I know it keeps Craig Fugate up, and it's a complex catastrophe. This nation is not ready.

We ran a C2 event down at Texas at 5<sup>th</sup> Army Headquarters. General Jacoby invited us down. FEMA came in. And it was an 8.0, we ran two scenarios, 8.0 on the San Andreas Fault, and we had the geologists do the impacts, how many casualties, how much infrastructure damage. Then we ran one on the Cascadia Reduction Zone up in Washington/Oregon with an 80 foot tidal wave coming. It was hard. It was really hard. Even our dual status command construct couldn't respond. The intent was to try to get tools and figure out how we get the C2 right so the President doesn't have to federalize everything. Keep the state in charge. Bolster the state government, the local. Show them, show the citizens that their local governments can't handle this. We couldn't get there. We ended up starting to talk about three stars. Especially when you go up in the Seattle area. You think about power projection, infrastructure in DoD that would be destroyed or the people wouldn't be able to get to work, a whole series of things like that. So that's the one that we've got to do more work on. We're doing some pretty good work right now. FEMA's doing some planning. I met with Craig Fugate a few weeks ago and he said hey, I owe you more definity on what I consider those complex -- He doesn't even call them complex catastrophes anymore. He says hey, it's a catastrophe. It doesn't get any worse than that. So we're working through that, trying to figure out how do you bring in all the interagency partners to come in and show support to the states and then get the states up.

The one thing that's already come out of that, though, is we have eight National Guard Divisions. Division Headquarters. They're designed and they're trained, command and control, 10,000 to 15,000 troops on the battlefield. We have now run half of those through the dual status command course. We're going to run all eight of them through the dual status command course. Under an

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EMEF agreement they can cross state lines if another state needed them, and the Governor can swear them in and make them the dual status. So now you have a division headquarters.

We can probably do some of that with the wings in the future too.

**Moderator:** Thanks, Frank. Those complex disasters, now disasters, calamities, kept me awake too and we asked Sandy Winfield this morning, does he feel more confident today that we can handle these large-scale disasters and he said in the C2 world we do, but it is a massive effort and it's very very difficult. I know our Chairman, George Moeller, lives in Huntington Beach, and if the Hayward Fault or the San Andreas Fault ever cuts loose there's going to be -- I'd never heard the term liquefied dirt, but dirt liquefies at some point so we've got to be pretty careful.

I've got a question that I think I'm going to have to pass to Sid because Sid has a panel this afternoon, and it's a tough one. I know there are Guardsmen and Reservists in this room and it is, what is the future of a combined Guard and Reserve? Do we advocate for that?

I don't know if you have a short answer to that, but I know other associations in town are looking at, as well as the commission, at a combination of the Guard and Reserve, and I was asked the question the other day myself. So, I'm interested in a short answer from you.

**General Grass:** I have been asked that on the Hill and other places. Once a month I get together with the RC Chiefs, Sid's there as well. We have breakfast together. To me in today's environment, I mean we've got an awful lot of work to do on the Budget Control Act and sequestration to try to get the force right. And I think this is something that folks who make the laws, who establish the reserve, have to take on. Not me.

From a business case, why would you have so many different organizations doing the same thing? But that's who we are, that's who we've been. There are things the Reserves do that we don't really want to get involved in. The IMA program. They do that very well.

I had a chance to visit the Marine Corps Reserve and watched what they do with the folks, the IRR, folks who are still obligated after they do their active service obligation. It's phenomenal, but it's not what we do in the Guard. We've got to stay focused on the homeland.

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So is there room for discussion? Yes. But I think the Hill's got to take that on. And every time GAO does a report and about every five years it comes up, and it usually comes back that this is too hard.

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