

Lieutenant General Stanley E. Clarke III
"Air National Guard Update"
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Lt Gen Clarke: Thanks Scott, I appreciate it. Good afternoon. I realize you have a choice of venues this afternoon, you can go listen to General Breedlove talk about the Russians or Dr. Jamie Morin's going to talk about what contractors can do for OSD. I'm sure there are some people interested in that discussion, but I hope you find the discussion about the Air National Guard interesting.

I'm going to talk more about people and Airmen than other things, but I've got a little bit in there about recap, modernization, some other concerns that we have and hopefully your questions, I'll be able to address those at the end and answer anything that you want to know about the Air National Guard or where we stand on different things, whether on policy, programming efforts, et cetera. So hopefully it will be a good session.

I'll start off with a little bit of who we are and what we're doing, Air National Guard strengths, and then kind of finish it up with the Total Force, One Air Force.

The slides, for those in the back it might be a little bit hard to read, but essentially what you get an idea of, looking at those stars, those are our units, our wings, and our geographically separated units scattered across the nation. You'll see me refer to this as one of the Air National Guard strengths in a little bit.

The other thing to note is that you've got a 12 percent AGR force; 18 percent technicians; and then 70 percent drill status Guardsmen out there. I find that as a strength as well, considering all the civilian expertise that goes in with the traditional Guardsman.

I'm going to give you a little graph here that I find helpful, and I call this the Balanced Strategy. That gives me an opportunity to focus our efforts and our resources on how we accomplish things in the Air National Guard. There are three parts to this.

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The first one is the warfight. I would say the Air National Guard is "A Proven Choice for Warfighting." I didn't say the only choice. I didn't say the best choice. I said "A Proven Choice." There are a lot of reasons for that. A lot of credit goes to the United States Air Force for ensuring that we are a proven choice for warfighting.

We do consider ourselves the "First Choice" when it comes to homeland operations. Why? We focus our efforts that way. Constitutionally we're organized to be first responders' assistants whenever it exceeds the capability of local and state government, it moves up to the National Guard to provide assistance.

Lastly, this one didn't occur to me until actually I became the Director of the Air National Guard. When I got full exposure to everything that we were doing in the National Guard, I started to recognize how big a portion of Security Cooperation for the nation that we were playing. I didn't say just the Air Force, for the nation. So I'll talk about that in a little bit.

The interesting thing to me is, even with a largely part-time force, the Air National Guard is "Always on Mission." If you have a Guardsman that returns from a deployment to Afghanistan, the very next day they might have a tornado, a fire, a flood, earthquake, something at home, and they'll be right back out doing something at home, protecting the citizenry, the local government or something where they're doing something in a domestic response capability, and doing that again with a part-time force.

It's a remarkable organization with remarkable people. So I always say we're "Always on Mission."

Under the warfight... This has been a big year when it comes to what the Director of the Air National Guard has been able to do in honoring the people who serve in the Air National Guard. Three Silver Stars, multiple Bronze Stars. I don't know that a Director, Air National Guard has had the year I've had in being a part of these medal ceremonies, going all the way back to Vietnam. It has been tremendous. And I don't take the credit

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for that. Obviously the Airmen do, that are out there performing these missions. I'm going to talk a little bit about some of these award winners, things that they did that they were recognized at this level.

Master Sergeant Michael Sears, New Jersey Air National Guard. EOD troop. So if you listen to this story of how the Silver Star was earned by this Master Sergeant, it almost reads like a Medal of Honor. Master Sergeant Sears was with a convoy unit that disabled two IEDs. That's no small feat in itself. I don't even like handling firecrackers let alone defusing IEDs out there, but he defuses two IEDs. Then later in the day the convoy gets attacked and the response that he does is for everybody else in the convoy, not for himself. An RPG hits a lead vehicle. He leaves the protection and cover of his vehicle, runs across a field to help pull a Polish soldier out of the vehicle that got hit by the RPG, the whole time taking enemy fire. Rips his shoulder out, dislocates his shoulder, catching the soldier as he falls out of the vehicle - drags him to safety. Continues to fire with one hand on the gun, the other one he's dragging the soldier. The fire became so intense he eventually just threw himself on top of the soldier to protect him from stray rounds. Continues to fire, recognizes he can't do enough in the position he's in, goes back across an open field of fire, tells some people he needs assistance over there, again crosses open field of fire being shot at to get back to the soldier, providing rescue combat life-saving skills, if you will. And the whole time he's shooting his gun back and forth at people and eventually ends up crossing the open field of fire one more time. Remarkable. I don't want to read the citation to you. Just if you have an opportunity, we can post it and let you see it. But it's amazing that we have individuals like this who perform the things that they do.

Nothing short of remarkable also is Master Sergeant Sparks. He is a Pararescueman from Alaska Air National Guard who showed up in a helicopter, multiple injuries on the ground already... casualties. He and another member drop down into the landing zone - completely hot. In fact right after they hit the ground an RPG goes off 20 feet from where they are, blows them both off their feet onto the ground. Despite being injured, went on to probably save anywhere from nine to ten individuals providing

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life-saving care through the training that he's received as a pararescueman. The whole time taking fire and never left, despite all his injuries that he had himself, he never left the battlefield. He was the last one to go - remarkable.

Other winners of awards... The top two and the one to the left, Bronze Stars, a couple of Bronze Stars with Valor, our Silver Star recipient, Doug Matthews in the lower right, are all members of the Portland Air National Guard, the Special Tactics Squadron. I had the opportunity to attend their medal ceremony this past March which if you know the Special Tactics world a little bit you understand that they work with Special Operations Forces in a variety of scenarios that often can be very complex and intense, but their ability to do the things that they do and the training that they have is nothing but exceptional. Indeed, I heard Admiral McRaven tell General Welsh that pound per pound he gets more out of the Special Tactics Squadrons than any other individuals in all of SOCOM. Let me say that again. The four star admiral Navy SEAL said that he gets more out of the Special Tactics Squadron from the Air Force, which includes the Air National Guard, than anybody else in SOCOM. That is a heck of a compliment.

These individuals all recognized for individual efforts that they did on the battlefields in Afghanistan. And Sergeant Matthews was recognized for a particular engagement where his vehicle was hit by an IED, did some combat, life-saving himself, injured, and engaged by the Taliban in multiple directions at different times, controls air power to take out multiple Taliban, and I have a videoclip at the very end that kind of shows a little bit more about what it is. So a little bit more entertainment at the end of my presentation for you... That's why you don't want to be in there listening to General Breedlove right now. He doesn't have a video like this one.

And oh by the way, Doug Mathews, are you in the room? No? Doug is an Air National Guard Outstanding Airman of the Year. He's also one of the 12 Air Force Outstanding Airmen of the Year. So you'll see a little bit more of Doug in a little bit.

And in a strange twist of fate those hairy individuals you saw on the previous slide, that's them flanking me, beside Chief

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Hotaling and myself. The one with the facial hair is now me. You can tell this is Mustache March when this was taken, so thank you, General Welsh. That picture was captured back the end of March.

In the first part of March I went up to Stewart Air Base in New York, the 105th Airlift Wing, and had the opportunity to present medals in that ceremony. This picture shows members of the 105th Base Defense Squadron. They're aligned with a squadron out of Moody Air Force Base, a Total Force composite effort, if you will, to support and defend air bases. They were in Bagram last year in June to December and in this one little squadron 12 Combat Action Medals; 12 Purple Hearts; and five Bronze Stars. Tragically, one of the members was killed in a firefight on September 5th, Staff Sergeant TJ Labraico. Sergeant Labraico's father is also a member of the Security Forces Squadron, and his mother is the Medical Group Commander. That's an Air National Guard family inside the Air Force family. You'll see that quite often in a lot of our units out there. We have many family members a part of the same unit, the same wing.

I think the fourth one from the left, the female there, she might be on Fox and Friends coming up pretty soon with the Secretary celebrating the Air Force's birthday. Two Purple Hearts. IEDs, firefights. This unit has seen it all out there. So you couldn't be prouder of these Airmen, and if you ask them, and I did, are you ready to go back and support this again? They go yeah, we'd do it again. It's the right thing for us to do. We wear this uniform. We recognize that's our responsibility.

Let's talk a little bit about the homeland. Listed here are a lot of the mission sets that we accomplish day in and day out for supporting the states and local governments out there when we're called upon to do so. Obviously a lot of news about Modular Airborne Fire Fighting System (MAFFS). That is a requirement that consistently every year for the last three of four years we've seen quite a bit of use of the [MAFFS] equipment and the crews who support this. Air Force Reserve has one squadron at Peterson, we have three squadrons that perform this mission.

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Homeland Response Force. Aerospace control alert. Almost the entire air defense over the nation is provided by the Air National Guard. The fighters, tankers and the command and control system are largely run by the Air National Guard. People tell me that we can't respond fast enough to do things. I can tell you, contrarily, yes we can. It depends on how you set the organization up.

Then a whole list of other missions that you can read about.

Then I talked about Security Cooperation earlier. As I traveled around I started to find more places where the Air National Guard was plugged in performing security cooperation that we don't really recognize too often and don't take credit for.

The idea is, though, the Air National Guard through the National Guard has a foundational support of the State Partnership Program, SPP. The State Partnership Program is built on enduring relationships that we have with nations overseas and is highly regarded by combatant commanders like General Breedlove for the things that we do in helping to assist the other nations with their military and their military including Airmen and the other nations where we have the program. That's just one piece of it, though.

There are multiple places where we're doing things beyond the State Partnership Program in the security cooperation realm. For instance, at Tucson, Arizona the 162nd Fighter Wing does nearly 100 percent of the foreign military training for F-16s. They've been doing it for years and doing an outstanding job of training. I just talked to General Rand about how good they're doing.

St. Joe [Joseph], Missouri. We have a unit that does the advanced airlift tactics training, along with Air Force Reserve but it's an Air National Guard unit that does the training for multiple countries. They fly all of the international flags and squadron building.

In Rhode Island, C-130J training. If you go to Rhode Island you'll find Iraqi Air Force members training side by side with members of the Rhode Island Air National Guard. At one point

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earlier this year you would have found Iraqis and Israelis there training with the Rhode Island Guard on C-130s.

So when I started discovering these programs around the different places, I started recognizing what level of effort we're doing not just with the State Partnership Program, but a lot of bilateral things that we have going on including countries like Israel. So we've got a big play in that, we just never took credit for it. We never talked about it. I'm talking about it.

National Commission on the Structure of the Air Force looked at a lot of things, provided some recommendations out there, some good recommendations. One place I don't think they looked at hard enough is looking at the strengths of each of the components and talking about what are the strengths and how would you include those strengths.

Let me talk about our strengths. I believe we have excellent Airmen and they're highly experienced. I also believe that because we're unit-structured -- we don't have an IMA [Individual Mobilization Augmentee] force -- we have the opportunity to present flags and have commanders who train the unit, get the unit inspected, prepare for deployments, deploy with them and return with them. That's the way our military was built, that's the way we liked to do it in the National Guard.

Dual use... Because of the unique structure of the National Guard we do Title 32 and Title 10 operations. We just can't do both at the same time. We have to be given an assignment to work one or the other. But the idea is you can support the state government, local authorities with Air National Guard members when called upon to do so. You can do it in State Active Duty status, you can do it with Title 32, and if required, go into Title 10 status in some cases, much like our Air Defense efforts.

We also, therefore, like the strength of being unit equipped. If you can be dual purpose you need to have your own equipment to do that. I'm happy with active associations on our equipment. I think most of the National Guard is. We probably

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could create more of those. But the idea is you have to be a unit equipped in order to be dual use and be unit structured.

Finally, as the slide showed earlier, we like being scattered across the nation. We think that reflects the character and the people of this nation, having units out there in multiple locations, including places where the Air Force doesn't even exist. Much in the New England area you'll find that.

All of this doesn't come without some challenges.

Recapitalization. We're very proud that we're part of the KC-46 program and the Joint Strike Fighter program. The problem is the nation's not going to recapitalize fast enough in order to ensure that we have units that are going to have equipment to operate, either performing the warfighting mission or the homeland operations.

The top there is a 1961 KC-135. The bottom is Sid Clarke's 1961 Corvette. Yes, I love that car. Yes, it looks cool. It turns on a dime, turns heads, runs like the wind. I don't trust it beyond 10 miles. [Laughter]. But we're asking Airmen to fly these 1961 tankers and older -- in fact we have one that's a 1957 model -- across thousands of miles, over even open ocean, at night, sometimes in adverse weather, and they do a great job of it.

But it would be much nicer if we were recapitalizing a little bit faster so they didn't have to fly airplanes that are much older than members themselves.

I went to the 126 Air Refueling Wing at Scott. We have an Air National Guard unit on Scott Air Force Base. That's their hangar. They took me inside and they said what do you think about this hangar? We can put two KC-135s in here simultaneously. That's how big it is. They asked.. are you impressed? I said actually I'm impressed because you don't have any airplanes in here at all. All eight of their airplanes were out there on the line flying - all eight of them. That's Eisenhower-era tankers all in flying operational condition. Now a lot of credit goes to the United States Air Force for that. They put the money behind the weapon system sustainment program

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to ensure that that happens. I also give a lot of credit to a bunch of experienced Airmen who make sure that those airplanes can fly. Going back to the strengths I was talking about earlier.

We operate off of funding to fix modernization and recapitalization with two sources. Obviously for programmatic efforts, working alongside the Air Force through normal programming channels to find the funding to repair airplanes, replace equipment as necessary. I kind of guide myself and the members of my staff on being safe, reliable, and compatible to ensure that we can operate and do warfighting requirements.

Where there are gaps and seams in the programmatic actions we try to fill that in with NGREA money -- National Guard Reserve and Equipment Account -- which Congress authorizes additional money on top of the programmatic money to ensure that we have equipment that can operate effectively and accomplish things with 1961 era tankers.

We also are working on a variety of programs I'll talk about in just a second that are domestic in nature, helping with domestic response. But by and large most of that equipment, nearly 90-something percent of it, is all dual use. In other words it can be used overseas for the warfight or used at home for homeland operations.

You see a picture of a robotic machine we're using for things like UOD, both at home or in the warfight. The Airmen use it at home or in the warfight. You kind of get the concept.

Our funding results, programs like real time, program for the C-130s, LAIRCM [Large Aircraft Infrared Countermeasures], the HMIT [Helmet Mounted Integrated Targeting] -- it's a new helmet mounted sight. In fact we have a unit over in Afghanistan that's flying with this new helmet mounted sight. It allows you to take all your weapons and sensors and put them on a point on the ground, just look at it, push a button, everything oriented towards that target of interest or point of interest. Also a center display unit, CDU, gives you remarkable imagery between your legs here where you can actually see something rather than having to stare at a little six inch screen off to the side of

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the cockpit. All of this was generated out of funding with NGREA money, improving what we already had.

And improvements to things like MAS. I'm talking about the homeland mission.

You can see the budget amounts that we've gotten over the last three years. We hope. We don't ask for the money, Congress gives us the money. We have a very tight process through our Weapons and Tactics Council, and JDOERS [Joint Domestic Operations Equipment Requirements]. Programmed to ensure that we have the funding appropriately identified, the requirements identified, the funding identified, that goes against it for what we need to do in the future to fill the seams and gaps.

We don't try to make our stuff better than anything that might be in the regular Air Force, we just try to make sure that we're as capable and we can meet combatant commander requirements. And we're trying to do it as low cost as possible.

So in total, looking at the Air Force, this is the slide I stole from General Welsh actually. He gave it in August. Three members here. If you can tell me who's who [regarding which component they represent], then you probably know them. If you don't know them you're going to have a very difficult time telling me who the Guardsman or the Reservist or the Regular Air Force member is in this picture. That's the way it should be. That's the way I hope it always is. Because clearly, we work so well together when we're deployed doing things. At home we can do the same thing and we rely on each other in a big way - very complementary of each other across the components.

I leave you this. These are the six Air National Guard Outstanding Airmen of the Year. When you read the bios and what they did and why they were selected, you just couldn't be happier and more impressed with the Americans that continue to step forward and wear the uniform. All of them are just honorable, live the core values, and perform excellent missions for the Air Force. So I'm very proud to even just be a part of the Air National Guard and the Air Force having people like this on our team.

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The last thing I'll leave you with is a little clip here I'll show. It's Sergeant Matthews (wearing the red beret there on this slide). He's the one I talked about earlier that received the Silver Star for his actions. He was in with some Special Operations troops when the vehicle hit a 300 pound IED. He was riding on the back of the vehicle. Got blown about 10 feet into the air, hit the ground, stood up, and his GoPro camera was hanging over his face. That's how he remembered he had a camera at all. He flipped it back up, locked it in position on his helmet and continued to film while they were under attack from the Taliban. Then how he turned around and helped with the attack back on the Taliban. So I hope you appreciate the video. I think Chief Hotaling does a really good job of introducing him in a second when I click to it. I hope that it works.

[Video shown]

By the way, you saw him standing next to a rather robust Army individual. That was the Captain, a Green Beret that was inside the vehicle when the IED went off. Essentially blew off about this much of his leg. All this is on video, so we condensed the video down to the audience that might appreciate it. But that captain was a lineman for the University of Iowa. Probably weighs about 260 pounds just standing there in nothing but his civilian clothes. Along with his gear I'm sure he weighed about 300 pounds. In the video, they cut that part out, but Doug grabs the captain along with another member and drags him up a hill to safety to get him away from the vehicle that was still on fire. Most individuals probably couldn't do that, so if you're in the STS world you better enjoy things like cross-fit and other things and enjoy doing flutter kicks at 1:00 in the morning in 32-degree water to get through the program.

When you meet people like that you're just impressed beyond words. So good on Doug for what he did for the Air Force, for that team that day, and also for the good of the nation and what that means.

I'm just proud of Doug and looking forward to seeing him get recognized as one of the 12 Outstanding Airmen of the Year for the Air Force.

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With that, I can't top that, the performance of these individuals. I'm happy to take any questions that somebody might have.

Moderator: Flexibility being the key to air power, since I didn't have a question picker-upper, I've got a mike. If you raise your hand I'll come to you, you ask your question.

Lt Gen Clarke: The Civil Air Patrol bailed on us.

Moderator: I guess so. It must have been Happy Hour.

Audience: General, what do you see as the future of the A-10 force? And what do you think its impact is going to be on the Air National Guard overall?

Lt Gen Clarke: The A-10 is going to be around with us a while longer. And the -- I flew the A-10. I've got to tell you, it's a remarkable airplane. In fact my favorite weapon on the airplane, you heard it on the video there when it does the strafe, it is truly a great holster weapon to have that 20mm canon. If you've never been anywhere on the ground close when that thing goes off, it's quite impressive.

But I also am bounded by reality. That Malaysian airliner, tragic as though it could be about being shot down over Ukraine kind of covered the story over the rest of what happened in Ukraine in the airspace with fighter aircraft being shot down. The future holds that that's the environment we're likely to face that would require us to move onto something that might be more survivable. As much as I love the A-10 and its capabilities, even if you're a ground commander of a land forces unit you might want to hope that airplanes can actually get to the place you're at in order to provide close air support.

I've also been a big proponent of making sure people understand that close air support is a mission. It's not an aircraft. Indeed, no aircraft has ever killed any target with the exception of probably kamikaze attacks. The weapon kills the target and you want to make sure that the weapon can get to the target. Therefore the airplane has to get to a certain position where it can deliver the weapon.

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So I'm kind of bounded by the reality of the future. It's a little bit hard to sell the future to people who can't see it. I think President Kennedy did a real good job of selling the future for the space program as a parallel, but the Air Force desperately needs to move on to the concepts that we have in the Air Force 2023, and I don't see the A-10 actually being a part of that.

Moderator: A couple of years ago of course there was this issue of the Active Duty Air Force stepping out with force reduction plans which included the Air National Guard which really apparently wasn't consulted to the extent that they probably should have been. It appears that's been fixed. I'd like you to confirm that.

But even then, if force structure's going to be reduced which is probably going to happen in the future, and the Air National Guard is part of that, what prevents an Air National Guard which is targeted from closing turning around, all politicians being local, talking to the governor and their congressmen and blocking the actions that you have agree with the Total Force.

Lt Gen Clarke: Fair question. Actually this isn't an Air National Guard problem. Exactly what did we divest in the '15 POM of any aircraft in the Air Force? Regardless of where it was based and who it belonged to. So this is a much bigger problem than just Air National Guard, all politics being local, as you said.

However, I think NDAA 13, the way it came out because of the conflicting opinions that people had, including organizations like the Council of Governors, forced a different result. It forced out the National Commission on the Structure of the Air Force, but the Air Force jumped out in front of this with the Total Force Task Force, now called the Total Force Continuum, to address these issues about how do we take the best of what we have in order to produce the best force? This is much the way it is in the joint world. Jointness isn't just finding a way to get along with each other. Jointness is bringing the best of what you offer to the table in order to produce the best military.

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So we're trying to find where that solution set exists between the different components, and all of this is being steered and led by the Secretary of the Air Force and the Chief of Staff of the Air Force. So when you look at the improvement in the relationships and other things that have happened in time, a lot of credit goes to Secretary James, previously Acting Secretary Fanning, and General Welsh through all of that. They've done I think a remarkable job of doing things like inclusion of some adjutants generals to have a discussion. The MAJCOM commanders have reached out to the Guard in different ways. So we've had different approaches to how would you build the best force with the limited resources that we have out there?

If you don't mind I'll just take one moment to mention that General Welsh has spoken about the need to kind of stabilize where the Regular Air Force is going to be in the future with regard to the total number of people. I agree with him. At some point here we need to snap the line on where the Air Force stands with its force structure and we all need to get behind that and support it. And if we want to grow the Guard and Reserve after that, that's fine. But institutional Air Force cannot be drawn down any farther without being a big penalty to the Guard and Reserve.

So now not only have you taken down the Regular Air Force, you're also starting to impact the Guard and Reserve at the same time, and we're counting on the Guard and Reserve in a big way. All of that is a testament to it. Thousands of Air National Guard members are mobilized right now, and I'm telling you, I am pushing a lot more mobilizations to the adjutants general every day.

So the future holds that we've got to work this in best solution sets with limited dollars, but we need to advocate for each other through all of this. Advocacy during the '13 POM didn't happen. That advocacy kind of fractured. Now I think we're kind of looking at this in a more Total Force way.

Again, that credit goes to the Chief and the Secretary.

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Audience: Sir, Ron Melcky from South Dakota. I'm the state ESGR chair. We talk a lot --

Lt Gen Clarke: Thank you for what you do.

Audience: Thank you, sir.

We talk a lot about the Guard wanting to continue to be an operational force and our young men and women in the Guard want to be an operational force. My concern is as we do more, and we want to do more, what's the impact on our employers? I'm curious what you see regarding impact on employers.

Lt Gen Clarke: That's a great point and it's one that I've had discussion with multiple people about. My four pillars of the Total Force are we've got to meet the same standards; the second one is we've got to take the same inspections; the third one is operational engagement, to what you're talking about; the fourth one is resourcing to ensure that those first three pillars can actually stand tall.

When it comes to operational engagement how much we actually perform as one of the reserve components to the Air Force has to be done in a way that has maximum flexibility built into it.

I often tell people, tell us "what to do," don't tell us "how to do it." We'll make sure that people are there. And because they're trained to the same standard, because they take the same inspections when they show up, regardless of however long they're there, they're going to do a great job for you and we have proven that not in the last 12 years. This is going back to when we got on the first string called the AEF back in the mid '90s.

So I never want to over-commit. I never want to over-promise, but I think what I'm seeing out of our Airmen, what I'm seeing out of the employers and their families of the Airmen is actually pretty healthy right now.

Maybe you're hearing a lot of complaints that I'm not hearing about, but if you're hearing them you need to share them with me because I'm not hearing them right now.

This nation continues to support its military including the Air National Guard in a very healthy way. I can't walk through an airport with a uniform on without somebody running up, patting me on the back, saying I just want to shake your hand. Can I buy you an ice cream? Something like that. As long as this nation stands behind the military that way you're going to continue to see people step forward and say I want to serve. I want to wear this uniform. I'm willing to deploy overseas to do that warfighting mission I was talking about.

I appreciate what you're doing. Maybe you help snuff the fires out so I haven't heard about them with employers out there, but it's remarkable. I also told Senator Graham this in testimony. I said what's interesting to me is a lot of people have built their civilian life around their Guard life. It didn't use to be that way. Everybody built their Guard life around their civilian life. It's just become a natural progression of things where people have different jobs, different types of jobs, different ways to perform their jobs and coupled with that the nation's appreciation for what the military does day in and day out.

So it's a marked movement in time that I don't think we've recognized, but it's happened.

Audience: Have the latest operations against ISIL had any impact on the Guard operations yet?

Lt Gen Clarke: We've been involved. From a classified perspective I can't go into the different mission sets, but we've been engaged and involved in that. The important thing is, when we stood up units like remotely piloted aircraft units in the National Guard, I think that was fairly clever because the idea was, a lot of it is a stateside performance of doing remote split operations with remotely piloted aircraft. The intelligence support, the DCGS's [Distributed Common Ground System], those types of things where we're doing the processing, exploitation, dissemination of intelligence, a lot of that was stateside so it wasn't a heavy deployment type of mission set. It was good. But also the idea that if you treat it like a rheostat, you pour in the O&M and the man days to crank that

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unit up when the ISR requirements are higher, you can also dial it back down when you don't need it. You're not paying for a lot of full time personnel to do that mission set. So that was probably a good one.

I don't know that we necessarily designed it that way. That's the way intended up. So maybe we got lucky on that. But it works very well. And the Guardsmen, one of the Guardsmen by the way, Air National Guard Outstanding Airman of the Year from Houston is a remotely piloted aircraft sensor operator. Even seeing some of the members of the remotely piloted aircraft unit in California do the domestic operations with RPAs, helping to fight the wild fires, also doing the overseas mission simultaneously. And oh by the way, doing security cooperation stuff down in Mexico. Language speakers.

Full circle. That whole circle I talked about.

Moderator: Sir, thank you very much. We appreciate you being here.

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