

United States Air Force



Testimony

Before the House Appropriations
Subcommittee on Defense

Guard and Reserve Hearing

Statement of
Lieutenant General Richard W. Scobee
Chief of Air Force Reserve

May 24, 2022



BIOGRAPHY



UNITED STATES AIR FORCE

LIEUTENANT GENERAL RICHARD W. SCOBEE

Lt. Gen. Richard W. Scobee is the Chief of Air Force Reserve, Headquarters U.S. Air Force, Arlington, Va., and Commander, Air Force Reserve Command, Robins Air Force Base, Georgia. As Chief of Air Force Reserve, he serves as principal adviser on reserve matters to the Secretary of the Air Force and the Air Force Chief of Staff. As Commander of Air Force Reserve Command, he has full responsibility for the supervision of all Air Force Reserve units around the world.

Lt. Gen. Scobee was commissioned in 1986 as a graduate of the Air Force Academy. He earned his pilot wings as a distinguished graduate of Euro-NATO Joint Jet Pilot training in 1987. He has served as an F-16 Fighting Falcon Pilot, Instructor Pilot and Flight Examiner both domestically and overseas in Germany, South Korea and Egypt. Lt. Gen. Scobee has commanded a fighter squadron, operations group, two fighter wings and a numbered Air Force. Additionally, he deployed as Commander of the 506th Air Expeditionary Group, Kirkuk Regional Air Base, Iraq, in 2008.



Prior to his current assignment, Lt. Gen. Scobee, was the Deputy Commander, Air Force Reserve Command, where he was responsible for the daily operations of the command, consisting of approximately 70,000 Reserve Airmen and more than 300 aircraft among three numbered air forces, 34 flying wings, 10 flying groups, a space wing, a cyber wing and an intelligence, surveillance and reconnaissance wing. He is a command pilot with more than 3,800 flying hours in the F-16, including 248 combat hours.

EDUCATION

- 1986 Bachelor of Science, Air Force Academy, Colorado Springs, Colo.
- 1995 Squadron Officer School, Maxwell Air Force Base, Ala., by correspondence
- 1997 Master of Business Administration, University of South Carolina, Columbia
- 2000 Air Command and Staff College, Maxwell AFB, Ala., by correspondence
- 2005 Air War College, Maxwell AFB, Ala., by correspondence
- 2006 Air Force Accident and Safety Board President Course, Kirtland AFB, N.M.
- 2010 Joint Forces Reserve Officers Orientation Course, Joint Forces Command, Norfolk, Va.

2010 Leadership Course, Center for Creative Learning, Greensboro, N.C.
2011 Advanced Joint Professional Military Education, Joint Forces Staff College, Norfolk, Va.
2014 Dual Status Title 10 and 32 Joint Task Force Commander Course, Northern Command, Peterson AFB, Colo.
2017 Senior Executive in National and International Security, Harvard Kennedy School, Cambridge, Mass.

ASSIGNMENTS

1. June 1986 - July 1987, Student, Euro-NATO Joint Jet Pilot Training, Sheppard Air Force Base, Texas
2. August 1987 - October 1987, Student, Fighter Lead-in training, Holloman AFB, N.M.
3. November 1987 - August 1988, Student, F-16 Replacement Training Unit, MacDill AFB, Fla.
4. August 1988 - November 1991, F-16 Pilot, 526th Tactical Fighter Squadron, Ramstein Air Base, Germany
5. November 1991 - February 1993, Operation Location Commander and Air Liaison Officer, 1st Armored Division, Baumholder, Germany
6. March 1993 - May 1997, F-16 Instructor Pilot, 19th and 78th Fighter squadrons, Shaw AFB, S.C.
7. May 1997 - May 1998, F-16 Instructor Pilot, 80th Fighter Squadron, Kunsan AB, South Korea
8. May 1998 - August 2000, Assistant Director of Operations and F-16 Instructor Pilot, 21st Fighter Squadron, Luke AFB, Ariz.
9. August 2000 - April 2005, Assistant Director of Operations and F-16 Instructor Pilot, 301st Fighter Squadron, Luke AFB, Ariz.
10. April 2005 - July 2006, Commander, 301st Fighter Squadron, Luke AFB, Ariz.
11. July 2006 - June 2007, Commander, 944th Operations Group, Luke AFB, Ariz.
12. July 2007 - April 2009, Commander, 944th Fighter Wing, Luke AFB, Ariz. (April 2008 - November 2008, Commander, 506th Air Expeditionary Group, Kirkuk Regional Air Base, Iraq)
13. April 2009 - October 2010, Commander, 301st Fighter Wing, Naval Air Station Fort Worth Joint Reserve Base, Texas
14. October 2010 - October 2013, Deputy Director of Operations, headquarters North American Aerospace Defense Command, Peterson AFB, Colo.
15. October 2013 - October 2014, Director, Air Force Reserve Plans, Programs and Requirements, headquarters Air Force, Arlington, Va.
16. October 2014 - May 2017, Commander, Tenth Air Force, NAS Fort Worth JRB, Texas
17. May 2017 - September 2018, Deputy Commander, Air Force Reserve Command, Robins AFB, Ga.
18. September 2018 - present, Chief of Air Force Reserve, headquarters U.S. Air Force, Arlington, Va.; and Commander of Air Force Reserve Command, Robins AFB, Ga.

SUMMARY OF JOINT ASSIGNMENTS

1. October 2010 - October 2013, Deputy Director of Operations, headquarters North American Aerospace Defense Command, Peterson AFB, Colo., as a brigadier general

FLIGHT INFORMATION

Rating: command pilot

Flight hours: more than 3,800, including 248 combat hours

Aircraft flown: F-16

MAJOR AWARDS AND DECORATIONS

Distinguished Service Medal

Defense Superior Service Medal

Legion of Merit with oak leaf cluster

Bronze Star Medal

Meritorious Service Medal with four oak leaf clusters

Air Medal with oak leaf cluster

Aerial Achievement Medal with oak leaf cluster

Air Force Commendation Medal with oak leaf cluster

Army Achievement Medal

Joint Meritorious Unit Award

Meritorious Unit Award

Air Force Outstanding Unit Award with silver oak leaf cluster

Combat Readiness Medal
National Defense Service Medal with bronze star
Armed Forces Expeditionary Medal
Southwest Asia Service Medal with bronze star
Iraq Campaign Medal
Global War on Terrorism Service Medal
Korea Defense Service Medal
Humanitarian Service Medal
Air Force Overseas Ribbon - Short with oak leaf cluster
Air Force Overseas Ribbon - Long with oak leaf cluster
Air Force Expeditionary Service Ribbon with Gold Border
Air Force Longevity Service Award with three oak leaf clusters
Armed Forces Reserve Medal with "M" device
Small Arms Expert Marksmanship Ribbon with bronze star
Air Force Training Ribbon

EFFECTIVE DATES OF PROMOTION

Second Lieutenant May 28, 1986
First Lieutenant May 28, 1988
Captain May 28, 1990
Major Feb. 1, 1998
Lieutenant Colonel Sept. 12, 2002
Colonel Aug. 9, 2006
Brigadier General Dec. 22, 2010
Major General March 26, 2015
Lieutenant General September 7, 2018

(Current as of November 2019)

May 24, 2022

AIR FORCE RESERVE FISCAL YEAR 2023 POSTURE STATEMENT

As an integral component of the Total Force, the Air Force Reserve provides accessible and experienced surge capacity at a fraction of the cost of a standing force. We execute the full spectrum of Department of the Air Force (DAF) missions, providing strategic depth to deter our adversaries, defend Americans and our allies, and defeat emerging threats. Our credible deterrence is predicated on maintaining equipment parity across the total force to respond to pacing threats, while continuing to invest in our Reserve Citizen Airmen and their families. As an integral part of the Total Force, we are committed to the Chief of Staff's vision of *Accelerate Change or Lose*. We understand the need to make deliberate and aggressive changes to remain a viable Total Force in an era of strategic competition.

Total Force operations require Total Force investments. As we face an increasingly lethal and more disruptive battlespace, combined across domains, and conducted at increasing speed and reach, the Air Force Reserve must be structured, trained, and equipped to respond. Long-term success in strategic competition requires continuous and predictable funding to modernize both nuclear and conventional forces to prevent further erosion of our military advantage.

Because of Congress's hard work and support, we were able to aggressively pursue readiness as we continued training in the COVID-19 environment. During the last year, we shifted our force's health readiness efforts to accelerate vaccine education and delivery while also expanding testing capability to support operations. The approval of our FY 2023 budget request will enable us to continue building readiness and capabilities.

During the last year, we accelerated the readiness of our nuclear deterrence forces and continued our focus on ensuring preparedness against pacing threats. We modernized key weapon systems and continued to close the gap on critical staffing shortfalls. We increased our organizational effectiveness and enhanced our ability to provide excellent care for our Reserve Citizen Airmen and their families while also working to bolster individual and organizational resilience.

While we continue to prioritize readiness, we still face readiness and capability challenges. Our FY 2023 budget request will enable us to enhance our full-time staffing, which is currently a challenge and conduct critical system upgrades on many of our aircraft to enhance our ability to provide combat-credible warfighting capacity to the Total Force in order to enable joint all-domain operations. Weapon system sustainment is essential for the continued operation of legacy platforms. Our request continues to address infrastructure and facilities requirements to optimize our training. Our FY 2023 budget request targets our most critical deficiencies and postures the Air Force Reserve to meet future operational requirements, prioritize modernization, enhance critical capabilities, and align our operational assets with emerging and evolving missions.

The concurrent fielding, recapitalization, and divestment of airframes, systems, and equipment is essential to the AFR's ability to more effectively integrate within the Total Force. Because we are involved in every core Air Force mission set, every Regular Component initiative impacts the Air Force Reserve, including the SecAF's Operational Imperatives. Therefore, to remain viable contributors to joint operations, we must maintain equipment parity and interoperability as a Total Force.

May 24, 2022

Reserve Citizen Airmen and their families are foundational to our readiness, operational capabilities, and success as an organization. Their diverse talent and depth of experience are a force multiplier and their dedication to our mission is second to none. The Chief of Staff's Action Order A: Airmen, recognizes the fundamental importance of continuing to provide excellent care to our Reserve Citizen Airmen and their families. It also underscores the imperative to ensure proper resourcing to continue developing our Airmen as individuals, technical experts, and leaders.

Our FY 2023 budget request supports our continuing efforts to implement the National Defense Strategy by making deliberate and impactful investments in readiness. The Air Force Reserve value proposition is simple: we provide experienced and accessible strategic capacity at a fraction of the cost. We will use requested funds to invest in the capabilities and training required to generate combat power for the future security environment. With the requested Congressional support, we will continue to organize, train, and equip our Reserve Citizen Airmen to remain a ready force to defend our Nation and its interests.

Operational Impacts

The Air Force Reserve is a predominantly part time force. When mobilized, our Reserve Citizen Airmen provide full-time support to the Joint Force. In addition to our daily contributions to global operations, we provide rapid surge capability and strategic depth for national defense as an integrated Total Force, across all Air Force core functional areas and weapon systems. On average, over 6,000 Reserve Citizen Airmen contribute to world-wide operations every day. Typically, approximately two-thirds of those Airmen are volunteers.

Last year, the Air Force Reserve irrefutably demonstrated its readiness and accessibility with its contributions to Operation Allies Refuge (OAR) and Operation Allies Welcome (OAW). On August 15, 2021, we received initial taskings to support OAR. On the same day, the first Reservists flew into Kabul as part of a Total Force crew. Over the course of the operation, the Air Force Reserve provided four C-17s and 20 crews, along with three C-5s and five crews. In August alone, we supported 37 evacuation missions out of Kabul. Additionally, the Air Force Reserve provided a total of 519 personnel to support OAW as a part of Joint Task Force Liberty at Joint Base McGuire-Dix-Lakehurst in New Jersey and Task Force Holloman at Holloman Air Force Base (AFB) in New Mexico. These Reserve Citizen Airmen provided for the basic needs of over 13,000 evacuees from Afghanistan, about half of whom were children.

In addition to supporting global military operations, the Air Force Reserve partners with and supports multiple federal and civil organizations and institutions. We routinely participate in humanitarian aid, disaster relief, and scientific research efforts. Last year, both our weather reconnaissance and Modular Airborne Fire Fighting System (MAFFS) units experienced their second highest response levels on record. We provided weather reconnaissance to cover 17 named storms and continued the emerging winter weather reconnaissance mission to collect Atmospheric River data on the West Coast in support of the National Oceanic and Atmospheric Administration (NOAA) in forecasting floods. Our aerial firefighting crews performed 929 drops, with over 2.5 million gallons of fire retardant in response to the California wildfires. Finally, in FY 2021, our Modular Aerial Spray System aircraft flew 13 sorties, providing adult mosquito control for over 900,000 acres in response to Hurricane Delta.

May 24, 2022

Force Structure

Approximately 75 percent of Air Force Reserve members serve part-time. In addition to their military training and experience, our part-time force brings a wealth of knowledge and expertise from the private sector to their military service. Over half of our force also brings extensive experience from the Regular Component. This strengthens our capabilities, enables the integration of commercial best practices, and facilitates beneficial partnerships with industry and other institutions. Many of our members have civilian careers similar to their military jobs, enabling them to bring breadth and depth to their military positions.

Our ratio of full-time to part-time staffing is based on a Cold War force structure and operational tempo. Full-time Air Force Reserve personnel enable our readiness while bearing the brunt of increased operational tempo. Based on current mission, training, and readiness -requirements, we aim with our request to increase full-time staffing relative to our end strength.

Unit associations between geographically collocated Regular Component and Reserve units exemplify Total Force Integration. In this construct, equipment resources are officially assigned only to the lead unit but are shared between the lead and associate unit. Associations further enhance our interoperability and give the Active Component access to the experience resident in the more seasoned Reserve force. This ensures parity in equipment and training, while providing cost savings and readiness benefits to both components. There are 79 associations between the Reserve and the Regular Components which span nearly every major mission set. Most of these are classic associations, in which the Regular Component is the lead organization. Active associations, in which the Reserve is the lead unit, comprise a little more than twelve percent of current associations.

Air Force Reserve space professionals are critical to the US Space Force (USSF), which cannot execute its current mission without our additional operational capacity. The 2022 NDAA directed the Secretary of Defense to conduct a study on the optimal organization for active and reserve components of USSF. The Air Force Reserve recognizes the importance of its space personnel to USSF's mission and will continue to organize, train, and equip its space professionals.

Mission Portfolios

We provide daily operational support to the Joint Force, while maintaining a ready and accessible strategic force for sustained operations during major conflict or surge operations during unforeseen events, such as national disasters and contingencies. Our ability to meet current taskings and to supply strategic staffing reserve are predicated on equipment parity and our readiness. As an operational reserve, we must maintain our readiness to support present-day missions while aligning our capabilities to meet the intent of the National Defense Strategy and prepare for future requirements. To meet these requirements, we remain ready to decisively employ traditional capabilities, while continuing to modernize our equipment to deter and defeat pacing threats.

May 24, 2022

Air Superiority

Preserving the advantage in strategic competition requires generation of combat power in contested environments. Maintaining equipment parity with the Regular Component ensures the ability to match pacing threats. Legacy aircraft divestiture, delayed modernization programs, and limited delivery of replacement aircraft add substantial risk to the ability to sustain combat-credible air superiority and strategic surge capacity in the future. The Air Force Reserve's first unit-equipped F-35 wing at NAS Joint Reserve Base Fort Worth, Texas will conduct combat operations as a part of an Active Association. We currently execute F-35 combat operations through our Classic Association at Hill AFB, Utah. We conduct F-35 formal training at Luke AFB, Arizona and Eglin AFB, Florida through classic associations. We also perform operational test and weapons instructor course missions at Nellis AFB, Nevada through a classic association.

Intelligence, Surveillance and Reconnaissance (ISR)

Our ISR enterprise is purposefully optimized to provide strategic depth and operational surge capacity in traditional and emerging mission sets. We continue to develop capabilities in areas to support the Joint Force while ensuring current mission sets provide decision advantage against pacing threats. Investments in the operational use of publicly available information, increased presence in battlespace characterization, and support to key capabilities such as nuclear, space, and cyber operations are integral in shifting to a focus on strategic competition.

We continue to provide approximately 450 experienced pilots, sensor operators and intelligence Airmen to support Remotely Piloted Aircraft (RPA) operations across four associations. We will maintain our steady state and surge capacity for MQ-9 combat lines, as the Total Force RPA enterprise reorganizes to a leaner, more lethal force.

Rapid Global Mobility

Global power projection through rapid global mobility hinges on a robust airlift enterprise and the extended range provided by a modern aerial refueling fleet. The Air Force Reserve enables combat delivery through our strategic and tactical airlift fleets. We provide 65 percent of the total aircrews and 100 percent of student aircrew training capabilities for the C-5 and 31 percent of aircrews for the C-17. Air Force Reserve Command's (AFRC) C-5 and C-130H fleets continue to face sustainment challenges due to aging aircraft, diminishing vendors, and increased part costs. Additionally, each of our mobility platforms require continued investment in modernization to ensure survivability in contested environments.

The Air Force Reserve air refueling fleet consists of seven unit equipped wings and four associate wings. In December 2019, our Unit Equipped wing at Seymour Johnson Air Force Base, North Carolina, began its KC-46 airframe conversion and is expected to receive its final aircraft delivery and complete conversion in 2022. The Classic Associate unit at McConnell AFB, Kansas entered conversion in April 2020 and is projected to reach Full Operational Capability in FY 2023. Joint Base McGuire Dix Lakehurst in New Jersey entered conversion in Oct 2021 and has since taken delivery of its first two aircraft. Travis Air Force Base California will enter conversion in FY 2023.

May 24, 2022

We continue to focus on KC-135 survivability to enable operations in contested airspace. The first Air Force Reserve aircraft will begin datalink modification with “Real Time Information in the Cockpit” (RTIC) in July 2022. This modification increases the communications and information capabilities of the aircraft increasing its support capacity in a contested environment. Additionally, all KC-135 aircraft are scheduled to receive Large Aircraft Infrared Countermeasures hardwiring installs during their programmed depot maintenance.

The Air Force Reserve remains committed to the KC-10 and its mission as long as it remains a part of the air refueling force. As the inventory is reduced, the Air Force Reserve will work with DAF to convert those units and ensure staffing meets follow-on mission needs.

Nuclear Deterrence Operations

Nuclear capability is foundational to national security. Our Nuclear Deterrence Operations assets include nuclear strike, air refueling, and nuclear command, control, and communications capabilities (NC3). To modernize our capabilities and maintain Total Force interoperability, we will equip all seven of our NC3 capable command posts with the new primary strategic communication system, the Global Aircrew Strategic Network Terminal, in FYs 2022 and 2023. This system will replace legacy terminals that are based on 1990s technology. Additionally, our tanker wing at Beale Air Force Base achieved a key nuclear operational readiness milestone in FY 2021, after reactivating its tanker mission in FY 2017.

Command and Control (C2)

Joint All-Domain Command and Control (JADC2) is the Department of Defense’s top modernization priority. The Advanced Battle Management System (ABMS) is the Air Force’s primary contribution to JADC2. To assure strategic depth, the Air Force Reserve must maintain equipment parity to achieve enterprise mission optimization as DAF fields new capabilities. This includes ensuring legacy platforms are equipped with ABMS capabilities to guarantee interoperability and lethality. C2 interoperability is essential to ensuring ready and accessible capabilities. Additionally, as the Regular Component transitions from legacy airborne C2 platforms, associated reserve units should be appropriately resourced to concurrently train on these new platforms to maintain strategic depth.

Cyberspace Operations

Integrating cyber capabilities enhances our ability to generate combat power but exposes us to new threats, as digital technology is both pervasive and inexpensive. The Air Force Reserve is home to the only Total Force wing operating all six defensive cyber weapon systems, providing support directly to Air Forces Cyber, Sixteenth Air Force, and United States Cyber Command. We are posturing our forces to conduct cyberspace operations in the information environment by evolving our cyber mission portfolio and repurposing our cyber force to better defend against persistent threat actors.

Special Operations Forces and Personnel Recovery

The Air Force Reserve has one wing dedicated to personnel recovery and another multi-mission special operations wing. Both wings operate in low-density, high-demand environments. As the Regular Component fields new platforms and realigns missions, we will continue to provide support across the spectrum of these no-fail missions.

May 24, 2022

Dominating Space

The establishment of the United States Space Force (USSF) underscored the criticality of space operations to our national security. This point has been amplified by recent space weapons tests by our strategic competitors. The Air Force Reserve is a major contributor to space operations. In the last year, our personnel executed up to 30 percent of daily space missions directly supporting United States Space Command taskings. The Air Force Reserve will provide focused support to the USSF for the near term. Our space units will continue to integrate seamlessly with USSF for the foreseeable future.

Readiness, Training, and Staffing

Flying Hour Program

A fully funded flying hour program is essential to maintaining proficient combat-ready aircrews. In FY 2022, AFRC's Flying Hour Program was funded at 86 percent of unit requirements. In previous fiscal years, we were able to offset shortfalls. However, due to improved pilot manning, unit airframe conversions, and a reduction in Overseas Contingency Operation funding, we may not be able to compensate for shortfalls. These shortfalls could result in some AFRC units facing "stop-flying" dates in late FY 2022. Significant stoppages to flying hour programs will have pernicious effects on readiness by reducing pilot absorption, deferring maintenance, and delaying aircrew currency training. The FY 2022 Omnibus Appropriation provided an additional \$51.4 million to offset significant increases in fuel costs, which has been beneficial in maintaining the flying hour program.

Exercise Planning

Deterring and defeating pacing threats requires both modernized aircraft and trained personnel. As the Total Force implements the Chief of Staff's Action Order C: Competition, we will continue to remain focused on ensuring Reserve Citizen Airmen are ready to prevail in contested environments against peer competitors. To ensure we optimize investment in readiness, we have implemented a Deliberate Planning Exercises (DPEX) program. DPEX shifts from ad hoc exercise scheduling to a comprehensive centrally planned exercise program to schedule personnel for exercises in sync with Time Phased Force Deployment Data (TPFDD) requirements. DPEX optimizes readiness by using training resources to ensure units are participating in exercises to support specific areas of responsibility (AORs) as they prepare for deployment to those AORs, enhancing survivability, effectiveness, and lethality.

Force Health Readiness

We established a dedicated Command Case Processing Division, which eliminated our backlog of medical standards adjudication packages and reduced decision times by 82 percent. We have also embedded 38 full time healthcare providers in 46 of our Aerospace and Operational Medical Units. These point of care providers have reduced local level case processing time by 90 percent and provided real time support to aeromedical and arming dispositions, short notice deployment assessments, and public health emergency responses.

Over the last year, we accelerated COVID-19 pandemic response efforts for testing, vaccine education, and vaccine delivery. As we began mandatory vaccinations for our military members, we took

May 24, 2022

purposeful steps to develop accommodation request processes to balance readiness requirements with individual beliefs and medical conditions. Each accommodation request was thoroughly reviewed by a team of chaplains, healthcare providers, and attorneys to provide approval recommendations to the commander. These processes were scaled and implemented as best practices across the Joint Force. To date, over 94 percent of our military members and 95 percent of our civilian employees have received at least one dose of a COVID-19 vaccine.

Full Time Staffing

Adequate full-time staffing is vital to readiness. Our full-time force is a mix of Air Reserve Technicians (ART) and Active Guard Reserves (AGR). Our FY 2023 budget request maintains our authorized end strength at 70,000, with 283 ART to AGR conversions to increase our full time position execution rates, predominantly targeting force support specialties. The ART to AGR conversion initiative is a multi-year effort, which began in FY 2018. In FY 2021, we executed 816 conversions, and we are progressing on our 725 conversions planned for FY 2022. ART to AGR conversions address one of the root causes of ART vacancies. Junior workforce members often have difficulty demonstrating the sufficient experience required to be listed on a hiring certification for ART positions. AGR positions, with an effective off-ramp strategy, provide a way to gain sufficient experience to be considered for ART positions at the end of a three year AGR tour.

In 2018, our ART staffing levels were at 74 percent, largely due to the highly competitive civilian job market. Direct Hiring Authority (DHA), which Congress granted, streamlined our hiring process, reducing onboarding timelines by up to two months. Additionally, special salary rates, as a part of a comprehensive human capital strategy, are poised to increase full-time maintenance overall staffing levels. Because of these measures, we achieved a 10-year high in ART staffing of 94.4 percent in FY 2021, closing a significant full-time staffing gap in three years.

We are grateful to Congress for authorizing Tricare Reserve Select for military technicians and other Title 5 civilians who also serve in a Reserve Component. When enacted in 2030, this will serve as a significant retention tool, as it provides Reserve Component members a cost-effective option for obtaining premium healthcare for themselves and their families.

Pilot Staffing

AFR provides a mechanism to retain talent by providing continued service options for members who would otherwise separate. DAF understands the importance of retaining experienced talent from both a cost-effectiveness and capacity perspective. During FY 2021, we experienced a high of 94 percent overall pilot staffing. During Calendar Year (CY) 2021, civilian airline hiring nearly doubled industry projections, with CY 2022 projecting to be nearly double again. As a result, overall pilot staffing has already dropped to 90 percent. For ART aviators, we offer recruitment, relocation, and retention incentives, which can equal up to 25 percent of annual base pay, and special salary rates which can equal up to 30 percent of annual base pay.

Additionally, in FY 2022, we are offering aviation bonuses up to \$35,000 for priority units at critical manning levels. Each of these measures has been implemented to retain significant investments in training well-qualified pilots. While the overall Aviation Bonus Program cost has increased from \$3

May 24, 2022

million in FY 2017 to \$31 million in FY 2022, this contributes to a cost avoidance of \$10 billion in replacing the over 3,600 pilots in AFR.

End Strength

In FY 2021, we exceeded our end strength goal of 70,300, for the first time in five years. This allowed us to fully execute our Reserve Personnel Appropriation (RPA) budget. Reductions in RPA budget requests based on prior year under execution will adversely impact readiness. Additionally, declining affiliation rates from the Active Component drove an increased reliance on non-prior service recruiting to meet end strength, which increased annual training costs. We anticipate that a robust civilian job market and a decrease in propensity to serve will create a more challenging talent market.

Since FY 2017, we have experienced a steady increase in retention rates from 88.7 to 90.7 percent, which has contributed to our ability to make gains on end strength. Reducing attrition preserves readiness and provides cost savings by decreasing training requirements. We are presently targeting retention through bonuses and special salary rates, which offer a marked return on investment. A single \$15,000 retention bonus results in a cost avoidance of roughly \$45,000 in training funds and prevents an approximate three year readiness gap, which occurs while a replacement is trained.

Equipment and Infrastructure

Equipment

Credible strategic depth requires concurrent fielding of systems for Active and Reserve Components. Effective support to the Joint Force demands continuous upgrades to legacy platforms to assure interoperability and combat effectiveness. Rapid technological advancement and the wide proliferation of digital technology have increased the tempo of strategic competition. These forces drive the need for continuous equipment modernization and equipment parity with the Active Component.

In addition to concurrent fielding and recapitalization through modernization, the Air Force Reserve must be able to divest its obsolete legacy platforms. Deliberate divestment avoids gaps in critical capabilities and frees up resources for investment in capabilities to match pacing threats. Asynchronous airframe divestment can cause significant per platform sustainment cost growth due to diminishing vendors for spare parts. Further, it can also drive increased training costs as we are unable to hire qualified Regular Component members for obsolete legacy platforms.

Weapon System Modernization and Sustainment

As new systems are brought online to enhance our combat capabilities, both the Regular and Reserve components will continue to rely on proven platforms in our inventory. Aircraft modernization and system upgrades will provide capabilities needed for strategic competition by ensuring survivability in contested environments. By right sizing the A-10 fleet, we will be able to reinvest personnel and operations and maintenance funds into platforms countering pacing threats.

After decades of operating in permissive environments, we must be prepared to conduct logistics under attack. The C-5 and C-17 are both vulnerable to radar guided missile threats which would be mitigated by the installation of a layered defense and awareness suite. The installation of additional threat

May 24, 2022

awareness and self-defense systems would provide further protection for these aircraft. Our KC-135 fleet is also scheduled to continue Large Aircraft Infrared Countermeasures modifications during programmed depot maintenance.

In addition to modernization, many of our airframes require upgrades, repairs, and component replacements in order to maintain airworthiness and extend service life. For example, the C-5 fleet's engine replacement program and its upgraded instrumentation have made it a highly capable aircraft, but legacy structural and mechanical issues continue to drive down its reliability rates. Funding weapon system sustainment actions is critical to both our mission capability and aircraft availability rates. Maintaining a mission capable aircraft fleet is essential to meeting operational taskings and training our personnel.

Weapon System Sustainment (WSS) funding is an investment in future readiness. We obligated over \$703.6 million for WSS in FY 2021. Our FY 2022 WSS appropriations are approximately \$785 million. We anticipate a significant increase in requirements as we face aging aircraft and increased labor and parts costs due to inflation. Our FY 2023 budget requests \$835.4 million in weapon system sustainment funds. The requested funds will provide needed upgrades to multiple Air Force Reserve platforms including investing in increased C-17 readiness.

Infrastructure and Facilities

Maintaining and modernizing our infrastructure and facilities is critical to readiness, force protection, and ensuring a safe work environment for our Airmen. Military Construction (MILCON) appropriations fund new facilities and major infrastructure projects. The Facility Sustainment, Repair, and Modernization (FSRM) funds included in our O&M appropriation are used to repair and modernize existing facilities and to extend the service life of existing infrastructure. While we work diligently to maximize use of existing facilities at our nine host installations and fifty-seven partner locations, we still have \$961 million in MILCON projects and \$1.37 billion in validated FSRM projects in backlog. The \$30 million in additional FSRM funding in FY 2022 will be invested in a myriad of urgent projects.

During FY 2021, we were able to complete \$125 million in MILCON and FSRM projects at Pittsburgh Air Reserve Station in Pennsylvania for our newest C-17 unit. We are working toward executing several projects included in the FY 2022 MILCON appropriation to include: \$33 million in funding for squadron operations and aircraft maintenance unit facilities at Beale Air Force Base in California, \$29 million for a logistics readiness complex at Grissom Air Reserve Base in Indiana, and an \$8.7 million assault strip widening at Youngstown Air Reserve Station in Ohio. Future multiyear efforts will include beddown facilities for F-35s, KC-46s, MH-139s, and HH-60Ws.

Taking Care of Our Airmen and Their Families

Reserve Citizen Airmen are our most important investment. We continue our resolve to cultivate a culture where everyone can serve to their fullest potential while providing excellent care to both our Airmen and their families. These efforts include suicide prevention through investments in resilience, social support through the Yellow Ribbon Reintegration Program, working to implement the recommendations from the Independent Review Commission on Sexual Assault, and removing significant barriers to service through childcare programs.

May 24, 2022

Culture

Competitive pay and benefits are not enough to ensure the Air Force Reserve remains an employer of choice where Airmen choose to serve. Cultivating a culture where everyone is able to serve to their fullest potential is also essential. To that end, we remain committed to the Department of Defense's efforts to counter extremism within the ranks. Last year, we conducted Extremism Stand Down Days in accordance with the Secretary of Defense's guidance for over 75,000 personnel. Additionally, the AFRC Commander and Command Chief held town halls with all Air Force Reserve recruiters to emphasize the importance of their diligence as a first line of defense in preventing extremism within the ranks. As a Department of Defense leader in Diversity and Inclusion, we are committed to continuing to ensure every member of our team is valued by providing education and outreach at every reserve professional military education touchpoint to include command courses.

Sexual Assault Prevention and Response (SAPR)

For the second consecutive year, reports of sexual assault are projected to decrease. While a possible reduction in sexual assault is welcome news, any number greater than zero is unacceptable. We are working diligently with our Total Force partners to aggressively implement all of the accepted recommendations in the Secretary of Defense's Independent Review Commission (IRC) on Sexual Assault and Sexual Harassment. We are working to recruit, retain, and develop our full-time prevention workforce to ensure our prevention footprint is optimized to meet the unique needs of Reservists. We will also continue increasing efforts to educate our force on prevention and local area resources for survivors. Based on the IRC's recommendations, our Violence Prevention Integrators (VPIs) will focus on sexual assault prevention, allowing Sexual Assault Response Coordinators to focus exclusively on supporting survivors.

Suicide Prevention

During CY 2021, we experienced half as many military suicides as in CY 2020. However, we had a concerning increase in suicides among our civilian workforce. We remain firmly resolved to preventing suicide across our workforce. Our suicide prevention efforts are along four lines of effort: building connections, detecting risk, promoting protective environments, and developing resilient Airmen and families. We have placed VPIs at each of our nine host base locations and NAS Joint Reserve Base Fort Worth. VPIs focus primarily on preventing suicide, violence, and sexual assault. Based on the IRC's recommendations, having VPIs focus on training and prevention allows Sexual Assault Response Coordinators to focus solely on supporting survivors.

Personal Resiliency

In FY 2021, we completed the process of providing full-time Religious Support Teams (RSTs) consisting of a chaplain and chaplain's assistant at each of our nine host installations and NAS Joint Reserve Base Fort Worth. These RSTs fill a previously identified gap in care for Airmen and their families by providing spiritual support and liaising with helping agencies. Additionally, in FY 2021, we hired 20 full-time First Sergeants to work directly with Airmen and their families to navigate helping agencies. We anticipate being able to place full-time First Sergeants at each of our wing and wing equivalent organizations by FY 2024.

May 24, 2022

The Yellow Ribbon Reintegration Program is a vital resource for providing pre- and post-deployment education on mental health resources for Reservists and their families. Historically, the feedback for these events has been overwhelmingly positive, with 97 percent of attendees finding the events beneficial. Since March of 2020, 87 Yellow Ribbon in-person events have been cancelled due to COVID-19 safety concerns. During this time, we shifted to virtual events, which resulted in attendance dropping from 6,957 Reservists and family members in 2019 to 704 in 2021. As we have returned to in-person events, we experienced increased participation rates. Given increased event costs due to increased travel and venue costs, demand for some events has exceeded capacity.

Childcare Benefits

The Air Force Reserve has worked to ensure that childcare is available during training periods at no cost to parents through the Home Community Care (HCC) program. Many of our Airmen have gaps in childcare due to being single parents or dual military couples. Airmen who do not have another adult to provide childcare during training periods are eligible for the program. The HCC program addresses gaps in coverage at host locations without Child Development Centers and at Regular Component host facilities without weekend childcare options. Currently, the HCC is available or in progress at 41 Air Force Reserve locations, and is working to recruit providers by zip code. This program is vital to retention, as 50 percent of Reservists cite family and work/life balance issues as their reason for separating during exit surveys.

Summary

Our FY 2023 budget request is carefully crafted to ensure equipment parity with the Regular Component, interoperability with the Joint Force, and readiness to support our partners in NATO and across the globe. We remain committed to the vision of the generational changes laid out in *Accelerate Change or Lose* with a dedicated focus on how the Reserve Component can best leverage its unique strengths as a Total Force partner to achieve the objectives outlined in the National Defense Strategy.

This request will continue weapon system modernization, positioning our force to be more capable, survivable, and lethal while also enhancing support to our Airmen and their families. In an era of strategic competition and increased resource constraints, we will continue to provide strategic depth ready to meet pacing threats in the most cost-effective manner possible. Reserve Citizen Airmen will continue to leverage their unique blend of military and civilian career experience to bring outsized impact to pursuing the DAF's Operational Imperatives. With your continued support, we are confident the Air Force Reserve will remain prepared to deliver Airpower and Spacepower anytime, anywhere to fly, fight, and win.