

# United States Air Force

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Testimony

Before the House Appropriations  
Subcommittee on Defense

## ***Guard and Reserve Hearing***

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

March 03, 2020



# 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)

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## **Air Force Reserve Fiscal Year 2021 Posture Statement**

As an integral component of the Total Force, the Air Force Reserve provides experienced manpower and critical capabilities for our National Defense. Our Citizen Airmen are interchangeable, interoperable, and integrated across the Total Force. We execute the full spectrum of Department of the Air Force missions, while providing daily operations at a fraction of the cost of a standing force.

Total Force operations require Total Force readiness. The Air Force Reserve must be structured, trained, and equipped for the future fight. Operational success in tomorrow's battlespace will require an agile, modern force. We must be prepared to provide ready forces for joint operations, defend our homeland, counter violent extremist organizations and rogue nations, and deter aggression through nuclear and conventional readiness.

Because of the hard work and support of Congress, we have begun to reverse the negative effects of over a decade of operating under continuing resolutions. In the last two years, we made significant and steady advancements in readiness. This would not have been possible without the distribution of additional readiness funds in Fiscal Year (FY) 2018 and the on time allocation of the FY 2019 budget. The approval of our FY 2020 budget request enables us to continue building readiness and capabilities. In addition to providing vital support through appropriations, the Congressional backing of key legislation and statutory changes aided our ability to further our readiness gains.

With the assistance of Congress, we have improved both individual and unit level readiness across the Air Force Reserve. Our nuclear deterrence forces are mission ready, and we increased our pacing unit readiness. We modernized key weapon systems and lessened critical manpower shortfalls. Through internal reforms and process improvement initiatives, we increased our organizational effectiveness and enhanced our ability to provide excellent care for our Citizen Airmen and their families.

Although our readiness has increased, we still face challenges. Our full time manpower remains below the level required to train and maintain our force. Many of our aircraft need critical system upgrades to enhance our ability to provide relevant 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. We have a backlog in infrastructure and facilities requirements, and we need resources, equipment, and tools to optimize our training. Our FY 2021 budget request targets the most critical of these deficiencies to further improve Air Force Reserve readiness.

In recent years, our potential adversaries have studied our vulnerabilities and employed technological advances to exploit them, thereby altering the nature of warfare and expanding conflict into new domains. The changing battlespace has given rise to new operational missions and generated a need for advanced capabilities. To ensure we are prepared for future conflict, the Air Force Reserve increased our space manpower in the FY 2021 budget, and we are enhancing our cyber defense capabilities. Our FY 2021 budget request postures our force to meet future

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operational requirements, prioritize modernization, enhance critical capabilities, and align our operational assets with emerging and evolving missions.

Because we are involved in every Air Force mission set, nearly every Active Component initiative impacts the Air Force Reserve. In order to remain relevant contributors to joint operations, we must maintain interoperability as a Total Force. We optimize our operational capability when we maintain parity with our Active Component counterparts. The concurrent fielding, recapitalization, and divestment of airframes, systems, and equipment is essential to our ability to more effectively integrate within the Total Force. Associations between geographically co-located Active and Reserve component units greatly enhances this integration, providing multiple benefits to the Total Force and the American taxpayer.

Our readiness, operational capabilities, and success as an organization all depend on our Reserve Citizen Airmen. They are both the heart of our organization and its foundation. Our Reservists are incredibly talented. Their diversity and high level of experience multiplies our operational capabilities, and their dedication enables us to execute our mission. It is therefore incumbent upon us to develop our Airmen as individuals, technical experts, and leaders, ensuring they have the resources and support they require. We are absolutely committed to providing excellent care to our Citizen Airmen and their families.

Our FY 2021 budget request of \$5.8 billion builds on our recent readiness gains and supports our continuing efforts to implement the National Defense Strategy. The Air Force Reserve is a cost effective force, and will continue its good stewardship of American taxpayers' dollars. We will use the requested funds to invest in the capabilities, weapon systems, and training required to generate combat power today and tomorrow. With continued Congressional support, we will further our internal improvement efforts, provide excellent care to our Reserve Citizen Airmen and their families, and remain a ready force prepared to defend this great nation.

### **The Air Force Reserve in the Total Force**

The Air Force Reserve is a predominantly part time force which, when mobilized, provides 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. We now participate in every Active Component mission, operating as part of an integrated Total Force across nearly 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, about two thirds of those Airmen are volunteers. Our personnel support all combatant commands and are deployed to every geographic area of responsibility. Last year, our Reservists provided nearly two million days of support to the Active Component and the Joint Force. This includes participating in the first F-35 combat deployment, during which a Reserve pilot dropped the first ordnance from an F-35 in combat.

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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 and disaster relief efforts. We also support global scientific research programs and education and technology initiatives.

In 2019, the Air Force Reserve participated in approximately 60 joint and multinational exercises, increasing Joint Force integration and strengthening relationships with allies and partner nations. Additionally, over 1,000 personnel conducted Innovative Readiness Training. Airmen within the civil engineering, medical, communications, and force support and sustainment skillsets are given the opportunity to enhance their deployment readiness by providing critical services to communities in the United States. Last year, we helped Americans in eight states, contributing over \$11 million in value to local communities.

Approximately 80 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 their civilian careers to their military service. This strengthens our capabilities, enables the integration of civil sector best practices, and facilitates beneficial partnerships with industry and other institutions. Many of our members have civilian careers similar to their military jobs, which enables Citizen Airmen to bring scope and depth to their military positions. This is particularly advantageous for emerging and evolving missions, such as cyber and space, and we actively recruit personnel with civilian experience into these career fields.

The Air Force Reserve provides the Total Force with a method to retain talent, by providing a continuity of service option for Active Component members who would otherwise separate. The Department of the Air Force understands the importance of retaining experience and talent, and seeks to leverage the value, which the Reserve Component brings to the Total Force. In addition to using Total Force partnerships to place newly trained members in units with highly experienced personnel, the Air Force is currently exploring flexible service options designed to allow members to easily transition between components of the Total Force. The Air Force Reserve fully supports these efforts, which will benefit our Airmen, our readiness, and our national defense.

Total Force Integration is exemplified by associations between geographically co-located Active Component and Reserve units. 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.

Currently, there are 78 associations between the Reserve and the Active Component. Most of these are classic associations, in which the Active Component is the lead organization. Active associations, in which the Reserve is the lead unit, comprise a little more than ten percent of current associations. The Reserve and the Active Component have associations in nearly every major mission set, and many training units, including every undergraduate pilot training wing, pilot

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instructor training, and major aircraft formal training units. We are also the lead component for the B-52 and C-5 Formal Training Units.

### Implementing the National Defense Strategy

After nearly two decades of counter-terrorism operations, great power competition has re-emerged. The return of peer and near-peer competitors to the world stage in an age of unprecedented global economic interdependence combined with the proliferation of swiftly advancing technology has created a unique and complex environment. This necessitates a rapid shift in military operational focus and capabilities. The United States must be able to combat adversaries across the spectrum of conflict and operate simultaneously in all warfighting domains. The 2018 National Defense Strategy provides the framework to ensure we can compete, deter, and win in tomorrow's battlespace, and we are diligently working to meet that intent.

Our efforts align under those of the Department of the Air Force and support the Total Force's mandate to provide ready forces for national defense. In order to operate seamlessly in a combat environment, we must have the capability to connect with the Joint Force. The Total Force must be capable of conducting robust nuclear deterrence, homeland defense, and counter-extremism operations. Meeting this mandate in the future operational environment will require the Total Force to dominate space, generate combat power, and conduct logistics under attack. As the Airmen who execute the mission represent the most important element in this and every undertaking, the Department of the Air Force is simultaneously focused on developing and caring for our people and their families.

### Air Force Reserve Strategic Priorities

In order to restore readiness rapidly and prepare for the future fight, the Air Force Reserve established three priorities. The first, **prioritizing strategic depth and accelerating readiness**, focuses on the requirement to prepare for future operational requirements while maintaining present-day readiness and sustaining our present level of support to the Joint Force. The second, **developing resilient leaders**, serves two purposes. The intents of this priority are to enhance the physical, mental and emotional fitness of all Reserve Citizen Airmen and to develop mission-focused leaders who can operate independently. Our final priority, **reform the organization**, aims to increase efficiency and effectiveness through internal process improvements and innovation.

The Air Force Reserve strategic priorities were developed based on the challenges outlined in the National Defense Strategy and are aligned with Secretary of Defense, Secretary of the Air Force, and Air Chief of Staff directives. We made significant gains in 2019, increasing overall readiness, implementing new leadership development programs, and improving our internal operations. We are in the process of expanding and accelerating these efforts, to further enhance our mission readiness and our ability to support our Citizen Airmen and their families.



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### **Air Force Reserve Future Force Framework**

To align Air Force Reserve capabilities and force structure with the National Defense Strategy and to posture our force to execute tomorrow's missions, we developed the Air Force Reserve Future Force Framework. This will enable us to deliberately organize, train, and equip our force to meet present directives and develop operational capabilities for the future fight. This framework directs mission optimization through assessing capabilities to determine which mission sets are best suited for the Air Force Reserve and through the alignment and improvement of policy, planning and programming efforts. The framework also provides for tailored and prioritized training, which synchronizes efforts and capitalizes on technology to optimize unit training assemblies by enabling the completion of ancillary requirements through virtual methods. Finally, the Air Force Reserve will continue to leverage civilian sector strengths by capitalizing on member expertise and knowledge, developing industry partnerships, and tailoring recruitment efforts.

### **Fiscal Year 2021 Budget Request Overview**

The American people fund our readiness, therefore, we must be good stewards of taxpayer dollars. We take great care to ensure we only request the appropriations we require, and we continually seek to conserve fiscal resources through cost savings and cost avoidance efforts.

We cannot effectively manage our appropriations without the timely allocation of funds. With a predictable budget, we can deliberately plan our spending, thereby maximizing our readiness return. On time allocations allow us to execute our programmed Reserve Personnel Appropriations (RPA) and flying hour funds. Systematic infrastructure upgrades and weapon system sustainment require predictable budgets for optimal cost effectiveness and timely implementation. Our recent readiness gains, which were favorably impacted by the on time allocation of our FY 2019 budget, demonstrate the criticality of predictable budgets to national defense.

Our FY 2021 budget request of \$5.8 billion is designed to further our ongoing efforts to align the Air Force Reserve with the National Defense Strategy and Air Force priorities, enhance readiness, and posture our force to meet future threats. We are requesting \$2.2 billion in RPA, which funds Reserve military pay for all statuses, formal schools, training, and individual readiness requirements. Furthermore, our FY 2021 budget request includes \$3.4 billion for the Operations and Maintenance (O&M) appropriation, which funds our flying hour program, operational readiness and mobilization requirements, equipment maintenance, and the salaries of our civil service personnel, including civilian pay and benefits for our Air Reserve Technician (ART) Force.

In FY 2019, we executed 99.5 percent and 98.6 percent of our RPA and O&M funding, respectively, and we are on track to fully execute our 2020 appropriations. Our FY 2021 budget request includes an RPA increase of \$193.6 million, approximately 60 percent of which is driven by higher AGR authorizations. Our FY 2021 also includes an O&M increase of \$123 million, which includes funding for over 81,000 peacetime flying hours and depot maintenance, Federal Aviation Administration mandated upgrades, and contractor logistic support for nearly 320 aircraft.

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Maintaining and modernizing our infrastructure and facilities is critical to readiness, force protection, and ensuring a safe work environment for our Airmen. These efforts are funded through Military Construction (MILCON) appropriations, which provide for new facilities and major infrastructure projects, and with the Facility Sustainment, Repair, and Modernization (FSRM) funds included in our O&M appropriation. FSRM funds appropriations are used to repair and modernize existing facilities and to extend the service life of existing infrastructure.

In FY 2019, we were appropriated funds for seven MILCON projects, totaling \$115 million, and awarded \$142 million in FSRM funding for 194 projects. We have three authorized FY 2020 MILCON projects, and we have distributed over \$76 million in FSRM funds so far this year. Our FSRM investments include \$35 million for airfield pavement repairs. Our FY 2021 budget request includes \$23.1 million in total MILCON appropriations, which will fund the construction of a new F-35 simulator facility at Naval Air Station Joint Reserve Base Fort Worth, Texas for \$14.2 million, provide \$5.6 million for Air Force Reserve-wide minor construction requirements and \$3.2 million for Planning and Design funds of future MILCON projects. These funds, along with our requested \$103 million in FSRM appropriations will assist in reducing our \$890 million MILCON and \$1.5 billion FSRM requirements backlogs, providing modern, efficient, and safe facilities for our Reserve Citizen Airmen.

### **Generating Combat Power Today and Tomorrow**

The Air Force Reserve provides daily operational support to the Joint Force, while maintaining a strategic force for sustained operations during major conflict. We provide surge capacity and rapid response capabilities, enabling the Joint Force to quickly adapt to operations tempo increases and unforeseen events, such as national disasters and contingencies. We also fill Active Component manning shortfalls and provide augmentation to meet short term manpower requirements.

Our ability to meet current taskings and to supply strategic manpower are predicated on our readiness. As an operational reserve, we must maintain our readiness to support present-day missions while we align our capabilities to meet the intent of the National Defense Strategy and prepare for future requirements. Over the past two years, we increased readiness across the enterprise, improving both individual and unit readiness.

The Air Force Reserve must be able to decisively employ both traditional and emerging capabilities. In order to enhance our ability to compete, deter, and win in any environment, we remain focused on key mission sets and actively expand our capabilities in the space and cyber realms. As warfighting domains become increasingly integrated, we must be prepared to conduct joint all-domain operations, which will allow us to create decisive, asymmetrical advantages in the future fight.

### **Pacing Squadrons**

In 2018, the Air Force identified operational squadrons that would be required at the start of a peer conflict. Several of these pacing squadrons are Air Force Reserve units, and we also support Active Component pacing squadrons through associations. Over the past year, we concentrated our

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resources and efforts on these units, improving their readiness. We will continue to prioritize our pacing squadrons to ensure they meet all requirements within the specified timelines.

### **Nuclear Deterrence Operations**

Nuclear capability is a foundational element of our national defense, and the Air Force Reserve shares in the nuclear mission. Our Nuclear Deterrence Operations assets include nuclear strike, air refueling, and command, control, and communications capabilities. In FY 2019, we evaluated these units during four assessments and through participation in an enterprise-wide Nuclear Execution Force exercise. Our nuclear forces remain mission ready.

Ready forces require modern equipment and capabilities. To further increase our capabilities in this critical mission, our FY 2021 budget request includes funding to equip six of our seven nuclear command, control, and communications capable command posts with the new primary strategic communication system, the Global Aircrew Strategic Network Terminal. This system will replace the legacy terminal, which is based on 1990s technology.

### **Air Superiority**

In order to defeat a peer or near-peer adversary, we must be able to generate combat power in contested environments. Last year we prioritized the readiness of our fifth-generation fighter squadrons and focused on providing realistic training to our F-22 and F-35 pilots. Our FY 2021 budget request increases the training funds for these airframes. This will enable us to expand fifth-generation fighter pilot production and to provide fully-qualified fighter aircrew with more frequent and higher value training.

The Air Force Reserve has Classic Associations in several F-35 units. We execute F-35 combat operations in our association at Hill AFB, Utah. Additional associations execute F-35 formal training at Luke AFB, Arizona and Eglin AFB, Florida, and operational test and weapons instructor course missions at Nellis AFB, Nevada. The Air Force Reserve's first unit-equipped F-35 wing will execute combat operations and be part of an Active Association. The Department of the Air Force plans to increase F-35 aircrew authorizations and our FY 2021 budget request supports this effort by adding Reserve manpower at the F-35 Formal Training Unit to support greater Total Force student throughput.

### **Aerial Refueling**

The Air Force Reserve air refueling fleet in FY21 consists of seven unit equipped wings and four associate wings. In January 2019, the first two KC-46s arrived at McConnell Air Force Base (AFB), Kansas. These aircraft were delivered to a classically associated Active and Reserve wing and are being flown by Total Force crews. In addition to one operational squadron, the Air Force Reserve has several trained instructors who support the KC-46 Formal Training Unit. The Air Force Reserve's first unit-equipped KC-46 wing, located at Seymour Johnson AFB, North Carolina, began conversion in 2019. The first KC-46 is projected to arrive in June with the expectation that all twelve aircraft will be delivered by December 2020.

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At present, we have eight wings which operate the KC-135. Six of these wings are unit-equipped, and three are tasked with an alert mission. We are focused on the readiness of our KC-135 force, with the goals of improving mission capable rates, increasing aircrew and maintenance manpower, and providing better training for our aircrew and maintenance personnel. The first Air Force Reserve aircraft will begin datalink modification with “Real Time Information in the Cockpit” (RTIC) in late summer. This modification increases the communications and information capabilities of the aircraft increasing its support capacity in a fast paced contested environment.

The Air Force Reserve has two wings who associate with the Active Component to fly and maintain the KC-10. The Air Force Reserve remains committed to this aircraft and 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 the Department of the Air Force to convert those units and their manpower to the determined follow-on missions.

### **Airlift**

The Air Force Reserve enables combat delivery through our strategic and tactical airlift fleets. In order to effectuate the C-5 formal training requirements, the Air Force Reserve C-5 crew ratios were adjusted to focus on balancing training capacity and resources for the Active and Reserve Component while maintaining combat readiness. The C-130H fleet was upgraded for compliance in accordance with the Aircraft Modification Program Increment 1 (AMP 1) and has begun to install new propulsion upgrades. The C-17 fleet continues to provide operational and strategic depth to the Global Reach enterprise.

### **Personnel Recovery**

The Air Force Reserve has one wing dedicated to the no-fail mission of personnel recovery. We operate three search and rescue platforms, and our FY 2021 budget request includes funds to update mission planning capability for this high demand asset. The request also supports modernization requirements for our Guardian Angel and HC-130 aircraft.

### **Dominating Space**

The establishment of the United States Space Force (USSF) in December 2019 underscored the importance of space to our national security. The Air Force Reserve is a major contributor to space operations. In the last year, our personnel executed approximately 26 percent of daily space missions. We added 70 space manpower authorizations in FY 2020. In addition, the Air Force Reserve has already taken steps to provide focused support to the Space Force for the near term. Our space units are aligned with and will be able to integrate effectively with USSF forces for the foreseeable future.

### **Cyber Defense**

Digital technology permeates nearly every aspect of modern life. This technology is both pervasive and inexpensive, making the cyber realm easily accessible. The increasing integration of cyber capabilities enhances our ability to generate combat power, yet exposes us to new threats.

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Therefore, the Air Force Reserve is building and expanding our foundational capabilities to conduct operations in the information environment, by evolving our cyber mission portfolio and re-purposing our cyber force to better defend against future threats.

The Air Force Reserve is home to the only Total Force wing that operates all six defensive cyber weapon systems. We provide support directly to Air Forces Cyber, Sixteenth Air Force, and United States Cyber Command. We are implementing the Cyber Squadron Initiative and standing up Mission Defense Teams on all nine Air Force Reserve host installations, as well as Naval Air Station Joint Reserve Base Fort Worth, Texas where we are the lead Air Force unit. Our FY 2021 budget request provides additional manpower to stand up cyber flights at all our unit-equipped locations.

We are in the process of transitioning our cyber personnel from information technology support to mission assurance and defensive cyber operations. Along with our Active Component counterparts, we are replacing our internal communications network with contractor delivered information services. The shift to Enterprise Information Technology as a service will allow us to leverage modern systems and practices from civilian industry for our internal networking needs, while enabling our personnel to focus on cyber operations and defense.

The Air Force Reserve is also developing and implementing new programs to expand accessibility and better utilize data. Our goal is to shift from stove-piped service information technology systems to cloud platforms. As part of this effort, we will transition to an operating-system agnostic framework. We are extending mobile-based capabilities and implementing alternative platforms to enable increased user accessibility. These efforts allow users to connect securely to Air Force networks through virtual desktop applications, enabling access from any device and any location. We are also working with the Air Force Chief Data Office to create a mature Shared Data Environment, which will serve as a single source for information.

### **Intelligence, Surveillance and Reconnaissance (ISR)**

The Air Force Reserve ISR enterprise is uniquely designed to provide strategic depth and operational surge capacity in traditional and emerging mission sets. Tailoring of current and future missions is necessary to ensure our ISR forces are readily available for mission execution. We will develop capabilities in areas that support the Joint Force while ensuring its current mission sets are relevant to multi-domain operations and major power competition. Investments in the operational use of public access information, increase presence in battlespace characterization, and support to key capabilities such as nuclear, space, and cyber operations that are necessary to ensure we are postured to meet the needs of Joint Forces.

The Air Force Reserve continues to provide approximately 500 experienced pilots, sensor operators and intelligence Airmen to support Remotely Piloted Aircraft (RPA) operations at five associations with our counterparts in Air Combat Command and Air Force Special Operations Command. We will maintain our contribution of both steady state and surge capacity to MQ-9 combat lines, as the Total Force RPA enterprise reorganizes to a leaner and more lethal force. As

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the Active Component restructures RQ-4 operations with divestment of a portion of the fleet, we will invest our associated manpower, focusing on readiness in missions supporting the National Defense Strategy.

### **Command and Control (C2)**

The Air Force is preparing for the future fight by fielding new concepts and capabilities which enable Joint All-Domain Command and Control (JADC2), the Department of Defense's top modernization priority, which is critical to executing joint all-domain operations. JADC2 is a system that uses data, machine learning and state-of-the-art software to seamlessly link "sensors to shooters" across all domains – air, land, sea, cyber and space. The Air Force Reserve's current C2 program will maintain status quo until the development of JADC2 and the Advanced Battle Management System priority.

As part of the Air Force's strategic initiative to strengthen joint leaders and teams, Ninth Air Force will now provide the Department of Defense (DoD) with an air-centric capability to task during crisis operations and be offered as part of the dynamic force employment model to meet the National Defense Strategy for more integrated and multi-domain operations. Our FY 2021 budget programs Air Force Reserve manpower to associate in the stand-up of the service-retained, Joint Task Force (JTF)-capable organization (9 AF, JTF Headquarters at Shaw AFB, South Carolina).

### **Manning a Ready Force**

Adequate manpower is vital to readiness. Our FY 2021 budget request increases our authorized end strength from 70,100 to 70,300, adding 200 AGR authorizations to increase our full time manpower and enable our readiness.

In recent years, the Air Force Reserve has encountered multiple manning challenges. For several years, our overall manpower has hovered slightly below end strength targets. While we do have part time manning shortfalls in some locations and in certain critical career fields, our total assigned part time personnel is near the total authorized. Although there have been improvements in the past year, our full time manning remains below the authorized level.

Our full time personnel continue to do excellent work by increasing our readiness while maintaining a high operational tempo. However, because we lack sufficient manpower, our full time force is overtasked. We place too many requirements on too few Airmen. We owe it to them to reduce some of the burden.

Our full time force is a mix of ARTs and AGRs. Between 2013 and 2018, our ART manning levels dropped from 80 to 74 percent, largely due to the highly competitive civilian job market. This decrease in manpower was further exacerbated by the civil service hiring process, which prolonged vacancies and caused us to lose candidates.

Ensuring our full time personnel are fairly compensated for their work is essential to recruiting and retaining talented individuals. Therefore, we implemented several initiatives to boost our full time manpower. These efforts are producing results. At the start of FY 2019, our full time manning

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level was approximately 75 percent. By the end of the first quarter of FY 2020, our full time manpower increased to around 80 percent of authorized.

The increase in our full time manning levels is due, in part, to the conversion of a percentage of our ART billets to AGR authorizations. As a result, AGR manpower and retention rates are higher than that of the ART force, with a comparatively faster hiring process; thus AGR vacancies are of shorter duration. The ART to AGR conversion initiative is a multi-year effort, which began in FY 2018. In FY 2019, we executed over 453 conversions, and we have already completed nearly 71 percent of the over 362 conversions planned for FY 2020. Our FY 2021 budget request provides for the conversion of an additional 625 ART authorizations to AGR billets, largely in maintenance and force support specialties.

Our ART manning and overall full time manpower also benefited from Direct Hiring Authority. This authority, which Congress granted, streamlines the civil service hiring process for certain critical career fields, drastically decreasing hiring timelines. Direct Hiring Authority provided particular benefit to our full time maintenance force. This authority allowed us to hire over 600 maintainers between March and October of 2019, increasing full time maintenance manpower to approximately 80 percent. Around 75 percent of the individuals hired were new to civil service. Direct Hiring Authority enabled us to decrease our ART maintainer vacancies to their lowest level in nearly four years.

Extending this authority to additional career fields, such as pilots, would likely produce similar results. At present our overall pilot manning is approximately 85 percent of authorized levels, with full time manpower at nearly 75 percent of authorized. Overall, pilot manpower has remained steady over the last year. We are exploring new options to increase both full time and part time pilot manning, including updating pay grade determination criteria for ART aircrew members and offering additional recruitment and retention bonuses.

In addition, the Air Force Reserve took steps to improve retention in both our full time and part time force. 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 approximately three year readiness gap, which occurs while a replacement is trained.

We are focusing our retention efforts on Airmen with six to ten years total service, which is the group with the highest attrition rate. In addition to expanding existing programs, we are seeking new methods of increasing retention and engaging wing leaders in these efforts. We also reduced barriers to recruiting, including decreasing hiring timelines, eliminating mileage restrictions, and removing unnecessary interview requirements.

Our full time to part time force mix is based on pre-Gulf War force structure and operational tempo. In order to effectively accomplish our mission, train our force, and maintain readiness, we must increase the percentage of full time manpower in relation to our end strength. Presently, full

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time uniformed military members constitute approximately 20 percent of Air Force Reserve authorizations. Based on current requirements, we need to increase this type of full time support which is essential to maintaining readiness.

### **Modernizing and Improving the Air Force Reserve**

Tomorrow's operational environment will notably evolve when compared to how we conduct operations today. The return of great power competition, combined with the rapid advancement and widespread availability of digital technology, drives the need to transform our forces so they can generate combat power effectively to win, despite contested environments established by our potential adversaries. This requires fielding new warfighting concepts and capabilities and modernizing existing platforms to meet future threats.

We implemented multiple readiness initiatives, including bolstering training, removing unnecessary requirements, and instituting internal reforms to streamline our operations and enhance support to our Reserve Citizen Airmen. We are prepared to meet both current and future requirements, and we must carry our present momentum forward into the coming years, to further optimize our force.

### **Maintaining Operational Parity with the Active Component**

In order to effectively support the Active Component and connect with the Joint Force, the Air Force Reserve must modernize simultaneously as the Air Force upgrades legacy platforms, adding capabilities required for the future fight. Our operational capabilities are tied to our ability to integrate into the Total Force, therefore we must maintain parity with the Active Component whenever possible.

The concurrent fielding of new airframes, aircraft upgrades, and other equipment is critical to sustaining and improving this operational parity. The Air Force Reserve can only provide strategic depth and operational support to the Joint Force in mission areas where our personnel are trained on the required weapon systems, and we are most effective when we can operate interchangeably with our Active Component counterparts. Concurrent fielding enables our personnel to train on the same systems employed by the Active Component, facilitating interoperability within the Total Force. This maximizes the Air Force Reserve's ability to support operational missions and enhances our integration with the Active Component, assuring we are capable of providing the Total Force with the warfighting capability necessary to achieve decisive victory against future threats and in all domains.

In addition to concurrent fielding, the Reserve must recapitalize and divest weapon systems in conjunction with the Active Component. This prevents problems which arise when the Reserve Component continues to operate a legacy system that is no longer used by our active counterparts. In this situation, the Reserve becomes responsible for all aspects associated with that particular platform, such as standardization and evaluations and safety. Furthermore, once the Active Component divests a weapon system, the Reserve is unable to hire qualified Active Component aircrew separatees for that specific airframe, increasing training costs and reducing readiness.



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### **Weapon System Modernization and Sustainment**

While addition of new platforms such as the F-35, KC-46, B-21, and F-15EX will enhance our capabilities, both the Active Component and the Reserve will continue to rely on many of the proven platforms currently in our inventory. This necessitates aircraft modernization and system upgrades, which will provide the capabilities needed for the future fight and ensure survivability if operating in a contested environment.

Key modernizations are required to keep our legacy fleet relevant in the prioritized missions outlined in the NDS. Necessary A-10 enhancements include the installation of upgraded mission computers, Helmet-Mounted Targeting, Anti-Jam Global Positioning System equipment, and missile warning systems. Our B-52 fleet requires upgrades to radar and defensive systems and the install of advanced data link equipment, and our FY 2021 budget request includes funding to install Advanced Extremely High Frequency communications capability on this aircraft. Our F-16s require active electronically scanned array (AESA) radars to more effectively support homeland defense and other priority NDS missions.

After decades of operating in a permissive environment, 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. Currently, the Radar Warning System upgrades for both aircraft are unfunded. We are presently installing the Mobility Air Forces datalink system in our C-5 fleet and to equip our KC-135 aircraft with the Real-Time in Cockpit situational awareness system. Our KC-135 fleet is also scheduled to begin Large Aircraft Infrared Countermeasures modifications in June 2020, and the installation of additional threat awareness and self-defense systems would provide further protection for this aircraft.

In addition to modernization, many of our airframes require upgrades, repairs, and component replacements in order to maintain airworthiness and extend service life. These weapon system sustainment actions are 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. Lack of weapon system sustainment funding can ground aircraft, hampering our ability to support global operations and degrading our readiness.

Years of continuing resolutions, lack of flexible funding, and an aging fleet have increased weapon system sustainment requirements. Historically, the Air Force Reserve has had approximately 75 percent of our share of these requirements funded. We obligated over \$500 million for weapon system sustainment in FY 2019. Our FY 2020 appropriations are approximately \$759 million. We've been authorized \$345 million to date, of which 80.6 percent has been obligated. We are also on track to obligate our entire FY20 authorization, as we're currently at 36.6 percent obligated.

Our FY 2021 budget requests \$703 million in weapon system sustainment funds, which will provide needed upgrades to multiple Air Force Reserve platforms. Our current sustainment requirements include measures to extend the B-52's service life by an additional thirty years and

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to replace this platform's engines with new, more fuel-efficient powerplants. Our A-10 fleet requires wing replacements and our C-130H aircraft need avionics and propulsion upgrades.

### **Internal Improvements**

Reforming our organization through internal improvements and increasing our operational efficiency continues to be one of our major focus areas. Our intent is to increase our overall readiness and enhance our ability to support our Reserve Citizen Airmen by streamlining our internal processes and eliminating requirements, policies, and programs which either detract from or do not contribute to our readiness or provide support to our personnel.

In FY 2019, we completed a major reform of our internal medical process, and took action to fix hindrances that needed to be remedied, including a policy which placed unnecessary participation restrictions on individuals with medical profiles.

We are currently accelerating and expanding our internal reform efforts. We identified additional areas within our organization that require enhancement and are working to improve the most critical of these. One of several of these initiatives is the holistic reform of our manpower and personnel programs and processes. We are also identifying processes which create problems for our Airmen, such as pay and benefits issues.

As part of this enterprise-wide initiative, the Air Force Reserve's Force Generation Center is presently improving our mobilization and deployment processes through automation and system upgrades. This will expedite orders approval, enabling Airmen to receive benefits earlier in the process and reducing gaps in support. These improvements will alleviate problems caused by our lengthy current process, helping our personnel, their family members, and their civilian employers' better plan and prepare for deployments.

In addition to our own internal efforts, we participate in Department of the Air Force development and reform initiatives, including the Air Force War Fighting Integration Capability team. We also support and will benefit from the Department of the Air Force's ongoing predictive maintenance efforts and are working to acquire additive manufacturing capability. To date, four Air Force Reserve wings purchased equipment required to manufacture parts in house, which are currently being used for training and familiarization. These two initiatives will decrease aircraft repair time, ultimately improving mission capable and aircraft availability rates.

### **Exercise Planning**

Operating in contested airspace requires both modernized aircraft and trained aircrew. We must ensure all Reserve Citizen Airmen receive realistic training and are fully capable of employing the systems which will be required in the future operating environment.

We are building Integrated Mission Planning Cells into our operational support squadrons. This will provide a standardized, transparent, and equitable exercise planning process for our units. The addition of dedicated mission planners will allow our wings to match resources and requirements

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with training opportunities, enabling deliberate and properly prioritized use of our centrally managed training funds.

These mission planners will be fully integrated into all phases of the exercise planning process, which will ensure learning objectives and training requirements are met. Training for joint all-domain and contested environment operations will require scheduled access to secure networks, as well as software and hardware management. Therefore, our operational support squadrons will employ dedicated datalink managers. This will ensure our aircrew are proficient on the newest systems and receive critical high-end readiness training.

### **Providing Excellent Care to Airmen and Families**

Our Airmen are our greatest asset. They are ultimately responsible for maintaining our readiness, aligning our organization to meet future requirements, and executing our operational missions. Their success depends on our support. The Air Force Reserve is absolutely committed to providing excellent care to both our Airmen and their families. This mandates a holistic approach, and we continually seek ways to better support our personnel and enable their personal and professional success. We currently have numerous personnel support initiatives, including reducing the administrative burden on our Airmen, improving education and training, growing our resiliency programs, and providing our Airmen and their families with access to needed resources. Our ultimate goals are to improve the quality of life for our personnel and to foster an environment where people want to stay and serve.

### **Suicide Prevention**

Recently, the Air Force Reserve has experienced an alarming spike in member suicides. Our rates are not going in the desired direction. Losing even one Airman to suicide is a horrible tragedy, with every life having its own deeply personal story.

In response to this heartbreaking trend, we expanded upon our existing support programs and are adding new leadership tools to assist with suicide prevention and intervention. Suicide is a complex interaction of factors; while there is no one “fix,” we are committed to addressing suicide comprehensively. We are conducting thorough analyses of potential common socio-demographic factors, such as age, race, relationships status, and financial security, among individuals who die by suicide, in order to develop algorithmic methods and integrated databases to identify at-risk Airmen.

Although the Air Force has found no direct link between deployments and member suicide, all personnel receive mental health screenings before, during, and after deployment and as part of their annual health assessment. These screenings assess suicide risk along with other behavioral and mental health issues. We conduct Suicide Analysis Boards, modeled after safety investigation boards, to identify the causes and contributing factors behind member suicides.

Our intent is to create protective policies and programs which will reverse this trend and bring our suicide rate to the only acceptable number: zero.

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### **Personal Resiliency**

The personal wellness of our Airmen and their families is incredibly important. The Air Force Reserve has multiple on base entities which provide support and resources to our personnel. We employ dedicated Sexual Assault Response Coordinators in all wings and Violence Prevention Integrators on all nine Air Force Reserve host installations and at Fort Worth Naval Air Station Joint Reserve Base, where we are the lead Air Force wing. Furthermore, we embedded full-time Religious Support Teams within our units.

Last summer, we initiated a mental health and suicide prevention outreach and awareness campaign. We also directed all our units to conduct a resiliency tactical pause, which will be an ongoing effort to enhance connectedness among our personnel. Many of our wings and our members took an active role in these efforts, increasing their effectiveness and impact.

In addition, the Air Force Reserve promotes and provides mental health resources as part of the Yellow Ribbon Reintegration program. This initiative supports Reservists and their family members through pre-and post-deployment events. This program has seen an overwhelming success, with over 97 percent of attendees finding the events beneficial.

### **Summary**

Over the past two years, the Air Force Reserve made significant gains in readiness. We enhanced our mission capabilities, bolstered our full time manning levels, and increased our organizational efficiencies. We carefully constructed our FY 2021 budget request to accelerate these efforts. This request will facilitate further modernization of our weapon systems, better posture our force to meet emerging and evolving mission requirements, and boost our ability to support our Airmen and their families. We will continue our diligent efforts to meet the intent of the National Defense Strategy, increase our interoperability within the Total Force, and further our integration within the Joint Force.

Our recent readiness gains would not have been possible without your support. The approval of our FY 2019 and 2020 budget requests enabled us to improve our readiness while maintaining robust support to global operations. Recent legislative actions, such as Direct Hiring Authority, removed barriers to success and improved the quality of life for our Citizen Airmen. The future operational environment will require a capable, modern, and combat-ready force. With your continued support, we are confident the Air Force Reserve will remain prepared to fly, fight, and win across the operational spectrum of air, space, and cyberspace.