



AIR FORCE RESERVE COMMAND

2014 YEAR IN REVIEW





On the front cover

A C-17 Globemaster III takes off from a degraded airfield Dec. 6, 2014, during the U.S. Air Force Weapons School's Joint Forcible Entry Exercise 14B at the Nevada Test and Training Range. JFEX exercises participants' ability to synchronize aircraft movements from geographically separated bases, command large formations of dissimilar aircraft in high-threat airspace, and tactically deliver and recover combat forces via air drops and combat landings on an unimproved landing strip. The C-17 is assigned to March Air Reserve Base, California (U.S. Air Force photo by Airman First Class Joshua Kleinholz/Released)

FORWARD

The Air Force Reserve is a combat ready force comprised of nearly 70,000 Citizen Airmen stationed locally and serving globally. The Air Force Reserve is a cost-efficient and mission-effective force, providing our nation with operational capability, strategic depth, and surge capacity for both steady-state and contingency operations. Our mission is to fly, fight, and win in air, space, and cyberspace.

Today, the Air Force Reserve remains a counterweight to the rapidly-shifting strategic environment and a hedge against uncertainty. Every day, Combatant Commanders benefit from Air Force Reserve capabilities. Last year, our Citizen Airmen performed nearly 500,000 man-days and filled more than 4,000 Air Expeditionary Force (AEF) deployment requirements.

On any given day, approximately 5,000 Citizen Airmen are mobilized, serving globally. The majority of these Airmen are volunteers. They contribute to every Air force core function and perform nearly every mission performed by the Active Component. Furthermore, Air Force Reservists serve as Remotely Piloted Aircraft (RPA) crews and maintainers, space operations, cyber warriors, and Intelligence Surveillance and Reconnaissance (ISR) experts.

Citizen Airmen and their families are, without question, our greatest asset. Their selflessness and dedication, coupled with high levels of experience, ensure the Air Force Reserve is ready to respond anytime, anywhere. Our men and women are dedicated professionals, who are *always* ready to support our nation when called.

Today, the Air Force Reserve remains a critical hedge against uncertainty. Recently faced with a number of unexpected threats, including the rise of the Islamic State in Iraq and Syria (ISIS), instability in the Ukraine, and the outbreak of Ebola, our nation leveraged the capacity of the Air Force to respond in support of US national interests. As ISIS drove thousands of Iraqis from their homes, we airlifted life-saving supplies to the Yazidi refugees, refueled strike packages, and delivered combat capability. When the Ebola outbreak threatened the world, the Air Force Reserve supported Operation UNITED ASSISTANCE by providing medical capability and airlift capacity to deliver vital personnel and supplies to Liberia. With little notice, the Air Force Reserve responded quickly and effectively because we remain a combat-ready force.

The Air force Reserve will remain an integrated, flexible and combat-ready force, providing accessible and sustainable capabilities as an indispensable Air Force component supporting our national security. We are proud of the more than six decades of exceptional service to our great nation. Our Citizen Airmen stand ready as a counterweight to instability and a hedge against uncertainty, postured to defend our nation against the threats of today and tomorrow.

JAMES F. JACKSON
Lieutenant General, USAF
Commander

AIR FORCE RESERVE VISION

The Air Force Reserve will remain an integrated, flexible, and combat ready force providing accessible and sustainable capabilities as an Air Force component supporting our National Security.

AIR FORCE RESERVE GUIDING PRINCIPLES

Our Guiding Principles serve two purposes. First, they support the Air Force Reserve vision by guiding leadership when making decisions on the future of the Air Force Reserve. Second, they help create links between units and staffs, mission and budget, personnel and policy. The Air Force Reserve is a:

1. Combat-ready, cost-effective & experienced force.

Our “job one” is providing a combat-ready force. When the nation calls, the Air Force Reserve is ready to deliver warfighting capability anywhere in the world. Our Citizen Airmen bring unmatched experience, at a cost-efficient rate, to effectively meet worldwide mission requirements.

2. Force with operational capability, strategic depth & surge capacity.

The Air Force Reserve provides integrated and flexible operational capability to Combatant Commanders. We are ready as a deterrent force and globally engaged to meet our nation’s security needs. We provide the critical strategic depth for major conflict and we are able to surge when necessary.

3. Viable and relevant force.

The Air Force Reserve changes with the strategic environment to meet warfighter needs in the areas of Special Operations, Space, Cyberspace, Intelligence, and Surveillance & Reconnaissance are game-changing to the joint fight. We leverage civilian skills and intellectual capital in these areas, as well as retain significant Air Force investments in training and personnel.

4. Sustainable & professional military force.

The Air Force Reserve is composed of federal Citizen Airmen who serve the nation – stationed locally and serving globally. We integrate into every staff – Combatant Command and Joint Staff, Major Command and Air Staff. We offer various statuses and choices, allowing Airmen to participate based on changing personal and professional needs. We grow national leaders today for the betterment of our Air Force and the nation.

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Office of the Chief of Air Force Reserve (AF/RE)

Lieutenant General James F. Jackson continued as the Chief of Air Force Reserve and as the commander of the Air Force Reserve Command (AFRC). In his role as Chief of the Air Force Reserve (CAFR), he leads the Air Force Reserve Component and serves alongside the other two component leaders of the Regular Air Force and the Air National Guard. He is the principal adviser on Reserve Component matters to the Secretary of the Air Force and Air Force Chief of Staff. The Office of the Air Force Reserve is responsible for Air Force Reserve activities which specifically include: developing and directing the budget, leading the full-time support program, and reporting to Congress.



Lt Gen James "JJ" Jackson, Chief, Air Force Reserve testifies on the Air Force posture for fiscal year 2015 before the Senate Appropriations Committee on Defense, in Washington, D.C., April 2, 2014. (U.S. Air Force photo/Scott M. Ash)

The Air Force Reserve Policy Integration Directorate (AF/REI) conducted extensive Capitol Hill outreach during 2014 to achieve AFR's military construction, modernization and manpower goals for FY15. AF/REI worked with AFRC/CCX, Secretary of the Air Force (SAF) Legislative Liaison, SAF/FMBL and Congressional Committees to build and present AFR's Posture Statements. Also, REI expedited CAFR & deputy RE testimonies to Congressional Committees such as the Senate Appropriations Committee, Sen-

ate Armed Services Committee, House Armed Services Committee, and the National Commission on the Structure of the Air Force (NCSAF).

The REI team spent extensive time facilitating meetings for CAFR, RE-D, wing commanders, and other senior AFR leaders with Senators, Congressional Representatives, staffers and professional staff members. REI also hosted a "From-the-Field" congressional staff briefing and scenario-driven combat mission simulation provided by Citizen Airmen from the 934th Rescue Group at Davis-Monthan Air Force Base, Arizona. The event was widely attended and lauded by the Air Force Association who sponsored the event. REI ensured AFR input and equity in the highest profile events: President's State of the Union, Secretary of Defense, Secretary of the Air Force, and Air Force Chief of Staff addresses. The cumulative effect of these efforts helped shape discussion on Reserve life-cycle manpower costs and force mix/shaping.

The REI team also networked, facilitated, and expedited information for the highest levels of the United States government to approve the FY14 and FY15 President's Budget Requests including: a military construction budget of \$45.7 million for FY14 and \$41.2 million for FY15, funding for equipment modernization through the National Guard and Reserves Equipment Account in the amount of \$70 million in FY14 and \$60 million in FY15, and Selected Reserve end strength authorizations of 70,400 in FY14 and 67,100 in FY15.

The Air Force Reserve Medical Directorate, (AF/REM) obtained access to the Veterans' Tracking Application maintained by the Department of Veterans' Affairs to validate and correct the data and adjust the number of members assigned to the Reserve. This allowed an accurate case count of Reservists in the Integrated Disability Evaluation System (IDES) which tracked the amount of time it took to complete the process.

REM tracked the hiring of new Directors of Psychological Health, who were responsible for providing mental health services to Reserve members and their families and assisted hiring manag-

NATIONAL COMMISSION ON THE STRUCTURE OF THE AIR FORCE (NCSAF)

The National Commission on the Structure of the Air Force (NCSAF), established by the President of the United States in accordance with the 2013 National Defense authorization Act (NDAA) in early 2013, conducted nine site visits and eleven hearings, which culminated with the issuance of a final report in January 2014. The final report contained 42 recommendations including the disestablishment of the Air Force Reserve Command. On 29 April 2014, the Secretary of the Air Force and Chief of Staff of the Air Force testified before the Senate Armed Services Committee and reaffirmed the past accomplishments of the Air Force Reserve with respect to moving toward better integration with the active duty component through improvements in organizational structure, manpower adjustments, establishment of the Force Generation Center, and development of the Individual Cost Assessment Model. These developments and the necessity of maintaining a headquarters that is responsive to the needs of Reservists supported SECAF's decision to non-concur with the disestablishment recommendation.

ers with re-posting of vacant positions and identified hiring trends and variations to senior leaders.

The Reserve Senior Leader Management Office (AF/REG) successfully implemented the Enlisted Senior Leader Management Program, and began filling all key and strategic positions with members identified on the E-8/E-9 Key Personnel Listing. The Office of the Secretary of Defense also recognized the AF/REG 2014 General Officer (GO) Position Study Group as a benchmark program among the Services. The program prioritized general officer requirements based on strategic and relevant criteria.

The Directorate of Personnel (AF/REP) developed and initiated a plan to colocate its personnel with AF/A1 and Air National Guard personnel, a first for any functional community at the

Headquarters Air Force level. REP also played a significant role in developing responses to 17 recommendations contained in the National Commission on the Structure of the Air Force report to Congress. Subject areas included staffing, organization, development, duty statuses, systems, and personnel management. In addition, REP continued its partnership with AF/A1, Office of the Secretary of the Air Force Manpower & Reserve Affairs, and Air National Guard to explore the best associate construct for Force Support Squadron Manpower and Personnel Sections. Partnering with AFRC/A1 and AFRC units at Peterson Air Force Base, Colorado, and March Air Reserve Base, California, the Total Force team conducted proofs-of-concept for each association initiative.

HQ AFRC

In closing out FY12, A5R hit a historic mark with a 100 percent obligation rate for National Guard and Reserve Equipment Account (NGREA) funds. In addition, A5R obligated over \$100M of FY13 NGREA funds, which is the most NGREA funding ever obligated within a 12 month timeframe. The funds were important for modernizing and upgrading the Air Force Reserve legacy fleet to keep them on par with the active duty Air Force. NGREA obligated funds to support programs such as the A-10/F-16 Helmet Mounted Integrated Targeting System, A-10 On Board Oxygen Generation System, A-10 Parking Brake/Landing Light, F-16 Advanced Identification Friend or Foe, F-16 ALR-69A Radar Warning Receiver, F-16 2nd ARC-210 Digital Receiver Transmitter, LITENING pods and spiral upgrades, C-130 Modular Aerial Spray System, C-130 Electronic Prop Control System, and KC-135 large aircraft infrared countermeasured.

The HQ AFRC Mobility Air Force tactics and training branch took the lead on the transition of the C-130H USAF Weapons Instructor Course

from the Active Duty Component to the Air Reserve Component. Prior to implementing the transition, the Active Duty Component planned to divest itself of all C-130H aircraft. To meet the continued need for C-130H Weapons Officers, AFRC and Air National Guard established a joint

venture at Rosecrans ANG Base, Saint Joseph, Missouri, as part of the Weapons Instructor Course.

The Air Force Reserve Command Recruiting Service achieved a 5-year high average of 55 percent for Prior Service Air Force accessions. Capturing Air Force trained Airmen separating from the active component paid dividends in reduced training costs and had an immediate positive impact on Reserve wartime readiness posture.

During 2014, technicians from the AFRC Logistics Directorate (A4) Transportation Proficiency Center trained 462 Total Force Aerial Port personnel in basic air transportation functions and expeditionary high demand and low density skills. In addition, trainers educated 33 students from several different military and civilian agencies in integrated load-planning. Meanwhile, the A4 Logistics Readiness Cell coordinated the deployment of 2,079 logisticians, 99 AFRC tactical aircraft, and 391 tons of cargo.

From Jan-April 2014, the HQ AFRC Chaplains collaborated with HAF Chaplains to conduct the FY14 Limited Recall Program. It was the first time the Air Force used non-line officers for 3 year tours on extended active duty. In total, 15 AF Reserve Chaplains filled RegAF chaplain manning shortfalls.

AFRC/A3OM provided two Senior NCO's to the Task Force 294 Battle Staff for Exercise GLOBAL THUNDER 15. The exercise was a resounding success and proved USSTRATCOM's ability to execute our country's nuclear capabilities. The efforts of A3OM personnel were recognized by AMC, 18 AF, and TF 294 senior leadership as "instrumental" in the success of the Total Force.

The AFRC Office of Financial Management (FM) provided similar Agile Combat Support, deploying 70 disbursing agents, cashiers, accounting technicians, budget officers, and controllers both to overseas locations and to stations within the United States to furnish backfill support.

AIR FORCE RESERVE INNOVATIONS

The Air Force Reserve Command continued to refine the Individual Cost Assessment Model (ICAM) and the High Confidence Model (HCM) throughout 2014. Both ICAM and HCM represented two significant AFRC innovations that helped senior Air Force leaders maximize the resources at their disposal.

In 2013, the Air Force Reserve Command's A9 directorate created the ICAM computer model to provide analytical insights into the life-cycle manpower costs of Air Force Airmen (Active, Guard and Reserve). The model accounted for base pay, housing allowance, subsistence allowance, medical costs, retirement costs, moving costs, entitlements, benefits and other compensations. The ICAM also tracked the accession and manpower costs of active-duty members, some of whom later joined the Air National Guard or Air Force Reserve. The model factored in the cost of recruitment, permanent-change-of-station moves, deployments, promotions, transitions between reserve categories, component affiliation changes, separations and retirements.

Air Force Reserve senior leaders used the HCM to determine the types of missions best suited for the Air Force Reserve. Strengths they considered included low life-cycle costs (validated with ICAM), the ability to retain the Air Force's investment, and missions that leveraged military and civilian experience. Important criteria for future mission sets included missions needed for the joint fight and the ability to recruit and retain Citizen Airmen. Mission sets which rose to the top of the Air Force Reserve's HCM included Space, Cyberspace, Intelligence, Surveillance, and Reconnaissance (ISR).

YELLOW RIBBON PROGRAM

The Air Force Reserve Command's Yellow Ribbon Program supported the United States Department of Defense-wide effort designed to "promote the well-being of National Guard and Reserve members, their families and communities, by connecting them with resources throughout the deployment cycle." Events targeted all service members scheduled to serve or those who had recently served for 90 days on active duty in support of a deployment and were separated from their family in a 12-month period. Members could attend a pre-deployment event up to 120 days prior to the deployment and a post-deployment event up to 180 days after they returned from a deployment. The Air Force Reserve Command hosted 58 Yellow Ribbon Program events, 54 regional events, and four wing events in 2014 with more than 7,000 Reservists and their families attended. All of the events included Pre, Post-30 and Post-60 deployment phases with each phase focused on helping Reservists deal with deployment situations. A survey with the Clearinghouse for Military Family Readiness, Pennsylvania State University, showed that 55 percent of attendees gained knowledge from the events. The surveys also revealed that participants' perceptions of their ability to manage stress significantly increased from the pre-survey to the post-survey.



Master Sgt. Sandra Plentzas, 944 FW, Luke AFB, Arizona, a Yellow Ribbon representative, "gets kisses" from Gus, an American Red Cross therapy dog during a Yellow Ribbon Program event in Arlington, Va. (U.S. Air Force photo/Tech. Sgt. Peter R. Miller)

TENTH AIR FORCE

Tenth Air Force provided affordable, integrated, flexible, and mission-ready Citizen Airmen to execute global power and vigilance missions in support of US National Security.

OPERATIONS SUPPORTING COMMANDS AND COMBATANT COMMANDS

AFRC provided Combatant Commander support in various areas of responsibility (AOR) throughout the world during 2014. Citizen Airmen and civilians from across the Air Force Reserve contributed to expeditionary forces as required by the Department of Defense (DoD). In addition, AFRC supported contingency operations in many diverse capacities, providing transportation, sup-

plies, training, and other important contributions to personnel deploying to various AORs.

From Shriever AFB, Colorado, the 310th Space Wing furnished 20 security forces personnel to Kyrgyzstan, Afghanistan, and Kuwait, safeguarding 200,000 soldiers, sailors, and airmen, and large quantities of munitions. In addition, the defenders carried out command and control operations for Joint Base Security and Fly Away Security missions for US and NATO personnel. Meanwhile, the wing's 19th Space Operations Squadron conducted Launch and Early-Orbit (L/EO) operations on four GPS Block IIF satellites, ensuring the delivery of enhanced precision navigation and timing signals along with a new civilian safety-of-life signal.



U.S. Air Force A-10 *Thunderbolt II* pilots assigned to the 303rd Expeditionary Fighter Squadron wait for maintainers assigned to the 455th Expeditionary Maintenance Squadron to give them the okay to taxi onto the runway at Bagram Air Field, Afghanistan, Oct. 19, 2014. The 303 EFS was responsible for close air support operations throughout Afghanistan and was deployed from the 442nd Fighter Wing at Whiteman Air Force Base, Mo. The 303 EFS was succeeded by the 163rd Expeditionary Fighter Squadron. (U.S. Air Force photo/Master Sgt. Cohen A. Young)

The 301st Fighter Wing At Carswell Field, Texas, the 301st Fighter Wing took part in the first Total Force Initiative (TFI) rainbow AEF deployment, comprised of four Reserve and Regular Air Force units with 12 F-16 aircraft and 168 Airmen. The TFI organization completed 1,762 combat sorties over 8,363 flying hours in support of OEF, accomplishing a mission capability rate in excess of 81 percent during a time of heavy operational activity.

The 926th Wing at Creech AFB, Nevada, completed 18,252 sorties in 44,357 combat support hours in a classic association with the 432nd Air Expeditionary Wing at the base. The wing also deployed 12 MQ-9 remotely-piloted aircraft (RPA) specialists to support launch and recovery operations.

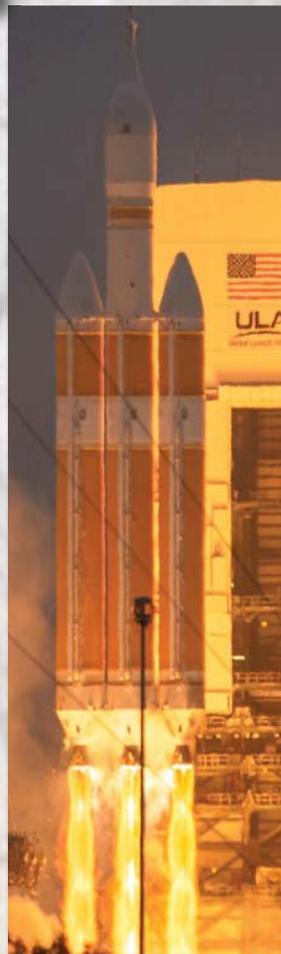
From March to December, Airmen and 12 A-10 *Thunderbolt IIs* from the 442 FW at Whiteman AFB, Missouri deployed to Bagram AB, Afghanistan in support of OEF. They completed 2,678 combat sorties and over 10,000 flying hours. Ordnance discharged in close-air support missions for friend-

ly ground forces consisted of nearly 70,000 rounds of 30-mm ammunition, 118 GBU-38 bombs, 264 rockets, and 32 laser-guided Maverick missiles.

The 483nd FW, Homestead ARB, Florida, also deployed F-16 Airmen to Afghanistan where they accounted for 60 percent of kinetic airstrikes and 37 percent of troops-in-contact metrics during operations.

GLOBAL VIGILANCE

The 919th Special Operations Wing, Duke Field, Florida, and the Air Warfare Center, its active-duty Air Force Special Operations Command (AFSOC) partner, provided Aviation Foreign Internal Defense and Non-Standard Aviation special operations forces in support of USSOCOM's global engagement priorities. The wing's 2nd Special Operations Squadron, supported special operations missions in the combatant command while transitioning from the MQ-1 Predator to the MQ-9 Reaper weapon system on 1 April-the first-ever combat air force mission design series con-



SPACERANGE SUPPORT

In addition to supporting deployment rotations to the Horn of Africa, the 301st Rescue Squadron (301 RQS), 920th Rescue Wing, Patrick AFB, Florida, provided public safety, range clearing operations for six Atlas V, four Delta IV, two Trident II, and six Falcon 9 rocket launches from Cape Canaveral, Florida in 2014. The 301 RQS ended the year by providing range support for the launch of NASA's first test flight of the new Orion capsule on 4 December 2014.

version from MQ-1 to MQ-9. This transition took place in the midst of a unit move from Nellis AFB NV to Hurlburt Field FL. Crews from the 2 SOS amassed more than 5,600 combat hours, flying over 700 sorties in support of Operation ENDURING FREEDOM, Operation COPPER DUNE, and Operation JUPITER GARRET. The unit provided critical ISR over-watch and fire support to joint special operations forces. The high level of combat readiness maintained by the squadron led to the successful prosecution of 837 objectives, successfully employing 62 weapons, eliminating 128 enemy combatants (including 19 high-value individuals), and assisted in the capture of 15 additional enemy combatants.

The 307th Bomb Wing (307 BW), Barksdale AFB, Louisiana, hosted two US Secretary of Defense-directed Nuclear Review Teams. The first team, headed by former Air Force Chief of Staff

Gen Larry Welch, conducted an external review. The second team, led by Assistant Secretary of Defense for Global Strategic Affairs Madelyn R. Creedon, conducted an internal review. The two independent reviews assessed the condition of the nuclear enterprise and developed sweeping corrective recommendations. On 4 November 2014, the 307 BW's 93rd Bomb Squadron and 343rd Bomb Squadron swept all the awards eligible for B-52 squadrons during the annual Global Strike Challenge. The 343 BS won the Mitchell Trophy for Best Bomber (any bomber beating out competition in all three bomber platforms—B-52, B1, and B-2). The 93 BS earned distinctions—the Linebacker Trophy for the Best B-52 Squadron and the LeMay Trophy for the Best Bomb Squadron.

The 513st Air Control Group, Tinker AFB, Oklahoma, served as the only US Air Force Airborne Warning and Control System to support Rim of the



A group of 20 aircrew members for the B-52H Stratofortress flew a two-ship mission 18 Feb 2014, at Barksdale Air Force Base, La. The mission also marked the last flight for Col. Joseph Jones (center), 307th Bomb Wing vice commander, who retired from the Air Force Reserve after 37 years of military service. (U.S. Air Force photo/Master Sgt. Greg Steele/Released)

Pacific (RIMPAC) 2014, the largest international maritime exercise in the world. RIMPAC 2014 involved over 50 ships and submarines, 200 aircraft, and 25,000 personnel. The wing also supported the active-duty Combat Air Force with 5,344 MPA days.

The 655th Intelligence, Surveillance, and Reconnaissance Group (ISRG), Wright-Patterson AFB, Ohio, stood-up the unit's final four squadrons (14th Intelligence Squadron, 49th Intelligence Squadron, 16th Intelligence Squadron, and 28th Intelligence Squadron). The 655 ISRG represented the first ISRG in the history of the Air Force Reserve. The unit, composed of a total of 11 squadrons, provided targeting, geospatial/measurement and signal intelligence, human intelligence, Distributed Common Ground System support, acquisitions, airborne linguists, signals intelligence, and ISR support to special operations forces. The 655 ISRG provided a total of 82,530 hours of ISR support, including 27,917 RPA hours, 254.5 MPA hours.

The 920th Rescue Wing, Patrick AFB, Florida, deployed over 380 people in 2014. In January, the 920 RQW began another period of one-year mobilizations for HH-60G *Pave Hawk* aircrews and support personnel for Joint Task Force-Horn of Africa (JTF-HOA). Three four-month rota-



An E-3 Sentry airborne warning and control system (AWACS) from the 513th Air Control Group, Tinker Air Force Base, Okla., is refueled by a KC-135 Stratotanker from McConnell Air Force Base, Kan., May 19, 2014. The KC-135 aircrew included from the 931st Air Refueling Group at McConnell. (U.S. Air Force photo/SMSgt. Ray Lewis)

tions of 79 personnel each and associated equipment were completed using personnel from the 301st Rescue Squadron, 305th Rescue Squadron, 920 Maintenance Squadron, and 943d Maintenance Squadron personnel. From July to December 2014, the 39th Rescue Squadron deployed another 76 personnel to support JTF-HOA. A prior one-year Guardian Angel deployment, which began in May of 2013, and ended in June 2014 when the 306th Rescue Squadron returned home.

TWENTY-SECOND AIR FORCE

Twenty-Second Air Force is responsible for recruiting and training reservists and for maintaining subordinate units at the highest level of readiness to provide combat ready Citizen Airmen to combatant commanders.

TACTICAL REACH

The 302nd Airlift Wing (302 AW), Peterson AFB, Colorado, achieved Final Proof of Concept with the 21st Space Wing and 302 AW Force Support Squadrons at Peterson AFB. Achieving this level in the Proof of Concept construct showed that "Team Pete" continued to lead the way between active-duty, Guard and Reserve units by laying a successful foundation with the Secretary of the Air Force's 3-1 Concept. With this achievement, "Team Pete" provided guidance and lessons learned to Air Staff and other wings for the next phase of Concept execution.

The 914th Airlift Wing deployed personnel from the 328th Airlift Squadron and the 914th Operations Support Squadron from Niagara Falls ARB, New York to support Operation ENDURING FREEDOM. Assigned to the 746th Expeditionary Airlift Squadron, the Niagara Airmen helped complete 1,818 hours of combat and combat support flight in 685 sorties from January to May. During the course of this deployment, the 746 AES transported 7,542 passengers, 111 medical patients, 132 distinguished visitors, and 2,172 short tons of cargo.

The 340th Flying Training Group, Randolph Field, JB San Antonio-Lackland, Texas, flew 30,765 sorties and 11,196 instructor sorties in sup-

SOUTH SUDAN RESCUE

On the afternoon of 16 December 2013, the United States Embassy in South Sudan issued a warning titled “Continuing Security Concerns in Juba; Curfew Imposed.” By nightfall, violence in the capital city of Juba had escalated. In response, the commander of the Combined Joint Task Force-Horn of Africa sent the East African Response Force composed of Army soldiers trained to secure a US embassy. Early on the morning of 17 December 2013, the EARF and their support forces boarded a 302 AW C-130H Hercules, two MC-130P Combat Shadow, three CV-22 Osprey, to Juba. Once the team landed in Juba, the PJs secured the area while loadmasters helped more than 120 US Embassy personnel board the aircraft. The EARF then departed Juba en route to Nairobi, Kenya, and the safety of the US Embassy in Kenya.

Several days later, on 21 December 2013, three CV-22’s headed back to South Sudan to rescue American citizens from the United Nations compound in Bor. Upon arriving at the compound, the aircraft received heavy fire, which forced them to evacuate the area. The ground fire injured four US Army Special Forces soldiers on one of the CV-22s (Roster 73). Three PJs on another CV-22 (Roster 74) initiated a mobile blood bank by drawing blood from the personnel on their own aircraft. Once safely on the ground in Entebbe, Uganda, the PJs provided life-saving transfusions to the critically wounded soldiers. On 5 November 2014, the three PJs aboard Roster 74 received recognition for their actions. Technical Sergeant Daniel Warren, Technical Sergeant Jason Broline, and Staff Sergeant Lee Von Hack-Prestinary, along with the members of Roster 73, received the 2013 Mackay Trophy during the National Aeronautic Association’s Fall Awards Dinner held in Arlington, Virginia.



East Africa Response Forcesoldiers depart a 302 Airlift Wing C-130H Hercules at Juba, South Sudan. (USAF photo/TSgt Mica H Theurich)

port of AETC student flight training. These sorties accounted for a cumulative 62,146 flight hours in ten different aircraft at six separate bases. In 2014, the 433rd Training Squadron's Military Training Instructors at JB San Antonio-Lackland trained 97 Basic Military Training Flights comprising 5,432 enlisted active-duty Air Force, Air Force Reserve and Air National Guard recruits. In addition, instructors provided 20 percent of the expeditionary skills, war skills and military study course instruction instilling the warrior ethos in 35,153 new Airmen.

The 440th Airlift Wing, Pope Army Airfield, North Carolina, served as the lead wing for Task Force Normandy 70 in support of the French government during recognition ceremonies that commemorated the 70th anniversary of D-Day. The effort involved 14 aircraft (three from AFRC), 60 AFRC personnel, and 840 paratroopers. The 440th also coordinated the airborne portion of Operation TOY DROP. Four C-130H Hercules and more than 100 Airmen assigned to the active-duty 43rd Airlift Group, Pope Army Airfield, North Carolina, the 440th Airlift Wing, the 910th Airlift Wing, Youngstown ARB, Ohio, the North Carolina Air National Guard's 145th Airlift Wing, Charlotte, North Carolina, and a German Air Force aircrew flying a C-160 *Transall* participated in the event. The units collected 6,369 toys for underprivileged children in North Carolina.



An instructor pilot with the 5th Flight Training Squadron, Vance Air Force Base, Oklahoma, discusses T-38 flying tactics with student pilots. (US Air Force photo)



Air Force Master Sgt. Craig Schwinden and Lt. Col. Ryan Consie of the 440th Airlift Wing overlook the first group of paratroopers participating in a joint airborne jump on Everly dropzone in the United Kingdom, May 31, 2014. (U.S. Air Force photo/Staff Sgt. Nathan Clark)

The 622nd Civil Engineering Group, Dobbins ARB, Georgia, consisted of six RED HORSE squadrons, three staff augmentation teams, the Expeditionary Combat Support Training and Certification Center, the Force Support Silver Flag, and the Contingency Equipment Management Facility. In 2014, the group mobilized and deployed 190 Airmen in support of OEF. Members took part in 40 construction projects worth over \$8 million in 7 countries including US Air Forces Central Command top priorities such as the site work and foundations for a \$90 million Theater Battlespace Command and Control Center, \$1.6 million critical airfield pavements, 20-bed Aero-medical Staging Facility, 7,800 Aircraft Maintenance Facility, 2-story Fighter Operations Briefing Center, and a 6,100 square foot Generator Maintenance Facility. Staff augmentation team members of the 622nd Civil Engineer Flight, 822nd Civil Engineer Flight, and 922nd Civil Engineer Flight supported Operations KEY RESOLVE and ULCHI FREEDOM GUARDIAN, US NORTHCOM JTF-CS, Vance AFB, as well as projects at Edwards AFB, Cannon AFB Melrose Range expansion project, airfield pavement evaluations at Youngstown ARB, Grissom ARB, and Lakemheath RAFB, England. Additional projects included Operation FOOTPRINT in Gallup, NM, in support of the Southwest Indian Foundation.

The 908th Airlift Wing, Maxwell AFB, Alabama, flew a total of 49 Joint Airborne/Air Transportability Training missions in 2014 provided airlift to 32.4 percent of the US Army's Basic Airborne Course classes, provided airlift support to the Special Operations Aviation Regiment located at Fort Campbell, Kentucky; Fort Stewart, Georgia; and Gray Army Airfield, Washington.

The 910th Airlift Wing, Youngstown ARB, Ohio, deployed 110 members to support airlift operations at various military installations throughout the US Central Command area of operations. During their deployment, 910th Airmen and aircraft completed 1,275 flying hours during the course of 300 missions. During these missions, the aircrews moved 4,311 passengers, hauled 1,813 tons of cargo and transported 36 patients for a mission effectiveness rate of 100 percent. Beginning the night of 8 August 2014, 910 Airlift Wing Reservists delivered humanitarian cargo to thousands of refugees on Mount Sinjar, Iraq. The isolated refugees faced dehydration and starvation after fleeing the extremist group ISIS. The first mission included two C-130s of the 757th Airlift Squadron and delivered 72 bundles of supplies containing 5,300 gallons of water and 8,000 Meals Ready to Eat. By 14 August 2014, aircrews had delivered 114,000 MREs and 35,000 gallons of water to the Iraqi refugees.

The 913th Airlift Group, Little Rock AFB, Arkansas, officially transitioned from a C-130 Legacy Flying Training Unit to a combat-coded operational group. The 913 Airlift Group established and supported aircrew intel flying program; supported 24 off stations missions that transported 22,000 pounds of cargo, 161 passengers, and airdropped 1,184 troops. The 96th Aerial Port Squadron, formerly assigned to the 403rd Wing, Keesler AFB, Mississippi, transferred to the 913 Airlift Group. The group also established cooperative memorandums of agreement with active-duty 19th Airlift Wing and became the lead in a Total Force Initiative Active Association with the 50th Airlift Squadron flying.

From 15 September to 31 December, The 934 Operations Group and 934 Maintenance Group deployed

airmen and C-130s to the CENTCOM AOR. Aircrew from the 934 Operations Group became the first to airdrop inside Syria, performed humanitarian airdrops to Kurdish war refugees in northern Iraq, and performed other high-profile airdrop missions in support of Operation INHERENT RESOLVE.

FOURTH AIR FORCE:

Fourth Air Force provided Citizen Airmen and the Strategic Mobility Total Force by commanding and advocating to ensure readiness of assigned Strategic Mobility Forces.

GLOBAL REACH

The 315th Airlift Wing, JB Charleston, South Carolina, flew 543 C-17 Globemaster III airlift missions in support of Air Mobility Command (AMC), which included 19 in support of Operation UNITED ASSISTANCE. The 315th provided more crews than any other Air Force Reserve unit to the OEF retrograde surge carried out by AMC in the latter half of 2014. The 315 AW also flew 128 missions in support of Air Force Reserve Command priorities and airlifted a total of 16,620 passengers and 306,000 pounds of cargo in support of operational missions around the globe.

The 439th Airlift Wing, Westover ARB, Massachusetts, delivered a total of 11,604 tons of cargo 5,447 passengers with their C-5 *Galaxy* fleet. They also completed humanitarian missions to Nicaragua, Guatemala, and JB Charleston, South Carolina, as part of the Denton Amendment Program. During the same period, the 439th Maintenance Group maintained 24-hour operations during weekdays and 16-hour operations on weekends in support of the 439 AW's 3,381 flying hours. The 439 MXG's effort resulted in a 74 percent C-5 mission capability rate—the highest in AFRC.

The 445th Airlift Wing, Wright-Patterson AFB, Ohio, flew C-17 aircraft to five continents, completing 143 missions that consisted of 1,120 sorties for a total of 4,421 flying hours. In June, 49 Airmen from the wing's 87th Aerial Port Squadron deployed to Kyrgyzstan and assisted in the closure

OPERATION ENDURING FREEDOM RETROGRADE

Operations in Afghanistan began to decrease following President Barack Obama's 2013 order to cut the number of US troops in that country by 34,000. The US had more than 600,000 pieces of equipment in Afghanistan valued at approximately \$28 billion. Throughout 2014, Air Force Reserve Command supported Operation ENDURING FREEDOM Retrograde operations. The 315th Airlift Wing, JB Charleston, South Carolina, provided more crews than any other Air Force Reserve unit to the OEF retrograde surge carried out by AMC in the latter half of 2014. In addition to airlift, members of the 315 AW's 38th Aerial Port Squadron aided retrograde operations by preparing, inspecting, and loading cargo for its return to the US. The 439th Airlift Wing (439 AW), Westover ARB, Massachusetts also provided significant support to the OEF retrograde effort. The 512th Airlift Wing (512 AW), Dover AFB, Delaware, and the 436th Airlift Wing (436 AW), also located at Dover AFB, contributed to the Retrograde effort. By the end of 2014, the 512 AW and 436 AW lifted 29 million pounds as part of OEF Retrograde operations. Early-mission load plan adjustments allowed the C-5Ms to carry 20 percent more cargo than expected, which equated to 20 C-5M missions or 80 C-17 missions. On one particularly record-breaking mission, a crew from the 709th Airlift Squadron flew with 280,800 pounds of cargo, breaking the world record for heaviest amount of cargo flown in a single flight during a retrograde mission. The OEF retrograde surge ended 15 December 2014.

of the Manas Transit Center. They participated in the transportation of approximately 180,000 passengers, 17,000 short tons of baggage, and 14,000 short tons of cargo. Later in the year, aircrews from the 445 AW and other AFRC wings performed missions in supported Operation UNITED ASSISTANCE, the humanitarian initiative in West Africa aimed at combatting the spread of the Ebola virus disease.

The 446th Airlift Wing, JB Lewis-McChord, Washington, led the first Operation UNITED ASSISTANCE mission into Liberia when they delivered the initial Contingency Response Team. In total, Reservists assigned to the 446 AW completed 21 sorties, flew 83 flying hours, and seven missions in support of OUA. In addition, 446 AW members assigned to the 446th Civil Engineering Squadron participated in Operation FOOTPRINT in Gallup, New Mexico, where they constructed two modular homes and installed water and septic systems for the members of the Navajo Nation.

In April, 32 aerial porters from the 48th Aerial Port Squadron (48 APS) completed an eight-month deployment to Ali Al Salem Airbase, Kuwait in support of Operation ENDURING FREEDOM. During their tour in the U.S.

Central Command area of responsibility, they accomplished over 2,000 missions, handling 720 short tons of munitions, 161 mine-resistant ambush-protected vehicles, and 16 helicopters. The 48 APS Airmen from Joint Base Hickam-Pearl Harbor, Hawaii also processed 22,000 short tons of cargo, shipped 12,000 short tons of mail, and supported more than 34,000 passengers.

The 459th Air Refueling Wing, JB Andrews, Maryland, flew 2,194 hours, completed 318 missions, and 641 sorties that off-loaded over 3.5 million pounds of fuel to 585 receivers. They also completed AMC's first Nuclear Operational Readiness Inspection (NORI) without significant or critical findings. Aircrews 100 percent on both the command and control test and the general knowledge test, while the command post controllers scored 96 percent.

The 452nd Air Mobility Wing (AMW) from March Air Reserve Base, California exceeded 12,800 flying hours performed by C-17 and KC-135 aircraft in support of Global Reach and surge missions. The wing's 729th Airlift Squadron transported more than 9,000 passengers in 2014, including 189 injured service mem

AIRBORNE IN 12 HOURS: AFRC'S EBOLA PANDEMIC RESPONSE

An Ebola virus disease epidemic broke out in West Africa and spread throughout the region in 2014, costing the lives of several thousand victims in Liberia, Sierra Leone, and Guinea. As the epidemic progressed, humanitarian concerns for the inhabitants of the region and apprehensions about the potential spread of the virus to other parts of the world prompted the President of the United States to launch Operation UNITED ASSISTANCE, a relief action initiated on 17 September to contain the disease and provide medical treatment for the afflicted. The effective execution of this operation required well-planned air transportation to and from West Africa, and the Air Force Reserve Command played a key role in the delivery of critical support service. Reserve aircrews started flights to the region within twelve hours of President Obama's order and continued participating in the operation throughout the rest of 2014. Reserve units from Charleston AFB, South Carolina, Wright-Patterson AFB, Ohio, Travis AFB, California, Joint Base Lewis-McChord, Washington, and Joint Base McGuire-Dix-Lakehurst, New Jersey dispatched airlift crews to West Africa, delivering personnel and supplies to disease-stricken areas. Individual AFRC Airmen of all ranks from bases throughout the US also participated in various Agile Combat Support capacities. Meanwhile, Dobbins ARB, Georgia served as an important transportation hub in the safe delivery of Ebola patients to secure containment-treatment areas within the US. At Robins AFB, Georgia, the Air Force Reserve Command Headquarters stood up an Ebola Working Group to track and support Reservists involved in the operation, ensure the allocation of necessary equipment, coordinate policy and administration including new safety precautions.



A C-17 from the 315 AW, Joint Base Charleston, South Carolina, is loaded with equipment at Joint Base McGuire-Dix-Lakehurst, New Jersey, Sept. 29 while en route to deliver supplies to West Africa as part of Operation United Assistance. (U.S. Air Force photo/Staff Sgt. Gustavo Gonzalez)

bers. In addition, the squadron delivered 3,475 pallets of cargo and 845 pieces of rolling stock.

The 512th Airlift Wing, Dover AFB, Delaware, joined the OEF retrograde effort by transporting 29 million pounds of total cargo out of Afghanistan. In total, 512 AW aircrews flew 256 sorties, transported 1,648 passengers, and completed more than 1,557 flying hours while supporting retrograde operations.

While on a routine mission, the 514th Air Mobility Wing, JB McGuire-Dix-Lakehurst, New

Jersey, completed an emergency medical evacuation sortie. Scheduled to return to New Jersey after a routine mission to Hawaii on 14 May 2014, the aircrew aboard volunteered to transport a critically-ill nine-day-old infant to a hospital in Seattle, Washington. Another group of 514th Reservists, the crew of Reach 216, flew the first Ebola support mission on 24 September 2014. The crew, all assigned to the 514 AMW's 732nd Airlift Squadron, transported active-duty members of the 621st Contingency Response Wing to several locations in Western Africa.

The 931st Air Refueling Group, McConnell AFB, Kansas, received good news when the Air



Citizen Airmen from the 512th Airlift Wing delivered humanitarian supplies to Nicaragua aboard a C-5M Super Galaxy Dec. 20, 2014 just in time for the Holidays.

(U.S. Air Force photo/2nd Lt. Steve Lewis)

Force announced that McConnell AFB would serve as the first active-duty led KC-46A main operating base. The announcement meant that the 931 ARG and their Total Force partner, the 22nd Air Refueling Wing, would be among the first to fly and maintain the KC-46A. The group also won the Raincross Trophy in 2014. The trophy recognized the best unit in the Fourth Air Force. During the year, it flew a total of 30,725 flying hours, completed over 3,700 sorties, and off-loaded 87 million pounds of fuel. Together, the 931 ARG's and 22 ARW's efforts accounted for 49 percent of AMC's KC-135 hours.

The 932nd Airlift Wing, Scott AFB, Illi-

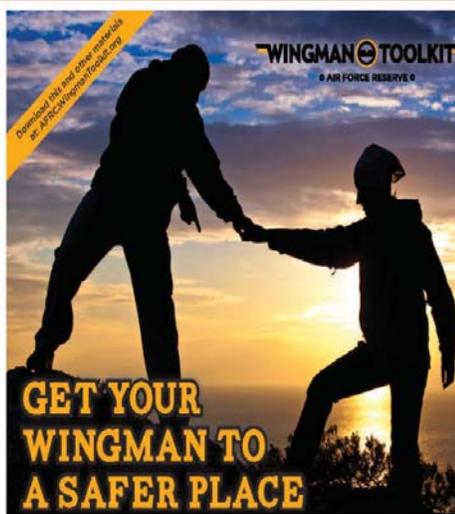
DISTINGUISHED VISITOR AIRLIFT

The 932nd Airlift Wing, Scott AFB, Illinois, continued to provide distinguished visitor airlift throughout 2014. To complete their missions, the men and women of the 932 AW relied upon four Boeing C-40C *Clipper* aircraft, newly upgraded with high-speed data and Wi-Fi. The 932nd Maintenance Group supported the mission with an AFRC leading 97 percent mission-capable and 95 percent departure-reliability rate for the 932 AW's C-40C fleet.

nois, flew over 90 missions and logged 2,000 hours while traveling to more than 40 countries during the year. The distinguished visitor airlift team safely transported high-level dignitaries, to include presidential advance teams, and Vice President of the United States, the US Secretary of Defense, the US Attorney General, the Chairman of the House Armed Services Committee, the Chief of Staff of the Air Force, the First Lady of the United States, Second Lady of the United States, and a Congressional Delegation of 56 members who attended the 70th remembrance of the D-Day invasion in Normandy, France.



Master Sgt. Chris Norris, an air refueling boom operator assigned to the 18th Air Refueling Squadron, 931st Air Refueling Group, walks off the flightline with his wife and daughter at McConnell Air Force Base, Kan., July 21, 2014. Norris had just returned home from a 60-day deployment to Al Udeid Air Base, Qatar, where he served as part of the 379th Air Expeditionary Wing. (U.S. Air Force photo/Capt. Zach Anderson)



<http://afrc.wingmantoolkit.org/>

“Because every Wingman counts”

Focus on Physical Fitness

Physical fitness is probably the most obvious of the four components of comprehensive well-being, but for many people, it's the biggest obstacle on the path to a healthy lifestyle. Finding the time to exercise is a challenge as is planning and preparing healthy meals and getting all the rest your body needs

Be Mindful of Mental Fitness

Maintaining and/or enhancing mental and emotional fitness is critical for all Air Force members. Some people seem to achieve this naturally. However, If you look closer, you'll likely see it's the result of some hard work and longstanding good habits. It all begins with good nutrition but involves much more. The good news is healthy brains remain capable of growth throughout a person's life, so everybody can improve their mental fitness.

Spiritual Fitness and A Sense of Purpose

Of the four pieces of the total fitness puzzle, spiritual fitness might be the most difficult to define. For some, spirituality is a belief in a power operating in the universe that is greater than oneself. For others, it's a sense of interconnectedness with all living creatures. For still others, it's an awareness of the purpose and meaning of life.

Social Fitness

The AFR has released a new SMS text messaging resource to provide AFR Wingmen easy access to resiliency tools from their phones.

Subscribe to the Wingman Toolkit by texting “WMTK” to 24587 and you will receive important tools/resources to help you maintain a balanced lifestyle.





4

2014 CHRONOLOGY

Jan Reservists assigned to the 306th Rescue Squadron, 943rd Rescue Group, Davis-Monthan, Arizona, deployed to the Horn of Africa to support on-going US operations. The group of Reservists, composed of pararescuemen and support personnel, provided personnel recovery and humanitarian support to Combined Joint Task Force-Horn of Africa.

15 Jan Approximately 300 active-duty and Reserve Airmen from the 419th Fighter Wing and the 388th Fighter Wing deployed to the Republic of Korea. The units, TFI partners assigned to Hill AFB, Utah, provided the Pacific Air Forces and the US Pacific Command commanders with a Theater Security Package.

16 Jan The 413th Flight Test Group, Operating Location-A, performed the initial Functional Check Flight on the first production QF-16 Full Scale Aerial Target.

30 Jan The National Commission on the Structure of the Air Force released their required report to Congress. The 127-page report covered a range of issues and included 42 recommendations. One specific concern to AFRC was a controversial recommendation to disestablish the Air Force Reserve Command and its numbered Air Forces in an effort to realign Air Force headquarters functions.

February The 932nd Airlift Wing deployed 37 Airmen, including 15 security forces troops to Manas Air Base, Kyrgyzstan.

12 Feb As part of a TFI association with the Active Duty, the 301st Fighter Squadron and the 44th Fighter Group, both geographically separated units of the 301st Fighter Wing, moved along with its five F-22 “Raptor” aircraft from Holloman AFB, New Mexico to Tyndall AFB, Florida

10 Feb Three-hundred Reservists from the

301st Fighter Wing returned home from deployment in support of Operation ENDURING FREEDOM.

1-2 Feb The 315th Airlift Wing delivered more than 124,000 pounds of food and humanitarian aid to Haiti, Panama, and Honduras.

4 Feb The Air Reserve Personnel Center stood up Headquarters, Individual Reservist Readiness and Integration Organization, Buckley AFB, Colorado. The new organization began transferring responsibility from the Readiness Management Group, Robins AFB, Georgia that inactivated on 30 September 2014.

25 Feb The 924th Fighter Group of the 944th Fighter Wing stood up AFRC’s only unit-equipped Fighter Group when it took possession of an \$885M fleet of 28 A-10C *Thunderbolts*.

8 Mar A C-17 aircrew from the 89th Airlift Squadron, 445th Airlift Wing aircrew diverted from a routine passenger movement mission to Yokota Air Base, Japan and medically evacuated a 2-year old child with leukemia to Hickam AFB, Hawaii.

1 Apr The 2nd Special Operations Squadron, 919th Special Operations Wing, Eglin AFB Field 3 (Duke Field), Florida, transitioned from the MQ-1 to the MQ-9 weapon system. This was the first ever CAF MWS conversion from MQ-1 to MQ-9.

30 Mar -10 Apr The 911th Security Forces Squadron, Pittsburg ARB, PA, was selected by SOCCENT/J3 as the only Air Force Security Forces unit to participate with the Joint Special Operations Task Force-Gulf Cooperation Council during bilateral Exercise INVINCIBLE SENTRY 14 in the United Arab Emirates.

17 Apr The first Intelligence, Surveillance, and Reconnaissance Group (ISRG) in the Air Force Reserve, the 655th ISRG, Wright-

Patterson AFB, Ohio, established and activated the final four of its Intelligence Squadrons, bringing the total to eleven squadrons.

May The Secretary of the Air Force selected McConnell AFB as a Main Operating Base for the new KC-46A tanker.

4-17 May Several Air Force Reserve units, including the 23d Combat Communications Squadron and the 58th Rescue Squadron, were among the 2,700 participants in the annual SOUTHCOM Exercise ANGEL THUNDER.

16 May With members of the 920th Rescue Wing providing range-clearance and safety support to Space Launch Complex 37 at Cape Canaveral Air Force Station, twenty Reservists from the 19th Space Operations Squadron made up the operations crew for the launch of a United Launch Alliance Delta IV rocket.

23 May During Exercise MAPLE FLAG 2014, the 94th Airlift Wing, Dobbins ARB, GA, led a six unit, eight C-130 coalition exercise at Edmonton and Cold Lake Canada.

1 Aug Dr. Kent Brantly, the first civilian patient stricken with the Ebola virus, was transloaded at Dobbins ARB to ground ambulances for transportation to Emory Hospital in Atlanta, GA.

10 Aug Members of the 53d Weather Reconnaissance Squadron, 403d Wing, Keesler AFB, Mississippi, assisted the US Coast Guard in locating and rescuing three civilians north of the Hawaiian Islands.

15 Aug Personnel and aircraft from the 910th Airlift Wing deployed to the 737th Expeditionary Airlift Squadron, 386th Air Expeditionary Wing conducted humanitarian airdrops

17 Aug A Modular Airborne Fire Fighting System (MAFFS) C-130 crew of the 302d Airlift Wing, Peterson AFB, Colorado, attempted to land at Hill Air Force Base, Utah, after conducting an aerial firefighting mission when Maj Jack Berquist, aircraft commander, and Maj Derik George, co-pilot, realized the nose landing gear was not functioning properly. The crew stayed in the traffic pattern at Hill and started on their emergency procedures.

After nearly three hours of circling the airfield and repeated attempts to resolve the problem, the crew determined they had no other choice but to attempt a landing. After foaming the runway, the crew landed and kept the nose up long enough to set it down in the foam. The aircraft came to a stop and the tower let the crew know a small fire started under the nose. The crew shut everything down and egressed to a safe area. The emergency crews on the ground quickly put the fire out.



The efforts by the MAFFS 3 crew resulted in the safe return of six airmen and only minor damage to a \$37 million aircraft.

(Air Force Photo)

of food and water on Sinjar Mountains, Iraq.

21 Aug The Secretary of the Air Force, the Honorable Deborah James, visited Robins AFB, GA, on 21-22 August 2014. The Secretary's first stop was HQ AFRC where she attended a mission briefing from Lt Gen Jackson and received briefings from AFRC directors on the Force Generation Center, NGREA, travel and pay accounting systems, accessions, and the AFR's role in cyber and ISR.

26 Aug Air Force Global Strike Command, Barksdale AFB, Louisiana, hosted the first Global Strike Air Reserve Component Focus Day at Barksdale AFB, LA to bring together regular Air Force, Reserve and Guard leaders to participate in discussions regarding Nuclear Deterrence Operations and future Total Force initiatives.

Sep The 477th Fighter Group, performed its first group wide annual tour deployment launching six F-22 *Raptor* aircraft more than 5,000 miles to Honolulu, Hawaii.

10 Sep Three American Ebola patients from Africa were transloaded at Dobbins AFB, Georgia.

11 Sep The 908th Airlift Wing's, 908th Security Forces Squadron, Maxwell AFB, Alabama, served as a security detail securing over \$2 billion in NATO assets during the 2014 Shanghai Cooperation Organization Summit.

12 Sep The 934 AW, Minneapolis St Paul, MN, deployed four C-130H aircraft to the CENTCOM AOR replacing crews from the 910th Air Wing. Aircrew from the 934 OG became the first to airdrop inside Syria.

18 Sep Secretary of the Air Force, Deborah James, Chief of Staff of the Air Force, Gen Mark A. Welsh III, Lt Gen James F. Jackson, and Director of ANG Lt Gen General Stanley Clark signed the Total Force Aircrew Management Charter. This charter established a new division responsible for integrating the management of the Active Duty, Reserve, and Guard aircrew resources to maximize total force readiness using objective analysis.

1 Oct AFRC established and assumed production control of the C-130H T-56 Engine Regionalized Repair Center at Little Rock AFB, AR. As a result, AFRC projected production to be 36 engines per year at a savings of \$15.37 million annually.

27 Oct The final group of returning 442d Fighter Wing, Whiteman AFB, Missouri personnel returned completing a seven-month deployment to Bagram, Afghanistan. Colonel Hubie Hegtvedt, the 442 FW commander, noted that the deployed Airmen had generated approximately 2,500 flying missions totaling 9,600 flying hours.

4 Nov The 307th Bomb Wing swept the competition at the 2014 Air Force Global Strike Challenge. The 93d Bomb Squadron won the Linebacker Trophy for the Best B-52 Squadron and the LeMay Trophy for the Best Bomb Squadron. The 343d Bomb Squadron won the Mitchell Trophy for Best Bomb.

20 Nov The 25th Aerial Port Squadron, 908th Airlift Wing, Maxwell AFB, Alabama supported two humanitarian aid missions in Honduras and Kosovo totaling over 15,000 pounds of cargo.

20 Dec The 512th Airlift Wing delivered 125,000 pounds of food to the World Missions Outreach, an international nonprofit organization, at the Augusto C. Sandino International Airport in Managua, Nicaragua under the Department of Defense Denton Amendment Program.

26 Dec In 2014, the Global Hawk program surpassed 100,000 Program Flight Hours and 80,000 Combat Flight Hours. The 940th Wing, 13th Reconnaissance Squadron, Beale AFB, California, served as the only reserve wing to fly and support the Global Hawk mission.

30 Dec The Air Force Reserve had 4,670 Citizen Airmen on orders. This was an increase of 884 over the same day in 2013. A 2014 snapshot showed 1,012 Reservists mobilized, 1,462 Reservists on manpower appropriation (MPA) contingency orders and 2,196 Reservists on MPA non-contingency orders.

AIR FORCE RESERVE SNAPSHOT

Mission: Provide Combat Ready Forces to Fly, Fight, and Win.

Air Force Reserve Vision: The Air Force Reserve will remain an integrated, flexible and combat-ready force providing accessible and sustainable capabilities as an Air Force Component supporting our National Security.

AIR FORCE RESERVE BASICS

Established: 14 April 1948.

Designated MAJCOM (AFRC): 17 February 1997.

Selected Reserve Strength (FY15): 67,100

Command Structure: 35 Wings, 10 Independent Groups and various mission support units located at 9 Reserve bases, 54 Active Duty, Joint Reserve and Air National Guard bases, as well as 5 miscellaneous locations.

Key Leaders

AF Secretary: Deborah Lee James

AF Chief of Staff: Gen Mark A. Welsh III

AF Vice Chief of Staff: Gen Larry O Spencer

Chief Master Sgt of the AF: CMSAF James A. Cody

Chief of AF Reserve and Commander, AFRC:

Lt Gen James "JJ" Jackson

Deputy to the Chief of AFR:

Maj Gen Maryanne Miller

AFRC Vice Commander: Maj Gen Richard "Beef" Haddad

AFRC Command Chief: CMSgt Cameron B. Kirksey

Where AF Reservists are Currently Serving:

Afghanistan, Bahrain, Djibouti (Horn of Africa), Germany, Guam, Guantanamo Bay, Honduras, Iraq, Italy, Romania, Saudi Arabia, Senegal, Spain, Turkey and Uganda.

Air Force Reserve Demographics

Totals (FY15):

Traditional:	45,312
ART	9,879
IMA	9,079
AGR	2,830
Civilian	3,792

Average Total Service:

Officers	17 years
Enlisted	12 years

Average Age:

Officers:	42 years
Enlisted	34 years

AFR Race/Ethnicity(%):

Caucasian	71%
African American	17%
Hispanic	10%
Asian/Indian/PI	5%

Married:

Officers	76%
Enlisted	49%

Gender:

Male	74%
Female	26%

% Officer / Enlisted:

Officer	20%
Enlisted	80%

Air Force Reserve Real Property:

Locations: 66

- 5 Air Reserve Bases
- 4 Air Reserve Stations
- 3 Navy Tenant Locations
- 4 Army Tenant Locations
- 1 ANG Tenant Location
- 42 AF Tenant Locations
- 3 Miscellaneous Locations
- 4 Ranges

Facilities:

- 13 Million Square Feet
- 15 Million Square Yards of Pavement
- Plant Replacement Value: \$6.8B

Page 6 Photo Credits (Left to Right):

Air Force Chief of Staff Gen Mark A. Welsh III looks at the painting, "Bandage 33," shortly after being unveiled on June 20, 2014, with the artist, Reservist Maj Warren Neary, in the Pentagon. (US Air Force photo/Scott M. Ash)

SSgt Nathan Simonson, pararescueman, 304th Rescue Squadron, Portland International Airport, Oregon, inspects Master Sgt. Richard Oberstar's jump gear aboard an HC-130 P/N King from Patrick Air Force Base, Florida, July 27, 2013. (US Air Force Photo/TSgt Anna-Marie Wyant)

Capt (2nd Lt.) Trudy Frantz, 446th Aeromedical Evacuation Squadron flight nurse, assembles a litter with a Soldier onboard a McChord Field C-17 Globemaster III during a mass casualty exercise. (Northwest Military News Team)

Command Chief Master Sergeant Cameron B. Kirksey, Air Force Reserve Command, Robins Air Force Base, Georgia, coins SSgt Karin Nelson, Aeromedical Staging Squadron medical technician, during a block training at Joint Base Andrews, Maryland, March 15, 2014. (US Air Force photo/ Staff Sgt Amber Russell)

CMSgt Greg Taylor and Maj Brad Douglass proudly display the 908 MXG Aircraft Maintenance Unit of the Month Award. US Air Force Photo/ Gene H. Hughes)

Air Force Reserve SSgt Ji Song receives combat medical attention from Senior Airman Francisco Linarez during a simulated ambush April 9, 2014, at the US Air Force Academy in Colorado Springs, Colorado. (US Air Force photo/TSgt Nicholas B. Ontiveros)

Aerial porter, TSgt Sarah Benz, 26th Aerial Port Squadron, Joint Base San Antonio-Lackland, Texas, converts the floor of a C-5A Galaxy aircraft by turning over the rollerized conveyor system, (US Air Force photo/SMSgt Minnie Jones)

Secretary of the Air Force Deborah Lee James is greeted by Maj Wendy Palatinus, Air Force Reserve Command Protocol, on the flight line Aug. 21 at Robins Air Force Base Georgia. (US Air Force photo by Tommie Horton)

SSgt Alexandra Daniels, 419th Maintenance Squadron, shares a moment with her children, Aubree and Caige, after arriving home from a four-month deployment to Kunsan Air Base in the Republic of Korea. (US Air Force photo/Bryan Magaña)

Page 21 Photo Credits (Left to Right):

Camouflaged and positioned, Tech. Sgt. Kelly Carney focuses on an anticipated enemy ambush at the U.S. Air Force Academy in Colorado Springs, Colorado. Members of the 710th and 310th Security Forces Squadrons participated in a six-day combat leaders course while living in field conditions. Each day's mission was designed around the main objective of the day's classroom instruction, placing practical application of combat maneuvers into complex mission environments. The 710th SFS is out of Buckley Air Force Base, while the 310th SFS is located at Schriever AFB. Both bases are in Colorado. (US Air Force Photo/TSgt. Nicholas B. Ontiveros)

Master Sgt Stanley Iakopo, Air Force Reserve Command recruiter with the 944th Fighter Wing, poses with (left) Mr. Cesar Peraza, trainer of Iakopo and (right) Col. Kurt J. Gallegos, 944th Fighter Wing commander, June 12 while training at Peraza boxing and Mixed Martial Arts gym in Glendale, Ariz. (U.S. Air Force photo taken by Tech. Sgt. Louis Vega Jr.)

TSgt Michael Valentin was deployed to the 376th Air Expeditionary Wing Transit Center, Southwest Asia as the NCOIC of volunteer operations. (U.S. Air Force photo/SSgt Travis Edwards)

U.S. Air Force Maj. Dr. Tina Burr, 911th Airlift Wing optometrist, Air Force Reserves, performs an eye exam for a patient during Tropic Care 2014 at the Elelee Elementary School June 20, 2014, in Kaua'i, Hawaii. (U.S. Air Force photo/Staff Sgt. Christopher Hubenthal)

Air Force Reserve aeromedical technicians TSgt Maria Aval and SSgt F. Javier Magana administer first aid to a simulated cardiac arrest patient during a December training mission. (US Air Force photo/TSgt Peter Dean)

On the back cover



“Bandage 33”

Bandage 33 by Maj Warren F. Neary, Air Force Reserve historian, depicts a routine aeromedical evacuation flight in Afghanistan landing at Mazar-e-Sharif to pick up a wounded warrior. That warrior, TSgt Ryan Thornton, had been badly injured with a bullet wound to his upper leg and significant damage to his femur. Bandage 33 arrives and loads him on the airplane. They're on a regular run and the patient was stable so the crew set out for their next destination. In flight, all of his vital signs start to get shaky, he starts to bleed. The entry and exit wound were both bleeding. The flight nurse, Captain Adriana Valadez knows that he needs to get to the medical center at Bagram Air Base immediately or he's not going to survive this trip. She directs the pilot to turn and get the aircraft to Bagram. The flight crew pushed the throttles up as far as they would go and they start rocketing as fast as a C-130 can rock into Bagram. The airplane was max performing, the merit medical team in the back was max performing, but the patient was still bleeding. They don't want to slow down. It's a little rugged inside the back of the airplane, so they're bouncing around a little bit. Adriana's having trouble now keeping pressure on the bleeding which she's now doing with her hands because that was the best way to try and do it. So she straps herself in the litter with the patient and hangs on as they go down this bumpy ride, get him on the ground. She stays there, keeping the pressure on the wound, trying to control the bleeding until they get him on the ground. She kept it up in the ambulance to the hospital. He survived. She saved his life. The original painting hangs in the Chief of Staff of the Air Force's office.



“Showtime May Answer”

This painting, also by Maj Neary, hangs outside Lt Gen Jackson's office in the Pentagon. If a combatant commander wants airpower, there's only one number to call. When they dial the phones, "Showtime may answer." Showtime was an Air Force Reservist at Elmendorf flying the F-22. In March 2013, an Iranian F-4 attempted to intercept a remotely piloted aircraft over the Arabian Gulf. "What the Iranian pilot didn't -- couldn't-- see was a flight of F-22s patrolling over the gulf. Showtime was the pilot who warned them off. After he joined on the F-4, he flew underneath the aircraft to check out their weapons load without the Iranian pilot knowing he was there. He then pulled up on their left wing and then called over and said you really ought to go home. Showtime is air superiority. It is still foundational to everything we do in the United States Military. Without Airpower, you lose. We can't afford to forget that"... (Gen. Mark Welsh, AFA, September 17, 2013)

For further information or corrections,
please contact AFRC History Office:
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Air Force Reserve Command History Directorate
Robins Air Force Base, Georgia