

AIR FORCE RESERVE

# YEAR IN REVIEW



2018



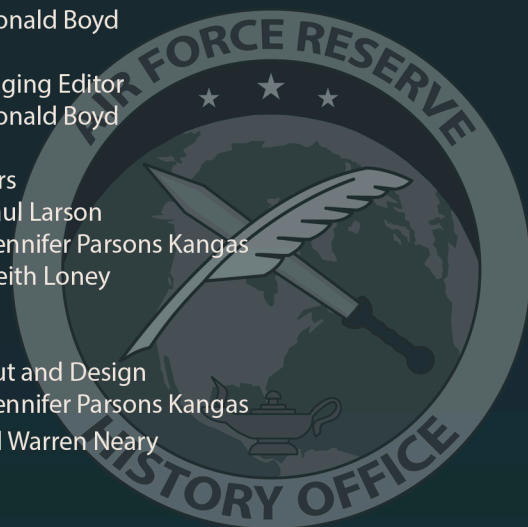
# YEAR IN REVIEW

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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. This Year in Review describes Air Force Reserve global operations during 2017.

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Front cover image: Reserve Citizen Airmen assigned to the 302nd Security Forces Squadron prepare to engage with opposing forces during a training exercise, Oct. 14, 2018, at Fort Carson, Colorado. During the exercise, the reservist honed their skills in mobilization of personnel, emergency response, medical triage and evacuation, base security and force support. (US Air Force photo by SSgt Heather Heiney)

Back Cover Image: US Air Force TSgt Leon Pennyfeather, a combat crew communications technician with the 507th Operations Support Squadron at Tinker Air Force Base, Oklahoma, holds his daughter while his wife snaps a photograph upon returning from deployment July 7, 2018. More than 100 Reserve Citizen Airmen from the 507 ARW at Tinker AFB deployed to Incirlik Air Base, Turkey, in support of air operations. (US Air Force photo by MSgt Grady Epperly)

The Air Force Reserve traced its roots to the Preparedness Movement that began during World War I and the National Defense Act of 1916 that authorized the Signal Officers Reserve Corps and Signal Enlisted Reserve Corps. President Harry Truman formally established the Air Force Reserve on 14 April 1948, as a program similar to one established during the First World War, whereby Reservists stood ready to serve during wartime.

The Air Force Reserve grew rapidly after the start of the Korea War during which more than 147,000 Air Force Reservists served for periods from one to three years. The Air Force reliance on Reservists increased even further during the 1960s as the Vietnam War increased in scale and intensity. On 1 August 1968, the Air Force inactivated the Continental Air Command and activated Headquarters Air Force Reserve, which assumed responsibility for Air Force Reserve unit program. That same year, the Air Force initiated the associate concept in which Air Force Reserve personnel worked with active-duty units in order to gain experience on newer weapons systems such as the C-141 Starlifter and C-5 Galaxy.

The Air Force's reliance on the Air Force Reserve increased throughout the 1970s and 1980s, culminating with 23,500 Reservists mobilized with another 15,000 serving in a volunteer capacity during Operation DESERT SHIELD and Operation DESERT STORM. From that point forward, the Air Force increasingly relied on its Air Force Reserve component for a steady state of daily assistance—whether it was flying airlift channel, fire-fighting, aerial spray, hurricane hunter missions, or providing highly skilled medical and aeromedical personnel. As a result, Congress sought to clarify the organizational placement of the Reserve. Accordingly, in February 1997, the Air Force Reserve officially became the Air Force Reserve Command, the Air Force's ninth major command.

More than four years later, Air Force Reservists were ready to assist their nation following the terrorist attacks of September 11, 2001. Air Force Reserve F-16 Fighting Falcon aircraft flew combat air patrols that protected America's cities while KC-135 Stratotanker and E-3 Sentry AWACs aircraft provided air-refueling sorties and security. In October 2001, the United States initiated the Global War on Terrorism as military forces entered Afghanistan to combat the Taliban in Operation ENDURING FREEDOM. Air Force Reserve MC-130 Combat Talon aircraft became the first fixed-wing aircraft to penetrate Afghan airspace while Air Force Reserve F-16 crews, already deployed in theater for Operation Southern Watch, performed the first combat missions.

Air Force Reservists were also at the forefront at the start of Operation IRAQI FREEDOM in March 2003. During that conflict, Reservists supported Air Force unmanned aerial vehicles missions and space-based operations in Southwest Asia, providing essential data to battlefield commanders. Air Force Reserve aircraft and crews flew nearly 162,000 hours and deployed 70 unit-equipped aircraft in theater while aeromedical personnel provided 45 percent of the Air Force's aeromedical crews that performed 3,108 patient movements.

In 2017, Air Force Reservists continued to be a strategic force that aided United States military and humanitarian operations throughout the globe.



# INTRODUCTION

Since 1948, the men and women of the Air Force Reserve have served their nation both in and out of uniform. In 2018, more than 70,000 Reserve Citizen Airmen provided the Air Force with a strategic reserve of skilled and experienced personnel who were ready to handle the challenges, unexpected events, and emergent threats that occurred throughout the year. These same Airmen increased the Air Force Reserve's capabilities by bringing the knowledge and skills from their civilian backgrounds into their military duties. Citizen Airmen provided a flexible, cost-effective, and highly experienced force that was second-to-none.

Beginning with Operation DESERT SHIELD in 1990, the Air Force Reserve has served as an operational force on a constant basis. Over 12,000 full time personnel provided the daily support required to train and maintain the strategic reserve and execute key operational missions. Throughout 2018, another 6,100 Reserve Citizen Airmen served on active duty orders in support of stateside and overseas contingency operations. We participated in over 80 global operations and exercises across all nine Combatant Commands, reaching every continent, and interacting with over 55 nations.

Reserve Citizen Airmen accomplished a great deal in 2018, which marked the 70th anniversary of the Air Force Reserve and the 25th anniversary of Reserve participation in the Modular Airborne Fire-Fighting Mission. The year included the stand-up of the 960th Intelligence, Surveillance, and Reconnaissance Wing—a first of its' kind for the Reserve—and the arrival of the KC-46A Pegasus aerial refueling aircraft. During the year, Reservists played critical roles in cleaning up and rebuilding in the aftermath of Hurricane Michael, which ravaged Tyndall AFB, Florida, and other parts of the Southeast. Citizen Airmen also continued to serve as the United States Department of Defense's only provider of weather reconnaissance and aerial spray capabilities.

Sadly, the year was not without pain and loss. On 15 March 2018, Pararescuemen MSgt William Posch and SSgt Carl Enis died when the HH-60G Pave Hawk they were in crashed in Western Iraq. Other Reserve Citizen Airmen left too soon as a result of suicide, accidents, and natural causes. Yet, in spite of those losses, the men and women on the Air Force Reserve demonstrated their resiliency by continuing to accomplish the mission.



## 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’s ability to change 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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*A C-5M Super Galaxy sits on the flightline at Travis Air Force Base, Calif., on Sept. 27, 2018. The 349th and 60th Air Mobility Wings work together to enhance Rapid Global Mobility by ensuring aircraft at Travis AFB are ready to go any time, any place, anywhere. (US Air Force photo by SSgt Daniel Phelps)*



## OFFICE OF THE CHIEF OF AIR FORCE RESERVE



The Office of the Air Force Reserve (AF/RE) works as an executive part of the Department of the Air Force headed by the Chief of Air Force Reserve who serves 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 imple-

mented 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 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.

### **Policy Integration Directorate (AF/REI)**

In 2018, AF/REI focused on building a sustainable message and prioritizing



**The last US Air Force C-5M Super Galaxy to be delivered for operational use, sits on the tarmac near a Lockheed Martin hangar in Marietta, Georgia, to be displayed for a celebration commemorating 50 years of the C-5 Galaxy serving in the US Air Force, June 26, 2018. The C-5M Super Galaxy will be delivered to the 439th Airlift Wing at Westover Air Reserve Base, Massachusetts. (DoD photo by MSgt Stephen D. Schester)**





**US Air Force Lt Gen Richard W. Scobee, Commander, Air Force Reserve Command, presents the head coach of the North Carolina A&T Aggies, Sam Washington, the trophy for winning the Air Force Reserve Celebration Bowl at Mercedes-Benz Stadium in Atlanta, Georgia, December 15, 2018. The Mid-Eastern Atlantic Conference champion North Carolina A&T defeated the Southwestern Athletic Conference winner, Alcorn State Braves, 24-22. (US Air Force photo by MSgt Stephen D. Schester)**

legislative initiatives to align with the 2018 National Defense Strategy (NDS) and Chief of Air Force Reserve (CAFR) priorities. The REI office expanded the 2018 Congressional Engagement plan to meet Secretary of the Air Force intent to create a culture of engagement in the National Capitol Region and in the local units. The 2018 posture season included an unprecedented number of hearings, with hearing preparation provided for the Top 5 and CAFR. Throughout the year, REI worked to improve 2019 key legislative issues with impact to Air Force Reserve Citizen Airmen. The 2019 National Defense Authorization Act (NDAA) included several Reserve Component legislative additions. It included the authority to Direct Hire for certain competitive service positions, outlined as maintenance, depot maintenance, cybersecurity, acquisition and science, technology and engineering. REI also responded to over 550+ congressional inquiries, and provided detailed information in response to congressional requests for information and questions for record. REI revamped the Commander's Hill Program to align with the Secretary of the Air Force's direction. Emphasis is now placed on commanders amplifying district-level engagements, where topics align with Congressional interest. REI developed a Wing Leadership Capitol Hill Symposium to enhance Wing Commander, Command Chief, and Public Affairs representatives' awareness of Capitol Hill as

a force development opportunity to better understand corporate processes, enhance district-level engagements, and allow for attendance at a Congressional reception for additional engagement with staffers. In 2018, REI conducted over 150 engagements with professional and personal Congressional staff members with targeted messages. The Air Force Reserve leadership engaged on a variety of topics, including readiness challenges resulting from the inability for ARTS to access TRICARE Reserve Select (TRS), efforts taken to meet the 2017 NDAA mandate for ART to Active Guard Reserve conversions, and the deliberate plan to target specific positions to convert based on readiness concerns. REI supported engagement between headquarters programmers and Congressional Committee professional staff members on National Guard and Reserve Equipment Appropriation (NGREA) issues. The Fiscal Year 2019 Defense Appropriation provided an unprecedented 200 million dollars in NGREA funds for the Air Force Reserve.

#### **Medical Directorate (AF/REM)**

The Invisible Wounds Initiative (IWI) was established by the CSAF to ensure Airmen with invisible wounds are treated

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fairly, equally, and in accordance with the AF's commitment to Airmen and their families. REM was an integral part of the Core Team representing the Air Force Reserve. REM supported REC's efforts in securing over \$1 million in support for the AFR to pursue Reserve-specific gaps & solutions. REM supported AFRC/SG's efforts in acquiring additional medical providers at HQ AFRC/SG and at the Reserve medical units (RMUs) within the command. Additionally, REM provided input into the successful creation and subsequent hiring of a Wounded Warrior and Survivor Care Program Manager. AF/REM continued in its role as an originating member of the SAF/MR's Services Central Coordinating Cell (SCCC). The SCCC is the focal point for all field related questions and concerns as it relates to transgender policy, exception to policy (ETP) approvals, and training. The AFR faced severe physician shortages with significant shortages in surgical specialties. AF/REM assisted the Office of the Assistant Secretary of Defense for Health Affairs (OASD/HA), Air Force Medical Service (AFMS) and Air Force Reserve Command Surgeon General's Office (AFRC/SG) by ensuring the FY18 Health Professions Special Pay & Incentives (HPS&I) Pay Plan was developed and published. The HPS&I pay plan was one of many tools designed to attract and retain highly skilled health professions officers.

### Directorate of Personnel (AF/REP)

The staff of AF/REP continued to refine a number of initiatives to address both short- and long-term manning challenges

as the AFR is currently or is projected to face due to mission demands and available personnel. First, to better predict and recruit to shortages across all career fields, REP revised and released policy guidance to eliminate the Loss Management Procedures in the spring of each year, and instead require members to give six-month notice on leaving the Selective Reserve. REP also implemented an initiative to expand the use of officer captain and major continuation boards in an effort to reduce officer shortfalls. This has allowed 43% more Captains and 48% more Majors in critical skills AFSCs or AFSCs with less than 85% manning to continue serving despite being passed over twice for promotion. In order to continue to attract and retain members, REP has worked to resolve compensation backlogs with student loan repayment and Post 9/11 GI Bill educational benefits. Another initiative REP further expanded was the Human Capital Management (HCM) 2.0 initiative, which places emphasis on a balanced approach to maintaining end-strength and readiness through effective manning policies and practices. HCM 2.0 established a formal feedback loop between the wings, the MAJCOM and AFR senior leaders to better assist wings with local manning concerns. This included solutions at the enterprise level, and synching requirements and programming processes to better recruit, retain and manage talent for our most valuable assets, our human capital. Additionally, along with establishing an annual recruiting goal, a retention goal was also established to further highlight the importance of maintaining readiness through effective manning policies and practices. To address full-time support shortfalls, REP worked



Air Force Reserve Command Lt Gen Richard W. Scobee receives the AFRC guidon from Air Force Vice Chief of Staff Gen. Stephen W. Wilson during his assumption at the Museum of Aviation, Warner Robins, Ga, Sept. 27, 2018. Scobee will split his time as commander between Robins Air Force Base and the Pentagon. (US Air Force photo by MSgt Stephen D. Schester)





The body of Army Private First Class Brian Odiorne came home to Ware, Mass. March 2. The aircraft carrying his casket landed at Westover. As the procession traveled to the Westover Road Gate from the flight line, Airmen rendered salutes to the fallen 21-year-old. The procession included Massachusetts State Troopers, Chicopee Police, Ware Police, and the soldier's family. Some of the Westover saluters stood in the cold waiting for almost an hour. The winds reached 48 mph with a wind chill of 17 degrees. (Photo by William C. Pope)

with the Secretary of the Air Force Manpower and Reserve Affairs staff on a revised definition of the utilization of AGRs to include flight line maintenance. This legislative revision would allow maximum flexibility by providing a third option for full-time maintenance resourcing at the unit level, a functional area that proved challenging in our recruiting and retention efforts. Other efforts to enhance full-time support shortfalls included gaining approval to offer Special Salary Rates (SSR) to Military Technician pilots and Direct Hire Authority (DHA) for Aircraft Maintainers. The SSR for rated technicians will allow the AFR to compete with salaries offered by private airlines. The authorization of DHA in the FY19 NDAA will allow for streamlining of the civilian hiring process to fill vacancies sooner. REP continued to address readiness. In concert with our Total Force partners, REP completed the first live PUSH-PULL exercise since 2009, testing the mobilization process to activate and access Airmen from the Pre-trained Individual Manpower (PIM) pool to fill known critical skill shortfalls during wartime or contingency operations. As a result of the SECAF's 2016 Invisible Wounds Initiative, REP successfully worked to secure an AFR POC for more efficient case management and better care of our airmen. REP also took the lead on defending and programming the AFR's \$90M Personnel & Training budget. Innovation was a key REP 2018 priority. The staff developed an HCM 3.0 strategy focusing on HCM in future environments to increase readiness and lethality. As the Air Force has worked administration's request for a Space Force and Space Force Reserve, REP played an active role in identifying the manpower and organizational structure as we develop the Space Force Reserve.

### **Plans, Programs, and Requirements Directorate (AF/REX)**

The year 2018 proved to be significant for REX generating several new initiatives having lasting impact on the Air Force Reserve. First, REX stood up a new division and negoti-

ated a memorandum of agreement to emplace nine AGRs and 16 IMAs as initial cadre within the new Air Force Warfighting Integration Capability (AFWIC) office. The Air Force stood up AFWIC to change how it conducts long-term planning and programming, focusing on enterprise-wide integration and future force design. REX helped develop the inaugural AF Design Capstone, provided key tenets guiding force design, planning, requirements, acquisition, and technology/capability development, and led AF-wide design portfolios including Rapid Global Mobility, Cyber/IO, Pilot Training Next, and Dynamic Basing (Defense & Logistics). With the new National Defense Strategy (NDS) publication, REX identified potential AFR impacts and analyzed how the Reserve must change to support this new strategy and prepare for the future. These new requirements led to Lt Gen Scobee establishing his three strategic priorities: 1) Prioritizing strategic depth and accelerating readiness, 2) Developing resilient leaders, and 3) Reforming the organization. REX also published the inaugural Reserve Strategic Planning Guidance providing long-term CAFR guidance for planning and programming efforts supporting the new NDS. REX drove approval of the largest-ever ART to AGR conversion in the FY20 Program Objective Memorandum, with 277 billets targeted for conversion meeting 2019 National Defense Authorization Act requirements, improving full-time recruitment and retention, and increasing readiness. Additionally, REX authored the 2019 National Guard Reserve Equipment Report leading to a record National Guard Reserve Equipment Account appropriation with \$195 million authorized by Congress to improve Reserve readiness. The annual IMA Program Review resulted in the reallocation of 300 billets, which ensured critical support where it is needed across 105 locations, 9 MAJCOMs, and 4 agencies. AFR end strength grew by 800 billets in 2018, and REX oversaw the successful reprioritization of manpower in critical growth areas, including space, cyber, and ISR in addition to supporting the establishment of USCYBERCOM and the need for increased pilot absorption capacity.

## HEADQUARTERS AIR FORCE RESERVE COMMAND



### Directorate of Manpower, Personnel, and Services

#### (A1)

HQ AF/A1CP issued the Department of Air Force's clarifying guidance on the implementation of Direct-Hire Authority (DHA) for Shortage Category and/or Critical Need Positions. This allowed the DoD to assume the responsibility from the Office of Personnel Management (OPM) to determine that there was a severe shortage or critical hiring need and granted DHA. AFRC/A1CS worked with A3 to submit a DHA request to cover pilot positions across the command. The Air Force began utilizing the USA Hire assessments, an online assessment program designed by a team of Industrial/Organizational psychologists at OPM, when recruiting for Air Force civilian vacancies. USA Hire assessments resulted in the hiring manager receiving a higher qualified pool of candidates who were screened for competencies that were a better predictor of employee job performance. SGN began a hands-on approach to fill all available seats in the Nursing Service Management (NSM) and Flight and Operational Medical Technician (FOMT) courses. Previously up to 80% of seats would go unfilled due to miscommunication and last minute cancellations. SGN initiated early communication with attending units and created a standby list containing members available for last minute fills. Both courses increased attendance and currently maintain filled seats at 86% to 100%. The Air Force Reserve Command Nurse conducted the 2018 Development Team for the Nurse Corps at Buckley AFB in July. There were 1,223 nurses vectored. AFRC/SGN hosted two Chief Nurse/4N Functional Manager (CN/4N FM) Courses, which offered 32 continuing nursing education (CNE) units for the nurses and three continuing education units (CEUs) for the 4Ns. SGN also assisted in hosting the biennial Health Services Executive Management Conference in Atlanta, which awarded 28.5 CNE units to the 104 nurses that attended, and six CEUs to the approximately 46 medical technicians present. The AFRC Human Capital Management Leadership team identified a need for a more deliberate focus on balancing

the human capital supply & demand across the AFRC enterprise, to include all manning programs (civilians, ARTs, AGRs, TRs, and IMAs). Subsequently, they created the Recruiting & Retention (R2) mobile team, led by Recruiting and Force Management, to assist Career Field Managers (CFM) and MAJCOM Functional Managers (MFM) with mitigating the current and future manning gaps within their field. They also teamed with the command's Data, Analysis and Systems Branch to create a Human Capital Management mlsuite site, and an enhanced authoritative manning data tool for use by CFMs, MFMs, and field leaders. The team reported outcomes and findings to the Chief of the Air Force Reserve at the inaugural Enterprise Manning (EM2) Meeting in June and December 2018. Furthermore, the team established a quarterly Manning Update meeting with the CFMs and MFMs. In 2018, A1M completed 11 manpower studies and an organizational maturity model to enhance HQ and Unit functions, positively impacting management of over 2,800 UMD resources. Both the 655 ISRW and the 960 CW were activated and resourced, allowing the Reserve Command a full presence in both fields. The Air Force Reserve Command's Issues & Analysis Branch continued to transform, mature and streamline its operations. Among this branch's many other 2018 accomplishments, it robustly supported the HCMLT (Human Capital Management Leadership team) via data and data analytics. The Air Force Reserve Command's Personnel Readiness Operations Branch oversaw the Air Force Personnel Accountability and Assessment System for several natural disasters that occurred in 2018. A1RR staff, Wing Leadership, IPRs and CORs worked to ensure that reserve members, IMAs, Air Force civilians and dependents were accounted for and provided assistance. Four major events occurred in 2018 that affected a large population of the Reserve family-Hurricane Florence (11,789 personnel), Hurricane Michael (31,634 personnel), Reserve CA Wildfires (9,771 personnel) and Alaska Earthquake (903 personnel). Additionally, A1RR provided policy and procedural guidance for the successful activation and deployment of 4,995 reserve personnel, ISO-named COCOM requirements, and major exercises.





Reservists from the 315th Airlift Wing at Joint Base Charleston delivered nearly 8,000 pounds of humanitarian aid to Guatemala City (Courtesy photo)



US Air Force SSgt Yvette Martinez, of Goshen Ind., a medical technician with the Air Force Reserve's 434th Aerospace Medical Squadron, Grissom Air Reserve Base, takes vital signs of a patient with the help of the patient's granddaughter, three-year-old Willowmae, during the East Central Georgia Innovative Readiness Training in Crawfordville, Georgia, July 13, 2018. An IRT provides hands-on, real-world training to improve readiness and interoperability for service members in complex contingency environments while providing key services for American communities. (US Air Force photo by MSgt Theanne Herrmann)



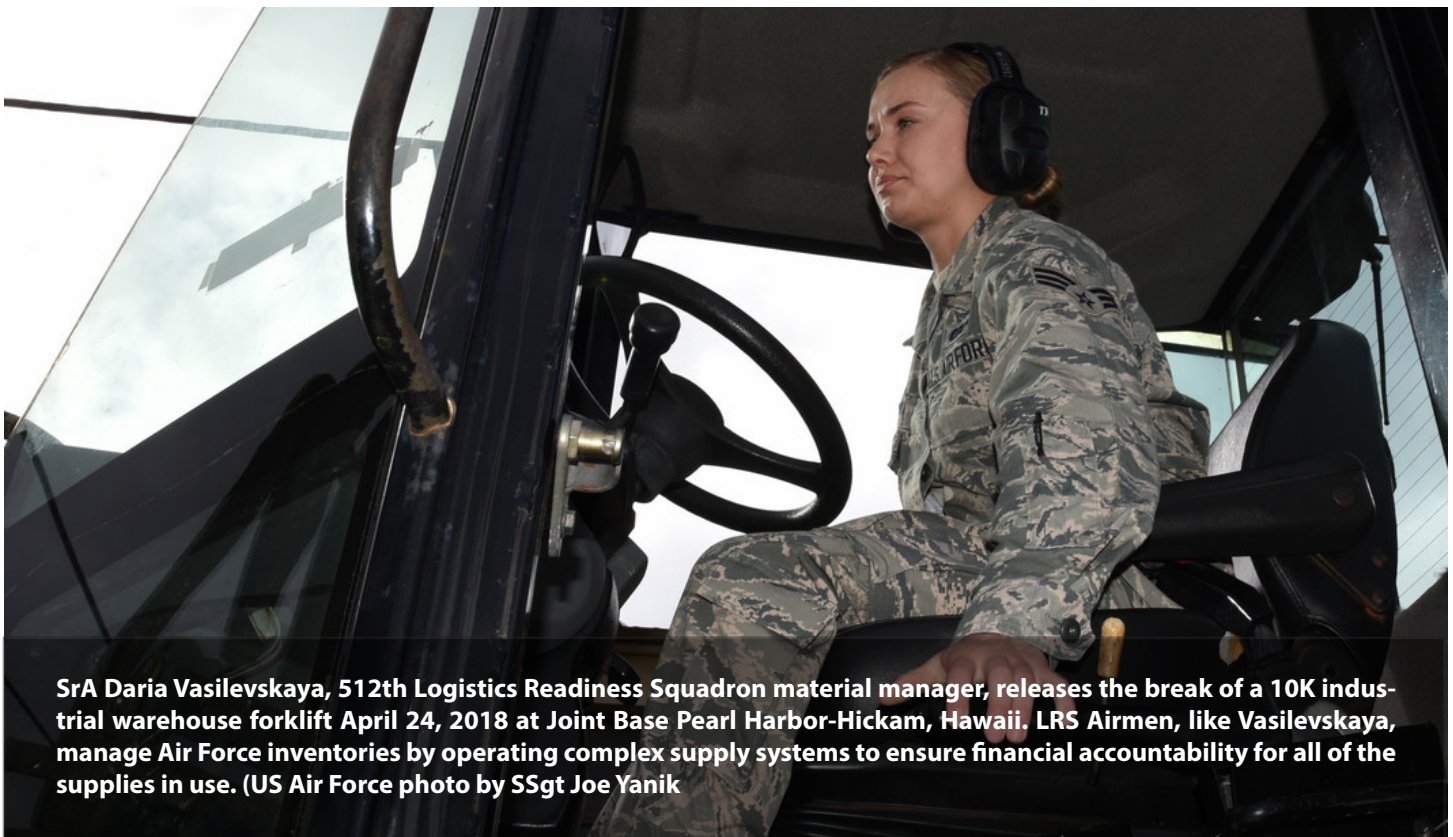
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Finally, A1RR has worked diligently with RE and SAF/MR to facilitate a NDAA change to provide Early Tricare and TAMP for deploying personnel. The Air Force Reserve Command's Force Integration Support Branch planned and orchestrated AFRC's 2018 Force Support Squadron (FSS) Leadership Forum, a biennial event hosted by AFRC/A1, Director of Manpower, Personnel, and Services. Over 330 Force Support professionals across the Reserve attended the week-long conference in San Antonio, TX. Attendees received human capital presentations and training on topics ranging from the new Air Force Integrated Pay & Personnel System (AFIPPS) to a new construct, designed to address the recruiting and retention problems across the Air Force Reserve. They were also equipped with the knowledge and skills to make a positive impact on our Human Capital Management challenges. Additionally, the branch established a new section known as the Integration and Communication Section. The five-member team composed of military and civilian professionals immediately began communicating new and revised personnel programs and policies to Force Support professionals, Numbered Air Force and Wing-level leaders, and Reserve Citizen Airmen at large. Launching this organization resulted in a central body responsible for communication and change.

### Directorate of Intelligence, Surveillance, and Reconnaissance (A2)

For Fiscal Year 2018, AFRC/A2 aligned its efforts to the new National Defense Strategy by focusing on enhancing

Intelligence, Surveillance, and Reconnaissance (ISR) force development and readiness. The highlight of the year was the activation of the 655th ISR Wing at Wright-Patterson AFB, Ohio. The Command's first ISR Wing consisted of two groups and 14 squadrons managing 1,000+ personnel in 13 AFSC's integrated into eleven ISR mission sets. To improve readiness, A2 hosted new training opportunities at Robins AFB. The ISR Senior Synch Workshop was attended by 68 ISR leaders who discussed topics such as deployments and readiness, resourcing and requirements processes, and professional development. Keynote speakers included Maj Gen Richard Scobee and Lt Gen John Shanahan, who shared the latest information on enhanced-ISR technologies in development. To improve IMA readiness, the Special Security Division (A2S) took on the responsibility for submitting periodic reinvestigations for 450 IMAs assigned to COCOMs and government agencies who did not have local security manager support. A2S saw a 16% increase in the number of TS/SCI billets they manage. The A2 Analysis Division (A2A) exercised increased engagement with other HQ directorates in 2018. A2A provided threat analysis to multiple AFRC/A4 counter unmanned aerial systems (c-UAS) threat working groups and recommended improved countermeasures in support of AFRC basing and force protection requirements. A2A also provided subject matter expertise and intelligence support for a national joint working group that advised congressional and cabinet leaders on burgeoning UAS threats affecting basing in high-threat areas. The team briefed Worldwide Intelligence Preparation of the Operating Environment and current threats at the AFRC



**SrA Daria Vasilevskaya, 512th Logistics Readiness Squadron material manager, releases the break of a 10K industrial warehouse forklift April 24, 2018 at Joint Base Pearl Harbor-Hickam, Hawaii. LRS Airmen, like Vasilevskaya, manage Air Force inventories by operating complex supply systems to ensure financial accountability for all of the supplies in use. (US Air Force photo by SSgt Joe Yanik**



Medical Senior Leader Course and the A4 Executive Senior Leader Conference. A2A also spearheaded the distribution of Publicly Available Information (PAI) Toolkits during the initial evaluation and roll out phase of PAI. These kits implemented CSAF goals to maximize sharing with AF partners in line with the 2018 Next Generation ISR Dominance Flight Plan. Under ISR Forces Division (A2F) oversight, the officer intelligence developmental team reviewed, scored, and vectored 1,032 records--doubling the population from last year. The bi-annual enlisted DT saw 352 eligible E-6s through E-9s vectored to participate in the EDEB process. A2F also administered the annual intelligence professional's appraisal review of 241 ISR civilians and awarded over \$230,000 in incentive bonuses. The A2F training branch oversaw a \$14 million school budget while executing ISR quota allocations for over 75 technical schools and advanced training courses resulting in 334 ISR graduates. The staff contributed significantly to the new ISR Career Development Program designed to develop 3-Skill Level trainees into a 5-Skill Level technicians. The ISR Functional Area Managers (FAMs) synchronized required training for all ISR exercise participants with an increase this year of 18%. A2FR coordinated efforts of 778 ISR professionals who supported active duty mission operations; an increase from 15% to 18% supporting full-time operations globally--over 123,220 man days executed, while also securing 7,200 MPA days for Cyber ISR missions, increasing USCYBERCOM support by 300%.

### **Directorate of Air, Space and Information Operations (A3)**

The Air Force Reserve Command Airfield Operations Branch (A3OA) provided oversight, advocacy, and policy of 13 Air Reserve units. A3OA continuously assessed airfield and weather operations and implemented proposed innovative initiatives to manage the task of developing policy, providing oversight, and managing and advocating for airfield and weather operations requirements across the Command. Functional oversight included Air Traffic Control, Airfield Management, Automation, Ground Radar Systems, Airfield Systems, Weather Systems, Airspace Management, Range Operations, Terminal Instrument Procedures, Weather Operations, and Aerial Reconnaissance Weather Officer specialties. In 2018, contracted airfield operations services at AFRC locations were found to be cost prohibitive resulting in vulnerabilities, inefficiencies, degraded service, ineffective relations, operational disconnects, and limitations that stifled operations and unit effectiveness. As a result, an A3OA initiative was approved to convert the organizational structure of airfield operations from a contracted service and apply AF civilian staffing. A3OA implemented civilian hiring actions with an anticipated conversion completion date of September 2019, returning \$2.5M in Future Year Defense Program funds. In addition to functional manager requirements, A3OA conducted continuous Force Mix Option development and analyses to inform senior leadership decisions regarding appropriate Total Force missions and force structure alignment options. A3OA represented the Air Reserve Component on Airfield Operations issues, initiatives, Total Force proposals, and strategic planning to Headquarters Air Force.

AFRC weather personnel supported combat operations worldwide, drove policy throughout Air Force weather operations, supported AFRCs push for year-round readiness, and provided the Department of Defense's only weather reconnaissance expertise. A3OA outlined strategic guidance on the direction in which the weather force should move. Most recently, Reserve Weather Operators Unity Type Codes postured and adapted to best support or phase out historical roles, and integrated new roles and requirements. AFRC supported aircrews at five AFRC sustained locations, enabling Reserve operators to maintain their readiness posture year round. The Cyber Operations Branch (A3OC) streamlined Initial Qualification Training enrollment processes across eight courses and thirteen units, matriculated 178 cyber operators, partnered with two major commands (MAJCOM) to co-author eighteen Air Force Instructions. The branch also piloted the cyber mission training program. In doing so, it vetted applicants, funded \$551,800 for training and produced 174 mission ready warriors with a 98-percent throughput rate. A3OC provided vital input to Air Force Cyber Mission Forces effort; re-wrote six Ready Cybercrew Program Tasking Memorandums; oversaw the realignment of 1,200+ Reserve cyber positions from AFSPC to ACC; secured retention and recruitment initiatives by adding four cyber AFSC's to the critical skills list; and anchored efforts leading to 42 COS Cyber Protection Team achieving full operational capability. The year culminated with the activation of the 960th Cyber Wing located at Joint Base San Antonio, Medina Annex. The Counter Drug Branch (A3OH) managed an operating budget of more than \$1.7 million. The branch coordinated the individual placement of 14 highly qualified AFR personnel on combatant command (COCOM) staffs worldwide to assist combatant commanders in the execution of counter-drug and counter-narcoterrorism programs. Utilizing the services of various AFR flying units across the country, the branch coordinated execution of 256 airlift sorties that logged more than 693 flight hours in support of 55 COCOM airlift requirements. The Aircrew Operations Division (A3R) continued to focus heavily on aircrew management and career enlisted aircrew management training, production, and retention in 2018. A3R provided over \$34M in mission training for over 1,000 aviators to attain combat-ready status and increase operational readiness. For production, A3R conducted six Undergraduate Flying Training (UFT) boards, selecting 112 pilots, seven Combat Systems Officers, and Undergraduate Remotely Piloted Aircraft (URT) pilots. Additionally, initiatives to help aircrew retention including expanding the Aviation Bonus to all eligible rated members and the implementation of new FY18 Aviation Bonus for Air Reserve Technicians (ART) pilots with bonus take rates reaching 70%. To help close the airline pay gap, updated Special Salary Rates for all 2,181 eligible ART pilots were coordinated with the Office of Personnel Management (OPM) and reached the last stages of the OPM process for approval and implementation. Other initiatives, such as the Direct Hire Authority for ART pilots, were sent to Air Force Personnel Center for approval. To help increase Career Enlisted Aviator Flight Engineer manning, A3R developed the "High School to Flight School" program to equip non-prior service or prior service candidates who did not have

the maintenance foundation entry-level experience required to enter into the career field. During 2018, Citizen Airmen in the Aircrew Flight Equipment (AFE) career field continued to provide comprehensive aircrew protection AFE and made remarkable progress with several initiatives, including a web-based equipment and asset tracking system and female aircrew flight equipment accommodations. The Aircrew Flight Equipment Records Management System (AFERMS) allowed real-time visibility of AFE around the world at the strategic level, improving flexibility and readiness. The traditional gender-neutral AFE design and the physiological challenges it created for female aviators drew the attention of the SECAF and drove the realignment of \$3.8M to address the various issues. An all-female working group spearheaded the initiative, which yielded improvement across the Air Force with female-specific flightsuits, re-design, and fit of AFE, bladder relief options, and has identified future requirements for modifying ejection seats to reduce back and neck strain injuries.

### **Logistics, Engineering and Force Protection (A4)**

Aircraft Maintenance Division (A4M) created and updated well-versed lesson plans for Mission Generation/Aircraft Management QA Superintendent/Inspector courses in accordance with Air Force Instructions (AFI). They accomplished a Site Activation Task Force for HC-130P/N to HC-130J aircraft conversion at Patrick AFB, earning 33 traditional Reserve positions to fulfill UTC requirements. They also completed the C-5 Reliability Enhancement and Re-Engining Program modification of all 16 AFRC C-5M fleet from the TF39 engine to the new F138 engine providing 22% more thrust, increasing payload, cruising more economically and complying with FAA Stage 4 noise standards. Finally, they performed C-17A fleet modifications to include Block 19-21 upgrades enhancing security, cryptography, communication and navigation capabilities, and improving flight management functional capabilities in the surveillance and air traffic management software. The Civil Engineer Division (A4C) initiated, beta-tested, and added instructors to enable 12 hands-on courses at the Expeditionary Combat Support Training and Certification Center (ECS-TCC) to address 3-level to 5-level upgrade training proficiency challenges for 8 Civil Engineering AFSCs. A4C planned and executed AFRCs first multi-site PATRIOT WARRIOR Exercises at Fort McCoy and Dobbins ARB. After Hurricane Michael rendered the Tyndall's SILVER FLAG site unusable, A4C partnered with the Air Force Institute of Technology (AFIT) Civil Engineer schoolhouse to relocate Officer Field Education at the ECS-TCC on Dobbins ARB. Civil Engineer functional experts also advocated and received funding for 21 fire emergency response vehicle replacements for seven AFRC-host locations. A4C garnered \$137.6 Million dollars for nine FY18 military construction (MILCON) projects, representing the largest current mission MILCON program in AFRC History. FY18 was a very busy year for facility sustainment, restoration, and modernization (FSRM) projects as well, with 268 projects executed at a total value of \$214.7 million in infrastructure improvement. Similarly, the A4C Facilities The Operations Capability and Utilization Survey (FOCUS) team visited five

installations to determine space authorizations and assess facility conditions to validate builder data and initiated 112 new facility projects to enhance mission capability and lethality. Security Forces Division (A4S) advocated for 26 additional full-time positions at tenant locations, meeting the 200% increase in weapons qualification requirements. They obtained additional school slots to eliminate a 350-member backlog for technical training and decrease 150-member backlog of 7-level course by 85%. Deployed 162 RAVEN personnel supporting 54 global missions and protecting \$2.1 billion in AMC assets. A4S postured AF installations for defense and counterair capabilities by coordinating with multiple AF and federal agencies to identify critical systems that counter small unmanned aerial system threats. Logistics Readiness Division (A4R) established equipment configurations for Exercise PATRIOT WARRIOR by coordinating with AFMC to secure \$300 million in centrally stored readiness training equipment. They also partnered with HQ Security Forces Center for the replacement of the 9MM pistol with the new modular, compact, semi-automatic M18. In partnership with A4M and Boeing, A4R led the effort to identify and source 1,402 common and 422 unique support equipment assets to support Pittsburgh ARB's C-17 aircraft conversion. A4R performed AFRC-wide full-spectrum readiness enhancement by completing six readiness roadshows, providing both review and training for AEF Reporting Tool, and Defense Readiness Reporting System/AF-IT, resulting in increased accuracy in readiness reporting for over 100 units. A4R's Functional Area Managers sourced and executed 3,585 deployment taskings, supporting 52 locations across six Combatant Commands. Resource Integration Division (A4P) was instrumental in Flight-line of the Future strategic goals and roadmap by providing insight into the flight-line of 2030. As one of multiple efforts and solutions using modern mobile interfaces to communicate with legacy systems, A4P developed the first end-to-end mobile app solution in the AF to document maintenance requirements at the point of maintenance discovery. They completed development and implementation of a new Geographic Information System (GIS) database replication framework to ensure the timeliness of authoritative data at all nine of AFRC host locations, providing a 433% increase in data syncs and allowing AFRC near real-time GIS data for enabling improved decision making. A4P participated in the enterprise-wide collaboration process to resolve weapons system high-driver disconnects, ensuring AFRC cost effectiveness of AFRC's Flying Hour Program totaling \$661 million in O&M funding across 20 weapon system platforms. Aircraft support included 58 aircraft inductions, 28 engine overhaul inductions, and other major end item repairs for support equipment (i.e. Tunner and Halvorsen Aircraft Loaders). Established an Agile Combat Support execution strategy for the FY18 and FY19 National Guard and Reserve Equipment Appropriation aiming to modernize and improve combat readiness through execution of \$21 million in FY18.

### **Directorate of Strategic Plans, Programs and Requirements (A5R)**

The Requirements Division (A5R) executed the following





**Reserve Citizen Airmen from Luke Air Force Base and Wright Patterson AFB work with local firefighters in transporting simulated patients during a National Disaster Mass Casualty exercise at the 161st Air Refueling Wing at Phoenix Sky Harbor. The multi-agency exercise gave participants the opportunity to sharpen mass care procedures and techniques and inter-agency integration. (US Air Force photo by TSgt Nestor Cruz)**

National Guard and Reserve Equipment Appropriation (NGREA) funding modernization efforts to ensure future combat readiness and lethality. A5R supported the WC-130J Super Hercules weather mission by upgrading its aging Air Reconnaissance Weather Officer (ARWO) data system to meet National Hurricane Center requirements; began a F-16 Active Electronically Scanned Array (AESA) Radar modernization program to replace a current mechanically scanned version, providing radar with a low probability of intercept and detection, high jamming resistance, increase reliability, and also allows the active tracking of a much larger number of targets; continued a modernization program to equip the KC-135 fleet with a Large Aircraft Infrared Counter-Measures defensive system; and adding Real Time in the Cockpit (RTIC) to both the KC-135R and C-5M which will now incorporate Link 16, a secure data link. A5R worked with industry partners to mature C-130H Hercules Single-Pass Air Drop technologies to field Link 16 for the HH-60G Pave Hawk, and utilized existing technologies such as LITENING pods for our B-52H aircraft. A5R also began replacing the AFR F-16 analog communication controls with digital through the 3-D Audio program, which will improve signal clarity, provide active/electronic noise reduction, three-dimensional radio spatial separation, and three-dimensional auditory threat cueing. With Agile Combat Support (ACS), A5R increased funding to ACS, to not only ensure readiness of support functions across the command, but to also provide support equipment (SE) at both Beale and Niagara to ensure Full Operational Capability (FOC) after their mission change. A5R provided SE for the KC-135 mission at Beale and Niagara to ensure FOC after a significant mission realignment. Multiple modernization programs supporting combat readiness on the HH-60, C-130H, B-52 were also executed.

### **Communications and Information (A6)**

A6OK completed 34 Continuous Evaluations on AFRC units, ensuring compliance across the command. In May 2018, A6OK worked on a Rapid Improvement Event to develop and publish the first ever AFRC SharePoint Governance. This is the first time specified rules of engagement were drawn up, giving users and site owners a clear path on how to utilize SharePoint in the decision-making process. In June 2018, A6OK, in coordination with the 507th Air Refueling Wing Knowledge Management Center (KMC) Tinker AFB, hosted the Annual KMC workshop. This workshop brought together Knowledge Managers (KM) in AFRC to collaborate on Records Management, Publications and Forms Management, Privacy Act/Freedom of Information Act Management (PA/FOIA), and Portal/SharePoint Management. This annual workshop was used to develop future KM leaders. In November 2018, A6OK, in coordination with the 78th Air Base Wing at Robins AFB, hosted the National Archives and Records Administration (NARA) to review the Records Management Program. NARA reviewed not only how the program was managed at the HQ, but how it was managed across the command. A6XC continued Enterprise-wide approach to communications provisioning and sustainment throughout 2018. The enforcement of governance processes resulted in securing \$46 million to meet 96 unfunded requirements, with 87 percent of the funding directed towards Enterprise solutions. The Network Systems Division (A6C) provided Enterprise SharePoint administration for its user-base spanning the Total Force and continued to shape the Air Force's SharePoint on-premises cloud implementation, while supporting 99 Site Collections hosting 1,640 sub-sites. The A6 Service Oriented Computing Environment (SOCE) delivered

web-based access on-demand to two command applications and generated the first of three web-services to be utilized in the ARCNet application for near real-time readiness reporting. SOCE expanded their offering capabilities by retrieving additional information assets from authoritative data sources for internal hosting to Reserve applications. Additionally, A6C hosted the legacy Task Management Tool platform for multiple entities supporting 15,751 taskers and completed an upgrade in TMT versions in December. The Cyber Operations Division (A6O) was vital to the Air Force Reserve Command's first cyberspace wing activation at Joint Base San Antonio-Lackland, Texas. Through the Functional Assessment process, A6 reviewed Management Internal Control Toolset self-assessments and program oversight. This resulted in the identification of 25 critical & significant deficiencies, along with providing guidance on unit Corrective Action Plans and recommendations for program improvement. A6O also managed Cyberspace Support Force Structure Changes to include the conversion of 171 ART positions to AGR. A6O provided recommendations to the AFRC Enlisted Grades Review Board on Cyberspace AFSCs and gained approval for an increase of 43 SNCO grades. They also completed 34 Continuous Evaluations on AFRC units ensuring compliance management across the command. They designed a Rapid Improvement Event to develop and publish the first-ever AFRC SharePoint governance. This specified rules of engagement, giving users and site owners a clear path on how to utilize SharePoint in the decision making process.

### Directorate of Plans and Programs (A8)

The Global Reach Division reached several milestones in the past year. The newly named 914th Air Reserve Wing (ARW) at Niagara IAP ARS divested its C-130 fleet and has received all of its KC-135s. The 911 AW at Pittsburgh IAP ARS likewise said farewell to its C-130s and began flying their newly assigned C-17s. While ongoing construction at the base precluded the aircraft from bedding down there, the unit was able to operate out of Wright-Patterson AFB until the projects are completed. While the first delivery of the KC-46 to the Air Force was delayed, efforts to prepare for the new aircraft continued. Planning and programmatic actions to ensure the successful conversion to the KC-46 were conducted at Altus AFB, Oklahoma (730th Air Mobility Training Squadron Formal Training Unit); McConnell AFB, Kansas (931st Air Refueling Wing); Travis AFB, California (349th Air Mobility Wing); Joint Base McGuire-Dix-Lakehurst, New Jersey (514th Air Mobility Wing); and Seymour-Johnson AFB, North Carolina (916th Air Refueling Wing). A8PE accomplished another successful Program Objective Memorandum (POM) cycle, re-aligning over 100 B-52 manpower authorizations to best support critical mission areas, increasing resources across the command by 959 positions, offsetting flying hours based on efficiencies, and correcting remotely piloted aircraft funding in support of readiness. The AFRC top FY20 POM priorities included adequately resourcing squadron administrative duties in support of the CSAF's squadron revitalization initiative, increasing A-10 FTU active association manpower and rightsizing the space mission force. In accordance with the FY18 National Defense Authorization Act, A8PE adjusted





the Air Reserve Technician end strength to address readiness with full-time execution. A8PE also made significant headway in the FY20 POM cycle towards developing a programming strategy to program and execute operations and maintenance funds. Realignment these funds protected AFR funds from arbitrary reductions based on perceived underexecution and contributed to increased readiness as funds were programmed to correct known readiness issues in line with Air Force strategy. A8PB worked in conjunction with A8WW to accomplish the AFRC F-35A Scoping Plan. The Scoping Plan was developed on behalf of the U.S. Air Force (USAF) Headquarters (HQ), Air Force Reserve Command (AFRC), and Air Force Civil Engineer Center (AFCEC) for the AFRC F-35A Operational Beddown Environmental Impact Statement (EIS). The Scoping Plan detailed support and public involvement activities to effectively reach out to and communicate with stakeholders. Visits were made to all four candidate bases to include; Davis-Monthan AFB, Arizona, Whiteman AFB, Missouri, Homestead ARB, Florida and NAS Fort Worth, Texas. AFRC stood up the ISR Wing to execute AFRC-mandated operational test and evaluation, readiness, administrative control, and command and control functions over 14 intelligence squadrons. The stand-up of the AFRC ISR Wing was the pathway for implementation of AFRC 10-year intelligence, surveillance, and reconnaissance (ISR) strategy approved by AFRC/CC. A8PB also assisted in the stand-up of the 755th ISRG at Joint Base Langley-Eustis, Virginia. In 2018, A8PB facilitated the conversion of the 77th ARS KC-46 squadron at Seymour-Johnson AFB. This action affected more than 500 personnel and added more than 70 additional positions. A8PB's efforts at Seymour-Johnson led to groundbreaking on \$83 million of infrastructure projects and the integration of Total Force Partners into the Air Force's first fully Integrated Wing structure. The Global Vigilance and Power Division reached several milestones in the past year. With the announcement of the F-35 OPS-7 Preferred and Reasonable Alternatives in January 2017, A8W initiated an Environmental Impact Study, a requirement for the Secretary of the Air Force to issue a Record of Decision and encompassed all of the four alternative bases, Homestead ARB, JRB Fort Worth NAS, Whiteman AFB and Davis-Monthan AFB. To facilitate the impending basing actions, Global Power initiated a Site Specific Activation Plan through the F-35 Joint Program Office (JPO) that focused on the JRB Fort Worth NAS alternate. AFRC and ACC worked in association to conduct the second Site Activation Task Force (SATAF) for the programmed FY20 HC-130J conversion at Patrick AFB, FL. The division completed staff-to-staff actions with Air Education and Training Command (AETC), ACC, and Air Force Special Operations Command (AFSOC) throughout the year. These achieved agreements on Luke AFB instructor pilot manpower for the F-16 and F-35 Formal Training Units (FTUs), refined COAs for a 9 AF led Joint Task Force association, changed the A-10 FTU construct at Davis Monthan AFB, added two part-time crews to the Nonstandard Aviation (NSAv) mission sets, and called for increased Reserve Remotely Piloted Aircraft (RPA) flying lines to aid in stand-up of new regular AF remotely piloted aircraft Detachment at Hurlburt Field.

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

During 2018, A9 achieved a high level of mission accomplishment by providing decision support and problem-solving services through numerous initiatives for AFR combat-ready forces. On the analysis side, A9A was involved in over a dozen high-impact analytic efforts that informed policy, strategy, and other decisions that achieve the Command's highest priorities. These included readiness training, improving manning (recruiting and retention), and providing analytically-driven prioritization of a number of efforts competing for limited funding. Highlights include revamping the methodology on how the Command allocates bonus and incentive dollars to critical AFSCs (CSL list), vectoring over \$50M to have highest impact on retention; updating the High Confidence Model (HCM) and analytics to inform preferred mission sets for AFR strategy/investments; re-tooling the model/methodology and analytics to inform the AFRC Corporate Structure with a 1-N list of prioritized funding requirements supporting \$5B FY21 POM; completing a two-year AFR Drug Demand Reduction analysis to inform policy on testing rates at the units; impacting improvements in Individual Medical Readiness (IMR) by developing a common set of data-driven metrics to inform the HQ and unit CCs on specific actions to have the highest impact on improved IMR; concluding a two-year study on the effectiveness of the Integrated Wing (I-Wing) pilot program at Seymour Johnson AFB, and providing recommendations to the AFRC and AMC/CC on the continuation of the I-Wing concept. On the CPI side, A9R impacted the Command by incrementally increasing organic CPI capacity for problem solving and process improvement by training 1,350 Green Belts, 65 Black Belts, and four Master Black Belts command-wide, building an enduring culture of CPI by utilizing an actionable maturity assessment to aid commanders and directors in strategically aligning their efforts to improve their units' effectiveness and efficiency. A9R also provided facilitation mentorship to enable critical reviews of the IMA and AGR programs, and to improve critical processes such as the Transition Assistance Program, and Retention, Recruiting, and Relocation Incentives, as well as Individual Medical Readiness Case Review, realizing a 72% decrease in medical case backlogs both at the HQ and units. A9R published a special bulletin on lessons from previous hurricanes, proctored the Air Force Spark Tank competition to gather and recognize innovative ideas, and assured AFR participation in five CSAF-directed AF Lessons Learned collection events, including the final collection on Employing the ARC as an Operational Force vice a Strategic Reserve.

## **Office of Financial Management (FM)**

The FY18 Reserve Personnel Appropriation (RPA) budget of \$1.8B was received in March 2018 after Continuing Resolutions (CR). FM met the challenge and secured an additional \$54M in additional authority used to ensure no UTAs were cancelled during any of the CR period and all readiness events to include Hurricane Hunter missions were executed. Also new in FY18 for RPA was the Blended Retirement System that included Thrift Savings Plan contributions for Airmen who opted in and continuation pay entitlements at 12 years

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of service in return for a commitment of four additional years of service. FM crafted the plan to ensure all members wishing to switch to the new program were able to do so on time. In addition, a new Aviation Bonus was launched to help with pilot retention. With readiness a key initiative for FY18 with two additional days of Annual Tour were funded. AGR to ART conversions saw increased activity toward the latter part of the year, and the command successfully closed FY18 at a record 99.4% obligated. FM worked with units and successfully funded over \$228M in mission readiness UFRs. They also assisted units in executing \$2.6M in Squadron Innovation Fund requirements and worked with SG to utilize the remaining \$1.7M on mission critical medical readiness requirements. FMAI completed over 180 analyses totaling over \$35M, including economic analysis (EA), business case analysis (BCA), sufficiency reviews, conference cost estimates, preliminary EAs, what-if analysis, over-hire requests, host tenant support agreements, and other special projects. FMAI also completed the 2018 AFRC Economic Impact Statement, showing a \$7B economic impact for all AFRC units across the United States. The Air Force Reserve continued the transition the Government Purchase Card (GPC) program from SmartPay2 to SmartPay3. FMFOO worked directly with AFAFO and our units during the conversion to ensure a smooth transition with linking the Master Accounts in the USBank system, ensuring the appropriate lines of accounting were properly linked.

### Office of the Command Chaplain (HC)

The AFR Chaplain Corps (AFRC/HC) provided spiritual care and ensured all Airmen and their families had opportunities to exercise their constitutional right to the free exercise of religion. In FY18, over 510 chaplains and religious affairs Airmen impacted Airmen across the Total Force, including those at deployed locations. Support to active duty missions continued to expand with a total of 164 personnel serving on Military Personnel Appropriation (MPA) tours around the globe at 71 active duty wings, six MAJCOM staffs, Headquarters Air Force Chief of Chaplain's Office, and Combatant Commands for a total of 23,817 days. This translated to 65 man years, augmenting 7.3% of Active Duty manpower. AFRC/HC became a key element in the Vice Chief of Staff of the Air Force (VCSAF)-directed beta-test initiative, Task Force True North (TFTN) - 12 chaplains and eight religious affairs airmen served extended MPA tours at 11 active duty locations. TFTN immediate impact included the enhancement of Airmen well-being and resilience while decreasing negative outcomes such as interpersonal and self-directed violence. Support to Traditional Reserve (TR) personnel included 1,521 days of Reserve Personnel Appropriation (RPA) tours at 24 locations. TR Chaplain Corps teams reported a total of 2,455 counseling cases. In an effort to expand traditional Reservist Chaplain Corps capacity, ten additional religious affairs AGR positions were created at each stand-alone Reserve Host Base location to enable a full-time Chaplain Corps presence. Building for the future remained a priority. FY18 totaled 72 accession gains, including 25 chaplain candidates and 47 chaplains. The total inventory of chaplain candidates was 103. In order to meet current and emerging

requirements, Chaplain Corps readiness became even more pronounced. Readiness support included participation in the Innovative Readiness Training (IRT) medical exercise and in AFR's primary readiness exercise, PATRIOT WARRIOR. These exercises provided spiritual care and advisement to build spiritual resiliency in high-stress operational environments. Finally, AFRC/HC hosted the 2018 AFR Chaplain Corps biennial conference with Air Force senior leadership and 234 AFR Chaplain Corps members in attendance. The conference highlighted the importance of FAITHworks and the Comprehensive Airman Fitness spiritual pillar in building spiritual resiliency to address personal and operational stressors.

### History Office (HO)

The Air Force Reserve History Office (AFRC/HO) is responsible for component level policy, training, and functional management of the Air Force Reserve History Program—the largest single history program in the Air Force. The Reserve history program chronicled and archived the activities of all global Air Force Reserve elements and missions. As an operationally integrated force multiplier, which provided senior leaders and decision makers with actionable institutional knowledge, the AFRC/HO delivered multiple lines of effort to military leaders across the command. Reserve Citizen Airmen and senior staff members chronicled the official record of global Air Force Reserve operations for analysis across the spectrum of past AFRC contributions provided to Combatant Commanders, Secretary of the Air Force Heather Wilson and to President Donald J. Trump. The directorate further provided combat ready historians to the joint force to preserve the institutional memory of all Department of Defense contingency operations. Training initiatives provided combat ready deployable historians to fulfill this line of effort for all 46 wings and independent groups with an assigned historian. The fully accredited Community College of the Air Force technical training conducted at Robins AFB provided field historians with 41 college credits towards a degree in Aerospace History. Within the Air Force Reserve, the degree awarding technical training provided knowledge applicable towards the primary role of historians to collect, document, and preserve the official record of Air Force Reserve actions and operations. Field historians assigned to the wing or group collected and organized raw data, chronicled key activities, and objectively documented events and operations in periodic history reports produced each fiscal year. The ability to gather and preserve vital first-line analysis across unit activities was essential. Unit periodic history reports derived from the wing and group formed the foundation of background information that was then critically analyzed by headquarters historians. Writers and editors assigned to the AFRC/HO produced historical works that ranged from articles and short pamphlets, to books and multi-year classified studies, which many times, derived from the information provided by field historians. Staff members also fulfilled objectives established by the directorate line of effort to inspire today's Reserve Citizen Airmen with airpower heritage. AFRC/HO also commissioned full-time military artists and an artist assistant to visually chronicle the institutional memory of the Air Force Reserve





**TSft Julie Goist, 932nd Medial Squadron technician, fires an M4 carbine during qualification Mar. 3, 2018, at the shooting range on Scott Air Force Base , Illinois. Citizen Airmen with the 932nd AW learned the components of the M4 rifle, sights, cleaning and care, and how to properly fire the weapon. The target for the M4 was placed 25 meters away but simulated 75 meters, 175 meters and 300 meters. (US Air Force photo by MSgt Christopher Parr)**

to provide historical perspective to decision makers, support professional development, enhance esprit-de-corps, and inform the American public. The works of art were transformed into lithographs and were exhibited for display at national conferences and symposiums. Displaying the art at national events garnered attention and showcased Reserve contributions to fulfill directorate line of effort objectives. Each of the lines of efforts completed by Reserve Citizen Airmen and senior staff members within AFRC/HO fulfilled the necessary historical services for action officers and decision makers with the chronicled activities of AFRC global mission contributions. The training, field programs, command reports and mission archival, along with attendance at heritage conferences, preserved the institutional memory of the Reserve Citizen Airmen.

### **Office of Information Protection (IP)**

AFRC IP saw significant changes that changed the core way IP is managed at the unit level, and technological advancements changed systems of record in several of the programs. The risk-based model was used during the eight virtual, three on-site inspections and three Staff Assistance Visit conducted. AFRC IP began implementation of the new risk-based policy, as each program had a new AFI or AFMAN released this year. AFRC was the first MAJCOM to have all installations trained and reach IOC in the use of Enterprise Protection Risk Management (EPRM) Tool as it replaced the use of Management Internal Control Toolset (MICT) as the system of record for IP self-assessments. The Industrial Security program began the transition to the use of the National Industrial Security Program (NISP) Con-

tract Classification System (NCCS) which became the system of record for creating, reviewing, certifying, and distributing DD Form 254, DoD Security Classification Specification. The Personnel Security Program changes required socialization and updated processes to close risk gaps. The transition from JPAS to Defense Information System of Systems (DISS) implemented new mandatory reporting requirements for persons filling a national security position. IP led the rewrite of the Security Advisory Group (SAG) Charter, clarifying the role of the SAG, which is to foster cross-functional coordination for the Security Enterprise. The AFRC/CD attended and led the first semi-annual meeting.

AFRC demonstrated AF-wide impact and leadership as recognized by having the inaugural recipient of the 2017 Air Force Security Award for Excellence and having a member of the staff selected as the Chairman of the Air Force's Security Education Training and Awareness Advisory Committee. AFRC IP championed cross-functional Security Enterprise cooperation and worked with A1, A2, A3, A4, A6 and RS on a variety of issues ranging from assistance in new classified work area construction and recruiting legal permanent resident challenges to co-championing a Rapid Improvement Event to analyze gaps in the HQ CMI handling process.

### **Judge Advocate (JA)**

Judge Advocate (JA) had a busy 2018, executing legal reviews over more than 251 Board of Corrections for Military Records requests, 232 Congressional inquiries, 56 Freedom of Information and Touhy requests, 54 line of duty determinations, and 15 scroll actions. In addition to the above, JA advised and

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provided legal reviews on over 130 legal matters. JA assisted on over 175 Physical Evaluation Board reviews for AFRC/CD signature. ARPC/JA oversaw and advised on 43 adverse actions, 46 involuntary discharge actions, and 97 tenders of resignation. Finally, ARPC/JA provided legal assistance to more than 77 personnel on matters including wills, powers of attorney, landlord-tenant, and other legal assistance questions or advice.

### Directorate of Contracting (PK)

PK's Acquisition Management Division of six Procuring Contracting Officers (PCOs) and 1 Copper Cap Intern finished the 2018 fiscal year having awarded 466 contract actions worth 70.9M in supplies and services. In doing so, the PKA team exceeded both the AFRC and AF goals for small business utilization and competition. The highly awaited strategic contracts for Architect and Engineering (A-E) Facilities Support and Environmental Support were issued, enabling all Reserve units to quickly place orders for these specialized services with up to a \$50M cap for each ordering contract. Additionally, PKA was able to issue a one-year contract for medical readiness support. Finally, they coordinated with the GSA contracting office to award an order for critical upgrades to the F-16 Simulators. While executing FY18 requirements, the PKA team worked together on several process improvement initiatives to set up FY19 for success. Customers were able to get real-time feedback on milestone performance from requirement development through contract award. PK's Operations Management Division monitored and provided acquisition strategy relating to AFRC goals and performance expectations for Small Business (SB) and Competition. The AFRC SB Performance Expectations was set by SAF/SB at 71.40% for FY18. The command exceeded the expectations by awarding 78.26% of SB eligible dollars to SBs. The command's FY18 competition goal was set by SAF/AQ at 52.10% in which a competition rate of 77.79% was achieved, thereby exceeding the goal for the second year. PKO processed 67 clearance review actions totaling approximately \$492M, utilizing more than 209 man hours and provided countless hours of business advice to both contracting workforce and the requirements personnel. The Quality Assurance Program Coordinator (QAPC) managed the Quality Assurance Program throughout the command as outlined in Air Force Mandatory Procedure (MP) 5301.602-2(d). The QAPC provided quarterly training sessions, including COR, COR Management, and CORT Tool Workshop. The Government Purchase Card (GPC) program oversaw \$33M purchases and earned \$371K in rebates. The GPC analyst was also involved in the program transition from SmartPay 2 to SmartPay 3 by setting up the hierarchy for reporting and approvals for AFRC Direct Reporting Units (DRUs). The 934th Contracting Office in Minneapolis was successfully migrated to the new contract writing system CON-IT. CON-IT replaced the service branch's seven legacy contract writing tools in order to facilitate the acquisition process, reduce costs, and speed up statutory and functionality changes. The other Contract DRUs will be migrated in FY19. The program manager assigned to the Surgeon General (SG) Office was successful in alleviating critical gaps in physician coverage during monthly

Reserve training weekends by creating a standard contracting template for work statements. 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. Training consists of Market Research, Small Business, and Contractor-Government Relationship Guide. Twenty percent of PK employees attended Green Belt Academics training and two CPI events were held.

### Public Affairs (PA)

Throughout 2018, AFRC/PA covered the most significant events across the command during 2018. AFRC/PA continued to promote the events celebrating the 70th anniversary of the Air Force Reserve. AFRC/PA led the public affairs support of joint and international exercises, including Exercise PATRIOT WARRIOR at Fort McCoy, Wisconsin, GRIP II Breaking Barriers at Battlefield Airman Center, Mississippi, and Angel de los Andres in Rionegro, Columbia. AFRC/PA personnel covered major public events reaching hundreds of thousands of people throughout the nation to include; the C-5 Galaxy 50th Anniversary in Marietta, Georgia; the 2018 EAA AirVenture Air Show in Oshkosh, Wisconsin; the 2018 Department of Defense Warrior Games at the Air Force Academy in Colorado; the Wing Over Homestead Air and Space Show at Homestead Air Reserve Base, Florida; the funeral for former U.S. President George H. W. Bush in Houston, Texas; and the 2018 Air Force Reserve Celebration Bowl in Atlanta, Georgia. AFRC/PA produced a number of high-quality news and feature videos including "A Pilot's Journey," which has more than 34,000 online views among its multiple versions. AFRC/PA provided in-person media training to 33 wing and group-level commanders, including one general officer and seven command chiefs. In 2018, AFRC/PA published six issues of Citizen Airman Magazine, the bi-monthly official Air Force Reserve news and feature product, reaching more than 150,000 people per edition. AFRC/PA expanded the Air Force Reserve's sphere of influence on social media. Across multiple social media platforms such as Facebook, Twitter, Instagram and YouTube, AFRC reached an audience of more than 50,000 people from all over the world. Public Affairs coordinated 85 media, commander, congressional, and civic leader flights throughout the nation to better inform both internal and external influencers of the Reserve mission. Public affairs covered major humanitarian events involving Reservists, including the wildfires in California and Hurricanes Florence, Irma, and Michael extensively in print, online and in social media. Public Affairs also provided media facilitation of these events to local, national and international media outlets. The Assumption of Command Ceremony for AFRC Commander Lt. Gen. Richard W. Scobee was broadcast live via Facebook with a multi-camera production for the first time by AFRC/PA. The headquarters Public Affairs team hosted a PA multi-day symposium for all Reserve PA units as an informational and networking forum in Orlando, Florida. AFRC/PA was successful in obtaining local, national and international media coverage with an ad value equivalency of more than \$75 million and a potential reach of more than 9 billion over the course of the year.



## AIR RESERVE PERSONNEL CENTER



### Directorate of Assignments (DPA)

The Reserve Assignments Division underwent several process improvement events to better serve internal and external customers through an increase in workload over this past year. The Active Guard/Reserve (AGRs) Assignment team was integral to the Continuous Process Improvement event held at AFRC to determine the best way to manage an AGR population of 3,386 that will grow to 4,700 over the next three years. They also reorganized office processes in order to more aggressively work over 4,000 assignment actions and increased AGR end strength by 540 AGRs throughout FY18. Individual Reserve (IR) Assignments supports over 7,000 IRs and 300 PIRRs. They diligently processed 5,600 assignment actions and processed the conditional release of 118 Voluntary Limited Period of Active Duty (VLPAD) applications as well as supporting 55 retirees serving as active reservists under the indispensability program. Meanwhile, the Special Pay and Incentives office (DPAAB) supported 69,200 Reservists eligible for a critical skills bonus by processing 1,775 bonus applications and 526 Aviation Bonus applications, including 289 Air Reserve Technicians in their first year of eligibility for the Aviation Bonus, and paying 471 IR bonuses totaling 1.2 million dollars.

### Force Development (DPAF)

The Force Development Division (DPAF) was instrumental in officially standing up the Lt Col (O-5) and below Key/Command/Joint (KCJ) management program in June 2018. The program roll-out began with the development of the implementation plan and dissemination of the plan to all Career Field Managers (CFMs) and the affected Reserve Integration Organization (RIO) detachments. The office began working with the KCJ position incumbents to provide education on what it meant to occupy a KCJ position and to help those beyond position term limits find a new position in the next 12 months. DPAF was also vital in hosting four Developmental Education School Boards, two Reserve School Selection Boards

(RSSB), the Reserve Developmental Education Designation Board (RDEDB), and the Enlisted Developmental Education Board. Nearly 2,500 applications were received at ARPC, with 481 members selected for schools and courses. Finally, DPAF was crucial in hosting 41 Officer and Enlisted Team Boards and three Special Boards. Over 35,000 Airmen were eligible to have their records reviewed and mentoring provided for personal career guidance and opportunity development.

### Pre-Trained Individual Manpower (PIM) Management (DPAM)

The Pre-Trained Individual Manpower Division (DPAM) continued to advance upon the achievements made in 2017. The discussions with the Force Generation Center during the August '17 working group led to the finalization of a memorandum of agreement (MOA) that codified force presentation and in-transit visibility roles and responsibilities for mobilized PIM members. Additionally, the reinvigoration of the PIM Mobilization enterprise led to the successful execution of a live push-pull mobilization exercise in Aug '18 that was led by AF/A1XO staff. DPAM was vital to the success of this exercise as they were responsible for soliciting volunteers, providing orders to the participating individuals and securing travel arrangements to the exercise locations. Lastly, DPAM developed a strategy to implement required members selected for schools and courses. Finally, DPAF was crucial in hosting 41 Officer and Enlisted Team Boards and three Special Boards. Over 35,000 Airmen were eligible to have their records reviewed and mentoring provided for personal career guidance and opportunity development.

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### Individual Reserve Classification and Training (DPAT)

The Classification and Individual Reserve Training Division (DPAT) conducted HQ Readiness and Integration Organization

(RIO) Training Staff Assistance Visits with Detachment 7 and Detachment 8 to assess the health of the Individual Reserves (IR) training and readiness. Additionally, they conducted quarterly HQ RIO Status of Training briefs; monitored training, process formal school requests, and validated requirements for 6,859 personnel which yielded a 90% qualification rate. The division certified 11 training program managers and revamped continuity binders for all HQ RIO detachments. Furthermore, the division hosted an IR training processes and requirements webinar in conjunction with AFPC for Regular AF Base Training Manager, Unit Training Managers, and MAJCOM Function Managers/POCs. Additionally, they co-authored the AF's first Additional Duty Training Manager Course.

### Promotion Board Secretariat (PB)

The ARPC Selection Board Secretariat executed 161 individual promotion boards while conducting seven main events with 215 board members. A total of 3,262 officers received fair and equitable promotion consideration to the grades of Colonel, Lieutenant Colonel, and Major. Of the officers considered, 2,794 were selected for promotion to the next higher grade. The ARPC Selection Board Secretariat also processed two First Lieutenant and two Captain promotion processes which selected 1,368 officers for promotion to their respective grades.



**A ground crew prepares to hook a Humvee to a Texas Army National Guard CH-47 Chinook for airlifting during Operation Dust Storm at Martindale Army Air Field, Texas Feb. 1, 2019. The helicopter and ground crews were participating in this joint, total-force training event with active-duty and Reserve Air Force and Army National Guard personnel. (US Air Force photo by MSgt Kristian Carter)**



## FORCE GENERATION CENTER



### HQ AFRC Force Generation Center (FGC)

The Air Force Reserve Command (AFRC) Force Generation Center (FGC) completed calendar year 2018 having been a key component in the AFRC commander's goal to increase the readiness of Reservists to enable support of contingency and non-contingency operations. It supported AFRC flying operations with mission activity taking place in over 100 countries, to include 75 missions and nearly 860 flying hours in support of the National Hurricane Center. It conducted four airlift allocation planning councils at various locations, resulting in 55 percent of AFRC off-station missions being supported by AFRC mobility units (i.e., 64.2 percent priority and 45.5 percent non-priority). The battle watch and a new AFRC crisis action team (CAT) facility achieved full operational capability early in 2018 with the installation of audio visual equipment necessary for both secure and non-secure communications. Several changes were made to AFRC CAT processes to improve communications and to delineate responsibilities between the battle watch and headquarters AFRC. The AFRC CAT was tested with three table top exercises and by several hurricanes. The stand-up of operational planning teams and crisis action working groups for three additional hurricanes resulted in crucial information for AFRC senior leaders through daily situation reports. AFRC FGC Airmen attended 29 planning meetings and synchronization conferences in Asia, Europe, and North America. It established and solidified relationships with combatant commander staffs and enhanced the identification of requirements and Air Force Reserve assets with the capabilities to fulfill them. AFRC FGC Airmen facilitated and monitored 95 theater security cooperation and exercise events that included the participation of over 5,500 Reservists. They validated over 1,000 days of active duty for active component operational support. As a key force multiplier, it leaned forward to ensure all military personnel appropriation al-

locations were obligated in support of relief efforts for various locations affected by hurricanes Florence and Michael. Finally, the AFRC FGC executed over 3,500 mobilizations in support of Operations ENDURING FREEDOM, FREEDOM SENTINEL, and INHERIT RESOLVE. It provided key input to an Assistant Secretary of the Air Force for Manpower and Reserve Affairs directed mobilization reform, process improvement event on three different occasions, outlining Air Force Reserve processes and execution of military personnel appropriations.

### Headquarters, Readiness and Integration Organization (HQ/RIO)

HQ/RIO made many program changes utilizing technology to enhance business processes and customer support. In March, HQ/RIO collaborated with AFRC/A1R to create an AGR/IMA Air Force Report in the Air Force Personnel Accountability and Assessment System (AFPAAS). Accountability statuses of IMAs and dependents are now visible to RIO with said accountability roster without notifying over 1,700 Commanding Officer Representatives or HQ AFPC/DP1WR to provide a status roster. At the 48th hour of an Execution Order, RIO now has the capability of accounting for an IMA and dependents in AFPAAS. In May of 2018, HQ RIO implemented a process for IR pay requests to be captured in the case management system myPers. This change in process allowed HQ RIO to transition from a previously unmeasurable customer request to a capability that allowed customer and agent in-system visibility and tracking. In October 2018, HQ RIO achieved full operational capability of this transition, and all customer requests for pay are now initiated in myPers. In November 2018, HQ RIO transitioned customer phone inquiries and status checks to the Total Force Service Center (TFSC) to provide 24/7 customer phone support capability. This transition redirected over 4,000 phone inquiries each month and significantly impacted the

capability for processing transactions at HQ RIO. Throughout 2018, HQ RIO in partnership with AFRC built the Attached Resource Computer Network (ARCNet) system into a fully-functioning readiness reporting tool for the Selected Reserve (SELRES). ARCNet was missing 27,000 medical and fitness records overall from 67,000 Selected Reserve Components (categories include: Traditional Reservists, IMAs, Participating Individual Ready Reserve (PIRR), AGRs) and Air National Guard members. An enhancement to ARCNet AFRC code versioning was made to identify mobilization percentages for CAFR view. HQ RIO provided a list of conditions and business rules to the A6 developers on Assignment Availability Codes (AAC) and Deployment Availability Codes (DAVS) to the A6 developers and database administrators. A total of 81 Total Force codes and 39 Regular AF codes were provided. All commanders now have visibility within ARCNet of Participation Readiness and Mobilization Readiness. In addition to daily operations, HQ RIO personnel supported five real world events and two exercises in 2018. Hurricane Florence accounted for 1,872; Tropical Storm Mangkhut accounted for 150; California Fire (AETC only) accounted for 461; Hurricane Michael accounted for 4,189; Alaska Earthquake accounted for 150, and for Exercise GLOBAL THUNDER, HQ RIO accounted for 710 while Exercise PATRIOT WARRIOR accounted for 15. Finally, over 7,540 IRs were tracked and accounted for by HQ RIO in 2018.

#### **HQ AFRC/SGN (Nursing Services Division)**

SGN took the lead in setting up a TF CCATT working group after PACAF requested support from the Air Reserve Components (ARC) for the 2018 summer months. Summer is traditionally a busy time for PACAF due to high ops tempo while active duty is in the middle of Permanent Change of Station (PCS) season. An initial request to use Reservists on Annual Tour (AT) transformed into a successful TF support mission with ANG sending two teams and AFR sending three teams for 31 day increments, each to PACAF. The After Action Reports are being reviewed and the working group has begun planning for the 2019 summer. The working group continues on with a mission of annual support to PACAF and a vision of expanding TF medical operations.

#### **HQ AFRC/SGS (Health Services Management Division)**

SGS commissioned 144 individuals for FY18; a 74-percent increase from FY17. Additionally, health profession AFSCs increased by an additional 237 positions during the fiscal year. The SGS also processed 35 MSD/SCP request during FY18, which was a 66-percent increase from FY17. The division conducted the first-ever combined course for Reserve unit-level Health Services junior and mid-level administrators/technicians. They trained 46 officers and enlisted personnel and provided increased effective communication between junior and mid-level managers at the squadron. Unit members completed a capstone event to identify unit-level challenges to provide root-cause analysis and possible solutions to Unit Commanders. SGS reduced the services contract by fifty percent, going from two separate IT services contracts to one. This gained efficiencies by eliminating the administrative burden of managing an additional contract, and resulted in a direct cost reduction of \$2.0M over a five-year period. They also migrated the Air National Guard into the Reserve Electronic Case Platform in support of the Air Force's three-to-one initiative. AFRC/SG successfully contracted for flight physician support at HQ AFRC/SG, increasing provider capability and leaving them better poised to handle service-connected claims for benefits, special operational duty, officer accessions and determine fitness of military service to ensure combat mission readiness for the war fighter. The division successfully spearheaded the formulation and implementation of the new pay plan which mandates transition from Legacy to Consolidated Special Pay (CSP) authorities. The FY18 pay plan was the first update in over ten years to the Air Force Reserves Command's primary retention and recruiting tool for medical professionals. It was also the first year in which a retention bonus was offered for AFRC. Finally, they conducted three Service Treatment Record (STR)/Electronic Health Record (EHR) courses, educating over 90 reservists on the process. This course focused on emerging developments of STR lifecycle processes and EHR technology throughout the Air Force.

#### **HQ AFRC/SGX (Medical Plans, Programs & Training Division)**

AFRC/SGX trained 43 unit readiness personnel in the Medical Readiness Officer/NCO readiness reporting course.

#### **"The Grand Rescue" Air Force Reserve Combat Art by SMSgt Darby Perrin, 2017 (Right)**

In the morning hours of November 21, 1980, a large fire rapidly spread through the MGM Grand Hotel in Las Vegas. Unable to help numerous people trapped on the upper floors of the 26-story luxury hotel, civilian authorities called the consolidated command post at Nellis AFB, Nevada, to ask for assistance.

Fortunately, rescue personnel assigned to the Air Force Reserve's 302nd Special Operations Squadron were at Nellis AFB to participate in a Red Flag exercise. Having already noticed smoke on the horizon and reports on the radio, members of the 302 SOS responded. Using a hoist system on their CH-3E Jolly Green Giant helicopters, the Reservists rode the sling down, climbed onto the hotel balconies, and strapped the survivors in place for a hoist lift up into the helicopters.

The 302 SOS were joined during the effort by active-duty Air Force personnel. Together, they rescued 93 survivors over the course of 38 trips. Their efforts, as well the devastating impact of the fire taking the lives of 85 people and injuring another 650, received national attention. The Air Force Reserve subsequently redesignated the 302 SOS as the 302nd Fighter Squadron on September 19, 1985. The change in mission brought the 302 FS back to its fighter aircraft roots, which began with the activation of the unit on October 13, 1942, at Tuskegee Army Air Field, Alabama.







## FOURTH AIR FORCE



***STRATEGIC  
REACH***



A C-17 Globemaster III sits on the runway at McMurdo Station in Antarctic. At the request of the National Science Foundation, aircrews from the 304th Expeditionary Air Squadron supported an emergency medical evacuation of two patients Aug. 25. (Courtesy photo)





**US Air Force SrA Selina N. Okyere, right, and SrA Jacob Patterson, both with the 514th Aeromedical Evacuation Squadron, 514th Air Mobility Wing, prepare to load a patient on a C-17 Globemaster III during an exercise at Joint Base McGuire-Dix-Lakehurst, N.J., June 2, 2018. The 514th is an Air Force Reserve Command unit. (US Air Force photo by MSgt Mark C. Olsen)**

### 315th Airlift Wing

The 315th Airlift Wing (AW) excelled in mission execution, fiscal responsibility and process improvement. The wing provided strategic airlift and wartime support through the execution of 6,419 flying hours over 1,958 sorties. This led to the delivery of 10,844 passengers and 20,059 pounds of critical cargo, all while providing contingency flight operations, Presidential support, and Air Force Reserve Command (AFRC)-allocated airlift operations. Furthermore, Reserve crews of the 315th flew 389 training sorties in support of the Chairman of the Joint Chiefs of Staff-directed Special Operation Low Level II mission, in addition to flying eighteen counter-drug and sixteen Denton humanitarian missions. Teaming with active duty partners at Joint Base Charleston, the 315th Maintenance Group was key to the generation of aircraft to support earthquake relief efforts in Ecuador, airlifting 87 Army personnel, a command and control center, and life sustaining support equipment key to recovery efforts. The 4th Combat Camera Squadron performed more than 2,500 duty days to support five commands, while completing 16 team missions, and releasing 568 imagery products in direct support of Department of Defense objectives. Notably, the squadron used their extensive know-how in providing critical imagery during Hurricane Florence to assist forecast and recovery operations, while reaching an audience of more than 800 million globally

### 433rd Airlift Wing

The 433rd Airlift Wing (AW) spanned the globe supporting domestic and international agencies in humanitarian and military operations. They provided support for relief operations after Hurricane Irma, augmented active duty forces during Exercise RED FLAG in Nevada, and transported cargo transport to Guantanamo Bay, Cuba. The 433 AW also has the distinction of training and graduating all 242 Air Force active duty and reserve C-5M aircrew students in 2018. In total, the 433rd AW flew over 460 sorties, delivered 2,251 passengers, and offloaded 3,900 tons of cargo. Additionally, the Reserve Citizen Airmen of the 433 AW participated in the international effort to rescue 12 Thai youth soccer players trapped in a flooded cave by transporting supplies and personnel to assist local authorities. The 433rd Aeromedical Evacuation Squadron provided volunteers to support the critical evacuation mission. They executed 28 sorties and coordinated the transport of 40 patients to a higher level of care in the United States. Altogether in 2018, the 433rd Airlift Wing deployed 133 Reserve Citizen Airmen for contingencies, joint exercises and humanitarian relief efforts.

### 434th Air Refueling Wing

The 434th Air Reserve Wing (ARW) executed over 5,000 flying hours, flew over 1,500 on-time sorties, and off-loaded 35 million pounds of fuel to 2,268 US and Coalition aircraft. Additionally, they executed over 1,000 missions and provided

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global airlift, aeromedical support, and air refueling operations in support of Operations ENDURING FREEDOM, NEW DAWN, ODYSSEY DAWN, and UNIFIED PROTECTOR. The 434 ARW deployed two aircraft, four aircrews, and maintenance and support staff to Curacao in support of counter drug operations for Joint Interagency Task Force-South. During this time, they off-loaded over six million pounds of fuel. This air refueling support directly contributed to the seizure of 38 vessels and more than 76 kilograms of cocaine worth over \$1.5 billion. The wing's Aerial Port Flight deployed to support operations in Afghanistan, where they moved a record-setting 55,728 personnel and 4,225 tons of cargo. The wing also supported the evacuation of the 1st Fighter Wing during Hurricane Irene. Their quick response ensured the rapid planning and flawless execution of the recovery, bed down, and regeneration of 28 F-22A aircraft and the safeguarding of over \$4.2 billion in assets.

### 439th Airlift Wing

Westover Air Reserve Base (ARB) hosted more than 60,000 visitors at the 2018 Great New England Air and Space show from July 14-15, 2018, which generated \$4.3M in local spending. The 439th Airlift Wing's economic impact within a 50-mile radius was \$194.5M for Fiscal Year 2018. The wing hauled 3,422 tons of cargo, 2,170 personnel, and flew 406 sorties in 1,626 hours while undergoing conversion. On Sept. 20, 2018, Westover ARB received the eighth and final converted, re-engined M-model Super Galaxy in the Air Force inventory, flown by a crew led by Maj. Gen. Randall Ogden, 4th Air Force Commander. Air controllers handled 19,580 military and civilian aircraft landings and departures. During Exercise SWIFT RESPONSE, the wing moved 1.7 million pounds of cargo, 1,688 personnel, and flew 11,000 training hours with a 95% reliability rate. Finally, Westover ARB fulfilled seven Secret Service VIP missions using 2,700 man hours to search 4,400 items in support of POTUS and VPOTUS visits.

### 445th Airlift Wing (445 AW)

The 445th Airlift Wing's C-17 Globemaster IIIs flew more than 1,437 sorties, for a total of more than 5,300 hours flying hours, completed 216 missions, and moved 18,888 tons of cargo in FY 2018. Twenty-seven Airmen from the 445th Civil Engineering Squadron (CES), honed their civil engineering (CE) skills in Crystal Springs, Mississippi while helping to build a summer camp for special needs children from May 12 – 26, 2018 and May 26 – June 9, 2018. Members of the 445 CES joined Airmen from across the United States to participate in the Innovative Readiness Training program. Six Air Force Reserve Command civil engineer squadrons and four force support units took part in the project scheduled to be completed in the summer of 2021. Additionally, 19 members of the 445th Aerospace Medicine Squadron spent a two-week annual tour providing real-world medical support to the 10th Medical Group's Cadet Clinic in a remote area at the US Air Force Academy, Colorado Springs, Colorado. The clinic was used to support 1,500 cadets during basic cadet field training. Medical care included preventive medicine, medical evaluation,

stabilization of injured cadets, and transportation to the triage tent as needed. Nurses and physicians worked in the main clinic triaging and providing primary and acute urgent care. AMDS providers saw on average 15 to 20 cadets/patients per day for a total of approximately 160 patients during the two weeks.

### 446th Airlift Wing

The 446th Airlift Wing (AW) deployed 172 personnel in support of eight operations in nine countries, including Operations RESOLUTE SUPPORT, INHERENT RESOLVE, DEEP FREEZE, PACIFIC SENTRY and PATRIOT WARRIOR. In addition to supporting global missions, the 446 AW completed 284.4 hours of flight time in support of Operation DEEP FREEZE. These flights to and from Antarctica resulted in the delivery and transport of 258 pallets, 1,483 passengers, and 1.79 million pounds of cargo. The 304th Expeditionary Air Squadron, a unit comprised of aircrew from the 62nd AW and the 446 AW, landed in negative 65.2 degree Fahrenheit conditions to MEDEVAC two patients from McMurdo Station in Antarctica. The individuals, one in critical condition, were safely transported to Christchurch, New Zealand within 24 hours of the initial notification. An additional patient was also evacuated in a separate mission, totaling three MEDEVACS from Antarctica for the year. The 446 AW also hired its first Temporary Developmental Air Reserve Technician, or TDART into the 313rd Airlift Squadron. The TDART program is designed to offer additional pilot manpower to AFRC units by granting newly graduated pilots the opportunity to continue serving on a full-time basis as an ART for approximately 4 years from their initial training.

### 452nd Air Mobility Wing

The 452nd Operations Group (OG) executed over 1,500 sorties totaling nearly 10,000 flight hours during FY18. The 452nd OG operated both the C-17A and KC-135R, transported 8,460 passengers, and hauled 18,487 tons of cargo. The 912th Air Refueling Squadron, an active duty tenant unit, became the first AMC squadron to be Minimum Interval Takeoff-certified in over 26 years. The 336th Air Refueling Squadron supported Operation NOBLE EAGLE and USSTRATCOM and maintained 24/7 operations throughout the southwestern United States. The 729th Airlift Squadron supported three separate hurricane relief missions, and 12 Denton cargo missions, delivering over 1.3 million pounds of humanitarian cargo. The 729th also operated a recurring Aeromedical Evacuation Mission into the southwest Asia area of responsibility, safely transporting 204 litters and 515 ambulatory patients over the course of FY18. The 452nd Aeromedical Evacuation Squadron deployed in support of Operations INHERENT RESOLVE and FREEDOM SENTINEL, ensuring 1,254 patients were safely transported during 261 sorties, spanning 19 countries. The Medical Group was the lead in a joint humanitarian mission providing medical care to over 150 underserved citizens. They also planned and hosted an integrated joint service patient movement platform, the largest in AFRC, to include the full spectrum of care within the aeromedical evacuation system from point of injury to definitive care destination for a total of 47 patient care scenarios. The 452 MXG generated a combined KC-135/C-17 total of 11,044 flight hours and 2,678 sorties to include deployment operations. The data integrity team reviewed



49,000 maintenance jobs, and corrected 549 corrected errors.

### **459th Air Refueling Wing**

The 459th Air Refueling Wing (ARW), provided over 1,300 combat-ready Citizen Airmen, operated eight KC-135R Stratotankers in its primary air refueling mission, and also supported aeromedical staging and evacuation missions. Last year, the Liberators flew more than 2,400 hours, offloaded 2.9 million pounds of fuel, and deployed nearly 200 airmen in support of Operations FREEDOM'S SENTINEL and INHERENT RESOLVE. Additionally, the wing flew AFRC-allocated cargo missions, supported NATO's Operation ATLANTIC RESOLVE, and participated in exercises PATRIOT WARRIOR and TRIDENT JUNCTURE. The 459th supported 10 high-visibility aeromedical missions in the Indo-Pacific region, and the 69th Aerial Port Squadron supported the movement of 2,000 passengers and loaded 70,000 pounds of cargo during 73 POTUS and VPOTUS missions.

### **507th Air Refueling Wing**

The 507th Air Refueling Wing (ARW), Tinker Air Force Base, Oklahoma, provided support to all Unified Combatant Commands. The 507 ARW deployed 345 reservists around the globe in support of Operations ATLANTIC RESOLVE, INHERENT RESOLVE, and FREEDOM'S SENTINEL. These operations directly supported strikes against the Islamic State in Syria, Iraq, and Afghanistan as well as total force and multinational training exercises. The Operations Group achieved an impressive 2,647 flying hours, flew 685 sorties, and provided over 17 million pounds of fuel to 1,532 receivers. The Maintenance Group, as lead unit, deployed 85 personnel and five aircraft to Central Command, generating 865 combat sorties and providing 11.4 million pounds of fuel to 2,500 plus joint receivers. The Mission Support Group provided support to ongoing war efforts throughout the Area of Operations by deploying 174 personnel to Syria, Kuwait, and Afghanistan in direct and indirect support of ongoing combat operations. Finally, the wing led air refueling operations directly supporting multiple global missions for Central, Pacific, European, Northern, and Africa Commands.

### **512th Airlift Wing**

Located at Dover Air Force Base, Delaware, the 512th Airlift Wing (AW) fulfilled global missions supporting Air Mobility Command (AMC) and Air Force Reserve Command (AFRC) requirements. The wing executed 163 missions, 3,832.6 flying hours, and 740 sorties to deliver 8,024 passengers and 12,633 short tons of cargo in 2018. The wing validated interagency training missions and global readiness operations with DoD partners, the Federal Bureau of Investigation, Secret Service, Drug Enforcement Agency, and the Federal Emergency Management Agency. Reserve Citizen Airmen also conducted missions supporting Operations FREEDOM'S SENTINEL, INHERENT RESOLVE, and RESOLUTE SUPPORT and Exercise PATRIOT SANDS. Members of the wing also expertly executed two Rota Multi-Modal redeployment missions, completing a total of 52 contingency missions to redeploy 4.3 million pounds of cargo. Additionally, the wing conducted high visibility assignments

throughout the United States to support families and provide community outreach. Operating the only Memorial Affairs squadron in AFRC, the 512 AW showcased solemn support by fulfilling 38 dignified transfers and providing dedicated support to a total of 151 family members. Furthermore, the 512th Aerospace Medical Squadron conducted readiness initiatives in Georgia while simultaneously providing examinations to 3,384 civilian patients and distributed 1,397 pairs of prescription eyeglasses, saving \$1.5 million in health care costs.

### **514th Air Mobility Wing**

The 514th Air Mobility Wing (514 AMW) became the first Air Force Reserve selection to maintain the new KC-46A Pegasus tanker at Joint Base McGuire-Dix-Lakehurst (JB MDL) and began infrastructure building this year. The wing demonstrated its mission capabilities readily, with continuous support for the President of the United States of America (POTUS), flying 59 missions, 336 flight hours and transferring 400K pounds of fuel in support of the first North Korean summit. KC-10As flew to refuel B-1s, B-2s, F-35s MC-130s, CV-22s and various allied nation aircraft showing its versatile ability. The C-17s from the 514 AMW supported five combatant commands with 106 missions, transporting 120,000 passengers and 110,000 tons of materials throughout the world, including Denton humanitarian cargo flown to Iraq. The unit provided strategic-level Air Operations Center (AOC) expertise and execution to the airlift, air-refueling, aero-medical evacuation, aircraft maintenance, command and control (C2), and logistics enterprises during real-world contingencies, and JCS/MAJCOM level-exercises. During Hurricane Maria, members of the 514 AMOS deployed to Shaw AFB, South Carolina where they led the airlift humanitarian operations permitting the successful delivery of time critical and lifesaving sustenance and supplies to the devastated civilians in Puerto Rico. These 514 AMOS members coordinated with state and local governments and agencies to get supplies quickly validated and certified for airworthiness for rapid delivery. Following the devastation of Hurricane Michael, the AOC at Tyndall AFB, Florida was destroyed and the 514 AMOS assisted the 621 AMOS in the creation of a temporary AOC in the Weapons Systems Suite (WSS) at JB-MDL, New Jersey. Allowing Tyndall AFB AOC personnel to remain with their families, and enabling a seamless transition to the continued support of humanitarian and SOUTHCOM operations previously under command at Tyndall AFB.

### **914th Air Refueling Wing**

The 914th exceeded expectations in achieving Initial Operational Capability (IOC) only one year after being designated an ARW despite numerous equipment, budget, and training opportunity constraints. The 914 ARW achieved one of the highest individual medical readiness (IMR) rates in all of AFRC on several occasions over the past year and is currently reporting as 82% ready. The 914th Aeromedical Staging Squadron achieved the highest flu vaccination rate across AFRC two years running as a winner of the AFRC Seasonal Influenza Superior Performer Award. Having received numerous accolades and awards within the civilian sector as well as the AFRC level,

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most notably within the A1 community. The 914 ARW Honor Guard participated in more than 450 funeral services in a 120-mile radius.

### 916th Air Refueling Wing

In 2018, the 916th attained 7,364 flying hours and 1,594 missions, and offloaded 38,990,900 pounds of fuel. The Maintenance Group enabled force employment through a 97% reliability rate, while holding a 10% manning reduction. That reliability translated into the accomplishment of many operational and training taskings. The 916th ARW participated in 12 humanitarian missions supporting four countries and delivered 50,000 pounds of aid to over 100,000 civilians. The Reserve and active duty components worked together to support eight Combatant Commands across five AORs, flew 509 missions, and transferred thirty million pounds of fuel. Units throughout the 916th were a force provider for multiple deployment taskings of 359 personnel and sixteen aircraft, supporting 720 strike packages against ISIS. Simultaneously, the wing sustained 28,900 cumulative days of deployments and TDYs. In May of 2018, the 916th ARW had accumulated over 3,000 backlogged travel vouchers. The Financial Management office was tasked with minimizing the vouchers by the Wing Commander. By November of 2018, the number decreased to 1,027. Establishment of a six-station processing suite decreased processing time from 15-45 days to 1-5 days. Ongoing training of personnel reduced user-level discrepancies by 75%. During an unusually active hurricane season, the 916th evacuated 6 KC-135s, 60 F-15Es, fifteen tons of cargo and 150 personnel. In addition, the 916th assisted Homestead AFB in the recovery of 22 F-16s and 65 maintenance and security personnel.

### 927th Mission Support Group

The 927th Mission Support Group (MSG) had 259 Citizen Airmen providing global mission capabilities in support of the home station KC-135 mission. CY 2018 provided opportunities for the MSG to give critical Hurricane Maria relief. The MSG prepared three million pounds of passengers and cargo which enabled the 45th Air Evacuation Squadron's mission in moving 129 people to safe evacuation areas. The MSG also led the largest Ability to Survive and Operate Rodeo the 927th Air Refueling Wing has ever experienced, training over 973 wing members in 51 events and 23,000 hours resulting in 94% of the wing being ready in Chemical Warfare, Self-Aid and Buddy Care, and weapons qualification.

### 931st Air Refueling Wing

The 931st Air Refueling Wing proceeded with significant steps to prepare for the arrival of the first KC-46 Pegasus Air Refueling Aircraft at McConnell AFB, Kansas. The wing continued to oversee the ongoing remodeling of an existing facility into a 14,500 square foot KC-46 planning cell, with a completion date set during fiscal year 2019. In addition to the KC-46 planning cell, a 9.9 million dollar Aerospace Ground Equipment support issuance project was readied for the arrival of the KC-46 aircraft. The KC-46 Pegasus program became a significant contribution to the expansion of facilities at McConnell AFB, with three KC-46

hangers being completed for a total of 378,000 square feet, at the cost of 145.2 million dollars. 931 ARW deployers completed 950 refueling missions involving 45 Operations Group members during 2018. Other 931 ARW units deployed 66 members to three locations for a total of 6,345 man-days. The number of deployed man-days was down from 2017 to allow for the conversion of the 931 ARW to become the first unit to begin receiving the KC-46 Pegasus aircraft. In 2018 the 931 ARW flew over 4,000 hour flying hours and offloaded 3.8 million pounds of fuel. 931 ARW deployed operations were conducted from three locations, by 130 members over 5,910 days, and resulted in 950 successful combat missions. The 18th Air Refueling Squadron contributed significantly to the operational workload of the 931st Air Refueling Wing. Primary to this contribution was 3,777 hours of flying, entailing 983 sorties. A total of 16 crews consisting of 48 personnel participated in support of the CENTCOM mission. Four and a half million pounds of fuel were offloaded during 1,601 missions for calendar year 2018. December 1st, 2018 Major General Randall A. Ogden, 4th Air Force commander, oversaw the Change of Command ceremony as Colonel Bruce P. Heseltine became the new commander of the 931st Air Refueling Wing, replacing the current commander, Colonel Eric A. Vitosh. Prior to joining the 931 ARW, Colonel Heseltine was the Vice Commander of the 22nd Air Refueling Wing at McConnell.



**Nineteen members of the 445th Aerospace Medicine Squadron spent a two-week annual tour providing real-world medical support to the 10th Medical Group's Cadet Clinic in a remote area at the U.S. Air Force Academy, Colorado Springs, Colorado. Medical care included preventive medicine, medical evaluation, stabilization of injured cadets and transportation to the triage tent as needed. (Courtesy photo)**



# 10 AF *POWER & VIGILANCE*

The crest of the 10th Air Force is a blue shield with a yellow border. Inside the shield, there is a white star at the top, a yellow eagle with spread wings in the center, and a white shield with the number '10' in the middle. Below the shield, a yellow banner contains the text 'TENTH AIR FORCE' in blue capital letters.

Maj Daniel Toftness, a reservist in the 419th Fighter Wing, departs for a sortie in an F-35A Lightning II Oct. 18, 2018, at Hill Air Force Base, Utah. The flight marked the 10,000th sortie with the aircraft at Hill since the first operational F-35s arrived in September 2015. (US Air Force photo by Todd Cromar)

### 9th Combat Operations Squadron

The 9th Combat Operations Squadron (9 COS) supported the 18.5 million dollar Combined Space Operations Center (CSPOC) and the United States Strategic Command space mission. During 2018, the 9 COS led 14th Air Force in the execution of over 2,800 military personnel appropriation days, conducting 1,600 crew shifts and 13,000 combat operations hours in support of combatant commanders worldwide. Together with its active duty associate, it processed 110 missile launches, 100 space launches, developed 102 Tasking Orders, and processed 350 Space Support Requests resulting in 195 tactical operations. Additionally, it tracked 170 nuclear capable naval events. The 9 COS provided trained operations, intelligence, medical, and administrative professionals to conduct command and control of 58 Tactical Control units, tracked over 23,000 space objects, protecting 120 billion dollars in national space assets and the 150 billion dollar International Space Station. Throughout 2018, 9 COS provided support to the Combined Space Operations Center, servicing a combined four Combatant Commands in the conduct of Operations Inherent Resolve (OIR) and Freedom's Sentinel (OFS), culminating in the CSPOC garnering its historic Initial Operational Capability distinction in July of 2018. The 9 COS executed and processed multiple high-visibility events. The unit provided space situational awareness for the 200 billion square-mile space domain by disseminating critical mission parameters and data related to 107 space object reentries to 185 nations, including the seven-ton Chinese Space Station de-orbit. Secondly, 9 COS provided assured access to space for the nation and its allies by resolving 112 electro-magnetic interference events involving 136 potentially adversarial signals by employing organic DoD capabilities and its relationship with the Commercial Integration Cell at the CSPOC to power 6,366 Intelligence, Surveillance and Reconnaissance (ISR) sorties to mission success. Furthermore, 9 COS' dedication to the ISR arena resulted in the team executing 227 operational shifts totaling 2,724 hours, directly enabling 7,539 OFS strike aircraft sorties. In the commercial sector, 9 COS was on the forefront at the CSPOC leading the support efforts for the first-ever west coast Falcon-9 launch and return. Additionally, the unit was instrumental in safeguarding 11 astronauts aboard the International Space Station through the execution of 52 collision avoidance maneuvers, as well as the direct involvement in two Soyuz vehicle recovery operations, including the October 6, 7 G-force abort jettison event in Kazakhstan. In addition to its real-world operations tempo, the unit generated 197 thousand dollars in Tier-One exercise support by mobilizing 40 combat mission ready personnel to validate the IOC warfighting effectiveness of the new 4-star Joint Force Space Component Command, which it did successfully as approved by CDR USSTRATCOM and JFSCC. Additionally, it provided senior leadership support to the JFSCC in enabling the Limited Full Operational Capability of the National Space Defense Center and the beddown and establishment of the JFSCC staff in Colorado Springs.

### 301st Air Operations Group

The 301st Operations Group (OG) performed exceptionally in the execution of the 6,000+ Flying Hour Program/\$3.5M

budget. Throughout the course of a very busy year, the group supported seven different units and 51+ JTACs with a total of 422 Close Air Support (CAS) missions. The unit continued the tradition it has forged with the special operations community and reinforced the joint mindset for combat employment of the F-16C+. In April of 2018, the 457th Fighter Squadron (FS) deployed nine jets and over 200 personnel to the Pacific theater to participate in Exercise SENTRY ALOHA, Hawaii. The 457 FS flew a total of 148 sorties, honing its skills daily while participating with F-22s from the Hawaii Air National Guard. The deployment focused on fourth and fifth generation fighter integration, and the unit redoubled its efforts to ensure the F-16C+ remains a vital element for combat in the 21st century. Later in the summer, the unit deployed to Eielson AFB, Alaska to participate in Exercise RED FLAG ALASKA. Over 240 sorties were flown, with multiple units from virtually every mission design series in the combat air forces. The 457 FS became the first unit to utilize the SCU-9 avionics in a large-force employment focused exercise like RED FLAG. Multiple inert weapons were employed in various difficult missionized scenarios. Some other highlights from CY 2018 include two combat verifications specifically tailored to the PACAF AOR, a readiness training exercise comprised of a four-go surge day involving simulated chemical warfare scenarios and efficient C2 in a contested/degraded environment, and over 120 simulator events focusing on tactical readiness for combat in a dense SAM/AAA environment. Finally, despite the already noted robust schedule, the unit also twice volunteered for alert tasking IRT NORTHCOM requirements. In both instances, the 457 FS met all expectations and maintained a 100% combat mission ready status.

### 310th Space Wing

The 310th Space Wing, AFRC's only Space Wing, delivered diverse space mission support to four Active Component (AC) Space Wings, the National Oceanic and Atmospheric Administration (NOAA), and two AC Major Commands (MAJCOM). The 6th Space Operations Squadron (SOPS) conducted 1,773 satellite supports, delivering 2,789 hours of time-critical environmental intelligence data for military operations, as well as providing warning for various named storms. The 7 SOPS executed over 100 orbital engagement missions in support of the Joint Force Space Component Commander's threat portfolio development, collecting 2.8 million satellite observations and providing nearly 80% of all metric data used to track objects in space. The 8th Space Warning Squadron (SWS) detected and released 664 space and missile events and 15,486 total Battlespace Awareness events as an integral part of the Space-Based Infrared System (SBIRS). Detachment 1, 8 SWS provided over 4,000 hour of support to the Air Force Operational Test and Evaluation Center SBIRS Block 20 testing effort, while relocating from Schriever AFB to Buckley AFB. The 9th Combat Operations Squadron provided support to the Combined Space Operations Center, disseminating critical mission parameters and data related to 107 space object reentries, resolving 112 electro-magnetic interference events, powering 6,366 Intelligence, Surveillance and Reconnaissance





**Maj Gen Ronald B. "Bruce" Miller, the 10th Air Force commander, logged his 3,000th hour behind the stick of an A-10 Thunderbolt II attack aircraft Nov. 29, 2017, at Whiteman Air Force Base, Mo. Miller received a plaque from the 303d Fighter Squadron to commemorate the event. (US Air Force photo by TSgt Bob Jennings/Released)**

sorties, and maintaining custody of 23K+ space objects. The 19 SOPS produced 100% of the nation's next-generation Navigation Warfare tasking procedures, contingency plans, and communication plans, resulting in over 20 executed taskings in support of joint activities. The unit also supported the launch of the first GPS Block III satellite vehicle, scheduled for 18 Dec 2018. The 380th Space Control Squadron deployed ten members in support of Operation SILENT SENTRY, providing electromagnetic interference monitoring, detection, characterization, and geolocation capabilities across CENTCOM. The Reserve National Security Space Institute developed and fielded the Space Contested, Degraded and Operationally-Limited Laboratory, consisting of 15 advanced threat-based training modules. The wing led the integration of Reserve space assets into wartime planning, presenting 172 Reserve personnel to seven different Combatant Command exercises, and providing training against five OPLANs. The 310th Mission Support Group (MSG) managed 126 real-world Agile Combat Support taskings for RCP-07. The 310th Force Support Squadron (FSS) deployed 60% of its members, and the 310th Security Forces Squadron (SFS) and the 710 SFS each deployed 70% of their members

in support of Operation INHERENT RESOLVE. The minimally manned full-time staff from each squadron ensured deployers had the proper training, equipment, and support for their six-month deployments.

### 610th Air Operations Group

The 610th Air Operations Group (AOG), established in 2016 at March ARB, California, is comprised of the 701st (March ARB, California), 710th (Joint Base Langley-Eustis, Virginia), 713th (Beale AFB, California) Combat Operations Squadrons (COS's) and three detachments, two at Joint Base Pearl Harbor-Hickam, Hawaii and one at Shaw AFB, South Carolina. The 701 COS deployed AOC operational experts to warfighting headquarters around the globe, utilizing 4,058 man days in support of USCENTCOM, USEUCOM, USINDOPACOM, and USFK ACC/Seventh Air Force. This included supporting the 607 AOC Sub-Unified Command Combatant Commander (CCDR) at Osan Air Base, Korea. This period of heightened tensions proved one of the most challenging years in recent history with the 701 COS playing a key role in the Component Commander's ability to assure the CCDR of his warfighting readiness and ability to support the Coalition's operational plans on a theater level.

The 713 COS answered the National Defense Strategy's (NDS) call to "expand Indo-Pacific alliances and partnerships" by engaging with allies and partners in the Philippines, Vietnam, Sri Lanka, Vanuatu, and Timor-Leste. Also, to "integrate with US interagencies" by serving as executive agents in support of PACIFIC ANGEL. As the only AF Reserve unit for HQ Pacific Air Forces, they provided support through each A-Staff directorate including, the 613 AOC and PACAF IG, with 69 personnel providing a total of 4,354 MPA days for INDOPACOM/PACAF during the Secretary of State-led Democratic People's Republic of Korea Pressure Campaign. The 710 COS provided augmentation and real-world support to contingency operations, deploying 88 personnel to 14 joint exercises in support of PACOM, CENTCOM, EUCOM and ACC, and 11 to augment active duty utilizing 1,823 man days. This included support to the Pentagon, Defense Intelligence Agency, Headquarters Air Force, National Geospatial-Intelligence Agency, Air Land Sea Application Center, Air Combat Command and Defense Information Systems Agency. In the wake of Hurricane Michael, 14 personnel provided rapid manning assistance to ensure 601 AOC continuity of operations by filling a number of vital roles to include Intelligence Duty Officer, Master Air Attack Plan Liaison Officer, Senior Air Defense Officer Technician, and First Sergeant.

### 442nd Fighter Wing

In 2018, the Airmen of the 944th Fighter Wing performed superbly across a broad spectrum of missions, most notably, deploying over 250 personnel to support world-wide contingency and humanitarian operations spanning seven countries and three Combatant Commands. Additional mission successes included the wing's responsibility for 50 percent of F-16 primary flight training at Luke AFB, and 40 percent of the F-16 Instructor Pilot manning. The 69th Fighter Squadron graduated 132 F-16 pilots, supported world-wide contingency missions,

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and provided seasoned experience and continuity that ensured the success of the Total Force Enterprise of the host 56th Fighter Wing. The 944th Operations Group Detachment 2 graduated Japanese Defense Force F-35 pilots and Republic of Korea F-35 pilots, executing a combined \$50M Flying Hour Program via the only F-35 Foreign Military Sales training program in the world. Pilots delivered five Japanese F-35s and four Israeli F-35s, and directed the standup of the Australian F-35 detachment. The 944th Maintenance Group grew from 250 to 370, augmenting and partnering with aircraft production for 80 assigned F-35 aircraft. Through the successful integration and partnership of the host 56th Maintenance Group to create the 1K MXG, maintainers provided scheduled and unscheduled full-time production on Unit Training Assemblies, and became consistent trainers for both active duty and Reserve members, garnering the General Welch One Air Force award for 2017. The 944th Mission Support Group deployed over 200 Airmen down range in support of Operation INHERENT RESOLVE and SPARTAN SHIELD. Included were logisticians, security forces, and engineers. The 944th Medical Squadron and Aeromedical Staging Squadron performed over 400 physical health assessment examinations to prepare airmen for combat execution roles. Additionally, medical personnel executed successful deployments and were lauded as critical components to Operation INHERENT RESOLVE, San Diego Naval Station Annual Tour, and Exercise ARCTIC CARE, delivering a positive impact on wounded warriors, veterans, and Native Americans respectively. The 944th's diverse mission included geographically separated units. The 924th Fighter Group at Davis-Monthan AFB generated 3,352 A-10 sorties and flew 6,528 flight hours, allowing the graduation of 41 A-10C pilots, nearly half of the world's A-10 pilot production. Additional-

ly, they deployed 12 aircraft and 139 members to Selfridge ANG Base for two weeks and flew 113 sorties. In conjunction with the host, the 355th Wing, they completed 38 phase inspections, achieved 16 spare engines and helped produce 86 TF-34 jet engines. The geographically separated 414th Fighter Group and 307th Fighter Squadron at Seymour-Johnson AFB flew 941 out of 6,793 sorties for the active duty host wing, amounting to 14 percent of the total F-15E sorties. Some of the highlights for the 307 FS; filled the RED FLAG Deployed WG/CC role, flew seven Operation NOBLE EAGLE sorties, conducted 10.4 percent of the total check rides, and supported hurricane evacuation operations by relocating aircraft to preserve F-15E combat capability. They completed 454 maintenance actions, directly leading to a 76.4 percent mission capable rate, surpassing the Air Combat Command standard and the highest mission capable rate in 11 months. Finally, the Maintenance Squadron completed 21,005 maintenance actions, which included 4.7 percent of all maintenance actions in support of the host maintenance group. Additionally the 307 FS supported the intelligence field training unit by teaching 48 classes to support the production of F-15E intelligence Airmen. In addition to praiseworthy mission execution, the 944th Wing secured \$2.2M Facilities, Sustainment, Restoration and Modernization funds to renovate and restore 7 AFRC facilities.

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Nearly 250 Airmen from the 442d Fighter Wing at Whiteman Air Force Base, Missouri, returned home from a deployment to Kandahar Air Base, Afghanistan, April 21, 2018. The 442 FW has deployed to Afghanistan six times since Sept. 11, 2001. (US Air Force photo by TSgt Bob Jennings).





**Air Force Reserve Col Damon S. Feltman, 310th Space Wing commander, receives a seasonal flu shot from Senior Airman Brandt Hanson of the 310th Aerospace Medicine Flight during a vaccination line Nov. 7, 2015, at Schriever Air Force Base, Colorado. The shot line immediately followed Feltman's commander's call. (US Air Force photo by TSgt Nicholas B. Ontiveros)**

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a positive impact on wounded warriors, veterans, and Native Americans respectively. The 944th's diverse mission included geographically separated units. The 924th Fighter Group at Davis-Monthan AFB generated 3,352 A-10 sorties and flew 6,528 flight hours, allowing the graduation of 41 A-10C pilots, nearly half of the world's A-10 pilot production. Additionally, they deployed 12 aircraft and 139 members to Selfridge ANG Base for two weeks and flew 113 sorties. In conjunction with the host, the 355th Wing, they completed 38 phase inspections, achieved 16 spare engines and helped produce 86 TF-34 jet engines. The geographically separated 414th Fighter Group and 307th Fighter Squadron at Seymour-Johnson AFB flew 941 out of 6,793 sorties for the active duty host wing, amounting to 14 percent of the total F-15E sorties. Some of the highlights for the 307 FS; filled the RED FLAG Deployed WG/CC role, flew seven Operation NOBLE EAGLE sorties, conducted 10.4 percent of the total check rides, and supported hurricane evacuation operations by relocating aircraft to preserve F-15E combat capability. They completed 454 maintenance actions, directly leading to a 76.4 percent mission capable rate, surpassing the Air Combat Command standard and the highest mission capable rate in 11 months. Finally, the Maintenance Squadron completed 21,005 maintenance actions, which included 4.7 percent of all maintenance actions in support of the host maintenance group. Additionally the 307 FS supported the intelligence field training unit by teaching 48 classes to support the production of F-15E intelligence Airmen. In addition to praiseworthy mission execution, the 944th Wing secured \$2.2M Facilities, Sustainment, Restoration and Modernization funds to renovate and restore 7 AFRC facilities.

## TWENTY-SECOND AIR FORCE



A modified U.S. C-130 aircraft, assigned to the 910th Airlift Wing, sprays water simulating a pesticide solution during a field exercise as part of the Department of Defense Aerial Spray Certification Course, Jan. 13, 2016. The 910th Airlift Wing has been tasked with providing its unique aerial spray capability to assist with recovery efforts in eastern Texas, following the devastation of Hurricane Harvey. Youngstown Air Reserve Station's 910th Airlift Wing is home to DoD's only aerial spray mission. (US Air Force photo by MSgt Bob Barko Jr.)



### 94th Airlift Wing

The 94th Airlift Wing (AW) welcomed a new command team in 2018, beginning with the arrival of Brigadier General Richard L. Kemble in January. He was followed later in the year by his vice commander, Colonel Daniel J. Ebrecht, and Command Chief Master Sergeant Vicki L. Robertson. Throughout the year, the wing focused on integrated force exercises, sending C-130H3 Hercules aircraft to Exercises MARKET GARDEN in the Netherlands, SWIFT RESPONSE in Germany, and, in a first for the 94 AW, to REAL THAW in Portugal. The latter two-week annual exercise included air-to-air and air-to-ground training, tactical air transport operations, and close air support with 1,500 participants and 35 aircraft from six nations. Airmen from Dobbins also participated in TAC week at Youngstown Air Reserve Station, giving crew members new opportunities to fly in large formations, and in Exercise PATRIOT WARRIOR at Fort McCoy. The 94 AW also hosted a portion of the PATRIOT WARRIOR exercise, preparing firefighters from across Air Force Reserve Command for their combat roles.

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### 302nd Airlift Wing

During 2018, the 302nd Airlift Wing (AW) deployed 262 members to locations throughout the world. Approximately 112 mission support Reservists from the 302 AW staff, 302nd Mission Support Group (MSG) staff, 302nd Aeromedical Staging Squadron (AMSS), 302nd Communications Flight, 302nd Civil Engineering Squadron (CES), 302nd Force Support Squadron (FSS), and 302nd Logistics Readiness Squadron (LRS) deployed to locations throughout the world. While deployed, Reservists from 302 CES earned 14 awards. Moreover, approximately 150 Reservists from the 302nd Operations Group (OG) and 302nd Maintenance Group (MXG), and four C-130 aircraft assigned to



**A Survival, Evade, Resistance and Escape trainer speaks with members of the 94th Operations Group during Water Survival Training at Naval Air Station Key West, Florida, March 27, 2019. During the two-day Survival, Evasion, Resistance and Escape course SERE trainers and air flight equipment personnel led activities and ensured all the Airmen were prepared to handle the wide variety of emergency scenarios that can occur on the water. (US Air Force photo by SrA Justin Clayvon)**

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the 302 AW began a 120-day deployment supporting AFCENT airlift efforts in the US CENTCOM AOR supporting operations to include FREEDOM's SENTINEL and INHERENT RESOLVE in the fall of 2018. All Airmen and equipment met or beat the required delivery date, and the combined OPS/MX team took over the air tasking order one day ahead of schedule. To prepare for mission execution, the wing participated in numerous exercises including ARCTIC EDGE, SILVER ARROW, COBRA GOLD, PATRIOT WARRIOR, and ULTIMATE CADUCEUS. The wing recognized two significant mission milestones in 2018. The wing's support of the Modular Airborne Fire Fighting System (MAFFS) mission for 25 years at Peterson Air Force Base was recognized by Congress with a proclamation read in the House of Representatives and entered into the Congressional Record on April 26, 2018. This year's first MAFFS activation came on July 2, 2018 to support fire containment efforts in Colorado. Airmen from the 302 AW flew 60 missions and dropped 165,000 gallons of retardant over fires that raged in Colorado, California and Wyoming. These efforts comprised twenty percent of the overall contribution from the MAFFS Air Expeditionary Group (AEG), which totaled 307 hours and 287 sorties in which approximately 790,000 gallons of retardant were dropped. Colonel James DeVere, Commander, 302 AW, served as the MAFFS AEG commander in 2018. The wing earned several MAJCOM and local community awards including the wing's 39th Aerial Port Squadron receiving the Reserve Aerial Port Air Transport Activity of the Year and National Defense Transportation Association Unit award for accomplishments in 2017. The wing's Safety Office, Public Affairs, and Command Post were annual HQ AFRC award winners recognized in 2018. Additionally, Senior Master Sergeant Jeanette Rummel, an evaluator flight engineer assigned to the 731st Airlift Squadron was recognized as a nominee for the Colorado Springs Chamber of Commerce Outstanding Enlisted Military Member award (E7-E8 category) in 2018. Finally, the 302 AW reached out to hundreds in the community by hosting the Colorado Springs Chamber of Commerce Military Affairs Council Area Chiefs of Staff meeting, by conducting its second year of its Partners in Leadership program -- a civic engagement program, its annual Employer Day hosting approximately 40 civilian employers and Colorado Employer Support for the Guard and Reserve volunteers along with hosting Maj Gen La Fave's, 22nd AF senior leader and civic leader summit in August.

### 403rd Wing

The 403rd Wing (WG) had a busy year that showcased the excellence, achievements and preparedness in supporting the Air Force Reserve mission. The wing engaged in tactical airlift and support, weather reconnaissance, and participated in several readiness exercises. Approximately 150 Airmen and several C-130J Super Hercules aircraft from the 403 WG deployed to Southwest Asia in Support of Operations FREEDOM'S SENTINEL and INHERENT Resolve from January to May. Assigned to the 379th Air Expeditionary Wing based at Al Udeid Air Base, Qatar, aircrew from the 815th Airlift Squadron, maintainers from the 803rd Aircraft Maintenance Squadron and support personnel from the 403 WG provided airlift,

airdrop, and aeromedical evacuation support to operations throughout the US Central Command AOR. Deployed aircrews flew 303 combat and 465 combat support sorties, delivered 5,140 passengers, 51 distinguished visitors, 245 patients, and nearly 3,000 tons of cargo. During the FY 18 hurricane season, the 53rd Weather Reconnaissance Squadron (WRS) flew 45 missions in the Atlantic totaling 358.5 hours and 20 missions in the Pacific totaling 446.2 hours in support of the National Hurricane Operations Plan (NHOP) and National Winter Storm Operations Plan (NWSOP). The squadron kicked off the Atlantic season flying into Tropical Storm Alberto, which formed May 25 and made landfall in northern Florida. The unit conducted multiple hurricane missions, including the most destructive storms, Hurricanes Florence and Michael, which caused significant damage to the southeastern United States. In September, the 53 WRS successfully evacuated aircraft from Keesler AFB and operated from Ellington Field, Texas, as Tropical Storm Gordon threatened the Keesler area. While this year's Atlantic hurricane season was less active as 2017, the hurricane season in the eastern Pacific Ocean experienced 22 named storms. The squadron deployed to Hawaii three times to fly Hurricanes Hector, Lane and Olivia. In addition to the primary mission supporting the National Hurricane Center, the 53 WRS deployed oceanographic buoys for the Naval Oceanographic Office (NAVO) in April and June. Buoys were deployed over a wide area in the North Atlantic, Pacific, and Bay of Bengal providing critical oceanographic data to the Navy via satellite. The squadron also partnered with the Scripps Institution of Oceanography and the National Oceanic and Atmospheric Administration (NOAA) and performed weather reconnaissance flights on "atmospheric rivers" over the Pacific Ocean to refine precipitation forecast models for the West Coast. A total of 256 dropsondes were released and 92 flight hours logged during the six atmospheric river missions. In June, the 53 WRS deployed to Sri Lanka in support of Monsoon Intraseasonal Oscillations Bay of Bengal (MISO BoB), a research project to study the island's atmosphere and predict monsoon patterns. The mission was a joint, inter-agency project with the Sri Lankan government and the University of Notre Dame. The Mission Support Group (MSG) conducted more than 1,250 fitness assessments and provided training to more than 75 physical training leaders in an effort to afford the squadrons the tools needed to test their own members in 2019. The logistics plans section processed and deployed more than 300 personnel to eight different locations in two major unit moves. The 403rd Communications Flight was successful in migrating more than 900 information technology systems during the Windows 10 update. Additionally, they were an integral part of the St. Croix roll-out as they set-up networks and inspected the radio towers in preparation for the 2018 Hurricane Season. The 403rd Aeromedical Staging Squadron (ASTS) supported the wing's operational medical readiness by providing 1,407 immunizations, 719 physical exams, 715 dental exams, 400 initial profile appointments, 273 established profile appointments, 704 lab draws, 114 vision exams, 126 audiograms, and 12 initial flying class III appointments within 88 man-hours over a 12-month period, while simultaneously





**Reserve Citizen Airmen assigned to the 302nd Security Forces Squadron prepare to engage with opposing forces during a training exercise, Oct. 14, 2018, at Fort Carson, Colorado. During the exercise, the reservist honed their skills in mobilization of personnel, emergency response, medical triage and evacuation, base security and force support. (US Air Force photo by SSgt Heather Heiney)**

deploying 8 internal ASTS members. Additionally, the squadron taught 16 Self-Aid/Buddy Care (SABC) classes in support of the full-spectrum readiness training, ensuring 639 wing personnel were current on their SABC training. Furthermore, the 403 ASTS provided Basic Life Support (BLS) training to 33 unit personnel. Both courses were critical in ensuring wing members received valuable life-saving skills training to be utilized in real-world and austere conditions.

### **622nd Civil Engineering Group**

The 622 CEG's 1,100 Traditional Reserve, Air Reserve Technician, Civilian, and Active Guard Reserve members stationed in eight geographically separated units collaborated to accomplish significant training and to support the warfighter with proficiency and pre-deployment training, as well as with operational deployments. From March through September, members of the 555th RED HORSE Squadron (RHS), 556 RHS, 560 RHS, 567 RHS, 622d Civil Engineer Flight (CEF), 822 CEF, and 922 CEF deployed to Dobbins Air Reserve Base, Georgia to complete 2.3 million dollars in Troop Training Projects, all designed in-house. The projects included a 3,525 square foot pre-engineered building, a 20 concrete tent pad area to support small shelter systems for a tent city, and Explosive

Ordnance Disposal Minehound Lanes to support proficiency and pre-deployment training requirements. Construction team members were housed at the Force Support Silver Flag (FSSF) training site in field conditions with three hot meals provided each day, which saved more than \$614K in per diem. The projects were completed in 11 two-week rotations by 300 Citizen Airmen who brought experience from more than 50 diverse civilian occupations. During this training, 264 Air Force Qualification tasks were accomplished. Twenty-five members of the 556 RHS and 560 RHS integrated with the 673 LRS at Joint Base Elmendorf for upgrade and proficiency training in Vehicle Maintenance, Security Forces and Administration during their 2018 Annual Tour. Additionally, the 922 CEF sent two members to align with HQ PACAF/A4C to support the Battle Wheel Captain at PACAF Operations Support Center to coordinate task assignments and status updates within the Virtual Command Center. In September, AFRC Fleet Manager gave the approval to begin the process of procuring more than two million dollars in training assets for the 560 and 567 RHSs which will enhance the ability to meet both training and real world requirements for equipment operators and vehicle mechanics. Members of the Transportation Proficiency Center (TPC) supported the 94th Airlift Wing and the Georgia Air National Guard's 1-171 Aviation deployment by moving 196.7 short tons of cargo and



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358 passengers with a 100% on-time departure in support of NOBLE PARTNER 2018. Following this, 75 members of the 555 RHS deployed to the 1st Expeditionary Civil Engineer Group, Al Udeid Air Base, Qatar. Due to Hurricane Michael's destruction of Tyndall AFB, the Expeditionary Combat Support – Training and Certification Center (ECS-TCC) and FSSF, at the request of the Air Force Institute of Technology and in coordination with Tyndall AFB cadre, provided beddown and training support for 81 personnel in the Civil Engineer Officer Field Exercise. The week-long exercise provided mission-essential "hands on" training in a CE officer's Initial Skills Training, a requirement before a CE officer can deploy. The ECS-TCC was also responsible for the planning, coordinating and execution of Exercise Patriot Warrior 2018. From 4 - 24 August, more than 200 personnel from 15 units deployed to Dobbins ARB to exercise contingency scenarios that enable joint theater operations in a training environment. Total student throughput for the three CEG training sites exceeded more than 2,500 students this year to include active duty, Guard, Reserve and other branches of

service.

### 910th Airlift Wing

The 910th Airlift Wing and Youngstown Air Reserve Station (YARS), Ohio continued their efforts to provide unrivaled tactical airlift, aerial spray and agile combat support during 2018. On June 8, 2018, the 910th supported a contingent of Ohio Army National Guard members from the 838th Military Police Company, based in nearby Austintown, Ohio, as they deployed to a multinational peacekeeping exercise in Serbia. The 910th's Aerial Spray Flight supported by personnel from the 910th Operations Group, 910th Maintenance Group, 910th Airlift Wing Public Affairs Office and the 910th Communications Squadron, completed more than 17 missions at the following DoD installations: Joint Base (JB) Charleston/Parris Island MCRD, SC; Hill UTTR, UT; Smokey Hill ANGR, KS; Grand Forks/Minot/Williston, ND; Langley AFB/Craney Island, VA and Camp Blanding/JAX, FL. The mission targets included midges, mosquitoes, cheat grass, musk thistle, and halogeton. Sixty-



**TSgt Zachary Ziemann, 53rd Weather Reconnaissance Squadron loadmaster, checks the data from a dropsonde after it was released near the eye wall of Hurricane Lane Aug 20, 2018. The 53rd WRS provides data vital to the National Hurricane Center to assist the forecasters in providing an updated model of the projected path of the storm. (US Air Force photo by MSgt Jessica Kendziorek)**





**A 910th Airlift Wing C-130H Hercules aircraft performs an aerial spray pass over the Utah Test and Training Range, March 8. The Wing launched its 2018 spray season Mar. 5-16, 2018, at the range, near Hill AFB, Utah, to eliminate Halogeton, an invasive weed species that poses a risk to Explosive Ordnance Disposal (EOD) crews at the range. The 910th operates the Department of Defense's (DOD) only large area fixed-wing aerial spray capability to control vegetation, disease-carrying insects, pest insects, and to disperse oil spills in large bodies of water. (US Air Force photo by MSgt Bob Barko Jr.)**

four spray mission sorties were completed for 95.6 spray flying hours. These missions applied a total of 73,798 gallons of EPA-approved product over 196,137 acres. The 910th Aerial Spray entomologists also conducted the annual aerial spray refresher course at YARS in May 2018, which enabled more than 20 DoD Pest Management Specialists to receive recertification in aerial spray applications.

### **911th Airlift Wing**

The 911th Airlift Wing (AW), Pittsburgh ARS, Pennsylvania, began the year with nearly 200 Reservists returning from the last deployment as a C-130 unit. Upon return, the base entered into the aircraft conversion process, converting to C-17A Globemaster III. It would prove to be a very busy year, especially for operations and maintenance personnel. With the conversion underway, several navigators would head to Columbus Air Force Base, Mississippi, to begin pilot training while flight engineers trained for positions as loadmasters. Previously trained C-130 pilots and loadmasters also headed out the door to receive the training required for the new and much larger airframe. The 920th Rescue Wing at Patrick AFB, Florida, assisted with the post-deployment C-130 inspections and transitions to various locations throughout the Air Force Reserve and Air National Guard. In April, the last C-130 departed Pittsburgh ARS. Almost simultaneously, as the C-130s were being transferred, the first

two C-17s were being processed to arrive at the 445 AW at Wright-Patterson AFB, Ohio. The arrival of the first C-17s initiated long hours of training for the maintainers. They would travel from Pittsburgh to Wright-Patterson and train for two to three weeks and then head back to Pittsburgh for two to three weeks. This training and travel back and forth would be ongoing until the aircraft can be housed and maintained at the 911 AW. The 911 AW is scheduled to have all eight C-17s located in Pittsburgh ARS by fall of 2019. Maintainers continued to receive training at Wright-Patterson AFB as well as at Dover AFB, Delaware; Robins AFB, Georgia; Charleston AFB, South Carolina; and McGhee-Tyson ANG Base, Tennessee, and aircrews continue flying out of Wright-Patterson AFB, as well as Dover AFB, Delaware; JB Lewis-McChord, Washington; and March ARB, California. The C-17 conversion changed the 911 AW mission from a tactical to strategic, meaning the command authority for the 911 AW would move from 22nd Air Force, Dobbins AFB, Georgia to 4th Air Force at March AFB, California. A formal ceremony to recognize the transfer took place on April 6 along with a change of command ceremony recognizing Colonel Douglas Strawbridge as the new wing commander. While training for the operations and maintenance personnel was taking place at various locations, the 911 AW continued with their construction efforts. Funding for multiple major construction projects was allocated in the 2017 fiscal year budget, totaling \$125 million.

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It was the most money any AFRC location had been awarded in a single year. The funding will provide the wing with a new hangar to house two C-17s, a new hydrant fueling system, and an expanded aircraft apron parking area.

### 914th Airlift Wing

The mission of the 914th Air Refueling Wing (ARW) is "To Recruit, Train, and Retain an Unrivaled Force Ready to Fly, Fight, and Win Tonight." The vision of the 914 ARW is to provide "Rapid Global Reach, Fueled by Citizen Airman Whenever Asked, Wherever Tasked." The 914th exceeded expectations in achieving Initial Operational Capability (IOC) only one year after being designated an ARW despite numerous equipment, budget, and training opportunity constraints. The 914 ARW achieved one of the highest individual medical readiness (IMR) rates in all of AFRC on several occasions over the past year and is currently reporting as 82% ready. The 914th Aeromedical Staging Squadron achieved the highest flu vaccination rate across AFRC two years running as a winner of the AFRC Seasonal Influenza Superior Performer Award. Having received numerous accolades and awards within the civilian sector as well as the AFRC level, most notably with in the A1 community. Once again, the Thunder of Niagara Airshow was heralded by many as the best in AFRC. The continued partnership with the Niagara Military Affairs Council (NMAC) kept the 914 ARW at the forefront of the WNY community and lead to another extremely successful air show having drawn a crowd of more than 110,000 spectators. The 914 ARW Honor Guard participated in more than 450 funeral services in a 120-mile radius.

### 932nd Airlift Wing

The 932nd Airlift Wing, the only Air Force Reserve Wing flying the executive airlift mission, had a productive year that demonstrated the wing's ability to engage in strategic airlift while supporting the Air Force Reserve mission. The 932nd Maintenance Group (MXG) and 932nd Operations Group (OG), along with the 73rd Airlift Squadron and our active duty counterparts, flew 806 sorties totaling 2,641.9 hours. The total force integrated flying teams of pilots, crew chiefs and flight attendants and transported over 450 Congressmen, Senators, and staffers and 2,050 passengers to locations around the world. Members of the 932nd Aeromedical Evacuation Squadron planned, hosted and participated in several extended flight training events and exercises, performing exceptional patient care training. 932 MXG supported 12 hangar and static aircraft requests from many Scott AFB agencies for events ranging from the US Transportation Command and Air Mobility Command changes of command, to dinners and special events. Citizen Airmen with the 932 MXG connected with the Mascoutah School District's STEM students, providing two on-site maintainers to help with a Magic of Electrons class, where students learned to solder circuit boards; in addition, the wing conducted an onsite tour and career awareness event for the flight and space class. The 932 Medical Group (MDG) deployed a combined 39 personnel from the Aeromedical Staging Squadron (ASTS) and Medical Squadron (MDS) in Reserve Component Period (RCP) 07/08 respectively. Our medical personnel deployed to the

CENTAF AOR, supporting Operations ENDURING FREEDOM and INHERENT RESOLVE. The 932 ASTS and 932 Aerospace Medical Squadron (AMDS) directly participated and supported Exercise CRISIS LOOK 18-05, an Operational Readiness Assessment for the host wing, the 375th Air Mobility Wing, and the 932 AW. The 932 ASTS and 932 AMDS were essential in enhancing and strengthening the 932 AW's partnership with the host wing, integrating skills and personnel seamlessly with their active duty counterparts. The 932 AMDS continued to excel this past year, providing exams for approximately 720 wing personnel. They also medically deployed 227 wing members and redeployed 190 returning members. Finally, the 932 AW strengthened their relationship with community partners, building upon Training Affiliation Agreements with local area hospitals, increasing training capacity and enhancing readiness posture. The 932 Mission Support Group (MSG) provided deployment readiness support for 11 squadrons with over 900 Airmen, exceeding RCP-07 deployment requirements. The 932 MSG trained, processed, and deployed 177 Airmen from eight 932 AW units in support of Operations ENDURING FREEDOM and INHERENT RESOLVE. They hosted the AFRC Basic Airman Readiness (BAR) and Basic Deployment Readiness (BDR) development team, creating essential training videos used across AFRC and ANG. In conjunction with the development team from AFRC, the 932 MSG organized and conducted a training rodeo addressing BAR/BDR, aiding the training of over 1,000 Airmen from the 932 AW, including over 300 UTC-tasked Airmen entering RCP-07. Finally, they were one of only five AFRC Security Forces units recognized with MAJCOM level awards in the AFRC 2018 Security Forces Annual Awards program.

### 934th Airlift Wing

The 934th Airlift Wing (AW) is Minnesota's only Air Force Reserve unit. The wing is a combat-ready Air Force Reserve Command Flying unit, and serves as the Department of Defense's host for Army, Navy, Marine and Air National Guard units at the Minneapolis-St. Paul International Airport Air Reserve Station, Minn. With the Twin Cities hosting Super Bowl LII, the 934 AW had the exclusive opportunity of supporting four media flights, culminating in the USAF Heritage Flight Team providing a flyover during the Super Bowl to more than 103 million viewers worldwide. In conjunction with Super Bowl LII, the 934 AW hosted 14 Medal of Honor recipients who conducted the game's coin toss while being honored prior to kickoff. During their stay, more than 300 military members and their families were provided the opportunity to meet with the Medal of Honor recipients at one of the hangars, and nearly 80 members and guests were invited to a Super Bowl trivia luncheon with the recipients at our Services Club. The 934 AW is a preferred host of Air Force One and Air Force Two. In October, President Donald Trump made a visit to the wing in addition to Vice President Mike Pence visiting the wing three times during the year providing unique opportunities for members and families to meet the POTUS and VPOTUS. Over the course of the year, the 934 AW executed world-wide exercises and missions that provided continued support to combatant commanders. The wing deployed more than 400 members, providing effective



time-phased deployment of personnel and equipment. During the year, the wing also delivered 379 tons of cargo and 425 passengers on 416 missions while sending 87,000 pounds of humanitarian relief aid supporting Air Mobility Command global operations. In regards to operations, in February the 934 AW deployed in support of Exercise COBRA GOLD in Thailand, with two C-130 aircraft and more than 40 personnel. They flew more than 150 hours, serving as the first AFRC C-130 unit to participate in exercise. Seventy-three US and Thai personnel were dropped, providing valuable multinational training and fostering good relationships between nations. In May, the wing was also the first AFRC unit to stand up Exercise SILVER ARROW in Germany providing two aircraft and more than 45 personnel to showcase the reserve capability. In August, the wing provided support to our joint service partners at Exercise PATRIOT WARRIOR by moving 415 tons of cargo and 154 passengers on 68 missions. In September the unit also deployed in support of Exercise SABRE JUNCTION in Germany airdropping 92 paratroopers, 10 tons of heavy equipment and four tons of Container Delivery Systems. Additionally, the unit dropped 249 NATO paratroopers in support of a re-enactment Operation MARKET GARDEN in France, providing joint multinational training and enhancing relations with our alliances. two C-130 aircraft and more than

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**SrA Mitch Koenig wrestles TSgt Brandon Klossner, both 934th Security Forces Squadron fire team members, in an attempt to safe guard his weapon from Klossner during a weapon retention training at Minneapolis Air Reserve Station, Minnesota, June 3, 2018. Airmen from the 934 SFS had to prevent their weapons from being taken by an advisory as part of training scenario. (US Air Force Photo by TSgt Amber E. N. Jacobs)**





Left: Tenth Air Force Commander Maj Gen Richard Scobee greets chaplain corps members from the 920th Rescue Wing, Patrick AFB, Florida, at Naval Air Station Fort Worth Joint Reserve Base, Texas, April 25, 2017. 10th AF chaplains and their assistants gathered here for the first training event specifically for them since the re-designation of the numbered Air Force in 1976. (US Air Force photo by TSgt Jeremy Roman)



Airmen from the 301st Operations Support Flight Aircrew Flight Equipment squadron hold a parachute for water survival training, Oct. 28, 2018, at Naval Air Station Key West, Florida. Parachute entanglement escape was part of the training, which is required for pilots to accomplish every three years in order to stay combat and deployment ready. (US Air Force photo by TSgt Charles Taylor)



## AIR FORCE RESERVE COMMAND CHRONOLOGY

### 12 Jan

Air Force officials selected Joint Base McGuire Dix Lakehurst, New Jersey, and Travis Air Force Base, California, as the preferred locations for the next two active-duty-led KC-46A Pegasus bases. Twenty-four KC-46A aircraft were slated to replace the legacy aircraft at each of those bases. The Air Force Reserve's 349th Air Mobility Wing at Travis AFB and the 514th AMW at JB McGuire-Dix-Lakehurst, operate KC-10 Extenders with their active duty counterparts under a classic tanker associate unit structure.

### 12 Jan

Air Force officials announced Naval Air Station Joint Reserve Base Fort Worth, Texas, as the preferred location for the first Air Force Reserve-led F-35 base, which is expected to begin receiving its first F-35As in the mid-2020s. Davis-Monthan Air Force Base, Arizona; Homestead Air Reserve Base, Florida; and Whiteman AFB, Missouri, will be considered as reasonable alternatives during the environmental analysis process which must be completed before the Air Force makes a final basing decision.

### 20 Jan

Pilots and maintainers from the 419th Fighter Wing and the 388th Fighter Wing, both based at Hill AFB, Utah, deployed the F-35A Lightning II to Nellis AFB, Nevada. The deployment marked the first to Red Flag for the F-35A and the first large movement since the Air Force declared the jet combat ready in August 2016. Participants in Red Flag included both United States and allied nations' combat air forces. The exercise provided aircrews the experience of multiple, intensive air combat sorties in the safety of a training environment.

### 23 Jan

President Donald J. Trump issued a Presidential Memorandum (PM) that directed an executive department-wide civilian hiring freeze. There was considerable confusion over the PM language stating that the order did not "include or apply to military personnel," however, the Office of Management and Budget interpreted the memorandum as if Air Reserve Technicians were not exempted. The process to exempt them was not finalized until mid-March. Air Force wide, the hiring freeze affected 12,000 hiring actions (RPAs) in progress at the Air Force Personnel Center.

### 2 Feb

Headquarters Air Force Reserve Command broke ground on construction of phase one of the new consolidated mission complex in a ceremony. Lieutenant General Maryanne Miller, AFRC commander, joined by Col. Jeffrey King, 78th Air Base Wing commander, Warner Robins Mayor Randy Toms and Houston County Commission Chairman Tommy Stalnaker for the groundbreaking. During the event, Miller emphasized the advantages the new facilities will provide the Air Force Reserve.

### 13 Feb

The Office of the Secretary of Defense directed the use of the term Islamic State of Iraq and Syria, or ISIS, to align with the National Security Presidential Memorandum-3 dated 28 January 2017. The term ISIS had been used interchangeably with IS (Islamic State) and ISIL (Islamic State in the Levant).

### 17 Feb

The Air Force Reserve celebrated 20 years as a major command. On 17 February 1997, Air Force Chief of Staff Gen. Ronald R. Fogleman presided over a ceremony in Washington, D.C., that established Air Force Reserve Command as the Air Force's ninth major command. Prior to that date, the Reserve functioned as a field operating agency or a separate operating agency. On 23 September 1996, President Bill Clinton signed the fiscal year 1997 National Defense Authorization Act into law. The act included language that directed each of the military services to establish Reserve commands. The act further directed the Secretary of the Air Force to "assign to the Air Force Reserve Command all forces of the Air Force Reserve stationed in the continental United States" other than those assigned to the unified Special Operations Command. United States Representative Greg Laughlin of Texas led the call for Congress to grant major command status to the Army, Navy, Air Force and Marine Reserve components. Although Laughlin lost his seat before this idea became law, it was largely his concept and terminology that appeared in the FY 1997 NDAA. Since the Reserve had been acting as an operational force for several years before achieving major command status, the transition to a major command had very little effect on the internal organization or the day-to-day operation of the headquarters, located at Robins AFB, Georgia.

### 17 Feb

Airmen bid farewell to the 17th Chief Master Sgt. of the Air Force (CMSAF) James A. Cody and welcomed the 18th CMSAF Kaleth O. Wright during a transition and retirement ceremony 17 February 2017 at Joint Base Andrews, Maryland.

### Mar

The 93rd Fighter Squadron World famous Makos deployed to Andravida Air Base, Greece in March of 2017 in support of Exercise INIOHOS. During this Air Force led exercise, NATO, partner nation's, and the 93FS had the opportunity to practice a variety of flying exercises that included close air support, maritime strike, air interdiction, offensive and defensive counter air with Greek, Israeli, Italian, and the United Arab Emirates Air Forces. This multi-country partnership allowed Air Force Reservists the ability to quickly deploy and redeploy. Exercise INIOHOS

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required the 93rd Fighter Squadron to coordinate with USAFE, the Greek Air Force, 10AF, and the 482 Fighter Wing to ensure every detail of the operation, from lodging to support equipment fuel was accounted for and available. The successful accomplishment of this endeavor demanded six long months of preparation and planning, which included a week long site survey and a planning conference.

### 3 Mar

Lieutenant Colonel Steven R. Smith, 93rd Bomb Squadron flight instructor, exceeded the 10,000 hour mark in the B-52 Stratofortress.

### 7 Mar

Major Michael "Frog" Hobson, 944th Operations Group Detachment 2, flew the 100th sortie for the F-35A Lightning II at Luke Air Force Base, Arizona, for the Foreign Military Sales program. The F-35A Hobson flew was one of four owned by the Japanese Air Self-Defense Force.

### 10 Mar

Lieutenant General Maryanne Miller approved the command's new vision statement: Reserve Citizen Airmen – an agile, combat ready force answering our nation's call....Always there!

### 20-24 Mar

In total force integrated fashion, Airmen from the 489th Bomb Group (AFRC) and the 7th Bomb Wing (AFGSC) supported the Drug Enforcement Agency, the FBI, the U. S. Coast Guard as well as other government agencies by performing a drug interdiction mission out of Boca Chica Naval Air Station in Key West Florida from 20-24 March. Operation TITAN utilized the B-1's specific radar capability to track, target, and engage vehicles in motion to detect and find smugglers moving drugs from Central America up through Mexico. By assisting the Joint Interagency Task Force South, the TFI Airmen combined with multiple government agencies to accomplish a mission that surveilled 302 million square miles and contributed to the confiscation of 4,500 kilograms of drugs valued at \$360 million dollars, which in-turn will positively impact communities across the United States.

### 2 Apr

The 931st Operations Group, McConnell AFB, Kansas, stood up the first squadron in the Air Force dedicated to the KC-46A Pegasus. The activation of the 924th Air Refueling Squadron included an assumption of command ceremony by incoming commander Lieutenant Colonel Terry McGee, formerly of the 18th Air Refueling Squadron. McGee became the first commander of the 924th ARS since the unit officially deactivated at Castle AFB, California, in 1992.

### 11 Apr

The 457th Fighter Squadron at NASJRB Fort Worth, Texas, won the 2016 Grover Loening Trophy as the best flying squadron in the Air Force Reserve. The 457th FS earned recognition for operational excellence throughout its Air Expeditionary Force deployment preparation and execution phases. More than 70 members were deployed and redeployed to Afghanistan in support of Operations Freedom's Sentinel and Resolute Support, providing 24-hour coverage that culminated in more than 1,500 combat air sorties flown. The 457 FS was assigned to the 301st Fighter Wing at NASJRB Fort Worth.

### 13 Apr

The 459th Air Refueling Wing was the first to refuel a P-8A Poseidon from the Naval Air Systems Command (NAVAIR), Naval Air Station Patuxent River, Maryland. Prior to contacting the 459th ARW for tanker support, pilots with NAVAIR underwent rigorous training toward in-flight refueling certification. The P-8A was only the second Navy aircraft to be equipped to receive fuel mid-flight from a USAF tanker; the first being the E-6B Mercury nearly 30 years ago.

### 15 Apr

F-35A Lightning II aircraft from the 34th Fighter Squadron, 388th Fighter Wing and the Air Force Reserve's 466th Fighter Squadron, 419th Fighter Wing, Hill AFB, Utah, deployed to Europe for the first time. The active-duty and Reserve Airmen deployed to RAF Lakenheath to conduct air training over the course of several weeks with other Europe-based aircraft in support of the European Reassurance Initiative. As part of the training deployment, the aircraft forward deployed to NATO nations to maximize training opportunities, build partnerships with allied air forces and gain a broad familiarity of Europe's diverse operating conditions. The introduction of the F-35A to the European area of responsibility brings with it state-of-the-arts sensors, interoperability, and a broad array of advanced air-to-air and air-to-surface munitions that helped maintain the fundamental sovereignty rights of all nations. The transatlantic flight for the training deployment was supported by Air Mobility Command and the 100th Air Refueling Wing, RAF Mildenhall, England. Multiple air refueling aircraft from four different bases offloaded more than 400,000 pounds of fuel during the "tanker bridge" from the United States to Europe. Additionally, C-17 and C-5 aircraft moved airlift support, moving maintenance equipment and personnel.

### 17 May

Major General Ronald B. "Bruce" Miller took command of 10th Air Force from Major General Richard W. Scobee during a change of command ceremony held 17 May at the Naval Operational Support Center Drill Hall at NASJRB Fort Worth, Texas.

### 4 Jun

Two aircrews from the 815th Airlift Squadron (815 AS), Keesler AFB, Mississippi, participated in a six-ship multinational airborne mission in the Normandy region 4 June to commemorate the 73rd anniversary of the D-Day invasion. On 6 June 1944, paratroopers from the US Army's 82nd Infantry Division and 101st Infantry Division dropped into France in the opening moments of what would become known as "The Longest Day."



The C-130J Super Hercules crews from the 815 AS joined crews from the active-duty's 37th Airlift Squadron, Ramstein AB, Germany.

## Jul

The 2nd Special Operations Squadron mobilized 20 members of the unit in July 2017 for 90 days to facilitate the move of over 30 Active Duty personnel from Cannon AFB, New Mexico, to Hurlburt field, Florida. During this time, the 2 SOS flew three steady state combat lines, amassing over 2,090 flight hours over 161 sorties and 28 hellfire shots resulting in 65 EKIA. Additionally, the 2 SOS provided training to 23 Active Duty crew members.

## 26 Jul

The 388th Maintenance Squadron (388 MXS) performed its final phase inspection on an F-16 at Hill AFB, Utah. The 388 MXS Aircraft Inspection Section, conducted the phase inspection—an in-depth break down of the aircraft based on a specific time frame—on tail number 429. During phase, most of the aircraft's panels were removed and all systems were inspected, serviced and/or replaced. Any issues found during the phase inspection, such as necessary replacement of nuts and bolts or even a full flight control surface, were addressed and corrected.

## Aug

In August, the 442nd Fighter Wing deployed 10 A-10 Thunderbolt II aircraft and 163 personnel to Wheeler-Sack Army Air Field near Fort Drum, New York. While there they focused on interoperability between United States Special Operations Forces (SOF), conventional artillery forces, and United Kingdom forces, while executing Joint Terminal Attack Controllers (JTAC) and fire support operations. The event included logistical operations of deployed personnel, support equipment, and A-10s into a simulated forward deployed arena within a Fort Drum hangar building.

## 28 Aug

A group of 91 Reservists from the 920th Rescue Wing, Patrick AFB, Florida, deployed to Texas to exercise their hurricane relief capabilities. The 920 RQW launched three HH-60G Pave Hawk helicopters and two HC-130P/N Combat King aerial refueling aircraft to NASJRB Fort Worth, Texas. Upon arrival at NASJRB Fort Worth, the Reservists worked with the US Navy commander there and utilized the 301st Fighter Wing's facilities to set up a base of operations.

## Sep

Multiple Air Force Reserve wings supported Hurricane Irma relief efforts. Reservists from the 445th Airlift Wing, Wright-Patterson AFB, Ohio, sent a C-17 Globemaster III and crew en route to Grissom ARB, Indiana, to pick up additional supplies for transport to Florida in support of Hurricane Irma relief efforts. The aircraft, loaded with four Reserve Citizen Airmen from the wing's Force Support Squadron, a pallet of meals ready to eat, water and one ISU 90 loaded with cots, left Wright-Patterson Air Force Base, Ohio, to pick up additional supplies in Indiana before heading to Homestead ARB, Florida. In addition, 52 Reservists from the 434th Air Refueling Wing, Grissom ARB, Indiana, deployed to Homestead ARB, Florida, to assist with Hurricane Irma recovery. More than 10 members of the Air Force Reserve's 512th Airlift Wing, Dover AFB, Delaware, supported relief efforts. The Reservists from the 512 AW had career specialties in logistics and civil engineering. Eight Reserve Citizen Airmen from the 35th Combat Communications Squadron, Tinker AFB, Oklahoma, departed 13 September to support disaster relief efforts at Homestead ARB.

## 7 Sep

After returning from flying relief efforts in Texas in the aftermath of Hurricane Harvey, Reservists from the 920th Rescue Wing turned around and relocated its helicopter and fixed-wing aircraft on 7 September as weather forecasts projected that Hurricane Irma's path placed Patrick AFB, Florida, in jeopardy.

## 30 Sep- 3 Oct

Reservists supported relief operations in Puerto Rico in the aftermath of Hurricane Maria. The 433rd Airlift Wing, JB San Antonio, Texas, transported 240,000 pounds of humanitarian cargo from 30 Sept 2017 to 3 October 2017. The missions included transporting Army Soldiers, communications vehicles, supplies, fuel trucks, a portable hospital, medical equipment, generators, water, food and medical supplies. To gather all of those supplies, the Reservists stopped in Colorado Springs, Colorado, and MacDill AFB, Florida, to pick up supplies. They then delivered those supplies to the cities of Ceiba and San Juan in Puerto Rico. At Dobbins ARB, Georgia, Reserve aerial porters from squadrons at Dover AFB, Delaware; March ARB, California; McGuire-Dix-Lakehurst, New Jersey; and Westover ARB, Massachusetts, worked together to load a Mansfield Air National Guard C-130 with a total of 23,390 pounds of food and water bound for Puerto Rico.

## 27 Oct

During the 49th Air Mobility Command and Airlift/Tanker Association Symposium in Orlando, Oct. 26 through 29, Lt. Gen. Maryanne Miller, commander of the Air Force Reserve Command, Air Force Reserve, unveiled the painting "Earth, Blood and Fire," a painting that depicts the Modular Airborne Fire Fighting Systems mission of the Air Force Reserve's 731st Airlift Squadron, 302nd Airlift Wing, Peterson, AFB, Colorado. The painting, created by artist and boom operator Senior Master Sgt. Darby Perrin, 507th Air Refueling Wing, Tinker AFB, Oklahoma, is the latest edition in the Air Force art program 'Inspire with Heritage,' a program, designed to showcase the Air Force Reserve story, highlight the Air Force Reserve's strengths, and build pride throughout the ranks.

## Nov

The Air Force Reserve Command Recruiting Service met the command's accession goal for the 17th consecutive year. For the past fiscal year, Reserve recruiters reached their goal and subsequently surpassed it. They ended the year with 8,241 accessions equating to 101.7 percent of the goal.

## HQ AFRC Yellow Ribbon Reintegration Program

The Air Force Reserve Command's Yellow Ribbon Program supported the United States Department of Defense-wide effort designed to "promote the well-being of National Guard and Reserve members, their families, and communities, by connecting them with resources throughout the deployment cycle." Events targeted all service members scheduled to serve or those who had recently served for 75 days on active duty in support of a deployment and were separated from their family in a 12-month period. Members could attend a pre-deployment event up to 120 days prior to the deployment and a post-deployment event up to 180 days after they returned from a deployment. The Air Force Reserve Command

hosted 51 Yellow Ribbon Program events, 17 combined regional events, with more than 7,000 Reservists and their families attended. All of the events included Pre, Post-30 and Post-60 deployment phases with each phase focused on helping Reservists deal with deployment situations. Results from over 3,100 OSD designed surveys of adult attendees of Yellow Ribbon Program events reveal that 94% of service members are more willing to continue their military service and 90% feel better prepared to manage the stresses of deployments after their participation in the program. These surveys gathered over 8,000 different training elements offered at these events.



**Mary Hill (right), program manager for the Air Force Reserve's Yellow Ribbon Reintegration Program since its inception in 2008, hands out 10th anniversary cake December 14, 2018, to participants at a weekend training event in Orlando, Florida. Hill began leading the program as a reserve colonel and continued in the role as a civilian after retiring from the military. (US Air Force photo by MSgt Ben Mota)**

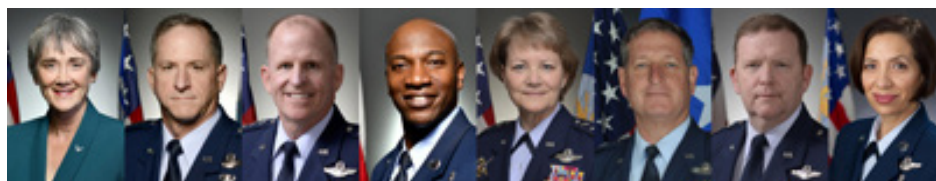


JANUARY 2018



# Air Force Reserve **SNAPSHOT**

A summary of facts and figures about America's Air Force Reserve



SecAF CSAF VCSAF CMSAF CAFR/AFRC DCAFR AFRC/CD AFRC/CCC

## Air Force Reserve By the Numbers

*Total Manpower (FY18)	Average Age		Ethnicity (%)	
Traditional Reserve (TR)	45,408	Officer: 41 Years	Caucasian	69.87
Air Guard Reserve (AGR)	3,847	Enlisted: 34 years	African American	17.32
Air Reserve Technician (ART)	10,694	Gender (%)		* Hispanic
Training	2,500	Male	73.04	Multi-Ethnic
Ind Mob Augmentees (IMA)	8,199	Female	26.96	Asian/Native Am/PI
*Includes overages and training positions			Decline to report	4.28
Average Total Service		Marital Status (%)		Officer/Enlisted Ratio (%)
Officers	17 years	Officers	75.84	Officer
Enlisted	12 years	Enlisted	48.56	Enlisted
Commissioning Sources (%)		***FY18 Budget (8 Dec. 2017 - Jan. 19, 2018)		
AF ROTC	30.66	Operations and Maintenance	\$601,590,036	
OTS	21.75	Military Personnel	\$327.8M + \$65.7M Request	
AF Academy	13.79	Military Construction	\$63,535M (Pending NDAA)	
**Other	33.82	NGREA, AF Reserve	Not yet available	

\* Hispanic or Latino is now considered an ethnic, not racial, category.

\*\* Direct appointments through other sources including health professions, ANG, engineering

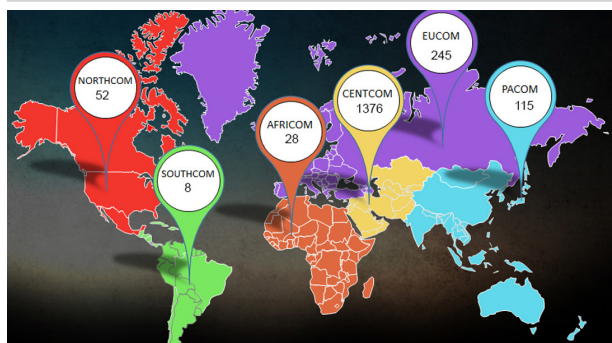
\*\*\* FY18 Budget is under Continuing Resolution Authority through Jan. 19, 2018; totals pending NDAA passage

## Air Force Reserve Legislative Funding Priorities

1. Mission 2. Manpower 3. Military Construction 4. Modernization (NGREA)

## Air Force Reserve Retention Rates (%)

	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Officer	90.8	92.2	92.1	92.2	93.3	91.8	98.35
Enlisted	87.8	87.7	87.6	86.6	86.7	87.3	97.39
Overall	88.4	88.6	88.5	87.7	90.4	88.7	97.87



## Supporting Global Operations Worldwide Support

-- CENTCOM AOR: 1,376

-- EUCOM: 245

-- PACOM: 115

-- SOUTHCOM: 8

-- AFRICOM: 28

-- NORTHCOM: 52

Service Support: 3,624

Mobilization and Volunteerism

Activated: 1,874

Volunteers: 3,578

Total Reservists mobilized daily: 5,448  
(Current as of Jan. 5, 2018)

## MISSION

Provide Combat-Ready  
Forces to Fly,  
Fight and Win

## VISION

Reserve Citizen Airmen  
- an agile, combat-ready  
force answering our  
nation's call  
... always there!

## GUIDING PRINCIPLES

Combat-Ready,  
Cost Effective and  
Experienced Force;  
Force with Operational  
Capability,  
Strategic Depth and Surge  
Capacity;  
Viable and Relevant  
Force;  
Sustainable Professional  
Military Force

## AFR Basics

Established: April 14, 1948

Designated MAJCOM

(AFRC) Feb. 17, 1997

Selected Reserve Strength

(FY18): 69,800

Command structure: 35

wings, 10 independent  
groups and various mission  
support units at 9 Reserve  
bases, 54 active duty, Joint  
Reserve and Air National  
Guard bases, as well as 5  
miscellaneous locations

## Organizational Relationship



### Reserve Chief Dual-Hatted as Air Force Reserve Commander

### Reserve Contributions to Air Force Core Functions

1. Air Superiority 979	7. Personnel Recovery 1,272
2. Global Precision Attack 4,880	8. Space Superiority 1,271
3. Global Integrated ISR 3,401	9. Cyberspace Superiority 2,047
4. Rapid Global Mobility 24,047	10. Nuclear Deterrence Ops 1,024
5. Agile Combat Support 24,433	11. Command and Control 1,339
6. Special Operations 1,329	12. Education and Training 3,445

### Partner and Host Base Installations

58 Partner, 9 Host

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



#### Facilities:

- 2,741 (1,199 Buildings)
- 13 Million Square Feet (includes tenant locations)
- 14 Million Square Yards of Pavements

Plant Replacement Value: \$7.6B

### Reserve Component Strategic Depth

Selected Reserve (TR, IMA, ART, AGR)	69,800
Individual Ready Reserve	35,380
Active Duty Retired	573,040
Retired Reserve (ANG and AFR)	171,929
Standby Reserve	4,391
<b>Total Reserve Available</b> (as of January 2018)	<b>854,540</b>



## Support to Air Force Core Functions

Total Active Inventory (TAI): **316**

### 1. Air Superiority: F-22

- Bomber: B-52
- Close Air Support: A-10
- Precision Attack: F-16, F-35

### 3. Global Integrated Intelligence, Surveillance & Reconnaissance

- Acquisition Intelligence
- Airborne Crypto-Linguist
- Distributed Common Ground System
- HUMINT, SIGINT, GEOINT, MASINT
- Hurricane Hunters: WC-130J
- Remotely Piloted Aircraft: MQ-1, MQ-9, RQ-4
- Targeting

### 4. Rapid Global Mobility

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

### 5. 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

### 6. Special Operations: C-145A, C-146, U-28

### 7. Personnel Recovery: HC-130N/P, HH-60G & Guardian Angel

### 8. Space Superiority

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

### 9. Cyberspace Superiority

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

### 10. Nuclear Deterrence Operations

- Bomber: B-52
- Air Refueling: \*KC-46, KC-135R

### 11. Command and Control

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

### 12. 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, F-35, A-10, B-52, C-5, C-17, C-130, KC-10, \*KC-46, KC-135, MQ-1, MQ-9, RQ-4, C-145A, Aeromedical



# 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, B-1
- 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, MASINT
- 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 MASS
- 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 Situational Awareness
- 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**

OL-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  
 339th Flight Test Squadron  
 55th Combat Communications Squadron  
 94th Aerial Port Squadron  
 HQ RIO Det 5  
**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

## YEAR IN REVIEW/2018

### North Carolina

#### **Seymour-Johnson AFB**

916th Air Refueling Wing  
414th Fighter Group  
307th Fighter Squadron  
567th RED HORSE Squadron  
77th Air Refueling 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**

489th Bomb Group  
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

### Washington, Dist. of Columbia

#### **Pentagon**

Office of the Chief Air Force Reserve





**"The Backbone of America's Global Reach" Air Force Reserve Combat Art Painting by TSgt Kat Justen**

Reserve Citizen Airmen maintainers from the 459 ARW perform routine engine maintenance on a KC-135 at Joint Base Andrews, Maryland.



**"A Legacy of Airmen Innovation in Space Operations" Air Force Reserve Combat Art Painting by Lt Col Warren Neary**

Highlighted in this painting are pioneers in military space operations to include General Bernard Schriever, the architect of the Air Force's military space program. Maj Gen Frank Casserino, the father of the Air Force Reserve organization in support of the Air Force space program. Finally, NASA astronaut and Air Force Col Eileen Collins, served as the first female space shuttle pilot and later shuttle commander; she was also selected as the second female Air Force test pilot.

Air Force Reserve Citizen Airmen have provided a strong presence in Air Force space operations for decades. Today, Airmen of the Command's 310th Space Wing continue this legacy. On the left in this painting, today's Airmen from the 8th and 2nd Space Warning Squadrons operate the Space-Based Infrared System that includes providing a seamless operational transition from the Defense Support Program to the nation's next-generation overhead persistent infrared sensors. This mission supports missile early warning, missile defense, battlespace awareness, and technical intelligence. On the bottom left, Airmen with the 26th and 527th Space Aggressor Squadrons conduct space operations in global positioning system ramp jamming to train Airmen in defensive space operations. On the lower right, Airmen from the 16th and 380th Space Control Squadrons deconflict friendly electromagnetic interference and identify adversaries. Once identified, platforms such as an MQ-9 Reaper are used to eliminate the threat.





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