

**SB**

**222**

<TARGET><BILL>SB 222</BILL><SUBJECT>SB  
222</SUBJECT><COMM>SSTA27</COMM></TARGET>

# ALASKA STATE LEGISLATURE

## Session

State Capitol, Rm. 101  
Juneau, AK 99801  
(907) 465-2435  
Fax: (907) 465-6615

## Interim

716 W. 4<sup>th</sup> Ave, Ste. 540  
Anchorage, AK 99501  
(907) 269-0120  
Fax: (907) 269-0122

Senator\_Bill\_Wielechowski@legis.state.ak.us



**Chair**  
State Affairs Committee

**Co-chair**  
Joint Armed Services Committee

**Vice Chair**  
Resources Committee  
Judiciary Committee

**Member**  
Administrative Regulation Review

## SENATOR BILL WIELECHOWSKI

### SB 222: Appropriation for Base Closure & Realignment Strategies Sponsor Statement

**"I believe that in the future, whoever holds Alaska will hold the world. I think it is the most important strategic place in the world."**

- U.S. General Billy Mitchell to the U.S. Congress in 1935

Defense Secretary Panetta recently announced that the Pentagon will seek new rounds of military base closures as part of the budget-cutting process. Over the next decade, the Army will drop from 562,000 to 490,000 soldiers and the Marine Corps from 202,000 to 182,000 marines in an effort to cut \$487 billion. These cuts could have a devastating impact on Alaska's and our nation's security.

During the 2005 Base Closure and Realignment Commission (BRAC), Eielson Air Force Base was originally designated for realignment. A strong community and state effort opposed the Department of Defense recommendation by pointing out the critical strategic importance of Eielson, the loss of training opportunities, and the fact that its realignment would not have produced the estimated savings DoD anticipated.

As the Department of Defense begins to review options for budget cuts and base closure and realignments are considered, states across the nation have begun advocating for their military bases and personnel. It is of vital importance that Alaska uses every avenue to persuade the President and Defense Secretary that Alaska's geographic location is of great strategic importance for the nations' security. In addition, Alaska's military force is of great importance to our economy with 32 military installations, more than 23,000 active duty service members and more than 37,000 active family members, contributing approximately 13 percent to Alaska's economy.

Senate Bill 222 proposes to appropriate \$300,000 to the Department of Military and Veterans' Affairs for a specialized consulting firm to advocate to the United States Department of Defense, U.S. Congress and the President that Alaska's military bases and service members are of strategic importance to the defense of our nation. It is imperative that Alaska begins a strategic effort to protect our military bases and personnel. Passage of SB 222 will provide Alaska another tool to fight for Alaska's Armed Forces.

## Alaska politicians pledge to oppose military base cutbacks

By DAN JOLING

(01/27/12 16:24:34)

Defense Secretary Leon Panetta's announcement that the Pentagon will seek new rounds of military base closures drew a swift response from Alaskans who watched a similar process nearly gut Eielson Air Force Base in Fairbanks in 2005.

Alaska's congressional delegation and Gov. Sean Parnell issued a joint statement saying they will stand together to resist attempts to close or shrink Alaska bases.

"Alaska's military bases provide essential defense for the nation," Sen. Mark Begich, D-Alaska, said in the statement. "They are even more important with the administration's new focus on security concerns in the Pacific and with international attention on the changing Arctic."

Panetta at a news conference Thursday said the Army by will be cut by 80,000 soldiers, from 570,000 to 490,000, by 2017. He also called for additional rounds of base closures and realignment.

Under the closure process, defense officials submit a list of bases to a Base Closure and Realignment Commission. The commission analyzes the recommendations and sends its own list to the president, who can ask for more evaluation. The president eventually sends the report to Congress, which can pass a joint resolution to reject the full report. If Congress does not pass the joint resolution, the report becomes law.

The military in May 2005 recommended closure of 33 major bases and substantial reductions at 29 more. That included the recommended partial shutdown of Eielson Air Force Base, the sprawling air field in the Fairbanks North Star Borough, which housed a squadron of F-16 fighters and A-10 Thunderbolts. The Defense Department recommended Eielson for "warm" status, a part-time base where squadrons from other bases could use for training.

Begich, Parnell, U.S. Sen. Lisa Murkowski and Rep. Don Young on Thursday stressed Alaska's strategic importance to the nation, but an underlying issue is the role the military plays in the state's economy — 32 installations, more than 23,000 active duty service members, more than 37,000 active family members. It adds up to more than 13 percent of the state economy.

The Pentagon in 2005 projected Eielson's loss at 2,821 military jobs and 319 civilian jobs — just under 4 percent of the Fairbank North Star Borough population without counting 3,300 dependents. The military estimated a savings of \$2.7 billion over 20 years at Eielson.

When the BRAC commission visited Fairbanks a month after the announcement, the community responded with fervor. More than 3,000 residents filled a civic center for the hearing. The late U.S. Sen. Ted Stevens, retired Air Force General Pat Gamble and retired Army Maj. Gen. Mark Hamilton, the current and former presidents of the University of Alaska, made impassioned statements in opposition to Eielson changes, noting its strategic importance on polar air routes and its location at the mid-way point of the trans-Alaska pipeline.

The testimony and show of community support worked. The base lost its A-10 warthogs but kept the F-16s and most permanent employees.

Young called Panetta's announcement unwelcome and not surprising, but said it's only the beginning of a long process that will include opportunities to support Alaska's military installations.

Begich said he supports saving money in nearly every area of the federal budget, including the cutting of overseas military bases, which are more expensive to operate and maintain.

"But requesting congressional approval to begin another domestic BRAC process in 2013, shortly after spending billions to complete the most recent BRAC round just doesn't make sense," he said.

Murkowski, who was serving her first term in 2005, said the military's increased commitment to Asia and the Pacific underscores the importance of Alaska bases.

"If the Defense Department is true to its strategy, contribution to the military mission should grow in the coming years," she said in the statement.

[Print Page](#) | [Close Window](#)

Copyright © Sun Feb 5 14:16:19 UTC-0900 20121900 The Anchorage Daily News (www.adn.com)



## Government Contracts Advisory

FEBRUARY 1, 2012

### CONTACTS

For further information regarding the topic discussed in this update, please contact one of the professionals below, or the attorney or public policy advisor with whom you regularly work.

**Robert E. Tritt**  
404.527.8130

**Henry J. "Jim" Schweiter**  
202.496.7511

**Stephen M. Sorett**  
202.496.7260

### Department of Defense to Request Additional Base Closures and Realignment: Implications for Contractors and Communities

On January 26, 2012, Secretary of Defense Leon Panetta unveiled key features of the Obama Administration's defense budget request for fiscal year 2013. Among the key features of the Department of Defense's (DOD's) spending priorities for fiscal year 2013 will be a request that Congress authorize at least one more round of domestic military base realignments and closures (BRAC rounds). If approved by Congress, new rounds of base closures could have both positive and negative implications for government contractors. The actual fiscal year 2013 budget request will not be transmitted to Congress until February 13.

Base realignment and closure refers to a process designed to save costs and increase operational efficiency by closing excess military installations and realigning and redistributing the asset inventory among remaining defense bases. More than 350 installations have been closed in five previous BRAC rounds: 1989, 1991, 1993, 1995 and 2005.

New legislation would be required to implement another BRAC round. If the legislation followed the process in the most recent 2005 round, then DOD would submit recommendations for closure/realignment to an independent commission (the BRAC Commission), which may accept, reject or amend the DOD recommendations. The revised list is then submitted to the President for approval. In the 2005 BRAC Round, DOD recommended 190 closures and realignments, and the BRAC Commission approved 119 with no changes and accepted 45 others with modest amendments. The Commission rejected 13 DOD recommendations and significantly modified 13 others.

Because base closures are so politically charged, recent rounds have been structured to insulate base closure recommendations from the normal political aspect of lawmaking. Under these procedures, the President certifies the recommendations of the BRAC Commission and transmits them to Congress. Fast track parliamentary procedures have been established so that the entire package of recommended base closures automatically goes into effect unless Congress adopts a joint resolution of disapproval rejecting the package within 45 days of the President's submission or the adjournment *sine die* of the session of Congress, whichever occurs earlier.

Experience with past BRAC rounds has shown that base closures and realignments can save the government money, although the savings have proved more modest than many initial forecasts.<sup>1</sup> There are also significant fiscal, economic and environmental consequences that flow from base closures at the state and local level, including the loss of jobs and challenges

with developing and implementing a viable base reuse plan. There are also strategic and operational considerations associated with BRAC for DOD.

For affected communities and contractors alike, the ability to ensure potential candidates for closure or realignment survive can often depend on making a case that such action would be inconsistent with evaluation and closure criteria. It is not too early for state and local governments whose installations will be under scrutiny to begin developing a national security and business case to resist closure or realignment.

For contractors with business operations at military installations subject to potential closure or realignment, particularly companies in the construction and service industries, the prospect of another BRAC round can have significant financial consequences. At this stage, it is important to assess which bases with company operations are the most likely candidates for closure or realignment. Ultimately, business judgments will have to be made about whether and in connection with which bases a company should wage a campaign (because that is what it will take) to shape the perceptions and decisions of DOD and a future BRAC Commission.

Given the political environment, it seems unlikely Congress will authorize another round of base closures and realignments in an election year. Nevertheless, given the size of the federal deficit and debt ceiling, the weak economy and the imperative for DOD to achieve real long term savings required by the Budget Control Act of 2011<sup>2</sup> (not to mention the threat of sequestration), one or more future rounds of base closure seem inevitable. As Deputy Secretary of Defense Ashton Carter recently said, "If we have ... unneeded basing structure in our armed forces in a time when we're trying to deal with the deficit reduction, national security imperative that we face, how can we not put on the table unneeded basing structure?"<sup>3</sup> Businesses and communities that stand to be affected by another BRAC round should anticipate this eventuality and begin preparing now to protect their interests and be meaningful participants in the process.

<sup>1</sup> See, e.g., U.S. General Accounting Office, GAO/NSIAD 96-67, *Military Bases: Closure and Realignment Savings Are Significant, but Not Easily Quantified*, (Apr. 1996); U.S. Government Accountability Office, GAO-08-315, *Military Base Realignment and Closures: Higher Costs and Lower Savings Projected for Implementing Two Key Supply-Related BRAC Recommendations*, (Mar. 2008).

<sup>2</sup> Pub. L. 112-25.

<sup>3</sup> Interview of Deputy Secretary of Defense Ashton Carter, PBS News Hour, Jan. 26, 2012, at <http://video.pbs.org/video/2190617039/#>.

## Panetta: 'Sequestration' Would Upend Military Strategy

By Karen Parrish  
American Forces Press Service

WASHINGTON, Jan. 8, 2012 – The Defense Department's new 10-year strategy will go "out the window" if the federal Budget Control Act's additional spending cuts go into effect next year, Defense Secretary Leon E. Panetta said.

"If we had to do over a trillion dollars in cuts in this department, I have to tell you that the strategy that we developed, we'd probably have to ... start over," Panetta said during an interview with Rachel Martin that aired today on the NPR program "Weekend Edition."

President Barack Obama unveiled the strategy in a rare Pentagon appearance Jan. 5 alongside Panetta and other DOD leaders, saying he called for the strategy review to inform the budget process. The strategy is based on \$487 billion in budget cuts over ten years.

The Budget Control Act, which Congress passed and Obama signed in August, includes automatic spending cuts across government, including about \$500,000 to the Defense Department, to go into effect in 2013. The sequestration cuts, as they are known, were triggered by a congressional committee's inability to agree on specific cuts last fall. Those across-the-board cuts will be in addition to the \$487 billion the administration has proposed in DOD savings, unless Congress takes additional action.

Officials would not discuss specific cost-cutting proposals before the budget is due out early next month. But Panetta said last week he knows many proposals in the fiscal 2012 budget request will be politically sensitive.

"There is no doubt that the fiscal situation this country faces is difficult, and in many ways we are at a crisis point. But I believe that in every crisis there is opportunity," he said on Jan. 5. "Out of this crisis, we have the opportunity to end the old ways of doing business and to build a modern force for the 21st century that can win today's wars and successfully confront any enemy, and respond to any threat and any challenge of the future."

The strategy calls for reducing the number of men and women in uniform. The secretary told NPR "the human side" of defense spending cuts makes difficult choices even harder.

"What's going to happen to those people that come back to this country from the battle zones? How are we going to deal with them? What kind of jobs are we going to be able to provide them? How are we going to care for them?" he said.

During the strategy's rollout at the Pentagon, Panetta repeated his often-stated pledge that DOD will "not break faith" with service members.

"I commit to you that I will fight for you and for your families," he said.

Troop cuts also will affect the military's ability to bring troops to bear quickly, Panetta told NPR.

"Part of our approach here is to make sure that we maintain a strong National Guard and a

strong reserve," he said. "They have been fully operational — we have brought them into battle zones. They have gained as much experience as the active force. But ... if we are dealing with a leaner and meaner force, if we have to mobilize, there's only one place to go — and that's to the National Guard and to our reserve units."

The new, leaner military will retain the ability to fight on multiple fronts, Panetta emphasized.

"That's the most important message the American people have to know," he said. "This force is going to be able to fight any enemy, any aggressor that tries to take us on."

The secretary said despite the strategy's emphasis on the Asia-Pacific region as a defense focus, he does not view China's military buildup as a direct threat to the United States.

"The fact is, as a major power, they have that capability," he added. "What we have to ensure is that it's used for the right reasons."

China and the United States face common threats in the region, the secretary said: "The whole issue of Korea and the stability of Korea, the whole issue of nuclear proliferation, the whole issue of providing free access to our ships that are operating in that area."

Panetta said he intends for the military to work with China and other Pacific nations "to make sure that we secure that area for the future."

**Biographies:**

[Leon E. Panetta](#)

**Related Sites:**

[Defense Strategic Guidance](#)

[Photo Essay: Obama, Panetta, DOD Leaders Hold Briefing On New Defense Strategy](#)

[Transcript: Defense Strategic Guidance Media Roundtable at the Pentagon](#)

**Related Articles:**

[Obama: Defense Strategy Will Maintain U.S. Military Pre-eminence](#)



## Alaska Delegation & Governor Oppose BRAC

For Immediate Release  
Thursday, January 26, 2012

The Alaska Congressional Delegation and Alaska Governor Sean Parnell issued a united set of statements defending Alaska's military bases and expressing their importance to military operations and national security. The show of support follows an announcement from Defense Secretary Leon Panetta to seek two new rounds of Base Closure and Realignment Commissions (BRAC).

The last round of BRAC took place in 2005 and changes were completed in fall of 2011. Alaska's military constitutes more than 13 percent of Alaska's economy, with 32 military installations, more than 23,000 active duty service members and more than 37,000 active family members.


### **Governor Sean Parnell:**

"Alaskans will stand united against closing our nation's most strategic military facilities in the Arctic. With the instability in the Pacific Rim and Middle East, now is not the time to experiment with this strategic advantage. I am working aggressively with our communities, elected officials, and the Department of Defense to fight any erosion of the military in Alaska."

### **Senator Lisa Murkowski:**

"Secretary Panetta's announcement today about potential BRAC moves reinforced Alaska's key strategic role – especially given the Pentagon's newly-stated military strategy highlighting Asia and the Pacific. Our state's role in ensuring US military dominance in the Pacific theatre is significant. If the Defense Department is true to its strategy, contribution to the military mission should grow in the coming years.

"Alaska's active duty Army and Air Force units in Alaska are primarily responsible for delivering military assets to the U.S. Pacific Command. Secretary Panetta also acknowledged that our Nation will protect or increase its investment in homeland missile defense, reinforcing Fort Greely's contribution.



"And while it may seem like yesterday that the Interior turned out by the thousands to oppose the potential closure of Eielson Air Force Base, I would like to believe that Eielson is in a stronger position today. The exercises that launch from Eielson play a key role in training allied Armed Forces to fulfill the expectations of our new military strategy and our Air National Guard refueling wing is pivotal in supporting US air missions in the Pacific area of responsibility that the Pentagon is touting as an even higher priority in the new military framework."

### **Senator Mark Begich:**

"I support cost-savings in virtually every area of the federal budget. I have proposed billions of dollars in DOD cuts to include closure of overseas bases which the Department has the authority to do immediately. But requesting Congressional approval to begin another domestic BRAC process in 2013, shortly after spending billions to complete the most recent BRAC round just doesn't make sense.


"We must look hard at closing overseas military installations, which are more expensive to operate and maintain, before considering closure of domestic bases.

"Alaska's military bases provide essential defense for the nation. They are even more important with the administration's new focus on security concerns in the Pacific and with international attention on the changing Arctic. I'll be using my position on the Senate Armed Services Committee to demonstrate the enormous strategic value of Alaska's military bases, and oppose any misguided attempt to close them."

### **Congressman Don Young:**

"While today's announcement is unwelcome news, it shouldn't come as a surprise. It's important to note that this is the beginning of a long process that will include countless opportunities for us to stand up and support Alaska and Alaska's military installations by illustrating their strategic importance to the expanding Arctic exploration and the overall defense of this nation. I want to make one thing clear, as someone who fought alongside Senator Stevens against previous BRAC closure attempts, I know firsthand that if we stay united in our cause and present the facts, we will be in an excellent position to beat back any attempts to close, shrink, or realign Alaskan bases."

###



© Copyright 2012, State of Alaska, all rights reserved



Posted on Tue, Feb. 28, 2012

## Task force meeting to protect SC military bases from spending cuts

By JEFF WILKINSON  
[iwilkinson@thestate.com](mailto:iwilkinson@thestate.com)

The South Carolina Military Base Task Force is set to meet today to discuss ways to protect the state's installations from deep cuts proposed by the Obama administration and the Defense Department, particularly to the Army and Marines.

It will be the first time the task force has met since Haley took office more than a year ago.

Critics claimed that Haley, who didn't make appointments to the board until about three weeks ago, was tardy in building a plan to preserve the \$13 billion that is pumped into South Carolina's economy each year by its four major bases in Columbia, Charleston, Sumter and Beaufort.

But the appointments — which include heavy hitters such as Secretary of Commerce Bobby Hitt and SC Adjutant Gen. Bob Livingston, as well as mayors, chamber of commerce heads and county council chairs from the four military communities — now pave the way for a state-wide strategy, said Maj. Gen. William "Dutch" Holland, a former commander of the Ninth Air Force, the planning and logistical arm of Air Force air power in the Middle East and Southwest Asia.

"I think we're OK," said Holland, now executive director of the Shaw-Sumter Partnership for Progress and a member of the task force. "This is good impetus to get us all together, lock the door ... and decide where we want to go on a united basis."

SC Comptroller General Richard Eckstrom is chairman of the committee.

Haley spokesman Rob Godfrey said Haley will work with the state's federal delegation and the task force to protect SC military bases from cuts.

"It's time to speak with one voice as we move to protect all of our military bases and defense programs," he said in a release.

A spokeswoman for Commerce said both Hitt and deputy commerce secretary George Patrick — a retired major general and former executive coordinator of the task force — will attend today's meeting.

"Secretary Hitt is keenly aware of the impact that the military presence has on South Carolina's overall economy," spokeswoman Amy Love said in a release.

In January, Obama and the Defense Department mandated \$487 billion in cuts to the U.S. military over the next 10 years — cuts that are expected to impact South Carolina's major military installations. And they and the Pentagon have asked for two more rounds of base closings and realignments, called BRAC, in 2013 and 2015.

A mutual effort between the state and the military communities paid off in the last round of BRAC, in 2005, when Fort Jackson and Shaw Air Force Base gained missions, most notably the national Drill Sergeant School at Fort Jackson and Third Army at Shaw.

Ike McLeese, president and CEO of the Greater Columbia Chamber of Commerce, said that in addition to fending off losses and positioning the installations to gain missions, the task force also needs to develop strategies for caring for service members returning from Iraq and Afghanistan and finding employment for those forced to leave the service.

Among the priorities are:

- Finding jobs with the state for those forced to leave the service because of draw downs
- Ensuring that returning SC National Guard members and Reservists retain their jobs or find new ones after deployment
- Establishing a state-wide network for attaining those goals

"In the past we've targeted issues that were mental or physical in nature," said McLeese, a task force member. "Now the thing that has moved to the No. 1 priority is helping them find jobs."

© 2012 TheState.com and wire service sources. All Rights Reserved. <http://www.thestate.com>

# Legislators prepare to challenge any Ohio base cuts

**Rickenbacker, Mansfield in line to lose planes; Obama expected to seek closings in 2013, 2015**

By [Jessica Wehrman](#)

*The Columbus Dispatch* • Friday February 10, 2012 5:42 AM

Comments: 0

Tweet < 1

ShareThis

WASHINGTON — Days before President Barack Obama releases a budget expected to call for two rounds of military base closures within the next five years, the Ohio congressional delegation already has begun coordinating how to spare Ohio bases.

Obama, as part of his fiscal 2013 budget, is expected to call for base closure rounds to begin in 2013 and 2015.

If Congress agrees, the process, aimed at helping to reduce a massive federal deficit, would require an independent commission to make recommendations on which bases to close and which to realign. Congress would then have to approve or disapprove the list agreed to by the independent commission.

During the last round, in 2005, Wright-Patterson Air Force Base — the state's only active-duty military base — gained missions.

But with federal law calling for at least \$487 billion in cuts during the next decade, lawmakers worry that the state could bear the brunt of some of those cuts.

"The expectation is, if we're prepared, we'll end up with better outcomes for the community and the military," said Sen. Rob Portman, R-Ohio, who organized a meeting yesterday of the state's congressional delegation. "Today we started the process."

The state's delegation is already worried about Obama's budget, which will include the elimination of some aircraft at the Air National Guard bases at Rickenbacker and in Mansfield.

Last week, the Air Force announced plans to retire six of the 18 KC-135 tankers at Rickenbacker and four C-27J cargo planes in Mansfield.

Early indications, however, show Wright-Patterson might actually gain intelligence and surveillance work under the president's fiscal 2013 budget.

In all, the state's military installations support 43,950 jobs, according to material compiled by Ohio's congressional delegation, including 27,000 at Wright-Patterson. Rickenbacker and the Defense Supply Center Columbus combined support about 9,200 jobs.

Rep. Steve Austria, R-Beavercreek, said the group, which also included Reps. Mike Turner, R-Centerville; Jim Jordan, R-Urbana; Dennis Kucinich, D-Cleveland; and Steve Stivers, R-Upper Arlington, hopes to apply lessons learned during the 2005 base closure process to future rounds of base closures.

"We need to put a plan together as a delegation," he said.

Sen. Sherrod Brown, D-Ohio, wasn't at the meeting, but he said he wants to work with the delegation "to make sure the process is done fairly."

"I'll continue working with the delegation to do the right thing," he said. "We will work across party lines."

To protect the state's bases, Portman said, the delegation will have to rally community support, take a thorough inventory of the value of the state's military bases and make plans for how to proceed when legislation proposing base closures comes to Congress.

"We aren't competing with one another," Portman said. "We're working as a team."

[jwehrman@dispatch.com](mailto:jwehrman@dispatch.com)

[Add to Favorites](#)

[Print Story](#)

[Email](#)

Traffic Weather: FITCHBURG, MA | Now: 30°F | High: 36°F | Low: 14°F | 5-Day Forecast

Register | Sign in | Subscribe: Print / Web e-Edition



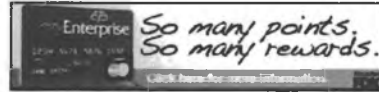
Enter Search Term SEARCH

Web Search powered by YAHOO! SEARCH

Home News Sports Editorials Entertainment Community Lifestyles Info Site Tools Jobs Autos Homes Advertising

today's DEALS

Local News section of Sentinel & Enterprise is sponsored by:



Email Font Resize

BOOKMARK

# Hanscom base cuts draw concern

By Chris Camire, ccamire@sentinelandenterprise.com  
Posted: 02/24/2012 06:35:47 AM EST

BEDFORD -- Military officials are downplaying reports of dramatic job cuts at Hanscom Air Force Base, but local business officials remain on edge over the future of the facility's role in the local economy.

Hanscom could lose three-quarters of its funding for contract workers over the next four years and an additional 380 government jobs due to a reduction in military spending.

Cuts to the base's Electronic Systems Center, which employs 1,250 contractors, are set to begin in April. The center will see a 10 percent to 15 percent budget reduction in the first year, according to base spokeswoman Sarah Olaciregui.

Olaciregui cautioned, however, that the total number of jobs to be cut in the long term has not been decided.

"It may take some time before all the effects of these changes are fully known and understood," she said.

Hanscom generates \$5 billion in annual economic activity, according to Maureen Rogers of the Woburn-based North Suburban Chamber of Commerce. The base has led to the creation of 16,000 jobs that generate a combined annual income of \$423 million, she said.

Rogers added that local businesses, such as restaurants and caterers, worry about what the future holds for the local economy should the base suffer steep cuts.

"The base personnel might go to the local restaurants. They have children in the school system. It just increases unemployment with every single cut," said Rogers, who represents 30 companies that do business

Advertisement

with Hanscom. "Military may leave this area and go elsewhere."

Hanscom has no planes and few uniformed personnel. The facility largely focuses on developing high-tech weapons and communications systems with the assistance of private contractors that employ hundreds of people who live throughout the region.



(An E-3 Sentry AWACS aircraft takes off. The Electronic Systems Center at Hanscom was awarded a contract in 2010 to upgrade the French AWACS fleet with more modern capabilities. Photo courtesy Hanscom AFB)

Most Viewed Recent Comments Most Emailed

- 1. Fitchburg father, son to be arraigned in 2011 murder
  - 2. Thieves stealing X-rays for silver
  - 3. Fitchburg motorist crashes pickup truck
  - 4. Bullet from Fitchburg gun-charges trial discharges in Worcester courthouse
  - 5. Two arrested in jewelry store break-in
- [Subscribe to this Feed](#)

## Top Story

Mayor, chief will go to next level in revamp of new Leominster Police Station  
 Grant family of Townsend has more than passing interest in the Civil War  
 UConn student who struck, killed Westminster man may not serve jail time  
 Snow brings fun for many, welcome work for others  
 So this is what snow looks like  
 Nana needed help – so Townsend boy made sure she got it

## Community

Program focuses on 'To Kill A Mockingbird'  
 PET OF THE WEEK Shea is eager to please  
 Credit union gathers pajamas, raises \$982 in charity programs  
 Teamwork at heart of 'Binary Domain'  
 Military News  
 Walkers to rally for HIV/AIDS awareness

Contractors that could be affected by the proposed cuts include Oasis Systems in Lexington, Odyssey Systems Consulting Group in Wakefield and Burlington, Gemini Industries in Billerica, Quantech Services in Lexington, and Sumeria Systems Inc. in Danvers.

"They're trying to reduce the cost of doing business -- overhead, discretionary spending, contract support -- which is what we do," said David Clapp, division manager of PESystems Inc., of Littleton, which reviews Hanscom's contracts with such companies as Raytheon Co. and Boeing. "Unfortunately, the easiest thing for them to cut is the contractors. We think we play an important role in Hanscom's success."

Clapp, who has worked for PESystems since 2001, said the company has about 300 people employed at Hanscom. It would be a huge blow if cuts to the Electronic Systems Center are enacted, he said.

"Our main line is federal support contracts," Clapp said. "What we try to do is diversify, but overall, defense is in a decline right now, so it's difficult. We've chosen our course of action. Now we have to make the best of it."

Members of Congress and local officials are urging the military to rethink the changes.

"We've already started the discussion, asking for justifications for these cuts and getting all the information we need," said U.S. Rep. John Tierney, a Salem Democrat. "We will deal with the Washington element and the local element."

Tierney said domestic bases are often targeted when the Pentagon needs to make spending cuts, but he suggested the military would be better served examining spending on international bases and weapons systems he described as "seriously over budget and behind schedule."

U.S. Rep. Niki Tsongas, a Lowell Democrat, said she plans to highlight the strategic importance of Hanscom to Pentagon officials. She said the base has met critical communications, technology and other security needs for the military for decades.

"The Air Force's mission at Hanscom is supported by the universities and innovative high-tech companies that are unique to Massachusetts, and the presence of these institutions has helped the Air Force to confront current threats and prepare for future ones," Tsongas said in a statement.

As the wars in Iraq and Afghanistan wind down, Defense Secretary Leon Panetta has said the military is looking to close domestic bases as early as next year. Hanscom is on that list.

Hanscom narrowly avoided being shut down in 2005, thanks to state officials convincing the Pentagon that the Bedford installation plays a unique role in advancing military innovation and technology.

Former U.S. Sen. Edward Kennedy and former Gov. Mitt Romney co-chaired a public-private effort to protect the local base.

Now state leaders are once again being asked to tout the important role Hanscom plays in protecting the U.S.

"If there isn't a significant demonstration of support, that could be misinterpreted as a laissez-faire attitude -- like, OK, so maybe the base will close or downsize, but we'll move on," Bedford Selectman Michael Rosenberg said. "That's not the way we should feel. Sometimes you really have to have a brass band and a major, visible, public demonstration of support."

Follow Chris Camire at [twitter.com/CamireReports](https://twitter.com/CamireReports).

 [Return to Top](#)

**RECOMMENDED FOR YOU**

- ▶ Ad proves true love priceless
- ▶ Crash victim 'remarkable human being,' father...
- ▶ Developer sells Pittsfield BJ's site

**Top Classifieds**

**AUTOS HOMES RENTALS JOBS**

- Jobs Available!
- Support Advocate...
- Support Advocate...
- OFFICE ADMINISTRATOR...
- FULL TIME...
- Medical Associate...
- ALL LISTINGS**



**Newspaper Delivery & Subscriptions**

Subscribe to newspaper home delivery, electronic edition, change of address, enter a vacation stop or missed delivery. **Subscriber Services**

[Log In To e-Edition](#)



## Federal budget cuts will likely hit Texas military bases

Some expect building spree will soon come to an end

By Gary Martin

Updated 10:55 p.m., Sunday, February 19, 2012

WASHINGTON — Nearly a decade of military expansion that helped buoy the Texas economy during the recession is coming to an end as Pentagon officials ponder budget cuts and a shrinking force structure.

"It looks to me like the big building boom from the military is screeching to a halt," said Nelson Wolff, the Bexar County administrative judge who has overseen a decade of defense-related growth in San Antonio.

President Barack Obama's budget blueprint for fiscal year 2013 contains \$450 million in military construction projects in Texas — far less than the \$640 million set aside last year and nearly a third of the \$1.1 billion the state received in 2010.

Obama also has proposed two rounds of base closures as the Pentagon withdraws from wars in Iraq and Afghanistan.

"In some cases, that left us unsure where we need to make the 'milcon' investments," said Lt. Gen. Larry Spencer, the Pentagon director for force structure and resources.

Military construction proposals shrunk for Air Force, Army, Navy and the Marines as the Pentagon grapples with other cuts in spending dictated by last year's debt-limit deal between the administration and Congress.

The Defense Department also is finishing the last round of base closures from 2005, which prompted building booms in San Antonio and Bethesda, Md., where the military's medical operations were consolidated.

### 'One-year pause'

Last year, Obama sought \$331 million for military medical consolidation in San Antonio alone.

The 2013 budget out last week includes \$80 million for the ongoing construction of a hospital at Lackland to replace Wilford Hall Medical Center.

Overall, the Air Force military construction budget shrank by \$900 million, said Maj. Gen. Edward Bolton Jr., Air Force deputy assistant secretary for budget.

"This one-year pause will give us time to ensure proper investment of limited resources in light of the ongoing budget reduction pressures and potential force structure changes," Bolton said during a Pentagon budget briefing.

The Army saw a similar building spree at Fort Bliss, in El Paso, when the U.S. Army's 1st Armored Division was moved from Germany.

Last year, Fort Bliss saw \$286 million in construction; this year's total is \$214.6 million.

As the Pentagon turns off the spigot for military construction, Defense Secretary Leon Panetta told the Senate Armed Services Committee that further reductions are being eyed at overseas bases.

The Defense Department announced the removal of two of four combat brigades in Europe. That would still leave 70,000 U.S. military personnel stationed abroad, where facilities could be pared.

"Finding further reductions and consolidations in our overseas force posture should be our first priority," Panetta said.

Nonetheless, the Obama administration's budget blueprint for military expansion at domestic bases for fiscal 2013, which begins Oct. 1, will impact the economies of states with multiple military installations.

Texas will still receive \$450 million in construction projects, if approved by Congress.

### State panel reviewing

The Texas Military Preparedness Commission, a panel appointed by Gov. Rick Perry, reviewed the president's budget last week in Austin.

"It's about being prepared, because the DoD budget plays a big role in our state's economy," said state Sen. Leticia Van de Putte, D-San Antonio, chairwoman of the Texas Senate Committee on Veterans Affairs and Military Installations.

Texas has more than 131,500 active-duty military and 48,000 civilian employees, according to the U.S. Census Bureau.

State officials estimate that the economic impact of the U.S. military payroll for active-duty, reserves and civilians to be more than \$77 billion.

The economic impact for San Antonio is estimated at \$15 billion. For the state as a whole, military contracts totaled more than \$60 billion.

Federal military spending is one sector of the state's economy that helped Texas replace all 433,400 jobs that were shed during the recession as the state economy rebounded more quickly than the United States as a whole, according to Texas Comptroller Susan Combs.

Nationally, through January, only 36 percent of recession-hit jobs have been recovered, Combs said.

Two of the largest projects for Texas are the ongoing construction of hospitals at Fort Bliss and Lackland.

Building at Fort Bliss alone accounts for \$4.6 million in annual economic impact for the El Paso region, according to Rep. Silvestre Reyes, D-El Paso.

**San Antonio 'lucky'**

Wolff said the San Antonio area has been "very lucky" in terms of military expansion, mainly due to the 2005 base closure round and consolidation of military medicine at Fort Sam Houston, which created thousands of construction jobs.

Texas lawmakers are hopeful that state installations will be key to future expansion.

They point to expanding high-technology missions at Ellington Field Joint Reserve Base in Houston, where MQ-1 Predator drones are remotely manned, and at Lackland, where Air Force cybersecurity operations are conducted.

And Texas lawmakers say they will oppose additional rounds of base realignment and closure, commonly referred to by the acronym BRAC.

"Strategic needs have changed, and we certainly can't afford to maintain non-essential overseas bases," said Sen. Kay Bailey Hutchison, R-Texas.

**Ready for the ax**

Sen. John Cornyn, R-Texas, noted that the 2005 closures were completed just last year. "Congress is not ready for another BRAC, and neither is the military," Cornyn said.

Wolff, meanwhile, is bracing for the possibility. "You can't expect Congress to meet spending guidelines without cutbacks," the administrative judge noted.

Just the reduction in military construction will be felt by Texas cities.

"It does have an economic impact when you do cut back, but there is a clear consensus we need to cut back on spending" Wolff said.

"It doesn't surprise me. I think it needs to be done. We are going to get prepared," he said.

gmartin@express-news.net

---

<b>CHRON.COM</b>	City Brights	<b>NEIGHBORHOODS</b>	Kingwood	<b>MARKETPLACE</b>	<b>LOCAL SERVICES</b>	<b>SERVICES</b>
Home	Traffic	Aldine	Lake Houston	Jobs	Air Conditioning Contractors in Houston	Help/Contact us
Houston & Texas	<b>TOPICS</b>	Alief	Magnolia	Homes	Car Dealerships in Houston	Business directory
Nation & World	Small Business	Baytown	Memorial	Cars	Cleaning Services in Houston	Buy photos
Business	MomHouston.com	Bellaire	Montrose	Coupons	Family Doctors in Houston	Legal notices
Sports	HoustonBelief.com	Clear Lake	Pasadena	Classifieds	Furniture Stores in Houston	Terms & Conditions
Entertainment	29-95.com	Conroe	Pearland	Place a classified ad	Injury Attorneys in Houston	Employment opportunities
Life		Cy-Fair	Spring	Place a retail ad	New Car Dealer in Houston	Advertise with us
Corrections		East End	Tomball	<b>OTHER EDITIONS</b>	Real Estate Agents in Houston	Buy a banner ad
Blogs		Fort Bend	West U	Home Delivery	Real Estate Attorneys in Houston	
Weather		Heights	The	iPad	Restaurants in Houston	
		Katy	Woodlands	iPhone		
				Android		
				Mobile		
				RSS Feeds		
				e-Edition		

© 2012 Hearst Communications Inc.

HEARST newspapers



## TheBostonChannel.com

### State Leaders Push To Save Military Bases

#### ***Task Force Will Focus On Hanscom Air Force Base***

POSTED: 7:03 am EST March 5, 2012  
UPDATED: 12:54 pm EST March 5, 2012

**BEDFORD, Mass.** -- Some of the Massachusetts' top state leaders are launching a new push to save hundreds of military jobs on Monday, gathering at Hanscom Air Force Base in Bedford to convene a task force to explore what might be lost and what can be done.

Sen. John Kerry, U.S. Rep. Niki Tsongas and Lt. Gov. Tim Murray are concerned about the loss of jobs, both on and off base, because base cuts also affect off-base civilian contractors. None of the cuts would come without a fight, officials said.

 Click Like For Boston News

Updates: 

"What is clear is that the federal government and the U.S. military across the board will be engaging in belt-tightening with the winding down of the wars in Iraq and Afghanistan," Murray said last month, adding that no final decisions have

been made about Hanscom or any of the state's other bases.

Murray is leading the Military Asset and Security Strategy Task Force, which is trying to minimize funding and job cuts at the state's six military bases. The Pentagon is looking to close bases in order to meet \$500 billion in defense cuts agreed to by President Barack Obama and Congress as part of the deficit-reduction pact.

"It trickles all down," said Maureen Rogers of the North Suburban Chamber of Commerce. She said the economic impact of losing 40 to 45 civilian base jobs this year and 100 to 175 off-base contractor positions next year, could have wide-ranging consequences.

"There are caterers, there are restaurants, everything else. There could be, potentially, a \$5 billion economic impact, that we've found, for Hanscom Air Base," said Rogers.

Lt. Gen. Charles Davis is the commander at the Electronic Systems Center, where the cost cutting proposals are focused. The center is facing a total cut of 245 positions, 62 of which are currently filled.

"It's not pleasant right now, especially if you're the one losing a job, but I'm trying to tell everybody there's no reason to panic right now," said Davis.

There's also the possibility of more cuts over the next four years, slashing contractor budgets by 75 percent.

Related To Story



Hanscom was the second of at least six visits to the state's military bases. In addition to Hanscom, Murray has toured Barnes Air National Guard Base in Westfield and plans to tour Westover Air Reserve Base in Chicopee later this month.

In April, Murray plans to tour the Massachusetts Military Reservation / Otis Air National Guard Base in Falmouth, Natick Soldier Systems Center in Natick and Fort Devens.

"The reality is, tough budget choices will be made and we've got to be all hands on deck to ensure that the mission and workers at Hanscom aren't hurt in the process," said Kerry. "We've got a good story to tell and we're going to tell it, because technologies and equipment conceptualized, researched, developed and manufactured at facilities across Massachusetts help the military execute its mission at the highest levels."

"Massachusetts has the immediate ability to meet our country's national security needs in cyber-technology, advanced manufacturing, bio-science and many other critical areas," said U.S. Sen. Scott Brown. "I will continue working at the federal level to spotlight the military value in Massachusetts and greater New England."

*Copyright 2012 by TheBostonChannel.com. All rights reserved. This material may not be published, broadcast, rewritten or redistributed.*

# THE REPUBLIC

News Sports Living Fun Community Classifieds Search Subscribe! Sign-In E-Edition Contact Us About Us

## With cuts looming, NY pols trying to protect military installations worry about air bases

MICHAEL HILL Associated Press

First Posted: February 27, 2012 - 10:14 am

Last Updated: February 27, 2012 - 11:23 am

Share / Save



ALBANY, N.Y. — With broad defense cuts looming, some New York officials working to protect the state's military installations are focusing on Air National Guard and Reserve bases.

President Barack Obama this month proposed a leaner defense budget for 2013 amid troop drawdowns in Iraq and Afghanistan. Meanwhile, Defense Secretary Leon Panetta is soon expected to formally request two new rounds of domestic base closures and realignments as a way to cut long-term costs.

The expected cuts could have major effects in New York, which is home to dozens of military installations, including Fort Drum in northern New York, the Niagara Falls Air Reserve Station and the Army National Guard's Camp Smith near Peekskill in the Hudson Valley. Combined, the active duty, National Guard and Reserve installations employ tens of thousands of troops and civilians from Long Island to western New York, and they are critical to the economies in many upstate areas.

Though it does not appear likely New York will be hit as severely as it was in the mid-'90s base closure round — which shut down active duty Air Force bases in Plattsburgh and Rome — there are still worries.

**We also have more stories about:**  
(click the phrases to see a list)

**Category:**

- [New York](#)

**People:**

- [Barack Obama](#)
- [Charles Schumer](#)
- [Janet Napolitano](#)
- [Kirsten Gillibrand](#)
- [Leon Panetta](#)

**Organizations:**

- [U.S. National Guard](#)
- [United States military](#)
- [United States Senate](#)
- [United States Congress](#)
- [United States government](#)

**Subjects:**

- [Military facilities](#)
- [Armed forces](#)
- [Military and defense](#)
- [National governments](#)
- [Government finance](#)
- [Government business and finance](#)
- [Legislature](#)
- [Business](#)
- [Government and politics](#)

**Places:**

"There's no doubt there will be cuts. We are trying to limit the cuts and trying to grow the missions and present New York as the future for the military," said U.S. Sen. Kirsten Gillibrand, who sits on the Senate Armed Services Committee.

Gillibrand, U.S. Sen. Charles Schumer and other members of New York's congressional delegation have been trying to secure and extend missions at New York's military installations as a way to protect them from being shuttered or shrunk in the coming years.

Gillibrand said she is particularly concerned about the five bases maintained by the Air National Guard and Air Reserves in New York, as well as the Air Force research lab in Rome. The Air Force announced planned nationwide force reductions this month that would lean heavily on the Guard and would trim Reserve forces as well.

One focus for politicians is on Niagara Falls, where the 914th Airlift Wing of the Air Force Reserve and the 107th Airlift Wing of the New York Air National Guard share a tactical airlift mission. There are plans to reduce the number of C-130 transport planes, which has raised fears that fewer planes could leave the 107th without a mission, said Niagara Military Affairs Council chairman Merrell Lane.

Lane, whose group advocates for the base, said it is the largest employer in Niagara County and the loss of the Guard mission could cost about 800 civilian jobs.

"Western New York has always struggled," Lane said. "And the loss of that many jobs to western New York would be — it just wouldn't be good."

Members of New York's congressional delegation advocating for the Guard and Reserve at Niagara Falls have touted the base's proximity to the Canadian border. Gillibrand and others have asked Homeland Security Secretary Janet Napolitano for a new Border Patrol station at a Niagara Falls military base.

In a similar vein, members of Congress are lobbying against a proposed \$30 million cut to the Air Force Research Lab in Rome, touting the central New York facility's role in cyber-security. And they have lobbied Panetta not to retire transport planes at Stratton Air National Guard Base near Schenectady.

Officials say they are concerned about every military installation across the state, though some seem immune from major cuts because they have recently gained missions or are being upgraded.

In the Hudson Valley, the 105th Airlift Wing at Stewart Air National Guard Base is receiving C-17 Globemaster cargo planes to replace an older type of transport.

The Air National Guard's 174th Fighter Wing at Syracuse has operated unmanned Reaper drones over Afghanistan since December 2009 and also has a Reaper maintenance training facility. Last fall, the wing began flying the drones out of Fort Drum's Wheeler-Sack Army Airfield for takeoff and landing practice.

Fort Drum is home to the oft-deployed 10th Mountain Division and funding has already been approved for a new training complex to replace World War II-era buildings. Obama's budget proposal includes still more for Fort Drum, including \$95 million for an aircraft hangar and \$25.9 million for a data terminal complex for the Missile Defense Agency.

"I actually think Fort Drum will be fine," Gillibrand said, "and largely because Drum is one of the premier training bases in the whole

- [Watertown](#)
- [Niagara Falls](#)
- [New York](#)
- [United States](#)
- [North America](#)

Content blocked by  
your organization

Content enhanced with OpenCalais.

country, including our remotely piloted aircraft training. It's one of the nation's future and expanding missions."

0

**Content blocked by your organization**



Add a comment...

Comment

Facebook social plugin

All content copyright ©2012 The Republic, a division of Home News Enterprises unless otherwise noted.  
All rights reserved. [Click here to read our privacy policy.](#)



## USAF Force Structure Changes: Sustaining Readiness and Modernizing the Total Force



### New Strategic Guidance

For the last decade, the United States has undertaken extended operations in Iraq and Afghanistan. As we responsibly draw down from these operations, take steps to protect our Nation's economic vitality, and protect our interests in a world of accelerating change, we face an inflection point. The changing geopolitical environment and our changing fiscal circumstances merited a reassessment of U.S. defense strategy. Out of this assessment, the Department of Defense (DoD) developed a strategy that transitions our defense enterprise from an emphasis on today's wars to preparing for future challenges, protects the broad range of U.S. national security interests, advances the Department's efforts to rebalance and reform, and supports the national security imperative of deficit reduction by reducing defense spending. The resulting strategic guidance provided a set of precepts to guide decisions regarding the size and shape of the force over subsequent budget cycles.

To implement the new strategic guidance, the Joint Force will need to recalibrate its capabilities and make selective additional investments to succeed in the following missions: countering terrorism and irregular warfare, deterring and defeating aggression, projecting power despite anti-access/area denial challenges, countering weapons of mass destruction, operating effectively in cyberspace and space, maintaining a safe, secure, and effective nuclear deterrent, defending the homeland and providing support to civil authorities, providing a stabilizing presence, conducting stability and counterinsurgency operations, and conducting humanitarian, disaster relief, and other operations.

These missions will determine and shape the capabilities required by the future Joint Force, and the Air Force must continue to provide key capabilities in all 10 mission areas. However, the overall capacity, or size of the force, will be based on the requirements that the following missions demand: countering terrorism and irregular warfare, deterring and defeating aggression, maintaining a safe, secure, and effective nuclear deterrent, and defending the homeland and supporting civil authorities. U.S. forces will no longer be sized to conduct large-scale, prolonged stability operations.

The new guidance requires U.S. forces to remain capable of deterring and defeating aggression by any potential adversary. Credible deterrence results from maintaining both the capabilities required to deny an aggressor the prospect of achieving his objectives and from the complementary capability to impose unacceptable costs on the aggressor. Our planning envisages forces that are able to fully deny a capable state's aggressive objectives in one region by conducting a combined arms campaign across all domains – land, air, maritime, space, and cyberspace. Even when U.S. forces are committed to a large scale operation in one region, they

will be capable of denying the objectives of – or imposing unacceptable costs on – an opportunistic aggressor in a second region.

The Air Force employed this guidance to prepare an FY13 budget request that ensures the Air Force meets the capability and force-sizing requirements directed by the new strategic guidance, and is:

- Adaptable and capable of deterring aggression and providing a stabilizing presence, especially in the highest priority areas and missions in the Asia-Pacific region and the Middle East, while still ensuring our ability to maintain our defense commitments to Europe and other allies and partners;
- Ready, rapidly deployable, and expeditionary such that it can project power on arrival;
- Capable of conducting homeland defense and providing support to civil authorities;
- Armed with cutting edge capabilities that exploit our technological, joint, and networked advantage;
- Able to reconstitute quickly or grow capabilities as needed; and
- Manned and led by the highest quality professionals.

To deliver the capabilities required by the new strategic guidance and remain within funding constraints, the Air Force made difficult choices in all core functions, including the decision to divest portions of combat and combat enabler forces. The guiding principle was balance. To retain critical core capabilities and maintain our ability to rapidly respond to mission demands, the Air Force balanced risk to force structure and modernization, while maintaining readiness and people programs across all mission areas. We will provide more details about our FY13 decisions on modernization, readiness, and people programs in the coming weeks.

This paper will focus on the decisions we made to divest aircraft and re-mission units, with a particular emphasis on how these choices affect the Air National Guard (ANG) and Air Force Reserve. Our programmed reductions follow detailed assessments of future conflict scenarios and enduring rotational deployment requirements and were chosen to maintain capable and lethal forces while preserving ready and sustainable Active and Reserve Components. The Air Force will be smaller, but will remain highly capable, lethal, ready, agile, and deployable.

### **Air Force Aircraft Reductions**

The Air Force FY 13 Budget Request achieves \$8.7 billion in savings across the Active and Reserve Components by retiring over 200 aircraft in FY 13 and nearly 300 aircraft over the FYDP, consistent with the new strategic guidance. Our programmed force reductions are wide ranging and affect over 60 installations. Without the Total Force re-missioning actions described later in the paper, they would have significantly affected 24 units and left eight installations without an Air Force presence. They will have direct impact in 33 states, but in order to support Total Force re-missioning, the manpower realignment plan built by the Reserve Components will significantly

affect additional units in all 54 states and territories. We will be able to provide manpower adjustments by installation and state in the coming weeks.

Our analysis of requirements driven by the new strategy shaped all of our decisions. Our force sizing analysis answered two complementary questions: what is the maximum, or surge, requirement posed by the force sizing model of the new strategy; and what is the steady state, or post-surge, requirement for deployed rotational forces? Because the new guidance requires the Joint Force to be capable of fighting one large scale, combined arms campaign with sufficient combat power to also deny a second adversary, and deemphasized large-scale, prolonged stability operations, our FY13 budget request accepts risk by retiring fighter, mobility, and intelligence, surveillance, and reconnaissance (ISR) aircraft excess to the surge requirements of the new force sizing construct. Although the U.S. has removed all combat forces from Iraq and the new strategic guidance reduces the steady state requirement for ground forces, we expect Air Force steady state rotational requirements to remain nearly constant, or perhaps increase, under the new strategy. This continuing rotational post-surge requirement is a key factor in determining the required mix between Active and Reserve Component forces due to differences in sustainable deployment rates and operations tempo.

Where possible, we attempted to retire all aircraft of a specific type, allowing us to also divest the unique training and logistic support structure for that aircraft. Where that was not possible, we worked to retire the oldest aircraft first, and redistributed aircraft into effective and economical units, eliminating other units when that was most efficient. Where we retained older aircraft, we are taking steps to ensure they will remain viable into the future.

#### Combat Air Forces

As directed by the new strategic guidance, we accepted risk in our Combat Air Forces by retiring or reclassifying aircraft from seven squadrons: five A-10 squadrons, one F-16 squadron, and one training/support coded F-15 Aggressor squadron. Because of the Department's evolving posture, one of the retiring squadrons is an overseas squadron. We chose to retire more A-10s as a result of guidance to size our forces for one large scale combined arms campaign with sufficient combat power to also deny a second adversary, without conducting a large scale, prolonged stability operation. The A-10 remains essential for combined arms and stability operations and we retain enough A-10s to meet the requirements of the new strategic guidance, but multi-role platforms provide more utility across the range of the potential missions for which we are directed to prepare.

After reductions, we retain 54 combat-coded fighter squadrons and maintain the capabilities and capacity required to meet the requirements of new strategic guidance at increased risk while providing a bridge to the Fifth Generation F-35. Although we transfer five F-15 Aggressor aircraft to attrition reserve status and eliminate one Aggressor squadron flag, we maintain a robust Aggressor training capability. We will relocate our F-16 Aggressor squadron in Alaska from Eielson AFB to Elmendorf AFB, allowing us to achieve savings in base support at Eielson beginning in FY15.

### Mobility Air Forces

We also reduced our mobility capacity in line with the requirements of the new strategic guidance and the parallel reductions in land forces, retiring all 27 C-5As, retiring or canceling procurement of all 38 planned C-27Js, and retiring the 65 oldest C-130s. We chose to retire C-5As because of historically lower mission capable rates relative to the C-17 and C-5M. Retiring the entire C-5A fleet provides additional savings in training and logistics support that could not have been achieved by spreading retirements over multiple aircraft types. Divesting the entire C-27J fleet also achieves savings by substituting the lower life cycle costs of the more capable C-130 for the niche C-27J capability. As part of our C-130 retirement strategy, we streamline operations and maintenance by realigning some additional C-130 aircraft to ensure Reserve Component units operate only one C-130 type at any location.

After retirements, we will maintain a fleet of 275 strategic airlifters (52 C-5Ms and 223 C-17s) and 318 C-130s (134 C-130Js and 184 C-130Hs) and our analysis shows that the remaining aircraft are sufficient to meet the airlift requirements of the new strategy, including our commitment for direct support of the Army. We appreciate Congress' support in adjusting the legislated mandatory number of strategic airlifters. Given the changes in strategy and force sizing, we will be seeking a new minimum of 275 aircraft.

We also retire 20 KC-135s and maintain a fleet of 453 air refueling aircraft, sufficient to meet refined requirements. KC-46 development remains on track for initial deliveries in FY16.

### Intelligence, Surveillance, and Reconnaissance

Intelligence, surveillance, and reconnaissance reductions divest all 18 Block 30 RQ-4s, generating \$2.5 billion in Future Years Defense Program (FYDP) savings by choosing to rely on the proven capability of the mature U-2S aircraft and sensors. The U-2 has superior sensor capabilities now, meets the new Joint Requirements Oversight Council (JROC) force structure requirement, and is viable through 2040. We generate additional savings by eliminating funding for all 11 RC-26s while transferring the more capable MC-12 fleet from the Active Component to the Air National Guard in FY14. We also retire one E-8C aircraft that is damaged beyond economical repair.

### **Reserve Component Aircraft Reductions and Re-Missioning**

The Air Force has enjoyed great success in leveraging our Total Force Enterprise to present our enduring capabilities to the Joint warfighter, and we have successfully met the demand of increased operations tempo over the last two decades through a combination of volunteerism, selective mobilization, and the creation of Active, Reserve, and Guard Associations. The Air National Guard and Air Force Reserve are integrated into all major Air Force mission areas, train to the same high standards as the Active Component, and are invaluable partners in meeting our many and varied commitments. Over the years, we have adjusted the mix between Active and Reserve Components to ensure we maintained a ready and sustainable force and could meet our

surge and rotational requirements. However, two decades of military end strength and force structure reductions have shifted the ratio of Active to Reserve Component forces. In 1990, the Reserve Component represented 25 percent of the Total Force end strength; that percentage has increased to 35 percent today. Reserve Component aircraft ownership also increased from approximately 23 percent to 28 percent over the same period.

Our Reserve Components have proven to be a superb investment -- providing critical Air Force capabilities through a very challenging time. However, our analysis tells us we have reduced the Active Component to the point that further reductions would limit our ability to respond quickly to multiple crises or sustain long duration commitments without asking our Airmen -- Active and Reserve Component -- to deploy at rates that cannot be sustained by our Total Force Airmen and their families. We also know that the entire Total Force -- Active Component, Air National Guard, and Air Force Reserve -- depends on the Active Component to recruit, train, and equip the Airmen of the future. Further Active Component aircraft reductions would require detailed analysis to ensure we do not make the Active Component too small to provide the skilled aircrew, maintenance, and support personnel required to sustain the Total Force. Maintaining the appropriate Active/Reserve mix will remain critical to sustaining Air Force capabilities for forward presence and rapid response, meeting overseas rotational demands with a smaller force, and taking care of our most precious resource, our people.

As we were driven to consider reductions in FY13, we carefully considered the ratio between the Active and Reserve Components and made choices that:

- 1) Ensured the Total Force could fulfill the Air Force's surge requirements as directed by the force sizing construct of the new strategic guidance;
- 2) Maintained the balance between Active and Reserve Components required to fulfill continuing rotational requirements at deployment rates and personnel tempos that are sustainable for both the Active and Reserve Components;
- 3) Made sure the Active Component retained the recruiting, training, and operational seasoning base required to sustain the Active Air Force, Air National Guard, and Air Force Reserve into the future; and
- 4) Ensured the Reserve Component remains relevant and engaged in both enduring and evolving missions.

The Air National Guard and Air Force Reserve were involved in all analysis and decisions, and employed the following principles and strategies to build Reserve Component aircraft reduction and re-missioning plans.

The Air National Guard's Capstone Principles informed Air Force decisions involving the ANG:

- 1) Allocate at least one flying unit with ANG equipment to each state;
- 2) Recapitalize concurrently and in balance with the regular component;
- 3) Manage Air National Guard resources with Air National Guard people;

- 4) Adopt missions that fit the militia construct; and
- 5) Build dual-use capabilities.

The Air Force Reserve employed the following realignment strategies in selecting specific locations for aircraft reductions:

- 1) Ensure aircraft reductions do not negatively impact operational support to the Combatant Commands;
- 2) Ensure force structure movements do not create any new Air Force bills;
- 3) Ensure risk is minimized by optimizing crew ratios to exploit expected increase in mission capability rates; and
- 4) Considered locations that continued to have an Air Force mission due to the presence of another Air Force Component.

### **Total Force Aircraft Reductions by Fiscal Year**

**FY 13 Actions:** Divests all C-27J aircraft, eliminating aircraft based at or planned for Warfield AGS (Martin State), MD (4), Kellogg AGS (Battle Creek), MI (4), Fargo AGS (Hector), ND (4), Mansfield Lahm AGS, OH (4), Great Falls, MT (4), Bradley, CT (4), and Key Field AGS (Meridian), MS (6). Removes A-10s from Barksdale AFB, LA (retires 21 and transfers three), Selfridge ANGB, MI (21), Ft Smith, AR (20), Ft Wayne, IN (20), and an Active Component overseas location (20). Removes F-16s from Des Moines, IA (21) and transfers Active Component F-16 Aggressors from Eielson AFB, AK (19) to Joint Base (JB) Elmendorf-Richardson, AK (19). Aircraft retirements and transfers result in net reductions of C-130Hs at JB Elmendorf-Richardson, AK (4 H2) (eliminating an Active association), Niagara, NY (3 H2) (eliminating a Reserve association), Rosecrans AGS (St Joseph), MO (10 H2.5), Youngstown-Warren, OH (6 H2), Louisville, KY (1 H2.5), Charleston, WV (1 H3), Cheyenne, WY (1 H2.5), Stratton AGS (Schenectady), NY (4 H2), Dobbins ARB, GA (7 H2), and Pittsburgh, PA (7 H2). The Pittsburgh actions result in the closure of the associated Air Reserve Station at Pittsburgh, PA (closure does not exceed Base Realignment and Closure (BRAC) threshold in accordance with 10 U.S.C. § 2687). Retires KC-135s from Rickenbacker, OH (6), Pittsburgh ANGB, PA (4), Tinker AFB, OK (4), and Altus AFB, OK (three Active Component) as well as three Backup Aircraft Inventory (BAI) aircraft from Sky Harbor (Phoenix), AZ (1), Sioux City AGS, IA (1), and March ARB, CA (1). Reduces KC-135s at McGhee-Tyson, TN (2) and Gen Mitchell, WI (2). Begins retirement of the C-5A fleet at JB San Antonio (Lackland AFB), TX (5) and eliminates an E-8C damaged beyond economical repair from Robins ARB, GA (1). Retires Active Component Block 30 RQ-4s from Beale AFB, CA (18).

**Proposed FY 14 Actions:** Removes C-130Hs from Maxwell AFB, AL (7 H2), Naval Air Station (NAS) Joint Reserve Base (JRB) Ft Worth (Carswell), TX (8 H2) and Minneapolis-St Paul (8 H3), and removes C-130Js from Keesler AFB, MS (10). Continues to retire C-5As at JB San Antonio (Lackland AFB), TX (3) and Shepherd Field AGS (Martinsburg), WV (5). Converts Active Component F-15Cs at Nellis AFB, NV (5) from Primary Aircraft Inventory (PAI) to BAI status. Transfers 42 Active Component MC-12s from Beale AFB to the Air National Guard.

**Proposed FY 15 Actions:** Retires remaining Air National Guard C-5As based at Shepherd Field (Martinsburg), WV (6), and additional Air Force Reserve C-5As at JB San Antonio (Lackland AFB) (2). Eliminates funding for all 11 RC-26 aircraft, retiring aircraft based at Ellington Field (Houston), TX (1), Kirtland AFB, NM (1), Tucson, AZ (1), Fresno, CA (1), Fairchild AFB, WA (1), Key Field (Meridian), MS (1), Dannelly Field, AL (1), Truax AGS (Madison), WI (1), Hancock Field AGS (Syracuse), NY (1), Charleston, WV (1), and Jacksonville, FL (1).

**Proposed FY 16 Action:** Completes retirement of the Air Force Reserve C-5A fleet by divesting the remaining aircraft at JB San Antonio (Lackland AFB), TX (6). Removes C-130H from Savannah, GA (8 H2) and Little Rock, AR (eight Active Component H3). Removes C5Ms from Westover, MA (8).

**Proposed FY 17 Actions:** Removes C-130Hs from Niagara, NY (8 H2), Little Rock, AR (three Reserve Component H2), Charlotte, NC (2 H3), and Little Rock AR (six Active Component H3).

### **Total Force Re-Missioning by Fiscal Year**

As a Total Force – Active Air Force, Air National Guard, and Air Force Reserve -- we have developed a detailed re-missioning plan that realigns continuing missions to preserve 14 of 24 units, maintains an Air Force presence on seven of the eight affected installations, expands Reserve Component participation in our growing ISR mission, and preserves an appropriate Active and Reserve Component force mix. The Air Force FY13 budget request commits approximately \$600 million over the FYDP to execute and sustain re-missioning actions that establish new MQ-1/9 Remote Split Operations Squadrons, transfer the MC-12 fleet to the Air National Guard, thicken Reserve Component ISR and cyber participation, and transfer Active Component C-17s to the Reserve Component.

**FY 12 Actions:** Transfers six WC-130 aircraft from Nashville, TN to Luis Munoz, Puerto Rico, replacing retiring C-130Es. Establishes an MQ-1/9 Remote Split Operations (RSO) squadron at Nashville. Enlarges Nashville's Intelligence Squadron into a Targeting Group and creates a new Cyber/ISR Group.

**FY 13 Actions:** Completing a FY12 PB action, transfers eight C-17s from the Active Component to the Air National Guard at Memphis, TN (replacing C-5As). Adds C-130Hs at Youngstown-Warren, OH (4 H2.5) and Cheyenne, WY (1 H3). Establishes an ISR Group and expands the Net Warfare Sq at Warfield AGS (Martin State), MD to replace divested C-27s; establishes an Intelligence Targeting Group at Fargo AGS (Hector), ND; creates four additional MQ-1/9 RSO elements at Ft Smith, AR (replacing A-10s), Des Moines, IA (replacing F-16s), Kellogg AGS (Battle Creek), MI (replacing C-27s), and Willow Grove, PA; adds KC-135s to Selfridge ANGB, MI (4). Adds A-10s at Whiteman AFB, MO (3).

**Proposed FY 14 Actions:** Transfers 42 Active Component MC-12s to the Air National Guard by assigning between nine and eleven aircraft to each of four Air National Guard locations -- Ft Wayne, IN (replacing A-10s), Bradley, CT (replacing C-27s), Key Field AGS (Meridian), MS (replacing C-27s), and NAS Ft Worth JRB (Carswell), TX (replacing C-130s). Creates an Active Association at Beale AFB, CA to conduct MC-12 training and provides an additional deployed Combat Air Patrol

forward using up to six Air National Guard aircraft. Final aircraft assignments for the four Air National Guard locations and the Active association at Beale will be determined as part of the Air Force's FY14 budget submission after completion of a program plan and operational concept. Transfers C-130Js to Dobbins ARB, GA (10) (replacing C-130Hs) and C-130Hs to Rosecrans AGS (St Joseph), MO (8 H3) and Great Falls, MT (8 H2) (replacing C-27s).

**Proposed FY 15 Action:** Transfers eight Active Component C-17s to the Air National Guard at Shepherd Field AGS (Martinsburg), WV (replacing C-5As).

**Proposed FY 16 Action:** Within the Air Force Reserve, transfers eight C-5Ms from Westover ARB, MA to JB San Antonio (Lackland AFB), TX, (replacing C-5As). Replaces C-130H2s at Savannah, GA (8) with C-130H3s. Replaces Active Component C-130H3s (8) at Little Rock AFB, AR with C-130H1 (7).

**Proposed FY 17 Action:** Dobbins ARB, GA receives two additional C-130Js for a total of 12. Replaces C-130H2s at Niagara, NY (8) with C-130H3s. Replaces Active Component C-130H3s (6) at Little Rock AFB, AR with C-130H1s (7).

After proposed reductions and re-missioning, Reserve Component end strength will make up 33 percent of Total Force military personnel, a reduction of two percent from the FY12 President's Budget (PB) position. The Reserve Component will own 24 percent of Total Force aircraft, two percent less than their FY12 PB share. Within the Combat Air Forces, the percentage of total aircraft in the Reserve Component will be 38 percent, four percent less than in FY12. For the Mobility Air Forces, the Reserve Component share shifts from 51 percent to 46 percent.

### **Additional Actions**

In addition to specific re-missioning actions, the Air Force has also taken a variety of steps to secure the future of the Air National Guard and Air Force Reserve in a balanced Total Force.

#### Future Aircraft Flow Down

We remain committed to acquiring the F-35A as our future multi-role fighter. Although delivery of the F-35 has been delayed, it is still the future of both Active and Reserve multi-role squadrons. The Air Force has acquired 12 F-35s to date and plans to acquire over 160 more through FY17. The full-rate production plan is yet to be determined.

We have decided to pursue a scalable Service Life Extension Program (SLEP) for approximately 350 F-16s. Although our oldest F-16s will remain viable through the end of this decade, we plan to begin fielding aircraft with SLEP structural improvements in 2017. The program will ensure the F-16 remains viable and relevant for future Active and Reserve Component multi-role fighter squadrons until the F-35 arrives in greater numbers. We will also upgrade combat avionics for a substantial portion of the SLEP-ed aircraft with aircraft delivery beginning in FY18.

We are committed to developing a detailed aircraft flow down plan that describes how the F-35 and modernized and SLEP-ed F-16s will be integrated into the Total Force and replace aging aircraft. We will build a detailed plan after we have a clearer view of F-35 delivery schedules and

have completed Force Composition Analysis studies to determine the optimum Active and Reserve Component unit size and force mix for our remaining multi-role fighter force. As always, the leadership of the Air National Guard and Air Force Reserve will be active partners in determining this mix.

We are also committed to making sure our 184 remaining C-130H variants remain viable and relevant. We developed the C-130 Avionics Modernization Program (AMP) to ensure our C-130H fleet met basic communication, navigation, surveillance, and air traffic management (CNS/ATM) requirements. We later determined that there are less technically complex approaches to meet these requirements and resolve select obsolescence issues. Therefore, our FY13 budget submission terminates the C-130 AMP. However, we have funded an FY13 new start CNS/ATM program to ensure our C-130H fleet will remain viable and relevant, while generating more than \$2.2 billion in savings over the FYDP.

#### Strategic Basing Process

The Air Force Strategic Basing Process was established by the Secretary of the Air Force in August 2009 to create an open, transparent, and consistent process for selecting preferred Total Force basing options. We will employ the Strategic Basing Process to identify preferred Active and Reserve Component basing locations for new aircraft as they become available as part of our recapitalization and modernization efforts.

BRAC 2005 established Eglin AFB as the Initial Joint Training Site for the F-35A. In July 2010, the Air Force announced preferred alternatives for further basing of the initial 250-300 F-35As, identifying Hill AFB and Burlington ANGB as the initial operational locations and Luke AFB as the next training location after Eglin, accommodating all F-35As currently scheduled for delivery through FY19. The Air Force will announce future preferred and reasonable alternatives approximately three years prior to delivery of aircraft to the next round of bases. Given current F-35 production estimates, the next set of F-35 basing decisions will include domestic and overseas bases and will not be required prior to FY17. Over the next two years, we will determine the optimum size of Active and Reserve Component F-35 units and the total number of required F-35 operating locations.

The Air Force is currently developing requirements for the first two KC-46 bases, and expects to approve basing criteria in March 2012, identify candidate installations in June 2012, select preferred and reasonable alternatives in December 2012, and make final decisions in December 2013. These first two bases will begin receiving aircraft in FY16. We will announce future preferred and reasonable alternatives approximately three years prior to delivery of aircraft to the next round of bases. Given current production estimates, the next KC-46 basing decisions will not be required prior to FY14. We are committed to creating associations at all KC-46 operating locations in the continental United States.

#### Potential Legislative Changes

In coordination with the Air National Guard and Air Force Reserve, the Air Force and the Department of Defense are reviewing the authorities that might be needed to address the impact

of programmed force reduction and re-missioning actions on the affected members of the Air National Guard, Air Force Reserve, and their families.

#### Air Force Total Force Enterprise and Associations

The Air Force Total Force Enterprise (TFE) management approach provides an inclusive, fact-based, and iterative process designed to maximize combat capability and optimize force structure through a range of innovative organizational constructs and personnel policies that optimize and integrate the capabilities of all Air Force components.

Associations are an integral part of balancing the Total Force to meet the current and future air, space and cyber requirements of the Joint warfighter. Total Force Integration (TFI) associations pair two units, (host and associate) representing two Air Force components, operating together. The host unit is assigned the physical resources for mission accomplishment (aircraft, equipment, facilities) and the associate unit shares those resources. Currently, there are three types of TFI associations: Classic, Active and Air Reserve Component (ARC).

Classic Associations pair units as an Active Component host with a Reserve Component associate which can improve operational synergies and add capacity during surge operations at reduced cost. Active Associations pair a Reserve Component host and an Active Component associate to improve access to aircraft and total rotational capacity by assigning Active Component Airmen in Reserve Component units, allowing the highly experienced Reserve Component to help develop and season maturing Active Component Airmen. ARC Associations pair a Reserve Component host and a Reserve Component associate to deliver operational and organizational efficiencies.

There are currently 100 TFI associations across a variety of weapons systems/functional areas and Air Force Major Commands. The Air Force is planning to add Active Associations at all ARC fighter locations, and Air Mobility Command intends to establish Active or Classic Associations at all continental U.S. KC-46 locations. The Air Force will continue to explore additional opportunities for associations in order to create efficiencies, encourage retention of valuable human capital, and above all, increase Air Force combat capabilities.

#### New Associations

The Air Force has decided to maintain 18 assigned F-16 aircraft at Air National Guard fighter squadrons to support new F-16 Active Associations at Truax AGS (Madison), WI, Buckley, CO, Joe Foss Field, SD, and Duluth, MN, in addition to the Associations already programmed at Burlington, VT, and Dannelly Field, AL. Although the previously programmed Active Association at Barksdale AFB, LA, is eliminated with the Air Force Reserve Command A-10 retirement, the Active Associations at Whiteman AFB, MO, NAS Ft Worth JRB (Carswell), TX and Homestead ARB, FL will continue as planned. The Chief of Staff of the Air Force has directed the Air Force to develop additional Active Associations at all ARC fighter locations to ensure that the Total Force is able to absorb and season enough young pilots and maintainers to meet future Total Force requirements.

The AF FY13 budget request also establishes C-130J Active Associations at Dobbins ARB, GA starting in FY14, Quonset Point Airport, RI in FY16, and Channel Islands, CA in FY17, as well as an

Active Association with a C-130H unit in FY13 at a location still to be determined. Additionally, Classic Associations will be established in intelligence at Fort Meade, MD, Offutt AFB, NE and Hurlburt Field, FL, and in program analysis at Wright-Patterson AFB, OH. We have also established a new association with the MC-12W mission transfer to the Air National Guard in FY 14. An Active Association will be stood up to operate the MC-12W Flying Training Unit at Beale AFB, using up to six Air National Guard aircraft. The Active Association will also provide one Combat Air Patrol (CAP) of deployed capability.

The Air Force previously funded a RED HORSE Active Association at Beale AFB, CA, as well as Classic Associations in cyber at JB San Antonio (Lackland AFB), TX; Aviation Foreign Internal Defense at a location to be determined; Security Forces at Davis-Monthan AFB, NM; and intelligence at Wright-Patterson AFB, OH, and JB Langley-Eustis, VA. In all, 15 new Associations are programmed, and the Air Force will explore additional opportunities for associations in our FY14 budget submission.

#### Military Personnel Appropriation Budget Activity Code

We are normalizing our approach to how we program ARC Military Personnel Appropriation (MPA) man day funding by improving the way we forecast, plan, program, and fund MPA man day accounts in our budget build process. These inputs will ensure adequate and predictable funding to support the required level of Reserve Component participation. Our normalization efforts include introducing MPA requirements into our corporate planning process earlier and working with the Office of the Secretary of Defense to create a distinct budget activity with a sub-account dedicated to facilitating more flexible Reserve Component operations, increasing opportunities for Reserve Component participation, and tracking MPA within the Air Force Military Personnel Account. If approved, we would expect to include this account in our FY14 budget submission.

#### Improving Strategic Planning Transparency and Processes

We have embarked on an effort to examine Active Air Force, Air National Guard, and Air Force Reserve composition across all the Air Force's major functions through the Total Force Enterprise Review Process and System Force Composition Analyses. The Total Force Enterprise Evaluation Group reviews and provides oversight of all Total Force Associations and ensures they have met the requirements for effective operations. Force Composition Analyses examine individual weapons systems or processes and make recommendations for an appropriate Active/Reserve Component mix based on analysis of combat requirements, Total Force capacity, and system and manpower costs.

Most importantly, we have strengthened and refined our corporate processes to ensure that the Air National Guard and Air Force Reserve are involved at every step of our analysis and decision making. Air Force senior leaders have directed that the Air Force Reserve and Air National Guard will continue to be fully represented during system Force Composition Analyses and will participate fully in development of the Core Function Master Plans that guide actions to organize, train and equip the Total Force in each core function.

## Air Force Reserve Component 2020 Study

We believe the Air Force Reserve Components set the DoD standard for Total Force integration and operational effectiveness, but we must ensure that we continue to improve our performance and processes to maximize our contribution to the Joint Force of 2020 and beyond. The Chief of Staff of the Air Force and Reserve Component leadership are developing terms of reference to guide an independent study that will evaluate our on-going efforts to optimize the Total Force and make recommendations to guide and shape our future efforts. The study team will likely be led by a former Chief of Staff of the Air Force and will include a former Director of the Air National Guard and Chief of the Air Force Reserve.

### **Conclusion**

We remain fully committed to the essential contributions of the Total Force and have taken proactive steps to:

- Address the impact of force structure reductions in our Reserve Components by re-missioning units with enduring missions and assigning aircraft with extended life spans and improved capabilities;
- Plan for robust use of associations as we field F-35 and KC-46 units;
- Increase the number of associations between existing Active and Reserve units;
- Normalize our management of Reserve Component man days; and
- Improve the transparency of Total Force planning and develop our Total Force vision for the future.

The future of the Air Force depends on sustaining strong and ready Reserve Components, and we believe the Air Force Total Force sets the standard for integrating Active and Reserve Components to improve efficiency and effectiveness in peace and war. The force reductions proposed in the Air Force FY13 budget request were developed in response to new DoD strategic guidance, informed by reduced funding, and shaped by analysis to ensure that the Total Force will continue to fulfill the Air Force's surge requirements and meet continuing rotational demand. We will ensure that the Reserve Component remains engaged and relevant as the Active Component maintains the recruiting, training, and operational seasoning base required to sustain the Total Force into the future.