

"Air National Guard"

Lieutenant General Harry "Bud" Wyatt

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Lieutenant General Wyatt: Thank you very much. It's my honor and privilege really, to be here with you today. Wow. Secretary of the Air Force is here, the Chief of Staff. It's really good to see you. Chief Master Sergeant Roy. Denise Jelinski-Hall, the Command Chief of the National Guard Bureau, the Senior Enlisted Leader. Joe Lengyel, the new Vice Chief of the National Guard Bureau. Dr. Moore, it's good to see you. I've got my Chief Master Sergeant Chris Muncy, an Ohio Guardsman. Danny Ginsberg who is SAF MR.

We're going to have a question and answer session later on today. The first row is excluded from asking any questions. [Laughter].

I'm going to talk a little bit about the status of the Air National Guard, but more importantly, relate that to the status of the United States Air Force.

I understand yesterday that during General Jackson's presentation, the Air Force Reserve Commander, there was a discussion about Title 32, what is that part of the requirements.

Actions speak louder than words, so I talked to the Adjutant General of Virginia earlier today. I talked to Adjutant General of Maryland earlier today. We've arranged this weather front coming through, so if we have high winds and power outages and tornadoes, high seas, we'll demonstrate what it is. Title 32. [Applause].

I need a little bit more lead time to get a hurricane in, but -- [Laughter].

Let me tell you that the status of the Air National Guard is strong. It's strong because the United States Air Force is strong.

I had one of my predecessors, Don Sheppard, I don't know if Don is here today. A predecessor who was a director of the Air National Guard, tell me a long time ago that the strength of the Air National Guard depends upon the strength of the United States Air Force. It was true then and it's true today. I think all of the Guardsmen around our country recognize that fact.

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So when we take a look at where we are right now, some of the things I read in the paper about this conflict between the Air National Guard and the United States Air Force. It's not an accurate depiction of the circumstances. There is no conflict, because we're all on the same team. We have different views about how to accomplish a mission. We have different views about what the requirements are going to be. The discussions of Title 32 requirements and Title 10 requirements is one that I think is going to be a helpful discussion. Chief, I appreciate you recognizing that there are some Title 32 requirements. One of the things we try to do in the Air National Guard is to leverage those skills, those capabilities that are needed for the Title 10 fight, leverage those and bring those skill sets, bring those capabilities in to help the governors with some of the requirements that they have. It's really a win/win for the country. It's a win/win for the United States Air Force. But for some reason the current status has been depicted in the papers as one that seems to put the Air National Guard at odds with the United States Air Force. That simply is not true. It may sell some newspapers. It may generate a lot of [fox and tail]. But we are one team. We are one Air Force, and we are stronger as an Air Force because we do have 54 little air forces out there that sometimes work for the governor, Title 32, the state mission; until the President says okay, it's time to go to work for the country, and we become Title 10 forces and go to war side-by-side with our brothers and sisters in the United States Air Force.

A lot of people are concerned about the fact that Congress did not take kindly to the Air Force's President's Budget PB13. Okay. That's democracy at work. That's what we all raised our right hand and took an oath to defend. Support the constitution of the United States of America. Sometimes it's an ugly process. Sometimes it takes a little work. Sometimes it takes a little negotiating. But in the end I would rather do it that way than any other way, than any other country on earth. So we'll get through this and I think we'll be a stronger Air Force, be a stronger country because of it.

A lot of people, when the Council of Governors was created, I had a lot of people say who are these guys and what business do they have in the business of the United States Air Force? Let me just share with you that the Council of Governors was a creation of the laws of this country. So when you took an oath to support and defend the constitution of the United States, you also took an oath to abide by the laws of this country. One of the things that the previous NDAA created was the Council of Governors. Our Commander in Chief, by Executive Order, implemented the Council of Governors law and appointed the members of the Council of Governors. Now that shouldn't be a threat, because that's part

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of our constitutional process. It's a little bit different way of doing business than we have in the past, but think about it this way... instead of viewing that as a threat to DoD or a threat to the process, think about the leveraging the Council of Governors, the connections that they have with members of Congress, the connections that each of those governors has with the citizens in their state, for the benefit, for the use of the United States Air Force.

Let's don't stiff arm them, let's welcome them into the Air Force family, let's work with them to develop where those Title 32 requirements are, where those sweet spots of Title 32 requirements are with our Title 10 requirements, and instead of using those political connections on the Hill to perhaps block what the United States Air Force is doing, let's use those connections, join together to help the United States Air Force. What a wonderful idea. What a wonderful way to do business.

I think we have the opportunity to do that right now. If nothing else, the budget situation that we find ourselves in this country would argue for that. Would argue for taking the best parts of all three of the components, leveraging those as we move forward.

So while there are some that want to paint a picture of conflict, there are some that want to paint the Council of Governors as anti-United States Air Force, to those who want to be naysayers about the way ahead, let me just suggest that you take a deep breath and relax. I think there is a new way of doing business, that's not necessarily bad. It will be as good or as bad as you decide to make it.

I choose to make this a good thing for the United States Air Force. The pledge that I have made to the Secretary and to the Chief is to work with the Air Force leadership team as we go forward and recognize the Air National Guard has come to the point where we are an operational force. We're still a strategic reserve. We still need to leverage those things that the Air National Guard can bring as a strategic force, but we also need to recognize that in these days of shrinking budgets and where our total force is getting smaller, we're all going to have to pull on the sled a little bit harder. We're all going to have to find new ways to work together to leverage the particular strengths that the three components bring to the fight.

Think of the components as diversity in the United States Air Force. We tend to talk about diversity in terms of race, gender, and ethnicity. Think of it for a moment in terms of components. Think about the different ways, the different thought processes, the different solutions that we can deliver

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each other from the three components. I think the Air Force is better. It's a great idea.

As General Schwartz said before he left, diversity is essential to mission accomplishment. I believe he's correct. But we never seem to think about diversity in different ways. Diversity of thought is all it is. We've got a great opportunity as we go forward to leverage the diversity of thought of the governors. I've talked to the adjutants general, I've talked to several of the members of the Council of Governors, and trust me, they have their hands full with the state missions. They don't want to write the United States Air Force [budget]. They know where their parameters are. But they think that all of us can do a better job of putting that budget together if we understand what it is this country expects of our citizen Airmen, our active duty Airmen, and the reserve component.

That's why I'm excited. My only regret is that January 31 is my end of orders date... so Chief and Secretary, I'm going to give you everything I've got between now and then, sprint across the finish line. Light the afterburner. We've got to do what we can with the time that we have left.

But we have a great opportunity to transition into a new way of doing business and I look forward to it.

One of the things that the Air National Guard is doing, and we actually started this in PB13, it kind of gets lost in the previous dialogue that I talked about, but we recognize in the Air National Guard that we need to improve our readiness. The wars of the last really 20 years as far as the Air Force is concerned, it seems like we've always had supplemental or OCO funding to help fight the war. Rightly so, we used some of that OCO money in a way that kind of hides and masks some of the readiness issues that we have in the Air National Guard. And they're not dissimilar to some of the readiness issues that the United States Air Force has. We're still the best Air Force in the world, but we've got to concentrate, as the Secretary and Chief have said, on improving our readiness. We're going to have some opportunities, hopefully, in the next few years to concentrate on readiness but we're going to have to do it in an era of declining budgets. So one of the things we proposed to the Secretary and General Schwartz last year when we went forward was the readiness initiative inside the Air National Guard. We recognize that as we faced some of the budget cuts from previous years, we have done so from making budget cuts across the board and our resourcing levels in most of our mission sets have gradually drifted south. With the high operational tempo of the wars, we've concentrated on those skill sets that were needed in the theater. We did not neglect, but just simply didn't have the

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time to spend on all the tasks and even if we had the time, the resources weren't there to do the exercises, to do the things that we needed to do. Our manning levels were okay, but we needed to concentrate on especially the C-130, F-16 maintenance fields, we need to concentrate on getting them back up to the level so if the Chief and the Secretary called on us, we could answer that call.

What we decided to do was embark on a readiness initiative that I hope my successor will continue. We identified about 5,000 billets, manpower positions across the Air National Guard, that were either in sunset missions or were in missions of lower priorities to our gaining MAJCOMs. Through the PB13 process we worked those. We targeted about a thousand positions per year over the FYDP. In PB13, we actually did about 832 positions. Now this causes a change, turmoil inside the Air National Guard. It's something that we're getting used to in the Guard ever since BRAC '05. We're getting used to change, but it's still a difficult thing for the Air National Guard to do.

It's difficult because we have a unit in a particular state, those people are in that unit because they choose to be in that state and they choose to be in that unit. Seventy percent of them are anchored to that local community not necessarily by their affiliation with the Air National Guard unit, but more often affiliated by local family, support of local family, or working their civilian job. So when we have a mission change at a particular location, pick one, there is a lot of stress on the force because now an individual who is a drill status Guardsman has to make a choice. If I have my tenure letter do I retire? If I'm a young C-130 pup do I leave the state, leave my civilian job, leave the job that makes the mortgage payment and the kids' tuition in school and the car payment? Do I leave that job and chase that airplane to wherever it settles out? Or do I retrain? For old guys like me, it's hard to retrain. Justin read the list of airplanes that I've flown. It's been said that if you've flown two airplanes that are now on sticks, it's time to retire. I've got three out there. [Laughter].

But I've gone through those transitions before and they're tough for a Guardsman to do because Guardsmen earn their living through their civilian job. I was a practicing attorney at the same time that I was an F-16 pilot. I was a district court trial judge at the same time I was a F-16 commander. The most interesting day of my life as a drill status Guardsman, some of you have heard this, was the day I was presiding over a first degree murder trial in Vinita, Oklahoma. A death penalty case. The case was in about its tenth day of trial. The prosecution and the defendants had rested. We had convened for closing arguments. The prosecutor did his closing argument. The defense

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gave theirs. My bailiff hands me a note. It said, we've lost an F-16 in Kansas.

I'm sitting there with this young man's life on the line. Trying to not to make a mistake in ruling on objections. The counsel was very aggressive, with very complex objections. I've got to rule sustain or overrule. I think this young man's life might be on the line if I mess this up. He would possibly die from it. And then, I've got an F-16 down in Kansas and I'm worried about the pilot. Nothing tells me about the pilot's condition. That was the longest afternoon of my life.

It so happened that for some reason defense counsel didn't take too long in their closing argument. The prosecutor waived because he felt very strongly about his case. So before I instructed the jury I took a recess and found out about the pilot's condition.

I tell you the story because that's not any different than any of the other stresses that some of these drill status Guardsmen go through.

Change is sometimes a necessary thing, but I think excessive change can cause excessive turmoil in the lives of some of our Guardsmen.

I think we'll probably consider this as we go forward.

There are certain issue sets that fit the Air National Guard perfectly and there are others that don't. There are mission sets that fit the Active Component perfectly that the Air National Guard probably shouldn't do. But whatever the Air Force needs the Guard to do, we're going to do it. The reason I say that is because I know the Airmen in the Air National Guard. Those Airmen are the same quality as the Airmen that General Welsh encounters every day.

We sometimes get focused on force structure. We sometimes get focused on weapon systems. We sometimes think that having stuff is the key to success. But I think all of us in this room know that our Airmen are the key to success.

I get an opportunity to occasionally talk to our Chiefs Executive Course when we bring in all our newly promoted chief master sergeants. Trying to make a point with them of the importance of our Airmen, staying focused on the people as opposed to the stuff. I go back in my own experience. I say I remember when Secretary Rumsfeld caught heck from the media because he was sending soldiers into harm's way in soft Humvees.

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We didn't have any hardened Humvees in those days, in the early days of the war.

My son was one of those that went forward in soft Humvees, a member of the Oklahoma Army National Guard. I signed his deployment orders. One of the first things I did as the Adjutant General of Oklahoma. Nancy was much more upset with him leaving than me. [Laughter]. He was a first lieutenant, Infantry company commander. Bravo Company, 179th Infantry, 45th Infantry Brigade, Combat Team. Their mission was Desert Spring, which was January of '03, was to go into Kuwait and provide security for the Patriot missile battery sites. As the war kicked off -- we didn't know the war was going to kick off in March, but it did. When the war kicked off Nancy immediately was in my face. Okay, what's Colby going to be doing? She said you're a general, you ought to know. I said well, I think he'll probably cross the berm when the Patriots go forward to provide some of the support for the ground troops. He'll probably go forward with the security, and as soon as they lash up with the Active Component they'll hand the mission off and Colby's company will come back across the berm and probably secure some of the sites in Kuwait.

Before Twitter and Facebook and all that stuff wasn't real big, so it took a little time for us to hear from him. First thing we know we get a call from my son's exec and he starts out the conversation by saying, "He's not hurt bad, but he's been shot." He was shot on night patrol. What happened was they took this company, after the Patriot missile battery sites ended up going [home] and they put them to work doing infantry combat stuff in Iraq. He spent most of the first six months of the war kicking down doors, doing raids and night patrols. He took an AK-47 round to the windshield of his Humvee. Secretary Rumsfeld was catching heck. How can you do it? I remember the answer that he gave was, you go to war with the Army that you have.

We've got a lot of smart people in defense that are devising all sorts of new weapon systems. New ways of training people. Getting them ready to go to combat. But we'll probably get it wrong because we won't have exactly the precise piece of equipment that we need to win the next war. But we will win this war with the people we inherit. We've got America on our side. Nobody else has that.

As Chief Muncy tells me, we go around the world working the state partnership programs with the 66 countries that the National Guard Bureau has a State Partnership Program relationship with. We work with the militaries of the other countries. Yeah, they're interested in our stealth, they're interested in our technology, but what they're really interested in is our enlisted force. What they're really interested in is

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our NCOs, our senior NCOs. How do you train those men and women to do what they do? The first thing that the Minister of Defense of Azerbaijan, which was the country that Oklahoma was paired with when I was the Adjutant General. The first thing the Minister of Defense asked me to do was to help him set up an NCO academy. To help him set up an NCO Corps. Yeah, he wanted rockets and bombs and planes. He wanted all of that stuff. But the first thing he asked for was to help me develop an NCO Corps.

We've got so much to be thankful for in our Air Force. We sometimes get caught up in the stories of so and so versus so and so, and all I can tell you is that everybody's heart is in the right direction. We in the Air National Guard have become such a part of the United States Air Force that we don't think of ourselves as separate from the United States Air Force. We are only as strong as the United States Air Force. Through the years I think there may be another truism that has evolved. Maybe we need to think along the lines of maybe the United States Air Force is strengthened by a strong Air National Guard. I think there's room for both. There really is.

There is more work out there than we have people to do. We are always in demand for some of our capabilities. Really more demand than we have people to fill. That's going to be the hard part. [Inaudible]. There's enough work for everybody. We've just got to figure out the right jobs, the right people, the right place at the right time. We can do this. We'll be able to do this.

The governors are interested in what the United States Air Force does because they value what it is that the United States Air Force does. The Air National Guard trains to the same standard as the United States Air Force. The Air National Guard is the largest, most talented, most capable, most experienced reserve air component of any reserve component in the world. The only reserve component bigger than us is the Army National Guard.

Think about this. I've got a Vice Chief in the National Guard Bureau sitting over here. A three star Air Force officer who is now in the Tanks along with General Grass, the Chief of the National Guard Bureau. Only the Army and the Air Force can say they have another officer inside the Joint Chiefs of Staff. Why don't we leverage that? That's over. That happened last legislative session. The Chief of the National Guard Bureau is on the Joint Chiefs of Staff. He's either going to be an Army National Guardsman or an Air National Guardsman. Let's take advantage of it. Let's use that presence to help the United States Air Force because I'm sure the Army's going to do it when they have the Chief of the Guard Bureau on the Joint Chiefs of Staff.

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If I was in the Navy or Marine Corps I'd be upset. They're probably going to be outnumbered. But that's okay with me. [Laughter]. I like those odds.

The time for discourse about a way ahead is here. The time for discourse about what happened last year is over. It doesn't do me any good. We had a lot of good people, all well intentioned working on the budget. And there are good reasons for what the Air Force proposed in its budget. Good people trying to do what they thought was the right thing. Congress disagreed. They don't hate the Air Force, they don't hate the Guard, they don't hate me. They went another way. And we're going to figure out another way. We're all going to be better off for it. I look forward to being around for the discussion.

I'll take your questions.

Question: Sir, Paul Ayers, Air National Guard assistant to the commander at AETC, I think most of us have either experienced or witnessed the total force in action and you hear seamless, couldn't tell the difference between the components, and I think that's largely true. But I would also suggest that there is a tremendous lack of knowledge between the components, the Active Component the Air Force Reserve and the Air National Guard, about the nuances and the differences.

I recently had an opportunity to visit Air University and verified that there really isn't any curriculum that addresses this in the PME, or very little.

Sir, from your perspective, how might we bridge that gap of education so that the Airmen across the total force really have an understanding of the nuances of the different components?

Lieutenant General Wyatt: That's a great question. I spent six years on active duty and then 32 years as a drill status Guardsman in Oklahoma. I thought that gave me a leg up. I know how the active duty thinks because I was one. But I've been a drill status Guardsman for so long and things have changed so much that I was not the expert on the Active Component culture that I thought I was. So it does go both ways.

Fortunately we have a lot, a large portion of our folks are from the Active Component, as you well know. For a little while, yeah, they can remember what it was like. But things happen so quickly. I think what we have to do is recognize that fact and as we go forward we have to really think about ways to educate, ways to experience. We have great opportunities with all the TFI initiatives that are being considered now for the Active

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Component, Reserve Component, for Airmen to serve together so I think that's going to help to some degree. I think we do need to take a look at our institutions and our formal training and education documents, curriculum, to maybe include a little more Total Force education. But we need to do some things at the Training and Education Center in Tennessee, the Air National Guard, too. So this is a challenge for both.

There was an interesting question that came up at the NGAUS Conference, the National Guard Association of the United States, for those of you who don't know. I'm not going to say it's an equivalent, but it's kind of a parallel to AFA. The National Guard Association of the United States is for the Air Guard, the Army Guard, officer association if you will. And there is an enlisted association of the National Guard of the United States that met two or three weeks ago at Palm Beach.

But an interesting question that was posed of the former Chief of Staff of the Air Force, General Ron Fogleman, that said it appears to me, the questioner said, it appears to me that we ought to be benefited by more common experiences. Wouldn't it be great, General Fogleman, if we wrote in a requirement that before an active duty officer could become a general officer that he or she must have served in the Air National Guard or the Air Force Reserve unit? I'm thinking okay. That would be pretty good. But how about the other way around too? I think it would be beneficial to a lot of us to be able to experience life on active duty. Some Guard members have never been raised in that environment.

Then General Fogleman said something I thought was pretty prophetic. He said, you know, I know some may be leaning in that direction, but wouldn't it be great if we didn't make it mandatory but we stressed the importance of the common shared experience prior to promotion. Not make it mandatory. Then we get into this kind of, I don't know if that would shorten an active duty tour of duty so they could fill more squares. I don't know, it probably would. But think about just that being one of the lenses that you look through. Not make it mandatory, but something of value. If it's not something of value then we probably don't need to consider it.

We force manage a little bit differently in the Air National Guard because I knew growing up I wasn't going to be Chief of Staff of the Air Force. As a Guardsman. That just wasn't going to happen. I say this kind of jokingly, but it's easier for a Guardsman to become President of the United States than it is Chief of Staff of the Air Force. [Laughter]. Maybe someday that won't be true, but right now it is. And when you remember that most of our people, our drill status Guardsmen, are trying to pay

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the rent, car payment, whatever with their civilian job, it's very difficult, in addition to doing their Guard drill, in addition to doing the AEF deployments, whatever it is they're required to do, it's difficult if you're offered SOS and you're offered Air Command Staff and you're offered Air War College to take a year or two in a Pentagon tour, do all the things that we expect our Active Component members to do as they move up the promotion chain. So we have a lot of folks who are very interested in becoming the world's best C-130, F-16, RPA pilot, sensor/operator that you're going to see.

True story. I'm plodding along in Oklahoma as the world's greatest A-7 pilot, focused only on opportunities inside my wing. I did that for many many years. I was so naïve that when my wing commander came up to me as a major and said hey Bud, do you want to get into the logistics group or do you want to fly jets? I said that's easy, I want to fly jets. I didn't know what he was asking me. I flew jets. When I was a 26 year lieutenant colonel my then wing commander came up to me and said do you want to be an O6? Sure. What do I have to do? He said you need to be able to be a logistics group commander. I said man, I'd love that but I don't know anything about logistics. The only thing I've ever been in my life is a fighter pilot. He said don't worry about it, I've got some great folks in maintenance. They'll take care of you, they'll teach you everything they know. You'll be okay. Sure enough, I was. It was the greatest experience I ever had. It paved my way to becoming Wing commander.

What I didn't know was that when my wing commander came up to me and asked me to be an O6 and I said yes, I'd kicked everybody else's butt. I'm at the top of the heap of the O5s in this unit. What I didn't know was I was the only one that had completed Air War College. I was the only choice the guy had. [Laughter]. And sometimes our folks get locked into that because they don't want to be a logistics group commander, they don't even want to be the wing commander. They want to be the best fighter pilot or the best whatever it is in that particular unit. They're happy to serve their country. They're happy to deploy five, six, seven times. They're happy to retire as a lieutenant colonel at 26 years and get on with their life as the president of the bank or whatever it is they do. There's nothing wrong with that.

But we've also got to develop our leaders along the lines of the United States Air Force. Get them into those residence schools. It would help if our Active Component members could have a little bit of instruction on Title 32 so that when that next Chief of Staff comes up through the system they've had the experience and it won't be something new. We won't have to call in tornadoes to demonstrate what it is we do. [Laughter].

Any other questions?

Question: [Inaudible]. One of the things that's forgotten is that the Air National Guard is a shared resource. It's not only the total force partner with the Air Force [inaudible]. It's also [inaudible] responsible [inaudible].

I think the challenge and the problem we've had in the past is decisions are made on the one shared part of our mission without talking to that other shared part of the mission. [Inaudible]. Is there a way to [inaudible] as we go through some of the challenges of the future to have [inaudible] better communication between the [inaudible]?

Lieutenant General Wyatt: I thank you for a great opportunity to answer this question. Your question is in line with tasking given me before I arrived. I was asked to give them some ideas about how we can improve communication.

When you think about the importance of Air Force capabilities to the governor. The Adjutant General of Oklahoma, the National Guard commander is the primary support entity in the state for every emergency plan that a governor has. I was a TAG and we did not have an emergency management cell. But some of our TAGs do have responsibility to emergency management cells. But even in Oklahoma where our primary duties was just running the Guard, not running emergency management, we were still the first responder capability. The only state agency with emergency response military capabilities. And what a lot of people don't recognize is as guard commanders, we have to figure out how to work with interagencies, how to work with law enforcement, how to work with medical folks, how to work with the agencies to accomplish our response to an emergency.

So yeah. I've heard some comments from our new Chief. He understands that to really have a discussion about the proper way ahead we need to understand, number one, what the Title 32 requirements are. I don't know that as a National Guard Bureau, and the Chief and I just had this discussion earlier, I don't know that we have communicated this well enough. At this point articulating what it is, those capabilities that we need. For a long time we were focused on the capabilities needed inside individual states. With the emergency management assistance contracts that all the states have signed now, we've just got to analyze where our gaps exist. Maybe we need to take a look at regional capabilities and figuring out what is available across the regions, as opposed to what an individual state might possess. An example, cyber. There are cyber pockets of excellence all over the country. Unfortunately Oklahoma is not

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one of those centers of excellence. They have some squadron level capabilities, but probably not at the wing level or the group level. It may be difficult to recruit for that mission set. If we were recruiting for the United States Air Force football team we could help the Academy. [Laughter].

So yeah, we've got to do that. The Chief and Secretary are interested in two things. Number one, determining what those requirements are. And number two, how do we get feedback from the adjutants general on the importance of why we need that, what capability the Air Force has, and do it in a process that I think would not only include the adjutants general and the Council of Governors early on in the process, but give the adjutants and the Council of Governors the opportunity to see the budget constraints that the Air Force faces. To see the combatant commander requirements that sometimes they're not aware of. To gain visibility of the interdependency and jointness of the different services and how the capabilities are proportioned among the services and inside the DoD. It might help them understand a little bit about why these decisions were made in the first place. Not that I expect approval or sign off of every action. But I'm sure that if the Council of Governors had greater visibility, they would have better understood why the Air Force made the decision that they did and it wouldn't have come across as in your face, last minute. There would have been some adjutant generals and the Council of Governors that would have said okay I don't like this step we're about to take, but I understand why. Is there some other capability that the Air Force needs that we can help you with? Help us transition there.

The adjutants general that I talk to are not opposed to change. But there is merit to their concern and their level of involvement. So in the future they want to be involved [with the missions] and they want a little bit of stability as we go forward in the process.

[Inaudible]. There are some that would recognize that it doesn't do for me or my state to be in certain missions. I'd rather trade that for another mission. When you get that dialogue going there won't be 100 percent buy-in but there will be a lot better chance acceptance to make this process work.

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