

Lieutenant General James Jackson
"State of the Air Force Reserve"
AFA - Air & Space Conference and Technology Exposition
15 September 2014

Lt Gen Jackson: It's always a problem when you introduce people in the crowd because you always leave somebody out, but that's okay.

This is pretty good. When you bring an audience of your own into town you can fill up a room, Craig. It works out pretty well. But no, if you're not aware, we currently are also having our Pinnacle meeting here today and tomorrow which is all the Air Force Reserve two star generals and one star and two star billets so that we can have a pretty big strategic discussion on where we want to go as a component and as a command.

So if you don't know the guy or gal next to you, just go ahead and tap them on the shoulder and say hi.

This is who I am. I've been in the job for about two years now, so halfway through the tour. The Chief and the Secretary haven't fired me yet, so I guess they think I'm doing a pretty good job. And I have to tell you, just like General McKinley said, boy, I couldn't ask for better bosses. We've all had the time in our career where we said wow, I wish I didn't have that person or this person as a boss. I absolutely cannot say enough great things about Chief Welsh and Secretary James.

I'll tell you, it does cause some consternation on the staff, because neither one of them wants to let any grass grow underneath their feet when it comes to moving out on a few of the topics that we're going to talk about today.

So when Secretary James calls in the office and says JJ, what do you think of this? I'll say, yes, ma'am, that sounds like a great idea to me, but can we run it through the staff first? She does that a fair amount of time. That's what causes a little bit of the angst. But I tell you, it's great leadership, absolutely no issues at all between the three components when it comes to how we're trying to move out as a total force.

Next slide.

State of the Air Force Reserve - 9/15/14

We're going to go ahead and show you a real quick video. Two and a half minutes. You're going to enjoy it. So please, take your time and go ahead and listen to it.

[Video shown].

Obviously that's our brand, that's your brand, your Air Force Reserve brand, and what we've tried to do is I'll keep folding all the pieces of being a Citizen Airman and tie it to obviously the Airman's Creed.

The 4th Combat Com Group [4th Combat Camera Squadron], a squadron on the West Coast, did a great job of putting that together, so thank you very much for your time on that.

Craig, I want to say thanks once again for introducing the Reserve guy. Second year in a row. This is working our pretty well. I appreciate all the support. And as I mentioned to you previously, I want to say thank you very much to the Air Force Association for supporting our Pinnacle meeting here this week.

Obviously you may notice that a lot of the one and two stars in the audience, like I said, belong to the Reserve. If you haven't met some of them, please go ahead and do that.

I also want to show you basically just a few things. We're going to kick it off with the next slide, we're going to go ahead and start with this.

How many folks have read the Chief's and Secretary's Strategic Framework yet? I would recommend that to you highly. As I'm looking through that document of course what I say, an inside voice, what does that mean to the Air Force Reserve? What does that mean to our Air Force Reserve Command MAJCOM? How does the Citizen Airman fit into that document?

What you want to do when it comes to, the big take-away point here, if you haven't read it, is strategic agility. So what do we want to do as an Air Force Reserve, as one of the three components of the Air Force, to make sure that we are

State of the Air Force Reserve - 9/15/14

strategically agile? It talks about strategic agility having the attributes of flexibility, adaptability, and responsiveness. And it talks about balancing between all three of those areas.

So I'm going to drill down just a bit in each one of those so that you get at least our insight in what we think the Air Force Reserve does for the nation, but also how we fit into this new strategic framework from the Chief and the Secretary.

Next slide.

Those are the three areas that we're going to talk about. Balancing that strategic ability from a strategic framework.

Next slide.

The first one is flexibility. If you've heard me speak before, every time I get asked the question, JJ, are you an operational reserve or a strategic reserve? I like to kind of put that question aside and I say that we're neither. I think we've moved way past those discussions. To be honest with you, those two terms have a lot of baggage, particularly if you get in a room with a bunch of Army bubbas. So what I like to say is that we as an Air Force Reserve Component provide trained Citizen Airmen, operational capability to the nation every single day, strategic depth, and surge capacity. So as a very simple-minded pilot, when we're talking about force structure, when we're talking about manpower, when we're talking about TOA and money, I can pretty easily bin into those three areas.

How much does the Air Force need when it comes to operational capability every single day? How much does the Air Force want when it comes to each one of those three? And how much do they want in the Reserve Component, which is where we fit in? Then the last part is, how much of those three bins can we afford? That has risen to the top of the discussion nowadays with the fiscal constraints and all the issues we have with funding. But at least if I try and put everything into those three mission areas and those three bins, I can put on the table trade space for our senior leaders and we can have that discussion.

Professional Word Processing & Transcribing
(801) 556-7255

State of the Air Force Reserve - 9/15/14

Next slide.

So here's the operational capability part of it. We provide this daily to combatant commanders and also to the other MAJCOMs.

As we all know, the world's a very uncertain place. Some people might say that Europe is going back to the future when it comes to the problems with Russia. On any given day at least 5,000 Citizen Airmen from the Air Force Reserve have been mobilized or are doing combatant commander work for support of Active Duty force structure overseas.

The Chief likes to talk about this daily capability and operational capability as being the wallpaper that the Air Force provides to the nation. He'll call it wallpaper sometimes. I've heard him talk about a light switch. You walk in the room, you turn on the light. The light goes on. You don't care nor do you think about what went into all of that. But it happens, and it happens every single time you do it. Sometimes you've heard the Chief talk about we haven't had a bomb drop on an Army guy since the 1950s. That's exactly what the Air Force Reserve helps us buy with the operational capability every single day.

We provide cyber support. We're in every single mission support area and every single operational mission that Active Duty is in with the exception of we don't sit in silos right now and we don't fly U-2s right now. But any other mission set that the Active Duty regular Air Force has with a blue suit or a flight suit or an ABU on, the Air Force Reserve has a piece of that mission set.

So as you go around the horn you can see all the parts of it there. Air superiority, global precision attack, rapid mobility, special ops and PR, education, training, command and control, agile combat support, space and cyber, ISR and nuclear deterrence.

Professional Word Processing & Transcribing
(801) 556-7255

State of the Air Force Reserve - 9/15/14

Now what you have to keep in mind is that the Air Force Reserve has approximately 70,000 members. We're kind of the small partner in the three components with the Active Duty having 310, give or take; the Guard having about 106. We're that little guy that just keeps chugging along providing support and making sure things happen.

Of those 70,000, 75 percent are part time. They have other employers. They may have other careers. So it's really difficult sometimes when we're working our way through the pieces of the puzzle to make people do things. It has to be asked, not tasked. It has to be volunteerism on behalf of our members so every single time we make a decision whether it's AEF next or whether it's daily operational support and mobilization processes, or whether it's to come serve on the Joint Staff to get force development pyramids done, the people have to want to do it because most of the folks within our selective reserve we cannot force do to that type of stuff.

So that's where we have a slightly different challenge than obviously the Reg AF has when it comes to doing some of those things.

This also kind of lends support to the conversation about okay, so with all these mission sets there are some pieces of this mission set that you don't need to pay for 24x7x365. You see examples of that with the hurricane hunters. Our outstanding wing down at Keesler, Mississippi delivers the sole support for hurricane hunters during the hurricane season, but you only need them from July to November. You don't need them all year long. So the rest of the year they're providing C-130 support just like any other combat coded unit.

Same with the firefighters. That's a mission set that we share with the Air National Guard. We have 25 percent of that mission capability; the Guard has the other 75 percent. But the Active Duty has zero. When you need it, you need it when you need it, but you don't need it the rest of the year. So obviously the MAFF systems in the Air National Guard and the Air Force Reserve provide great support to the Governors and to the nation and

Professional Word Processing & Transcribing
(801) 556-7255

State of the Air Force Reserve - 9/15/14

they protect our citizens every single day, but you don't have to pay for it every single day of the year, year after year after year.

And oh by the way, it's OPM. It's other people's money. The Department of Interior actually gives us the money to do that mission set. So when we can use OPM it's always a good thing.

Next slide.

The last example I'll give when we talk about niche or small mission sets that don't reside in Active Duty has to do with our aerial spray. The Youngstown folks do a great job during Deep Water Horizon of providing support to the nation, but that does not reside anywhere within Active Duty or the Air National Guard. We're pretty proud of the fact that these specific mission sets can be provided on a moment's notice, but that we do it at a more efficient level.

This is the strategic depth part of the flexibility. Every day the Secretary and the President can reach into the top three tiers there and pull up manpower. You can see the Selective Reserve, about 70,000 on top. We have an Individual Ready Reserve of 34,000. And of course if you're an Active Duty member and you get an annuity paycheck, retired paycheck, you're in the Reserve. Air Reserve Personnel Center takes care of and monitors all of those folks for us. So that's 670,000, 680,000 (math in public) that the President and the Secretary can go ahead and reach right into every single day. That's your strategic reserve obviously.

Next slide.

The last part's surge capacity. Number three in those three bins of flexibility and the strategic agility I talked to you about.

Obviously we have the ability, we've proven it every single day, to show that the Air Force Reserve is ready to go at a moment's notice. Most of our doc statements are in line with the Active

State of the Air Force Reserve - 9/15/14

Duty doc statements, without getting classified. When the Air Force needs to turn up the dial they come to us and the Air National Guard to do that because we have the capacity, the capability to do that.

We train at the same standards, we get inspected at the same level, and we're ready to go ahead and serve the nation when called.

I'll give you the latest example. It has to do obviously with Iraq. We've grown our ISR footprint to about 14 squadrons now, flying RPAs and all the other pieces that support that mission set. We have currently in place an ISR wing or group, I should say, at Wright-Patterson because you want to put in place the opportunity for squadron commanders in an ISR squadron to be a group commander at the O6 level and make its way up to the upper echelons of leadership within the Air Force Reserve and the Air Force.

When we started genning up operations over there, our unit at Langley was the one that got the call. They have all the experience. They have the ability to go ahead and process the data and fuse all the data, so it was the 63rd Intel Squadron at Langley that's actually doing all the work right now over in the sandbox.

When they get done, when we get done, they'll go back to their civilian employer. That's how we do business.

Youngstown, Ohio, I'd already mentioned the spray mission, they're also the ones that sent the C-130s over there to do the air drop of supplies, 26,000 bottles of water and about 16-18 tons worth of cargo and meals to the folks trapped on the mountain top. We got a call one evening, we got the airplanes over there, and obviously they did the mission set with the Active Duty in support. Once again, when it's over they'll go back to their civilian employer.

Next slide.

State of the Air Force Reserve - 9/15/14

Flexibility. The Chief likes to talk about flexibility in the strategic framework and also in the call to the future he talks about a multi-domain approach to our five core mission areas. If you've heard him speak he likes to focus on the five core mission areas of the Air Force. It's what we've been doing since 1947. When you get down to that level, he's right. Those are the five areas that we have not changed in our whole history.

So what I like to pile on top of that, it says you've got five core mission areas, you need a multi-domain approach to those -- air, space, cyber. You also need to be considered a multi-component approach to those -- Active Duty, Air Force Reserve, Air National Guard. Because all three components, and you've heard on me speak on this probably in the past, have their strengths that can be compelling when you're doing a certain mission set. They can be extremely useful if you put them in the right environment to operate. So all three components should be considered when we're talking about all the mission sets of our formation.

You've heard the Secretary and Chief talk in agreement with that. You've heard the National Commission make a recommendation on that. And I'll tell you, that is one area where the Secretary and Chief are in agreement is that we do want to make sure that all three components are considered not only to move mission set and possibly force structure, but also for the emerging mission sets. One of the examples we have within the Air Force Reserve is standing up of our Cyber Operations Group down at San Antonio and also about ten cyber squadrons and units and six site CBTs that are going to be part of the CYBERCOM requirement. So all three components, and the Air National Guard is doing the same thing with AFSPACE on the active duty side, are going to meet the cyber requirement. And the good news is, we started that conversation on the front end so that we can actually get all the benefits in the synergy that you can achieve when you plan from the beginning.

Next slide.

State of the Air Force Reserve - 9/15/14

Adaptability. This basically is our people. When you get really down to it it's really simple, but the two areas I like to talk about is how adaptable are our people, but also how do those 98.6 weapon systems get integrated to provide the greatest effect for our Air Force? So let's talk about integration first.

Right now the Air Force Reserve members are integrated at every level in the Air Force. We are one of ten major commands. We have approximately 150 Active Duty members at the Air Force Reserve Command headquarters at Warner Robbins. That's integration.

If you look across all the other nine major commands, give or take a little bit, we have about 10 percent of the funded positions on the unit manning document at each major command. That's integration.

If you look at the Air Staff and the Secretary's Staff, we have about 12 percent of the funded positions on the UMD at the headquarters staff.

Now you lay on top of that all the one and two star Reserve GO's you see in this room, they are assigned to other MAJCOMs and have other combatant commander responsibilities. They are integrated at those levels also. That's integration.

Can we do it better? Absolutely.

I tell you once again, I'll go back to my opening comments about the Chief in particular, there's not a single vacancy, either Joint or Active Duty Air Force that the Air Force Reserve does not get an opportunity to nominate someone for. If it's coming open, the DPG and the Chief come to us and say give me a name, JJ, and I'm very happy about that because we've seen some great opportunities for our folks. And we currently have the maximum number of pinned-on general officers we can have by law based on those opportunities that the Chief and Secretary have offered us.

Professional Word Processing & Transcribing
(801) 556-7255

State of the Air Force Reserve - 9/15/14

Integration, associations.

Next slide.

The Air Force Reserve Command and Air Force Reserve have been doing associations since 1968, the first ones being in the C-141s. We've had this model for a long time. We think it's a pretty good model. We think it's one of the strengths of the Air Force Reserve. We know that two-thirds of the current associations are within the Air Force Reserve component. We think it's a cost-efficient sharing of equipment, training, facilities and infrastructure. Mission effective use of the manpower and the resources when you've got particularly a cost-constrained environment you've got to make decisions on.

But the last bullet's the most important one. We know that if you're an active duty associate, a squadron in our F-16 wing at Fort Worth, we know that the communication and the relationship building is there when that happens every single day. On the flight line, in the back shop, in flying airplanes. We know that the active association at Whiteman and the active association of C-130s at Peterson Field is good for our Air Force. Because it takes two components and builds upon the strengths of both of them.

The example out in Colorado Springs is that AMC continually sends us more three levels than we can possibly handle because we can kick them out and train them up to five, and get them back out the door again. We do that at twice the rate of an Active Duty C-130 wing.

The proof is in the pudding when you talk about F-16 upgrades to instructor pilot and flight lead within Fort Worth and also Homestead. We do that at three times the rate of an Active Duty unit.

Those are good things and we shouldn't throw out those opportunities when we're talking about components and force structure. So we need to be thinking about those all the time.

Professional Word Processing & Transcribing
(801) 556-7255

State of the Air Force Reserve - 9/15/14

Next slide.

This is the 10 percent integration I was telling you about with the Active Duty staff. About 10 percent. Some are eight, some are 12. We do that with the IMA program, the Individual Mobilization Augmentee program, and of course our AGRs. We only have about 28, just below 3,000 AGR members within the Air Force Reserve. But we have about 8,000, 8,500 IMAs. Those are funded Air Force Reserve billets that give our members force development opportunities working for another major command, another agency, or another combatant command. It allows our folks to transition in status, participation status, which once again is one of our strengths. You can start as an Air Reserve technician, you might go into a full time AGR billet or you may go into an IMA billet that's funded with Reserve or Active Duty appropriation to get your joint time, then you go back into Air Reserve technician status or you stay in one of those other statuses to get what you need to be a leader for the Air Force. Because that's what we try to do. We try to give everyone an opportunity that wants it, once again voluntary, the ability to get all the skill sets and arrows of the quiver they need to be successful at the senior leader level. We can't do it for everybody, truth in lending. But we have the pathway and opportunities for most folks within each mission set that want to do it to achieve their way to the top.

Next slide. Integration with your community. We talked about basing. Of course you talked about the Chief and Secretary have spoken on numerous occasions about we have as an Air Force too much infrastructure. The Air Force Reserve only owns nine installations that we actually own and operate. We are tenants at the other installations, at the other 58 locations. Once again, we think that's a pretty efficient model because you're sharing the infrastructure, but in addition you're sharing and communicating across components when you do that. You can see the patches for the 4th Air Force out in California, 10th Air Force down at Texas, Air Reserve Personnel Center in Colorado if you can't actually see the insignias. 22nd Air Force down at Georgia with Air Force Reserve Command headquarters at

State of the Air Force Reserve - 9/15/14

Warner Robbins and of course the Chief of the Air Force Reserve Staff up in the Pentagon.

Next slide.

Adaptability. I like this slide. I think it explains our Total Force continuum pretty well. It's really about two parts, our Airmen and the mission.

You probably saw, if you read the National Commission like I have, of course I have it under my pillow at night so I make sure I know what's in it, and through osmosis I figured out there's 42 different recommendations in that report. And then what the Chief and Secretary have done is stood up a total force continuum effort at the Air Staff. Through some really smart people, present company excluded, we've got about 70-some-odd recommendations that we're putting in front of the Secretary and Chief and that we are tracking to closure.

The Secretary mentioned today, or maybe the Chief did. There's a report due to Congress on the National Commission on Structure of the Air Force that's due and it looks like we may have to do a report every single year. So the total force continuum, run by three one stars -- one Active, one Guard and one Reserve right now, and before them it was three more one stars, and before them it was three two stars. They're the one with the staff, being the Secretariat for the TFI Executive Committee that the Secretary has stood up. And it's in that forum in the executive committee where we are actually having the discussions and the hard discussions about total force continuum and what we need to fix on those 70 recommendations and others, that we think are a good idea for our Air Force.

Next slide.

The last one, responsiveness when it comes to strategic ability to me is readiness. This is a huge focus area for our Air Force and of course for me as the Air Force Reserve Command commander.

State of the Air Force Reserve - 9/15/14

Part of the responsiveness and readiness has to do with our force structure and with our organization. I've already spoken to the part that we are trained to, inspected to the same Active Duty standards. If it's one of our organizational units and we own the iron, usually we'll go ahead and lead the inspection team with Air Mobility Command, Air Force Special Operations Command, AFSPACE, augmenting our team. If the Active Duty owns the iron like the C-17s at Charleston, then we augment their inspection team to make sure that everyone is getting inspected to the same level, same standards. Everyone gets a fair grade. And everyone is able to put on their best hat with it comes to the IG.

The Reserve work/life balance once again is part of that readiness. Maybe more so for us as a Reserve Component participant than possibly for the Regular Air Force. But I'll tell you, I told my leadership today, we've had 14 suicides within the Air Force Reserve this past 12 months. That's way too many. So we have to watch how our Airmen keep this in balance. How do our Airmen keep their family, their work and their life in balance while they're participating in doing the nation's work?

Next slide.

This is the organizational structure I referred to. We've got three Numbered Air Forces. They're divided up pretty much by mission sets. You can see 4th Air Force is responsible for strategic reach. Brigadier General Jay Flournoy is the commander there, does an awesome job.

Power and vigilance, 10th Air Force, has all the Combat Air Forces, Cyber, Space, Combat Rescue. Major General Blaze Binger is turning the reins over to Brigadier General Rich Scobee in the near future. He'll do an awesome job. Blaze has done an awesome job.

And then tactical reach and command support which basically is 22nd Air Force commanded by Major General Stayce Harris. She just got in the seat not too long ago, and I found out one

Professional Word Processing & Transcribing
(801) 556-7255

State of the Air Force Reserve - 9/15/14

important thing at her pin on, her assumption of command. I don't like to follow the Chief of Staff when he gives a speech. He's really good. General Darren McDew is a close second. He had everyone in tears and laughing at the same time. Those are the two four stars I never want to follow when I give a speech. Note to self. But Stayce owns all the C-130s and all the agile combat support, which it's similar to Active Duty, probably similar to the Guard also, 70-some-odd percent of our manpower is in this enterprise, in the agile combat support enterprise. It's kind of surprising.

Next slide.

I've already talked about all of this.

Next slide.

The Reserve work/balance is probably the last thing I want to talk to you about. Like I said, we do a very good job, I think, of monitoring the participation from our employers and our employees. We use the DMVC data which comes out every single year where we interview and survey all of our members and the employers. Employer support is still well above 75 to 78 percent for Reserve and Guard members in their companies. The members themselves, their support and their ability to participate and their satisfaction with their employers is well over 78 percent. Obviously you saw an awards ceremony if you came early on today where the Air National Guard and the Air Force Reserve recognized their civilian employers that we nominated as an outstanding supporter of their mission. We try and do that as much as possible. But right now with our retention above high 80s, and our ESGR complaints and our employer support above the high 70s. And we've been doing this for about 13-14 years. WE feel we're in a good place.

I'll give you a data point. 75 percent of all of our Air Force Reserve members have joined since 9/11. So they don't know anything else than what we've been doing. So we're pretty comfortable with where we are and we're pretty comfortable when we sit around a table and say okay, what mission sets could

Professional Word Processing & Transcribing
(801) 556-7255

State of the Air Force Reserve - 9/15/14

possibly migrate into a different component? Can you sustain that? And do your people want to do this?

Next slide.

Your Citizen Airmen are stationed locally, serving globally. We've got a diverse, broad portfolio of missions. We know we're cost-efficient for the nation and in some mission sets more than others. That's where we're doing all the analysis that the secretary talked about. And of course the bottom line is that what we want to do is capture as many Airmen for life as we can. Whether you come in from the Active Duty, the Air National Guard or Air Force Reserve, at the six year point you're worth about \$600K. Everyone with a uniform on is worth half a million bucks or more. Why would we want those people to walk away from a life of service in the Air Force? We don't.

Active Duty manpower right now is coming down. It was going to be about 25, I think the latest numbers I've seen is about 15-18,000. We're trying to capture every single one of those that we can to keep that investment intact for our Air Force. We're seeing some success with that.

Our prior service numbers have gone up from 48 percent to over 56 percent. Our Air Reserve technician applications for vacancies, we usually get about 5,000 per year. We blew through 5,000 in the first four months of the year. So we've got great Active Duty Airmen that want to join the Reserve that are making choices right now. So what I like to tell the Chief and Secretary is, if I don't have a position and end strength to gain them into, I can't capture them for you. The other part is, this is a time-sensitive mission. We've got about two to three years and that's going to be it. Those folks are going to make a decision, go down a pathway and they'll be lost forever, or they'll be captured by us and the Air National Guard to continue serving in this uniform [inaudible].

Next slide.

State of the Air Force Reserve - 9/15/14

Two patches. You're probably familiar, I'm wearing two hats as the Chief of the Air Force Reserve and the Commander, Air Force Reserve Command. I'll be honest in telling you that the thing that, most people say what keeps you up at night? The only thing that keeps me up at night because I've got great leaders like I have in this room right here, is messing this job up. I've got 70,000 Airmen that rely on all of us. We've got to do our very best to be leadership for them. We've got to do our very best to give them what they need and of course we have to do our very best to be a strong member of the total force team to deliver air power for the nation.

So thanks for our time today. I'm ready to open it up for any questions if Craig wants to do that. Thanks for your time today.

Moderator: Thanks, JJ. Well done.

Air Force Reserve in AIS mission sets. Why not missile silos?

Lt Gen Jackson: I did mention, we don't currently sit alert in mission silos. We also do not fly the U-2. The Air National Guard has a great association in security forces in the missile field. You saw mentioned in the National Commission, if you read that report, about the Air Force Reserve and the Reserve Component getting more into the nuclear mission. I'm happy to report that our 307th Bomb Wing which does the schoolhouse for B-52s and has combat coded capability in B-52s, passed their nuclear inspection with flying colors. One of the highest grades that the Inspector General had seen. I'll give you another tidbit. We had a load crew that was four Reserve members that weren't supposed to be inspected. They got called in at the last moment as an additional inspection and they scored the highest that the IG had ever seen.

So we're pretty happy with where we are with the B-52s and the nuclear deterrence piece of the pie. I'm not sure that the missile silos would be a great fit for us but I'll tell you that's one of the mission areas that those 80 percent that we've

State of the Air Force Reserve - 9/15/14

talked about that the Secretary and Chief have asked us to look into.

Moderator: I know Charlie and I worked the PRP program issues. Have those been resolved? Have we broken the code on how that works?

Lt Gen Jackson: They have. We wouldn't have part-time members serving alert with B-52s if we hadn't done all the work that you and General Stenner had put together to help get rid of those requirements. So the good news is that we have good leadership that continues to want to work those issues and I think the nuclear mission set can be something we can continue to march our way into.

Moderator: Anybody else want to jump up and ask a question? This is a time to shine in front of your boss. I always enjoyed it. Charlie, have you got a question? Many questions. Charlie and I worked together in Air Force A8 with Lisa, and we really, it's one of those opportunities JJ talked about with the full integration of the Air Force Reserve and the Air National Guard into our Air Staff. Could you imagine, Charlie, when we started out the opportunities that are available to us now? It's great.

BRAC.

Lt Gen Jackson: The Secretary and Chief are on the record saying that the Air Force has about 25 percent, 26 percent too much infrastructure. The Army's kind of in the same place. We will go ahead and keep asking for it. What I like to tell the units basically is that you can't worry about that now because if it never happens you've lost a lot of hair like myself worrying about something that didn't come to fruition. But you do need to go ahead and obviously make sure that you're doing the most efficient, effective combat power that you can.

So we're seeing some really neat things happening when it comes to partnership, private partnership with our bases. We've got plenty of locations where, as an example, the local airfield authority is providing funding for utilities or subsidies. We

State of the Air Force Reserve - 9/15/14

also have plenty of locations where as new mission sets are coming on the plate that there are opportunities that the local populace and local area want to go ahead and help us with military construction and some other things that we need to do.

So I think that's a good pathway for us to continue down that partnership. I think we'll go ahead and be reducing the number of bases but until Congress gives us the authority, we obviously won't be able to do much about it.

It's kind of ham-stringing us in other ways, too. With force structure and that type of thing, as you well know, Charlie.

Charlie's asking if there are any other attempts to do BRAC-like actions before there's an actual BRAC.

The Congress is keeping a pretty close eye on that. Right now as an example in '15 we're not able to move C-130s around without producing a report to Congress that they have to go ahead and we turn into the JO. We still have to approve.

So there's going to be some force structure reductions like the A-10s we talked about. We're trying to get those, congressional approval to do those. And the C-130 reductions, we're trying to get some approval to do those. Those are going to cause changes within force structure and at bases. So if you want to say an example of taking on and off the ramp, even though there's another component there is a BRAC-type action, that will happen. To be honest with you, I think that will continue to happen.

The Secretary and Chief have both said we need to stop shrinking as an Air Force and I totally agree with that. That wall paper and light switch example that he uses, we can't have KC-46s if we don't have the manpower. WE can't have F-35s if we don't have the manpower. WE can't have cyber protection teams if we don't have the manpower. Manpower has limited locations. So as we get into some other mission sets maybe there will be opportunities to go ahead and put that manpower in some of the locations where the iron's going to be pulled out of. But I

Professional Word Processing & Transcribing
(801) 556-7255

State of the Air Force Reserve - 9/15/14

don't see the reductions in iron being slowed down if we can get approval for that.

Moderator: One more, Charlie.

Lt Gen Jackson: General Stenner asked whether there was any additional study going on with integrating components or with eliminating Air Force Reserve Command headquarters. And the answer to that is no. The Secretary and Chief have both come on board, the Secretary in particular saying that -- I told you there's 42 recommendations. There are only two I can really get spun up and disagree with and that is eliminating Air Force Reserve Command and eliminating the organizational structure below that command in the wings, units and groups. The Secretary is the same place as I am, and the Chief's the same place as I am. So there's not been any further discussion about that. In the total force integration or executive committee we're tracking that as one of the responses to acts of Congress as a non-concur and I fully expect that to be the position that the Air Force, since the Secretary's already said that's her position.

Moderator: This has been great. I can honestly say, JJ, you're providing great leadership to the Air Force Reserve just like your predecessors, Charlie Stenner and John Bradley and all the folks before. So you all are well led. I know you're serving him well. We thank you for your time today.

#