

United States Air Force



Testimony

Before the Senate Appropriations
Subcommittee on Defense

Guard and Reserve Hearing

Statement of
Lieutenant General John P. Healy
Chief of Air Force Reserve

June 1, 2023



LIEUTENANT GENERAL JOHN P. HEALY

Lt. Gen. John P. Healy is the Chief of Air Force Reserve, Headquarters U.S. Air Force, Arlington, Virginia, 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. Healy was commissioned through the ROTC program at the University of Connecticut in 1989. He was part of the initial cadre for the C-17 Globemaster III program and has commanded at the squadron, Vice Wing, and Numbered Air Force level. Additionally, his joint experience includes Division Chief of Current Operations to the U.S. Central Command Deployment and Distribution Operations Center, Camp Arifjan, Kuwait, and J7-Director of Exercises and Assessments and Advisor on Reserve Component Affairs for U.S. European Command at Patch Barracks in Stuttgart, Germany.

Prior to his current position, Lt. Gen. Healy served as the Deputy to the Chief of Air Force Reserve, Headquarters U.S. Air Force, Arlington, Virginia, assisting the Chief of Air Force Reserve.

EDUCATION

- 1989 Bachelor of Arts, Communications, University of Connecticut, Storrs
- 1996 Squadron Officer School, Distinguished Graduate, Maxwell Air Force Base, Ala.
- 1996 Master of Arts, Business Administration Computer Information Management, Webster University, Webster Groves, Mo.
- 2005 Air Command and Staff College, Maxwell AFB, Ala.
- 2007 Air War College, Maxwell AFB, Ala.
- 2007 Leadership Today and Tomorrow, Washington, D.C.
- 2008 Reserve Component National Security Course, Washington, D.C.
- 2010 Advanced Joint Professional Military Education, Joint Forces Staff College, Norfolk, Va.
- 2011 NATO Senior Officer Policy Course, Oberammergau, Germany
- 2011 Director of Mobility Forces Course, Hurlburt Field, Fla.

ASSIGNMENTS

1. March 1990–February 1991, Undergraduate Pilot Training, Columbus Air Force Base, Miss.
2. February 1991–August 1994, C-141 Starlifter Air Refueling and Airdrop Aircraft Commander, Scheduler, 18th Airlift Squadron, Joint Base McGuire-Dix-Lakehurst, N.J.
3. August 1994–March 1997, C-17 Globemaster III Initial Cadre, Flight Commander, Evaluator Pilot, 17th AS, Charleston AFB, S.C.
4. March 1997–April 1999, Assistant Chief of Standardization and Evaluation, 97th Airlift Wing, Altus AFB, Okla.
5. April 1999–November 2002, Instructor Pilot, 701st AS, Charleston AFB, S.C.
6. November 2002–March 2006, Flight Commander/Evaluator Pilot, 337th AS, Westover Air Reserve Base, Mass.
7. March 2006–December 2006, Contingency War Plans Officer, 439th Operations Group, Westover ARB, Mass.
8. October 2007–October 2008, Reserve Chief Pilot, 337th AS, Westover ARB, Mass.
9. October 2008–October 2009, Operations Officer, 337th AS, Westover ARB, Mass.
10. October 2009–December 2010, Commander, 337th AS, Westover ARB, Mass.
11. January 2011–June 2012, 439th AW Vice Commander, Westover ARB, Mass.
12. June 2012–February 2013, 439th AW Special Assistant to the Commander, Westover ARB, Mass.
13. February 2013–September 2014, Chief Air Reserve Command, Future Concepts Division, Strategic Planning Directorate, Deputy Chief of Staff for Plans and Programs, Headquarters Air Staff, the Pentagon, Arlington, Va.
14. October 2014–January 2015, Reserve Deputy Director of Planning, Strategic Planning Directorate, Deputy Chief of Staff for Strategic Plans and Requirements, Headquarters Air Staff, the Pentagon, Arlington, Va.
15. January 2015–July 2017, Mobilization Assistant to the Commander, 618th Air Operations Center, Scott AFB, Ill.
16. July 2017–July 2019, Director, Exercises and Assessments and Senior Reserve Component Advisor to the Commander,



EFFECTIVE DATES OF PROMOTION

Second Lieutenant October 11, 1989	
First Lieutenant October 11, 1991	
Captain October 11, 1993	
Major October 01, 2001	
Lieutenant Colonel August 17, 2006	
Colonel March 02, 2011	
Brigadier General March 30, 2016	
Major General December 12, 2018	
Lieutenant General August 03, 2022	

Headquarters U.S. European Command, Stuttgart, Germany.

17. July 2019–July 2021, Commander, 22nd Air Force, Dobbins ARB, Ga.

18. July 2021–August 2022, Deputy to the Chief of Air Force Reserve, the Pentagon, Arlington, Va.

19. August 2022–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. March 2012–September 2012, Division Chief, Current Operations, U.S. Central Command Deployment and Distribution Operations Center, Camp Arifjan, Kuwait, as a colonel

2. July 2017–July 2019, Director of Exercise and Assessments Directorate, U.S. European Command, Stuttgart, Germany, as a brigadier general and major general

FLIGHT INFORMATION

Rating: command pilot

Flight Hours: more than 5,000 military hours, including 402 combat hours

Aircraft Flown: T-37, T-38, C-141B, C-17A, C-5A/B, B737 and A320

MAJOR AWARDS AND DECORATIONS

Distinguished Service Medal

Defense Superior Service Medal

Legion of Merit

Defense Meritorious Service Medal

Meritorious Service Medal with three oak leaf clusters

Air Medal with oak leaf cluster

Aerial Achievement Medal

Air Force Commendation Medal with two oak leaf clusters

Air Force Achievement Medal with oak leaf cluster

Air Force Combat Action Medal

ORGANIZATIONS AND ASSOCIATIONS

Reserve Officers Association Airlift and Tanker Association

PROMOTIONS

Second Lieutenant Oct. 11, 1989

First Lieutenant Oct. 11, 1991

Captain Oct. 11, 1993

Major Oct. 1, 2001

Lieutenant Colonel Aug. 17, 2006

Colonel March 2, 2011

Brigadier General March 30, 2016

Major General Dec. 12, 2018

Lieutenant General Aug. 3, 2022

(Current as of August 2022)



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UNITED STATES AIR FORCE RESERVE

The Air Force Reserve is a combat-ready force, with a Fiscal Year (FY) 2023 end strength of 70,000 Reserve Airmen, stationed at over 60 locations throughout the United States, and serving globally in air, space, and cyberspace. As a cost-efficient and mission-effective force, the Air Force Reserve provides the Nation with operational capability, strategic depth, and surge capacity, both overseas and here at home. The Air Force Reserve's wide-ranging operational capability serves the diverse needs of every Combatant Commander, whose requirements are as varied as the geographic and functional areas they support.

With over 80 percent of our Reserve Airmen serving part-time, this combat-tested experience is retained in a cost-efficient force, available whenever the Nation calls. Further, the Nation benefits from the intrinsic value gained by a member's civilian experience in a variety of career fields, from pilots and nurses to teachers and cyberspace professionals.

The Air Force Reserve directly supports the United States and neighboring countries with special capabilities, including aerial firefighting, aerial spray, and weather reconnaissance, better known as the "Hurricane Hunters." The Air Force Reserve's relationship with other federal agencies, including the National Weather Service and U.S. Forest Service, demonstrates how federal, military, and civilian organizations can work together to support the entire Nation.

The Air Force Reserve is a proven part of the Total Force. We are committed to the Secretary of the Air Force's Operational Imperatives, the Chief of Staff's vision of Accelerate Change or Lose, and the Chief of Space Operations' three Lines of Effort. The Air Force Reserve is critical to the Department of the Air Force's (DAF) effort to address the four National Defense Strategy (NDS) priorities: defending the homeland, deterring strategic attacks, deterring aggression, and building a resilient joint force. We execute the full spectrum of DAF missions, providing strategic depth and maintaining an operational readiness to deter our adversaries, defend the United States and our allies, and respond to any contingency—at a fraction of the cost of the Regular Component of the U.S. Air Force and the U.S. Space Force.

AIR FORCE RESERVE FISCAL YEAR 2024 POSTURE STATEMENT

Total Force operations require Total Force investments. The Joint Force faces a complex battlespace across multiple domains. The Regular Component of the U.S. Air Force and U.S. Space Force are working to fulfill the NDS priority of building a resilient joint force and defense ecosystem. The Air Force Reserve meets these challenges as part of the Total Force. Our mission capabilities rest on one single foundation – our people. Our Reserve Airmen must be able to work side by side with their Regular Component partners in the U.S. Air Force and the U.S. Space Force. To do that, we must train and equip our Reserve Airmen in a manner that is proportional and concurrent with the Regular Component. This will ensure the Air Force Reserve remains a credible operational and viable strategic reserve that can provide a surge capacity in a crisis or contingency.

With Congress' support, we were able to improve our readiness. Upon taking command of the Air Force Reserve, I issued a Task Order that emphasized two priorities: Ready Now and Transforming for the Future. The order empowers Reserve Airmen to own their individual readiness and establishes

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accountability across the entire command to become the force the Nation needs. The approval of our FY 2024 budget request will enable us to continue building readiness while also transforming for the future.

This year marks the seventy-fifth anniversary of the Air Force Reserve, and I am proud to say we have responded to every U.S. conflict and contingency since 1948. It has not been easy. The Air Force Reserve first mobilized to halt aggression on the Korean Peninsula in 1950, without a mobilization plan. Despite this challenge, Reserve Airmen brought combat air power to support United Nations Forces. Today, Reserve Airmen remain ready, such as when an Air Force Reserve C-17 and its crew supported earthquake relief operations in Turkey and Syria by transporting 28 tons of cargo, 76 personnel, and 6 search and rescue dogs within 10 hours of notification on February 6, 2023.

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 closed the gap on critical staffing shortfalls. We increased our organizational effectiveness and improved our ability to provide excellent care for our Reserve Airmen and their families while also working to bolster individual and organizational resilience.

My intent is to prioritize every dollar spent on initiatives that optimize readiness. We will hold ourselves accountable from planning to execution of a comprehensive and effective strategy to build a ready force and transform the organization. By employing data analytics coupled with new tools and processes, we are making timely and informed programmatic decisions. We are implementing policy reform that facilitates modernization and reduces administrative requirements. The result is an agile and judicious execution of financial resources. Continuing resolutions hamper Total Force readiness and degrade our ability to sustain progress.

While we continue to prioritize readiness, we still face challenges. Like the Regular Component of the U.S. Air Force, in FY 2022 the Air Force Reserve did not meet its end strength and in FY 2023, we are projected to fall short of end strength again. The FY 2024 budget request includes funding that will allow the Air Force Reserve to offer bonuses to help recruit and retain personnel. The budget will also provide funds to bring Airmen on status for additional training to support readiness. This is dual purposed as readiness training also improves an Airmen's experience, providing our members a sense of purpose and thereby improving retention.

The Air Force Reserve will support the DAF as it makes hard choices in Airpower and Spacepower modernization to keep pace with our strategic competitors. This is critical to address the four NDS priorities, which depend upon effective command and control capabilities that are survivable in the threat environment of today and tomorrow. The Air Force Reserve must be a part of that decision-making process since concurrent fielding, recapitalization, and divestment of airframes, systems, and equipment is essential to our ability to integrate effectively with the Regular Component and support the Geographic and Functional Combatant Commands. We conduct operations in every DAF core function and support both DAF services: the U.S. Air Force and the U.S. Space Force. For the Air Force Reserve to remain a viable contributor to joint operations, the Total Force must maintain equipment parity and interoperability. The FY 2024 budget continues to integrate Air Force Reserve capabilities with the Joint Force.

Reserve Airmen and their families are the foundation of our readiness, operational capabilities, and organizational success. Our Airmen's diverse talent and depth of experience are a force multiplier. Their

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dedication to our mission is second to none. We owe our Airmen stability and predictability. The Air Force Force Generation (AFFORGEN) model will increase predictability and lessen Reserve Airmen's time away from family and the financial burdens they may incur being away from their civilian occupations.

Our FY 2024 budget request supports our continuing efforts to implement the NDS by making deliberate and impactful investments in readiness. The Air Force Reserve value proposition is simple: we are a cost-effective strategic force that is experienced and accessible. We will use budgeted funds to ensure the Air Force Reserve has the capabilities and training required to generate combat power for the future security environment. We also will ensure readiness to answer our Nation's call, as we've done over the past seventy-five years. With the requested Congressional support, we will continue to organize, train, and equip our Reserve Airmen to remain a ready force to defend our Nation and its interests.

AIR FORCE RESERVE'S ROLE IN DEFENDING THE NATION

The Air Force Reserve is codified in law to provide trained and qualified personnel available for active duty in time of war, national emergency, or in response to a crisis or contingency. Recognizing that joint warfighters need air and space power, the DAF plays a critical role in defending the homeland, deterring strategic attacks, deterring aggression, and building a resilient joint force. The accessibility of the Air Force Reserve is critical to ensuring the DAF has a surge capacity to meet joint warfighter requirements. Because operational demands fluctuate, the Regular Component cannot be staffed to meet peak operational demands and is therefore right-sized for steady-state operations. The Air Force Reserve provides the strategic depth and operational support the DAF needs to meet these demands. This requires Reserve Airmen to be organized, trained, and equipped in line with the Regular Component to be a ready, resilient, and combat-credible force in reserve. We are transforming for the future to become the Air Force Reserve the Nation needs.

Our President's Budget (PB) request for FY 2024 enables the Air Force Reserve to be an operational and ready part-time force with a strategic surge capability. The PB allows us to invest in readiness and continue supporting every DAF core function. As the Regular Component divests legacy systems and brings new weapon systems online, the Air Force Reserve is following suit. The Secretary of the Air Force and the Chief of Staff of the Air Force concurred with the recommendation from the National Commission on the Structure of the Air Force report published on January 30, 2014, which stated that as the Air Force acquires new equipment, force integration plans should adhere to the principle of proportional and concurrent fielding across the components.

When mobilized, our Reserve 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. In FY 2022, 3,299 Reserve Airmen deployed to support taskings. In FY 2023, over 2,500 Reserve Airmen are projected to deploy. This support is critical to the Regular Component by burden-sharing deployment requirements and providing the expertise of Reserve Airmen to Combatant Commands and the Joint Force. For example, since February 2022, 1,849 Reserve Airmen have supported U.S. Air Forces Europe and the United States European Command by serving 145,313 days on active duty orders. These Reservists have performed everything from intelligence analysis and force protection to aircraft maintenance and reconnaissance flights to deter Russian aggression.

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Force Structure

With 80 percent of Air Force Reserve members serving part-time, most Reservists serve alongside our Regular Component counterparts in association constructs. Approximately two-thirds of the Air Force's associations are with the Air Force Reserve. Integrating through associations delivers significant taxpayer value, both in cost savings and improved mission effectiveness, by sharing aircraft, equipment, and facilities with the Regular Component. 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 commercial best practices, and facilitates beneficial partnerships with industry and other institutions. This can be seen in organizational initiatives known as "Bullpens" that leverage Individual Mobilization Augmentees who have critical high demand low density skills that are lacking in the Regular Component. These Bullpens are critical to supporting the Secretary of the Air Force's Operational Imperatives and a great example is the bullpen being established to study Hypersonics. The Hypersonic Bullpen has 13 Reserve Airmen who are experts from industry and academia. There is also a China Bullpen with Reservists who have expertise spanning several disciplines including language, internal politics, and strategy.

Classic Associations

Unit associations between geographically collocated Regular Component and Reserve Component units exemplify Total Force Integration. In this construct, equipment resources are officially assigned to the lead unit but are shared between the lead and associate unit. Associations further enhance our interoperability and give the Regular Component access to the experience of 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. The Reserve Airmen of the 477th Fighter Group at Joint Base Elmendorf-Richardson, for example, include some of the most experienced F-22 pilots and maintainers. The pilots average over 1,200 flight hours in the F-22 alone, compared to their Regular Component counterparts' 400 hours. Every pilot is mission commander and instructor pilot qualified, providing vital operational and instructional capacity to the associate unit. As the F-22 costs \$80K an hour to operate, the cumulative F-22 flying experience of the Reserve pilots has a replacement value of \$1.1 billion. Our Reserve maintainers provide a stable base of deep experience to mentor maintainers across the Total Force.

AFFORGEN

The DAF established AFFORGEN to enable force presentation to meet Combatant Command requirements in a sustainable, predictable manner while ensuring operational preparedness and required readiness. AFFORGEN is an evolution and maturation of the Air Expeditionary Forces model that balances risk between Combatant Command requirements, Air Force readiness, and modernization, by deploying pre-identified units who have trained together. Since 2015 the Air Force Reserve has executed a form of AFFORGEN through Reserve Component Periods (RCPs). In FY 2024, AFFORGEN will meet initial operational capability, and the Air Force Reserve will provide 671 personnel to the initial Expeditionary Air Base Sourcing rotations and another 548 personnel for Supplemental Expeditionary Air Base Sourcing rotations totaling 1,219 Reserve personnel. These Reserve Airmen will include Logisticians, Security Forces, Administration Personnel, Civil Engineers, Aerial Porters, and Communications troops. The Air

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Force Reserve will also provide additional Airmen to augment gaps in the Regular Component AFFORGEN manning.

The AFFOGREN model will provide Reserve Airmen with predictable deployment cycles. This predictability enables Combatant Commanders and the DAF to preplan and budget for the utilization of Air Force Reserve forces that is consistent with Congressional intent and Title 10 USC Section 12304b. It also enables Reserve Airmen, their families, and their employers to prepare for the demands of defending our Nation.

Core Functions

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

Air Superiority

Preserving the advantage in strategic competition requires generating combat power in contested environments. Maintaining equipment parity with the Regular Component ensures our ability to match pacing threats. Legacy aircraft divestiture without recapitalization and delayed modernization programs add substantial risk to the ability to sustain combat-credible air superiority and strategic surge capacity in the future.

The Air Force Reserve provides vital experience to the DAF's 5th Generation fighter capabilities. The Air Force Reserve's first unit-equipped F-35 wing at Naval Air Station (NAS) Joint Reserve Base (JRB) Fort Worth, Texas will begin the conversion from F-16s to F-35s in FY 2024. We currently execute F-35 combat operations through our Classic Association at Hill Air Force Base (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. The experience of our Reserve pilots and maintainers in all aspects of 5th Generation fighter operations reduces costs, improves the experience of the Total Force, and improves the Regular Component. This is critical to meet the challenge from our pacing threat in a future fight.

Intelligence, Surveillance and Reconnaissance (ISR)

Our ISR enterprise is optimized to provide strategic depth and operational surge capacity in traditional and emerging mission sets. Currently the ISR enterprise supports missions in Targeting, Special Operations, Distributed Common Ground Station (DCGS), Signals Intelligence, Human Intelligence, Geospatial Intelligence, Measurement and Signatures Intelligence, Acquisition Intelligence, Combat Air Force support, Mobility Air Force support, Cyber, Space, and Combat Operations Squadrons (COSs). We continue to develop capabilities in areas to support the Joint Force while ensuring current mission sets provide decision advantage against pacing threats.

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There are 4,400 ISR Reserve Airmen supporting every Air Force Major Command and all Functional and Geographic Combatant Command Intelligence Directorates. We are exploring mission growth with Air Combat Command and 16th Air Force to determine the way forward for the Air Force Reserve ISR Enterprise to be involved in synchronizing and integrating Information Warfare efforts into daily operations. There are also plans in place to have steady state Air Force Reserve ISR units available to the Global Force Mission Allocation Plan for the Regular Component to have additional access to our capabilities.

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. The Air Force Reserve also provides 31 percent of aircrews for the C-17. Air Force Reserve's C-5 and C-130H fleets continue to face sustainment challenges due to aging aircraft, diminishing vendors, and increased part costs. 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. In 2022, the 916th Air Refueling Wing, a Reserve unit stationed at Seymour Johnson AFB completed the conversion to the KC-46 and took possession of its twelfth and final aircraft.

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, which will be fielded to units in FY 2024. This system will replace legacy terminals that are based on 1990s technology. The Air Force Reserve is also standing up the MH-139 Field Training Unit at Maxwell AFB as part of the 908th Airlift Wing mission conversion. It is postured to begin training in FY 2026. The MH-139 will enable increased Intercontinental Cruise Missile (ICBM) security.

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 as it provides the situational awareness and decision support tools to close hundreds of kill chains on relevant timelines in all domains – air, land, maritime, space, and cyber – while operating in a highly contested environment.

To assure strategic depth, the Air Force Reserve must maintain equipment parity to achieve enterprise mission optimization as the DAF fields new capabilities. This includes ensuring legacy platforms are equipped with ABMS capabilities to guarantee interoperability and lethality. The Air Force Reserve also provides non-material support for ABMS initiatives with C2 manpower. Investment in digital infrastructure

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and applications, along with modern air and space communication platforms, provides the foundation of C2 with the speed, adaptability, and resilience needed to achieve these objectives.

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 exploring continued growth in cyber mission sets to counter persistent threat actors. We continue to posture our forces to better align with United States Cyber Command and Air Force Cyber requirements.

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. It is critical that Air Force Reserve units associated with Special Operations Forces and Personnel Recovery be proportionally recapitalized and concurrently fielded in the future.

Space Superiority

The establishment of the U.S. Space Force 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 with 1,400 space operators in the Air Force Reserve. These personnel executed 26 percent of daily space missions directly supporting United States Space Command taskings. The Air Force Reserve will continue to provide focused support to the Space Force.

Equipment and Infrastructure

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.

The Air Force Reserve must also 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

Fully funding the Air Force Reserve FY 2024 Weapon System Sustainment (WSS) request is essential to bridging the concurrent fielding gap and maintaining parity with the Regular Component. As new systems

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are brought online to enhance the DAF's 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. A balanced portfolio of new and legacy platforms will achieve adequate wartime readiness. The WSS budget increase to \$186.8 million in FY 2024 will balance the portfolio. In addition to modernization, many of our airframes require upgrades, repairs, and component replacements to maintain airworthiness and extend service life. For example, to achieve adequate wartime readiness the FY 2024 budget provides increases in B-52, C-5M, C-130H, and WC-130J aircraft.

Infrastructure and Facilities

Maintaining and modernizing our infrastructure and facilities is critical to readiness, force protection, and ensuring a safe work environment for our Reserve Airmen. Military Construction (MILCON) appropriations fund new facilities and major infrastructure projects. The Facility Sustainment, Repair, and Modernization (FSRM) funds included in our Operations and Maintenance (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 \$1.077 billion in MILCON projects and \$1 billion in validated FSRM projects in backlog. We are grateful to Congress for providing an additional \$49.3 million in MILCON funding and \$10 million in FSRM funding for FY 2023, for our most urgent projects.

During FY 2022, the Air Force Reserve utilized FSRM funding to make ongoing investments in airfield pavement sustainment and repair. FSRM funds are used to repair and modernize existing facilities to accommodate new missions such as the KC-135 Conversion at Niagara Falls Air Reserve Station (ARS), New York, F-35 bed-down at NAS JRB Fort Worth and KC-46 bed-down at March ARB. The Air Force Reserve FY 2024 MILCON funding request includes plans to replace a facility from 1942 at NAS JRB Fort Worth with a modern warehouse and three separate projects that will enable on-time delivery of KC-46 aircraft at March ARB. Finally, our Aerial Port Facility MILCON project request will replace an existing undersized facility at Andersen AFB, Guam and move port operations onto the flightline – enabling effective operations at a critical base in the Pacific.

AIR FORCE RESERVE'S ROLE IN TAKING CARE OF PEOPLE

Taking care of our Reserve Airmen and their families is critical. It begins the moment a member joins the Air Force Reserve and continues throughout their career. The Air Force Reserve does everything possible to support our Airmen as they balance their military career, civilian obligations, and family responsibilities. This assures the Air Force Reserve retains talented Airmen who can leverage diverse experience from their military service and civilian lives. The FY 2024 budget provides the support our Reserve Airmen need to be successful. This support includes suicide prevention through investments in resilience, social support through the Yellow Ribbon Reintegration Program, working to implement the recommendations from the Independent Review Commission (IRC) on Sexual Assault, and removing significant barriers to service through expansion of childcare programs.

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Recruiting and Retention

Like the Regular Component of the Air Force, the Air Force Reserve did not meet its recruiting goal in FY 2022. The Air Force Reserve missed the Congressional mandated end-strength requirement of 70,300 by 2,252 personnel. The projections for FY 2023 indicate the Air Force Reserve will fall short of the Congressional end-strength of 70,000.

The recruiting environment continues to present significant challenges based on multiple factors to include a reduced propensity to serve, competitive civilian compensation and difficulty in medically clearing recruits. Along with the Chief of Staff of the Air Force and collective Total Force team, we have identified accession policies that limit our ability to recruit young adults to serve in the military. Three important changes include: revising the tattoo policy to allow for limited hand and neck tattoos; adjusting body fat standards to align with the other Services (increasing to 26% for males and 36% for females for accessions); and allowing members to join without a driver's license. The Air Force Reserve human capital strategy calls for 70% prior service (PS) and 30% non-prior service (NPS) recruiting mix but currently we are challenged on both fronts. The accession model is built on the expectation that there will be sufficient prior-service members leaving active duty who will affiliate with the Air Force Reserve. The Air Force Reserve strives to affiliate ready trained airmen. However, current trends indicate increased reliance on NPS recruits which increases training costs and dilutes unit experience. We are proactively increasing our targeted outreach efforts to connect with potential recruits, specifically focusing on members of the Regular Component. By expanding our reach, we aim to effectively communicate the benefits and opportunities available in the Air Force Reserve. The Air Force Reserve is also executing a plan of action to mitigate recruiting challenges with Reserve Component Affiliation Incentive Bonuses and a deliberate on-boarding process to increase recruiting production.

Increasing retention provides cost savings by decreasing training requirements. We are presently targeting retention through bonuses and special salary rates. 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. In FY 2022, \$24-27 million was spent in reenlistment bonuses and Air Force Reserve primary retention tools. In FY 2023, the Air Force Reserve offered a \$10,000 bonus for enlisted members to fill vacant positions and a \$5,000 bonus for fully qualified members to fill an authorized overage. To address shortfalls in pilot manning, the Air Force Reserve has utilized an Aviation Bonus Program to stabilize both full-time and part-time manning.

Pilot Staffing

The Air Force Reserve provides a mechanism to retain talent by providing continued service options for members who separate from active duty. The DAF understands the importance of retaining experienced talent from both a cost-effectiveness and capacity perspective. During FY 2022, the Air Force Reserve had an 81 percent overall pilot staffing. This is a marked decline from FY 2021 when we experienced a high of 94 percent overall pilot staffing. Full-time pilot assigned manning decreased slightly from 990 at the beginning of FY 2022 to 981 at the beginning of FY 2023. During Calendar Year 2022, there was an unprecedented hiring effort by civilian airlines. This hiring has made full-time retention a challenge. 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.

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In FY 2022, we offered 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 well-qualified pilots. While the overall Aviation Bonus Program cost increased from \$3 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 the Air Force Reserve.

Training

Thanks to the FY 2023 increase in the Reserve Personnel Appropriation (RPA) budget, we were able to address the cost of training for NPS recruits. RPA execution for FY 2023 is showing a marked improvement as January's execution numbers were 29 percent, compared to the 22 percent 3-year average. The FY 2024 request was increased by \$13 million due to a 5.2 percent military pay raise, a 2.4 percent non-pay inflation adjustment, and 4.2 percent Basic Allowance for Housing increase.

To make a meaningful contribution to the DAF core functions, the Air Force Reserve maintains a focus on being Ready Now which requires the Air Force Reserve to have the capability to train Reserve Airmen. The FY 2024 budget provides the Air Force Reserve the funds and flight hours to train our Airmen. The budget also allows the Air Force Reserve to work closely with Combatant Commands and gain joint experience in training events.

Accelerated Mission Readiness Training (AMRT) is crucial to developing technically proficient Airmen to provide a qualified force to Combatant Commanders. In FY 2023, nearly 46 percent of the enlisted personnel and 38 percent of the officers in the Air Force Reserve were NPS. This places a significant strain on readiness thresholds. Emerging threats and evolving requirements of building Multi-Capable Airmen requires a technically proficient force that cannot be achieved through Unit Training Assemblies and Annual Tour days alone. Without AMRT funds to accelerate training, the average NPS Reservist would need two-three years to become minimally proficient on mission requirements. With decreasing numbers of fully qualified members transferring from the Regular Component to the Reserve, there is an increased training burden upon the command. Without continued funding, the Air Force Reserve can expect to see a 20% decrease in qualified, deployable airmen, and an increase in excessive training times across all career fields.

The Yellow Ribbon Program

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. After two years of disruption due to COVID-19, we have returned to in-person events which resulted in increased participation rates. The rising costs of travel and venue expenses has resulted in the Yellow Ribbon Program not being able to meet all attendance requests.

Childcare

Access to reliable and quality childcare is crucial to the retention of service members in the Air Force Reserve, as it directly alleviates a major stressor for those balancing service and family responsibilities, enhancing their ability to focus on their duties and increasing the likelihood of continued service. The Air Force Reserve has worked to ensure that childcare is available during training periods at no cost to parents

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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 at 41 Air Force Reserve locations, and we are working to recruit more 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.

Suicide Prevention

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 Violence Prevention Integrators (VPIs) at each of our nine host base locations and NAS JRB Fort Worth, who are keenly focused on preventing interpersonal and self-directed violence.

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 JRB 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. In FY 2022, there was an increase from 757 to 1,571 counseling sessions provided per year, as well as an increase in religious services provided per year from 2,500 to over 7,000. In FY 2021, we hired 20 full-time First Sergeants to work directly with Airmen and their families to navigate support agencies. We anticipate being able to place full-time First Sergeants at each of our wing and wing-equivalent organizations by FY 2024.

Mental Health

Access to Mental Health care is a challenge facing our Nation. The Air Force Reserve promotes mental health through early intervention, identifying and supporting members at elevated risk and managing crisis response. While traditional reservists are not eligible for active duty benefits, there are reserve specific resources available to them. This includes 37 mental health providers in the Director of Psychological Health (DPH) Program, who have been embedded throughout the Reserve Wings to advise leadership. DPHs provide non-clinical services to reservists and their families during unit training assemblies or during the week to include training and education, consultations, and referrals, needs assessments, suicide prevention, resiliency building, crisis intervention and command advisement on psychological and mental health issues. Reserve Airmen can also access the Military Family Life Consultants, who are licensed contract counselors that work outside of Military Treatment Facilities to provide anonymous and confidential assistance to all military members in problem solving issues resulting from deployment, reunions, reintegration, and/or other times of change. Finally, there is the AFRC Psychological Health Advocacy Program that provides psychological health referral services to Reserve Airmen and their families through telephone calls or site visits.

Sexual Assault Prevention and Response

We are working diligently with our Total Force partners to aggressively implement all the accepted recommendations from the Secretary of Defense's IRC on Sexual Assault and Sexual Harassment. We are

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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 VPIs will focus on sexual assault prevention, allowing Sexual Assault Response Coordinators to focus exclusively on supporting survivors.

COVID-19 Vaccination Noncompliance

The FY 2023 National Defense Authorization Act (NDAA) was enacted requiring the Secretary of Defense to rescind the mandate that members of the Armed Forces must be vaccinated against COVID-19. I immediately issued a memorandum that stated COVID-19 Vaccination Status was not a barrier to service in the Air Force Reserve. Prior to the FY 2023 NDAA's enactment, the Air Force Reserve did not separate members for COVID-19 vaccination noncompliance, but rather utilized Individual Ready Reserve (IRR) reassignment actions. 547 members were consequently reassigned to the IRR for noncompliance with the vaccine requirements and this approach allows for a streamlined process for those members to return to duty.

Stability for Members

Our Reserve Airmen and their families need stability and predictability. Exit surveys suggest the high operations tempo and the demands of maintaining a work/life balance are the top reasons for leaving the Air Force Reserve. Without deliberate and planned deployments and training, Reservists are unable to adequately prepare their families and notify their civilian employers. The Air Force Reserve is working to provide members stability and predictability. This is done via AMRT funding which allows Reserve Units to offer predictable training timelines. AFFORGEN offers Reserve Airmen predictable deployment cycles. These efforts aid our Reserve Airmen when preparing for deployments and guarantees Air Force Reserve support to the DAF and Combatant Commands.

AIR FORCE'S ROLE IN SUCCEEDING THROUGH TEAMWORK

Teamwork for the Air Force Reserve begins within the DAF, where the Air Force Reserve provides an experienced and accessible surge capacity to the Regular Component of the U.S. Air Force and the U.S. Space Force. We work to maintain a Ready Now posture that can support almost every core function in the DAF. Maintaining this readiness and teamwork with the Regular Component and the Joint Force requires consistent training.

The Air Force Reserve is implementing training to develop Multi-Capable Airmen proficient in sustaining operations, hardening air bases, and recovering air bases following attack. The FY 2024 budget provides funds for training, ensuring our Reserve Airmen are Ready Now to support the Regular Component as well as the Joint Force. At several Air Reserve bases, we have developed organic training centers that provide Reserve Airmen the chance to train in Agile Combat Support (ACS) and Agile Combat Employment (ACE) requirements and hone their expeditionary skillsets. These centers also support the Regular Component, the Joint Force, federal, and local agencies. At Westover ARB, Massachusetts, the Dogpatch Expeditionary Training Area was revitalized to offer an expeditionary airfield, as well as a drop zone and tactical vehicle training route. At Youngstown ARS, Ohio, we identified a training need for Security Forces Reserve Airmen.

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This base established a site that provides a venue for Reserve Defenders to build proficiency and lethality through a 180-hour program of realistic training that simulates combat situations and prepares Security Forces members to deal with stress under fire. The training also prepares participants for ACE and ACS missions. The site has been so successful that we are partnering with U.S. Army Reserve and U.S. Marine Corps Reserve to use the area for joint force training events. Civilian and federal law enforcement have also used the Youngstown site for training. Finally, at Grissom ARB, Indiana, we developed bivouac sites to better rehearse ACS and ACE events and conduct deployment exercises. Thanks to funding from Congress, we can provide our Reserve Airmen the facilities to conduct realistic training while also working with the Regular Component, joint partners, federal, and local agencies.

In addition to supporting the Regular Component in the DAF and global military operations, the Air Force Reserve expands its teamwork by partnering with and supporting multiple Federal and civil organizations. We routinely participate in humanitarian aid, disaster relief, and scientific research efforts. The Air Force Reserve provides direct support to civil authorities through the execution of Modular Aerial Spray System (MASS), Modular Airborne Firefighting System (MAFFS), and Weather Reconnaissance missions which utilize specially modified C-130 aircraft.

Modular Aerial Spray System

The 910th Airlift Wing's 757th Airlift Squadron (AS) from Youngstown ARS operates the Department of Defense's only aerial spray capability. In FY 2022, the 757 AS conducted 11 MASS missions treating 165,018 acres and applying 51,939 gallons of product. These missions control insect populations, eliminate undesired and invasive vegetation, and disperse oil spills in large bodies of water.

In FY 2022, acceptance testing of the first Electronic Modular Aerial Spray System (EMASS) was completed. It represents a decade-long acquisition project to insure the sustainability of the Aerial Spray program. EMASS provides additional capacity and more accurate calibration for precise application of products when compared to our aging legacy MASS.

Modular Airborne Firefighting System

The MAFFS is another specialty mission the Air Force Reserve supports, conducted by the 302d Airlift Wing (AW) from Peterson Space Force Base, Colorado. As the only Title 10 Aerial Firefighting asset available for direct tasking, the 302 AW's MAFFS mission supports U.S. Northern Command's Defense Support to Civil Authorities (DSCA) efforts and represents 25% of MAFFS assets in the DoD. The Air Force Reserve's MAFFS capability mobilized between 20 July and 29 September 2022 and represented 28% of 929 drops, 942.6 employment hours, and over 2.5 million gallons of retardant delivered during California wildfires. The 302 AW surged its MAFFS assets for 31 days, between 24 August and 23 September and provided 3 aircraft and 37.5% of total MAFFS efforts.

Weather Reconnaissance

The United States military has been flying into hurricanes since the Second World War. Today, the Air Force Reserve maintains the only operational military weather reconnaissance unit in the United States. The 53rd Weather Reconnaissance Squadron (WRS) is the only DoD unit that conducts aircraft reconnaissance missions into severe tropical weather during hurricane season and flies winter storm

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missions off both coasts of the United States. Flying out of Keesler AFB, Mississippi, the WC-130 operations improve forecast accuracy up to 30%, enabling commanders and civil authorities to make informed, fiscally responsible decisions to protect personnel and assets during extreme weather events year-round. Mission modernization and resourcing is essential to this expanding mission set that supports our military and civilian population across the United States.

In FY 2022, the 53 WRS flew 141 missions with flight hours at the third highest in the past eight fiscal years (1,160 hours). This included 310 hours in support of 21 West Coast Atmospheric River requirements and 35 hours supporting East and Gulf Coast requirements. The Atmospheric River mission capability released 825 dropsondes over 39 intense observation periods, resulting in a 30-75% forecast improvement across the US, translating to an additional 72 hours of lead time for decision makers. The 53 WRS also flew 815 hours of hurricane reconnaissance across 7 storms in the Atlantic, Caribbean, Gulf of Mexico, and East Pacific Ocean, supporting 112 lead federal agency (LFA) requirements and safeguarding of forces throughout the Western hemisphere. Since the beginning of FY 2023, the 53 WRS flew 468 hours into four storms supporting 54 LFA requirements.

Mission modernization and resourcing is essential to the expanding weather reconnaissance mission sets that support our military and civilian population across the United States. The Weapons Systems Sustainment allocated to the Air Force Reserve allowed for several hardware and software upgrades some of which are still in progress. With funding from Congress in the FY 2024 budget, the Air Force Reserve can continue supporting critical weather reconnaissance as well as aerial spray and aerial firefighting missions, ensuring that the Air Force Reserve can defend and protect the Nation through teamwork with the Regular Component, the Joint Force, as well as federal, state, and local agencies.

Summary

Our FY 2024 budget request is carefully crafted to ensure interoperability with the Regular Component and the Joint Force. The request will maintain Air Force Reserve readiness to support our allies and partners around the world. This request will continue weapon system modernization, positioning our force to be more capable, survivable, and lethal while also enhancing support to our Reserve Airmen and their families. In an era of strategic competition and increased resource constraints, we will continue to provide strategic depth and operational surge capacity to meet pacing threats in the most cost-effective manner possible. Reserve Airmen will continue to leverage their unique blend of military and civilian experience to bring outsized impact to pursuing the DAF's Operational Imperatives. For this to occur, we need to take care of our Airmen and the FY 2024 PB request allows the Air Force Reserve to do that. With your continued support, we are confident the Air Force Reserve will remain prepared to deliver effects anytime, anywhere to fly, fight, and win in Air, Space, and Cyberspace.