

AIR FORCE RESERVE

YEAR IN REVIEW



2016

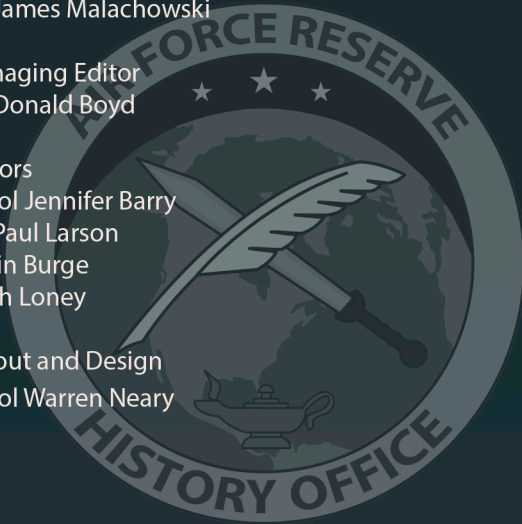
YEAR IN REVIEW

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The Air Force Reserve History preserves and interprets the official record of global Air Force Reserve operations to improve combat capability.

The History Office publishes the *Year in Review* annually from information provided by organizations. It describes Air Force Reserve global operations during 2016.

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Front cover image: SrA Cody Moore, a weapons loader with the 358th Fighter Squadron, prepares to load 30mm rounds into an A-10 Thunderbolt II during Operation Atlantic Resolve at Amari Air Base, Estonia, July 25, 2016. Nearly 200 Airmen from the 442d Fighter Wing deployed as part of Operation ATLANTIC RESOLVE. (US Air Force photo by SrA Missy Sterling)

Back Cover Image: Jacqueline Buckley greets her grandson, SrA Christopher Pledger, 434th Aircraft Maintenance Squadron crew chief, after returning to Grissom Air Reserve Base from a deployment to Southwest Asia Feb. 7, 2016. A total of 68 Airmen returned from a 4-month deployment in support of Operation Inherent Resolve. (US Air Force photo by TSgt Benjamin Mota)

The Air Force Reserve played a key role in making the Air Force an agile and inclusive force during 2016. We provide flexibility through our ability to vary reservist participation rates based on demand – we are not a full time force but we participated full-time when needed, thus providing an affordable hedge against future uncertainty. We enabled the AF to adapt and respond to rapid change through assured access to a pool of 70,000 members of the Selected Reserve trained and ready to provide the same capabilities. We maintained capacity to expand the size of the Air Force over time through access to an additional 790,000 members from the Individual Ready Reserve, Standby Reserve, and Retired Reserve.

During 2016, the Air Force Reserve contributed to Air Force inclusiveness by maintaining a highly experienced and diverse workforce with strong connections to the civil sector. We also provided diverse opportunities for Air Force personnel through organization structures that included senior leader developmental opportunities through our management staff, unit, and individual drill and full-time-support programs. The continued growth in number and diversity of associate units that began 38 years ago has confirmed the value of inclusive Air Force Reserve organizational constructs.

During 2016, the Air Force Reserve played a critical role in achieving Air Force strategic imperatives in support of the National Security Strategy through organizing, training, equipping, and managing our Citizen Airmen force. These valuable day-to-day contributions provided a level of readiness that provided strategic depth and surge capacity to augment a wide range of Air Force capabilities. The Air Force Reserve maintained a cost-efficient and mission effective force, providing the nation with operational capability, strategic depth, and surge capacity, both overseas and at home.

FOREWARD



For 69 years, the nation has called on the Air Force Reserve to support national security objectives around the globe and across the spectrum of military and humanitarian operations. Today, our force consists of nearly 70,000 Reserve Citizen Airmen providing daily operational capability to the joint force while preserving the strategic depth our nation requires to respond to unexpected and emerging threats. These men and women are dedicated professionals, ready to deploy in as little as 72 hours to fly, fight and win in air, space and cyberspace.

On any given day in 2016, the Air Force Reserve had approximately 6,000 Airmen on active duty orders supporting overseas contingency efforts or state-side operations. In the cyberspace superiority portfolio alone, the Reserve integrated over 4,000 cyber operators, eleven percent of the total force manpower, throughout the Combatant and Major Commands. Over 1,500 space professionals supported Combatant Commanders around the globe providing capabilities ranging from surveillance to global position systems operations. Our remotely piloted aircraft community flew over 35,000 intelligence, surveillance and reconnaissance (ISR) combat hours while still executing more than 110 ISR missions across five major exercises.

Within Air Force Reserve Command this past year, the 944th Operations Group, Detachment 2, flew the first US Air Force F-35 Trans-Atlantic flight. Our search and rescue units were critical in saving five individuals in Arizona and countless others during contingency operations. The 53d Weather Reconnaissance Squadron, the Hurricane Hunters, flew 135 missions and more than 1,000 hours providing critical weather information to the National Oceanic and Atmospheric Administration. Our Reserve Citizen Airmen are always there, present in every Air Force core function and in every domain. These events represent just a fraction of our capability. Every airlift, airdrop, aeromedical evacuation and weapon delivered on time demonstrates our commitment to remain an integrated, flexible and combat-ready force that will defend our nation and support combatant commanders around the globe. We stand poised to provide a cost-effective and experienced force, ready to respond when needed.

In today's rapidly shifting security environment, it is imperative we look to the future, leveraging the unique talents and expertise inherent in our Reserve Citizen Airmen, from our pilots and intelligence professionals to our space and cyberspace operators. I am proud of our Airmen and our contribution to the joint fight as part of the Total Force team. Reserve Citizen Airmen live and work in our local communities, but serve globally, and we stand ever ready to provide agile, daily combat capability, strategic depth and surge capacity. Thank you for everything you do.

My Best,

A handwritten signature in black ink that reads "Maryanne Miller".

MARYANNE MILLER
Lieutenant General, USAF
Commander

MISSION



Provide Combat-Ready Forces to Fly, Fight and Win

VISION

Reserve Citizen Airmen - An agile combat force answering our nations call ... Always there!

GUIDING PRINCIPLES

Our Air Force Reserve 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:

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.

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.

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.

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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Six C-130 Hercules aircraft fly over the city of Pittsburgh, Pennsylvania, 6 November 2016. This flyover signaled the end of what could be the last C-130H generation exercise at Pittsburgh International Airport Air Reserve Station before a potential C-17 mission change. (Air Force photo by SSgt Marjorie A. Bowlden)

OFFICE OF THE CHIEF OF AIR FORCE RESERVE



The Office of the Air Force Reserve (AF/RE) worked as an executive part of the Department of the Air Force headed by the Chief of Air Force Reserve who served as the advisor to the Chief of Staff of the Air Force on Air Force Reserve matters. The staff prepared and executed the personnel, operations and maintenance, and construction budgets for the Air

Force Reserve. This included serving as director and functional manager of appropriations made for the Air Force Reserve in those budget areas. The members of AF/RE also developed, managed, and implemented the full-time support (FTS) program—a Department of Defense (DoD) directed personnel program, for the Air Force Reserve. The AF/RE provided an annual report to



US Air Force Chief of Staff, Gen David L. Goldfein, passes the Air Force Reserve Command guidon to Lt Gen Maryanne Miller, while Command Chief Master Sergeant Ericka E. Kelly looks on during the AFRC change of command ceremony at the Museum of Aviation, Warner Robins, Georgia, 15 July. Miller became the Air Force Reserve's first female lieutenant general and the first female Chief of the Air Force Reserve and commander of Air Force Reserve Command. (US Air Force photo by TSgt Stephen D. Schester)



Lt Gen Maryanne Miller, Chief of Air Force Reserve, Headquarters US Air Force, Washington, DC, and commander, Air Force Reserve Command, Robins Air Force Base, Georgia, speaks during "Today's Air Force" panel at the Air Force Association Air, Space and Cyber Conference, Washington, DC, 21 September. The panel of Air Force senior leadership fielded questions from the crowd in the areas of funding, manning, total force, contracting and many more. (Air Force photo by SSgt Kat Justen)

the Secretary of Defense on the state of the Air Force Reserve. Finally, AF/RE optimized the management of Air Force Reserve capital and systems in order to support Air Force and DoD missions.

Senior Leader Management (AF/REG)

AFR General Officer Management

The Senior Leader Management Office of AF/RE focused on diversity and inclusion while working toward integrating Reserve and active-duty leadership at various command levels. The General Officer Management branch offered innovative, transparent, and competitive assignment processes to move senior

leaders into key developmental opportunities and leadership positions across all Reserve categories.

In 2016, the Air Force Reserve witnessed two historic firsts: the promotion of Major General Maryanne Miller to lieutenant general as the Chief of the Air Force Reserve and the promotion of a second reserve officer, Major General Stayce Harris, previously the 22nd Air Force Commander, to lieutenant general and service as the active-duty Air Force Assistant Vice Chief of Staff (AF/CVA).

The Senior Leader Development branch gained 31 additional quotas for senior leader development courses. They also completed a comprehensive review of all senior leader position and identified tier 1

and tier 2 priorities, which provided leadership a deliberate development process to target and push senior leaders to the right development opportunities at the right time. The staff also partnered with Air University to remove class restrictions in order to allow Reserve senior leaders to attend the Senior Leader Mission Generation Course in 2017.

The Colonels Group branch continued to transition the workload from AFRC/A1L, which began in June 2015. They assumed management of all non-key, command, and joint (KCJ) positions, mandatory separation date (MSD) waiver packages, Active, Guard, and Reserve (AGR) review board oversight, and the O-6 promotion board/school board membership.

In 2016, the Air Force selected Colonel Michael F. Hernandez as the first Reserve officer to command an active wing—the 325th Fighter Wing, Tyndall Air Force Base, Florida. Also in 2016, two active-duty officers took command of Reserve wings. Colonel Eric Jenkins

assumed command of the 916th Air Refueling Wing at Seymour Johnson AFB, North Carolina, while Colonel Todd Murphey took command of the 419th Fighter Wing at Hill AFB, Utah. The Colonels Group also developed, implemented, and managed the potential reassignment list (PRL), which led to the rotation of 88 KCJ positions. The student assignment facilitation process placed nine graduates of senior developmental education into competitive developmental positions as part of RE's objective to manage school follow-on assignments.

The Senior Enlisted Management branch advocated for additional developmental positions at and above wing level, as well as outside of Reserve units. The branch assisted with the creation of the position of IMA to the command chief in active-duty organizations. The branch also achieved a 76 percent selection rate for key and strategic positions.



Lt Gen James Jackson, Chief of Air Force Reserve (second on the left), and Maj Gen Maryanne Miller, Deputy Chief of the Air Force Reserve prior to becoming Chief of the Air Force Reserve (first on the left), stand with former Chiefs of the Air Force Reserve, from left to right, Lt Gen Charles E. Stenner Jr., Lt Gen John A. Bradley, Lt Gen James E. Sherrard III, and Maj Gen Robert A. McIntosh at Pinnacle, a conference where senior leaders of the Air Force Reserve discuss the strategic direction of the command. (Courtesy photo)



Celebrating the Air Force Reserve's 68th birthday during a 14 April, Pentagon ceremony are, from left, Air Force Vice Chief of Staff Gen David Goldfein, CMSgt of the Air Force James A. Cody, Secretary of the Air Force Deborah Lee James, MSgt Kandi Costa, Lt Gen James F. Jackson, Chief of Air Force Reserve and Commander, Air Force Reserve Command, radio personality Delilah, and Brian Ford. Delilah and Ford are civic leaders for Air Force Reserve Command. (US Air Force photo by Scott M. Ash)

Medical Directorate (AF/REM)

The staff of AF/REM participated in a transgender policy working group with SAF Manpower and Reserve Affairs, AFRC/SG, AF/REP, and AF/A1. The working group formed in response to, "Military Service of Transgender Service Members," policy signed by Secretary of Defense Ash Carter on 30 June. The memorandum established defense-wide policy allowing transgender individuals to serve in the military. It also assigned responsibilities to the service secretaries to review and revise, or where necessary, create, service-specific policies.

Directorate of Personnel (AF/REP)

The staff of AF/REP facilitated the Voluntary Limited Period of Active Duty program, which successfully placed over 100 Reserve component members on extended active duty (EAD) for three to five years each. Those placed on EAD included one wing commander, two squadron commanders, and one group deputy commander, a first for the Air Force Reserve. REP worked with AFRC to identify 156 military dual-status technician positions that were administrative in nature so that they "decouple" them in 2017 in accordance with the 2016 National Defense Authorization



Congressional staffer Benjamin Cantrell dons a helmet 457th Fighter Squadron F-16 pilots use as Maj Brett Comer, 457 FS pilot, explains its features 21 January. The 11-member Congressional delegation visited the 301st Fighter Wing and toured its explosive ordnance disposal, engine shop and F-16 static display. During the tour, 301st Airmen informed Capitol Hill defense staffers of the Air Force Reserve's value and contributions to the Air Force and Nation by providing hands-on, unit-level perspective. (US Air Force photo by Julie Briden-Garcia)

Act. AF/REP developed the Air Force Reserves' input to the Air Force Integrated Personnel and Pay System (AFIPPS) effort. They also identified several processes and workforce impacts that they used to identify system requirements.

The staff continued to physically relocate personnel to AF/A1 offices in keeping with the memorandum of agreement for Total Force integration that resulted in innovative Total Force human capital management strategies and strong cross-component coordination. REP drafted and coordinated changes to the blended retirement system and constructive service credit

programs. They modified the participation rules for Reserve Airmen during and after pregnancy. They also assisted in refining the MyVector tool to better meet mentoring needs of the Reserve component. Finally, they revised the "sanctuary" policy to satisfy the growing demand for Reserve component personnel to meet operational needs without impacting end strength. In addition to the above, the directorate also coordinated officer and enlisted production requirements with the active-duty Air Force and the Air National Guard to ensure initial skills training courses accommodated the Total Force.

HEADQUARTERS AIR FORCE RESERVE COMMAND



Directorate of Manpower, Personnel, and Services (A1)

Headquarters(HQ) AFRC/A1 provided manpower, personnel and services support to build, develop, equip and preserve nearly 70,000 combat-ready Reserve Citizen Airmen. The directorate guided all AF Reserve military and civilian career development, education and training, readiness, and support and sustainment programs, and provided the full spectrum of human capital management support.

Led by the Plans and Integration Division, AFRC/A1 hosted the 2016 Force Support Squadron (FSS) Leadership Forum in August at the Robins Conference Center, Robins AFB, Georgia. As the first forum in four years, 90 FSS commanders, operations officers, and superintendents, from nearly 40 Reserve units across the command attended, to include the 624th Regional Support Group at JB Pearl Harbor-Hickam, Hawaii, and the 477th Fighter Wing at JB Elmendorf-Richardson, Alaska. These FSS leaders participated in three days of training, information sharing, and process improvement. Over 30 staff members from the A1 directorate provided briefings and answered questions. Guest briefers from the Air Force (AF) Services Activity, the Air Reserve Personnel Center, and the Office of AF Reserve covered topics ranging from enlisted evaluation system, to the FSS restructure, to commonly seen mistakes on promotion packages.

The Yellow Ribbon Program held 58 events for over 3,833 service members and 3,799 family

members providing information, resources, referral and proactive outreach throughout all phases of the deployment cycle.

The Civilian Personnel Division provided oversight and assisted in the completion of closure actions at the 440th Airlift Wing, Pope Army Airfield North Carolina. The closure process included the completion of Voluntary Early Retirement Authority/ Voluntary Separation Incentive Payment, AFRC Clearinghouse, reduction in force and Priority Placement Program actions. Additionally, they processed via the special examining unit over 25,000 applications for Air Reserve Technician (ART) vacancies across the command, and over 500 ART officer fill requests. The division also partnered with AFRC/A3 staff on 16 full time support action plan initiatives for pilot retention and manning, working with the AF Personnel Center staff to improve hiring timelines, initiating 70 Reserve personnel allowance checklists for a total of 163 positions and positively impacted the F-35 Lightning II unit stand-up at Luke AFB, Arizona. Additionally, staff members conducted over 20 AFRC unit site visits, providing civilian personnel support and advisory services, as well as on-site training to servicing civilian personnel staffs at JB San Antonio-Lackland, and Dyess AFB, Texas; Patrick AFB, Florida; and Minneapolis-St. Paul, Minnesota, on civilian personnel processes specific to ARTs, such as staffing, classification, labor relations, and adverse actions.

The Personnel Division's constant focus on

training and education resulted in over 30,000 training line numbers issued across 2,571 active courses, including basic military training (BMT), officer and enlisted initial skills, advanced, supplemental, flying and force development courses. Implementation of a newly developed multi-component cross-utilization process, drove utilization rates for BMT and enlisted initial skills to an all-time high of 88.5 percent and 80 percent respectively. The staff also spearheaded the redesign of the Total Force Awareness Training (TFAT) program to maximize unit efficiency and effectiveness by returning 485 man-days/year previously consumed by computer-based training in a 1,200 member wing, while also satisfying legal, Department of Defense (DOD), combatant command and AF directive requirements. The program leveraged AF standard

TFAT content reformatted for en-masse use in various methods of Rodeo Implementation, achieving the AFRC/CC's desired end result of returning time to Airmen.

AFRC Innovative Readiness Training (IRT) executed four civil engineering and three medical projects. Approximately 720 reservists received hands-on training, accomplished 67,000 training tasks, and 65,000 hours of training, directly enhancing unit and individual readiness. In addition, as the DoD's sole provider of the aerial spray capability, the AF Reserve IRT executed two aerial spray missions resulting in 10 sorties, training for 60 personnel, and over 50 flying training hours over varying terrains.

The Manpower, Organization and Resources Division managed a diverse portfolio of manpower



Gen Raymond A. Thomas, III, left, US Special Operations Command commander, and Maj Gen Richard S. "Beef" Haddad, Air Force Reserve Command vice commander, unveil a painting honoring Citizen Airmen manning the 40mm Bofors gun aboard an AC-130 gunship during a mission over the "Highway of Death" in Kuwait during Desert Storm. The painting by Maj Warren Neary (far right), was accepted by Thomas, US Special Operations Command commander, during a special ceremony at USSOCOM headquarters at MacDill Air Force Base, Florida, 23 May, commemorating the 25th anniversary of Desert Storm. Haddad was an AC-130 gunship pilot with the Air Force Reserve's 919th Special Operations Wing, Duke Field, Florida, during Desert Storm. (US Air Force photo by Lt Col Chad Gibson)



Hundreds of military and civilian Airmen attend the F-35A Lightning II aircraft initial operational capability ceremony 5 August at Hill Air Force Base, Utah. (US Air Force photo by David Perry)

resources that included civilians, Air Reserve Technicians, Active Guard Reserve, individual mobilization augmentees, active duty and traditional reservists, exceeding 85.6K authorizations. They completed 20 organizational actions affecting 53 AFRC units, including the 489th Bomb Group activation and 440th Airlift Wing inactivation. The staff completed eight manpower studies and 15 currency reviews, resulting in the validation of over 9,050 requirements. Studies based on required workload rightsized HQ and unit-level functions, and informed critical resource allocation decisions and defended programmatic initiatives. In partnership with A5A8, the staff supported the Global Force Management Data Initiative updating AFRC Command IDs in the Personnel Accounting System for AFRC's three NAFs, nine Reserve bases, 36 wings and 127 groups. This single action accurately defined AFRC's role as an active duty major command and codified Citizen Airmen's direct support to the active duty warfighter.

Directorate of Intelligence, Surveillance, and Reconnaissance (A2)

During 2016, AFRC/A2 provided combat ready intelligence, surveillance and reconnaissance (ISR) forces operating across air, space and cyberspace. A2 personnel supported eleven site surveys and site activation task forces that ensured ISR capability and readiness for eight different air and cyber missions. A2 staff performed 14 unit effectiveness inspections, 32 unit functional assessments, 53 intelligence support to force protection functional assessments, and delivered over 340 intelligence briefings to AFRC senior leaders, NAF commanders, and wings, ensuring ISR readiness and force protection. Personnel from A2 participated in over 100 MAJCOM-level working groups and boards that covered the full-spectrum of ISR training and operations. Through collaboration with AFRC RIO, AFRC Recruiting Service and our DoD partners, the ISR IMA fill rate rose from 80 to 84 percent, with over 2,300 intelligence professionals postured across the DoD. AFRC Special Security Office conducted over 11,000 person-

nel actions and oversaw completion of the Command's two newest SCIFs at 655 ISR Group, Wright-Patterson AFB, and 310th Space Wing, Schriever AFB. A2 coordinated with the Force Generation Center to source over 110 ISR deployment lines for 2016 Exercises KEY RESOLVE, PACIFIC SENTRY, JUNIPER COBRA, and ULCHI GUARDIAN FREEDOM, plus eight ISR lines for DCGS support to the POTUS-directed European Partners Intelligence Enterprise (EPIE). The 2016 14N Officer Development Team was the largest to date, where 529 intelligence officer records received review and vectoring, which represented a 66 percent increase from 2015. The Intelligence Enlisted Development Team was also the largest ever with 325 records reviewed, represented a 445 percent increase over 2014. Finally, A2 oversaw the approval and activation of three new classic associate units supporting high demand AF missions in cyber ISR and targeting, bringing the AFR ISR unit program to a total of 14 ISR squadrons and an independent ISR Group.

From August to October, A2 personnel coordinated actions for 25th Air Force, Air Combat Command, and Headquarters Air Force approval for two cyber ISR total force associations at Fort Meade, Maryland, and JB San Antonio, Texas, as well as one targeting association at Offutt AFB, Nebraska. The A2 team coordinated key unit manning document changes and developed new unit type codes that enabled Reserve capability for posturing in multiple deployment buckets and enhanced cyber ISR training and force posturing to USCYBERCOM. The actions led to the activation of Detachments 1, 2 and 3 of the 655th Intelligence, Surveillance, and Reconnaissance Group, which ensured a smooth standup of the three classic associate units on 1 October.

Directorate of Air, Space and Information Operations (A3)

AFRC/A3 is responsible for directing and providing policy, oversight and advocacy for Reserve operations for 69 Reserve flying units and 10 operational space units gained by eight major commands to fulfill commitments in support of US national objectives. The directorate oversees all Reserve operational assets and capabilities to include tactical fighter, aerial refueling, strategic airlift, special operations, combat rescue, hurricane surveillance, aeromedical evacuation, aerial spray, modular airborne fire-fighting capability, space operations, and cyber operations.

Combat Air Forces (CAF) Functional Area Managers (FAMs) coordinated issues for deployments of F-22s to RAF Lakenheath to support EUCOM, A-10s to Europe to support exercises for United States Air Forces Europe (USAFE) and North Atlantic Treaty Organization (NATO) taskings, E-3G to Kadena AB, Okinawa to support Pacific Air Forces (PACAF), and AOC/AFFOR personnel to Osan AB, Republic of Korea (ROK) to support PACAF. Other AFRC CAF deployments provided reporting through 10th Air Force. Additionally, A3 assisted in four F-35 site surveys in preparation for AFRCs first combat coded F-35 squadron. The bases visited include Carswell, Homestead, Whiteman and Davis-Monthan. Once decision makers announced the location, it took seven years to prepare first aircraft arrival (FAA), planned for Feb 2024.

Mobility Air Forces (MAF) FAMs coordinated issues for deployments of AMOS AMD personnel to support European Command (EUCOM), 603 AOC to support exercises for USAFE and NATO, 613 AOC to JRB Hickam to support PACAF, and AOC/AFFOR personnel to Osan AB, Republic of Korea to support PACAF. Other AFRC MAF deployments reported through 4th and 22nd Air Forces. Additionally, AFRC A3 assisted AMC A3 site surveys in preparation for AFRCs stand-up of its first KC-46 tanker wing. In addition, A3 proved instrumental in the addition of 78 combat crew communications positions at various AFRC bases to enhance overall mission readiness.

A3 assisted in four site activation task forces (SATAFs) in preparation for AFRCs role with the new KC-46 air refueling aircraft. The results from the SATAFs and site surveys helped facilitate manpower requirements at Beale AFB, California, Niagara Falls ARB, New York and McConnell AFB, Kansas. Although, it will take several years before first aircraft arrival (FAA), the staff began working unit manning and training preparations in earnest.

Logistics, Engineering and Force Protection (A4)

In July 2015, AFRC's A4 and A7 began consolidating into one directorate, which continued as A4. As a part of the consolidation, AFRC established A7's contracting function as a special staff (PK). The A4 directorate went from formal organizational approval by HAF/A1 on 19 May 2015 to initial operational capability on 15 July 2015 to full operational capability on 1 May 2016. When first directed to accomplish the merger,



Security Forces Squadron Airmen from the 446th Airlift Wing at Joint Base Lewis-McChord participate in a field training exercise to simulate combat conditions when deployed. During the training, they learned how to identify improvised explosive devices and patrolled in convoys in and around makeshift training villages. Airmen even participated in an impromptu ambush exercise utilizing laser technology to test their ability to work as a team and overcome opposition forces. (U.S. Air Force Reserve photo by SSgt Daniel Liddicoet)

A4 personnel lacked a standardized process for strategy development, coordination, and alignment. The merger of the A4 and A7 Directorates required significant effort. A4PL and A4PI developed a comprehensive program around logistics, engineering, and force protection strategy. They held an off-site meeting to coalesce strategy in the new merged directorate and plot a way forward. Following the meeting, A4 formed a strategic working group (SWG) with members from each of the A4s five divisions. The SWG also developed a framework for aligning higher level strategy with the A4's strategic priorities, which developed nine strategic focus areas for the A4.

Personnel assigned to A4 developed facility construction requirements for several new and changed mission sets including the establishment of the new

KC-46 Pegasus tanker at Seymour-Johnson AFB, North Carolina; the KC-135 Stratotanker mission at Beale ARB, California; the re-missioning of Niagara Falls ARS, New York, to the KC-135; and the re-missioning of Pittsburgh ARS, Pennsylvania, to the C-17 Globemaster III. A4C conducted advanced facility planning for the establishment of the F-35 advanced fighter aircraft at four AFRC installations. A4C personnel conducted facility operations, capability and utilization surveys (FOCUS) at six installations, where they analyzed over 1,700,000 square feet of existing facility space to assess building/workspace condition and adequacy of assigned space. The process provided the installations and HQ facility construction programmers with necessary data to support much needed investments in quality, right-sized facilities for the mission and airman.

A4C successfully awarded a key MILCON project in October for the Consolidated Mission Complex, Phase I. This \$27.7 million project was the first of three programmed phases to consolidate and relocate Reserve offices at Robins AFB into a single operational area. Planners scheduled the ground-breaking of the new complex for early 2017 with construction completion by December 2018.

A4C engineers also conducted planning, equipment sourcing and training for Joint Exercise PATRIOT WARRIOR. Six civil engineer squadrons, a total of 161 personnel, participated in Joint Exercise PATRIOT WARRIOR, 6-26 August at Ft McCoy Garrison, Wisconsin, home of the Army's Total Force Training Center. The personnel accomplished key training objectives to ensure AFRC continued to provide combat ready Airmen to the warfighter.

In an effort to improve oversight of the quality assurance process throughout the logistics community,

A4's RR division worked with the Air Mobility Command to adopt the Logistics Evaluation Assurance Program (LEAP) database for the aerial port, logistics readiness, and maintenance communities. The LEAP database provided leaders and managers with oversight of their quality assurance program. LEAP also allowed the logistics community to more effectively utilize the "three Cs" of compliance: communication, confirmation and correction. The new system provided a clear and consistent mechanism capable of gathering metrics. It also provided the ability to manage and track deficiencies, as well as analyze reports and data.

Fuels management personnel in A4 began the high velocity analysis (HVA) in conjunction with the Pentagon and fuels career field manager. They did so in order to present the proper force mix options for Active, Guard and Reserves. Their efforts resulted in the fuels Reserve force gaining a five percent manpower increase toward future air expeditionary force



Lt Gen Maryanne Miller, chief of the Air Force Reserve and commander of Air Force Reserve Command, conducts the coin toss prior to the Air Force Reserve Celebration Bowl football game between the Grambling State University Tigers and the North Carolina Central University Eagles. (US Air Force photo by MSgt James Branch)

(AEF) teaming deployments, which allowed Reservists to carry more deployments. HQ Reserve fuels led the 2FOX1 community with command mobile device (CMD) technology.

The personnel assigned to A4's Maintenance Division (A4M) managed 328 aircraft and 14,000 maintenance professionals. The A4M division provided information and analysis of the health-of-fleet (HOF) indicators to HQ AFRC and decision-makers that improved mission capable (MC) rates for 6 of 9 major weapons platforms maintained by the command. Additionally, the division provided key maintenance force management studies and quality analysis (QA) education and evaluations supporting 42 maintenance groups and associate locations; these efforts identified key strengths and vulnerabilities affecting fleet sustainment and readiness. Finally, the division helped secure long-term solutions and strategies for the availability of aircraft engines and other equipment requirements, averting shortages impacting aircrew production and survivability. The A4M division also reconstructed its signature program, True North—a daily teleconference focused on aircraft production metrics for its 25 unit-equipped maintenance organizations. Over the course of 2016, A4M broadened the scope of its True North program to encompass other critical areas affecting fleet health, to include strategic domains such as manpower and maintenance scheduling effectiveness.

Directorate of Strategic Plans, Programs and Requirements (A5A8)

Headquarters AFRC/A8PB conducted four site surveys for the proposed bed-down for the first Reserved F-35A Lightning II wing. The site surveys included Homestead ARB, Florida; Whiteman AFB, Missouri; Davis Monthan, Arizona; and NAS JRB Fort Worth, Texas. The visits did not preclude a proposal, approval or authority to obtain facilities, acquire real estate, or transfer or increase manpower. Personnel from A8PB sent reports from each visit to SAF Installations, Environment and Energy for review. They then briefed the Secretary of the Air Force so that she could choose a preferred location and reasonable alternatives. The Air Force determined that the first aircraft would arrive in February 2024.

Personnel assigned to A8PE accomplished another program objective memorandum (POM) cycle by aligning over 250 active, Guard, and Reserve (AGR) and ART manpower authorizations to support

critical mission areas, growing the selective Reserve by 500, and increasing both flying hours and RPA funding. They also realigned resources to provide critical support to the new F-35 missions, restored the A-10 Thunderbolt II aircraft at Whiteman, supported B-1 Lancer, B-52 Stratofortress, KC-46 Pegasus, KC-135 Stratotanker, C-17 Globemaster III, and remotely piloted aircraft FTUs and undergraduate flying training with instructors, standardized prime beef units to small or large squadrons, retained Grissom ARB, Indiana, force structure, and converted HQ AFRC TRs to IMAs. Finally, they used zero balance transfers to sustain AFR support equipment and vital recruiting advertising while adjusting military construction to accelerate the Hill AFB, Utah, life support facility addition and other minor military construction.

The members of A8M prepared for the arrival of the KC-46A, which involved several units, including the 730th Air Mobility Training Squadron formal training unit at Altus AFB, Oklahoma; the 931st Air Refueling Wing at McConnell AFB, Kansas; and the 916th Air Refueling Wing at Seymour Johnson AFB, North Carolina.

Personnel assigned to A8XP performed the first-ever RMAT of force mix options (FMOs) being considered by the Total Force continuum (TF-C) as part of a high velocity analysis (HVA) on the airfield operations mission. AFRC/A8XP saw the need for this high-velocity RMAT on the airfield operations mission area as the FMOs being considered for the "AFR Preferred FMO" all took the AFR into a mission area where it currently did not have any capability. Their efforts helped link key strategic processes for a more informed AFR position and wiser use of resources.

Communications and Information (A6)

Headquarters AFRC/A6 activated four new cyber squadrons in CY16, and added a total of 329 personnel to the vital roles of cyber defense and mission assurance. Additionally, AFRC added four Air Force specialty codes to the command's critical skills list (CSL), which added to the command's effort to increase the Reserve cyber mission. During the same period, A6 functional managers/career field managers provided developmental advice to over 650 personnel. Finally, A6 determined that the joint incident site communications capabilities (JISCC) was not an AFRC mission and decided to divest of the five systems remaining in inventory by 30 September. Personnel impacted by the divestment

were reutilized to support emerging AFRC missions. The move saved AFRC approximately \$200,000 in annual operation and maintenance (O&M) and contract program management costs.

Personnel in A6SC provided enterprise SharePoint administration for its user base and contributed largely to the Air Force's future SharePoint implementation plans. A6SC also released 18 versions of the ARCNet program, which upgraded the underlying platform to a more secure, maintainable, and sustainable technology that ensured the system maintained its ease of use. The members of A6SC also hosted the Task Management Tool (TMT) for multiple entities and performed software quality assurance and testing for the next iteration of TMT—scheduled for release in 2017.

Members of A6X continued their enterprise-wide approach to communications provisioning and sustainment throughout 2016. Enforcement of CIO governance processes resulted in securing \$49 million to meet 113 unfunded requirements, which replaced 16,000 outdated computers and printers at 71 locations. The IT business analytics office and the Air Force Audit Agency determined that A6X's requirements and asset management processes led the Air Force. The A6X approach was applied to programs that replaced legacy capabilities with modern, mission-enhancing capabilities. For example, the VoIP phone migration continued phase 3 of 4 complete for seven out of ten Air Force Reserve bases. Grissom ARB, Indiana, was the first base in the Air Force to remove its legacy phone switch. AFRC continued to lead the Air Force in identification and closure of data centers to meet objectives for the Federal Data Center Consolidation Initiative. Out of 45 data centers, AFRC had closed 18 with another 10 pending closure in order to reach the steady state goal of 17 active data centers.

Directorate of Analyses, Assessments, Lessons Learned and Continuous Process Improvement (A9)

There are two divisions within A9. The Analysis and Assessment Division (A9A) which provides defensible, repeatable, and transparent studies and analysis for AFR senior leaders and the lessons learned and continuous process improvement (CPI) division (A9R) provides the command with CPI facilitation and training as well as AF lessons learned collection support.

A9 provided the following strategic analysis for AFR

senior leader planning: updated the high confidence model for more accurate program objective memorandum guidance, drug demand and reduction program mission impact, joint surveillance and target attack radar system unit construct, Recruiting Services advertising and accession rates, and the F-35 base bed-down. In addition, A9A received the 2016 Air Force Analytic Innovation Award, honorable mention for the creation of the individual cost model tool, which provided the AF with a capability to assess 3-component burdened life cycle manpower costs of Airmen. The team also received recognition for the implementation of a goals, objectives, measures of performance and efficiencies (GO-MOPE) model that sought adoption across the Air Force analytic community. GO-MOPE provided AF leaders with a decision support tool to measure the level of success in achieving organizational goals and objectives. The A9R team reenergized a culture of CPI across the AFR enterprise when they created a cultural transformation framework adopted by the AF CPI School House. The framework informed senior leaders of the health of their units as well as units CPI status. Finally, the A9R team launched an innovation campaign in search of replicating proven ideas across the AFR and AF. The campaign launched on an AFRC splash page and highlighted the success of reserve ingenuity and existing innovative ideas as "portraits in innovation." In conclusion, A9 made great strides to provide operational assessment support at the 2016 Panama Exercise (PANAMAX), PATRIOT WARRIOR, and PACIFIC SENTRY exercises. The newest analyst on the team received the 2016 PANAMAX Superior Performer Award and provided key planning efforts future year PATRIOT WARRIOR exercises.

Advanced Airlift Tactics Training Center (AATTC)

Airmen of the AATTC, Rosecrans ANGB, St Joseph Missouri, hosted several working groups, taught seven courses totaling 33 different classes and graduated 480 AMC, AFRC, ANG, USMC, and allied nation students. They supported AMC's tactics review board (TRB) along with MAF and ARC WEPTACs. The training center hosted the MAF datalink users group, Air Mobility Tactics Analysis Team, Georgia Tech Research Institute's (GTRI) infrared countermeasures course, and the Northrup Grumman/GTRI working group for electronic countermeasures. At the same time, the Development Division worked at the forefront of MAF Electronic



Maj Gen Stayce Harris, 22nd Air Force commander and Command CMSgt Ericka Kelly, Air Force Reserve Command, speak to more than 70 women during the 29th Annual Joint Women's Leadership Symposium, in Crystal City, Arlington, Virginia, June 15, 2016. Harris discussed strategies on overcoming challenges impacting women in the military and listened to feedback. The symposium, themed "Leading with Purpose! Embracing our Future," is considered a unique professional development and networking opportunity. (US Air Force photo by Lt Col Denise Kerr)

Warfare development, C-130H fleet modernization efforts, KC-135 and KC-46 self-protection initiatives, as well as executing AMC's tactics improvement proposal (TIP) process.

The AATTC chain of command re-organized from AFRC HQ A3 to a direct reporting unit to the Twenty Second Air Force, 2 October.

The AATTC continued to pursue tactics development through technological advancements, improved TTP's, advanced training opportunities, and increased asset integration.

During FY17, the AATTC participated in the ARC WEPTAC Electronic Warfare Conference, defensive systems working groups, and continued to teach courses of instruction.

Health Services

Medical Readiness and Management (SG)

The AFRC/SG Plans division participated in exercise PATRIOT WARRIOR; a field training exercise for Reserve, Army, Canadian and British medical personnel.

Participants accomplished 100 percent unit type code training in support of an en route patient staging system. The SGX division also participated in the high velocity analysis (HVA). The initial phase of the ground medical HVA determined the appropriate AD/RC mix. The HVA helped in the identification of mission sets more favorable for efficiently utilizing ARC resources.

Information Protection (IP)

AFRC/IP teamed with the Directorate of Communications (A6) to conduct the command cyber readiness evaluations of March ARB, California; HQ AFRC at Robins AFB, Georgia; Grissom ARB, Indiana; Minneapolis-St Paul ARS, Minnesota; and Niagara Falls ARS, New York. The evaluations identified compliance issues at AFRC installations and developed courses of action necessary to resolve any issues prior to each installation's Defense Information Systems Agency Inspection. IP focused exclusively on traditional security (information protection and physical security). The results of these evaluations revealed significant security shortcomings, which could have resulted in inspection failure if left uncorrected. HQ AFRC/IP augmented 70 functional assessments of AFRC base operating support and tenant units. AFRC/IP also provided program oversight to full-time IP offices at nine AFRC bases, one joint base, and one Army installation.

Office of the Command Chaplain (HC)

AFRC/HC hosted the AFR Chaplain Corps Conference on 18-20 April in Chicago. The conference, the first in five years, allowed AFR Chaplain Corps participants to receive training and development on resiliency, soul care and moral injury. It combined category A and category B chaplain and chaplain assistants with multiple speakers and presenters. Seventy-eight percent of the available Citizen Airmen attended, along with 2nd Air Force/CC, active-duty MAJCOM HC, and HAF/HC representatives.

HQ AFRC/HC transitioned to mobilization deployment taskings under the new AEF construct utilizing Reserve component periods. AFRC/HC deployed 14 chaplain corps members to Ali Al Salem, Kuwait, for two AEF rotations; January – July and July – January 2017. The deployments represented an increase of 367 percent from 2015. The members of AFRC/HC also supported 55 active-duty wings, HAF/HC, and Headquarters, United States Central Command

with 111 chaplain corps members for military personnel appropriation support. These members backfilled a total of 17,406 MPA days. 2016 marked a change in the AF Chaplain Candidate Program with the removal of the basic chaplain candidate course from the Air Force Chaplain Corps College. The AFRC/HC cadre developed new course content for the candidates' first 35 day Active Duty tour for training. The Intensive Internship program trained 27 future Air Force Chaplains on Total Force operations, basic religious accommodation skills and leadership responsibilities. The training culminated in a capstone field exercise where the chaplain candidates honed their skills in mentoring scenarios.

Directorate of Contracting (PK)

AFRC/PK, which formerly resided with A7 prior to its merger with A4 in 2015, continued to handle all contracting issues for AFRC. The directorate's PKO division completed the standard procurement system (SPS) sever consolidation initiative. In order to meet the Air Force policy requiring 64-bit operation systems hardware/software upgrades, AFRC purchased new servers for SPS. In the beginning of the 2015, the AFRC had 22 SPS operational servers to support the contracting mission, which included the host bases. As a result of the consolidation, AFRC eliminated 17 servers at 10 host bases and purchased five servers located at HQ/AFRC. This cost saving initiative eliminated over \$150,000 in equipment purchases and reduced the Wing staff workload for the contracting flights systems analyst and reduced the system vulnerabilities.

The PK directorate's Operations Management Division tracked AFRC goals/performance expectations for small business and competition. SAF/SB set the AFRC Small Business performance expectations at 80.62 percent for FY16. AFRC awarded 63.96 percent of small business eligible dollars to small businesses. The command's With the FY16 competition goal set at 76 percent, the AFRC achieved a competition rate of 68.08 percent. The Operations Management Division continued to develop and expand the contract training for HQ PKA and host bases to better equip the PCOs to successfully accomplish their mission. The training included market research, small business, source selection and government/contractor relationships. PKO processed 45 clearance review actions totaling approximately \$180 million and provided countless hours of business advice to the

contracting workforce and requirements personnel.

The quality assurance program coordinator (QAPC) assigned to PK, managed the quality assurance program throughout AFRC as outlined in Air Force Mandatory Procedure (MP) 5301.602-2(d). The QAPC conducted systematic reviews of services contracts valued at \$165 million to ensure the mandatory Contracting Officer Representative Tracking Tool (CORT Tool) compliance but also that CORs, COR supervisors, and contracting officers (COs) understood their responsibilities for quality assurance contract surveillance. The QAPC provided, at a minimum, quarterly training sessions, including COR, COR management and CORT tool workshop.

Public Affairs (PA)

AFRC/PA established a strategic communication council to synchronize communication efforts with headquarters offices as well as representatives from the Office of the Chief of Air Force Reserve. The council tackled complex issues like the major sponsorship of the Celebration Bowl and ensured unity of message

and voice. This endeavor resulted in the development of an AFR-wide strategic communication plan which provided a road map for all communication efforts and fostered a culture of engagement among leaders. The directorate produced the "Airman's Moments" video series to ensure the command conveyed information and messages effectively to Reserve Citizen Airmen in specific target audiences throughout AFRC. In partnership with the AF Public Affairs Agency, PA resources worked to build an association to activate the 4th Combat Camera Squadron alongside the active-duty Air Force's 1st Combat Camera Squadron. The directorate supported the acquisition of \$1,500,000 of unit type code-required equipment and helped preserve the skills of talented Reserve Citizen Airmen when the 4th Combat Camera Squadron inactivated as a stand-alone reserve unit in 2015 saving the AF approximately \$4.2 million.

The community relations team organized the first-ever HQ AFRC civic leader program that brought together leaders from academia, sports, science and the radio industry to expand the command's sphere of



In the first of an online video series, "Airmen's Moments," Lt Gen Maryanne Miller visited with SrA Angelica Estrada from March ARB, California, and discussed the vision of "preserving, building, and shaping" the Air Force Reserve as well as the preferred way to communicate with the millennial generation of Reserve Citizen Airmen, 23 December.

influence and help tell the Reserve Citizen Airman story. PA hosted the first PA conference in more than six years, giving approximately 150 attendees leadership insight and important professional development experience. Attendees lauded the training as the “best ever”.

PA started a video series called “Airmen’s Moments” that provided senior leaders an opportunity to communicate directly with Airmen around the Command about important topics and share the interviews with Airmen online. PA designed each video to provide a behind-the-scenes view on how Airmen

accomplish the Air Force Reserve Mission. The series provided an opportunity for AFRC leadership to visit with outstanding Citizen Airmen, non-commissioned officers, senior NCOs, officers, civilians, contractors and families from flight line operations to the smallest support unit working to accomplish the mission. The first episode included Lt Gen Maryanne Miller visiting with SrA Angelica Estrada from March ARB, California, on the vision of “preserving, building, and shaping” the AFR as well as the preferred way to communicate with the millennial generation of Reserve Citizen Airmen.



Lt Col Christopher Afful plays his saxophone during a recent gig in Macon, Georgia. As a Citizen Airman, Afful is the chief of the Agile Combat Support Branch within the Force Generation Center's Forces Division at Headquarters Air Force Reserve Command, Robins Air Force Base, Georgia. (Courtesy photo)

FORCE GENERATION CENTER



HQ AFRC Force Generation Center (FGC)

The AFRC/FGC assumed responsibility for the agile combat support (ACS) consolidated planning schedule (CPS), managing substantial growth in exercise and security cooperation planning and execution, as well as continued development of the ARC Force Visibility system under the umbrella of the Chief of Staff of the Air Force's (CSAF) Air Reserve Component 2 (ARC2) mission umbrella.

In February, the FGC assumed responsibility for planning, validation, sourcing, and execution of the fiscal year 2018 (FY18) ACS CPS for the Command. The five-month long CPS process led AFRC to contribute 11 percent of the total Air Expeditionary Force requirements for FY18's plan, which equated to approximately 2,420 Reservists mobilized to meet COCOM demands for rotational requirements. The FGC accomplished these requirements, while coordination and execution efforts were still underway to fulfill a significant number of aviation rotational mobilization packages and meet 100 percent of the Joint Staff deadlines.

The FGC saw a 21 percent increase in exercise and security cooperation events, a 25 percent increase in Reservist participation, and an overall 160-percent increase of Reservist's supporting

those DoD events over a four-year period. The FGC coordinated planning, sourcing and execution of numerous events and theater campaign plans such as, training C-130 coalition partners in Estonia, providing Portuguese and Romanian Air Forces with C-130 SMEs, and execution of PATRIOT WARRIOR and GLOBAL MEDIC.

The FGC led efforts to continue development of an ARC global force visibility initiative under the sponsorship of the CSAF. As the joint lead requirement, members of the FGC worked to stand up a near real-time geospatial system called "ARC Force Visibility". The system provided leaders with an intuitive, web-enabled view, of over 20,000 ARC members who performed duty throughout the world.

Finally, FGC facilitated the sourcing and execution of more than 14,000 Reservists to meet the global demand for Reservists in Title 10 USC 12302 (mobilization) and Title 10 USC 12301(d) (volunteer) authorities. Of the 14,000 Airmen activated, nearly 3,000 received mobilization and 11,000 additional members volunteered to serve.

Combat Aviation Advisors



TSgt Rodrick Hall, 919th Maintenance Squadron, replaces a broken piece of equipment off of a C-145 Skytruck at Duke Field, Florida, 25 February. Hall is part of the 919th Special Operations Maintenance Group's fabrication shop. (US Air Force photo by TSgt Sam King)

The United States Air Force trained and tasked combat aviation advisor (CAA) personnel to assess, train, advise and assist foreign aviation forces in airpower employment, sustainment, and force integration. The CAAs helped allied forces employ and sustain their own airpower resources, so that they did not have to rely solely on American airpower. In addition, CAAs advised combatant commanders throughout the range of military operations.

The Air Force Special Operations Command selected the 6th Special Operations Squadron (6 SOS), part of the Air Force Special Operations Air Warfare Center at Duke Field, Florida, to execute combat aviation advisory operations worldwide in support of Special Operations Command's tailor-made theater security cooperation plans. The Air Force Reserve's 711th Special Operations Squadron (711 SOS) began working with the 6 SOS in 2000.

The 711 SOS increased the number of CAAs assigned to the unit, and they conducted special operations activities with foreign aviation forces. The CAAs strengthened aviation foreign internal defense in five separate areas of responsibility and trained in personnel in six combatant commands. While deployed, Reservists from the 711 SOS trained a total of 325 partner nation members from Afghanistan, Jordan, Mauritania, Niger, Poland, Thailand, and Uganda. In garrison, members assigned to the 711 SOS executed 743 flight hours in the C-145A Skytruck. They also flew seven additional aircraft (Maule MXT007, Air tractor AT-802, Cessna C208, Pilatus PC12NG, PZL M-28, Construcciones Aeronáuticas SA CN235, and Pilatus PC-6) for a total of 303 sorties and 678.2 flight hours.

RECRUITING SERVICE



Recruiting Service (RS)

Air Force Reserve Command Recruiting Service completed FY16 at 100.7 percent of its annual recruiting goal, leading AFRC to finish above its

congressionally-funded Selected Reserve end-strength requirement (100.2 percent). The Recruiting Service saved critical training dollars while increasing AFRC readiness—61.9 percent of its recruits had prior service experience, despite increased operations and personnel tempo and a dramatically smaller prior service pool since the active-duty drawdown. More than 40 percent of AFRC's accessions held a minimum 3 or 5 skill level AFSC. In addition, AFRC/RS increased its 2AF Week Group Integrity rate—percent of trainees showed up on time to technical training—from 87.4 percent in FY10 to an all-time high 91.7 percent in FY16. Moreover, improved new-member preparation resulted in a record low basic military training attrition rate (3.6 percent), down from 9.4 percent in FY08.



Col Tim Martz, vice commander, Air Force Reserve Command Recruiting Service, gives a welcome speech to the Grambling State and North Carolina Central football teams at a dinner 14 December, welcoming teams to the Air Force Reserve Celebration Bowl. Martz compared the Air Force core values to those of the teams and that each had shared values. The game kicked off at noon at the Georgia Dome in Atlanta and aired on ABC. (Air Force photo by MSgt Chance Babin)

AIR RESERVE PERSONNEL CENTER



Directorate of Assignments (DPA)

AFRC/ARPC hosted 44 officer and enlisted development teams from January to November. In addition, DPA held two Reserve school selection boards (RSSB) in February and July, and two Active/Guard Reserve (AGR) review boards in April and September. Other noteworthy boards included, the enlisted developmental education board in May, the Stripes for Exceptional Performers (STEP) Board in July, the Reserve Command Screening Board (RCSB) in August, two student assignment facilitation panels in February and October, the Reserve Developmental Education Designation Board (RDedb) in October, and the first AFR Command Chief Screening Board in December.

Assignments (DPAA)

ARPC/DPAA created an assignments web page, <http://www.arpc.afrc.af.mil/ServiceCenter/Assignments.aspx>, to make it easier for Airmen of all statuses to find their next Reserve opportunity. The webpage featured links to other websites containing Reserve vacancies, including Reserve Management Vacancy System (RMVS), the Active Guard Reserve (AGR) vacancy page, and USA Jobs. ARPC created the webpage in response to the Air Force Reserve 'Continuum of Service' initiative.

PIM Management (DPAM)

ARPC/DPAM executed the SecAF-directed annual Individual Ready Reserve (IRR) Muster program,

working with 25 host Air Force, Reserve, and Air National Guard bases. A total of 3,424 IRR members attended musters in 2016, the most in the history of the muster program. The Air Force Reserve gained 22 total accessions, comprising 19 traditional reservists and three individual mobilization augmentees, and saved \$1,066,078 on training.

Promotion Board Secretariat (PB)

The ARPC/PB division executed 156 individual promotion boards containing nine main events and 156 board members. As a result, 5,748 officers received fair and equitable promotion opportunities, resulting in the promotion of 2,145 officers. In addition, PB held two 1Lt and two captain selection processes for a total of 1,623 officers considered, with results approved by the Secretary of Defense. PB also executed the Reserve Brigadier General Qualification Board, which evaluated 249 officers for consideration of promotion to the grade of brigadier general.

Directorate of Personnel and Total Force Services (ARPC/DPT)

In January 2016, ARPC/DPT executed mobilization readiness, which is a major ARPC focus area and the Center's wartime mission. The Directorate played a critical role in ARPC's mobilization of the PIM and other Air Force Reserve members. Staff members authored the DPT Mobilization Annex, created and tested a mobilization support team to augment the Total Force

Service Center, solidified delay/deferral/exemption procedures, and captured mobilization FAQs, scripts and canned statements which are key to successful customer service during mobilization operations. Training and preparation improved DPT personnel Airmen's ability to successfully perform their duties during mobilizations.

Public Affairs Office (PA)

ARPC/PA improved and modernized ARPC's official website to better accommodate the needs of 1.3 million customers, enabling them to find information in a centralized location. The improvements covered assignment opportunities, biographies, records requests, eBenefits, and factsheets. The website

received more than 826,990 visits in 2016. In addition, ARPC fixed an ADLS software issue, which positively impacted the entire Air Force.

Working with Adobe software engineers, personnel completed a modified/rewritten JavaScript file that allowed Captivate 9.0 users to use their products on the outdated ADLS 5.5 system. The software change bridged the gap between the system ADLS ran and the software used by Airmen across the Air Force to create ADLS products. Another notable advancement included the establishment of an in-house photography studio for official photographs. ARPC officials estimated a savings of approximately 50-man hours of coordination with 460 SW/PA and reduced travel time.



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FOURTH AIR FORCE

4 AF



STRATEGIC REACH



Airmen offload an HH-60 from a C-17 from March Air Reserve Base, California, 28 January, after it delivered the Air Force Reserve Command's first HH-60 to go through Korean Air Lines depot maintenance. During this intensive overhaul, the helicopter is stripped down to nothing and they fix any corrosion before putting it back together so that it's as fresh as the day it came off the assembly line. "By using KAL, we were able to save both time and money compared to using a stateside depot," said Maj Dusty Dossman, 943rd Maintenance Squadron commander. (US Air Force photo by SrA Christopher Drzazgowski)



Lt Col John Robinson, 315th Operations Group commander speaks to Reservists of 4th Combat Camera Squadron during the 315th Airlift Wing's December unit training assembly. The 4th Combat Camera Squadron and its Airmen found a new home this weekend with the 315th Airlift Wing at Joint Base Charleston. The 4th CTCS, which was formally assigned to March Air Reserve Base in Riverside, Calif., deactivated in July 2015, but was reactivated and relocated to the 315 AW due to mission need. (US Air Force Photo by SrA Jonathan Lane)

315th Airlift Wing

The members of the 315th Airlift Wing, 2016 winners of Fourth Air Force's Raincross Trophy, provided unrivaled global mobility operations and wartime support, executing over 7,600 flying hours on 1,662 sorties, delivering 13,820 passengers and 12,126 tons of critical cargo. Standing at the forefront of C-17 Globemaster III airlift operations, the wing played a vital role in major contingencies and humanitarian relief efforts. The wing dominated the realm of Presidential support missions, tallying 99 Phoenix BANNER launches and playing a key role in the first visit of a United States President to Havana, Cuba in more than 80 years by supporting 28 sorties of White House support equipment from Charleston AFB to Cuba ensuring mission success. The wing transported key government executives, including Vice President Biden, to Iraq in support of international diplomacy with senior Iraqi leaders to discuss their economy and the threat of the ISIS.

The 315th paved the way when they were

handpicked to plan and execute Air Force Reserve Command's first-ever expeditionary skills Rodeo for 120 deploying airman, saving 2,800 man-hours. Practicing like they play, over 120 wing personnel from operations, aerial port, logistics readiness and maintenance supported Exercise Loggerhead, Exercise Patriot Warrior, and deployed for a homegrown exercise while moving 421,000 tons of re-deploying Army cargo and delivering 645,000 tons of Denton humanitarian aid to drought-stricken Haitians.

Three 315th Airlift Wing aircrews, along with aircraft maintainers, participated in the largest formation takeoff and airdrop of the year in support of Fort Bragg's All American Week. The 315th provided two airdrop crews for the formation of 12 aircraft that took off from Pope AAF, North Carolina. During the exercise, approximately 180 troops were dropped over the Sicily Drop Zone while another crew flew an air/land mission to Holland Landing Zone to pick up simulated wounded being tended to by Airmen

A 433rd Airlift Wing Airman from Joint Base San Antonio-Lackland, Texas, is hoisted out of the water by a US Coast Guard MH-65 Dolphin helicopter from USCG Sector Corpus Christi, Texas, during water survival training as part of Exercise Alamo Express in the Gulf of Mexico, 17 September. Alamo Express is the 433rd AW's premier training exercise that prepares Airmen for real-world situations. During the exercise, aircrew worked with the US Navy and US Coast Guard to conduct land and water survival training, cargo uploading and downloading, communications, aerial port procedures, transportation and oversight of the total air mobility process. (US Air Force photo by SSgt Matthew B. Fredericks)



from the 315 Aeromedical Evacuation Squadron. These medical personnel had been training with the Army for two days prior before joining with the aircrew to fly the air-evacuation mission. Additionally, the wing excelled during its capstone event for the 2014 to 2016 Unit Effectiveness Inspection, achieving an overall "Effective" rating while garnering ten individual superior performer awards and five superior team awards.

433rd Airlift Wing

The 433rd Airlift Wing (443 AW) flew 2,200 flying hours, moved 7,079 personnel, and 3,990 tons of cargo along with graduating 84 students from the C-5 FTU with a 94 percent on-time rate in 2016. On 17 June, the wing received AFRC's first Lockheed Martin modernized C-5M Super Galaxy, dubbed, "The City of San Antonio." In turn, the wing transitioned from serving as the FTU for the C-5A/B, to the C-5M and took responsibility for training all active and reserve component aircrew

personnel. On 14 July, the wing also broke ground on a consolidated medical administration and training facility, slated as a two-story, 36,540 square-foot annex to the existing active duty medical clinic that would house all 433 MDG units under one roof. Also on 17 January, crewmembers from "REACH 483" of the 68 AS expertly reconfigured and loaded a Naval F-18 Hornet aircraft following an emergency recovery to Anderson AFB, Guam. Finally, 155 wing members successfully deployed to the CENTCOM AOR in support of RCP 04 from April-July.

434th Air Refueling Wing

The 434th Air Refueling (434 ARW) Wing flew 6,499 flight hours in FY 16 supporting local and combatant commanders. The wing off-loaded approximately 65.7 million pounds of fuel to over 1,200 US and coalition aircraft. Grissom's 434th Maintenance Group maintained the highest mission-capable rate in AFRC for the seventh year straight! In all, 231 personnel

from the wing, operations, maintenance and mission support groups, and 14 KC-135Rs deployed in support of operations in AFCENT, USAFE, PACAF and AFRICOM. The wing participated in Global Thunder, generating alert aircraft and crews in support of the 8010 mission. Grissom's civil engineers, security forces, and 72nd Air Refueling Squadron boom shop received recognition as the best in AFRC. In addition, the Airman and Family Readiness Center received the 2016 Reserve Family Readiness Award.

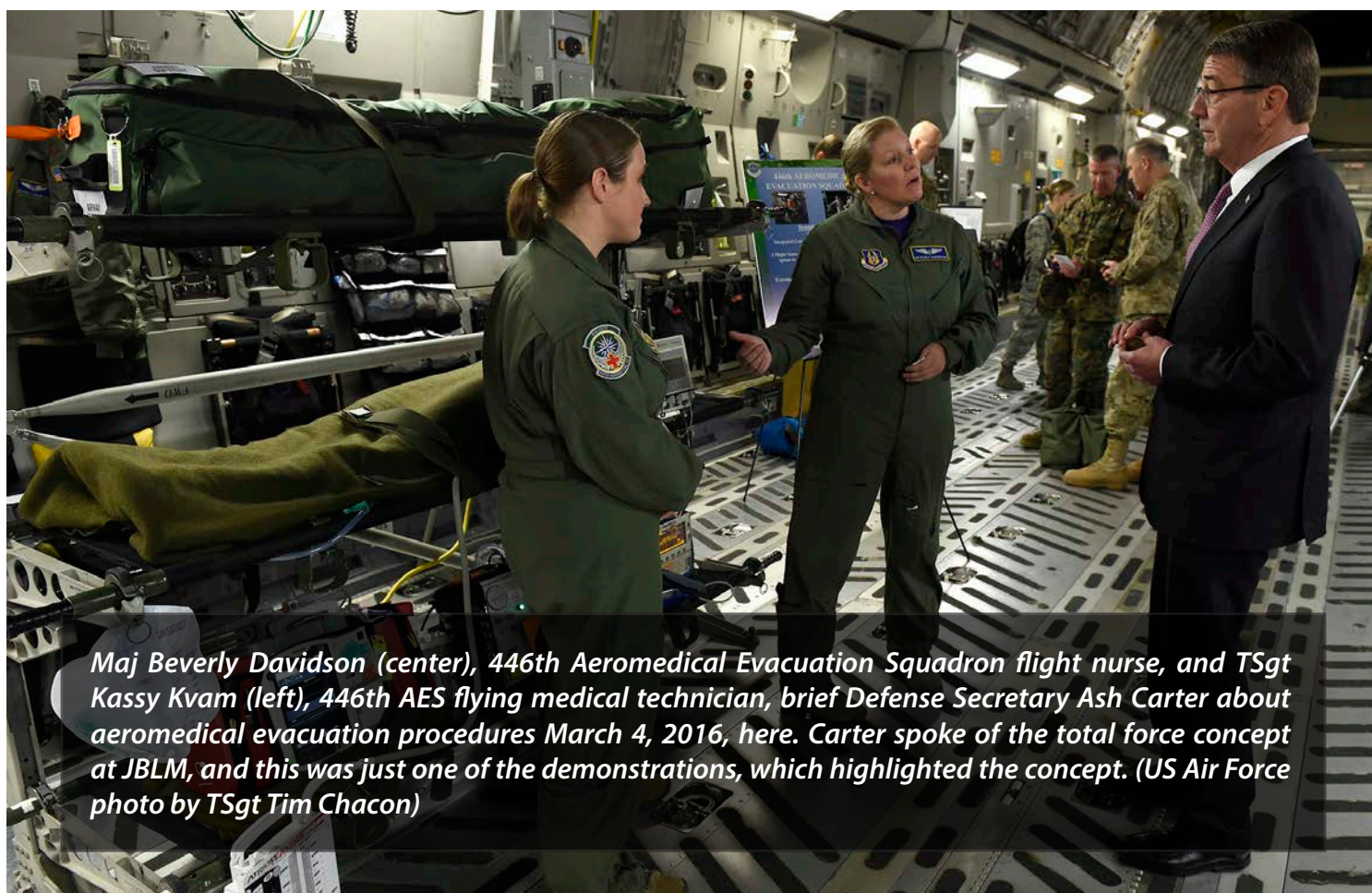
439th Airlift Wing

A total of 254 personnel from 42 and 58 APS, and AES, ALCF, ASTS, AW, CES, CS, FSS, LRS, MXG, OSS, and SFS deployed in support of Operations INHERENT RESOLVE and FREEDOM'S SENTINEL from April – September, to Kuwait, UAE, Iraq, Afghanistan, Jordan and three CONUS locations. On 12 August, Airmen from Westover supported a Denton airlift contingency mission to Central America, transporting four fire trucks from Wisconsin and New Jersey, supporting volunteer firefighters from Nicaragua. Several 439th Airlift Wing (439 AW) units received recognition for

excellence in 2016, to include: 439 CES receiving the Colonel Frederick J. Reimer award for the Air Force Civil Engineer Readiness and emergency management flight demonstrating exemplary performance; 439 CS earned the Air Force Organizational Excellence Award; the public affairs office received an Air Force-level award for Outstanding Digital Presence; the Westover Fire Department received the Department of Defense's Fire Department of the Year award; and the 439 FSS won the 2016 John L. Hennessey award.

445th Airlift Wing (445 AW)

The 445th Airlift Wing (445 AW), Wright-Patterson AFB, Ohio, flew 4,921 hours completing 181 AFRC and AMC missions amassing 1,205 sorties and moving 15,662 tons of cargo and 10,054 passengers. The Wing provided international support such as delivering 615,000 meals to Haiti in support of the Denton Program as well as deploying 55 Airmen to seven countries. One of two squadrons, the 445th Maintenance Squadron won the Chief of Staff Team Excellence Award at the AFRC level and moved on to compete at the AF level. The squadron drastically reduced the C-17



Maj Beverly Davidson (center), 446th Aeromedical Evacuation Squadron flight nurse, and TSgt Kassy Kvam (left), 446th AES flying medical technician, brief Defense Secretary Ash Carter about aeromedical evacuation procedures March 4, 2016, here. Carter spoke of the total force concept at JBLM, and this was just one of the demonstrations, which highlighted the concept. (US Air Force photo by TSgt Tim Chacon)

home station check (HSC) flowtime by applying the value stream map concept, restructuring their maintenance practice and streamlining the overall process. The average time reduced from 168 hours to 78 hours, yielding 90 hours non-mission capable time saved per HSC. This resulted in a total of 82.5 additional days of aircraft availability for the warfighter.

446th Airlift Wing

The 446 AW deployed 80 personnel in support of Operation FREEDOM'S SENTINEL. The wing CCO conducted enterprise value stream analysis for all 19 assigned units which resulted in 86 processes targeted for improvement and each unit developing its own vision and mission statements that nested with the wing, NAF and AFRC. The IGI and CCO combined their efforts and established an award titled "Wing Improvement Now! Award for Excellence" to independently judge CCIP unit progress and process improvement initiatives to keep Airmen motivated to embrace the Air Force Inspection System.

In the FSS, SMSgt John Besselman III, received HAF/A1 honors as the top installation-level force support senior non-commissioned officer of 2015 (ARC). Through his leadership, the education and training program began CLEP and DANTES testing during UTA weekends making it more convenient for traditional reservists to complete their CCAF degrees. They offered seven core classes and increased graduation rates 200 percent, ranking the wing as one of the top ten programs in AFRC.

Finally, the 446 CES participated in Operation Footprint, a home construction program for the Navajo Nation sponsored by the Southwest Indian Foundation (SWIF). The civil engineer squadron provided 29 engineering professionals who worked with 11 Navy Seabees from the 22nd Naval Mobil Construction Battalion from 5-18 June in support of the Operation Footprint IRT project in Gallup, New Mexico. Civil engineers completed the finish work on one warehouse home, the frame and truss for two new warehouse homes, finished tie-in work on two on-site homes, dug and poured foundations for one on-site home and one specialty on-site foundation for an Air Force Academy cadet Hogan building project. The work provided saved the SWIF program over \$80,000 dollars in labor costs.

452nd Air Mobility Wing

The maintenance group generated a combined C-17/KC-135 total of 13,887 flight hours; 1,138 C-17 sorties, and 4,032 flight hours with a 0.3 percent abort rate.

OG/OSS successfully advocated for Air Force recognition as a RAPCON facility for separation and sequencing services already provided to aircraft and surrounding civil airports. The unit also expanded the service coverage area to include more airfields, and airfield operations personnel stepped up as the first to beta test the new Automatic Terminal Information Service (ATIS) system. They managed one of five airfields in DoD to test the UAV Facility Map Procedure, and the unit finished first in successfully testing the Class C Airspace certification for use by UAVs.

507th Air Refueling Wing

The 507th Air Refueling Wing (507 ARW) performed daily missions in support of Air Mobility Command and United States Strategic Command's national emergency war order requirements, operating out of Tinker Air Force Base, Oklahoma. The wing operated and maintained eight KC-135R Stratotanker aircraft providing world-wide aerial refueling to United States and North Atlantic Treaty Organization aircraft in times of peace, war, and national emergency. The 507 ARW trained aircrew on the Reserve KC-135 and C-17 Globemaster III at a geographically separated unit, the 730th Air Mobility Training Squadron at Altus AFB, Oklahoma. The 507 ARW provided direct support of Syria/Iraq ISIL strikes, CENTCOM, PACOM, SOUTHCOM, EUCOM, NORTHCOM and AFRICOM aerial refueling support plus CONUS training at home. The unit also supported international operations and maintenance for over 875 sorties and more than 4,200 flight hours providing 41.1 million pounds of fuel and over 3,600 receivers. The wing accomplished exceptional OIR maintenance support, generating 644 sorties enabling an 85 percent mission capability rating. The wing mobilized 135 reservists worldwide from Southwest Asia to Europe to Asia to Turkey; successfully deployed all meeting 100 percent of required delivery dates with zero discrepancies. The wing served as the lead tanker unit in RIMPAC 2016, supporting 33 sorties and transferring 849,000 pounds of fuel to aircraft for 23 nations, 48 ships, 6 submarines and 200 aircraft. The wing showcased the critical nuclear deterrence mission with 24-hour alert status.

Refueling the Fight

The KC-135 Stratotanker celebrated its 60th birthday in September. One month later, the Air Force Reserve KC-135 mission turned 40. In the Air Force inventory since 1956, the KC-135 served as the United States' primary aerial refueling asset during the Cold War. The Air Force Reserve received its first KC-135's in October 1976, when the Air Force transferred 128 aircraft to the 452nd Tactical Airlift Wing, which it redesignated to an Aerial Refueling Wing to reflect the change in mission. Air Force Reserve crews located throughout the world provided Strategic Air Command with daily tanker alert support and also participated in the European Tanker Task Force. Although operational in the Reserve since 1976, the KC-135 associate mission began with the activation of the 931st Air Refueling Group in 1991. The 507th Air Refueling Wing began operating the aircraft in 1994.

The legendary tanker, remained the backbone of the Air Force's air refueling fleet. In addition to being the primary refueling aircraft used during the Cold War, Vietnam, Operations DESERT SHIELD/STORM, Operations NORTHERN and SOUTHERN WATCH and Operations IRAQI and ENDURING FREEDOM, the KC-135 also became pivotal to success in Operation INHERENT RESOLVE. The Air Force Reserve served at the forefront of this fight. In two deployments, AFRC's 507 Air Refueling Wing delivered over 1,100 hours of combat support to NATO and US aircraft, including B-2 Spirit, F-15E Strike Eagle, and A-10 Thunderbolt II, providing direct support to strikes on ISIS positions inside Syria and Iraq. Despite the development of the KC-46 Pegasus, the Air Force made no plans to replace the KC-135, and instead to retrofit the tanker with survivability upgrades intended to keep the airframe viable until its 100th birthday.



US Air Force Senior Airman Nathalie Hamilton and TSgt Michael Dunning, crew chiefs with the 507th Maintenance Squadron, place wheel chocks on a KC-135R Stratotanker following a refueling mission as part of Rim of the Pacific 2016. Twenty-six nations, more than 40 ships and submarines, more than 200 aircraft, and 25,000 personnel participated in RIMPAC from 30 June to 4 August, in and around the Hawaiian Islands and Southern California. As the world's largest international maritime exercise, RIMPAC provided a unique training opportunity that facilitated participants in fostering and sustaining cooperative relationships critical to ensuring the safety of sea lanes and security on the world's oceans. RIMPAC 2016 provided the 25th exercise opportunity since 1971. (US Air Force photo by TSgt Lauren Gleason)



The 2016 Chief of Staff Reading List included a book written by Air Force Reserve CMSgt Matt Proietti, a longtime military public affairs professional. "At All Costs," comprises a biography of the late CMSgt Richard L. Etchberger, who posthumously received the Medal of Honor in 2010, 42 years after his death during a battle at a secret US radar camp in Laos. (US Air Force photo by SSgt Brenda Davis)

Medal of Honor recipient CMSgt Richard L. Etchberger at Udorn Air Base, Thailand, shortly before his death in March 1968 during a battle at a secret U.S. radar site on a mountain peak in Laos. (Courtesy photo)



512th Airlift Wing

The wing transported 11,971 tons of cargo, 6,914 passengers, executed 3,774 flight hours and fulfilled 58 presidential special airlift support missions. FY 16 saw the completion of a \$98.3 million restoration and construction project on runway 14-32 in September. As the runway length reduced to 6,000 feet, a significant portion of the C-5M fleet relocated to Joint Base McGuire-Dix-Lakenhurst and global mobility operations for CENTCOM, EUCOM, AFRICOM and SOUTHCOM as well as presidential special airlift support missions continued uninterrupted.

AFRC chose the 512 AW as one of five reserve wings to examine

the effectiveness of a test program designed to allow a reserve unit to process own travel vouchers. Throughout the Air Force, issues surrounding the timely and efficient payout of individual travel vouchers for Airmen conducting temporary duty away from home station negatively impacted individual and organizational mission effectiveness. The wing proved the success of the program by demonstrating real time travel voucher processing.

624th Regional Support Group

The group remained headquartered at Joint Base Pearl

Harbor-Hickam, Hawaii, with units on Oahu, Hawaii, and Anderson AFB, Guam, that specialized in aerial port, aeromedical support, and civil engineering missions. The group also supported Operations ENDURING FREEDOM, COPE NORTH, FREEDOM SENTINEL, and CHRISTMAS DROP; multi-national Exercises RIM OF THE PACIFIC and VALIANT SHIELD; and the US Southern Command's Joint Task Force-Bravo. The Group conducted several manning meetings with the recruiting office and added key critical positions, which included an inspector general, public affairs, equal opportunity, process manager, historian, and emergency management positions, thereby increasing manning in every squadron in the group. The 48th Aerial Port Squadron trained with Transportation Security Administration (TSA) and Honolulu Police Department (HPD) bomb detection teams, and participated in joint-service training with the Marines on C-17 aircraft loading.

The 44th Aerial Port Squadron participated alongside US military counterparts from the Air Force, Coast Guard and Navy, as well as Japanese Air Self-Defense Force and the Royal Australian Air Forces, in support of Operation Christmas Drop, the longest running humanitarian airlift operation in the history of the Department of Defense, that serves more than 20,000 islanders.

Due to the diligence and professionalism of the group's medical units, the 624th RSG maintained the highest individual medical readiness compliance rate in 4th Air Force and held the top three spot in AFRC for compliance. As a result, the 624th



Capt (Dr) Roxanne Buffano, an optometrist assigned to the 927th Aerospace Medicine Squadron, MacDill Air Force Base, Florida, examines a patient in Kodiak, Alaska, during Arctic Care 2016. (US Air Force photo by Bo Joyner)

Aeromedical Staging Squadron and 624th Aerospace Medicine Flight received the 4th Air Force Medical Excellence Award for 2016. The medical units hosted a Joint Service Medical Exercise at Joint Base Pearl Harbor-Hickam, Hawaii, where they trained with Guam Army National Guard and active duty medical personnel at Tripler Army Medical Center.

The 624th Civil Engineer Squadron participated in deployment training with the 8th Civil Engineering Squadron, Kunsan AB, Korea, and the 18th Civil Engineer Group at Kadena AB, Okinawa, Japan, supporting critical work orders for the electrical, HVAC, and structure shops, improving

the health and welfare for more than 140 personnel living in 72 dormitories.

Members of the 624 RSG actively engaged with local military and civilian communities by providing medical assistance at the Honolulu marathon, coordinating blood drives, representing the military by attending Veteran's Day programs, helping the TSA canine program to improve security at the international airport, partnering with a local elementary school to improve educational programs, and volunteering for numerous non-profits agencies to deliver holiday meals.

916th Air Refueling Wing

The 916th Air Refueling Wing executed 2,005 sorties, 8,668 flying hours and offloaded 52.7 million pounds of fuel. They also flew 1,100 combat missions against ISIS targets and maintained a constant presence in the Pacific theater deployed to Guam as aircrew and staff members. The wing received designation as the preferred alternate for the KC-46 with scheduled arrival of the aircraft in 2020. Members of the OG stood up the 22nd Expeditionary Air Refueling Squadron at Incirlik, Turkey, supporting Operations FREEDOM'S SENTINEL, INHERENT RESOLVE and EAGER LION. During this deployment, they continued

to carry on flying operations in spite of the attempted coup on the Turkish government which at one point left the base without power.

On 10 July, Col Eric Jenkins took command of the first Air Force Integrated Wing, a SECAF/CSAF pilot program where the current active associate 911 ARS became ADCON to the 916 ARW.

The 916 OG won the AFCENT Safety Award of Distinction for a complex pneumatic, electric, and navigation in-flight emergency.

916 SFS performed the largest mobilization in unit history that included 55 Airmen, 122 weapons, and 6.6 tons of equipment and deployed to three separate locations with multiple mission requirements. A total of 134 personnel from the MSG deployed or returned from serving in Turkey, Qatar, Iceland and other locations in the CENTCOM AOR.

MXG deployed 70 personnel in support of Operations INHERENT RESOLVE and FREEDOM'S SENTINEL from May-September in the CENTCOM and USAF AORs. Also, the unit's manning converted from a 16 to a 12 PAA KC-135R organization.

927th Air Refueling Wing

The 927th Air Refueling Wing deployed over 100 assigned Airmen to Bagram Airfield, Afghanistan, Africa, Qatar, UAE, and Kuwait in support of Operations FREEDOM'S SENTINEL and INHERENT RESOLVE.

931st Air Refueling Wing

The Air Force Reserve Command's 931st Air Refueling Wing continued its proud tradition of excellence as an associate unit at McConnell AFB, Kansas, in con-

junction with, and as an associate unit of the 22nd Air Refueling Wing. The wing received constant deployment taskings while supporting its active duty counterpart in the KC-135 mission.

The 931st Air Refueling Group received a redesignation as the 931st Air Refueling Wing, effective 5 March 2016. As the first main operating base for the Air Force's newest airframe, the wing organized and planned for the arrival of the Air Forces' KC-46 tanker.

The 931st Operations Group and the 931st Maintenance Group also activated, and as well as two new flying squadrons: the 924 ARS and 905 ARS. The 931st Mission Support Flight also returned to squadron status at that time.

940th Air Refueling Wing

In preparation for the return of the KC-135 Stratotanker, the Air Force Reserve re-designated the 940th Wing as the 940th Air Refueling Wing (940 ARW) on 29 April. The aerial refueling mission, held by the wing from 1977-2009, brought with it new challenges, as the wing rebuilt its Operations and Maintenance Groups from the ground up with sparse resources. Within the past year, 940 ARW members stood up two groups, transitioned five units to a different major command and activated five squadrons.

On 10 July, the wing received its first of eight projected aircraft and between April and October, the 701st Combat Operations Squadron, 710th Combat Operations Squadron, and 713th Combat Operations Squadron, three geographically separated units assigned to the 940th Operations Group, transferred to the 610th Air

Operations Group at March ARB, California. In conjunction with the wing re-designation, the 940th Civil Engineer Flight transitioned to a squadron, the first CES stand-up in AFRC in over 20 years. The squadron led a cross-functional Total Force team involving the 9th Reconnaissance Wing (RW) in executing over \$35 million in facility construction, restoration and maintenance, ensuring on-time operational aircraft capability. On 20 September, the CES augmented the 9 RW Emergency Operations Center and provided on-scene fire and civil engineer support during a real-world U-2 crash.

With all the activities associated with transitioning the wing's function, manning lingered around 50 percent, and 106 Airmen prepared to deploy in late 2016 and early 2017, to run through the summer of 2017. Also, six aircrew and two aircraft from the 314 ARS participated in RIMPAC, others in a Coronet, ten firefighters and two LRS vehicle operators participated in PATRIOT WARRIOR, and three firefighters and two vehicle operators participated in NORTHERN LIGHTNING. Another LRS member participated in PACANGEL in Sri Lanka, facilitating the movement of 200 patients across six sites and the treatment of over 3,900 patients. Finally, four members from the AMDS participated in TROPIC CARE and ARCTIC CARE, providing \$3 million in medical and dental care to 6,000 patients.

Operation CHRISTMAS DROP



This year marked 65 years of Operation CHRISTMAS DROP. The exercise is the longest running humanitarian airlift operation in the history of the Department of Defense positively impacting the lives of more than 20,000 islanders each year.

The people of the Micronesian islands received supplies, which included rice, fish hooks, educational materials, clothing and toys. Japan and Australia each provided one C-130 Hercules to join the three C-130s provided by the US C-130 aircrews. The units delivered nearly 60,000 pounds of critical supplies, educational materials, and toys by executing more than 20 low-cost, low-altitude airdrop training missions to remote islands in the Pacific including the Commonwealth of the Northern Marianas, Federated States of Micronesia, and the Republic of Palau.



(Top) Prepared loads for Operation Christmas Drop 2016 inside a hangar at Anderson Air Base in Guam December 3. (Australian Defence Force photo by Eamon Hamilton)

(Left) A care package filled with clothes, food and toys is delivered to an island December 7, during Operation CHRISTMAS DROP. The 65th annual Operation CHRISTMAS DROP, which kicked off December 6, brings food, clothes, toys and supplies to islanders throughout the Pacific via C-130 Hercules airdrops. (US Air Force photo by SrA Arielle K. Vasquez)

TENTH AIR FORCE

10 AF

POWER & VIGILANCE



Members of the 308th Rescue Squadron "Guardian Angels" get ready to sail home after descending into the Atlantic Ocean using rescue equipment airdropped from a C-17 Globemaster III during a NASA astronaut recovery exercise 14 January near Cape Canaveral Air Force Station, Florida. Air Force Reserve pararescuemen, combat rescue officers and survival, evasion, resistance and escape specialists trained in their specialty as part of a NASA Commercial Crew Program and Air Force 45th Operations Group Detachment 3 test of capability to recover astronauts quickly and safely in the event of they needed to abort their spacecraft. Det. 3, the Department of Defense's Human Space Flight Support Office, serves as the only full time staff that coordinates and trains personnel to support human spaceflight contingencies. Det. 3 supports all NASA human spaceflight missions, including Soyuz, Commercial Crew, and Orion, and consists of Air Force and Navy military and civilian personnel from a wide variety of specialties. (US Air Force photo by Matthew Jurgens)



Hugh Jackman, “Eddie the Eagle” star, smiles here while MSgt Jonathan Gibson, 301st Operations Support Flight non-commissioned officer in charge of aircraft section, adjusts his helmet 19 February in preparation for flight. Jackman flew in an Air Force Reserve F-16 Fighting Falcon for more than 45 minutes above North Texas. (US Air Force photo by SSgt Samantha Mathison)

301st Fighter Wing

Members of the 301st Fighter Wing’s (301 FW) operations group led 76 personnel on their deployment. The Reservists executed 1,500 flights, over 4,000 flying hours; over 500 joint tactical air requests, 10 troops-in-contact, over 50 employments, and more than 100 enemy combatants killed in action. Members of the 301 FW completed over 40 combat sorties, with an average of 150 hours in three months, engaging the enemy in precision strike of high collateral damage estimate target supporting US forces. The Reservists carried out the mission through 11 IDF attacks and integrated the only fixed-wing close air support to the vast combat joint operations area (Afghanistan).

In support of Operation FREEDOM’S SENTINEL, the 301st Maintenance Group deployed 365 personnel and 215 tons of equipment to support 18 aircraft at Bagram AB, Afghanistan. They generated AFRC’s first 18 fighter aircraft Air Expeditionary Force package, AFRC’s largest tasking. They met 100 percent of the air tasking orders, expending 109 munitions, and 1,020 20mm rounds. Their efforts resulted in 107 enemy combatants killed in action.

The F110 Centralized Intermediate Repair Facility (CIRF) functions at Hill AFB, Utah, transferred to the 301 MXS. The move consolidated intermediate and depot repair capabilities on station, which eliminated round-trip shipping costs and increased home-



Members of the "Cyber Jedi" team are (left to right) Maj Zachary Smith; Army Maj Spencer Calder; Maj Jose Rivas, the only Air Force Reservist on the team; and Maj Sam Kidd. The team also represented the Air Command and Staff College in the Atlantic Council Cyber 9/12 Student Challenge in Geneva, Switzerland. (Courtesy photo)

station war reserve engine spares. The CIRF supported over 20 Air Force units.

Members of the 44th Fighter Group's (44 FG) 301st Fighter Squadron (301 FS) deployed with their active counterparts in the 325th Fighter Wing's 95th Fighter Squadron to support Exercise IRON HAND 16-3, which focused on European Command and NATO objectives. Primary activities during the exercise included out-and-back missions to Romania and Lithuania and training missions with US Air Forces Europe and United Kingdom forces, flying 239 sorties. They also deployed 13 F-22 aircraft to Hill AFB, Utah, to participate in the weapon system evaluation program's COMBAT HAMMER and COMBAT ARCHER evaluations, as well as the largest force employment and force generation exercise with F-35 aircraft, generating 200 cumulative sorties. Finally, the 44 FG commander declared the 301 FS FOC on 16 December 2016 after the successful

completion of CHECKERED FLAG EXERCISE 17-1 where the 44 FG claimed the lead role. Both the 95 FS and 301 FS received the Raytheon Trophy as the Top USAF Air Superiority Squadron for 2015.

307th Bomb Wing

The Air Force's only B-52 *Superfortress* Formal Training Unit, the 93rd Bomb Squadron (93 BS) executed 2,911 flying hours and graduated 142 students. In 2016, the unit undertook a major restructure of the initial qualification training syllabi and re-worked flight line training as well. In August and September, the 93 BS, 489th Bomb Group, and 307th Maintenance Group participated in a Czech-led international joint terminal attack controller exercise deploying members to Slovakia, Great Britain, and the Czech Republic. Members of the 93 BS flew three sorties in support of NATO Exercise AMPLE STRIKE. In commemoration

of Women's History Month, Major Heather Decker, 93 BS, participated with pilots from the 2nd Bomb Wing, in the first all-female B-52 bomb crew with all female crew chiefs from the 707th Maintenance Squadron.

For the first time since the squadron reactivated in 2009, the 343rd Bomb Squadron (343 BS) participated in their first wartime contingency deployment when they supported Operation FREEDOM'S SENTINEL. Members of the 343 BS flew 165 combat hours and expended 96,000 pounds of ordinance. They also flew the first Combat Network Communications Technology

modified B-52 in combat operations.

From 19 June to 2 July, Reservists with the 307th Civil Engineering Squadron participated in Operation Chenango an innovative readiness project designed to revitalize and renovate the fairgrounds in Chenango County, New York. The Reservists constructed an office building, relocated existing primary and secondary electrical lines, removed and replaced electrical distribution panels, installing light poles, and upgrading waterlines.



US Air Force SrA Rachel Lockwood and A1C Christopher Broome push a pantograph into place for refueling a B52H Stratofortress after landing at Royal Air Force Fairford, England, 8 September 2016. Lockwood, assigned to the 307th Logistics Readiness Squadron, Barksdale AFB, Louisiana, and Broome, assigned to the 7th Logistics Readiness Squadron, Dyess AFB, Texas, are deployed to RAF Fairford to participate in Exercise Ample Strike, a Czech Republic led, 18 nation live exercise. (US Air Force photo by 1st Lt Monique Roux)



Maj Daniel Daehler, 944th Operations Group Det. 2, F-35 instructor pilot, walks off the flightline at Royal Air Force Fairford, England, after flying a F-35 Lightning II from Luke Air Force Base, Arizona, to RAF Fairford making it his first trans-Atlantic flight and the first US Air Force F-35 trans-Atlantic flight. The trip to the United Kingdom was in support of the Royal International Air Tattoo at Fairford in southern England. The group from Luke flew three F-35's to the air show allowing the crowds to witness an aerial performance and were able to get up close to the aircraft with a static display. (US Air Force photo by TSgt Jarad Denton)

310th Space Wing

The 9th Space Operations Squadron provided Joint Functional Component Command SPACE real-time battlespace awareness to 58 tactical control units, processed 724 support requests and maintained custody of over 23,000 objects in orbit. The 6th Space Operations Squadron conducted 2,738 satellite supports, delivering 5,614 hours of time-critical environmental intelligence data for military operations, and provided warning for 28 named storms. The 8th Space Warning Squadron contributed heavily towards the nearly 12,000 infrared events detected by the Space-Based Infrared System. The 19th Space Operations performed launch and early-orbit operations (L/EO) on the final Global Positioning

System (GPS) Block IIF satellite and completed four GPS satellite disposals contributing to the busiest operations level in the squadron's 15-year history. From 1 January to 1 July, six members of 310 SW's 380th Space Control Squadron deployed to Al Udeid AB, Qatar, in support of Operation SILENT SENTRY to monitor, detect, characterize and geo-locate EMI in support of Remotely Piloted Aircraft. The wing led the integration of Reserve space assets into wartime planning, increasing exercise participation by 26 percent through the presentation of 161 Reserve personnel to nine different combatant commanders. Finally, the 19th Space Operations Squadron won the AFA Aerospace Citation of Honor Award.

Warthogs in Estonia

Reservists assigned to the 442nd Fighter Wing, Whiteman AFB, Missouri, and Air National Guard members assigned to the 185th Air Refueling Wing, Iowa ANG, deployed to Ämari AB near Harjumaa, Estonia, from 25 July to early August. Deployed in support of Operation ATLANTIC RESOLVE, the Airmen demonstrated the United States' commitment to the safety and security of the European region. During the deployment, the Reserve and ANG Airmen worked to increase joint readiness and build interoperability capabilities. They launched 229 sorties for a combined 590 flying hours with eight deployed A-10C Thunderbolt II aircraft.

The deployment allowed the A-10 pilots to demonstrate their aircraft's joint force combat capability. The pilots worked with active-duty Air Force joint terminal attack controllers (JTACS) to help train British, Latvian, Lithuanian and Estonian JTACS on NATO close air support procedures. The flying training that the A-10 pilots accomplished during the deployment included landing on the Jägala-Käravete highway in northern Estonia, which had first been accomplished in June as part of exercise Sabre Strike 16. The highway landings allowed the Airmen to practice landing on alternative runways, which would be used if the primary runways were damaged or otherwise not available. In total, the pilots completed eight landings and takeoffs from the highway. The landings required US Airmen, some of whom acted as air traffic controllers, to work closely with their Estonian counterparts. One of the combat controllers assigned to the 312st Special Tactics Squadron stated: "Overall, the Estonians were great in helping us out and getting our mission accomplished, and as far as the coordination went, it couldn't have gone smoother."



A US Air Force A-10 Thunderbolt II from the 442nd Fighter Wing, Whiteman Air Force Base, Missouri, takes off at Ämari Air Base, Estonia, 5 August. The A-10 is flying to Tapa Range to perform air-to-ground training with Estonian and NATO allies in support of Operation Atlantic Resolve. (US Air Force photo by SrA Missy Sterling)

419th Fighter Wing

The 419th Fighter Wing, Hill AFB, Utah, became the first AFRC unit to reach initial operational capability in the F-35A Lightning II. Nearly 300 active-duty from the 388th Fighter Wing (388 FW) and Reserve Airmen from the 419 FW returned from a nearly eight-month deployment to Bagram Airfield, Afghanistan. The deployment marked the final F-16 deployment from Hill AFB since the 388 FW and 419 FW transitioned to the F-35A. In addition to the deployment to Afghanistan, nearly 80 mission support group reservists deployed to Southwest Asia. Airmen from the security forces, civil engineering, logistics readiness and aerial port squadrons served for six months in six countries throughout the region in support of Operation FREEDOM'S SENTINEL and Operation INHERENT RESOLVE.

442nd Fighter Wing

Members of the 442nd Fighter Wing (442 FW), Whiteman AFB, Missouri, flew 3,600 sorties and 6,500 flying hours in A-10C Thunderbolt II aircraft. During the year, the 442 FW also produced over 283 joint terminal attack controllers (JTAC) training sorties, which provided over 2,978 individual controls for JTACs—50 percent of entire USAF JTAC training.

The 442 FW supported Operation PATRIOT STING-RAY. During the event members of the 442 FW participated in 91 combat search and rescue training sorties, which increased the skills of both the pilots and the pararescue jumpers. Also, a Total Force team of over 200 members participated in NATO exercise JADED THUNDER and its follow on ATLANTIC RESOLVE in July to August. They worked side-by-side with active-duty JTACs training British, Latvian, Lithuanian, and Estonian JTACs on NATO close air support procedures. The 442 FW launched 229 sorties for a combined 590 flying hours with eight deployed A-10C aircraft. In another unique display of combat capabilities, the 442d Maintenance Group generated all eight sorties for a successful training exercise, landing all eight A-10s on an austere road less than 20 miles from the Russian border. The close air support from the 442 FW resulted in the employment of over 11,593 30mm rounds, 261 BDU-33 dumb bombs and 1,069 M206 flares.

476th Fighter Group

The 476th Fighter Group (476 FG) supported two simultaneous deployments with the 23rd Fighter

Group's 74th Fighter Squadron (74 FS) and 75th Fighter Squadron (75 FS). The fighter squadrons had not deployed together since Operation DESERT SHIELD and Operation DESERT STORM in 1991. The 74 FS, supported by the 76th Fighter Squadron (76 FS), deployed to Eastern Europe. The 76 FS sent four pilots to support the deployment, which started in October 2015 and ended in late March 2016. The unit primarily flew out of Estonia but sent a four-ship to operate out of Spangdahlem AB, Germany, and traveled throughout the Baltic States. The 75 FS, supported by the 76 FS, deployed to fight ISIS. The 76 FS sent four pilots and 41 maintainers on the deployment, which also ran from October 2015 through late March 2016. The Reservists from the 76 FS flew missions into Syria and Iraq that helped regain territory taken by ISIS. They flew many of their missions in close proximity to Russian aircraft.

477th Fighter Group

From pilots to cyber systems technicians, Arctic Reservists supported vital AF missions in multiple military operations around the globe. The 302nd Fighter Squadron took time out from training active duty counterparts, flying alert missions, participating in several annual exercises to deploy in support of ongoing contingency operations where they dropped more than 20,000 pounds of ordnance on ISIS targets in Iraq and Syria completing 2,120 flight hours across 420 F-22 sorties. They proved as the most experienced F-22 Raptor fighter squadron in the combat Air Force!

At home, group Airmen and civilian members helped deploy, brief, and track members trekking to multiple theaters, conducted education services for 9,400 members and saved the Air Force more than \$932,000 in tuition assistance funds—ultimately awarding 34 Community College of the Air Force degrees.

Colonel David Piffarerio relinquished command of the 477th Fighter Group (477 FG) to Colonel Christopher Ogren during a change of command ceremony held at JB Elmendorf-Richardson, Alaska, on 10 July.

482nd Fighter Group

The 70th Aerial Port Squadron deployed 149 members on worldwide annual tours to Ramstein AB Germany, JB Charleston, South Carolina, and JB Elmendorf-Richardson, Alaska. Collectively, these teams processed 2,552 short tons of cargo, 9.2 short tons of mail, and 5,821 passengers on 913 missions.

Hawgsmoke 2016

45 High Altitude Dive Bomb: Capt David "Gnome" Knighton, 47th Fighter Squadron (First)
1st Lt Christopher "STYFLR" Shelley, 76th Fighter Squadron (Second)

30 Dive Bomb, HARS (Heading and Altitude Reference System; degraded delivery):
Capt Tyler "Mully" Shipman, 47th Fighter Squadron (First)

10 Low Angle High Drag Pop-up:
Capt Simon "Honey-Badger" Long, 47th Fighter Squadron (First)
Capt David "Gnome" Knighton, 47th Fighter Squadron (Third)

Long Range Strafe:
Lt Col John "Karl" Marks, 303rd Fighter Squadron, 442nd Fighter Wing (First)

Top Conventional Team (Maj Jeff "Burger" Watterberg Trophy): 47th Fighter Squadron

Top Overall Pilot (Lt Col Robert "Muck" Brown Trophy):
Capt David "Gnome" Knighton, 47th Fighter Squadron

Top Overall Team (Colh Al "Mud" Moore Trophy): 47th Fighter Squadron

From 1-3 June, thirteen teams competed in Hawgsmoke 2016, biennial A-10C Thunderbolt II competition. The event centered on two major areas: tactical mass fires in minimum time in an opposed environment and conventional weapons delivery. The mass fires event required the pilots with 10-minutes and over 60 targets and aim points. Each pilot faced four tactical threats that represented various air defense systems (SA-15, 2S6, Roland II, and ZSU-23-4). Each unit had to engage 20 targets within that window. The Air Force Reserve's 47th Fighter Squadron (47 FS), Davis-Monthan AFB, Arizona, targeted more than 30 while demonstrating an effective stand-off survivability.

The winning team from the 47 FS included Captain David "Gnome" Knighton (flight lead), Captain Tyler "Mully" Shipman, Captain Keith "Stool" Madsen, and Captain Simon "Honey Badger" Long. Knighton received the award for the overall "Top Gun," which was the first time in the history of Hawgsmoke that a flight lead from the winning team also won the "Top Gun."

An A-10C Thunderbolt II from the 47th Fighter Squadron banks left after performing a low-angle strafe at the Barry M. Goldwater Range, Arizona, 2 June. The 47th FS went on to win their second consecutive Hawgsmoke competition. (US Air Force photo by SrA Chris Drzazgowski)



MSgt Chris Seinkner, 308th Rescue Squadron, Patrick AFB, Fla., teams up with SSgt Eli Reynolds, of the 88th Test and Evaluation Squadron, Nellis AFB, Nev., to install the stabilization collar on the Orion Capsule during a recent exercise at NASA's Neutral Buoyancy Lab in Houston, Texas. The Air Force and NASA work together to prepare for contingency landing site support, payload security, medical support, coordination of airlift/sealift for contingency operations, as well as other support services required in the event of a spacecraft emergency. The 45th Operations Group's Detachment 3, located at Patrick AFB, was chartered in 1959 by the Secretary of Defense as the DoD Mercury Support Office [later renamed DoD Manned Space Flight Support Office], its express purpose is providing DoD support to our nation's human space flight programs, putting people into space and returning them safely to Earth. (Courtesy photo/NASA)

They also coordinated airlift and load planned/loaded one Duplex LTI 100 Ft Aerial Platform Truck, one Ford CB-Saulsbury Fire Truck as well as assorted rescue equipment to the La Antigua, Guatemala Municipal Fire Rescue Department. The city of Coral Gables, Florida, donated the equipment through the Denton Program.

The 482nd Expeditionary Medical Flight spearheaded a mass casualty exercise (MASCAS),

which took place for two days in March and combined resources and approximately 200 personnel from Miami Dade Fire Rescue, Homestead Hospital, Jackson Trauma Center, 331st US Army Reserve Minimum Care Detachment, 920th Rescue Wing, 482d Security Forces Squadron, and 482d Civil Engineer Squadron. Units trained on medical evacuation and response procedures, as well as AFSC specific training such as rappelling and helicopter rope suspension, combat

skills lifesaving, air insertion/extraction, aircraft mishap, and triage/medevac support training.

513th Air Control Group

The 513th Air Control Group (513 ACG) made history in April when members of the unit flew the latest E-3 Sentry upgrade (Block 40/45) for the first time during Exercise Max Thunder 16. Aircrew and maintenance personnel from the 513 ACG deployed to Kadena AB, Japan, for the two-week exercise and worked closely with the locally-based 961st Airborne Air Control Squadron. Beginning 1 October, the 970th Airborne Air Control Squadron provided flight deck personnel to serve as subject matter experts in the E-3's diminishing manufacturing sources replacement of avionics for global navigation upgrade. The upgrade was the largest update to the flight instruments in the history of the aircraft and replaces gauges with full-color digital displays.

655th Intelligence, Surveillance, Reconnaissance Group (655 ISRGR)

The 655th Intelligence, Surveillance and Reconnaissance Group (655 ISRGR) logged over 37,000 Reserve personnel appropriation hours, 106,000 military personnel appropriation hours, and 150,000 hours for operating, training and equipping. Exercise support increased to include members from every squadron assigned to the 655 ISRGR, with members supporting CyberFlag, CyberGuard, Pacific Sentry, Northern Lightning, Key Resolve, Red Flag, Ulchi Freedom Guardian, and Emerald Warrior. In addition, the 655 ISRGR deployed 21 members to 12 locations world-wide.

Four members of the 28th Intelligence Squadron deployed in support of Operation FREEDOM'S SENTINEL, where they provided direct support as tactical systems operators, training non-commissioned officer in-charge and an analysis flight member. In total, they provided 300 intelligence reports to direct support operators that enabled 55 combat support missions.

The 49th Intelligence Squadron deployed its first sergeant to the 763rd Expeditionary Reconnaissance Squadron, 379 Expeditionary Operations Group, 379 Air Expeditionary Wing, United States Central Command in support of Operations INHERENT RESOLVE and FREEDOM'S SENTINEL.

Two Reservists from the 718th Intelligence Squadron deployed to Al-Udeid AB, Qatar. Members exploited 72 imagery intelligence taskings and created over

600 detailed products for eight organizations. They also supported the US embassy in Tajikistan after a 7.2 earthquake with imagery of the local area, resulting in \$100,000 in aid for dam repairs. They coordinated with NGA on 32 map requests and delivered 47 tailored maps, and assisted with humanitarian missions after Arabian Peninsula hurricane with imagery of the area, enabling the United Nations to provide aid to 1.1 million people.

919th Special Operations Wing

The 2nd Special Operations Squadron (2 SOS) flew 256 sorties with over 9,200 combat hours in support of Operation FREEDOM'S SENTINEL, Operation JUNIPER GARRETT, and Operation COPPER DUNE. This effort resulted in the elimination of three hundred and fifty enemy combatants, while wounding eight. The 2 SOS participated in exercise EMERALD WARRIOR which serves as the Department of Defense's only exercise that puts particular focus on irregular warfare to allow interagency and partner nations to come together in order to develop tactics and techniques in a realistic environment. Two members of the 2 SOS participated in Exercise Ulchi Freedom Guardian which is executed by over 30,000 service members and allies in the world's largest computerized command and control exercise. The 2 SOS maintained 24/7 combat operations during AFRC and AFSOC \$5.3 million expansion to the current operations center. The expansion includes four new ground control stations and a stand-alone simulator, with a projected completion of July 2017. The 2 SOS reported the highest member and leader cohesion per 2015 Aero Medical Study resulting in a best among CAF RPA units.

The 5th Special Operations Squadron (5 SOS) expanded support to the 19th Special Operations Squadron FTU mission in two additional platforms, adding the MC-130H Combat Talon and the C-146A Wolfhound formal training. The MC-130H training completed its move from Kirtland AFB, New Mexico, to Hurlburt Field, Florida, and the C-146A training moved from Cannon AFB, New Mexico, to Duke Field, Florida. The 5 SOS support included the U-28A, C-146A, AC-130U Spooky, MC-130H and the Combat Aviation Advisor fixed-wing training on the C-145A Skytruck. The first ever 5 SOS aviator received selection to attend the weapon's instructor course for the U-28A program. Reserve 5 SOS C-145A instructors completed all the training from initial qualification through instructor

for four Royal Jordanian pilots and one special mission aviator. Overall, the 5 SOS provided 5,397 flying training hours and 2,764 combat/contingency flying hours that contributed to the removal of over 400 foreign fighters from the battlefield.

The 711th Special Operations Squadron (711 SOS) increased the number of combat aviation advisors (CAAs) responsible for the conduct of special operations activities with foreign aviation forces. The 711 SOS CAAs strengthened aviation foreign internal defense (AvFID) in five areas of responsibility and trained in six combatant commands supporting Afghanistan, Jordan, Poland, Thailand, Uganda, Niger and Mauritania. The 711 SOS's CAA efforts trained 325 partner-nation Airmen. In garrison, the 711 SOS executed 743 flight hours in the C-145A. Additionally, the 711 SOS CAAs flew seven supplemental aircraft (MXT007, AT-802, C208, PC12NG, M-28, CN235, PC-6 Porter) for a total of 678.2 flight hours and 303 sorties.

The 859th Special Operations Squadron activated on 1 April. On 1 July, in an effort to relieve the strain on the active-duty 524th Special Operations Squadron's move from Cannon AFB, New Mexico, to Duke Field, Florida, the 859th Special Operations Squadron (859 SOS) and the 919th Special Operations Group provided on-going all-Reserve SOCSOUTH crew coverage. During the same period, the first 859 SOS crewmember deployed to the CENTCOM area of responsibility in support of non-standard aviation vehicle operations with the 524 SOS. The 859 SOS attained initial operating capability on 1 August. As of 30 September, the 859 SOS provided 47 trained Reserve special operations forces aviators, which included 29 C-146 Pilots and 18 C-146 special mission aviators.

The 919th Special Operations Support Squadron (919 SOSS) provided aircrew flight equipment (AFE), wing intelligence, weapons and tactics, contingency planning, and current operations support to three Reserve and three active-duty flying squadrons. The AFE section dedicated more than 500 man-days to support active-duty Air Force home station flying operations supporting the 919 SOW Air Force Special Operations Weapons Center Total Force Integration (TFI) enterprise. They also integrated the C-146A into their inventory of supported aircraft with the arrival of the active-duty's 524th Special Operations Squadron, Detachment 1. The 919 SOSS Intelligence Flight spurred a 200 percent growth in manning with the addition of three intelligence officers and four enlisted

intelligence analysts. The intelligence flight continued to support aircrew intelligence training, commander's intelligence briefings, and CAA manning support to AvFID operations. The current operations section integrated the C-146A into local flying operations. The TFI support added a 20,000 hour flying hour's program for the C-146A on top of the 2,500 hours support provided to the C-145. The Weapons & Tactics section supported the TFI enterprise by establishing a tactics program for the C-146A reserve component in coordination with the 850th Special Operations Squadron and 524th Special Operations Squadron. The 919 SOSS group logistics management section built, tracked, and executed more than 100 time phased force deployment data assigned deployment taskings for 919th Special Operations Group members, supporting four reserve squadrons. Finally, the special security office spearheaded the security certification of the newly completed aviation foreign internal defense joint operations building.

From February to May, maintenance personnel from the 919 Special Operations Aircraft Maintenance Squadron (919 SOAXMS) trained seven C-145 maintainers from Jordan. Formal C-146 training started in April and by the end of the year, more than 50 maintainers reached qualification on the aircraft. Members of the 919 SOAMXS continued to develop the TFI relationship with 592nd Maintenance Squadron, its active-duty partner.

The 919th Special Operations Maintenance Squadron (919 SOMXS) supported approximately 2,600 C-145A flying hours. To support the C-146, 919 SOMXS developed the first-ever maintenance training plans for fuels, sheet-metal, non-destructive inspection, and aerospace ground equipment (AGE) unique to the C-146/specialized AGE. The 919 SOMXS also established an initial instructor cadre to train the remaining Airman in their respective shops. Formal C-146 training started in April, and by the end of the year, more than 20 maintainers received qualification on the aircraft. Sheet-metal supported advanced medium-range air-to-air missile captive equipment (ACE) pods for Eglin AFB, Florida, when the years on the assets made it necessary to have them painted. The 919 SOMXS supported 86th Fighter Wing by storing munitions needed for MQ-9 Reaper weapons testing and made available conference rooms to allow for crew briefings.



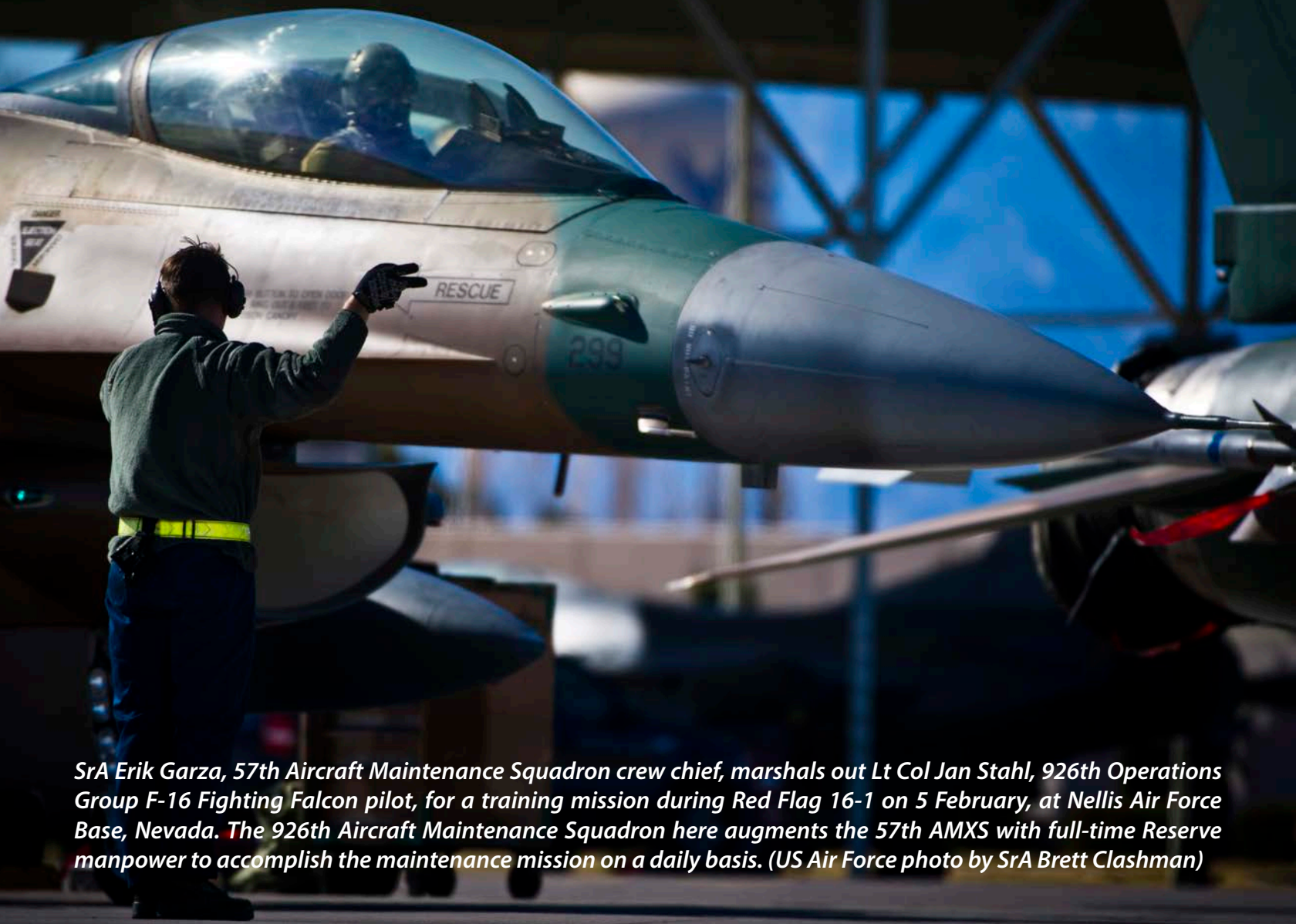
General Herbert J. "Hawk" Carlisle, Commander, Air Combat Command, Langley Air Force Base, Virginia; and Lt Gen Maryanne Miller, Chief of Air Force Reserve, Headquarters US Air Force, Washington, DC, and Commander, Air Force Reserve Command, Robins Air Force Base, Georgia, present the Air Force Association Outstanding Unit Awards to the 926th Wing, Nellis Air Force Base, Nevada, during the AFA Air, Space and Cyber Conference, Washington, DC, 19 September. The 926 WG provides combat-ready reservists to the United States Air Force Warfare Center as sustained expertise integrated at the operational and tactical levels of warfare. (US Air Force photo by SSgt Kat Justen)

920th Rescue Wing

The 920th Rescue Wing, Patrick AFB, Florida, deployed 162 individuals from the unit's four Groups; 920th Operations Group; 920th Mission Support Group; 920th Maintenance Group; and 943th Rescue Group. Squadrons that deployed included the 39th Rescue Squadron, 301st Rescue Squadron, 304th Rescue Squadron, 305th Rescue Squadron, 306th Rescue Squadron, 308th Rescue Squadron, 920th Communications Flight, 920th Logistics Readiness Flight, 943rd Aircraft Maintenance Squadron, 943rd Operations Squadrons Flight, and the 920th Operations Support Squadron.

The 920th Maintenance Group activated

the 720th Aircraft Maintenance Squadron, which increased the unit by over 100 personnel. The unit also retired seven HC-130 P/N Combat King aircraft due to corrosion. The 920 MXG also transferred three HH-60G Pavehawk helicopters to Korea for programmed depot maintenance input. The unit received one HH-60G from the United States Coast Guard's Elizabeth City depot for two years and 54 days. The 920 MXS also deployed one rotation of helicopter maintenance unit (HMU) personnel to Afghanistan in support of Operation FREEDOM'S SENTINEL. Airmen initiated an immediate CSAR mission to search for fifteen missing individuals whose boat capsized in Caribbean Sea. Personnel from the 920 MXG coordinated the retirement of a second HC-130 fleet, while securing additional aircraft



SrA Erik Garza, 57th Aircraft Maintenance Squadron crew chief, marshals out Lt Col Jan Stahl, 926th Operations Group F-16 Fighting Falcon pilot, for a training mission during Red Flag 16-1 on 5 February, at Nellis Air Force Base, Nevada. The 926th Aircraft Maintenance Squadron here augments the 57th AMXS with full-time Reserve manpower to accomplish the maintenance mission on a daily basis. (US Air Force photo by SrA Brett Clashman)

from 58th Special Operations Wing, Kirtland AFB, New Mexico. The wing oversaw the maintenance, deployment, spin up training for three HH60s to Davis-Monthan AFB, Arizona, and North Carolina; two HC-130s to Georgia. They ensured combat ready crews, and stood up stand-alone munitions storage area (MSA) separate from host base oversight. The wing flawlessly evacuated aircraft to Keesler AFB then oversaw CSAR response preparations to category IV hurricane MATTHEW.

In September, the 920 OSS deployed seven Airmen from the aircrew flight equipment, intelligence, and weapons and tactics sections. The OSS supplied the deployed squadron commander, AFE section, and intel section for the 301st Rescue Squadron's first deployment to Afghanistan in five years and the first deployment to Bagram in ten years.

Also in September, the 920 OSS AFE section

implemented the Combat survivor evader locator (CSEL) survival radio for use by HC-130 and HH-60 crews. The implementation culminated an extensive preparation plan including multiple aircrew training sessions, SERE training, equipment acquisition, and program creation. The CSEL advanced capabilities over the legacy PRC-112G survival radio. In addition to better supporting the wing's operators, implementing the CSEL allowed the OSS to reduce the number of supported survival radio types from three to one.

On 3 December, Colonel Kurt Matthews assumed command of the 920 RQW. Major General Richard Scobee, 10th Air Force Commander, presided over the ceremony. Colonel Matthews replaced Colonel Jeffrey Macrander, who served as the 920 RQW Commander from August 2011 to December. After relinquishing command, Macrander took an overseas assignment as the Air Reserve Component Liaison to the US

Air Forces Central Command, the Air Force Service Component of US Central Command. Matthews served as the commander of the 920 RQW's 920th Operations Group from May to December. From June 2010 to November 2012, Matthews served as the commander of the wing's 308th Rescue Squadron. Macrander and Matthews served as aircraft commanders during Operation RED WINGS in northeastern Afghanistan in 2005. While supporting that operation, Macrander and Matthews served as the aircraft commanders on separate personnel recovery missions that retrieved the remains of the US Navy SEALs who had fallen in battle. Matthews and his crew recovered the body of Matthew Axelson, the last member of SEAL Team 10 recovered.

926th Wing

The 926th Operations Group led the integrated adversary force in four RED FLAGS with 1,130 sorties that included space and cyber, training 9,373 Airmen from 116 units and 8 nations. Members also directed the F-15C operational test and evaluation program, accomplishing 264 sorties, 12,000 hours, and valid datalinks to sustain eagle lethality in the fifth generation domain. Additionally, they directed daily F-35A operations and flew 185 missions, developing the Air Force's first priority and ensuring the \$396 billion program remained on track.

Reservists with the 726th Operations Group played a significant role combating ISIS, employing 109 weapons that reduced enemy combat air patrols.



Members of Kiss pose with MSgt Christa Leary, their "roadie for the day," prior to the band's concert 29 July in Cheyenne, Wyoming. (Photo by SSgt Christopher Ruano)

Operators flew 17.5 thousand remotely piloted aircraft (RPA) sorties across four Reserve squadrons, providing vital support to unmanned regular Air Force units.

Members of the 926th Security Forces Squadron's Quick Reaction Force (QRF) participated in the United States Special Operations Command's Trident-16 exercise with US Navy SEALs to help them prepare for deployments by training them how to teach their techniques to others utilizing irregular warfare scenarios. The exercise, held at Fort Hunter Liggett, California, included building clearing, securing forward operating bases, and defending compounds. They also participated in a joint fires training (JFX) hosted at Nellis AFB, Nevada, by the United States Air Force Weapons School (USAFWS) and the US Army's 10th Security Forces Group. The JFX was designed for JTAC and A-10 students to strengthen partnerships between hosts, practice interoperability between multiple joint forces from various services along with active and Reserve components, become familiar with joint fires capabilities and how to coordinate and de-conflict fires assets and achieve desired effects, and increase training readiness and preparation for overseas contingency operations in the EUCOM and CENTCOM AORs. Defenders gained knowledge on land navigation, troop leading procedures, pre-combat inspections, attack formations, reacting to ambushes, establishing patrol bases and OPORD and warning orders while training side-by-side with the 10th Security Force Group.

Members of the 926 WG filled positions across the USAFWS to include: 57 MXG Superintendent, 757 AMXS Operations Officer, filling all fighter mission design series test director positions, 57 WG Superintendent, 57 ATSS Director of Operations, and USAFWS Deputy Commandant.

The 926th Aircraft Maintenance Squadron added 50 positions to the squadron's unit manning document to augment the F-35 team. The unit also added 43 full-time personnel as part of the move to migrate the aggressor F-16 mission. Also, with the re-designation of the wing at Beale AFB, California, the 13th Reconnaissance Squadron and its 50 airmen transitioned to the 726 OG as a geographically separated unit.

Finally, the 926 WG won several high-level awards during the year, including the Air Force Association Outstanding Reserve Unit, Air Force Association Outstanding Reserve Aircrew Award (President's Award), Air Force Outstanding Aviation Resource

Management SNCOIC for ARC, and the Grover Loening Trophy.

944th Fighter Wing

The 944th Fighter Wing (944FW), classic association program with the active duty 56th Fighter Wing (56FW), began conversion from the F-16 Fighting Falcon into the F-35 Lightning II at Luke AFB, Arizona, on 1 January. The 944 FW continued to provide Total Force experienced instructor pilot capacity in support of Air Education and Training Command's (AETC) F-35 Formal Training Unit (FTU), partner nation (PN), and foreign military sales (FMS) programs. They determined that the 56 FW would contain six F-35 training squadrons by FY23, producing over 100 active duty, Air National Guard (ANG), and Reserve fighter pilots per year in support of Air Force warfighter combat capabilities.

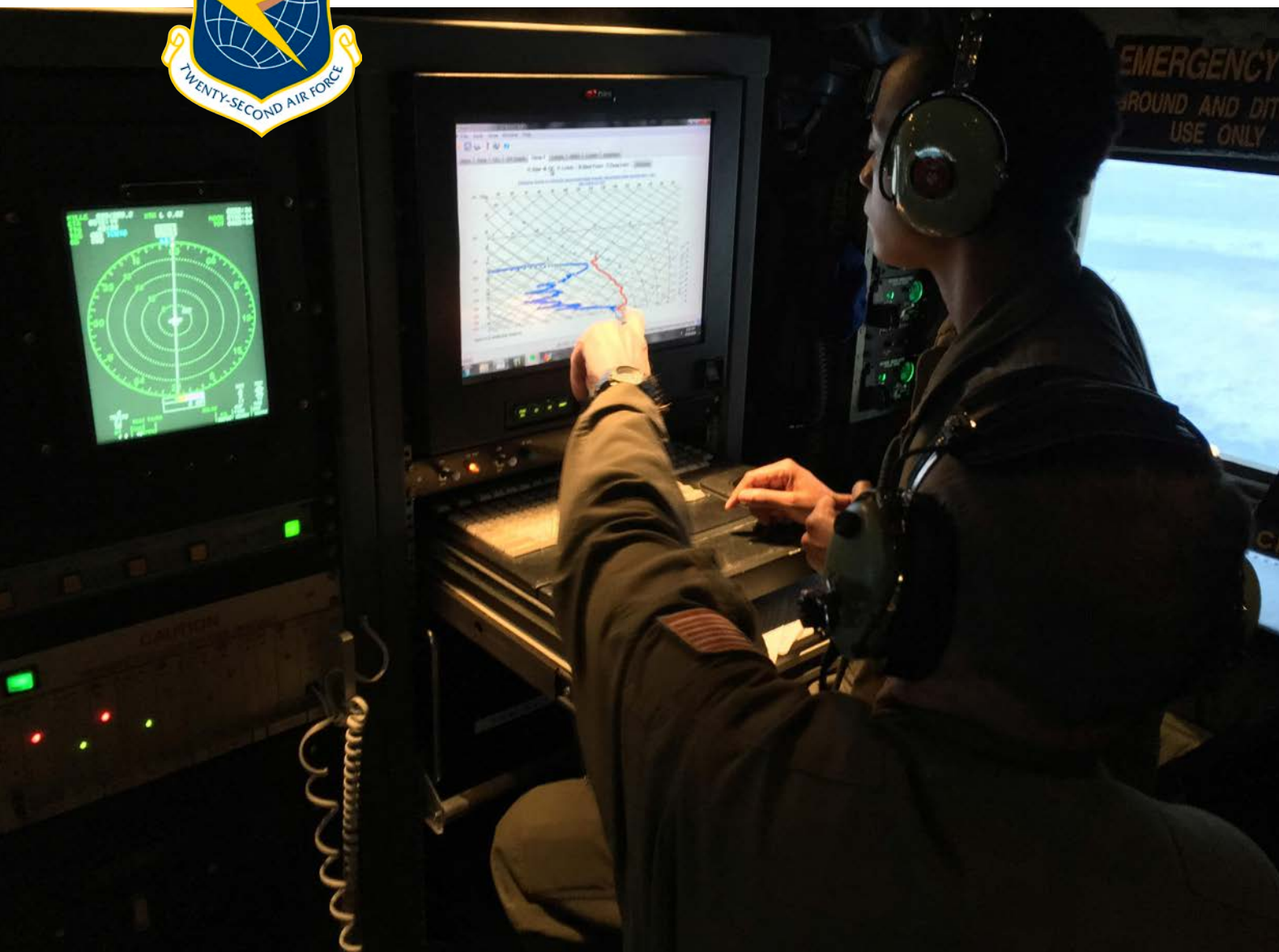
In conjunction with operationally converting into the F-35, on 1 June, the 944 FW began program execution to manage the second F-35 24 PAA maintenance squadron consisting of 309 experienced full-time and part-time maintenance personnel. This led to the first AFRC maintenance production construct on Luke AFB since the 2007 BRAC decision to dissolve the 944 Maintenance Group (944 MXG).

The 944th Operations Group, Detachment 2 stood up the first-ever F-35 foreign military sales training program after completing \$6.83 million in construction projects. They trained Israeli pilots, and in December, they accepted delivery of Japan's first F-35 and begin training the first Japanese Air Self Defense Force F-35 class.

The 944 FW's 47th Fighter Squadron graduated 31 A-10C students, at Davis Monthan AFB, Arizona, making up 15 percent of the total Air Force 11F production. The 47 FS also hosted and won Hawgsmoke 2016.

TWENTY-SECOND AIR FORCE

22 AF

*TACTICAL REACH,
COMBAT SUPPORT*

TSgt Karen Moore and CMSgt Rick Cumbo, 53rd Weather Reconnaissance Squadron loadmasters, analyze weather data being relayed to the aircraft by a dropsonde, a parachute-borne cylindrical instrument that collects meteorological data as it drops toward the surface of the water. The Hurricane Hunters flew several research missions 11-24 February, to collect meteorological data from atmospheric rivers above the Pacific to assist in improving West Coast weather forecasts. (US Air Force photo by Capt Kimberly Spusta)



Special Tactics Airmen board a 94th Airlift Wing C-130 for an airdrop mission supporting Exercise Eager Lion in Jordan, 19 May. Special Tactics Airmen jump low-level static line jumps to infiltrate into hostile or austere territory where aircraft cannot land. (US Air Force photo by SSgt Alan Abernethy)

94th Airlift Wing

Airmen from the 94th Airlift Wing, Dobbins ARB, Georgia, and the 86th Airlift Wing, Ramstein Air Base, Germany, trained with the Polish Air Force in an effort to improve interoperability between the two nations during Aviation Detachment 17-1 in support of Operation ATLANTIC RESOLVE from 3-28 October. American and Polish Airmen trained on night-vision formation flying, C-130 Hercules fighter evasion engagements, and flew a five-ship formation flight that included cargo airdrops and a tactical formation landing. The Polish Air Force led the formation, which marked the first time Polish Airmen took the lead on that many aircraft.

From 5-7 October, Reservists from the 94 AW participated in Sky Fist 2016, an aircraft mishap response exercise at Lielvarde Air Base, Latvia. The training during Sky Fist included a 94 AW C-130H positioned on the runway to simulate a crash with Latvian military members and civilians aboard.

Latvian civil and military emergency response teams then evacuated the casualties from the aircraft and provided simulated medical treatment. Following the exercise, the members of the 94 AW returned to Poland to participate in training with the Polish Air Force for Aviation Detachment 17-1 in support of Operation ATLANTIC RESOLVE.

302nd Airlift Wing

The 302nd Airlift Wing, Peterson AFB, Colorado, deployed 148 personnel and four C-130 Hercules aircraft in support of Operation INHERENT RESOLVE and Operation FREEDOM'S SENTINEL. Over the course of a four-month deployment, the 746th Expeditionary Airlift Squadron (746 AES) flew 466 missions, 1,028 sorties, and amassed 2,009 combat and combat support flight hours. The unit also airlifted 3,997 passengers, 3,556 short tons of cargo, 220 aeromedical evacuation patients, and 45 distinguished visitors. Finally, the 746 AES planned

AFRC C-130s in Southwest Asia

The 302nd Airlift Wing (302 AW) deployed approximately 150 Air Force Reservists and four C-130 Hercules aircraft in support of US Central Command air operations in Southwest Asia in 2016. Assigned to Peterson AFB, Colorado, 302 AW personnel departed in January for a four-month deployment at Al Udeid AB, Qatar. Designated as 746th Expeditionary Airlift Squadron, Reserve personnel provided support to Operation INHERENT RESOLVE and Operation FREEDOM'S SENTINEL. The purpose of combined joint task force – Operation INHERENT RESOLVE was to, with assistance from our regional partners in Iraq and Syria, militarily defeat enemies in the combined joint operations arena in order to allow coalition governmental actions that would increase regional stability. The mission of Operation FREEDOM'S SENTINEL was twofold. As part of NATO's Resolute Support Mission, the US continued to train, advise, and assist Afghan security forces, while they also continued the counterterrorism mission against Al-Qaeda.

During the four-month deployment, the members of the 746 EAS flew 466 missions and over 1,000 sorties in support of Operation INHERENT RESOLVE and Operations FREEDOM'S SENTINEL. Their efforts resulted in over 2,000 combat and combat support flight hours, 3,997 passengers airlifted, 3,556 tons of cargo moved, 220 patients evacuated, and 45 distinguished visitors transported. The 746 Aircraft Maintenance Unit directly contributed to these outstanding efforts by constantly providing quality aircraft. The 746 AMU received recognition as AMU of the Month for March, April, and May 2016. In addition, the 746 AES planned and executed the first ever joint precision airdrop system mission from Al Udeid AB.



A Polish C-130E Hercules takes off at Powidz Air Base, Poland, on 26 October. Members of the 94th Airlift Wing, Dobbins Air Reserve Base, Georgia, and the 86th Airlift Wing, Ramstein Air Base, Germany, trained with the Polish Air Force during Aviation Detachment 17-1 in support of Operation ATLANTIC RESOLVE, 3-28 October. (US Air Force photo by SSgt Alan Abernethy)



SSgt Matt Massey, 700th Airlift Squadron loadmaster, discusses a flight mission plan with Polish air force paratroopers at Krakow Airport, Poland on 13 October. The 94th Airlift Wing, from Dobbins Air Reserve Base, Georgia, and the 86th Airlift Wing, from Ramstein Air Base, Germany, trained jointly with the Polish Air Force during Aviation Detachment 17-1 in support of Operation ATLANTIC RESOLVE, 3-28 October. (US Air Force photo by SSgt Alan Abernethy)

and executed the first C-130H JPADS airdrop mission to takeoff and recover to Al Udeid during the deployment.

Personnel from the 302nd Maintenance Group (302 MXG) crashed damaged or disabled aircraft recovery assisted with the recovery of the US Air Force Thunderbird F-16 Fighting Falcon aircraft that crashed on 2 June upon returning to Peterson AFB, Colorado, after the United States Air Force Academy post-graduation ceremony airshow. A six-member 302 AW Safety team provided the first non-emergency response to assist with the initial safety inspection. A team of seven maintenance technicians from 302nd Maintenance Squadron conducted procedures to recover the damaged aircraft from the crash site in a field off-base and return the damaged aircraft to a secure location on the Peterson AFB. Members of the 302nd MXG also provided secure hangar support for the duration of both the safety and accident investigations.

During the late evening of 28 July, a severe hail storm hit Peterson AFB, damaging buildings, vehicles and the five C-130s assigned to the 302 AW. The aircraft suffered damage that required extensive inspection and repairs. Early estimates deemed the aircraft as non-mission capable for several weeks. On 3 August, the US Forest Service activated the 302 AW to support fire suppression missions in the Great Basin Region of the Northwestern US. Initially a one-week activation, the Forest Service extended the MAFFS activation to four weeks.

340th Flying Training Group

The 340th Flying Training Group (340 FTG), Randolph Field, JB San Antonio, Texas, flew 43,743 sorties in support of Air Education and Training Command (AETC) student flight training. The sorties accounted for a cumulative 65,614 flight hours at six separate bases. Aircraft flown by the 340 FTG included

the T-1, T-6, T-38, TG-15, TG-16, T-41, T-51, T-53, T-41, and UV-18.

The 340 FTG's 433rd Training Squadron supported basic military training (BMT) by executing 1,765 enlisted military personnel allowance (MPA) days for 13 traditional reserve (TR) military training instructors (MTI), 108 officer MPA days to backfill BMT DO vacancies, 550 request for personnel action (RPA) days to support key staff positions, 295 RPA days for MTI technical training, and 314 RPA school days to accomplish professional military education and seasoning training.

Between 13 TR and 17 Active Guard and Reserve MTIs assigned to the "line" at BMT, Reserve MTIs made up approximately four percent of BMT total manning while taking responsibility for 6,912 trainees assigned to their training flights. Reserve MTIs provided approximately two-thirds of the instruction for 38,000 trainees that attended BMT in FY16. Reserve MTIs conducted 18,285 hours of direct line instruction, 4,376

hours of podium instruction through war skills and military skills (WSMS) classes, 3,740 hours instruction at the basic expeditionary Airmen skills training (BEAST) site, and 1,268 facilitation hours at the CSAF's culture of excellence initiative known as Airmen's Week or BMT capstone.

The 433 TRS received the Reserve Officer Association's Outstanding Reserve Non-Flying Unit Award. Major Brandon D. LaValley of the 39th Flight Training Squadron received the award for the AETC Civilian Instructor of the Year. The USAFA Soaring team captured its 13th National Championship, and the USAFA jump team, Wings of Blue Competition team earned 22 medals at USPA Nationals and 9 medals at the USPA Collegiate National Championships.

403rd Wing

The 403rd Wing, Keesler AFB, Mississippi supported seven named storms (Hurricane MATTHEW, Hurricane



MSgt Brandon Cullum, 556th RED HORSE Squadron structures supervisor, welds concrete wall panels together 20 July 2016, at Andersen Air Force Base, Guam. The explosive ordinance disposal warehouse will be utilized for Silver Flag training and will store items such as Humvees, bomb suits, EOD robots and training equipment. (US Air Force photo by A1C Arielle Vasquez)



Pope Army Airfield, North Carolina- Maj Gen John P. Stokes, Commander of the 22nd Air Force, receives the 440th Airlift Wing flag from Lt Col Karl Schmitkons, 440th Airlift Wing commander, during the inactivation ceremony of the 440th Airlift Wing. The 440th Airlift Wing inactivated 18 September 2016, at Pope Field, North Carolina. The third oldest unit in the Air Force, the 440th AW's first operational drop was in Normandy, France on D-Day. From 2007 to 2016, while based at Fort Bragg, the unit provided air support for more than 102,000 paratroopers, flew more than 27,000 hours, and supported Operations CORONET OAK, IRAQI FREEDOM, NEW DAWN, ENDURING FREEDOM, UNIFIED RESPONSE, and INHERENT RESOLVE. (US Air Force photo by MSgt Kevin Brody)

HERMINE, Hurricane DARB, Hurricane NEWTON, and Tropical Storm KARL) at deployed locations during 2016. The 403 WG's 53rd Weather Reconnaissance Squadron (53 WRS) flew over 77 national hurricane operations plan missions, took 83 fixes and nine investigative missions into tropical cyclones for a total of 615.3 flight hours in both the Atlantic, Eastern Pacific and Central Pacific basins. Crewmembers flew in Hurricanes Earl, Hermine, Matthew, Lester, Madeline, and Newton totaling 380.7 deployment hours in support of the national hurricane operations plan to

Hickam AFB, Hawaii; Lihue, Hawaii; Yuma, Arizona; Homestead, Florida; St. Croix, United States Virgin Islands; Niagara, New York; and Savanna, Georgia. The members of the 53 WRS were key during El Niño Rapid Response (ENRR), a multiple entity operation during a major climate event impacting West Coast rainfall. They completed a total of 63.8 flight hours and 285 released dropsondes. Finally, the 53 WRS assisted with search and rescue efforts for the El Faro, a cargo ship with 33 crewmembers who lost propulsion, by passing location to search and rescue aircraft while flying

missions into major Hurricane Joaquin.

The 403rd Operational Support Squadron provided operational support for the 53 WRS (worldwide weather reconnaissance) and the 815 AS (worldwide tactical airlift/airdrop). The unit remained in conversion status due to the recent re-activation of the 815 AS, and worked to fill recently added positions. The primary challenge for the squadron involved continuing the journey out of conversion status and rebuilding and filling the losses due to the Congressional decision to retain aircraft at Keesler AFB.

Reservists from the 403 MXG also participated in Exercise SABER JUNCTION, combining Total Force integration units working with 16 allied European partner nations. Maintainers enabled troop drops of 3,100 personnel and 205 tons of cargo for the 173rd Airborne Brigade.

The 5th Operational Weather Flight (5 OWF) deployed a total of six personnel in support of Air Force Central Command (AFCENT) operations and three to support National Hurricane Operations Plan (NHOP) missions. The unit began to provide real-world support to combat and combat support operations in the AFCENT area of operations during regular unit training assemblies with their active associate unit, the 28th Operations Weather Squadron. The 5 OWF also embedded five forecasters with the 53 WRS to provide dedicated off-station weather support to NHOP missions. Finally, they hosted the first AFRC Weather Conference in November.

The 815th Airlift Squadron sat on the cusp of a shutdown for years; however, it transitioned to regenerating after years of uncertainty, on 29 October 2015. Lieutenant Colonel Stuart Rubio (an active duty member) assumed command of the 815th on 30 January creating a unique Total Force team. The squadron immediately began executing an in-house training program to re-qualify the large portion of the unit who lost their full tactical airlift/airdrop mission capabilities during the shutdown. The 815 AS dropped the US Navy Parachute Team (Leapfrogs) for 10 days in April at the Philadelphia Phillies home opener, the University of Tennessee spring football game, and at the Great Smoky Mountain Airshow. Throughout the year, the Flying Jennies also participated in SABER JUNCTION, Joint Task Force D-Day 72, multiple US Army Special Forces Robin Sage exercises, and they supported JA/ATTs from Pope Army Airfield, North Carolina, airdropping over 4,000 paratroopers.

The 41 APS provides the one-a-kind mission support for the 53 WRS and 815 AS. Members of the 41 APS supplied the direct logistical functions for the processing of personal and cargo, loaded over 50,000 tons of equipment and preparing over 20 joint inspections for safe airlift of hazardous material and general cargo. In addition, members of the 41 APS performed over 30 aircraft load plans and supervised the loading and unloading of over 30 missions.

Reservists assigned to the 403 WG's 403rd Security Forces Squadron (403 SFS) supported several exercises and operations with unit members, to include Icelandic Aerial Surveillance 2016, RED FLAG Alaska, Red Flag Alaska with International Partners, Exercise African Lion 2016 and the June AFRC Yellow Ribbon event in Orlando, Florida. A total of 30 SFS members provided security for these events. Additionally the 403 SFS forged new relationships with the 81st Security Forces Squadron—the host SFS unit at Keesler AFB—and supported their operations during their AEF rotation in August with 18 personnel.


Headquarters Air Forces selected Keesler AFB and the 403rd Force Support Squadron as one of two bases to implement Integration Personnel Management-Installation (subsequently known as TFSS-I). The 403 FSS entered the “sustainment” phase of this process in late 2016 and had integrated/co-located the unit's FSMP, FSDE, and FSFR functions. Members of the 403 FSS also moved the squadron's command section into the same building that housed their active-duty counterparts.

413th Flight Test Group

Lieutenant Colonel James Doyle, a member of the 413th Flight Test Group's 514th Flight Test Squadron at Hill AFB, Utah, made an historic first flight of the first A-10 Thunderbolt modified for weather observation. The A-10 storm penetrating Aircraft (SPA) served as a National Science Foundation modified A-10C aircraft that hosted instrumentation from various universities to support atmospheric scientific research. The specially designed A-10 allowed research into severe weather formations previously beyond the reach of current platforms. Doyle flew the maiden voyage after nearly three years of development and a cost of \$13 million.

The 413 FTG acquired the 1st Aviation Support Flight (1 ASF), Oklahoma City, Oklahoma. The 1 ASF provided a worldwide deployable capability of

Strengthening Ties with NATO Allies



Capt Joshua Odom assists with navigation on a low-level flight through the mountains north of Bucharest, Romania. (Photo by Lt Col Jerry Lobb)

The 908th Airlift Wing planned and executed the first-ever Reserve Partnership Program visit to Romania. The program functions similar to the Alabama National Guard's State Partnership Program and intended to build and strengthen relationships with military branches from allied nations. Over 70 reserve personnel from 908 AW traveled to Romania to serve as ambassadors and train with NATO allies. Additionally, two aircraft and twenty tons of cargo deployed in support of this 14 day program. This was the first time that the Air Force Reserve Command has conducted an overseas training mission.

During the two week training program, aircrew members flew 17 sorties with Romanian observers on board. Reserve personnel gained experience using foreign operational flight procedures. They also had the opportunity to practice tactical mountain low-level operations, and airdropped equipment and foreign military personnel. The 908th Maintenance Group attained a 92 percent mission capable rate in support of training operations. Additionally, 908 MXG provided over 25 capability demonstrations for their Romanian military counterparts. These demonstrations focused on ground safety, mishap prevention, crash recovery, and aerospace ground equipment repair procedures. The program was viewed as a major success on both sides, and planners worked to schedule another Reserve Partnership Program visit to Romania in 2017. The wing leadership also looked to explore the possibility of some Romanian forces visiting Maxwell AFB in the next year.



Lt Gen Maryanne Miller, Chief of the Air Force Reserve, SMSgt Darby Perrin, and Gen Carlton D. Everhart III, Air Mobility Command commander, unveiled the painting "Operation DEEPWATER HORIZON" at the 48th annual Air Mobility Command and Airlift/Tanker Association Symposium in Nashville, Tennessee. The painting, created by Perrin, was the newest addition to the Air Force Art Program depicting two C-130H Hercules Modular Aerial Spray Systems and Citizen Airmen from the 910th Airlift Wing, Youngstown Air Reserve Station, Ohio, in the cleanup effort following the 2010 BP Deepwater Horizon oil spill. The painting joined approximately 10,000 other works in the Air Force Art Program. These works documented the history of Air Force Airmen, equipment, locations and activities. While the 910th AW's aerial sprays are commonly known for insect and vegetation control, the wing has assisted the US Coast Guard with oil spill cleanup for almost 20 years. The cleanup mission lasted five weeks and AF Reserve aircrews sprayed approximately 30,000 acres with oil dispersant during the cleanup effort. (US Air Force photo by Matthew A. Ebarb)

rapid and sustained combat operations for global contingency and wartime flight inspection taskings to ensure all weather, day and night operations capability for the COCOM's joint and combined air assets including Civil Reserve Air Fleet. During peacetime operations, the 1 ASF supports maintenance of the National Airspace System, DoD and host nation international flight inspection requirements, and partners with the Federal Aviation Administration in

support of the National Science Foundation and DoD assets in Antarctica.

The commander of the 413 FTG assumed responsibility as the Flight Operations Authority for all E-8 "JSTARS" functional check flight missions worldwide. AFRC completed the acquisition of \$113 million E-8 programmed depot maintenance (PDM) mission. The 339th Flight Test Squadron, Robins AFB, Georgia, supported 100 percent of programmed

depot maintenance (PDM) requirements generated at the Lake Charles, Louisiana depot. Nine E-8 PDM aircraft successfully completed PDM and returned to the warfighter during this period.

440th Airlift Wing

The 440th Airlift Wing, Pope Army Airfield, North Carolina, inactivated on 17 September. The inactivation marked the end of a relationship with Fort Bragg that began when the 440 AW arrived at Fort Bragg in 2007. The wing dropped more than 103,000 paratroopers and approximately 1.8 million pounds of cargo over the course of 820 training missions from 2007 to 2016.

622nd Civil Engineering Group

Between February and August 2016, 300 RED HORSE members from the 555th RED HORSE Squadron, Nellis AFB, Nevada; 556th RED HORSE Squadron, Hurlburt Field, Florida; 560th RED HORSE Squadron, JB Charleston, South Carolina; and 567th RED HORSE Squadron, Seymour Johnson AFB, North Carolina provided a total of 34,543 man-hours valued at \$1.74 million dollars to complete the Guam 3,700 square foot SF Explosive Ordnance Disposal warehouse facility before turning it over to the 554 RHS. Elements of the 622 CEG, to included the 622 CEF, 822 CEF and the 922 CEF S-Teams who assisted with planning, designing, and project management of the facility project.

Between April and July, 120 RED HORSE members, provided over 24,000 man-hours valued at \$240,000 to complete a pre-engineered steel building (PEB) at Joint Base Charleston. The project improved troop training and readiness for 560th RED HORSE and Civil Engineer forces.

908th Airlift Wing

The first Reserve Partnership Program, visit with the Romanian Air Force was a resounding success and was recognized by Major General Stayce Harris and Major General John Stokes during the 22 AF change of command in August. The 908th Airlift Wing sent two aircraft and 70 operations and maintenance personnel to Romania to serve as ambassadors and train with our North Atlantic Treaty Organization (NATO) allies. Aircrew members flew 17 sorties with Romanian observers on board. They gained experience using foreign operational flight procedures, practiced tactical



Four crew chiefs from the 908th Maintenance Group, 908th Airlift Wing, won the fourth annual Fire Muster competition organized by the Maxwell Fire Department on 6 October at the northeast ramp. (US Air Force photo by Bradley J. Clark)

mountain low-level operations and successfully airdropped equipment and foreign military personnel. The maintenance group achieved a 92-percent mission capable rate to support training and provided more than 25 capability demonstrations for Romanian counterparts. These demonstrations highlighted key maintenance concepts, ground safety and mishap prevention, crash and recovery and aerospace ground equipment repair programs and procedures. This partnership presents opportunities for synergistic/

cooperative efforts with the Alabama National Guard, based on their 20-plus year partnership with Romania. The operations and maintenance groups completed a four-ship deployment to Al Udeid AB, Qatar.

The maintenance group completed a four-ship deployment to Qatar with 73 Airmen, delivering 592 sorties for 1,300 flying hours and maintained a 96-percent maintenance management effectiveness rate.

The operations group deployed 87 members from the 357th Airlift Squadron and the 908th Operations Support Squadron. While, the squadron flew 214 missions and 644 sorties, amassing 1,359.8 total hours (720.8 combat and 618.7 combat support flight hours; airlifted 4,154 passengers, 1,847.3 short tons of cargo, 165 aeromedical evacuation patients, and 92

distinguished visitors) while maintaining an overall air tasking order effectiveness rate over 99 percent.

910th Airlift Wing

The 910th Airlift Wing's (910 AW) 910th Operations Group year-long mission support of flying hours and spray missions included a total of 623 Sorties, six contingencies, two cross countries, two channel missions, 26 support missions, and 21 JA/ATTs. The airlift squadron with support from the 76 APS moved 1,967 passengers and processed 181.4 short tons of Cargo. The 910 AW also supported 17 missions comprised of C-17, C-37, C-40, C-5, and KC-135 airframes, contributing to overall Air Force mission readiness capabilities. The 757th Aerial Spray mission (maintenance and operations), completed 26 aerial spray missions across



"Operation DEEPWATER HORIZON" painting by SMSgt Darby Perrin

the United States, spraying over 250,000 acres, using herbicides and pesticides to support mission effectiveness for diverse operations across branches of the service. The locations included the following: MacDill AFB, Florida; Luke AFB, Arizona; Parris Island, South Carolina; Charleston, South Carolina; Minot AFB, North Dakota; Grand Forks, North Dakota; Willison, North Dakota; Fort Meyers, Florida; and Hill AFB Utah.

Beginning in 2015 and continuing through 2016, members of the 910 CES teamed with a City of Youngstown Street Department team to kick off a joint blight removal project in a south side neighborhood. The blight removal project demolished more than 85 vacant, deteriorating structures. The 910 MSG prepared 160 operations, logistics, communications and maintenance personnel for a deployment to Al Udeid AB, Qatar, in support of Operation FREEDOM'S SENTINEL from September 2016 to February 2017.

911th Airlift Wing

The 911th Airlift Wing deployed multiple personnel throughout 2016, including 25 personnel from the 32nd Aerial port Squadron who deployed in support of Operation INHERENT RESOLVE and Operation FREEDOM'S SENTINEL at Ali Al Salem AB, Kuwait; Taji AB, Iraq; Muwaffaq AB, Jordan and the American Embassy in Amman, Jordan.

With AFCENT's busiest aerial port assigned to the 386th Air Expeditionary Wing and 32 APS personnel, they processed 35,000 short tons of cargo and 45,000 passengers on 3,700 missions. As the hub for all cargo and personnel moving into and out of Iraq, this team orchestrated hi-visibility movements that included three pallets containing 7,000 pounds of dam engineering equipment for a dame in the Mosul region. The effort prevented the evacuation over 500,000 refugees in the event the structure failed. Additionally, they drove air drop ammunition re-supply efforts, ensuring the delivery of over 120,000 pounds of ammunition safeguarding 900 square km of Syrian territory from ISIS fighters. The team provided a short notice re-supply of 36 short tons of ammunition after a base received IDF and the shipment enabled US forces to return fire and kill 22 ISIS fighters.

The other members of the squadron assigned to the 387 AEW operated as quick reaction team (QRT) supporting six bases in four countries. As a first for the AFR 2T2 (transportation) personnel in this configuration for this type of support, they ran rapid

deployment of cargo and personnel to area hot spots. They performed an engine running off load of 88,000 pounds of cargo while under fire, cutting ground time by 75 percent and ensured ground defenses received the armored support needed to engage enemy forces. Upon arrival at one location, a team led 11 total force personnel and moved over 725 short tons of cargo along with 675 passengers enabling over 200 sorties resulting in the destruction of 80 ISIS targets. Additionally, these teams bolstered coalition efforts by teaming with Australian forces on 750 missions. When called upon for their expertise, they facilitated the swap outs of the United States Army's 10th Mountain Division and 82nd Airborne Division as well as the 77th and 310th Service Battalions. During these RPs, they moved over 600 passengers and 120 short tons of cargo with zero delay in mission.

As one of AFRC's Communication Squadron Next pathfinder units, the 911th Communications Squadron provided cyber mission assurance (CMA) to the wing. To prep for this new role and mission transition, the squadron participated in numerous cyber exercises and conducted CMA analysis of other squadrons on base. They also repaired two joint incident site communications capability packages, a communications hub for first responders in the event of a natural disaster, for the Virgin Island National Guard, facilitating full mission capability for the first time.

913th Airlift Group

Comprising six squadrons and group staff, the 913th Airlift Group, Little Rock AFB, Arkansas, experienced many changes in FY16. The Group divested 14 C-130H aircraft, transitioned from an active association with the 19th Airlift Wing to a classic association, flew its first C-130J mission, and overcame a reduction in force impacting 40 percent of the Group's personnel.

Through these turbulent times, the 913 AG continued to contribute to overall Air Force mission readiness capabilities by flying 80 missions, processing 4,554 tons of cargo, and moving 2,808 passengers and 950 tons baggage.

The J-model conversion training remained a high priority. The Group sent 16 pilots, 18 loadmasters and 120 maintainers to their respective J-model courses. The Group reached a milestone during the 2nd Annual Turkey Shoot competition at Little Rock AFB, in flying their first C-130J mission with an all-913 AG aircrew,



A C-130 Aircraft flies over Niagara Falls Air Reserve Station, New York, 9 May, as part of a final 4-ship C-130 mission for the 914 Airlift Wing. The Aircraft flew deployers to Qatar in support of Operation INHERENT RESOLVE. (US Air Force photo by TSgt Stephanie Sawyer)

the first all-913 AG flight since transitioning from the C-130H to the C-130J. They placed second in the event, which proved especially surprising to unit members with the first all-913 AG flight since transitioning from the C-130H to the C-130J.

As the group's first J-model off-station JA/ATT mission completely manned by 913 AG personnel to Lawson Army Air Field, they supported the Army's Basic Airborne Course at Fort Benning, Georgia. Since then, the group supported the AFRC IG team, the Travis AE squadron, the Pope Toy Drop, and another JA/ATT at Lawson AAF.

914th Airlift Wing

The 914th Airlift Wing Operations and Maintenance Groups completed their final partial mobilization deployment flying the C-130 Hercules. After 45 years of flying the C-130 Hercules and over 53 years supporting a primarily global airlift mission set, the wing planned to transition to an Air Refueling Wing flying the KC-135 Stratotanker. A ribbon cutting ceremony marked this historic milestone for the newly built flight simulator building. Although the wing originally planned to house a C-130 Regional Simulator in the new building, due to a mission change, the wing is worked to secure a KC-135 simulator instead in order to move forward with plans to make the building operational.

In addition to the new simulator building, the wing worked to renovate several buildings including a \$14

million project through the Army Corps of Engineers.

The 914 AW's 328th Airlift Squadron operated as part of the 746th Expeditionary Airlift Squadron (746 EAS) supporting Operation INHERENT RESOLVE and Operation FREEDOM'S SENTINEL. The 746 EAS consisted of 65 airmen from the 328 AS, 914 OSS and the 914 OG. The 746 EAS and 746th Expeditionary Aircraft Maintenance Unit (746 EAMU) operations and maintenance team worked together in concert to achieve a near 100 percent mission-effectiveness rate. Over the course of the four-month deployment, the squadron manned 351 missions and 685 combat and combat support sorties amassing more than

1,550 combat and combat support flight hours. They airlifted 3,988 passengers, 1,933 short tons of cargo, 153 aeromedical evacuation patients, and 62 distinguished visitors. The overall air tasking order mission-effectiveness rate remained above 98 percent, while the overall sortie effective rate stood at 95.5 percent and the crews achieved a staggering 74 percent early takeoff rate. Of note, the 746 EAS planned and executed two airdrop missions, featuring a two-ship tactical deception mission and an airdrop re-supply mission supporting troops in contact with ISIL forces.

The 914th Maintenance Group operated as the



MSgt Dave Montanez, 934th Operations Group, reviews a cargo manifest prior to loading cargo onto a C-130 for airdrops in support of Exercise Saber Junction. (US Air Force photo by SSgt Trevor Saylor)

main body and leadership team for the 746 EAMU, (AUAB), Qatar.

The 914th Aeromedical Evacuation Squadron (914 AES) deployed 19 crewmembers to Ramstein AB, Germany, and provided medical support to injured war fighters throughout multiple AORs. Reservists from the 914 AES directly involved in 274 launch and recoveries, 108 aeromedical missions flown, and moved 855 patients total, which included 19 urgent, 46 priority, and 790 routine missions.

Deployed 914 LRS Airmen maintained AFCENT's largest fleet of 1,710 vehicles worth \$126 million while deployed to AUAB. They facilitated fuels for 1,314 MQ1 sorties, which were successful at engaging 272 hard targets with 186 expeditionary kills. They oversaw a 24-hour operation that performed 85,000 vehicle maintenance actions while deployed to Ali Al Salem AB, Kuwait.

Deployed Airmen of the 30 APS, powered CENTCOMs busiest aerial port which expedited 2,135 aircraft refuels necessary to lift 1,200 tons of cargo and 46,000 troops. Airmen supported movement of 8,000 Afghan National Army soldiers and \$9.5 million in cargo on 72 aircraft. As the busiest security team in AFCENT, 24 deployed SFS defender's team secured 2,600 sorties flying 15,050 passengers and 7,430 tons of cargo. Lastly, civil engineers led the largest flight in the 332 EAW with 126 personnel, an \$8 million budget, and managed 160 projects, 4,000 work orders and 506 facilities used by 3,000 coalition forces.

These and many other Airman from the 914 AW deployed throughout 2016 providing support to global operations and US interests. The 914 AW continued to remain a current, qualified, and mission-ready force during the close of its rich history flying the C-130 Hercules and prepared to transition to a new chapter and bright future in its new mission set at the Niagara Falls Air Reserve Station.

932nd Airlift Wing

The 932d Airlift Wing flew 779 sorties consuming 2,485.1 flying hours with a mission-capable rate of 91.5 percent. In doing so, the wing conducted executive airlift missions supporting congressional delegations, members of the presidential cabinet and military leaders enabling the pursuit of a wide variety of diplomatic, policy and national security agendas.

During this calendar year, the 932 AW flew 1,897 total flight hours in 571 crew positions. Twenty-five

new crewmembers qualified as mission ready, and 97 members filled ground support positions. Those efforts combined to accomplish 4,347 flight training items. Furthermore, the 932 AES sent 21 members on four separate MPA BID missions as primary flight crew members to transport live ill/injured patients for CONUS care and patient redistribution to home stations.

In January, the 932 AW airlifted a congressional delegation with members including the House Majority Leader and Chair of the Armed Services Committee to Davos, Switzerland for the 46th annual World Economic Forum for discussions on security, climate change and the global economy.

A 932 AW aircrew acted immediately when Attorney General Loretta Lynch responded to a recall from a cyber security conference in China following the Orlando night club shootings in June. The wing also provided short-notice transportation to Baton Rouge in July due to civil unrest following a controversial law enforcement shooting, and to Dallas following the retaliatory shootings of law enforcement officers in August.

The wing transported US Secretary of State John Kerry, US Secretary of Agriculture Thomas Vilsac and Maria Contreras-Sweet, Small Business Administration administrator, and a variety of other support staff to Cuba on a diplomatic mission. The unit also transported the Speaker of the House Paul Ryan and Representative Mac Thornberry, Chairman of the Armed Services Committee, to Israel, Jordan, Cairo, Saudi Arabia and Germany. The team met with Saudi King Salman bin Abdulaziz Al Saud in advance of Gulf States to examine ISIS/ISIL strategy and evolving the military campaign in the area, as well as meeting with NATO allies.

934th Airlift Wing

A 12-member mass physicals innovation team reduced the time needed to conduct physicals for members by aligning non-flying physicals in a single annual event. The team crafted a mobility line approach which maximized efficiency and resulted in the successful completion of 950 physicals in a single UTA. The team raised IMR metrics by eight percent in 72 hours, which reduced the average exam time from four hours to 12 minutes per member. Lieutenant General Miller nominated the mass physicals innovation team to compete for the Chief of Staff Team Excellence Award at the Headquarters Air Force level.

The wing comprised part of a group of approximately 1200 personnel who directly supported Exercise CENTRAL ACCORD 2016, conducted by the US Army Africa and USAFE-AFAFRICA. Thirty-five personnel and two C-130H aircraft deployed to build the capacity of the Gabonese Defense Forces along with partner nations France, Netherlands, Belgium and Germany. The economic community of Central African States and the United Nations Department of Peacekeeping Operations also participated. The 934 AW executed 27.3 hours, dropped 20 training bundles, conducted 11 low-cost aerial delivery system drops, and 282 paratroopers. CENTRAL ACCORD 2016 proved the largest and most complex exercise held in Africa.

The 934 AW participated in PATRIOT WARRIOR 2016, an AFRC sponsored exercise with operation locations at the 934 AW Minneapolis, Minnesota; Sparta Airfield located in Fort McCoy, Wisconsin; Young Field located in Fort McCoy, Wisconsin; and Volk Field located in Fort McCoy, Wisconsin. Thirty-four personnel from the APS, AES, LRS and FM supported aggregate passenger operations and hosted exercise participants for aeromedical, en-route patient staging, and personnel accountability operations.

934 AW deployed 23 personnel and one C-130H3 aircraft for Exercise SABER JUNCTION, a joint exercise conducted at Aviano AB, Italy. Germany served as the primary staging area for the exercise. However, the multifaceted event conducted a massive airdrop of 835 /845 personnel and members of the 934 AW participated in 68 missions, the transport of 28 pieces of heavy equipment, 21 container delivery system (CDS) drops, and 1071 airdropped personnel.

In February and March, 75 maintenance, operations, logistics and wing personnel directly supported Aviation Detachment Rotation 2016, a multinational collaboration exercise held in Powidz, Poland. Members of the 934 AW increased interoperability with the Polish Air Forces and strengthened bilateral defense ties between the two countries. Personnel from the 934 AW accomplished 28 sorties, three familiarization missions, and six formation inter-fly missions with the Polish Air Force. The Reservists compiled 48.9 flight hours, completing 26 sorties with eight low-cost, low-altitude drops, 11 CDS drops, and 11 simulated airdrop training bundles drops.

954th Reserve Support Squadron

Reservists assigned to the 954 RSS/J2 supported the United States Transportation Command's (USTRANSCOM) Joint Intelligence Operations Center's indications and warnings (I&W) watch activities. Reservists from the 954 RSS helped ensure the timely and accurate flow of information through the USTRANSCOM J2 and the USTRANSCOM Defense Distribution Operations Center (DDOC). They also provided critical relief to the active-duty members on the I&W watch.

Personnel assigned to 954 RSS/J3 supported the USTRANSCOM Fusion Center's mission for all the Department of Defense (DoD) major worldwide land, sea, and air movements of people and materiel to satisfy Presidential, OSD, unified command, JS, and multi-service requirements. They coordinated actions with the Military Sealift Command, Surface Deployment and Distribution Command, the Air Mobility Command, the Joint Staff, and combat command staffs. Personnel from the 954 RSS also contingency support for Middle East unrest, natural disaster and humanitarian relief support, ordered departure from Turkey, and Afghanistan retrograde. In addition, 954 RSS Airmen remained prepared to backfill USTRANSCOM for defense support for civil authority missions.

Members of 954 RSS/J6 supported USTRANSCOM Joint Cyber Center's Cyber Watch activities through numerous critical situations affecting the global defense transportation enterprise. Reservists helped ensure the flow of information through the USTRANSCOM J6 and the USTRANSCOM Defense Distribution Operations Center.

The 954 RSS provided the Office of the USTRANSCOM Command Surgeon with trained Reserve Citizen Airmen who served as patient movement regulators, patient movement mission controllers, patient movement clinical coordinators, patient movement operations officers and deputy surgeon. Personnel from 954 RSS/SG supported daily operations, training, and exercises including TURBO CHALLENGE and ULTIMATE CADUCEUS. Airmen from the 954 RSS also served in the theater patient movement requirements center.

AIR FORCE RESERVE COMMAND

CHRONOLOGY

Jan The 302nd Airlift Wing (302 AW) deployed approximately 150 Air Force Reservists and four C-130 Hercules aircraft in support of US Central Command air operations in Southwest Asia. Assigned to Peterson AFB, Colorado, 302 AW personnel departed in for a four-month deployment at Al Udeid AB, Qatar. Designated as 746th Expeditionary Airlift Squadron, Reserve personnel provided support to Operation INHERENT RESOLVE and Operation FREEDOM'S SENTINEL.

The purpose of combined joint task force in Operation INHERENT RESOLVE with assistance from our regional partners in Iraq and Syria, focused on militarily defeating enemies in the combined joint operations arena in order to facilitate coalition governmental actions to increase regional stability. The mission of Operation FREEDOM'S SENTINEL include two parts, as part of NATO's Resolute Support Mission, the US continued to train, advise, and assist Afghan security forces, while also continuing the counterterrorism mission against Al-Qaeda.

16 Jan Brigadier General Allan Swartzmiller sworn in as the Air Force Reserve's inspector general by Lieutenant General James Jackson.

28 Jan Reservists assigned to the 913th Airlift Group, Little Rock AFB, Arkansas, flew the unit's final C-130H mission. The 913 AG subsequently transitioned all aircraft to the C-130J.

24 Jan A team of Airmen conducted the KC-46A Pegasus aerial-refueling demonstration. The KC-46A passed 1,600 pounds of fuel to an F-16C Fighting Falcon piloted by Lieutenant Colonel Daniel Alix of the 416th Flight Test Squadron, 412th Test Wing, Edwards AFB, California.

7 Feb Reservists from the 315th Airlift Wing, JB Charleston, South Carolina, flew a mission supporting the US Coast Guard into Bahias de Huatulco, Mexico, a first for the C-17 landing at the small airport.

5 Feb The Department of Defense delivered a certification letter outlining an agreement between the Air Force and the Army on inactivation of the 440th Airlift Wing, Pope Army Airfield, NC and future support of the 18th Airborne Corps and 82nd Airborne Division, Ft. Bragg, North Carolina, to Congress complying with language in the 2016 National Defense Authorization Act. Submission of the letter started a 90-day clock limiting the Air Force's ability to move C-130 aircraft.

8 Feb Lieutenant General James F. Jackson, AFRC Commander, met with 440 AW personnel and leadership at Pope Army Airfield to discuss the way ahead for the wing. He also met with Lt Gen Stephen J. Townsend, the 18th Airborne Corps and Ft. Bragg commander, and Representative Renee Ellmers, North Carolina's 2nd congressional district.

9 Feb Expressing concern that the Airmen of the 440th Airlift Wing failed to receive the care required as the wing worked towards potential inactivation, Lt Gen Jackson directed all HQ AFRC directorates to send functional representatives to the 440 AW's 4-7 March unit training assembly. In the following days, staff recommended the delay of visits until after the 90-day period expired in May.

10 Feb Secretary of the Air Force, Ms. Deborah Lee James, announced the 916th Aerial Refueling Wing, Seymour Johnson, South Carolina as test location for a Total Force Integrated Wing (I-Wing) during her testimony to the Senate Appropriations Committee's defense panel. The beta largely resulted from the National Commission on the Structure of the Air Force's recommendations on promoting an integrated Total Air Force. The Air Force set an initial operating capability date of 1 October.

28 Apr The ARC Force Visibility Tool achieved operational status. Maj Gen Vince Mancuso, the Mobilization Assistant to the Air Force Chief of Staff, led the joint Office of Air Force Reserve. The Force Generation Center project provided commanders visibility of where all ARC members served across all areas of operation. The system automatically refreshed the AFRC and ANG orders data each day and displayed the location of all ARC members on operational duty orders on a Google Earth-like interactive map. The tool allowed users to drill down from world-view to an individual base or city to see Guard and Reserve totals at each level.

15 Jul General David L. Goldfein, Air Force Chief of Staff, presided over the change of command for the Air Force Reserve Command. During the event, Lieutenant General James F. Jackson relinquished command of the Air Force Reserve Command to Lieutenant General Maryanne Miller, AFRC's first female commander. Jackson, who assumed command of AFRC in 2012, retired after serving over 38 years in the Air Force.

25 Jul Reservists assigned to the 442nd Fighter Wing, Whiteman AFB, Missouri, and Air National Guard members assigned to the 185th Air Refueling Wing, Iowa ANG, deployed to Ämari AB near Harjumaa, Estonia, from 25 July to early August. Deployed in support of Operation ATLANTIC RESOLVE, the Airmen demonstrated the United States' commitment to the safety and security of the European region. During the deployment, the Reserve and ANG Airmen worked to increase joint readiness and build interoperability capabilities. They launched 229 sorties for a combined 590 flying hours with eight deployed A-10C Thunderbolt II aircraft.

2 Aug General Herbert "Hawk" Carlisle, commander of the Air Combat Command, declared the Air Force's first F-35 Lightning II squadron as combat ready. The 34th Fighter Squadron of the 388th Fighter Wing, based at Hill AFB, Utah, achieved the milestone after meeting all the established criteria for initial operational capability, which included a deployment to Mountain Home AFB, Idaho, in June and a series of eight-aircraft sorties held in mid-July. Airmen assigned to the 34 FS flew and maintained the F-35A alongside Air Force Reservists from 419th Fighter Wing.

Sep The KC-135 Stratotanker celebrated its 60th birthday in September. One month later, the Air Force Reserve KC-135 mission turned 40. In the Air Force inventory since 1956, the KC-135 as the United States' primary aerial refueling asset during the Cold War. The Air Force Reserve received its first KC-135's in October 1976, when the Air Force transferred 128 aircraft to the 452nd Tactical Airlift Wing, which it redesignated to an Aerial Refueling Wing to reflect the change in mission. Air Force Reserve crews located throughout the world provided Strategic Air Command with daily tanker alert support and also participated in the European Tanker Task Force. Although serving in operational status in the Reserve since 1976, the KC-135 associate mission began with the activation of the 931st Air Refueling Group in 1991. The 507th Air Refueling Wing began operating the aircraft in 1994.

Sep The 908th Airlift Wing planned and executed the first-ever Reserve Partnership Program visit to Romania. The program operates similar to the Alabama National Guard's State Partnership Program and intended to build and strengthen relationships with military branches from allied nations. Over 70 reserve personnel from 908th AW traveled to Romania to serve as ambassadors and train with NATO allies. Additionally, two aircraft and two tons of cargo deployed in support of this 14-day program. As the first time Air Force Reserve Command conducted an overseas training mission, during the two week training program, aircrew members flew 17 sorties with Romanian observers on board. Reserve personnel gained experience using foreign operational flight procedures. They also received the opportunity to practice tactical mountain low-level operations, and even performed airdrops equipment and foreign military personnel. The 908th Maintenance Group attained a 92-percent mission capable rate in support of training operations. Additionally, 908th MXG provided over 25 capability demonstrations for their Romanian military counterparts. These demonstrations focused on ground safety, mishap prevention, crash recovery, and aerospace ground equipment repair procedures. The wing and Romania viewed the program as a

major success, and the wing plans another Reserve Partnership Program visit to Romania in 2017. The 908 AW leadership also continued to explore the possibility of some Romanian forces visiting the 908 AW in the US in the following year.

20 Oct The 315th Airlift Wing, JB Charleston, South Carolina, received the Raincross Trophy for the best wing in 2016 at the 4th Air Force at the Raincross Trophy Dinner in Riverside, California. The 315 AW executed over 7,600 flying hours on 1,662 sorties and delivered 13,820 passengers and 12,126 tons of critical cargo.

21 Oct Airmen from Joint Base Lewis-McChord, Washington, flew from Christchurch, New Zealand to McMurdo Station, Antarctica. During the flight, the Airmen flew a pattern that mirrored the first Air Force Antarctic flight, flown in a Douglas C-124 Globemaster II, named "Miss North Carolina" 21 October, 1956.

30 Oct The Airlift/Tanker Association recognized the 914th Airlift Wing with the Lieutenant General James E. Sherrard III (AFRC Outstanding Unit) award.

28 Nov The F-35 Lightning II program achieved a milestone with the arrival of the first foreign military sales F-35 at Luke AFB, Arizona, with a joint delegation from the 944 FW, 56th Fighter Wing, Lockheed Martin, and Japanese staff.

10 Dec Less than 45 minutes before the continuing resolution expired on 9 December, the US Senate passed the House version of a new continuing resolution by a vote of 63-36. The House had passed the measure overwhelmingly on 8 December by a 326-96 vote, and it could not be amended by the Senate without the House taking up the measure again. However, many members of House choose to depart Washington DC with the expectation they had their work for the year. The president signed a continuing resolution funding government through 28 April 2017.

12 Dec Major General William B. Waldrop, AFRC vice-commander, issued the command's first command interest item (CII) memorandum under Air Force Inspection System. the directive applied to all Reserve units and organizations and provided specific instructions on continuous evaluation and on-sight inspections for all Wing IGIs and AFRC IG. The memo stated that unit effectiveness inspections (UEIs) trends showed management and documentation of training records for initial, proficiency, qualification, and certification training needed by technicians to perform primary AFSC and/or duty AFSC duties as insufficient across the command. Brig Gen Allan L. Swartzmiller, AFRC/IG, noted this CII in conjunction with the newly implemented AFTR/TBA Course, as the two best solutions to positively impact the Command's negative training record documentation trend.

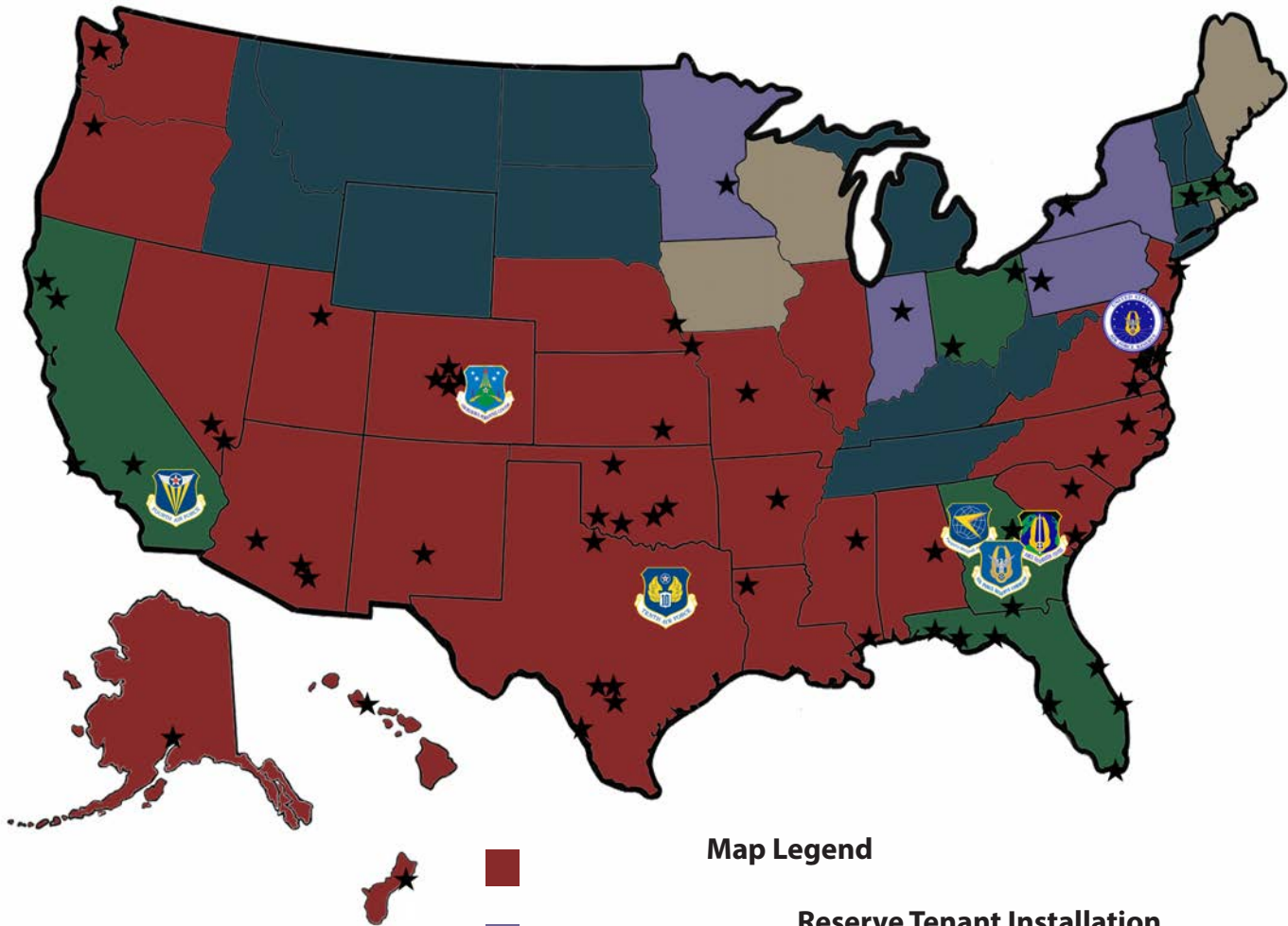
HQ AFRC Yellow Ribbon

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 recently served 90 days on active duty in support of a deployment and remained separated from their family during a 12-month period. Members received the opportunity to 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, 17 combined regional events, and 11 wing-level post deployment health reassessments in 2016 with more than 7,600 Reservists and their families attending. All of the events included pre, post-30 and post-60 deployment phases with each phase focused on helping Reservists deal with deployment situations. Results from over 3,500 OSD designed surveys of adult attendees of the Yellow Ribbon Program events revealed that 97 percent of respondents found the event helpful. Those that attended multiple events reported 54 percent learning gains in two or more domains (mental health, medical, financial etc.). Of members and families responding, 85 percent felt better prepared to manage stress, communicate with loved ones and a willingness to continue serving in the Reserve.



Teenage children of Air Force Reserve members attend the final Yellow Ribbon Reintegration Program event, 17 December, Orlando, Florida. Yellow Ribbon promotes the well-being of reservists and their loved ones by connecting them with resources before and after deployments. It includes activities aimed at varying age groups of children. (Air Force photo by TSgt Kelly Goonan)

AIR FORCE RESERVE SNAPSHOT



Map Legend

Reserve Tenant Installation

Reserve Host Installation

Reserve Tenant & Reserve Host Installation

Individual Reserve (IMA) Only States

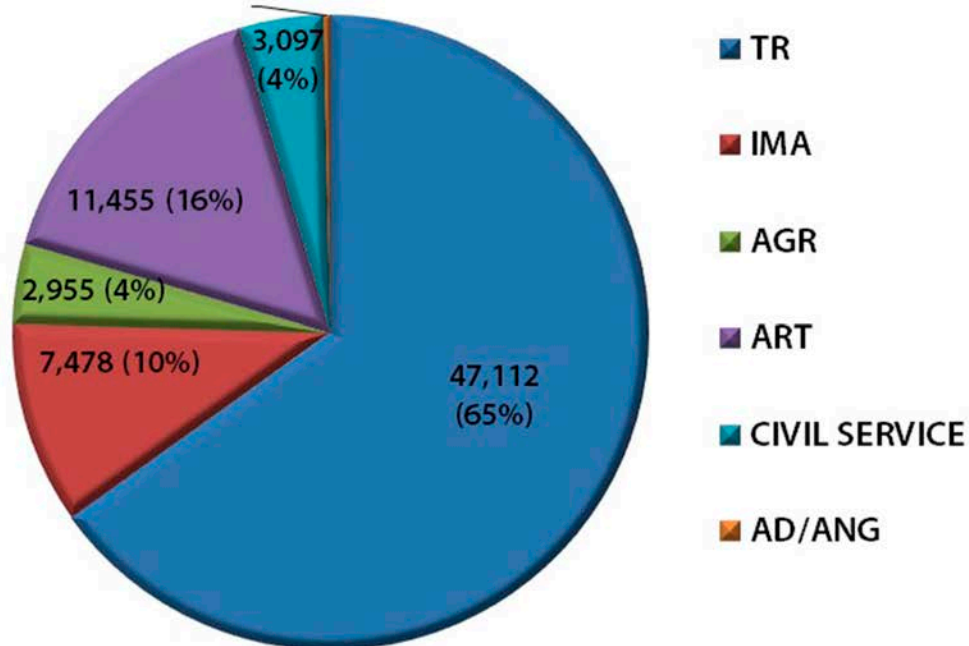
*IMAs located in 47 of 50 states

Acronym List

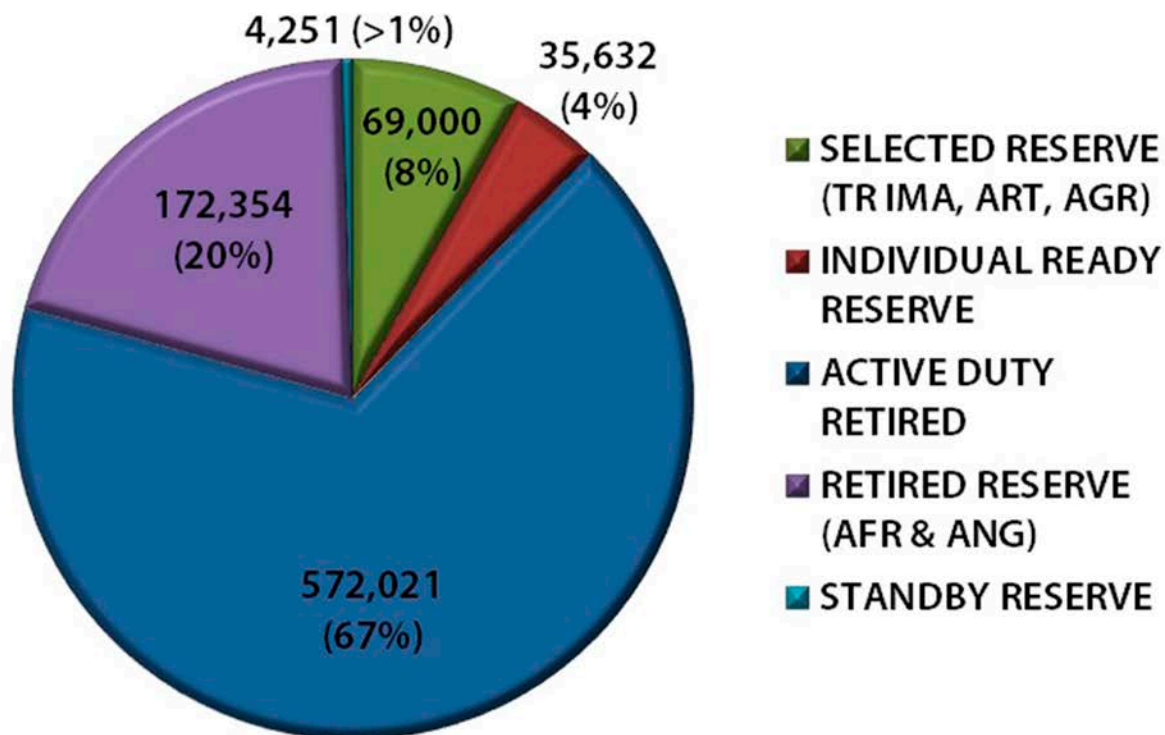
AAF	Army Air Field
AFB	Air Force Base
AFRC	Air Force Reserve Command
ANG	Air National Guard Base
ARB	Air Reserve Base
ARS	Air Reserve Base
IAP	International Air Port
IMA	Individual Mobilization Augmentee
JRB	Joint Reserve Base
NAS	Naval Air Station

AIR FORCE RESERVE TEAM

AD/ANG 257 (>1%)



STRATEGIC DEPTH



TOTAL STRATEGIC DEPTH: 853,258

AIR FORCE RESERVE SUPPORT TO AIR FORCE CORE FUNCTIONS

FULLFILLING COMBATANT COMMANDER REQUIREMENTS

Air Superiority & Global Precision Attack

- Air Superiority: F-22
- Bomber: B-52
- Close Air Support: A-10
- Precision Attack: F-16

Agile Combat Support

- Acquisitions, Contracting & Finance
- Civil Engineering & RED HORSE
- Force Support
- Law, Chaplain Corps & Historian
- Logistics, fuels & Maintenance
- Medical, Nursing & Dental
- OSI & Security Forces
- Public Affairs & Combat Camera
- Safety
- Test & Evaluation

Command and Control

- Air & Space Operations Center
- AWACS: E-3

Cyberspace Superiority

- Cyberspace Command & Control
- Cyberspace Defense - Active and Passive
- Cyber Protection Teams
- Extend the Net (Combat Communications)
- Information Network Operations

Education & Training

- Aeromedical Evacuation Training
- AF Academy Flying and Jump Programs
- Basic Military Training
- Flight Training: T-1, T-6, T-38, AT-38, F-15E, F-16, A-10, B-52, C-5, C-17, C-130, KC-135, KC-10, MQ-1, MQ-9, RQ-4, C-145A

Global Integrated Intelligence, Surveillance & Reconnaissance

- Acquisition Intelligence
- Airborne: Crypto-Linguist

- Distributed Common Ground System
- HUMINT, SIGINT, GEOINT, MASI NT
- Remotely Piloted Aircraft: MQ-1, MQ-9, RQ-4
- Targeting

Nuclear Deterrence Operations

- Air Refueling: KC-135R
- Bomber: B-52

Personnel Recovery

- HC-130N/P, HH-60G & Guardian Angel

Rapid Global Mobility

- Aeromedical Evacuation
- Aerial Port
- Aerial Firefighting: C-130H MAFFS
- Aerial Spray: C-130H 2MASS
- Air Refueling: KC-10, KC-135R
- Contingency Response Mobile C2
- Hurricane Hunters: WC-130J
- Operational Support Aircraft: C-40C
- Strategic Airlift: C-5, C-17A
- Tactical Airlift: C-130H, C-130J

Space Superiority

- GPS
- Joint Space Operations Center
- Missile Warning
- Space Control
- Space Professional Education
- Weather

Special Operations

- AC-130, C-145A, C-146, MQ-9, U-28

UNITS BY STATE

Alabama

Maxwell AFB

908th Airlift Wing

Maxwell-Gunter AFB

689th Network Operations Squadron

Alaska

Joint Base Elmendorf-Richardson

477th Fighter Group

Arizona

Davis-Monthan AFB

610th Command and Control Squadron

924th Fighter Group

943rd Rescue Group

720th Security forces Squadron

Luke AFB

944th Fighter Wing

Tucson IAP

ANG/AFR Command Test Center

Arkansas

Little Rock AFB

Det 1, 22nd Air force

96th Aerial Port Squadron

California

Beale AFB

940th Air Refueling Wing

13th Reconnaissance Squadron

38th Intelligence Squadron

50th Intelligence Squadron

713th Combat Operations Squadron

Edwards AFB

370th Flight Test Squadron

March ARB

Headquarters, 4th Air Force

452nd Air Mobility Wing

AFR Western Recruiting Squadron

4th Combat Camera Squadron

701st Combat Operations Squadron

922nd Civil Engineer Squadron

Travis AFB

349th Air Mobility Wing

349th Memorial Affairs Squadron

23rd Combat Communications Squadron

Vandenberg AFB

9th Space Operations Squadron

Colorado

Buckley AFB

Air Reserve Personnel Center

310th Mission Support Group

8th Space Warning Squadron

Peterson AFB

302nd Air Lift Wing

380th Space Control Squadron

731st Airlift Squadron (MAFFS)

960th Network Operations Squadron

Reserve National Security & Space Institute

Schriever AFB

310th Space Wing

26th Space Aggressor Squadron

US Air Force Academy

70th Flying Training Squadron

Delaware

Dover AFB

512th Airlift Wing

Florida

Coral Gables, National Hurricane Center

0L-A, 53rd Weather Reconnaissance Squadron

Duke Field

919th Special Operations Wing

Eglin AFB

84th Test and Evaluation Squadron

Homestead ARB

482nd Fighter Wing

Hurlburt Field AFB

28th Intelligence Squadron

2nd Special Operations Squadron

5th Special Operations Squadron

556th RED HORSE Squadron

717th Information Operations Squadron

Det 1, 84th Test and Evaluation Squadron

MacDill AFB

927th Air Refueling Wing

Patrick AFB

920th Rescue Wing

Tyndall AFB

44th Fighter Group

Georgia

Atlanta

AFR Eastern Recruiting Squadron

Dobbins ARB

Headquarters 22nd Air Force

94th Airlift Wing

622nd Civil Engineer Group

Robins AFB

Headquarters Air Force Reserve Command

AFR Recruiting Service

Force Generation Center

Professional Development Center

413th Flight Test Group

55th Combat Communications Squadron

94th Aerial Port Squadron

Moody AFB

476th Fighter Group

Guam

Anderson AFB

624th Aerospace Medicine Squadron

44th Aerial Port Squadron

Hawaii

Joint Base Pearl Harbor-Hickam

624th Regional Support Group

Det 1, 701st Combat Operations Squadron

Det 1, 713th Combat Operations Squadron

Illinois

Scott AFB

42nd Combat Operations Squadron

932nd Airlift Wing

954th Reserve Support Squadron

12th Operational Weather Flight

Indiana

Grissom ARB

434th Air Refueling Wing

Kansas

McConnell AFB

931st Air Refueling Group

Louisiana

Barksdale AFB

307th Bomb Wing

307th RED HORSE Squadron

Maryland

Fort George Meade

16th Intelligence Squadron

Joint Base Andrews

459th Air Refueling Wing

Massachusetts

Westover ARB

439th Airlift Wing

Minnesota

Minneapolis-St. Paul IAP, ARS

934th Airlift Wing

Mississippi

Columbus AFB

43rd Flying Training Squadron

Keesler AFB

403rd Wing

53rd Weather Reconnaissance Squadron

Missouri

Rosecrans Memorial Airport

Advanced Airlift Tactics Training Center

Whiteman AFB

442nd Fighter Wing

Nebraska

Offutt AFB

49th Intelligence Squadron

960th Network Warfare Flight

New Jersey

Joint Base McGuire-Dix-Lakehurst

514th Air Mobility Wing

AFR Northern Recruiting Squadron

New Mexico

Holloman AFB

429th Air Combat Training Squadron

New York

Niagara IAP, ARS

914th Airlift Wing

Nevada

Creech AFB

91st Attack Squadron

78th Attack Squadron

726th Operations Group

Nellis AFB

926th Wing
55th RED HORSE Squadron

Ohio

Wright-Patterson AFB

445th Airlift Wing
655th ISR Group

Youngstown-Warren ARS

910th Airlift Wing
757th Airlift Squadron (Aerial Spray)

Oklahoma

Altus AFB

730th Mobility Training Squadron

Fort Sill

Falcon Range, 301st Fighter Wing

Oklahoma City

1st Aviation Standards Flight

Tinker AFB

507th Air Refueling Wing
513th Air Control Group
10th Flight Test Squadron
35th Combat Communications Squadron

Vance AFB

5th Flying Training Squadron

Oregon

Portland IAP

304th Rescue Squadron

Pennsylvania

Pittsburgh IAP, ARS

911th Airlift Wing

South Carolina

Joint Base Charleston

315th Airlift Wing
560th RED HORSE Squadron

Shaw AFB

5th Operational Weather Flight
Det 1, 482nd Operations Group

Texas

Dyess AFB

345th Bomb Squadron

Joint Base San Antonio-Randolph

340th Flying Training Group
415th Flight Test Flight

Joint Base San Antonio-Lackland

313th Flight Test Flight

433rd Airlift Wing

960th Cyber Operations Group
960th Network Warfare Flight
426th Network Warfare Squadron
433rd Training Squadron
733rd Training Squadron
854th Combat Operations Squadron

Laughlin AFB

96th Flying Training Squadron

NAS Fort Worth JRB

Headquarters, 10th Air Force
301st Fighter Wing
610th Security Forces Squadron
AFR Central Recruiting Squadron
810th Civil Engineer Flight
Sheppard AFB
97th Flying Training Squadron

Utah

Hill AFB

419th Fighter Wing
514th Flight Test Flight

Virginia

Joint Base Langley-Eustis

42nd Intelligence Squadron
63d Intelligence Squadron
71st Aerial Port Squadron
710th Combat Operations Squadron
718th Intelligence Squadron
860th Network Operations Squadron
920th Aerospace Medicine Flight

Norfolk Naval Station

953rd Reserve Support Squadron

Washington

Joint Base Lewis-McCord

446th Airlift Wing



Following the unveiling of "The Last Ace" highlighting an aerial victory by 1st Lt Charles d'Olive during World War I, Susan d'Olive, his daughter and her family stand alongside SMSgt Darby Perrin, an Air Force Reserve artist from the 465th Air Refueling Squadron, Tinker Air Force Base, Oklahoma, Brig Gen Vito Addabbo, Mobilization Assistant to the Commander, Air Force Global Strike Command, and Lt Col James Morris, vice commander of the 307th Bomb Wing, Barksdale Air Force Base, Louisiana. The event was held in commemoration of the 100th anniversary of WWI at the Dawn Patrol Rendezvous, National Museum of the United States Air Force, Ohio, 1 October, 2016. (US Air Force photo by Lt Col Warren Neary)



Detail of "The Last Ace" painting by SMSgt Darby Perrin



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