

AIR FORCE RESERVE

YEAR IN REVIEW



2019

INTRODUCTION

Since 1948, the men and women of the Air Force Reserve have served their nation both in and out of uniform. In 2019, 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 Airmen brought the knowledge and skills that they gained from their civilian backgrounds to their military endeavors. As invaluable assets to their nation, Reservists provided a flexible, cost-effective, and highly experienced force that has been second-to-none.

Throughout its history, the Air Force Reserve has served as both a strategic reserve and an operational force. From the Korean War to Vietnam and Operation DESERT STORM to Operation ENDURING FREEDOM, Reserve Citizen Airmen have answered the call and provided vital support to United States' allies and critical skills against their nation's enemies. Thousands of full time Air Reserve Technicians, Active Guard and Reserve personnel, and Air Force civilian personnel aided those efforts by providing the daily support required to train and maintain the strategic reserve and to execute key operational missions.

In 2019, Reserve Citizen Airmen continued to excel. In April, Reservists from the 419th Fighter Wing deployed to Al Dhafra Air Base, United Arab Emirates, alongside their active-duty counterparts from the 388th Fighter Wing and employed the F-35A Lightning II in combat for the first time. Later in the year, Captain Benjamin Shea became the first Reservist to perform intercontinental ballistic missile (ICBM) alert operations at Minot AFB, North Dakota, in support of Air Force Global Strike Command. In November 2019, TSgt Jonathan Parker from the 403rd Wing, became the first Reservist to complete the USAF Weapons School's Advanced Instructor Course.

The achievements mentioned above only were only a fraction of the incredible feats that Reserve Citizen Airmen performed while defending their nation both at home and abroad in 2019. This Year in Review highlights many of those accomplishments, but it undoubtedly fails to capture the enormous scope of the impact that Reservists made during the year.

(Cover Photo)

MSgt Jason Yallery, 911th Airlift Wing Honor Guard superintendent, poses for a photo in front of a C-17 Globemaster III assigned to the 911th AW at Pittsburgh International Airport Air Reserve Station, Pennsylvania, August 6, 2019. As the leader of the base honor guard, Yallery represents the U.S. Air Force at many events both on and off base. (U.S. Air Force photo by Joshua J. Seybert)

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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Air Force Reserve Lt Col Matthew Griffin, 339th Flight Test Squadron director of operations, and Maj Gen Kenneth Lewis Jr., Air Force Reserve Command deputy commander, recover and gather their belongings after flight in an F-15 May 16, 2019, at Robins Air Force Base, Georgia. The flight was Lewis' final one in a military aircraft after more than 34 years of service. (U.S. Air Force photo by Jamal D. Sutter)

OFFICE OF THE CHIEF OF AIR FORCE RESERVE



The Office of the Air Force Reserve (AF/RE) worked as an executive part of the Department of the Air Force headed by the Chief of Air Force Reserve (CAFR) who served as the advisor to the Chief of Staff of the Air Force on Air Force Reserve (AFR) matters. The AF/RE staff prepared and executed the personnel, operations and maintenance, and construction budgets for the AFR, which included serving as director and functional manager of appropriations made for the AFR in those budget areas. The members of AF/RE also developed, managed, and implemented the Full-

Time Support program—a Department of Defense (DoD) directed personnel program, for the AFR. The AF/RE provided an annual report to the Secretary of Defense on the state of the AFR and the ability of the AFR to meet its missions. The annual report shall be prepared in conjunction with the Chief of Staff of the Air Force (CSAF). Finally, AF/RE optimized the management of AFR capital and systems in order to support Air Force and DoD missions.



Lt Gen Richard Scobee, Air Force Reserve commander, speaks with total force Airmen before recognizing them for their outstanding accomplishments while deployed at an undisclosed location in Southwest Asia, Feb. 12, 2019. The purpose of Scobee's visit to the Wing, which boasts the largest guard and reserve presence in the AOR, was to speak with deployed Reserve Citizen Airmen, recognize their efforts and get first hand feedback to help to reform the AFR by more effectively providing combat ready Airmen. (U.S. Air Force Photo/TSgt Robert Cloys)



Air Force Reserve Future Force Framework (U.S. Air Force graphic/Jonathan Migel)

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

In 2019, REX led and supported numerous initiatives which prepared the Air Force Reserve (AFR) for the future, while continuing to care for Reserve Citizen Airmen. REX, in coordination with AFRC/A5XA8X, authored the Air Force Reserve Future Force Framework (AF3) which provided a cohesive vision for 2035, which guided and synchronized Air Force Reserve long-term policy, planning, and programming efforts. Over ten months, the AF3 project leveraged action officers from AF/RE, AFRC, ARPC, and the NAFs to examine the Reserve's ability to recruit, retain, and ready Reserve forces while analyzing how the Air Force Warfighting Integration Capability (AFWIC) and future society trends might impact this ability in the future. Presented at the November 2019 Executive Steering Group, REX and AFRC/A5XA8X received approval for three AF3 concepts: 1) Mission Optimization, 2) Tailored Training and Participation, and 3) Reserve Citizen Airmen Branding. As a result, the AFR Future Force Supporting Concept, derived from AF3, was approved by the Chief of the Air Force Reserve, Lt Gen Scobee in November 2019, for inclusion in the Congressional Report on Future Force Design Alternatives for the Department of the Air Force, the centerpiece of the Air Force's future force design initiatives. REX also initiated the development of an Air Reserve Component Integration Concept which comprised the Air Force Reserve and Air National Guard future force concepts and outlined how the Air Reserve Components adapted and evolved their unique contributions to the future Total Force as directed by

the 2018 National Defense Strategy. AF/REX, in coordination with AFRC/A5A8, developed and prioritized FY21 Program Objective Memorandum proposals aimed at implementing the AFWIC Future Force Design. REX created options moving \$154 million, 17,000 flying hours and 390 manpower billets to priority programs. REX acted as the primary AFRC focal point for the fighter roadmap team jointly created by ACC and the CAF panel by synchronizing planning and programming efforts across the Air Force's fighter enterprise. REX also played an integral role in the tanker and C-130 Hercules working groups and in the Air Combat Command Total Force Integration (TFI) Tiger Team/Roundtable process to modify or terminate current and future associations ensuring AFR interests were properly communicated and advocated. Furthermore, REX coordinated the loan of Reserve-owned A-10 Thunderbolt II fuel tanks to the active-duty Air Force for a rotational deployment. Additionally, REX authored the 2019 National Guard Reserve Equipment Report which led to a record National Guard Reserve Equipment Account appropriation with \$200 million authorized by Congress to improve Reserve modernization which allowed the AFR to start outfitting F-16 Fighting Falcon aircraft with advanced radars. AF/REX continued to build upon the largest Air Reserve Technician (ART) to Active Guard Reserve (AGR) conversion in the FY21 Program Objective Memorandum to improve full-time recruitment and retention and increase readiness with an additional 582 billets targeted for conversion per the 2020 National Defense Authorization Act (NDAA). To meet the increased AGR total requirement of 825 positions, REX

worked closely with AF/REP and AFRC/A1, which expanded the conversion to include the ability to transition statuses of enlisted maintenance personnel while presenting offset options for Lt Gen Richard Scobee to meet grade constraints mandated in Title 10. In 2019, REX also became the program manager for all 8,000 Individual Mobilization Augmentee (IMA) positions and led the amendment to the Air Force Manpower Analysis Agency's manpower standard calculation for the commander support staffs by including IMA workload factors resulting in squadrons receiving adequate resources to support active duty and AFR forces. Finally, REX played a significant role in determining manpower contributions as part of the United States Space Force (USSF) Planning Task Force, which included building courses of action for the organization of a United States v Force Reserve (USSFR).

Medical Directorate (AF/REM)

General David Goldfein, the Chief of Staff of the Air Force, established the Invisible Wounds Initiative (IWI) to ensure airmen with invisible wounds are treated fairly, equally, and IAW the AF's commitment to airmen and their families. REM was an integral part of the Core Team and represented the Air Force Reserve. REM supported AFRC/SG's efforts in acquiring additional medical providers at the Reserve medical units (RMUs) within the command to assist with line of duty requests and backlog, flight physicals, and medical records documentation.

REM continued in its role as an originating member of the SAF/ MR's Services Central Coordinating Cell (SCCC). The SCCC was the focal point for all field-related questions and concerns as it related to policies for gender dysphoria, exception to policy (ETP) approvals, and training. REM advised and provided guidance to AFR on the new DoD Directive-Type Memorandum (DTM) 19-004, Military Service by Transgender Persons and Persons with Gender Dysphoria that was released April 2019. The unique culture of the AFR's Citizen Airmen and military participation, coupled with keeping members medically mission ready was the cog to ensure Reserve component complexities were acknowledged and addressed in the AF Policy Memorandum 2019-36-02, Military Service by Transgender Persons and Persons with Gender Dysphoria implementation policy. The AFR continued to face severe physician shortages with significant shortages in surgical specialties, along with its sister services. REM assisted the Office of the Assistant Secretary of Defense for Health Affairs (OASD/HA), Air Force Medical Readiness Agency (v) and Air Force Reserve Command Surgeon General's Office (AFRC/SG) by ensuring that the FY20 Health Professions Special Pay & Incentives (HPS&I) Pay Plan was developed and published. The health professions officer incentive program garnered increased support from the AF/SG's office by allowing REM to provide the first-ever critical rewrite and chapter inclusion for AFR into AFI 41-109 and AFI 41-110. The HPS&I pay plan was one of many tools designed to attract and retain highly skilled health professions officers.



Gen John Raymond, commander of United States Space Command and Air Force Space Command, left, Secretary of the Air Force Barbara Barrett, center, and Chief of Staff of the Air Force Gen David L. Goldfein sign memorandums related to the authorization of the United States Space Force on Dec. 20, 2019. Later that day, the President appointed Raymond as the Chief of Space Operations for the newest branch of service. (U.S. Air Force photo by TSgt Robert Barnett)



Chief Master Sergeant of the Air Force Kaleth O. Wright addresses 442d Fighter Wing personnel during an all call at Whiteman Air Force Base, Mo., October 6, 2019. Wright discussed how supervisors and commanders should approach physical training tests in the Air Force. He described the importance of PT tests in the Air Force, but also how supervisors and commanders can approach PT failures with a different perspective that helps make fitness a priority in their Airmen's lives rather than induce anxiety. (U.S. Air Force photo by A1C Alex Chase)

Senior Leader Management Office (AF/REG)

The AF/REG achieved some significant milestones in 2019, growing their footprint, as well as their scope of responsibility in the process. The Colonels' Group, in its first full year after achieving Full Operational Capability (FOC), successfully managed over 1,250 Reserve Colonel billets. The group processed 672 assignment actions, 88 Manpower Change Requests and 64 Air Reserve Technician Management Directed Reassignments. They also created a "fast track" Executive Steering Group approval process for the placement of colonels, which reduced assignment actions by an average of 14 days, while developing a metrics dashboard that helped reduce customer phone and email inquiries by 65 percent. The Chiefs' Group achieved Initial Operating Capability (IOC) in the spring and plans were crafted to determine what FOC should look like, from both a process and resource perspective, using AF/A1LE (active-duty Chiefs' Group) and the Colonels' Group as examples. They continued to manage over 200 key/

strategic Chief Master Sergeant billets across the AFR, with a desired end-state of managing all 1,200-plus billets at FOC. The General Officer (GO) Management team expertly oversaw 72 assignment and 18 retirement actions, which created the highest rotation of personnel in the AFR GO portfolio known to date. In collaboration with AF/A1, REG continued development of the Senior Leader Career Management System (SLCMS) used to support three portfolios. Of note, the new Promotion Board Management module reduced the processing time by 35 percent. The messaging functionality allowed REG to conduct the 2019 Reserve Brigadier General Qualification Board release notice, a first for Reserve board automation. Finally, REG conducted their annual Senior Leader Development Course Data call through SLCMS. This change allowed for real-time data and greatly reduced necessary tasks for senior leaders.



Policy Integration Directorate (AF/REI)

In 2019, the REI operations team conducted 31 engagements with senators, house members, military legislative assistants, legislative directors, and professional staff members on all four committees of jurisdiction. These targeted engagements were designed using the “right person, right audience, right time” concept of operations, which led to the identification of many different principles for various engagements throughout the year. The following chart indicates the details of each targeted Capitol Hill engagement of 2019 and the key initiatives discussed during each engagement. The subsequent charts indicate the major wins from each bill that were directly or indirectly a result of the year’s engagements.

Date	Congressional Target	AFR Principal	Legislative Initiatives Discussed
9 Jan 19	Sen Inhofe (R-OK)	Lt Gen Scobee	NGREA, recruiting/retention, TRS
9 Jan 19	Sen Boozman (R-AR)	Lt Gen Scobee	NGREA, TFI, recruiting/retention, tankers
9 Jan 19	Sen Rosen (D-NV)	Lt Gen Scobee	BCA impacts, Recruiting, TRS, Duty Status Reform
6 Feb 19	Sen Tester (D-MT)	Lt Gen Scobee	TRS, MILCON, Scrolling
6 Feb 19	MLA-Sen Murray (D-WA)	Lt Gen Scobee	MILCON, ART-AGR Conv, End-strength, TRS
14 Feb 19	HASC MILPERS PSM	Brig Gen Gunter	Endstrength, recruiting, retention, DHA

26 Feb 19	Rep Norcross (D-NJ-1)	Lt Gen Scobee	Budget, NGREA, ART-AGR Conv, End-strength, Recruiting, TRS
26 Feb 19	MLA-Rep Trahan (D-MA-3)	Lt Gen Scobee	Budget, NGREA, ART-AGR Conv, End-strength, Recruiting, TRS
26 Feb 19	Rep Garamendi (D-CA-3)	Lt Gen Scobee	Budget, NGREA, ART-AGR Conv, End-strength, Recruiting, TRS
13 Mar 19	Rep Visclosky (D-IN-1)	Lt Gen Scobee	Budget Priorities, NGREA, Pilot Shortage, Recruiting/Retention, TRS
13 Mar 19	Rep Calvert (R-CA-42)	Lt Gen Scobee	Budget Priorities, NGREA, Pilot Shortage, Recruiting/Retention, TRS
13 Mar 19	Rep Ryan (D-OH-13)	Lt Gen Scobee	Budget Priorities, NGREA, Recruiting, TRS, C-130H AMP
28 Mar 19	Rep Walorski (R-IN-2)	Maj Gen Lupenski	Housing, KC-46, Basing, Active Associations
28 Mar 19	Rep Plaskett (D-VI-AL)	Maj Gen Lupenski	Airfield Security, WC-130 Basing
28 Mar 19	MLA-Rep Palazzo (R-MS-4)	Maj Gen Lupenski	403 WG Hurricane Ops Funding
14 May 19	MLA-Sen Warren (D-MA)	Lt Gen Scobee	Supplemental Funding, DHA Expansion, TRS
14 May 19	MLA-Sen McSally (R-AZ)	Lt Gen Scobee	Supplemental Funding, DHA Expansion, TRS
14 May 19	MLA-Sen Rounds (R-SD)	Lt Gen Scobee	Supplemental Funding, DHA Expansion, TRS
14 May 19	CoS-Sen Gillibrand (D-NY)	Lt Gen Scobee	Supplemental Funding, DHA Expansion, TRS
14 May 19	MLA-Sen Tillis (R-NC)	Lt Gen Scobee	Supplemental Funding, DHA Expansion, TRS
14 May 19	Sen Scott (R-FL)	Lt Gen Scobee	Supplemental Funding, DHA Expansion, TRS
14 May 19	Rep Bergman (R-MI-1)	Lt Gen Scobee	Supplemental Funding, DHA Expansion, TRS
12 Jun 19	MLA-Sen Blunt (R-MO)	Lt Gen Scobee	HAC-D RPA Marks
12 Jun 19	Sen Tester (D-MT)	Lt Gen Scobee	HAC-D RPA Marks, disaster support
12 Jun 19	DCoS-Sen Murkowski (R-AK)	Lt Gen Scobee	HAC-D RPA Marks
12 Jun 19	Sen Boozman (R-AR)	Lt Gen Scobee	HAC-D RPA Marks, disaster support, AGR Grade Ceiling
12 Jun 19	MLA-Sen Murray (D-WA)	Lt Gen Scobee	HAC-D RPA Marks, Fairchild KC-135s
12 Jun 19	MLA-Sen Shelby (R-AL)	Lt Gen Scobee	Space Force Reserve, RPA Help, Tyndall Disaster Recovery, DHA
12 Jun 19	Sen Moran (R-KS)	Lt Gen Scobee	HAC-D RPA Marks, KC-46
24 Jun 19	SAC-D Staff	Maj Gen Rydholm	HAC-D RPA Marks
13 Nov 19	Rep Takano (D-CA-41)	Maj Gen Hegtvædt	March ARB Encroachment

YEAR IN REVIEW/2019

In March and April 2019, Lt Gen Scobee joined other services' Reserve chiefs and the chief National Guard Bureau to testify in front of the Senate Appropriations Committee, Subcommittee on Defense and the House Appropriations Committee, Subcommittee on Defense. In addition, Scobee testified before the House Armed Services Military Personnel Subcommittee hearing on Duty Status Reform.

REI worked to improve 2020 key legislative initiatives which impacted Air Force Reserve Citizen Airmen. Calendar Year 2019 the AFR legislative wins both in authorizations and appropriations, as realized in the 2020 National Defense Authorization Act and Appropriations Bill. These gains were a direct result of a multi-faceted effort by Action Officers in REI and senior leaders across REI to inform, defend, and advocate on behalf of the airmen of the Air Force Reserve.



Lt Gen Charles D. Luckey, Chief of Army Reserve and Commanding General, U.S. Army Reserve Command, Maj Gen Bradley James, Commander of the Marine Forces Reserve, VADM Luke McCollum, Chief of the Navy Reserve, and Lt Gen Richard W. Scobee, Chief of the Air Force Reserve, speak with members of Congress from the House Defense Appropriations Subcommittee on Capitol Hill, March 26, 2019. (U.S. Army Reserve photo by SGT Stephanie Ramirez)

- AFR End Strength Increase to 70,100 IAW PBR
- AGR Auths increased to 4431 IAW PBR
- ART Auths increased to 8938 IAW PBR
- MILCON auths exceeded PBR by \$24.8M
- Facilities Modernization, Log Support, base support, & Cyber Activities auth at the PBR level
- Admin, Recruiting, Manpower all auth at the PBR Level
- Depot MX & Base Support both auth at the PBR Level
- \$392M auth for four C-130J Aircraft
- \$134M auth for C-130H Enhancements
- Scrolling auth delegated to SECDEF
- Merit-based promotions authorized
- Reduced Retirement Credit across FYs
- ARTs to Receive TRS eligibility in 2030
- Space Force Created under DAF
- Title 5 Employees receive 12 weeks paid parental leave
- Provided \$205M in National Guard and Reserve Equipment Funding (later repurposed to 2808)
- Increased basic pay for all military personnel by 3.1%, effective January 1, 2020
- \$392M program increase for the procurement of four C-130Js
- \$44.8M HACD Mark reduced to \$23.85M, saving AFR \$20.95M in RPA funds
- Provided \$40M for the Space Force
- \$79M increase for the C-130 engine enhancement program
- \$55M increase for C-130 eight-blade propeller upgrades

REI closed 663 congressional inquiries, which aided in fostering relationships with congressional members in their responses to Reserve Citizen Airmen in their respective districts. REI also provided detailed information in response to congressional requests for information and questions for record. REI experienced the command-wide challenge with regard to limitations to Reserve Personnel Appropriations (RPA), funds which were required to recover from Hurricane Michael. Limited RPA funds required REI to postpone two Wing Leader Capitol Hill Symposiums to Calendar Year 2020.

Lastly, REI conducted three media interviews and one media round table with the Lt Gen Scobee for the Air Force Association Magazine, Defense Aero Report, Washington Post, AFCEA, Air International, Air Force magazine, and Federal Computer Week which amplified his vision and AFR mission. In addition to the interviews, REI crafted five articles for distribution to share Scobee's priorities with internal and external audiences. REI also hosted five civic leader group visits with AFR senior leaders to discuss AFR missions, capabilities, people, and economic issues. These visits helped cultivate and foster relationships with communities which had significant AFR equities. Finally, REI hosted a Retired General Officer teleconference to provide former leaders access to timely and relevant information on the AFR so they could continue to advocate for AFRC.

Lt Gen Charles D. Luckey, Chief of Army Reserve and Commanding General, U.S. Army Reserve Command, Lt Gen Richard W. Scobee, Chief of the Air Force Reserve, Gen Joseph L. Lengyel, Chief Of The National Guard Bureau, Maj Gen Bradley James, Commander of the Marine Corps Forces Reserve, and VADM Luke McCollum, Chief of the Navy Reserve, testify in front of the Senate Appropriations Subcommittee on Defense on Capitol Hill, April 10, 2019. The purpose of the hearing was to review the fiscal year 2020 funding request and budget justification for the National Guard and the Reserve. (U.S. Army Reserve photo by SGT Stephanie Ramirez)



Maj Gen A.C. Roper, Chief of Army Reserve, Maj Gen Bradley James, Commander of the Marine Forces Reserve, Lt Gen Richard W. Scobee, Chief of the Air Force Reserve, Jeri Buchs, director of Military compensation Policy for the Department of Defense, and Patrick J. Barrett, Deputy Chief of the Navy Reserve speak with members of Congress from the Subcommittee on Military Personnel at the Reserve Component Duty Status Reform Hearing on Capitol Hill, March 27, 2019. (U.S. Army Reserve photo by SGT Stephanie Ramirez)

AIR RESERVE PERSONNEL CENTER



Headquarters ARPC/DPA worked to change ARC policy and regulations to better serve our Total Force (TF) Airmen. Only full-time members were receiving credit for their weekend time, which excluded part-time members from receiving that same credit for their duty calculators. This created a disparity between full-time and part-time airmen. After four years of persistently providing justification for equality among the Total Force HQ Air Reserve Personnel Center (ARPC) finally obtained Joint Staff approval to update the JOM CJCSI to ensure part-time members get Joint Duty Assignment List (JDAL) credit for weekend orders. This ensured that fair credit was given to all airmen across the Air Force Reserve Command.

The Directorate of Future Operations and Integration was heavily involved in leveraging information technology to provide better customer products and services to all airmen. Operating within the Agile construct, HQ ARPC/DPX developed the “retirement process tracker,” a system that communicated to the customer where in the retirement application process a specific airmen’s application was. Once an airman submitted their application, the tracker was generated to display all the steps in the process, and at which step in the process the airman’s application was. The tracker also provided case numbers and Defense Finance Accounting Service (DFAS) case numbers to the customer, once those cases were generated by the appropriate office. The tool provided transparency and improved communication with airmen pertaining to their retirement. Additionally, HQ ARPC created multiple features and updates across other application processes, such as RDEDB and RSSB, to facilitate the customer’s experience when applying.

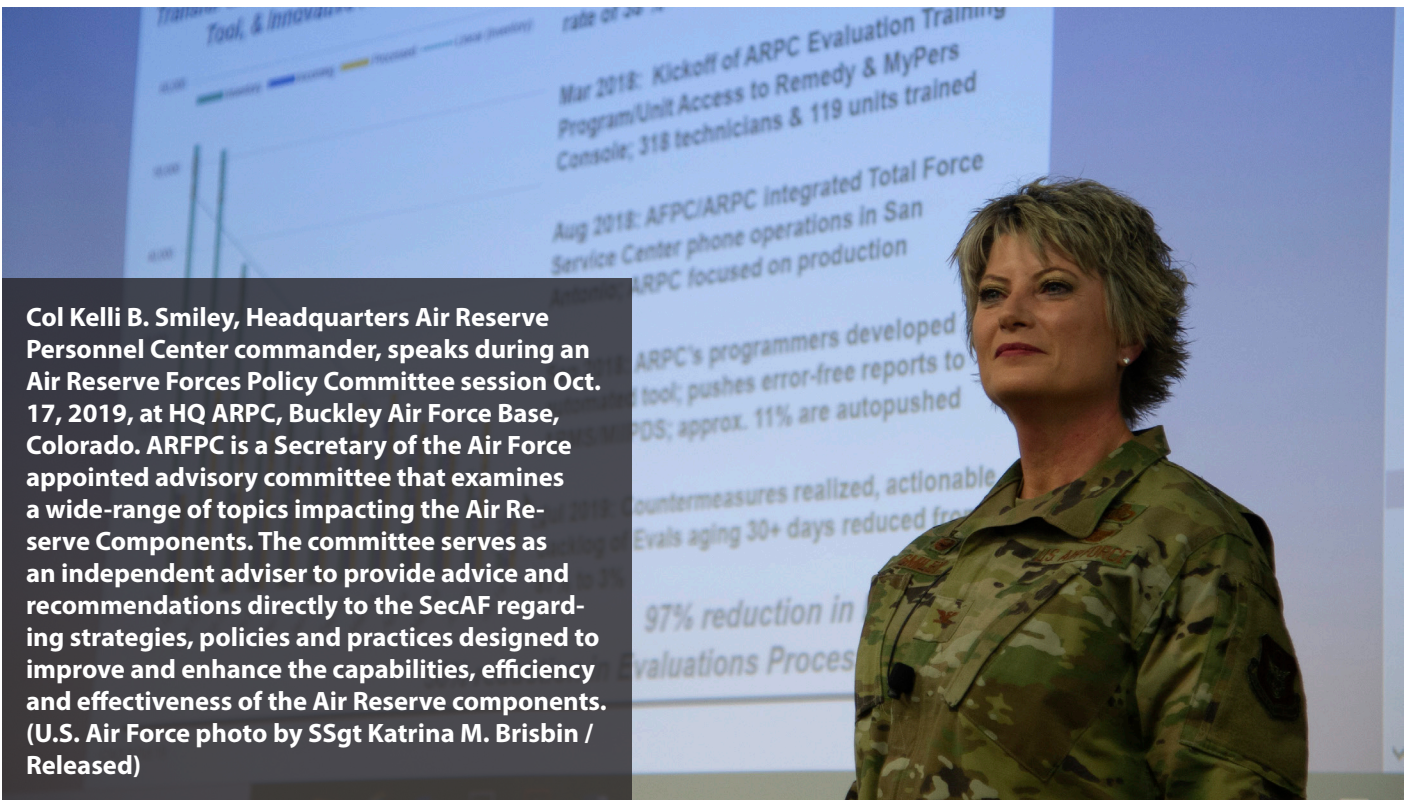
Various directorates and offices within HQ ARPC worked to expand outreach to better educate the Total Force. HQ ARPC’s customers required the most up-to-date information pertaining to their airmen lifecycle. In order to better educate members of the TF, HQ ARPC launched a Facebook Live campaign to post sessions of subject matter experts for their customers, and communicated special topics and advice. Special topics discussed included the AGR process, two-line PRFs, and field-

grade officer boards, which provided customers with an avenue to ask questions to experts directly. This was a continuous effort that HQ ARPC believed brought great value to airmen.

In a similar vein, HQ ARPC fostered a continuous improvement culture for an effective and efficient workforce. Adding onto the improvements made within the retirement program, HQ ARPC has conducted two CPI events on the retirement process and continued to reveal efficiencies that could be implemented within retirements. For the last two years – in addition to the aforementioned “process tracker” for their customers – HQ ARPC developed technical applications, built retirement calculators, and published business rules for customers to better ensure they submit complete and accurate applications to avoid processing delays. HQ ARPC continued to locate areas of improvement and ensured CPI events are conducted across the organization.



SrA Upasana Nepal, a reserve separations technician at Headquarters Air Reserve Personnel Center, Buckley Air Force Base, Colorado, stands in front of the HQ ARPC building. Nepal, who has the same last name as her birth country, Nepal, immigrated to the United States in 2012 as a refugee. She joined the Air Force Reserve in 2017 and is now a citizen. (U.S. Air Force photo by MSgt Leisa Grant/Released)



Col Kelli B. Smiley, Headquarters Air Reserve Personnel Center commander, speaks during an Air Reserve Forces Policy Committee session Oct. 17, 2019, at HQ ARPC, Buckley Air Force Base, Colorado. ARFPC is a Secretary of the Air Force appointed advisory committee that examines a wide-range of topics impacting the Air Reserve Components. The committee serves as an independent adviser to provide advice and recommendations directly to the SecAF regarding strategies, policies and practices designed to improve and enhance the capabilities, efficiency and effectiveness of the Air Reserve components. (U.S. Air Force photo by SSgt Katrina M. Brisbin / Released)

HEADQUARTERS AIR FORCE RESERVE COMMAND



Directorate of Manpower, Personnel, and Services (A1)

The Directorate of Manpower, Personnel and Services addressed the A1 mission, vision, priorities, and values by creating lines of effort called “A1 Next,” vectoring support across the Air Force Reserve (AFR): Ready Faces, Ready Spaces; Communicate to Partners; Equip & Empower Airmen; Innovation/Synchronization. ART hiring transitioned to the Air Force Personnel Center. The Individual Mobilization Augmentee program management transferred to Department of the Air Force Reserve. There was adoption of an aggressive strategic and unit-level communications plan to ensure deliberate information, to the right audience, at the right time, using social media, Citizen Airmen Magazine, town halls, and field and leadership visits. A1 implemented business rules, adjusted AF Reserve full-time force mix, converted 1,200 Air Reserve Technician (ART) positions to Active Guard and Reserve (AGR) across three fiscal years, aligned with the National Defense Strategy, impacted readiness and lethality. The \$153 million conversion brought the Air Force Reserve into compliance with National Defense Authorization Act (NDAA) 2018, infusing combat capability. Program Operating Memorandum and Future Year Defense Plan execution risks were addressed in this aggressive implementation and hiring plan to ensure 100 percent execution.

Over one percent of hire authority was delegated to Numbered Air Force commanders, allowing temporary positions to address mission and readiness gaps. A1 provided policy and procedural guidance for the successful deployment of 3,908 Reserve personnel, supporting seven COCOMs. Civilian Personnel Liaisons and implementation of Civilian and ART special salary rates, recruiting, retention and relocation

incentives advanced indispensability hiring. Over 900 Civilians/ ARTs were hired utilizing Direct Hire Authorities. A1 developed an innovative use of Air Technology Network satellite broadcast technology, enhancing training delivery and providing cost-effective training alternatives. Diversity and Inclusion initiatives targeted senior officers, enlisted leaders, and all commanders during unit engagements, conferences and Yellow Ribbon events. Every AFR unit provided Airman and Family Support with specific support and resources to victims of Hurricanes Michael and Dorian, as well as to the California wildfires. Preparation was made for USSF operations, Space Mission Force, and current and future impacts for the affected Reserve specialties, units, and members. Similarly, review was made of Global Aircrew Strategic Network Terminal initial laydown of full-time manpower relative to operational and/or maintenance support for NC3 systems and mission requirements.

The Air Force Reserve concluded a comprehensive “Enlisted Force Structure” review and aligned/redistributed grades, skill requirements, duty status type, and force development considerations for all enlisted specialties. A1 secured instructors and resourcing to provide NCO Academy classes, ensuring well-postured future senior enlisted leaders. The Reserve Manpower team developed a readiness analysis tool quantifying traditional Reserve duty periods historic workload; realigning work to full-time staff and increasing readiness training. The AF Reserve Innovative Readiness Training team took the lead on Department of Defense (DoD) asset ownership. The team increased accountability procedures, growing asset totals \$13 million with logistical responsibilities across the DoD. They oversaw 1,103 Reservist participants, 110,800 hours of hands-on Civil Engineer, medical, personnel/sustainment services and aerial port specialty training.

The 2019 Resilience Tactical Pause provided opportunities to create connectedness and emphasize suicide prevention, resilience pillars, and Violence Prevention Integrator information across the AF Reserve. Sexual assault victims received direct support/services. There was development of the 20m High Aerobic Multi-Shuttle Run (HAMR)—an innovative, cardio-respiratory test capability to overcome both testing weather waivers for Reserve members, potentially addressing AF Sickle Cell Trait-positive testing concerns—and gained approval to implement and conduct an ongoing scientific study. and communications to improve commander, force support and service member knowledge. Though falling short of 100 percent compliance with Transition Assistance Program (TAP) requirements, there was continued education, and support for Reserve Component needs, including advocacy for legislative change to TAP mandates.

Directorate of Intelligence, Surveillance and Reconnaissance

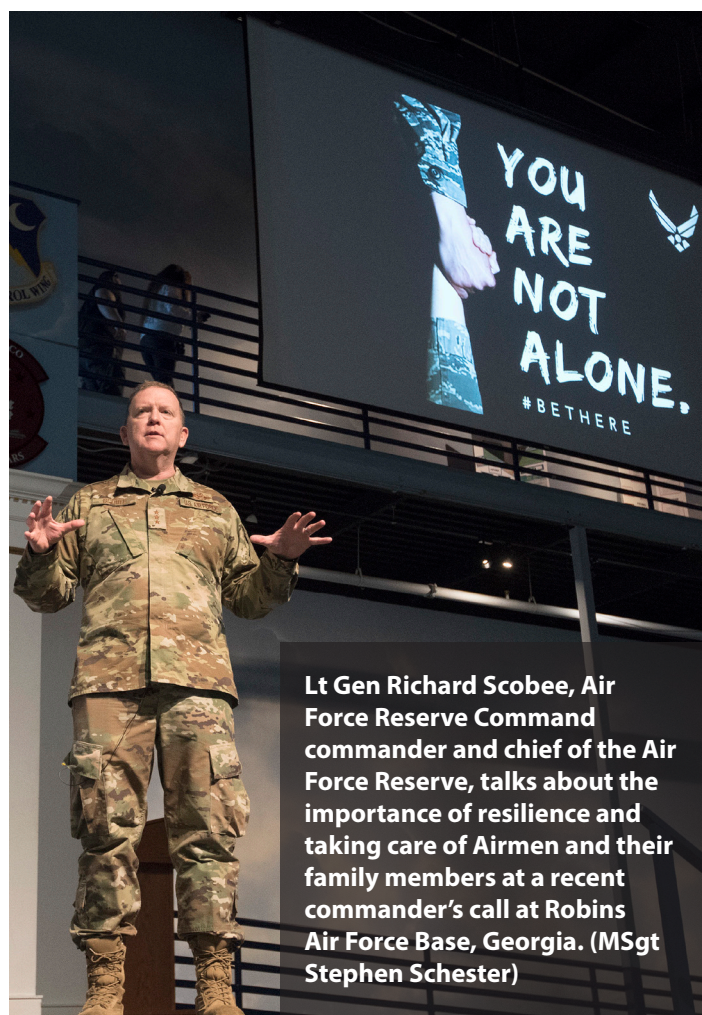
AFRC/A2 (A2) emphasized maintaining multi-domain decision advantage, delivering intelligence, surveillance, and reconnaissance (ISR) strategic depth and accelerated readiness, and developing resilient Reserve ISR Airmen. A2 facilitated the establishment of AFRC's first ISR wing (655th Intelligence, Surveillance and Reconnaissance Wing), and the standup of AFRC's first ISR association with Air Force Special Operations Command (311th Special Ops Intelligence Squadron).

The Analysis and Force Protection Division (A2A), as the MAJCOM subject matter expert for all analytical intelligence activities, produced and disseminated over 400 current intelligence briefings and ISR Support to Force Protection products to HQ AFRC Senior leaders, A-Staff Directorates and AFRC units. Additionally, there was a provision of over 135 country threat assessments through the review and approval of 110 AFRC OCONUS missions in the EUCOM and SOUTHCOM AORs conducting counterdrug, training, logistics and VIP transport missions. These assessments ensured thorough threat analysis for AFRC aircrew and traveling personnel in order to ensure accurate countermeasure development. Additionally, A2A shared data with the Air Force Research Laboratory's Counter-Unmanned Aerial Systems (cUAS) team to improve force protection procedures and eventually share AFRC cUAS data across the operational Air Force.

Additionally, A2A drafted, coordinated, and implemented a HQ A2 Concept of Operation (CONOP) on collection and retention of US person information (USPI) from publicly available information (PAI) sources and tools. The CONOP was derived from Department of Defense regulations and Air Force instructions. It is designed to help ensure AFRC intelligence personnel, properly conduct intelligence with respect to new and powerful PAI tools. A2A vetted the CONOP through the MAJCOM's Intelligence Oversight monitor, and provided tailored CONOPs for unit level intelligence organizations to ensure the latest PAI tradecraft is available.

The ISR Forces Division (A2F), processed 54 involuntary mobilizations, 231 voluntary mobilizations in support of a contingency, and 841 voluntary mobilizations not in support of a contingency. These mobilizations supported both real-world and exercises requirements for CENTCOM, INDOPACOM, EUCOM, and AFRICOM. A2F also executed 1,126 military personnel appropriation (MPA) orders, providing 135,480 total man-days of Reserve ISR support. A2F also facilitated the Defense Civilian Intelligence Personnel System (DCIPS) Employee Performance Review and the annual Pay Pool. The Performance Review board for HQ AFRC and intelligence personnel directly supporting AFRC air, space, and cyber forces conducted 112 reviews, with 37 employees receiving a pay pool bonus. The 655 ISR Wing DCIPS performance review board conducted 129 reviews, with 39 employees receiving a pay pool bonus.

The ISR Operations Division (A2O) reinvigorated the quarterly Unit-Level Intelligence Working Groups. It provided 21 teleconferences amongst all AFRC units. For the year, A2O accomplished 45 continual evaluations, attended 32 MAJCOM and HAF-level working groups and participated in 17 Unit Effectiveness Inspection capstone events focused on increasing ISR



Lt Gen Richard Scobee, Air Force Reserve Command commander and chief of the Air Force Reserve, talks about the importance of resilience and taking care of Airmen and their family members at a recent commander's call at Robins Air Force Base, Georgia. (MSgt Stephen Schester)

readiness. A2O also provided oversight for the distribution of \$350,000 worth of ISR planning systems (TITAN) to 34 AFRC units.

The Special Security Division (A2S) performed over 56,000 security actions and also took on the role of submitting investigations for enrollment in the Continuous Evaluation (CE) program. In the past year, A2S has initiated over 150 periodic reinvestigations. Since each CE enrollment negates the need for a full investigation and saves approximately \$5,500 per instance A2S saved the Air Force \$220,000 by enrolling those members in Continuous Evaluation. The total number of personnel managed by AFRC/A2S increased from around 6,500 to around 7,000 for a 7.7 percent increase. That accounted for approximately 10 percent of the entire AFRC Force, and encompasses virtually every Air Force Specialty Code (AFSC). Additionally, A2S executed special security requirements for expanded facilities for the 23rd Intelligence Squadron at JB San Antonio-Lackland, Texas, and the 434th Cyber Squadron at Grissom ARB, Indiana, as well as new HQ AFRC facilities.

The ISR Strategy, Policy and Integration Division (A2X) charted a year-long effort to develop a Reserve focused ISR enterprise strategy. Framed by guidance outlined in the 2017 National Security Strategy, 2018 National Defense Strategy, and the Air Force's Next Generation ISR Dominance Flight Plan, 2018-2028, A2X created a comprehensive strategic plan to meet ISR challenges. The efforts resulted in recognition by the Air Force Inspection Agency (AFIA) as a "Superior Team" during the 2019 AFRC Management Inspection. Lastly, the A2 Chief Enlisted Manager accomplished seven Specialty Training Requirement Teams (STRT) reviewing approximately 1,300 training line items, advocated and streamlined career field training for six intelligence AFSCs and one reporting identifiers. Additionally, all enlisted intelligence AFSCs were included on the critical skills list for travel reimbursement. That provided each enlisted ISR TR and IMA with the ability to recoup travel reimbursement up to \$500, in order to meet readiness requirements supporting Air, Space and Cyber mission sets.

Directorate of Air, Space and Information Operations

The year was significant for one of the Air Force Reserve Command's newest branches. A3OW was established on 4 July 2019 via an initiative proposed by A3OA. The staff worked throughout the year supporting multiple mission areas on initiatives covering everything from duty status conversions to aircraft operations. The staff hosted the third ever AFRC Weather Conference at HQ Air Force Reserve Command. At the event was representatives from the TR, IMA, and AGR communities.

A3OW started the year providing support to Homestead ARB, Florida, through a staff assistance visit working with the local weather flight to identify opportunities to improve both regular day to day operations as well as integrating operational agility into their structure. There were two significant events during the year for the ARBs in which weather was involved. Of five ARBs, four of them converted from contract to civilian status by the end of 2019. As the status transition took place, our ARBs also assumed responsibility for producing their own Terminal Aerodrome Forecasts (TAFs) and Watch, Warning,

Advisory (WWA) issuance.

The AFRC Staff played an integral role in certifying position descriptions for the conversion as well as coordinating with Headquarters Air Force and Air Combat Command weather staffs regarding the TAF/WWA transition, providing seamless coverage of support for training, exercises, and deployments across the command. Hurricane season brought challenges to the Homestead ARB, Florida, weather flight as US Army units pre-staged there for Defense Support of Civil Authorities (DSCA) operations under US Northern Command (USNORTHCOM). Support for these operations were not coordinated in advance resulting in the A3OW staff to work with USNORTHCOM, US Air Forces Northern Command (AFNORTH), and US Army Northern Command (ARNORTH) weather staffs to ensure that the proper support was being provided to these humanitarian relief operations.

The Network Warfare Flights (NWFs) saw a significant change in 2019 as CSAF deployed teams initiative coupled with a change to the War Mobilization Plan -1 went into effect. The NWFs migrated from a home station augmentation support mission to being fully postured into new unit type codes, updated SAR codes, and actively engaged in providing support to a variety of operations. The A3OW staffed a concept of operations (CONOPS) for how the NWFs would accomplish the migration, training requirements, operational requirements, and how reservists will be measured on their proficiency. The staff also conducted site visits with the NWFs to explain the CONOPS and changes to be expected. Overall, the 32 members that make up the core of our weather support to reserve and deployed forces performed 1,950 military personnel appropriation (MPA) days and 98 annual tour (AT) days supporting the following exercises and operations:

DONG MAENG	PACIFIC SENTRY
FREEDOM SENTINEL	AUSTERE CHALLENGE
GAMECOCK	EUCOM TSP (First Reserve Only TSP)
COS SUPPORT	EAGER LION
CONUS OWS Backfill	INHERENT RESOLVE
USAFE AOC Support	CONUS Active Component Base Augmentation

In addition to that support, there were several opportunities for Reservists to exercise dynamic force employment resulting in much preparation, but no movement of forces. Whether members went in status or not, the A3OW staff coordinated sourcing requirements, training and theater clearance requirements, and assisted units with preparing to get people out the door. By the end of 2019, the NWFs were prepared to support Air Operations Centers, establish base weather support in deployed environments, and embed within combat air force units to provide critical mission tailored products.

The A3OW staff placed additional emphasis on the WR and WC-130J Joint Environmental Reconnaissance Platform, which was a mission area that had historically been undermanaged. However, the branch committed a significant amount of effort in getting the platform and mission capability caught up to speed.



Maj Kendall Dunn, 53rd Weather Reconnaissance Squadron pilot, poses for a photo in front of a WC-130J Super Hercules at Keesler Air Force Base, Mississippi, May 30, 2019. The 53rd WRS aka Air Force Reserve 'Hurricane Hunters,' is the only Air Force unit tasked with mission of collecting data from the inside of a storm and flying into the eye of hurricanes. (U.S. Air Force photo by TSgt Christopher Carranza)

The A3OW staff, along with A3MT, participated in EX VISTA PATRIOT constructing a future operating concept for WR DSCA operations. This prompted a deep dive into the organizational design and operational processes that highlighted multiple areas in which the unit faces challenges in executing the mission. The deep dive also drove a shift in command mindset in which the platform is viewed as an intelligence, surveillance, and reconnaissance (ISR) platform with distinctly different customers with different funding streams, authorities to operate, and tactical/operational control (TACON/OPCON) channels.

The A3OW staff aggressively pursued partnerships with the AFRC A4, AFRC A5, and Air Force Lifecycle Management Center to pull together the community that manages the airframe. Through this effort, the staff was able to align on mission capability priorities, identify and mitigate multiple potential issues with sequencing of aircraft modifications. The branch also developed the first technology road map for the platform, tying together requirements from DSCA lead agencies, the US Navy, and US Air Force. By the end of the year a stalled project to upgrade the hardware in the Aerial Reconnaissance Weather Officer (ARWO) computers had a defined end date; new monitors for ARWO and dropsonde operator pallets was approved; a new satellite communications solution was identified to increase the ability to push new datasets to DoD and Department of Commerce users; and a new radio solution to ensure compliance with Chairman of the Joint Chief of Staff (CJCS) directives for military satellite communication standards was identified.

Involvement of the 53rd Weather Reconnaissance

Squadron in Atmospheric River operations in the Winter/Spring provided insight in best practices around conducting synoptic system reconnaissance with a light operations footprint in a dynamically changing scenario. Through on-site observation, A3OW was able to capture best practices and develop a concept of operations for WR support of DoD needs in a forward deployed environment. Additionally, WR forces were able to maintain a standard level of operational support during the hurricane season flying 171 sorties over 958.8 hours while the WC fleet experienced scheduled maintenance challenges. The staff also led the first WG/NAF/HQ coordinated update of both the National Hurricane Operations Plan (NHOP) and National Winter Season Operations Plan (NWSOP). The NWSOP was updated for the first time since 2014. The staff also provided 15 days of augmentation for tropical cyclone reconnaissance during the peak of the operational season.

The A3OW staff placed emphasis in 2019 on the 15W/1W career field integrating across statuses. The staff served as a communication node for Reservists of all statuses, Active Component Commanders, and other MAJCOM staffs to provide consultative support for career advancement, opportunity development, MPA & Reserve Personnel Appropriation (RPA) opportunities, and position structure and management. Through these efforts, funding for two IMA positions were preserved; movement of an IMA position for in-residence student outplacement was facilitated; and actionable career advice and recommendations were given throughout the year. The effort culminated in the first developmental team (DT) board that provided specific tailored guidance for each Reservist that took the time to submit a package.

The Air Force Reserve Command Space Operations Branch (A3OS) provides oversight, advocacy and policy guidance to two Wings, four Groups, and 12 space units, across four bases in support of Air Force's newest warfighting domain. A3OS continuously assesses space operations, mobilization, training and evaluation requirements and implements innovative initiatives to enhance the mission readiness of more than 1,300 Reserve personnel. A3OS establishes policy and principles to guide decisions and achieve fiscally responsible outcomes in support of safe, efficient and reliable space operations and effects to combatant commanders world-wide.

In 2019, A3OS added the Command Space Trainer functional position aligning the Command with other MAJCOMs to ensure TFI of AFR Space professionals and provide training opportunities to enhance technical expertise to succeed in a Contested and Degraded Operational environment. As a result, 80 AFR Space warfighters were trained across eight operational space mission sets targeted to support DoD's critical readiness priorities; there was a 26 percent increase in enlisted space training seats. The reformed A3OS structure secured future AFRs relevance in Space as the newest of the 11 Combatant Commands, USSPACECOM, was established.

To maintain safe, efficient and reliable space operations in an evolving security environment, commanders must ensure all advanced space training requirements are met. In 2019, A3OS led the Defensive Space Control Advanced Trainer effort to secure \$8.4 million in NGBEA funds to procure the advanced trainer; increasing the training capacity for AFRC's only space control unit. This initiative was approved and is currently being implemented. Although uncertainty was a product of the National security environment, A3OS took the challenge as an opportunity to increase the lethality of the space force through continuous analyses of Space Force presentation and exercise participation. A3OS prioritized and integrated 166 space warfighters across 13 global exercises, supporting Joint and Combatant Command warfighters and conducting opposition force training in the world's first Combined Space Flag exercise. Additionally, the Space Operations Branch advocated for enterprise-wide guidance on AGR participation in global exercises which prevented a lapse in Total Force readiness going into 2020 and saved more than \$700,000 in unnecessary exercise expenditures.

The Air Force Reserve Command Readiness and Plans Branch (A3OR) provided oversight, advocacy, and policy for Readiness Reporting, Operation Security, Operational Plans and Special Events for the entire Command. In order for the Air Force Reserve to remain ready, the HQ AFRC command staff had to move synergistically towards using resources to increase readiness, produce combat ready forces, and to better connect readiness to planning/programming/execution decisions. A3OR served as the OPR for processing aerial event approvals to include static ANG and Reserve flights, familiarization and orientation flights, media flights, and Bosslift flights. The office was also the focal point for Threat Working Group approvals for OCONUS training flights. In 2019, there were 394 flight approvals processed.

A3OR sent two individuals to foreign disclosure officer

(FDO) training, and became the A3 lead for reviewing disclosure requests for controlled unclassified information (CUI) and classified military information (CMI) to foreign representative. Along with A5A8X, there was work with SAF/IAPD to stand up a Command FDO office in order to effectively manage seven Military Personnel Exchange Program (MPEP) and foreign visits. A3OR served as the lead partner in the Air Force Reserve Exercise Program (AFREP) effort to manage and direct unit participation in Service and Joint training exercises in order to maximize capability and readiness.

The Air Force Reserve Command Airspace and Airfield Operations Branch (A3OA) provided oversight, advocacy and policy of 10 Air Reserve Units that include, five Air Reserve bases (Dobbins ARB, Georgia; Grissom ARB, Indiana; Homestead ARB, Florida; March ARB, California; and Westover ARB, Massachusetts), four Air Reserve Stations (Minneapolis St. Paul ARS, Minnesota; Niagara Falls ARS, New York; Pittsburgh ARS, Pennsylvania; and Youngstown ARS, Ohio), and JRB Ft. Worth, Texas.

A3OA continuously assesses airspace and airfield operations and implemented innovative initiatives to manage the enormous task of developing policy, providing oversight and managing/advocating for operations requirements across AFRC. They established policy and principles to guide decisions and to achieve fiscally responsible outcomes in support of safe, efficient and effective operations. The branch also executed advocacy actions with the aim to influence decisions and garner support for airfield resources and requirements. Conducts oversight via engagement, tracking and monitoring (sampling) of all Air Force Reserve airfield operations locations to ensure safe, efficient and effective operations.

In 2019, A3OA added (3) functional program areas aligning the Command with other MAJCOMs with the establishment of an Airspace Management and Range Operations and Planning positions. These positions ensure the Command is in compliance with requirements and that the appropriate support is provided to operations in the field. Additionally, a Terminal Instrument Procedures position was added to enable the centralization of the function as managed in other Commands. An in-depth review and analysis of AFRC Terminal Procedures processes revealed critical vacancies resulting in augmented support by HQ AFFSA, HQ AFRC and various bases to keep programs afloat and procedures current. This decentralized management structure lacked redundancy, security and a fail-safe mechanism to prevent program deficiency/collapse. The reformed A3OA structure mitigated these short-falls and solidified the support required by AFRC flying organizations across the United States.

To maintain a safe, efficient, and effective airfield environment managers/commanders had to ensure precise synergy of all airfield operations, maintenance, and service support efforts. In 2019, A3OA conducted an in-depth review and analysis of the HQ AFFSA Regional Maintenance Center's processes. The AFRC/A3 position was that within AFRC, RMC processes introduced inefficiencies (i.e. troubleshooting/restoral delays, non-utilized Reserve talent/human capital), which negatively impacted the Wing's operational capability and prevented an environment that empowered and vitalized

the squadron. The proposal reestablished monitoring and maintenance of AFRC airfield systems so to maximize effectiveness and efficiency and rebuild an environment that empowers leaders and managers at the squadron level. Additionally, the efficiency accelerated work, readiness and ability of AFRC to provide combat-ready forces.

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. In 2019, the Air Force Reserve was tasked to provide a Total Force solution to the Active Duty. A3OA developed and provided three solutions to include CONOPS for the establishment of a Reserve “catcher’s mitt” for Air Traffic Control, Airfield Management and Airfield Operations Officers skill sets.

Directorate of Logistics, Engineering and Force Protection

Part of the Logistics, Engineering and Force Protection Directorate, the Civil Engineer Division (A4C) awarded 211 projects worth \$142 million in the FY19 FSRM program. The program represents the third largest in AFRC history. The command also realized a Military Construction plus-up of 4 projects for \$85M via the FY19 NDAA. These projects provided additional funding for the Youngstown ARS, Ohio main gate renovation, new Aerial Port facility at Grissom ARB, Indiana, new

hangars for the HC130Js at Patrick AFB, Florida and C-5 Regional ISO operation at Westover ARB, Massachusetts. Civil Engineer (CE) Readiness successfully established 17 new authorizations for RED HORSE equipment to provide more accessible and available “stick-time” for engineer Equipment Operations. The team resourcefully sourced five pieces of equipment from across the Air Force, which saved \$933K over new equipment purchases. The CE Team also released Spiral 2 of the Air Force Reserve Training Rodeo to provide more time-efficient training of our Reserve warfighters. Successfully advocated to increase the M4 qualification time from 12 months to 30 months, engineers are allowed more time for AFSC and other readiness training requirements.

The 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). Accomplished include retirements for HC-130P/N in support of HC-130J aircraft conversion at Patrick AFB; SATAF conducted for F-35 beddown at NAS JRB Fort Worth, Texas; execution of direct hire authority for maintainers and conversion of QA sections to AGR; development/execution of C-5 fleet leveling plans with AMC to maximize Aircraft Availability (AA) across the enterprise; initiated Automatic Dependent Surveillance – Broadcast (ADS-B) Out modifications for the C-130H and C-5 fleet in pursuit of the FAA 2020 mandate; continued sourcing of equipment for the stand-up/conversion of the KC-135 at Beale AFB, California, and Niagara ARB, New York, and the C-17 at Pittsburgh ARS, Pennsylvania; and implementation of the required changes driven by the AFRC-wide Enlisted Grade Structure initiative.



U.S. Air Force Reserve Citizen Airman TSgt Tiana Corpuz looks on from a safe distance as Tech. Sgt. Casey Goodaker operates a backhoe to unearth a simulated water-main needing repairs during field training, Sept. 10, 2019 at the Sparta National Guard training area, Sparta, Illinois. The 932nd Civil Engineer Squadron spent two days at the training facility using the space for heavy equipment training, something they are not able to perform at Scott Air Force Base during unit training assemblies. (U.S. Air Force photo by MSgt Christopher Parr)

The Resource Integration Division (A4P) was instrumental in flight-line of the future strategic goals and roadmap by successfully transitioning a mobile application designed to recover time spent with paper documentation, reducing flightline travel, increase in quality and timeliness of documentation while also enhancing command and control. A4P developed the first end-to-end mobile app solution in the AF to document maintenance requirements at the point of maintenance discovery. There was also development and implementation of a new Geographic Information System (GIS) database replication framework to ensure authoritative data is more timely at all nine AFRC host locations, providing a 433 percent increase in data syncs, allowing AFRC near real-time GIS data for enabling improved decision making. A4P also 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 weapons system platforms. Aircraft support included 49 aircraft inductions, 27 engine overhaul inductions, and other major end item repairs for support equipment. There was establishment of an Agile Combat Support execution strategy for the National Guard and Reserve Equipment Appropriation aiming to modernize and improve combat readiness through execution of \$23.3 million in FY19.

The Logistics Readiness Division (A4R) oversaw expenditure of \$8 million in vehicle replacement buys through PPBE and NGREA to keep AFRC's fleet mission ready. A4R led the effort to redistribute 570 support equipment assets, saving

\$8.5 million across 43 installations, in addition to identifying 415 excess assets filling shortages for AFMC, saving \$10 million in procurement costs. MAJCOM Functional Managers provided holistic process reviews, human capital strategies and enterprise modernization initiatives and technologies that resulted in revitalized training and mission execution. Collaborations occurred with HAF/A4LR, AMC/A4, AFIMSC/A4 and NGB/A4 to combine all Air Transportation publications (AFI, AFRCI, AMCI) into one Air Force Instruction, ensuring standardized guidance across all AF units. A4R led ABU/OCP transition; secured \$12.5M/created spend plan/release cycles-converted 50K Airmen to single combat utility uniform; instructed Quality Assurance courses allowing units ability to self-identify and correct deficiencies resulting in a 50percent decrease in IG noted deficiencies from CY18 to CY19; and identified erroneous data provided by contractor submission of a Recommended Equitable Adjustment (REA) that saved the government a total of \$1.8M. A4R performed AFRC-wide full-spectrum readiness enhancement by completing 4 readiness roadshows, providing both review and training for AEF Reporting Tool and Defense Readiness Reporting System/AF-IT, which resulted in increased accuracy in readiness reporting for over 100 units. A4R Functional Area Managers sourced and executed 2,676 deployment taskings, supporting 80 locations across six Combatant Commands.

The Security Forces Division (A4S) advocated for 28 additional full-time positions at tenant locations, to meet the 200 percent increase in weapons qualification requirements. AFRC Defenders increased their presence and training opportunities

U.S. Air Force SSgt Michael Clark, 307th Security Forces Squadron journeyman, guards a B-52 Stratofortress during Exercise Ample Strike 2019 at RAF Fairford, England, Sept. 16, 2019. Clark, a veteran of multiple deployments, used his academic and athletic prowess to earn multiple degrees and a college basketball scholarship before joining the Air Force. (U.S. Air Force photo by MSgt Ted Daigle)



U.S. Air Force Reserve Citizen Airman TSgt Tiana Corpuz looks on from a safe distance as Tech. Sgt. Casey Goodaker operates a backhoe to unearth a simulated water-main needing repairs during field training, Sept. 10, 2019 at the Sparta National Guard training area, Sparta, Illinois. The 932nd Civil Engineer Squadron spent two days at the training facility using the space for heavy equipment training, something they are not able to perform at Scott Air Force Base during unit training assemblies. (U.S. Air Force photo by MSgt Christopher Parr)



by participating in Exercises TRIDENT, NEW HORIZONS, BEYOND THE HORIZONS, MOBILITY GUARDIAN, KEY RESOLVE, VALIANT SHIELD, and DEFENDER CHALLENGE, meeting the intent of the Reconstitute Defender Initiative to ensure lethality and thwart future threats. There was deployment of 96 RAVEN personnel supporting 23 global missions and protecting \$3 billion in AF and USAID assets. A4S researched available plate carrier and combat helmet capabilities to procure \$10.6 Million in Hi-Cut helmet and Plate Carrier kits for 38 SF squadrons and detachments. A4S has postured remaining AFRC BOS installations for defense and counter air capabilities by coordinating with multiple AF and federal agencies to identify critical systems that counter small unmanned aerial system threats.

Directorate of Strategic Plans, Programs and Requirements

Air Force Reserve Command's Requirements Division (HQ AFRC/A5R) executed all but \$147 of the \$105 million of FY17 National Guard and Reserve Equipment Appropriation (NGREA) funds that had been allocated, resulting in a 99.99 percent obligation rate. This is noteworthy considering that funds were not received until August 2017 resulting in just over two years to execute three-year funding. For AFRC's Combat Air Forces, funds were spent to improve targeting systems through Helmet Mounted Integrated Targeting (HMIT) for F-16 and A-10s. Fighter avionics upgrades were pursued through Anti-Jam GPS and 3-D audio upgrades for communications. Funded programs for the F-16 also included defensive system upgrades such as a new Radar Warning Receiver and Missile Warning System, plus

LITENING and All-Weather Targeting Pods. Mobility Air Forces received modernization funds for avionics in the form of Real Time In the Cockpit (RTIC) situational awareness tools and defensive system upgrades through a Radar Warning Receiver for C-130s and Large Aircraft Infrared Counter Measures (LAIRCM) for the KC-135.

Numerous upgrades for the HH-60 Pave Hawk were funded to include Blue Force tracker/Rover and a new Avionics Communication Suite Upgrade (ACSU) for improved Personnel Rescue Situational Awareness. The Guardian Angel community received funds for needed equipment and the 403 WG funded a Weather Officer Station upgrade. The remaining FY17 funding was spent on support equipment such as the Small Comms Package for the Cyber community as well as vehicles and support equipment for Agile Combat Support. At the same time that FY17 funding was being finalized, A5R was executing FY18 and FY19 dollars in order to support AFRC warfighters and make them more survivable and lethal.

The Global Vigilance and Power Division overcame several major obstacles in the past year. With the widespread destruction of Hurricane Michael, which left the 44th Fighter Group (44 FG) without a home, to the soon to be established US Space Force. Hurricane Michael ripped thru the Florida panhandle on 10 October 2018 with its epicenter being Tyndall AFB, which was the home of the 44 FG. The storm was one of only four other hurricanes classified as a Category 5 to make landfall in the US. The destruction was immense and along with severe damage to every structure on the base, displaced all flying operations to include the Air Force and



A C-17 Globemaster III assigned to the 911th Airlift Wing sits on the flightline while maintenance is performed on one of its engines at the Pittsburgh International Airport Air Reserve Station, Pennsylvania, October 21, 2019. The C-17 is capable of rapid strategic delivery of troops and all types of cargo to main operating bases or directly to forward bases in the deployment area. (U.S. Air Force photo by Joshua J. Seybert)

Air Force Reserve F-22 units stationed there. As the combat coded squadrons disbanded and redistributed throughout the CAF, the Fighter Training Unit (FTU) relocated 80 miles down the road to Eglin AFB where the 44 FG were placed in a prolonged state temporary duty in order to help the FTU meet its student production requirements. Once the official decision not to return F-22 operations back to Tyndall AFB was made, the important work of permanently relocating the 300 plus men and women of the 44 FG to Eglin AFB began and will be ongoing through the summer. These professionals have worked tirelessly through personal hardships created by the storm to ensure a critical training mission was successful and Air Force Reserve Command remained committed to finding an enduring mission within the panhandle of Florida.

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, Florida. The FY19 MILCON project consisted of a one bay hangar and the renovation of building 673. Additionally, AFRC/A8W completed two SATAFs for the new 713th Combat Operations Squadron, Detachment 2 supported the 9 AF Joint Task Force.

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, Arizona, 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, Arizona, 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 active-duty RPA Detachment at Hurlburt Field, Florida.

With the creation of the United States Space Force (USSF) and standup of United States Space Command (USSPACECOM), the Air Force Reserve was uncertain of the impact on its space reserve forces. Until Congress signs legislation to create a Space

Force Reserve, Air Force Reserve Command will continue to support the USSF. The 310th Space Wing and 926th Wing have operational and support units that will continue to support the USSF in their classic associations. Also, after a long process of negotiations, AFRC was approved to purchase a Bounty Hunter training system with NGREA funds and the USSF agreed to provide sustainment dollars.

The 311th Special Operations Intelligence Squadron (311 SOIS) was approved in 2019 by VCSAF as the first AFR CA established with 50 percent FTE to satisfy AFSOC and SOCOM requirements. AFSOC is tasked with providing SOF GEOINT Imagery PED (SGIP) operations taskings as the Air Force component to United States Special Operations Command (USSOCOM). The 311 SOIS (AFRC) and 11 SOIS (AFSOC), as co-equal partners, planned, prepared, and executed various missions in support of joint special operations forces and theater special operations commands (TSOCs).

The Global Reach Division accomplished another year of challenging programmatic actions and the execution of major weapon system changes at AFRC locations. Niagara IAP ARS, New York, continued with their conversion from C-130's to KC-135 with an anticipated exit from conversion in April 2020. Pittsburgh IAP ARS conversion from C-130's to C-17 continued to progress well with a few hurdles around delays in hangar construction and the delivery of a flight simulator device. The 916 ARW at Seymour Johnson, North Carolina, saw the departure of 12 KC-135s in preparation for the delivery of 12 KC-46 in the starting in the summer of 2020. The Integrated Wing (I-Wing) concept implemented at 916 ARW was deemed unfeasible and dissolution of the I-Wing began. The strong economy impacted AFRC's ability to hire and contributed to the continued stance as agile in programming resource (personnel/flying hours) to meet achievable execution rates.

The SecAF and CSAF established the Total Force Task Force (TF2) to conduct a comprehensive review of the Total Force (TF) to balance the strengths of each component and develop

strategic options on the appropriate Total Force capabilities mix to meet current and future Air Force requirements. The effort transitioned to the Total Force Continuum (TF-C) to continue the TF2 efforts and refine the analytic tools used to analyze each mission area. Overall, the team is focused on two primary lines of effort: Balance and One Air Force. Balance is tasked to develop strategic Force Mix Options (FMOs) that ensured TF capabilities meet future requirements. One Air Force was tasked to identify legal, policy, operational and organizational changes to enhance the TF integration to include management and oversight of Total Force Associations (TFAs). A8PB serves as the AFRC focal point for all matters pertaining to these actions. During the past year A8PB has spent considerable time planning and coordinating forums/ meetings for AFRC directorates to meet TFC requirements.

A8PE accomplished another successful Program Objective Memorandum (POM) cycle, re-aligning over 900 manpower authorizations to best support critical mission areas, converting over 2000 ARTs to AGRs and offsetting flying hours based on efficiencies. The AFRC top FY21 POM priorities included adequately resourcing medical readiness, increasing A-10 FTU active association manpower, insourcing airfield operations services and supporting NAF/wing inspector general manpower increases. In accordance with the FY18 National Defense Authorization Act, A8PE continued to adjust the ART end strength to address readiness with full time execution. A8PE also made significant headway in the FY21 POM cycle towards developing a programming strategy to program and execute O&M funds. Realigning those funds protected AFR funds from arbitrary reductions based on perceived under-execution and contributed to increased readiness as funds were programmed to correct known readiness issues in line with Air Force strategy.

Directorate of Cyberspace and Technology

The Air Force Reserve Command (AFRC) Communications and Information Directorate completed calendar year 2019 as a component in the AFRC commander's goal to expand AFR cyber depth and integrate technology to meet mission needs. The Air Force Reserve Command continues to focus on the Mobile Citizen Airmen extending connectivity and computing to the edge of the AFRC mission domain and has made huge strides in efforts toward a virtual and mobile environment where government issued devices and personally owned devices securely access data and applications by authenticated users. AFRC implemented zero clients across twelve host bases and headquarters to save IT labor on thick clients, provide quicker recovery from Negligent Disclosure of Classified Information (NDCIs), streamline vulnerability management efforts, reduce costs on user devices, standardize desktop service delivery, and pave the way to allow mobile delivery of services.

Additionally, the AirWatch-Mobile Device Management capabilities provide critical support to the accomplishing the AFRC Operations and Logistics missions. The Operations Electronic Flight Bag (EFB) liberates the aircrew from paper checklist and provides digital content for aircraft operation and airfield usage. The EFB also allows aircrew to utilize Desktop Anywhere for access to email, collaboration and connectivity

to other Air Force digital resources. The Logistics Electronic Tools (Etools) perform the same as the EFB by providing electronic technical manuals to support aircraft sustainment and connectivity to email, collaboration and other Air Force digital resources. These advancements were underpinned by advancements of three key technologies: Common Access Card (CAC) credential conversion to soft-certifications which eliminates the requirement for external CAC readers while providing access to virtualized and mobile apps; Desktop Anywhere integration on the mobile Apple and Android platforms providing the same capabilities an end user would experience on a Windows client device; and Expansion of commercial wireless capabilities, authorizing the use of commercial internet service provided broadband in operations and maintenance facilities couple with 4G LTE cellular wireless through enterprise Navy Spiral 3 contract to cover outdoor connectivity. This mobile connectivity - coupled with the mobile delivery of apps and data - enabled AFRC to transform bases from IT services to cyber operations.

With ServiceNow implementation, the delivery of services was offered via an industry standard portal. Users have a one-stop solution to request services—with automation and standardization behind the scenes to create a cyber-secure environment with repeatable delivery of services and integrated solutions to facilitate economies of scale in service offering capabilities. This integration also overcomes an AF Network (AFNet) limitation in Configuration Management by creating a Configuration Management Data Base (CMDDB) integrating with Incident, Problem and Change Management, with requirements processes to close the loop between current services and future customer needs. The Directorate of Cyberspace and Technology expanded the Air Force Reserve Command's Mission Defense Team (MDT) to an additional host base. By equipping the 301st Fighter Wing at Carswell with an MDT, AFRC is now providing another layer of defense in depth focused on fighter jets, now including the F-35. MDT personnel in the 301st Communications Squadron are using this equipment to provide Defensive Cyber Operations on the NAS Fort Worth JRD, Texas, F-16 and F-35 airframes. Adding this MDT was just another step as we progress toward the AFRC goal of equipping a total of 30 Air Force Reserve MDTs by 2025. The AFRC Share Data Environment (SDE) provides the capability to leverage AFRC data and information as an enterprise asset. The SDE enables collaboration and innovation with its current information model that's comprised of four systems. Through agile development strategies these information models are mapped giving 900 user's analytic artifacts that provide strategic information exchange of authoritative data resulting in increased operational effectiveness. The AFR hosted AF Task Management Tool Cloud host 26,000+ licensed users within 10 TMT hosted tenants consisting of AFRC TMT, USSF TMT, NGB TMT, AFSOC TMT, A1FOA TMT, OSI TMT, AFOTEC TMT, AFGSC TMT, USAFA TMT, and AETC TMT. In the past 12 months, all TMT tenants were consolidated to the TMT 4 suite, allowing AFRC to sundown the TMT 2 suite, and all tenants were then upgraded to the last version, TMT 4.6.8. The AF TMT Cloud hosted at AFRC saves the AF an estimated \$3.6M per annually.

FORCE GENERATION CENTER



The Air Force Reserve Command (AFRC) Force Generation Center (FGC) completed calendar year 2019 as a key component in the AFRC commander's goal to accelerate readiness. The FGC facilitated approximately 3,261 mobilizations in support of Operation ENDURING FREEDOM, Operation FREEDOM'S SENTINEL, Operation INHERENT RESOLVE, and Operation SPARTAN SHIELD were executed. Along with mobilizations, approximately 2,625 served in a volunteer status supporting on-going operations worldwide for over 304,559 man-days, as well as 10,211 reservists supporting day to day operations for over 942,477 man-days.

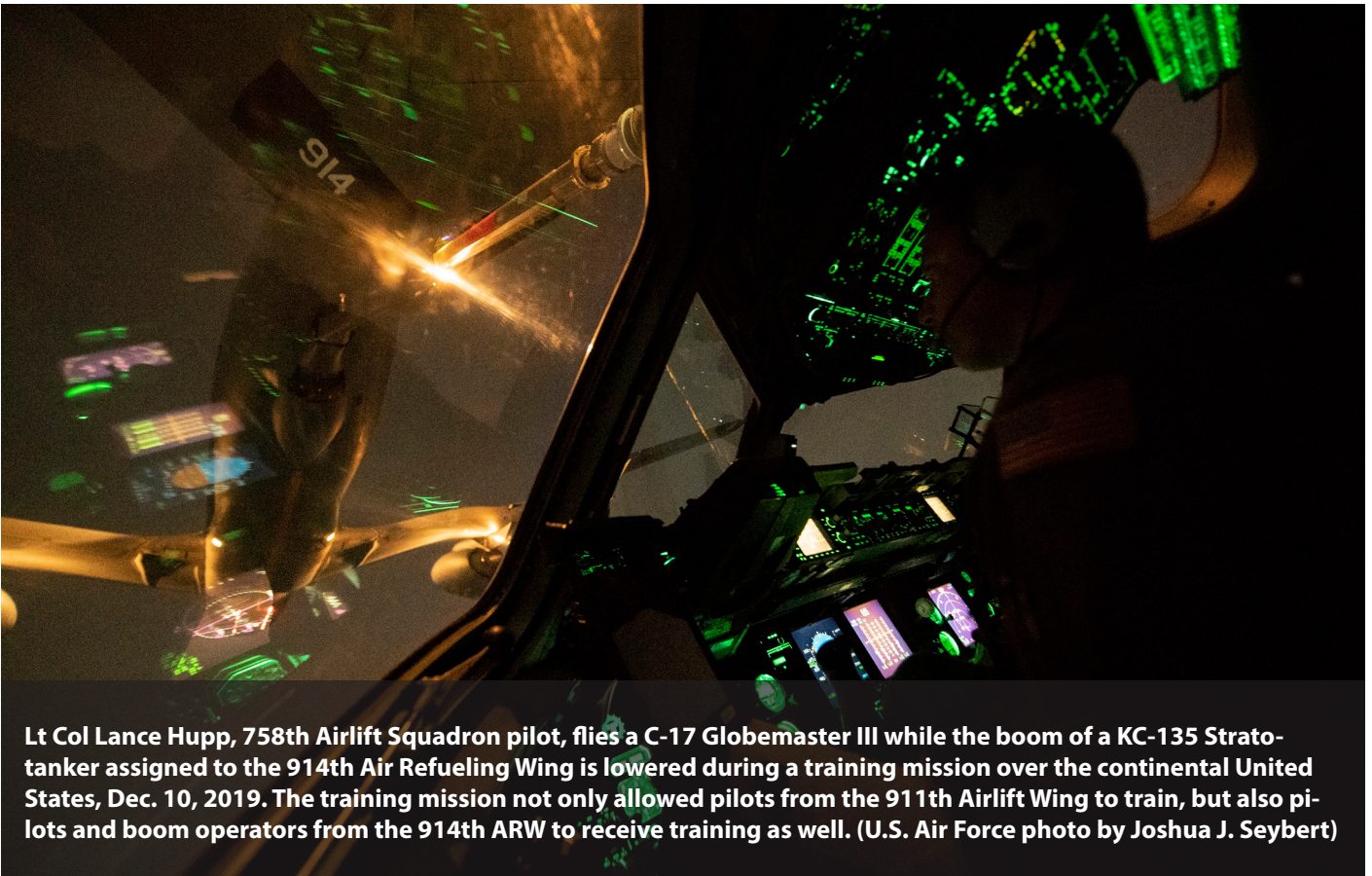
After active 2017 and 2018 hurricane seasons, the Battle Watch executed an annual hurricane exercise in advance of the season. As a result, the Battle Watch was primed and ready, and Hurricane Dorian did not disappoint. After destroying much of Great Abaco and Grand Bahama Islands, Hurricane Dorian threatened the east coast of Florida before turning northward to graze the outer banks of North Carolina before continuing out to the Atlantic. Two Reserve bases (Homestead and Dobbins) were named by AFNORTH as base support installation (BSI) and incident staging base (ISB), respectively. Supporting Dorian was no easy task as it required support from up to 21 AFRC Emergency Preparedness Liaison Officers (EPLOs). The AFRC CAT convened once and an Operational Planning Team (OPT) met four times. Volunteers from 9 units flew missions, ferried crews, and supported relief operations for the 2+ weeks of the storm.

The FGO - Execution Branch conducted four Airlift Allocation Planning Councils at various locations for 2019 missions resulting in 82percent of AFRC Movement Requests supported through the Movement Review Board process. Additionally, AMC continued a previous Request for Volunteers (RFV) from 2018 that eventually covered all of 2019. Overall, C-17 requests were filled throughout the entire year at 100 percent and in some instances, provided additional support beyond what was requested. The Branch also coordinated

voluntary AFRC KC-135/KC-10 support to USAFE Business Effort at RAF Mildenhall throughout 2019, filling 17 of 24 (71percent) requests. Additionally, the branch continued to provide guidance and support for deploying units enabling them to move cargo and people to their deployed location on time. They also expanded the scope of their pre-deployment SVTC to insure all stakeholders (i.e. TRANSCOM, deployed location, TACC, etc.) were included in planning and executing movements.

The FGF - Forces Division continued to refine the agile mobilization process, while coordinating deployment and redeployment efforts of AFRC aviation and Agile Combat Support assets. The FGF managed the deployment of nearly 4,000 Airmen from 40 bases and 430 units. Numerous members from the Division conducted 12 mobilization assistance visits, providing training and education to units prior to and during their mobilization employment periods. Finally, subject matter experts briefed well over 350 key leaders at more than 15 conferences, workshops, and training events, providing mobilization concepts to deployment experts, chiefs, and commanders from MAJCOMs down to the unit level.

Team members of the Security Cooperation and Exercises Division continued to establish and solidify relationships with combatant command staffs and enhance the identification of requirements and match Air Force Reserve assets with the capabilities to fulfill them. Division Airmen facilitated and monitored 78 exercise events that included over 5,000 Reservists, including six general officers and 78 colonels, in 23 CONUS and 22 OCONUS locations. The Division began implementation of deliberate planning process for exercises (DPEX). The process worked to ensure the right Airmen and units are matched to the right training opportunities, at the right time. This was done through a multi-level, validated process that identifies training objectives and units to COCOM and MAJCOM exercises approximately 18-24 months out. Additionally, funding for necessary training is forecasted to ensure resource availability.



Lt Col Lance Hupp, 758th Airlift Squadron pilot, flies a C-17 Globemaster III while the boom of a KC-135 Strato-tanker assigned to the 914th Air Refueling Wing is lowered during a training mission over the continental United States, Dec. 10, 2019. The training mission not only allowed pilots from the 911th Airlift Wing to train, but also pilots and boom operators from the 914th ARW to receive training as well. (U.S. Air Force photo by Joshua J. Seybert)



CMSgt Marshall Martindale, 758th Airlift Squadron loadmaster, inputs data into the flight computer of a C-17 Globemaster III during a pre-flight inspection at the Pittsburgh International Airport Air Reserve Station, Pennsylvania, Dec. 10, 2019. Loadmasters are responsible for the accounting of all equipment, aircrew and passengers loaded onto an aircraft. (U.S. Air Force photo by Joshua J. Seybert)

AIR FORCE RESERVE COMMAND SPECIAL STAFF



Office of Financial Management (FM)

The FY19 Reserve Personnel Appropriation (RPA) budget of \$1.9B was received in November 2018, the first budget received without a Continuous Resolution in 23 years. This allowed FMAR to shift funding strategies to distribute more funding to the Wings, and the command successfully closed out FY19 at 99.5percent obligated, exceeding the record set last FY. In addition, RPA distributed \$5.2M in funding to support continued flight operations after Hurricane Michael hit the Florida panhandle. After a strong end of the previous FY, ART to AGR conversions saw a strong start to the year and finished FY19 with 238 conversions. Enlisted members at select Wings received funding to purchase OCP's during the service uniform transition period, off-setting the increased purchasing cost directed by the Air Force Chief of Staff.

The Reserve O&M Appropriation budget of \$3.2B closed at 98.6percent obligated, leaving \$46M unobligated at the end of September. Approximately \$22M in Weapons Systems Sustainment and Flying Hours dollars remained unobligated due to a late realization of overage. This was the first year that Congress placed such tight constraints and limitations on the funding, therefore it was not as easy to move from one mission set to another. Developed several lessons learned to move into FY20 to ensure the funding is used efficiently and effectively where needed to meet the readiness needs of the command. In 2019, FMAI completed over 120 analyses totaling over \$153.1M, 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, P-Plans, A-Plans, and other special projects. FMAI also completed the 2019 AFRC Economic Impact Statement, showing a \$4.9B economic impact for all AFRC units across the United States.

FMFQ hosted three Reserve Pay Office (RPO) training classes in FY2019. Each class was five days long and was comprised of 10-12 new reserve pay technicians. The class consists of making the technicians aware of their required

"daily taskings" and the required systems they need to perform their job. The technicians are taken step-by-step through the RPO training guide as well as the DMO system training guide. There were so many changes to bonuses starting in FY2019 and FM was behind the power curve because DFAS systems were not capable of making the new payments and the required system changes were not immediate. DFAS had to establish work-around processes in order to make the payments. FMFQ worked relentlessly with DFAS on getting processing guidance established and published to the units for Aviation Bonuses and Medical Pay Bonuses. FMFQ worked with the FM team from USAFE to develop an ARC OCONUS PCS Entitlements matrix. This matrix was designed to assist the Active Duty FM office at USAFE so they could help Reserve members that are PCS'd to USAFE. The PCS entitlements for Reserve members OCONUS are different than those for Regular Air Force members and the Active Duty FM office was not able to help our members when they came into the office seeking assistance. Instead, the Reserve members were required to contact their home unit FM office for any required support. The development of this matrix should help active-duty and Reserve FM offices work together to take care of our Airmen.

The year of 2019 was one of coordination and process improvement for FMFOO. FMFOO created and led DTS 128 insufficient funds rejects working group in an effort to streamline the process for clearing reject notifications for members' authorization and travel vouchers. FMFOO implemented a seven day threshold with the DTS Helpdesk that resulted in the team clearing over 500 rejects; coordinated with DFAS to assist the Recruiting Squadron with submitting documentation to correct expenses improperly charged to the incorrect fiscal year (FY)—possibly preventing an anti-deficiency act (ADA). Successfully coordinated with installation FMers and DFAS to clear over \$15.6M in over committed funds. Aided the DOD's financial improvement and audit readiness (FIAR) initiative by coordinating and reviewing over 20 samples requested by the independent auditor.

Focused to meet mission needs of compliance, AFRC

Quality Assurance Manager (QAM) set out to create a robust Quality Assurance (QA) program by first creating a QA Share Point for the command. Leaning forward beyond AF QA program, QAM developed a tracking tool for deficiencies which allows all wings access. QAM utilized tool to identify teaching points for corrective actions plans and incorporated into monthly QA calls to communicate with the wings on known issues and how to fix them. Currently tracking on 25 financial management deficiencies. Additional objectives for compliance resulted in 1200 audits, MICT Training for all HQ FM employees as well as the command FM QA Managers. Provided Fraud Waste and Abuse training. QAM also developed and provided base level quality assurance training package that included mission and objectives with desktop guide examples.

PBASWeb was upgraded to support incremental funding. Although the upgrade has resulted in several issues with reports, the long-needed capability to more finely control funding authority will provide better fidelity to command staffs to manage requirements. AROWS-R - implemented increased security measures resulting from audit NFRs and continued work on enhanced AROWS-R to consolidate all participation into one system. BRS - implemented changes to support incremental funding. AGR Pay cell - successfully supported the first transition of ARTs to AGRs at HQ. AFIPPS - continued to engage with integrator to ensure AFRC requirements are fully captured. FMXS completed the move to the HQ AFRC Consolidated Mission Complex. As part of the first group to

move, the team completed the move in approximately ten hours versus the planned twenty-four hours. All systems were up and running and ready for staff members on the following Monday.

The FMXS team completed the Authority To Operate (ATO) process on three FM applications (Budget Reporting System, Personnel Budget & Analysis System, and Reserve Travel System). The packages required only minor re-work and Plan of Action & Milestones activities were completed and approved quickly. Army's Financial Management Diamond Sabre Exercise: 15 Jun – 30 June 2019. There were 17 FM reservists participating in the exercise with the Army this past year. They were divided into three teams. In addition to our training, two members attended the Army's Military Pay training and three attended their Disbursing Agent training. Six members joined our Army counterparts to support pay missions in field conditions environment. Teams also worked joint Army/Air Force scenarios/injects. In all, the three teams worked over 300+ injects covering all of the FM Mission Essential Tasks (MET)s; co-hosted Unit Deployment Manager (UDM) & Readiness Reporting Workshop with active duty, 13-15 May 2019. Over 150 Reserve, active-duty and ANG Unit Deployment Managers (UDMs) and those responsible for Readiness Reporting attended this valuable training. Attendees were trained and briefed on their roles and duties as UDMs. They were also provided hands-on training in performing readiness reporting tasks using AEF Reporting Tool (ART) and the DoD Readiness Reporting System (DRRS).



MSgt David Gaffney, 403rd Wing recruiter, explains the Air Reserve Technician application process with SrA And Bradley, 403rd Logistics Readiness Squadron decentralized material support supply technician, at Keesler Air Force Base, Biloxi, Mississippi, Aug. 3, 2019. Gaffney assists service members applying for full time ART positions within the 403rd Wing. (U.S. Air Force photo by TSgt Michael Farrar)



U.S. Air Force Maj Mark M. Seaman, Headquarters Chaplain (HC) of the 916th Air Refueling Wing (ARW) and TSgt Roy M. Tart, NCO in charge of 916 ARW HC Operations, speaks with a group of military veterans at the North Carolina State Veterans Home, Kinston, NC, July 30, 2019. The NC State Veterans Home holds a monthly Vet Chat on-site. (U.S. Air Force photo by SSgt Mary McKnight)

Office of the Command Chaplain (HC)

The AFRC Chaplain Corps (AFRC/HC) provided spiritual care for all Airmen and their families as they exercised their constitutional right to the free exercise of religion. Support to Traditional Reserve (TR) missions included 2,122 days of Reserve Personnel Appropriation (RPA) tours at 24 locations. TR Chaplain Corps teams reported a total of 3,075 counseling cases, 584 Faith Group events, and 120 Community Care events. In an effort to expand TR Chaplain Corps capacity, ten additional religious affairs AGR positions were added at each stand-alone Reserve host base location to enable a full-time Chaplain Corps presence.

In FY19, there were 77 accession gains (24 chaplain candidates, 53 chaplains). The Chaplain Candidate Program increased to 103. Support to active duty missions continued with a total of 164 personnel serving on Military Personnel Appropriation (MPA) tours around the globe at 61 active duty wings, 8 MAJCOM staffs, Headquarters Air Force Chief of Chaplain's Office, and Combatant Commands for a total of 26,000 days. This led to a total of 71 man-years, augmenting 17percent of Active Duty manpower. Task Force True North (TFTN) continues as True North (TN) with 12 chaplains and 8 religious affairs airmen currently serving extended MPA tours at 12 active duty locations.

In FY19, over 640 chaplains and religious affairs airmen impacted Airmen across the Total Force including those at deployed locations. In order to meet current and emerging

requirements, Chaplain Corps readiness became even more pronounced. Readiness support included participation in two Innovative Readiness Training (IRT) medical exercises, two PACAF exercises 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.

Office of Information Protection (IP)

HQ AFRC/IP embraced the risk-based decision making process model to verify program effectiveness at the units by validating IP support for 32 AFRC tenant units, conducting 5 virtual assessments, conducting 4 on-site inspections, conducting 1 staff assistance visit, and participating with 2 ATPF assessments. On-site visits gave occasion to assess classified storage, local security policies, and training for classified accesses and networks. The Information Security Program coordinated with SAF/IA to finalize and update security plans to support the Military Foreign Exchange Program, provided insight to AFRC/A1 to produce the CSS Process Oriented Description ensuring security assistant requirements were properly captured, assisted during the AFRC/A6 Rapid Improvement Event which developed a CMI for how the HQ staff responds to CMIs and spillages. The Personnel Security Program executed innovations with a modernized national background investigation platform called Trusted Workforce 2.0 to reduce the background investigation inventory and further improve efficiencies related to security

readiness. Reserve command backlog's returned to status quo prior to the 2015. HQ AFRC/IPP provided training and guidance to successfully implement the evolving DoD and Air Force PSP policies. HQ AFRC/IPP, worked closely with AFRC Recruiting Services to streamline their background investigation processes to reduce readiness shortfalls for new accessions through basic/tech school training and at the unit. HQ AFRC/IP championed reserve component characteristics and peculiarities when reviewing and commenting on numerous Executive, DoD, and Air Force publications, policies, and agreements. In an effort to build relationships with the sister MAJCOMs, AFRC worked jointly with the Air National Guard to host an IP workshop with participants from the across the Air Force.

Public Affairs (PA)

Throughout 2019, AFRC/PA led the command's efforts to publicize and socialize the Chief of the Air Force Reserve's strategic priorities: prioritize strategic depth and accelerate readiness, develop resilient leaders, and reform the organization. The office invited and escorted media outlets and local government officials to the command's consolidated complex grand opening ceremony as the first phase of the new AFRC headquarters opened for business. AFRC/PA provided in-person public affairs training to 75 commanders and command chiefs from Reserve units across the country. PA published six editions of Citizen Airman Magazine. Each edition has an estimated reach of 150,000 people. The office made significant strides in

its social media program as the first-ever AFRC commander and command chief master sergeant Facebook Town Hall question-and-answer sessions was held. The event had more than 25,000 views. The Twitter, YouTube, Instagram and Facebook accounts for the command continued to grow, with more than 20,000 likes on Facebook and more than 25,000 followers on Twitter.

AFRC/PA was one of the first PA offices in the Air Force to start an Air Force Connect App for the command. The staff was instrumental in training users throughout the country and developing wing and headquarters pages for the entire command. AFRC/PA utilized media analysis tools to evaluate the impact of public affairs efforts on international, national, regional and local news coverage. The office kicked off its Share Your Truth campaign, encouraging Reservists from around the country to share their stories of resilience via video, and extended the Air Force Chief of staff's Resiliency Tactical Pause program by three months to ensure full Reserve participation and integration. AFRC/PA defined three key elements of the AFRC commander's "develop resilient leaders" priority – individual, professional and family. These elements are integral to communicating through all mediums these resources, tools and commander intent.

The PA office led Air Force Reserve integration into the US Space Force by working public affairs guidance, questions and answers, and talking points leading up to the official announcement of the new service in late 2019. AFRC/PA managed FM budget crisis communications across the command



SSgt Bryan Hoover, broadcast journalist with the 171st Air Refueling Wing Public Affairs Office, films a video production at 171st ARW, a Pennsylvania Air National Guard Station near Pittsburgh, Pa., March 19, 2019. The video production highlighted the PA ANG's 'Who's Your One' campaign designed to help recruit new members into the PA ANG. (U.S. Air Force photo by Joshua J. Seybert)

to manage expectations and adapt to cancellations and delays in events such as exercises and professional development. The office supported key leader engagement through defense industry media outlets and various conventions throughout the year. It also supported operations with a communication plan and public affairs guidance for the 44th Fighter Group move from Tyndall AFB, Florida, to Eglin AFB, Florida, after Hurricane Michael destroyed all infrastructure at Tyndall AFB.

The PA office led the AFRC Strategic Communication Council to produce several plans, including the 2019 and 2020 AFR Strategic Communication Plan, Key Spouse Communication Plan and the Enlisted Grade Review Communication Plan. The office created responses to query and holding statements for more than 50 media engagements for high profile cases involving Reserve Citizen Airmen across the command. PA specialists worked with "Military Talk" authors James Patterson and Matt Eversmann to arrange interviews with six Reservists for the book, which is scheduled to be published in late 2020. PA extensively used Vector, an Air Force leadership communication tool, to highlight AFR senior leader engagements to OSD and SAF officials. AFRC/PA provided a founding member of the Air Force Reserve Future Force Framework (AF3) working group to help the group develop a template of what the command should look like in 15 years. The office also highlighted AF3 efforts in a pair of feature stories.

PA selected subjects and produced the 2019 Profiles in

Leadership product, which highlighted heroes across AFRC and was on display inside the Pentagon. AFRC/PA's video and graphics shops supported all of the office's communication efforts with eye-catching graphics and informative videos. The studio produced numerous videos in 2019, including the chaplain's religious support team resilience message, the resilience tactical pause video, TSgt. David Dilley's Share Your Truth video, High Ground, the Professional Development Center leadership resilience video, the AF3 explanation video, the senior leader video honoring veterans, and the holiday greetings video, to name a few. In addition, the PA directorate won multiple awards including PA SNCO of the year and AFRC HQ Civilian of the year.

Directorate of Contracting (PK)

The AFRC Contracting Directorate consisted of two divisions at the Headquarters and 10 Contracting Flights (CONFs) at the Wings. There were multiple acquisition systems that were replaced throughout the AF Acquisition community throughout FY19. All CONFs as well as HQ AFRC PK were migrated over to a new contract writing system as well as the Clause Logic Service program. Although the new systems provided PK personnel numerous challenges, the command finished FY19 having awarded \$220.5M in supplies, services and construction projects with \$122M being awarded by the HQ PKA Division. The Government Purchase Card program

AIR FORCE RESERVE COMMAND

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Share your truth: It will be okay

By Ms. Natalie Stanley, 926th Wing Public Affairs / Published November 05, 2019

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Master Sgt. Randi Ross, 926th Wing yellow ribbon program coordinator. (U.S. Air Force photo by Natalie Stanley)

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NELLIS AIR FORCE BASE, Nev. -- "I'm going to die."

This was the thought that played on repeat in the mind of Master Sgt. Randi Ross, 926th Wing yellow ribbon program coordinator, as she sat on the phone with her doctor days before Christmas in 2016. She listened in disbelief as her doctor told her she had ductal carcinoma in situ.



U.S. Air Force Gen Maryanne Miller, commander of Air Mobility Command, her staff and members of the 916th Air Refueling Wing (ARW) stop for a group photo on Seymour Johnson Air Force Base, North Carolina, Sept. 10. Miller was briefed on a hangar being constructed for the KC-46A Pegasus during her visit with the 916 ARW. (U.S. Air Force photo by SSgt. Mary McKnight)

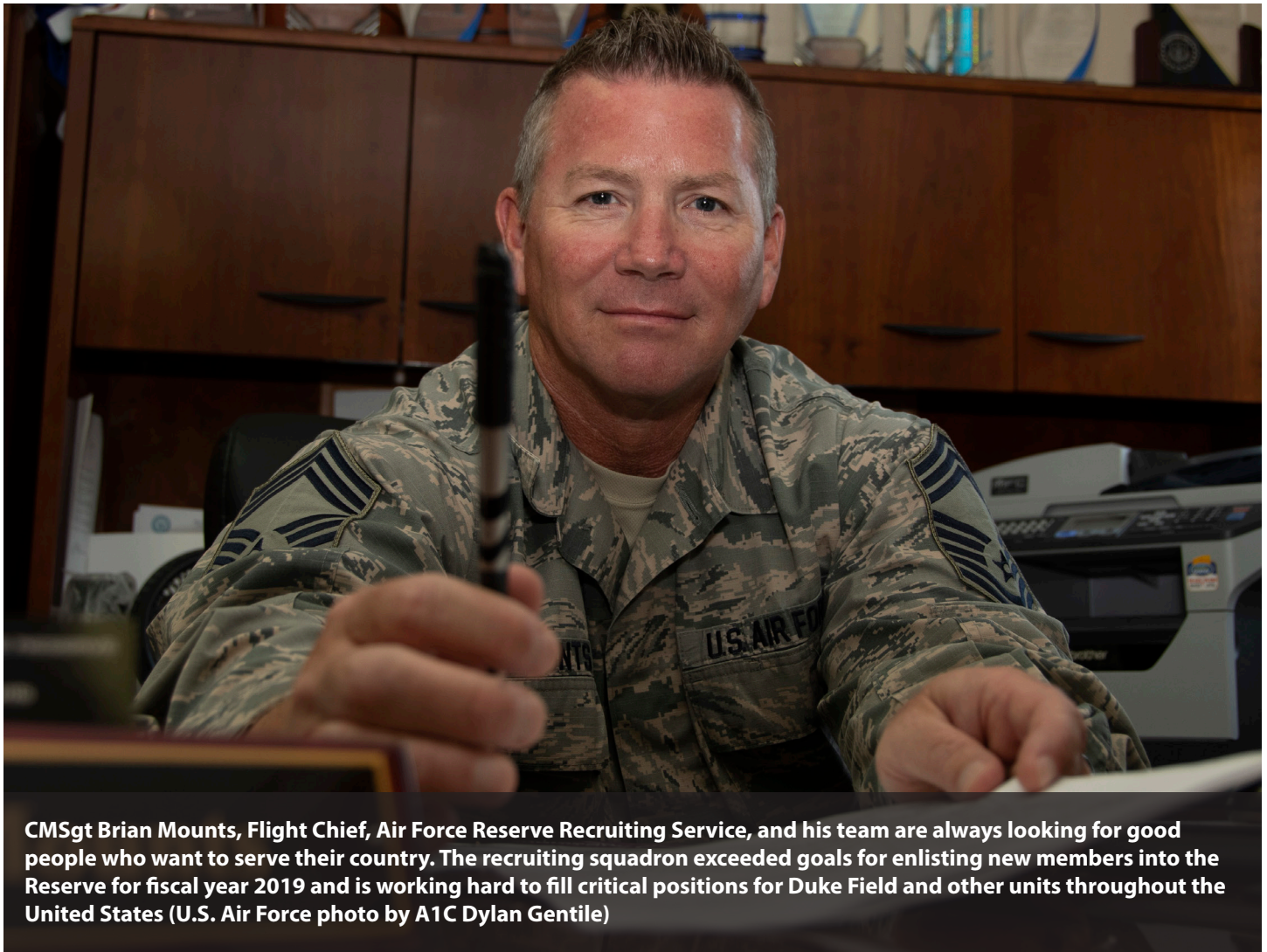
oversaw \$33.5M in purchases and earned \$597.5K in rebates.

PK's Acquisition Management Division of 6 Procuring Contracting Officers (PCOs) finished FY19 having awarded 152 contract actions. After a robust market research and requirement definition period, there was an award of a command wide Command Post console refresh project to replace unsustainable legacy upgrades with state of the art systems, increasing open architecture and system integration among connecting agencies for critical communications. Additionally, PKA drove AFRC's largest Industry Day in 20 years for Base Operation Services (BOS) to completely update how business is conducted. This effort brought over 100 small disabled veteran owned businesses to participate. The event returned robust industry feedback as with transition towards commercial standards and contract practices. Through this partnership with industry, PKA gathered enough data to complete the acquisition planning and get AFRC's BOS roadmap in place for the next four reserve bases in 2020.

PK's Operations Management Division consists of 3 Procurement Analysts, 4 Program Managers, 1 Quality Assurance Program Coordinator and 2 Contracting Data Systems personnel. The division monitored and provided acquisition strategy relating to AFRC Senior Leader Performance Expectations for Small Business (SB) and Competition. The AFRC SB Performance Expectations was set by SAF/SB at 69.53percent for FY19. The command exceeded the expectations by awarding 70.16percent of SB eligible dollars to SBs. The command's FY19 competition goal was set by SAF/AQ at 77.2percent in which a competition rate of 74.5percent was achieved. Though barely missed

meeting the AFRC goal, the AF was enabled to not only meet but exceed the goal of 42.5percent. PKO processed 59 clearance review actions totaling approximately \$284.5M, utilizing more than 289 man hours and provided countless hours of business advice to both contracting workforce and the requirements personnel. The Quality Assurance Program Coordinator (QAPC) manages the Quality Assurance Program throughout the command. The QAPC conducts systematic reviews of services contract to ensure the mandatory Surveillance & Performance Monitoring tool compliance but also that Contracting Officers Representatives (CORs), COR Supervisors, and PCOs understand their responsibilities for quality assurance contract surveillance. The QAPC provided, at a minimum, quarterly training sessions, including COR, COR Management and CORT Tool Workshop.

The 439 CONF finally was successful in awarding their repair taxiway G project after four years. Once this project is complete, it will give Westover ARB a fully functional taxiway. The 94 CONF out of Dobbins ARB was responsible for spending and managing AFRC's Tuition Assistance program in excess of \$12M which allows reservists to continue their education. The 482 CONF out of Homestead ARB performed contract administration for the testing of the \$8M Remote Control Tower project that tests remote technology. The 482 CONF also played host to the NORTHCOM contracting team during Hurricane Dorian relief efforts. Finally, the 934th out of Minnesota ARB partnered with the Minnesota Procurement and Technical Assistance Center in an Industry Day that resulted in an attendance of over 70 people from over 40 small businesses.



CMSgt Brian Mounts, Flight Chief, Air Force Reserve Recruiting Service, and his team are always looking for good people who want to serve their country. The recruiting squadron exceeded goals for enlisting new members into the Reserve for fiscal year 2019 and is working hard to fill critical positions for Duke Field and other units throughout the United States (U.S. Air Force photo by A1C Dylan Gentile)

Recruiting Service (RS)

During Fiscal Year 2019, the Recruiting Service worked to build and maintain the strength of the Air Force Reserve. To facilitate the effort, which was DoD-wide, the Air Force developed the concept of Total Force Recruiting which created unified strategies across the components and accession paths (Regular Air Force, Air National Guard, Air Force Reserve, Civilian Service, Air Force Reserve Officer Training Corps [ROTC], and United States Air Force Academy) to the greatest extent practical. There were far more effects of recruitment to the United States Air Force with the knowledge that there were different ways to serve—full or part-time, in or out of uniform. A key element in the effort was to develop unified recruiting strategies and to ensure effective lead sharing across components and accession paths. Just as in 1967 when the AF Reserve formed the very first association with the Military Airlift Command, which led to crews flying C-141 Starlifters into Vietnam, RS and Active-duty recruiters worked together to generate, cultivate, and share leads—those either serving (Prior Service) or desiring to serve (Non-Prior Service) in the AF.

The Air Force Reserve Command took lead on organizational transformation and embedded 14 full-time reservists into Air Force Recruiting Service at Randolph AFB,

Texas. Led by reservist Colonel Tom Butler and Chief Michael Johnson, their team of execution change agents stood-up the Integration Cell—the execution arm bringing together people, processes, and infrastructure to lead the strategy enablers for this transition across three lines of effort: Inspire, Engage, Recruit. In 2019, AFRC played a major role in the following efforts: First Total Force Recruiting Schoolhouse graduation, which included students from all three components as previously, components sent their recruiters to three separate training programs at the Schoolhouse. AFRC appointed a full-time Reserve General Officer, Brigadier General Derin Durham as Deputy Commander to AFRC/CC. A classic association for a 4th Recruiting Group, 367 RCG under AFRC (previously under Air Force Reserve) was formed making it the seventy-eighth association between the two components. Lastly, the Reserve was instrumental in providing capability to the first-ever accessions medical waiver division providing single waiver authority across the enterprise for non-prior service.

HQ AFRC/SGN (Nursing Services Division)

The Air Force Reserve Command mirrored the active-duty by implementing TCCC for all 2,977 4N's. AFRC/SGN estimated the action cost AFMS approximately \$1.3 million. In

January 2020, AFRC/SG secured \$100,000 of that request for certification, travel, supplies and equipment. Regarding Force Development (FD), AFRC/SG reviewed and approved 127 nursing accession packages. A total of 71 nurses accessed for Flight Nurse AFSC, which increased the critical skill set by seven percent overall. The Air Force Reserve Command Nurse conducted the 2019 Development Team for the Nurse Corps at Buckley AFB, Colorado, in July 2019. There were 497 nurses vectored during the meeting. The Key Personnel List (KPL) and the Chief Nurse Candidate list, which contained the corps high potential officers, was completed and made available for commanders and hiring officials. AFRC/SGN hosted 1 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. The course was offered to all Reserve Medical Units and 35 CNs and 23 FMs attended. SGN continued a hands on approach to fill all available seats in the Nursing Service Management course (NSM), which increased to four courses annually. Flight and Operational Medical Technician (FOMT) courses had 100 percent seats filled even with miscommunication and last minute cancelations. Early communication with attending units was initiated and a standby list was created containing members available for last minute fills. Both courses have increased attendance and maintained filled seats at 86 percent to 100 percent.

Surgeon General Office (SG)

SGO's primary mission was the medical readiness of the entirety of the AFRC force, which covered a vast portfolio and number of programs. SGOM launched reform initiatives with AF/SG to better outline and provide coverage by ADMTF to the Occupational Health Program. SGOM also devised and released extensive Actionable IMR reports for NAF and Wing/CC. SGOZ Case Management, in the beginning of 2019 the SG level case backlog was eradicated from 2,500 in late 2018 to zero in early 2029. The median average case processing time was also reduced dramatically from approximately 150 days to, at times throughout 2019, less than 10.

The mission of the Drug Demand Reduction Program (DDRP) was to enhance mission readiness and foster a drug-free environment through a comprehensive program of education, prevention, deterrence, and community outreach. Following a study, which concluded in 2018, it was determined that there is no gain in prevention or deterrence of illicit drug use with increased testing and an exception to policy concerning the DoD drug testing rate was prepared and submitted to SAF/MR. Despite education and prevention activities, the marijuana positive rate increased 52percent from the previous year, accentuating the challenges presented by states decriminalizing the drug. Participation in efforts to improve collection supplies and increasing unit visits and training events produced a reduction of rejected specimens by 83 percent.



Maj Paul Blycheck, 911th Aeromedical Evacuation Squadron flight nurse, teaches Capt Ashley Stough, 911th AES flight nurse, Airman Isabella Hixson, 911th Aeromedical Staging Squadron medical technician, and Lt Col Jessica Brantner, 911th AES flight nurse, how to clear an obstructed airway on a patient at Fort Indiantown Gap, Pennsylvania June 19, 2019. The training was in preparation for a possible scenario the next day with mechanical mannequins. (U.S. Air Force photo by SrA Grace Thomson)

YEAR IN REVIEW/2019

In an effort to provide better responsiveness to Air Force Medical Service (AFMS) organizations regarding medical Individual Mobilization Augmentee (IMA) requirements, HQ AFRC/SG implemented a continuous medical IMA Program Review (IPR) process effective Feb 2019. This new approach occurs continuously throughout the year replacing the existing medical IPR which occurs once a year. Prior to SG's overhaul of the program, chronically vacant positions remained unfilled and organizations experienced extensive wait times for manpower changes to occur. Since implementation of the new continuous process, AFRC/SG provided greater support of active duty organizations across the AFMS and has reduced the number of chronically vacant positions down to zero on multiple occasions. SG improved the ability to capture talent from personnel leaving active-duty or Guard positions into the Reserve.

Citizen Airmen continued to provide medical care in support of military and humanitarian operations across the globe. In 2019, 135 medical personnel deployed to four different locations in support of OPERATION SPARTAN SHIELD, Operation FREEDOM'S SENTINEL and Operation INHERENT RESOLVE. Additionally, IMMEDIATE RESPONSE 2019 (IR19) was a multinational exercise, co-led by US Army Europe, Croatian Armed Forces and Slovenian Armed Forces, taking place in various locations across Croatia, Hungary and Slovenia. Highlights include airborne jumps, air assaults, convoy operations, medical training and the establishment and integration of a multi-national battalion with forces from several nations.

During the period of 8-24 May 2019, 41 participants from the 301 Medical Squadron (MDS) and 433 Medical Group (MDG) participated in IR19 in Maribor, Slovenia. The mission involved C-17 airlift between two Air Reserve Bases to deploy, employ and redeploy all participants and equipment safely; in addition to obtaining full mission capability of an Expeditionary Medical Support-Health Response Team (EMEDS-HRT) facility. The capstone of this event was to exercise a ROLE-2 mass casualty care for 75 patients to test EMEDS HRT capabilities and demonstrate interoperability of ROLE-1 support with Slovenian counterparts during real world care of 50 high altitude low opening paratrooper airdrop operations.

Airmen are giving back to communities and changing the lives for many Americans on the home front. In 2019, 262 Reserve medics participated in seven Innovative Readiness Training (IRT) projects: Healthy Cortland, Healthy Tioga, Cola Country Healthy Care, East Central Georgia, Appalachian Care, Tri-State Medical and Ola de Sanadora. Reserve assets deployed domestically to address some of the region's most urgent healthcare needs. In total, the IRTs provided a platform so that care to 24,228 medically underserved residents requiring medical, dental, and optical care at no cost to the community. This was a cost savings of \$16M back to the local community.

All IRTs present opportunities to train and flex leadership skills while perfecting one's military specialty. Service members from all services must maintain a constant state of readiness and, in return, their training can benefit various communities. In 2019, Vice President Pence, along with Secretary Alex Azar, US

Department of Health and Human Services, Congressman Hal Rogers, and Governor Matt Bevin introduced Operation Coal Country IRT and was a pleasant surprise for those supported this effort. PATRIOT WARRIOR was the Air Force Reserve Command's premier field training exercise (FTX) providing Airmen with the opportunity to train with multi-service and international partners. Ground medical personnel sharpened their wartime skills while participating in this two-week FTX held at Fort McCoy, Wisconsin. During this period, thirty-six Airmen and six foreign nationals staffed a fifty patient bed En-Route Patient Staging System (ERPSS) and exercised their ability to support patient flows from Army Combat Support Hospitals and a Navy Expeditionary Medical Facility. The ERPSS provides a vital role in the patient reception, staging, while providing a deployed medical operation center so combat medics can ensure patients are medically and administratively prepared for swift aeromedical evacuation.

A Reserve Citizen Airman with the 445th Aeromedical Evacuation Squadron reaches up to connect cargo straps aboard a Youngstown Air Reserve Station C-130H Hercules aircraft on July 10, 2019, on the flightline at Wright-Patterson Air Force Base. Upon landing, personnel from the 445th AES immediately started loading the aircraft with the equipment necessary to conduct the aeromedical evacuation exercise. (U.S. Air Force photo/SrA Christina Russo)





1st Lt Nolan S. Lynn, 732nd Airlift Squadron pilot with the 514th Air Mobility Wing, Joint Base McGuire-Dix-Lakehurst, N.J., flies a C-17 Globemaster III with members from the 732nd AS and 514th Aeromedical Evacuation Squadron back to JBMDL after returning participants in Patriot Warrior 2019 to their home bases, August 24, 2019. Members of the 732nd AS and 514th AES cooperated with various squadrons across the U.S. Air Force Reserve including the 934th Logistics Readiness Squadron, the 439th AES, and the 914th AES, as well as the United Kingdom's Royal Air Force. Patriot Warrior is the Air Force Reserve Command's premier exercise, providing an opportunity for Reserve Citizen Airmen to train with joint and international partners in airlift, aeromedical evacuation and mobility support (U.S. Air Force Photo by SrA Ruben Rios).



U.S. Air Force TSgt Oscar Giron, crew chief with the 714th Aircraft Maintenance Squadron, 514th Air Mobility Wing, Joint Base McGuire-Dix-Lakehurst, N.J., poses for a portrait at Naval Air Station Cecil Field, Fla., Nov. 12, 2019, during Checkered Flag. The 514th is an Air Force Reserve Command Unit located at Joint Base McGuire-Dix-Lakehurst, N.J. (U.S. Air Force photo by TSgt Michael K. Hong)

FOURTH AIR FORCE



***STRATEGIC
REACH***

315th Airlift Wing

The 315 Airlift Wing (315 AW), Joint Base Charleston, South Carolina, executed its mission and provided and delivered global combat-ready C-17 airlift, expeditionary support, and aeromedical evacuation anytime, anywhere. The 315 AW executed 7,549 flying hours on 1,638 sorties, delivering over 10,867 passengers and 19,539 tons of critical cargo. The wing continued to play a vital role in major contingencies and humanitarian relief efforts, deploying 86 members in support

of Operations FREEDOM SENTINEL and INHERENT RESOLVE, hurricane relief, humanitarian missions, and exercises. A five member security forces team deployed to Tyndall Air Force Base, Florida following Hurricane Michael to safeguard revitalization and recovery efforts. Members participated in 12 counter drug missions and 11 humanitarian missions worldwide. One notable delivery included a shipment of 49,580 pounds of rice and 12,100 pounds of medical equipment for the citizens of Venezuela, 1.5 miles from the Venezuelan border.



A group of Reservists from the 315th Airlift Wing from Joint Base Charleston delivered humanitarian aid Friday, Feb. 22, 2019, which will benefit the people of Venezuela. The C-17 Globemaster III touched down in Cucuta, just a mile and a half from the Venezuelan border and was met by Colombian President Ivan Duquemarquez and Vice President Marta Lucia-Ramirez. (U.S. Air Force Photo by Maj Wayne Capps)

The 315 Operations Group (315 OG) won the 2019 Aircrew Excellence Award for its support of the movement of a Coast Guard HH-65 from Panama to the island of Curacao. On June 1, 2019, REACH 111 departed Panama. Once in the air, the aircraft gave an indication that the #3 engine showed a fault. The crew immediately began checklists to learn more. Three minutes later, the right manifold failed, indicating a problem with the jet system's heating, cooling, and anti-ice system. The crew declared an emergency with air traffic control and requested to divert back to Panama. The scanners reported a vapor coming off the right wing, and the flight crew correctly diagnosed a #3 hydraulic quantity leak in progress. Next, the crew shut down the #3 hydraulic system without losing the full amount of hydraulic fluid. The crew suspected a wing/pylon fire and used an auxiliary hydraulic pump located away from the location of the fire to lower the landing gear successfully and expeditiously. Members of the 315 Maintenance Group (315 MXG) dispatched a Maintenance Repair Team (MRT), consisting of 11 members and one team lead, to Panama to repair and recover the C-17A. The MRT completed the repairs in 60 hours, costing over 110,000 dollars. Collectively, participants displayed exceptional professionalism to ensure the safety of everyone on board and success of the mission.

From April 23 through September 3, 2019, 10 members of the 315 Security Forces Squadron (315 SFS) deployed to Guyana, South America, to conduct joint foreign humanitarian assistance in support of AFSOUTH's NEW HORIZON Exercise. The 315 SFS shared information with the Guyana Defense Forces on training, policing techniques, and tactics, while the senior team leader led 37 defenders in anti-terrorism, base defense, and force protection for 606 personnel and 4 humanitarian civic assistance medical teams at 15 medical sites.

The 315 MXG underwent an extensive introspection based upon both Climate Assessment Survey results and reduced manning throughout the unit. The 315 MXG Organization of the Future resulted, designed to meet the needs of AFRC and its members. A combined approach consisted of a new organizational structure, position movements, and adjustments to Memorandums of Agreement (MOAs), aimed to improve key areas while increasing productivity, efficiency, and morale. With the advent of the Organization of the Future, the 315 MXG supported sister units such as Pittsburgh ARB (AFRC) and Charlotte AFB (ANG), among others, with their transition to C-17 aircraft.

433rd Airlift Wing

The 433rd Aeromedical Evacuation Squadron (433 AESO) has seen a lot of changes over the last year. We have seen our manning drastically increase on the traditional side and decrease on the ART side. We had the opportunity to support several AFRC exercises as well as sending 20 members down range to support two different operations.

Due to medical reasons, retirements, deployment and AGR, the 433 AES fulltime ART staff was reduced from 7 members to 3 members for a 5 month period. We made it happen and utilized those three members to support

and train over 200 personnel. On a positive note, the 433 AES successfully hired 13 new nurses increasing our flight capabilities by 40 percent. Due to funding concerns we had a huge impact to our Break-In-Training (BIT) students. Several members were impacted and because of that elected to go IRR or cross-training into a different AFSC.

In 2019 the 433 AES deployed 20 members downrange to three different locations helping support OPERATION INHERENT RESOLVE and OPERATION FREEDOM SENTIAL. AES members executed 28 missions, 65 SORTS, evacuated 3 URGENT patients and 250 routine patients. We supported 3 AFRC exercises, sending 25 members in support of (Patriot Warrior East and West, Alamo Alpha and Air X-Hurricane Relief out of Galveston Texas.

The 433 AES is one of three AFRC squadrons that obtained SIM certification from AMC & SG. By being able to utilize our SIM Lab to interface for ground and flying events per the AFMAN 11-2AE Vol 1, we can bolster our training for new flyers and to mitigate non mission ready status when entering a new semi-annual period. From July-Jan 2019, the SIM lab was able to keep our NMR (non-mission ready) down to just 15 percent as a whole squadron.

During Calendar Year 2019, the 433 CRF participated in five joint/AFRC exercises executing over 204 missions, transporting 2,713 passengers, and 1.4K short tons of cargo. The 433 CRF is a diverse unit with only 19 members assigned in nine different AFSCs. The Communications Team was the wing lead for training newly assigned members in different units, leading to savings of \$80K in TDY costs per year. The 433 CRF took the lead for planning and executing Exercise PATRIOT HOOK 2019 overseeing three FOBs, two aircraft, seven units, and 320 participants. The hard work and dedication was paid off with a coin for "Outstanding Performer" by the 4th AF Commander. Several members also participated in Exercise SWIFT RESPONSE located at Ramstein Air Base, Germany. SWIFT RESPONSE is one of the premier military crisis response training events for multinational airborne forces in the world. The exercise included 5,600 participants from 8 allied nations that were located in Bulgaria, Croatia, and Romania with a staging base in Germany.

The 433 CRF also manages an Affiliation Program which trains DoD affiliates in Texas and Louisiana on Equipment Preparation and Load Planning. The program is intended to enhance self-sufficiency for rapid deployable units for real world incidents. The affiliation manager taught 50 students in 2019 and completed two Staff Assistant Visits to help with test loading of outsized cargo.

During the period of January 2019 thru December 2019, the 433rd Medical Group completed more than 200 assignment limitation code waivers with an eighty percent return to duty rate. They serviced more than four thousand wing members and were lauded by Air Force Reserve Command Surgeon General. Additionally, group operations culminated in the completion of a military contract valuing 8.6 million dollars resulting in the orchestrating and relocation of 3 medical squadrons into one 36.5 thousand square foot facility. Synchronization of all 3 medical squadrons resulted



A C-17 Globemaster III, assigned to Wright-Patterson Air Force Base, Ohio, lands during exercise Patriot Hook 2019, April 11, 2019, at Vandenberg Air Force Base, Calif. The 5-day exercise provided realistic mission training for Air Force Reserve Command members and other United States Air Force aircrew. (U.S. Air Force photo by A1C Aubree Milks)

new leadership. Specifically adapting to a new Squadron Commander and DO, new Ops Group and Wing leadership, all in the same year. Budget cuts and a slow/stagnant civilian hiring process has brought forth the largest challenges towards adapting towards modernization.

Our Tactics Officer Chaired 2019 Combat Planning Council C-5M Working Group, and Chaired the 2019 Air Reserve Command Weapons and Tactics Conference representing AFRC C-5M tactics and modernization programs. 433OSS Tactics secured funding for the modernized employment of current and future electronic flight bags (EFBs). Tactics enabled Fore Flight usage for all 433AW aircrew members. The 433OSS/OST – training shop implemented the largest aircrew training overhaul in over 2 decades. Due to the revamping of Air Force Published guidance (AFIs), the 433OSS had to work with all units to restructure and modernize our aircrew and readiness training processes.

Current Operations facilitated and scheduled more than 2300 flight hours completing 27 AMC missions, moving over 2400 stons of cargo, and 3000 passengers. Within those 2300 flight hours a record breaking 222 aircrew members graduated the school house, to include 104 pilots, 48 flight engineers, and 70 loadmasters. Often overlooked, 455 ground static aircraft were generated from our limited fleet to facilitate ground training and other Wing programs. The 433OSS provided aircrew training to over 400 aircrew members across AMC and AFRC!

In 2019, personnel assigned to the 26th Aerial Port Squadron directed Air Force Central's busiest logistics hub and

moved 105K short-tons of cargo, 75,500 passengers, and 5,000 missions. Oversaw Combined Joint Task Force Horn of Africa emergency fuel support by sending 30 DF2 fuel blivets.

Members of the unit also participated in several exercises, including PATRIOT HOOK where they transported 324 passengers, moved 478.3 short tons of cargo, and supported 32 aircraft. During PATRIOT SANDS, which took place at Patrick AFB, Florida, and Tyndall AFB, Florida, members trained with Other Government Agencies aircraft, moving 75 passengers and 2,424 cargo short tons. They also participated in PATRIOT WARRIOR at both Dobbins ARB, Georgia, and Volk Field, Wisconsin where they supported 165 aircraft, moved 816 passengers, and over 1 short-tons.

Members of the 26 APS took part in Operation DELIBERATERESOLVE retrograde operations. Overall, they managed the movement 2,000 tons of cargo and 2,000 passengers. Ops O f/215 pers APS/dply'd ELRS/CC f/102 Amn/\$30M fuel acct/\$10M sup whse/441 veh--spt'd 2.2K srts/1.6KTE

The 68th Airlift Squadron (68 AS) continued its long heritage of answering the call and completing the mission in 2019. Flying over 1270 hours and carrying over 2400 tons of cargo and 3600 passengers across the globe to support multiple users and operations. The 68 AS carried the Navy's trident boats and multiple helicopters for their training and exercises, a counter drug support mission with Joint Task Force South, and supported Exercises SWIFT RESPONSE and AMERICAN LION. Participation in Grissom, Laredo, and Chennault Airshows allowed the 68 AS to be an active recruiting tool for the Air Force

Reserves. Also, the 68 AS was the first to volunteer for Hurricane Dorian alerts. Ready, willing, and able to handle whatever tasks were asked to support the recovery effort. Finally, the 68 AS participated in the NATO Air Expo in Ostrava, Czech Republic, showcasing the mighty C-5M and the 433 AW to a global audience. 2019 was a year of unparalleled budgetary concerns but the 68 AS continued to be a driving force for USAFR and AMC.

The 74 APS had a productive year in 2019, focusing on process improvement. Due in part to financial cutbacks, reduced manning, and high turnover rates/retirements, difficulties faced the 74th felt across the Air Force Reserves. The 74th reviewed internal processes aimed at self-improvement maximizing return on investment. The 74th expanded the use of the One Note product implemented the year prior, receiving accolades from the Wing and benchmarked by numerous other units at the 433d. Utilizing the One note product, the 74th garnered many efficiencies. The unit UTA wrap up meeting shortened from over 2 hours to 30 minutes or less, with over a 90 percent response rate on all items. Increased accuracy and timely tracking of due/overdue items directly highlighted tasks from the Wing (GTC vouchers, unpaid orders, and travel vouchers). This new process provided top-to-bottom unit member access to all unit information and tasks with leadership a means to quickly and effectively share/utilize information.

The 74th concentrated efforts to improve the unit's CSS. The 74th innovatively created numerous automated processes to speed up paperwork by using excel formulas to auto populate appointment/medical/due items memorandums, and auto track all Fitness Assessment failures/passes. One CSS personnel could create approximately 200 documents in a matter of minutes versus hours and reduced manual errors. Each flight appointed a CSS flight liaison with the CSS acting as POC's for the CSS to communicate/expedite due items and provided one individual augmentee to the CSS for six months with the goal of teaching the units processes. After their six-month assignment to the CSS, the reps returned to their flights bringing back more in depth understanding of how processes work within the unit. As more Airmen rotate in the CSS, knowledge saturation will take place throughout the unit, better preparing Airmen with an understanding and appreciation of the unit's personnel programs.

Operationally, the 74th provided strategic airlift instructional, hands-on training for members of US Army North (ARNORTH) 61 Quartermaster Battalion Cargo Load Training Exercise. Weekend training event resulted in preparation for their upcoming deployment, inspection and successful upload/download of 4 pieces of rolling stock, 2 pallets, 26 short tons of cargo and 30 passengers on a static C-5 aircraft. The 74th also supported the ARNORTH sling load exercise "Lunar Phantom" recovering cargo using Army's Blackhawk helicopters at JBSA-Camp Bullis, Texas. Members of the 74 AS completed over 1,832 tasks for upgrade, refresher and proficiency training ensuring combat ready forces for the 433 AW. This included 794 Aircraft Missions supported for EUCOM, AFRICOM, PACOM, PACAF, USARCENT G8, CENTCOM, AFCENT, INHERENT RESOLVE, FREEDOM SENTINEL and PATRIOT SANDS moving 4,532 S-Tons

of cargo and 10,075 passengers.

The 74 APS deployed two officers in support of Operation INHERENT RESOLVE to Kuwait and one to CENTCOM HQ in support of Operation INHERENT RESOLVE-ISIS as part of the Air Expeditionary Forces including 60 personnel, 12 in support of INHERENT RESOLVE-ISIS and 48 in support of FREEDOM SENTINEL. The 74th deployed 39 members to 733 AMS at Kadena AB, Japan for the Patriot Partner Exercise. 74th personnel expedited the upload of 30 tons of cargo in Support of Exercise Talisman Saber and a SAAM mission to Australia involving 18 nations supporting joint interoperability contingency exercise. Supporting Exercise Dong Maeng 19-2, this exercise replaced PACOM/PACAF Exercises Key Resolve and Foal Eagle, focused on strategic, operational, and tactical aspects of the Korean Peninsula general military operations. Further, as the lead planner for the 433 AW Annual Readiness Requirement – Exercise ALAMO ALPHA, the 74th coordinated / facilitated and chaired weekly exercise meetings with 21 units, identified 139 UTC's, 245 players, along with a variety of equipment and ATSO MOPPs. They developed a MSEL to execute the exercise and led a 30 member IGI/WIT CADRE capturing the strengths, weaknesses and overall exercise effectiveness.

446th Airlift Wing

The 446th Airlift Wing (AW) is an Air Force Reserve Command tenant unit at Joint Base Lewis-McChord, WA. Comprised of three groups, 14 squadrons, and one flight, the wing provides combat airlift in support of global operations. Utilizing the C-17 Globemaster III, the 446 AW is capable of rapid strategic delivery of troops and all types of cargo as well as the transport of litter and ambulatory patients during aeromedical evacuations.

The 446 AW conducted its single largest deployment of Airmen since 2010. The deployment cycle began in October 2018 and the last Airmen are scheduled to return in the Spring of 2020. Over 200 Airmen were deployed primarily to Afghanistan and parts of Africa. This deployment was unusual due to the nature of its timing, being well after President Obama began troop reduction in both Iraq and Afghanistan, thereby reducing military deployments.

The 446 Maintenance Squadron (MXS) developed a vital tool for the removal of C-17 battery cells. Known as the Battery Cell Extraction Tool a team of 446 MXS personnel (lead by MSgts Robert Tingle and Roy Puchalski) developed the tool to provide a mechanical advantage where there used to be none. Previously using T-Handles, 20-30% of all cells extracted would be damaged with the threat of physical risk to the Airmen performing the extraction. Entered into the Spark Tank competition, the Battery Cell Extraction Tool was selected as one of six finalists presented to the Secretary of the Air Force (SECAF). The Battery Cell Extraction Tool was selected as the winner and would receive full funding by the SECAF.

In December 2019 the 446 AW completed a Unit Effectiveness Inspection (UEI) Capstone. A detailed look into how the unit operates from an outside source, the UEI validates internal assessments conducted by the wing. The 446 AW achieved an overall rating of "Effective," with a "Highly Effective"

rating in the area of "Improving the Unit." Additionally, 10 Individuals were recognized as "Superior Performers" and nine teams recognized as "Superior Teams."

452nd Air Mobility Wing

The 452 Air Mobility Wing (AMW) is based at March ARB, CA. Its mission is to organize, train, and equip aircrews to provide airlift, aeromedical evacuation, and aerial refueling operations anytime, anywhere. The 452 AMW flew 2,164 sorties and 8,852 flying hours, transporting 3,640 passengers and 1,300 tons of cargo worldwide, and achieved a 93.3% maintenance scheduling effectiveness rate in May 2019. Squadrons were certified in Minimum Interval Take Off (MITO) through field training exercises which provided valuable training for flight, operations, and maintenance personnel.

The 452 AMW coordinated the deployment of 70 Airmen for the Central Command (CENTCOM) Tanker Airlift Control Centers (TACC) in support of Operation Inherent Resolve. Flying 1,022 sorties and providing 60 million pounds of fuel to joint and coalition receivers, the deployed Airmen achieved an astounding 98 percent Air Tasking Order effectiveness rate. An additional 40 Airmen were deployed for 120 days in support of Pacific Command missions.

The 452 AMW supported multiple high-level missions such as Patriot Hook, Pat Sands, Phoenix Banner, Imminent Response, and Exercise Trident/Navy Seal Team 6. The missions consisted of 500 contingency support hours, over 100 hours in the area of responsibility, and transportation of 350 patients. The 452 AMW executed 20 home station check inspections, five periodic evaluations, identified and corrected 2,750 discrepancies, and sustained Air Mobility Command/Central Command/Transportation Command missions. Serving as the focal point for Crash, Damaged, or Disabled Aircraft Recovery events, the wing led six municipalities, totaling 250 cadre, in securing an aircraft mishap investigation site.

Nominated for a third consecutive year as the Air Force Reserve Commands "Analysis Section of the Year," the 452 AMW managed the data integrity team program by reviewing 5,300 jobs, correcting 1,193 errors. The 452 AMW continued the "Take Charge and Move Out" (TACCAMO) alert checklist, tracked requirements, 22 Total Force Integrated Alert Crew Chiefs, and continued to guarantee 100 percent qualified with zero mission delays. The 452 AMW continued the wing foreign object debris program by collecting 325 pounds in debris. Furthermore, Quality Assurance (QA) implemented QA Annual Self Inspection Plan and Inspection Report Form, identified requirements for Maintenance cyber discipline training for the group, and started self-identified non-compliance tracker for the QA office.

The primary mission of the 452 Mission Support Group (MSG), based at March ARB, CA, is to provide home station services required for combat ready units. March ARB provided an estimated \$14.7 million impact on the local economy through various construction, commodity, service contracts.

The 452 MSG deployed over 252 Airmen, in six AFSCs, to nine locations during RCP1. The 452 Security Forces Squadron had a direct impact against ISIS by leading a 12-person fire team providing protection services for 600 coalition personnel

and 325 facilities. The 452 Civil Engineering Squadron was able to support key operations on unimproved airstrips in Syria as well as 495 runway surveys and 3,400 hours of loading zone maintenance, reducing red load zone times by 25%. Both units were recognized at the MAJCOM Level for outstanding performance.

In May 2019 an F-16 crashed while attempting an emergency landing at March ARB. The incident initiated a multi-organization base-wide response, in addition to local first responders. 452 MSG readiness training was validated during emergency response actions. The Emergency Operations Center EOC and the Crisis Action Team were activated within minutes of the crash. Upon initial investigation, the Explosive Ordnance Disposal (EOD) team confirmed the presence of live ordnance and other explosive devices on the F-16. Working through the wreckage, inside of a warehouse, the EOD team removed over 500 explosive hazards with a 48-hour timeframe, a remarkable feat. Approximately 12 civilians were injured on the ground, the pilot safely ejected. No loss of life or serious injuries sustained were sustained by emergency crews during response and recovery operations. Shortly after the F-16 mishap, the 452 MSG planned and executed a full-scale Phase-II ATSO exercise. Over 200 Airmen received realistic, hands-on training designed to sharpen their readiness skills.

Following the F-16 mishap, March ARB base hosted a HAZMAT First Responder seminar for over 70 attendees which focused on F-16 and C-17 hazard training and lessons learned from the F-16 mishap. The EOD team spoke at several forums regarding their ordnance recovery operations. Additionally, they hosted a seminar for 79 HAZMAT first responders, providing F-16 and C-17 hazard training.

931 Air Refueling Wing

The 931 Air Refueling Wing (ARW) is an associate unit with the active-duty 22 ARW at McConnell Air Force Base, Kansas. Together with the 22 ARW, the 931 ARW maintains and conducts flying operations with the KC-135R Stratotanker and Boeing KC-46A Pegasus. The effective working relationship between the two wings is evidenced with the awarding of the Air Mobility Command's General Mark Welsh III award. The award recognized how well the two units work together as a total force and the outstanding work performed in preparation for the KC-46A. Acceptance of the new KC-46A strengthened the relationship; the first two aircraft having landed in January.

The arrival of the KC-46A was commemorated in a ceremony with Colonel B. Philip Heseltine, Jr., commander of the 931 ARW, serving as key note speaker. In April, pilots from the 931 ARW and the 22 ARW conducted the first total force formation flight with the KC-46A. Wing commanders Col Heseltine, 931 ARW, and Col Josh M. Olsen, 22 ARW, flew two of the aircraft. This flight was followed by an all-female air crew conducting a refueling mission supporting the 54th Fighter Squadron. While not the first all-female aircrew in history, the flight highlights the increasing role of women and the increasing role of the reserve component in the armed forces. The fifth KC-46A delivered, Medusa 5, was flown with a combined flight crew from both 931 ARW and the 22 ARW. On 6 May 2019



Members from McConnell Air Force Base's first KC-46A Pegasus world flight pose for a photo on the flight line at Diego Garcia, Nov. 23, 2019. The KC-46 took its first flight around the world to support U.S. military participation at the Dubai Airshow, United Arab Emirates. U.S. military participation in the DAS strengthens relationships with allies and partners in the U.S. Central Command area of operations. (U.S. Air Force photo by 2nd Lt Kaitlyn Danner)

Leaders the wing conducted a reactivation and assumption of command ceremony for the 905th Air Refueling Squadron. A sixth KC-46A arrived in May; Lieutenant General Richard W. Scobee, Commander Air Force Reserve Command, participated in the arrival ceremony. The ninth KC-46A refueling aircraft arrived at McConnell Air Force Base, Kansas with Major General James A. Jacobson participating in the flight.

Multiple events occurred that highlight the cooperation between the 931 ARW and 22 ARW. On 9 May, severe weather required eight KC-135 and three KC-46A aircraft to be evacuated to Grand Forks AB, North Dakota, and March ARB, California. This temporary evacuation was carried out by aircrews of both wings. In June, the 931 Civil Engineer Squadron took part in a Defense Innovative Readiness Training Program (IRT) construction project in Talbotton, Georgia. The wing hosted a "boss-lift" flight for ten area employers of Reserve Citizen Airmen in August. Five Airmen from the 931 ARW participated in Operation New Horizon Linden Guyana. In September, air crews from the wing delivered the first two KC-46A refueling aircraft to the 157 ARW at Pease ANGB, New Hampshire.

McConnell AFB, Kansas held a nose art unveiling ceremony recognizing the 150th Anniversary of the city of Derby, Kansas on 2 October 2019. On 11 October, three new KC-46As arrived at McConnell Air Force Base. Major General Ricky N. Rupp, Air Force, flew in with these new tankers with Col Heseltin, piloting one of the aircraft.

The first KC-46 around the world flight occurred in November 2019 as part of the aircrafts participation in the Dubai International Air Show. A combined air crew from the 931 ARW and the 22 ARW flew the mission with Master Sergeant John Grindstaff from the 931 Air Fueling Wing serving as the crew chief on this historic flight. During the flight the first KC-46 refueling mission within the US Central Command area of responsibility occurred.

TENTH AIR FORCE

10 AF *POWER & VIGILANCE*



419th Fighter Wing

2019 was a busy and productive year for the 419th Fighter Wing (FW), to include key milestones for the F-35 Lightning II program and other successful Air Force Reserve missions. The 419th FW belongs to the 10th Air Force and is located at Hill Air Force Base, Utah along with its active duty counterpart, the 388th FW. Together, they provide the Air Force's only F-35 aircraft capabilities in support of U.S. defense.

The year began with a visit from the Secretary of the Air Force Heather Wilson in January 2019. The SECAF toured various areas of the F-35 units at Hill Air Force Base. In April 2019, the 419th FW, along with the active duty 388th FW, deployed to Al Dhafra Air Base, United Arab Emirates, as part of the very first F-35A deployment to the Middle East. While there, they successfully conducted the F-35A's first combat strike. The 419th FW deployed a second time in November 2019 to the same location. Additionally, as part of a Theater Security Package using the F-35A to deter threats, support U.S. Allies and maintain a combat-ready posture, the 419th deployed to Europe in May. Airmen across the 419th Mission Support Group also deployed to 13 locations globally.

In the spring of 2019, the 419th Medical Squadron (MS) sent members to provide dental care to underprivileged communities in Chiquimula, Guatemala, during a humanitarian mission. Additionally, in support of Exercise African Lion, 10 members of the 419th MS deployed to Tata, Morocco to provide medical care to serve villagers in and around the community. Seeing about 800 patients per day, a total of over 7200 villagers were treated in 9 days. Reservists from the 419th Civil Squadron (CS) provided humanitarian aid by helping to rebuild a remote Alaskan village that had been destroyed through erosion.

For exercise support, 419th FW pilots, maintainers and support personnel deployed to Nellis Air Force Base, Nevada

for advanced aerial combat training in support of Exercise Red Flag 19-1. During this three-week exercise, the 419th members worked alongside 39 other units and various aircraft from around the world. And to wrap up 2019, Hill Air Force Base received their final F-35A, bringing the total number of jets to 78. These aircraft are maintained and operated by the 419th FW and the active duty 388th FW.

482nd Fighter Wing

The 482nd Fighter Wing (482 FW) is a combat-ready Reserve Wing capable of providing F-16 aircraft for worldwide deployment. It falls underneath the 10th Air Force and was located at Homestead Air Reserve Base (HARB), Florida.

2019 proved to be challenging financially due to the 2018 Continuing Resolution and the higher cost of living in Florida. In the beginning of 2019, the 482 FW manning was at 74 percent for Air Reserve Technicians (ART) and Civilians and 83-percent for Traditional Reservists. Reserve Personnel Appropriations (RPA) funding, which funds most reserve training, fell short as other priorities took precedence. Despite this lack of funding, a heavy workload and higher attrition rate, Colonel Piffarerio rated the 482 FW as "overall effective." Some of the maintenance projects focused on for 2019 included a \$10M Entry Control Complex, renovating/replacing the aging Control Tower, breaking ground on a \$5.1M Medical Squadron and executing \$870K in base-wide heating, ventilation and air conditioning upgrades to modernize facilities.

In February and March 2019, the 482 FW and other HARB members supported Operation ENDURING PROMISE Humanitarian Relief for Venezuela. The 70th Aerial Port Squadron (APS) members built, palletized and loaded 139.2 short tons of cargo, to include passengers, medical supplies, hygiene kits, water treatment units and food via C-17A and C-130J aircraft. With POTUS visibility, the 482 FW worked alongside

USSOUTHCOM, SOCSOUTH and other important agencies to provide critical relief to the Venezuelan population.

Hurricane Dorian preparations took up most of the month of September 2019. Pre-emptively, the 482 FW moved 21 jets to Texas. As the storm shifted, HARB became the hub for Joint Operations Support in relief efforts for people in the Abaco and Grand Bahama Islands. The 482 FW supported 540 joint partners and 20 aircraft to coordinate the delivery of over 10,000 pounds of water, tents and supplies. The 70th APS moved 300 passengers, 31.7 short tons of cargo, 4.7 short tons of food, 2.3 short tons of water and 21.8 short tons of medical supplies in 70 missions. Working alongside US Army, US Navy and US Marine helicopter units, as well as heavy airlift from the Air Mobility Command, the 482 FW were successful in their mission to provide relief resources and to rescue and medically evacuate personnel.

During 2019, members of the 482 FW were able to support many exercises. For the first three months of the year, the 482 FW utilized eight F-16 and 93rd Fighter Squadron pilots to fly Combat Air Patrols under Operation NOBLE EAGLE. They flew 344 hours and 83 sorties. In April, the 482 FW conducted and Operational Readiness Exercise (ORE) ARDENT FORGE, which provided readiness training for younger Airmen and refreshed the skills of more seasoned wing members in a wartime environment. In May, the 482 FW deployed 14 F-16s and 169 personnel to Royal Air Force Lakenheath, United Kingdom to partner with British, NATO and other U.S. Air Forces in Europe. The 482 FW deployed 113 short tons of cargo across the Atlantic Ocean, with the support of 11 KC-135 refueling aircraft, to demonstrate combat readiness and capabilities. Also in May, the 482 FW and HARB successfully hosted the BLUE FLAG 19-1, conducted by USSOUTHCOM and the 9th Air Force.

In August of 2019, the 482 FW initiated the AFRC Pathfinder Cyber Mission Defense Team alongside the "Matrix Division" of Ops/Cyber/Intel to carry out active cyber defense of the F-16s and HARB infrastructure. Additionally, in September, 214 personnel and 12 F-16s from the 482 FW deployed to Tyndall Air Force Base to participate in the US Air Force Weapons System Evaluation Program. The mission of the 482 FW was to safely deploy, participate and redeploy in support of COMBAT ARCHER 19-2. The 482 FW F-16s flew 48 sorties for the exercise and 68 sorties to support the 43rd Fighter Squadron (F-22 Raptor).

513th Air Control Group

The 513th Air Control Group (513 ACG) falls under the 10th Air Force and is located at Tinker Air Force Base, Oklahoma. Its mission is to provide theater and Air Force commanders with trained, combat-ready aircrews and maintenance personnel and systems for airborne surveillance, warning and control of U.S. and allied military aircraft. The members of the 513 ACG train and teach alongside their active duty counterparts, encompassing a successful total force integration.

During 2019, the 513th ACG provided active duty support of 11,236 Military Personnel Appropriation (MPA) days in support of six Combatant Commands. For U. S. Central

Command, 63 operators, maintainers and support personnel from the 513 ACG filled over 20 percent of the E-3 footprint for Operation INHERENT RESOLVE. Airborne Warning and Control System (AWACS) aircrew flew 44 missions, accrued 589 combat hours, controlled over 1,600 aircraft and tracked and identified 3,000 aircraft, ensuring air superiority.

Members of the 970th Airborne Air Control Squadron (970 AACs) flew 145 E-3 training sorties with over 785 hours. During this training, they supported 37 joint tactical units in 205 live/simulated training events. Through quality instruction and total force integration, the 970 AACs also trained 102 Initially Qualified Trainees (IQT) – all ready for deployment. They 970 AACs continued their support and training qualifications by participating in Exercises NEPTUNE HAWK, NORTHERN EDGE and ASTRAL KNIGHT.

Despite ongoing funding issues that put readiness to the test in 2019, the 513 ACG forged ahead. They executed the first ever E-3/KC-46 link 16 interoperability test, providing critical insight on the emerging platform capabilities. Of special note, maintenance personnel from the 513 ACG used 3D printing of parts that were no longer available, saving the Air Force \$2.1M.

610 Air Operations Group

The 610th Air Operations Group (AOG) was established in 2016 under 10th Air Force, at March ARB, California. The Premier AOG provides regional experts for AFFOR, AOC and JACCE global mission requirements while fostering the citizen-airman way of life. Its task is to provide mission-ready Air Force Forces and Air Operations Center citizen airmen, enabling Combatant Commanders to execute America's military operations globally.

Currently, the AOG is comprised of the 701st Combat Operations Squadron, March ARB, California; the 710th Combat Operations Squadron at JB Langley-Eustis AFB, Virginia; and the 713th Combat Operations Squadron at Beale AFB, California. Each squadron was unique with its own mission and vision. They provided a strategic operational capability and a collection of subject matter experts in many different areas for the AOG.

In 2019 the group supported one RCP 18 exercises to ten countries utilizing 273 personnel. Exercises included; EAGER LION, PAC SENTRY, DONG MAENG, COBRA GOLD, PACIFIC KEKOA, NEPTUNE HAWK, PAC ANGEL, AUSTERE CHALLENGE, AMDEX, BALIKATAN, SAREX, HOKUA, and GAMECOCK 2.0. Countries included; JORDAN, AFGHANISTAN, UAE, JAPAN, SOUTH KOREA, THAILAND, PHILIPPINES, GERMANY, QATAR, and PAPUA NEW GUINEA.

During CY 2019, the 610 AOG assisted the COS's in ensuring execution of nearly \$12.4 M. Throughout the period, the 610 AOG processed over 125 individual orders, in excess of \$1.4M. This allowed the members to support various missions ranging from basic military training to career progression, to counter drug missions. Additionally, 610 AOG FM monitored the execution of over \$3.3M in UTA an RMP for over 12000 training days.

The 701st Combat Operations Squadron (COS) provided critical support to the mission in the Korean Theater of Operations (KTO) during 2019. During this calendar year, the 701 COS supported the 607th Air Operations Center (AOC) and 7th Air Force with 1,919 man-days across all AOC divisions, providing Joint Chiefs of Staff directed training and war capabilities. In addition to supporting the 607 AOC, as recognized Subject Matter Experts (SMEs), the 701 COS also supported missions in INDOPACOM, AFRICOM, SOCEUR, and CONUS counter-drug operations with 2,879 manning assist days. Additionally, 701 COS members spearheaded the entire Joint Air Component Coordination Element (JACCE) training for the largest CJCS Exercise, providing critical Command and Control training to six (6) General Officers and twenty (20) O-6's, thus ensuring these members were Combat Mission Ready for deployment throughout the KTO. Furthermore, the unit executed the first ever United States Navy C2X with in-house Weapons System support from March Air Reserve Base, hosting 48 Joint members. During this training exercise, the team was able to generate eight (8) Air Tasking Orders, which allowed the Navy to execute 324 combat sorties.

Based on the continual level of excellence displayed, 701 COS reserve members were selected to be the first Air Force Director of Cyber Forces (DIRCYBERFOR) in the 607 AOC, where they led 51 members of an offensive/defensive cyber team across five divisions and prosecuted eighteen (18) targets, providing the CFACC actionable situational awareness. This past year, members of the 701 COS have been selected as both the MAJCOM and AFRC Intel Company Grade Officer of the Year award winners and won the prestigious AFA Howard W. Leaf award as the Chief Pilot on the #1 MAJCOM Test and Evaluation Team.

Members of the 713 COS continued to answer the National Defense Strategy's call to expand USINDOPACOM alliances and partnerships. They supported USINDOPACOM's top priority Tier 1 exercise, PACIFIC SENTRY, which was executed bi-laterally with our Treaty ally Japan. Squadron members provided AFFOR support to the PACAF Battle Staff, JACCE, and Joint Task Force (JTF) headquarters executed bilateral cross combatant command operations; seven members were honored as PACAF Superior and Outstanding Performers. Furthermore, TSgt Jessica Lu was recognized as the PACAF 2018/2019 Air Reserve Component Non-Commissioned Officer of the Year for providing timely intelligence that drove strategic plans and operations for the Commander of Air Force Forces and the Joint Force Air Component Commander.

The 713 COS members integrated with US agencies by serving as executive agents in support of PACIFIC ANGEL (PA), which was a Commander, USINDOPACOM-directed Humanitarian Assistance/Civil Military Operations mission that promoted interoperability amongst US military, Interagency (USAID), host nation/multilateral military and civilian, and non-governmental organizations participants. Five 713 COS Airmen deployed to Thailand, Bangladesh, Mongolia, and Papua New Guinea as mission commander, lead logisticians and anti-terrorism force protection officers. At PA-Thailand SAREZ, the lead logistician worked alongside the contracting

officer to provide lodging, transportation, food, and water to all participants. At PA-Mongolia, the team, which had a budget of \$250K at their disposal, provided renovations to two clinics, two schools, and provided medical care to 5,000 patients. At PA-Bangladesh, the team provided renovations to six schools and provided medical care to 4,391 patients. At PA-Papua New Guinea (PNG), the team provided medical care to almost 4,000 patients and strengthened multi-national partnerships and interoperability with the Papua New Guinea Defense Force and the Royal Australian Air Force.

The 710th Combat Operations Squadron (710 COS) was an Air Operations Center augmentation unit aligned to CENTCOM. In 2019, the 710 COS executed 125 tasking and 1,312 man-days as well as deployed four personnel in support of CENTCOM contingency operations. During this time, the squadron participated in 7 large-scale Joint/Combined exercises to include: 2 AMDEXs (Air & Missile Defense exercises), EAGER LION (a bilateral exercise with Jordan), NEPTUNE FALCON (a command and control exercise) and the GAMECOCK Series (distributive operations exercises).

Besides COCOM support, the 710 COS sent personnel out to steer programs and work with groups across Langley AFB, the Air Reserve Component and the Combat Air Forces. The 710 COS provided the senior ARC representative to the AOC Commanders Working Group and led the discussions on ARC deployment capabilities and Multi Domain Command and Control targeting endeavors. Members of the 710 COS Chaired and steered the Multi Domain Working Group at the 10 AF Combat Planning Council, and presented training requirements to both the 10 AF/CC and AFRC/CC. Finally, the 710 COS was by name requested to send a colonel to Qatar, to backfill the 609 CAOC/CC for two weeks, leading the deployed AOC personnel to plan and execute air power combat operations for the Combined Forces Air Component Commander.

920th Rescue Wing

The 920th Rescue Wing, Patrick AFB, Florida along with its geographically separated units, the 943rd Rescue Group at Davis Monthan AFB, Arizona; the 304th Rescue Squadron at Portland IAP, Oregon; and the 920th Aerospace Medicine Squadron at Langley AFB, Virginia supported the Combat Search and Rescue Mission. The wing consisted of highly dedicated, professional and courageous airman who lived by the motto "these things we do that others may live." For the 920 RQW, 2019 proved itself to be filled with intensity, accomplishments, and some heart ache along the way.

The 304 RQS kicked off the year with a somber recovery mission high on Mt. Hood in Portland, Oregon. Unfortunately, the rescue efforts turned into an assisted recovery operation after it was discovered that there were no survivors after an aircraft accident. The 304 RQS worked alongside Oregon's National Guard 125th Special Tactics Squadron to recover the downed pilot and aircraft.

Shortly following, members of the 39th Rescue Squadron, the HC-130 squadron at Patrick AFB, flew with precision over the Pentagon and then Arlington National Cemetery, in what's known as the busiest air space in the country, to honor Air Force

Colonel Rick Kibbey, whose funeral was taking place down below. Kibbey, a Vietnam veteran and fellow rescue aviator, was finally laid to rest by his family after being missing in action for more than 50 years.

920 RQW hosted General Bruce Miller along with 15 Texas business and community leaders when they visited Patrick AFB to learn about the 920 Rescue Mission through the eyes of the airman. The 920 RQW showcased its capabilities and diverse mission set.

The 920th Aerospace Staging squadron hosted Med-Beach, a large-scale joint force medical exercise which included over 200 airman and soldiers and 15 units. The exercise allows the airman of all levels to put into practice their valuable knowledge and skills as well as see the opportunities for improvement. The training ensures the readiness of our airman who help to support the wing's Combat search and rescue mission.

The 920 RQW and the 306 RQS deployed over 100 members from 8 units across the wing to support the Combined Joint Task Force- Horn of Africa, to carry out the personnel recovery mission through-out the region. Three HHH-60 Pave Hawk helicopters and all other necessary equipment, weighing upwards of 215,000 lbs. was loaded onto two C-5 Galaxy aircrafts. The 920 RQW was the highest tasked and deployed wing in the Air Force Reserve Command.

TSgt Nick Torres from the 308th Rescue Squadron was awarded two bronze stars, one with valor, from Gen John Raymond for his actions during two combat deployments in Afghanistan.

The 304 RQS located and rescued a 75-year-old women in the Pacific Northwest who was lost for three and a half days. After methodically looking for the women to no avail, the Skamania County Sherriff's office reached out to the 304 RQS for their support in the search efforts. The members of the PJ unit were pleased to find the women in good health and grateful to be found. It was a valuable an opportunity to help of a local community and be involved in a civilian rescue.

Over the November unit training assembly, the 39th Rescue Squadron retired a legend. The C-130 P/N Combat King was retired from the 39 RQS. After more than 55 years of service, countless missions stateside and abroad, aviators alongside and the rest of wing, bid farewell to the legend.

926th Wing

The 926th Wing (926 WG) was assigned to the 10th Air Force and was located at Nellis AFB, Nevada. It was comprised of seven geographically separated units in four states and supported active duty units through total force integration.

During 2019, the 926th Operations Group (OG) was integrated into every mission of the U.S. Air Force Warfare Center, the 53rd Wing, the 57th Wing and the 96th Test Wing. Its members continued to conduct operational tests and evaluation, tactics development, Air Operations Center Syllabus and Exercise support and advanced adversary threat replication.

The 726 OG uses the RQ-4 Global Hawk and MQ-9 Reaper aircraft to support Intelligence, Surveillance and Reconnaissance

(ISR) for the Air Force Reserve mission. Operating in five different Areas of Operation, the 726 OG flew 34,844 combat hours while providing more than 133,000 ISR hours resulting in the execution of 18 complex air-strikes to eliminated five high-value-targets and 97 enemy combatants. For training, the MQ-9 training squadron completed 1,790 training events and increased their training requirements by 13 percent.

In support of three flying programs for 2019, the 926th Aircraft Maintenance Squadron (926 AXMS) participated in Exercise NORTHERN EDGE by completed 1,400 sorties and flying 3,900 hours using F-35 Lightning II, F-22 Raptor and F-16 Fighting Falcon aircraft. Directing ACC and A5 F-35 Advanced System Training by developing curriculum and training standards, the 926 AXMS qualified 90 joint service personnel. Additionally, members of the 926 AXMS guided the first ever F-16 M7.2 integrated Suppression of Enemy Air Defense (SEAD), advancing a \$17M counter air program. And in order to increase Combat Air Force-wide F-16 capabilities and solidity a \$26M test program, the 926 AXMS spearheaded the first ever Air-to-Ground 88-F missile test.

Not to be left behind, the 926th Aeromedical Squadron tackled critical manning issues by implementing a squadron leveling process, trimming their own manning from 236 percent to 154 percent. Additionally, the 926 WG members ensured over 70 personnel were 100 percent deployable while saving the Air Force over \$10,000 per year by eliminating a redundant pregnancy tests for members.

The 926 WG closed out 2019 by receiving several awards, to include the 2019 Air Force Power and Vigilance Award and the 2020 AFRC Verne Orr Award.

944th Fighter Wing

Arizona. It consisted of five groups, 14 squadrons, two detachments and four geographically separated units. Its mission was to forge combat Airmen to fly, fight and win.

In May 2019, Colonel James Greenwald assumed command of the 944 FW from Colonel Bryan Cook. Over 1,000 of the wing's airmen were present for the change of command. In October 2019, members of the 944 FW celebrated its 25th birthday as a wing. Also of significance for the year, the 944 FW received its first F-35 flagship. This was the first flagship the 944 FW received since the Base Realignment and Closure in 2007.

2019 also brought with it the chance for the 944 FW to prove itself operationally ready by passing their Operational Readiness Inspection, earning an overall rating of "Effective." Additionally, a team from the 944th Aeromedical Staging Squadron took third place in the 12th Annual Air force Medical Rodeo. They were the only reserve team to compete, beating out sixteen active duty medical teams who also participated.

TWENTY-SECOND AIR FORCE



302nd Airlift Wing

During 2019, the 302nd Airlift Wing (AW) supported the mobilization of 18 airmen to locations within the United States and worldwide. These included Reservists from the 302 AW staff, 302nd Aeromedical Evacuation Squadron, 302nd Civil Engineering Squadron and 302nd Logistics Readiness Squadron. The wing deployed to multiple locations in support of Operation FREEDOM'S SENTINEL. Additionally, 69 Airmen from the 731st Airlift Squadron (AS), under the 302nd Operations Group (OG), completed 228 missions and 1,540 combat/combat support hours while supporting four CENTCOM operations with 96-percent mission effectiveness. Eighteen more airmen assigned to the 34th Aeromedical Evacuation Squadron also deployed in the same theater supporting aeromedical evacuations.

Readiness and exercise support remained a high priority for the 302 AW. The wing conducted readiness training for 640 personnel in the U.S. and abroad. The largest exercise event came in November 2019, which generated four aircraft to transport 240 personnel and 23.7 short tons of supplies and equipment to a training site in Fort Carson, Colorado. The 302 OG participated in Exercises BALIKATAN and SABRE JUNCTION, with a total of five aircraft and 134 personnel. The 302 OG was able to highlight the Modular Airborne Fire Fighting System (MAFFS) mission at the Experimental Aircraft Association's AirVenture 2019 in Oshkosh, Wisconsin, with over 625,000 attendees. Additionally, the annual MAFFS certification held at Peterson AFB, Colorado trained over 300 airmen, using 21 aircraft from three airlift wings and three civilian agencies. They completed a total of 66 training sorties and 225 drops in three days through austere weather conditions.

The 302nd Maintenance Group averaged the best 12-hour fix rate, the most flying hours per month (267.5), and the lowest abort rate of 2.6 percent. The 302nd Mission Support Group closed over 1,700 trouble tickets and replaced 300 aging computer systems. The 302nd Force Support Squadron produced 2,160 IDs, and the 302nd Security Forces Squadron

secured \$2.5 Billion for 15,000 personnel, ensuring the successful launch of six rockets. The 302nd Aeromedical Staging Squadron hired a flight surgeon for the 3.5-year AGR position, which helped eliminate a backlog of waivers and Line of Duty reports, as well as decreased processing times for medical board cases.

The 302 AW also hosted Congressional staff from five different states to showcase the unique MAFFS mission, celebrated its third year of Partners in Leadership program, and hosted an Appreciation Day for the local chapter of the Employer Support of the Guard and Reserve to thank them for their ongoing support.

403rd WING

During 2019, the 403rd Wing (403 WG) participated in hurricane support, worldwide deployments, and training exercises. The year 2019 also marked some historical anniversaries. In June 2019, the 403 WG marked the unit's 70th year of operation as well as the 75th year of hurricane hunting for the 53rd Weather Reconnaissance Squadron (53 WRS).

The 53 WRS, often referred to as the "Hurricane Hunters," had a particularly busy season during 2019. The unit participated. Members of the squadron completed 80 missions and flew 684 hours and flew into nine storms over the Atlantic Ocean and Pacific Oceans. Hurricane Dorian was the first major hurricane in which the Hurricane Hunters were able to provide vital data to forecasters, which ensured public safety. They flew 25 missions from three different locations from 25 August 2020 to 6 September 2020.

The 815th Aeromedical Squadron (815 AS) provided crucial humanitarian support to victims of Dorian, supplying water and food and airlift to and from the Bahamas. In addition to hurricane support, the Hurricane Hunters partnered with the Scripps Institution of Oceanography and the National Oceanic and Atmospheric Association (NOAA) early in the year to perform weather reconnaissance flights on atmospheric rivers over the Pacific Ocean, which helped to refine precipitation forecasts for the West Coast.



TSgt Joel Wilson (left) and MSgt Doug Otten (right), 815th Airlift Squadron loadmasters, watch the ramp of a C-130J Super Hercules open prior to airdrop Oct. 2, 2019 over Camp Shelby Joint Forces Training Center, Miss. The 815th AS, aka 'Flying Jennies,' with the 327th AS, provided airlift and airdrop support for the U.S. Army's Joint Force Exercise Arctic Anvil, Oct. 1 to 6. (U.S. Air Force photo by TSgt Christopher Carranza)

The 403rd Wing participated in multiple exercises throughout the year. In June, 72 members with three C-130J aircraft took part in EX SWIFT RESPONSE 19, one of the premier military crisis response training events of airborne forces. Activities included intermediate operations to include staging bases, air assault and airborne operations. With over 5,600 participants from Canada and Europe, the 815th flew 78 hours and 68+ sorties and airdropped 1,965 paratroopers and 311 short tons of cargo. Continuing into the summer, the wing also supported EX SILVER ARROW out of Ramstein AB, Germany. The wing deployed 51 Reservists and two C-130Js to augment COCOM requirements. The 815th AS flew 147.4 hours and more than 28 sorties, and airlifted 177 passengers and 83.4 short tons of cargo. Members also airdropped 301 paratroopers and 18 heavy equipment and container loads.

In a US Army Joint Forces Exercise, EX ARCTIC ANVIL, which took place 1-6 October 2020, the 815 AS, along with the 327th AS out of Little Rock, Arkansas, airdropped 400 paratroopers and equipment along with 20 bundles of supplies in support of several thousand participants, to include more than 3,000 Airborne soldiers from 25th Infantry Division based out of JB Elmendorf-Richardson, Alaska. Additionally, 21 Air Force Reserve medics participated in the 403rd MEDRETE 2019 Honduras Dec 40-18. Airmen from the 403rd ASTS and 36th AES, working along with a team of Joint Task Force-Bravo doctors out of Soto Cano Air Base, provided free medical care to the citizens of Tegucigalpa, Honduras. Care was provided to more than 790 patients, according to Lt

Col Sabrina Hawkins, the 403 ASTS deputy commander.

413th Flight Test Group

The 413th Flight Test Group (413 FTG) completed calendar year 2019 serving as an Air Force Reserve multi-role organization which provided several distinct missions, including aircraft depot-level flight test, development/operational test and evaluation, cyber test, combat flight inspection, aeromedical staging and force support functions with the sole purpose to sustain and enhance combat capabilities.

In direct support of the AFMC mission, the 413 FTG directed 1,765 Mobility Air Force and Combat Air Force elevated risk test missions, and commanded 2,251 mishap-free flight hours. The 413 FTG enabled AFMC's \$5B depot flight test mission, by supporting three Air Logistics Centers through Functional Check Flights on 16 different Mission Design Series, returning 386 combat-ready aircraft back to war-fighting units. It also conducted numerous AFMC-directed One-Time Flight approvals, moved 12 damaged aircraft to capable repair facilities with zero mishaps and a 100-percent success rate. For example, in order to bring a damaged B-1 back to fully mission capable (MC) status, the 413 FTG flew a three-engine B-1 recovery flight with an ejection seat failure to the repair facility and ensured critical repairs were completed ahead of schedule.

The 413 FTG played a vital role in the Air Force's Development Test & Evaluation (DT&E) mission for CY19. They provided the Air Force with 43 percent of the KC-46

Air Force Reserve Lt Col Matthew Griffin, 339th Flight Test Squadron director of operations, and Maj Gen Kenneth Lewis Jr., Air Force Reserve Command deputy commander, recover and gather their belongings after flight in an F-15 May 16, 2019, at Robins Air Force Base, Georgia. The flight was Lewis' final one in a military aircraft after more than 34 years of service. (U.S. Air Force photo by Jamal D. Sutter)



Phase II/III development test sorties and delivered the 1st KC-46 to the Air Force Fleet. Additionally, the members of the 413 FTG successfully air refueled 37 test missions, supplying 4.3 million pounds of fuel to the F-35/KC-46/F-22 programs and successfully completing 148 missions with zero mishaps. The 413th FTG also managed the KC-46 testing program by facilitating Type 1 dual qualification training on the KC-135/KC-46 and obtaining full MC status. Of note, it provided operational leadership to the C-130 Excessive Defense Article program by devising a plan to train aircrews from seven Partner Nations and flight testing 20 aircraft.

The 413 FTG continued to direct test missions for 11 Major Weapon Systems while supporting three test groups. It took the lead on the F-35 Automatic Ground Collision Avoidance System successfully completing the design, integration, and flight test of the critical and lifesaving technology for the worldwide fleet while earning the Robert J. Collier Trophy for greatest aeronautical achievement in America.

Through its Force Support Flight and Reserve Medical Unit, the 413 FTG provided customer support to over 4,200 Department of Defense employees while maintaining personnel system data integrity and being rated first out of 41 FSFs in AFRC for the 3rd consecutive year. To ensure the combat readiness of all AFR Airmen at Robins AFB, GA, the 413 FTG conducted 609 Physical Health Assessments with a 96 percent satisfaction rate.

Additionally, in July 2019, the 413th Aeromedical Staging Squadron (ASTS) formed the medical readiness training exercise (MEDRETE) team and deployed to Guyana in support of the New Horizons Exercise. The New Horizons is an annual series of U.S. Southern Command-sponsored, joint-foreign military exercises in Latin American and Caribbean nations. The mission is to provide construction and healthcare services to local communities in order to strengthen partner-nation

relationships. For the 2019 deployment, one of the objectives was to help build three community centers and a women's shelter. The team also treated over 9,500 Guyanese patients.

913th Airlift Group

Consisting of six squadrons, the 913th Airlift Group's (913 AG) 400-plus Reserve Citizen Airmen, via C-130J aircraft, provide agile combat and tactical airlift to combat-ready Airmen across the globe. During 2019, many of these squadrons, to include the 327th Airlift Squadron (327 AS), the 913th Operations Support Squadron (OSS), the 913th Maintenance Squadron (MXS), the 96th Aerial Port Squadron (APS), and the 913th Force Support Squadron (FSS) all supported Operations INHERENT RESOLVE AND FREEDOM'S SENTINAL. Deployed as the 746th Expeditionary Airlift Squadron (EAS) to Al Udeid Air Base, Qatar, the 913 AG achieved an astonishing 99 percent mission completion rate over 360 missions. This included the transportation of 106 medical patients, 2,900 passengers and 1,897 tons of cargo.

The Airmen of the 327 AS also participated in the first C-130J formation interfly with the Qatari Air Force, achieving the strategic objective of host-nation engagement and interoperability. The 327 AS flew over 900 deployment and 763 local flying hours. Additionally, the 746 EAS worked with the Royal Air Force of Oman to demonstrate the aeromedical evacuation capabilities of the C-130J Super Hercules. Also for 2019, the 96 APS deployed 32 personnel across the globe in support of 5+ different operations. Both the 913th FSS and the 913th Aerospace Medicine Squadron (AMDS) provided stellar support to the members of the 913th AG. The 913th FSS processed members for worldwide contingency and exercise deployments while the 913th AMDS ensured medical operations and maintenance of individual medical readiness through immunizations, flight physicals and health assessments. In

support of returning deployers, the AMDS processed more than 100 separation and retirement physical exams within a short two days.

Members of the 913th AG supported many exercises and training in 2019. For example, the 327 AS flew in support of the Hurricane Dorian relief effort and the multi-national Exercise ARCTIC ANVIL. Other 327 AS missions included two Aeromedical Evacuation Integrated Continental United States Medical Operations Plan trips to return injured troops back home and a trip to support the Army at their Joint Readiness Training Center. The 327 AS also assisted in the training of over 1,500 paratroopers during three trips to the Army's Basic Airborne Course. During Exercise ARCTIC ANVIL, which took place from 1-6 Oct 2019 at Keesler AFB, the 327 AS provided crucial airlift to the 25th Infantry Division Airborne troops.

In addition to its support overseas, the 913 MXS launched and recovered all state-side sorties and worked extended shifts to support drill weekend aircraft operations for Reserve and Active Duty missions. The 96 APS, while in garrison, participated in three combat airlift exercises alongside host unit logistics readiness squadron and placed third in the Air Force Reserve's Port Dawg Challenge which took place at Norfolk, Virginia in June. Members of the 96 APS also planned and executed a combined training exercise with the Air National Guard as well as other minor exercises. Last, but not least, members of the 913 AG conducted low-level flights across central Arkansas in support of the Guard and Reserve "Bosslift," a yearly event which fosters understanding and awareness between Reserve military members and civilian employers.

932nd Airlift Wing

The 932nd Airlift Wing, part of the 22nd Air Force, served as a tenant unit located at Scott AFB, Illinois. Its mission was to provide first-class, worldwide, safe and reliable airlift for distinguished visitors and their staffs. In addition, the wing provides worldwide medical services to the warfighter. During 2019, the 73rd Airlift Squadron and the 932nd Operation Support Flight planned and executed a 3-ship C-40C movement of 58 congress members and 93 passengers for the 75th anniversary of D-Day. This was the largest CODEL on record. Additionally, the 932 AES planned and participated in EX RESERVE STEEL. The USAF and Royal Air Force (RAF) combined aeromedical evacuation training at the RAF sister squadron in England. 125 USAF/RAF medics trained on similar tactics and procedures alongside each other. This was the first exercise of its kind and deemed a success.

Throughout 2019, the 932 MSG created and sustained key Wing processes, despite significant resource and manning gaps. By reinvigorating the Wing Emergency Management program, it closed 9 Wing deficiencies and prepared the 932 AW to address natural disasters as well as malicious attacks. By restructuring four FTE Cyber flight manpower authorizations to increase capacity for fills, the 932 AW was able to increase its fill rate from 0 to 100 percent within one year.

The 932 MSG also advocated for and secured funding for the 932 AW's first ever Campus plan in order to ensure logical and sustainable plant growth for its missions. Additionally, it completed a facilities survey to define and validate wing facility requirements and define individual Military Construction and Facility Sustainment, Restoration and Modernizations requirements.

Soldiers of the 4th Brigade Combat Team (Airborne), 25th Infantry Division stationed at Joint Base Elmendorf-Richardson, Alaska board a C-130J flown by the 327th Airlift Squadron during a joint forces training exercise called Arctic Anvil, Oct. 1-6, at Gulfport Combat Readiness Training Center, Miss. Reserve Citizen Airmen from the 815th AS assigned to the 403rd Wing at Keesler Air Force Base, Miss., and the 327th AS assigned to the 913th Airlift Group at Little Rock AFB, Ark., provided airlift and airdrop capabilities during the exercise. (U.S. Air Force photo by Jessica L. Kendziorek)



AIR FORCE RESERVE COMMAND CHRONOLOGY

1 Jan

Headquarters, Individual Reservist Readiness and Integration Organization, Buckley Air Force Base, Colorado, released a list of Air Force Specialty Codes eligible to receive \$500 in IDT travel reimbursement per calendar year, a \$200 increase from the previous year. The list included 44 officer and 71 enlisted specialties.

4 Jan

Headquarters, Air Force Reserve Command, A1RY, Robins Air Force Base, Georgia announced a three year Air Reserve Technician (ART) to Active Guard Reserve (AGR) conversion by video teleconference town hall. The plan slated 294 vacant ART positions for early conversion across the Air Force Reserve for a total of 522 conversions at year's end. The plan projected an additional 1,277 conversions between FY20 to FY22. AFRC implemented the conversion plan in response to the FY18 National Defense Authorization Act requirement for a reduction in military technicians.

1 Feb

Members of the 433d Airlift Wing, 502d Air Base Wing, and medical personnel from the San Antonio Military Medical Center participated in a real-life training exercise called Operation Dust Storm. A total-force training exercise held at Joint Base San Antonio-Lackland (JBSA), Texas, Operation Dust Storm trained members how to quickly load and unload patients, equipment, and vehicles from an Army airfield to an Air Force drop zone using a CH-47 Chinook helicopter and a UH-60 Blackhawk.

4-7 Feb

Headquarters Air Reserve Personnel Center convened the CY19A Reserve School Selection Board at Buckley Air Force Base, Colorado. The board selected 143 of the 618 officers considered and matched selected members to various schools based on the needs of the Air Force Reserve.

8 Feb

Reserve Citizen Airmen of the 730th Air Mobility Training Squadron (AMTS), dignitaries, and Air Force leaders accepted the first KC-46A Pegasus to arrive at Altus Air Force Base, Oklahoma during a historic arrival celebration. Members of the 730th AMTS trained aircrew on the C-17 Globemaster III, KC-135 Stratotanker and the newest aerial refueling aircraft, the KC-46A Pegasus, alongside active duty members of the 97th Air Mobility Wing. The KC-46 provided improved capabilities to include boom and drogue refueling on the same sortie, a refueling capability of more than 212,000 pounds of fuel and palletized cargo up to 65,000 pounds. The new tanker increased global combat mobility.

11 Feb

Air Force Reserve Command announced former Command Chief, 4th Air Force Headquarters, March Air Reserve Base, California, Chief Master Sergeant Timothy C. White as the new Senior Enlisted Advisor to the Chief of the Air Force Reserve, Pentagon, Washington D.C. and Command Chief Master Sergeant of Air Force Reserve Command, Robins Air Force Base, Georgia.

12 Feb

Lt. Gen. Richard W. Scobee, Chief of Air Force Reserve, Headquarters U.S. Air Force, Washington, D.C. and Commander, Air Force Reserve Command Robins Air Force Base, Georgia approved changes to the Active Guard Reserve (AGR) program. The Human Capital Management Leadership Team (HCMLT) along with Brig. Gen. Anne Gunter, Office of Air Force Reserve Personnel Director, Washington, D.C. reviewed all AGR policies, processes and systems and recommended to Lt. Gen Scobee four main changes to the program. The changes he approved were prioritizing strategic depth and accelerating readiness, developing resilient leaders, and reforming the organization. New policies were implemented September 2019.

25 Mar - 3 April

Ten reservists assigned to the 419th Medical Squadron, 419th Fighter Wing, Hill Air Force Base, Utah participated in joint exercise African Lion with the Moroccan Royal Armed Forces. A two-week humanitarian civic assistance mission in Tata, Morocco, Airmen from the 419 MDS worked alongside the Utah Air National Guard and military doctors from Morocco and Tunisia, as well as forces from Canada, France, Senegal, Spain, Tunisia, and the United Kingdom. Medical services provided by the 419 MDS included optometry, dental, radiology, cardiology, pediatrics, pharmacy, and surgery. The team treated around 7,200 patients from approximately 20 tribes in the nine days.

1 April

Chief Master Sergeant Timothy C. White, Jr., started his assignment as the Senior Enlisted Advisor to the Chief of the Air Force Reserve, Pentagon, Washington, D.C. and the Command Chief of Air Force Reserve Command, Robins Air Force Base, Georgia. In this role, CMSgt White became the commander's primary advisor regarding welfare, morale, discipline, proper utilization, operational readiness, and war-fighting capability of enlisted Reserve personnel. As the SEA, CMSgt White reached the highest level of enlisted leadership in the Air Force Reserve.

10 April

Chief of the Air Force Reserve Lieutenant General Richard Scobee testified before the Senate Appropriations Committee defense subcommittee on Capitol Hill. His testimony emphasized the needs of the Air Force Reserve and included medical readiness, updates to antiquated systems, and the Air Reserve Technician to Active Guard and Reserve conversions. Lt Gen Scobee also asked the subcommittee to support legislation to authorize Tricare Reserve Select healthcare availability for dual status ARTs.

15 April

F-35As and Reservists assigned to the 466th Fighter Squadron and 419th Aircraft Maintenance Squadron arrived at Al Dhafra Air Base, United Arab Emirates for the first F-35A Middle East deployment in support of efforts underway throughout United States Central Command.

21 April -25 April

The 2019 Combat Planning Council between Fourth Air Force and Twenty-Second Air Force commenced at Rosecrans Air National Guard Base, Missouri. Representatives from the Numbered Air Forces (NAF) with expertise in C-130 and C-40 operations participated in a working group and identified Air Force Reserve requirements based on emerging threats, readiness, and aircraft sustainment. Areas identified included radar upgrades, safety equipment, virtual combat training, heads up displays, and Top Secret security clearance backlog.

22 April -25 April

Air Force Reserve Command sponsored the biannual Port Dawg Challenge at Dobbins Air Force Base, Georgia. Aerial Port Squadrons from AFRC competed in the following areas: engine running on-load/off-load, air terminal operation center, cargo restraint, 10K forklift course, 25K Halvorsen driving/loading course, physical fitness, pallet build-up, joint inspection cargo load, load planning, cargo processing, passenger processing, and written examination. This Reserve competition included, for the first time, an active duty squadron and a British Royal Air Force squadron. The 76th Aerial Port Squadron, assigned to the 910th Airlift Wing, Youngstown Air Reserve Station, Ohio, beat 26 other units and won the 2019 trophy.

1 May

Air Force Reserve Personnel Center released an automated application for all retirement types through the Virtual Personnel Center. The automated process improved timeliness of retirement pay and eliminated the need to mail a DD Form 2656 and ARPC Form 83 to request earned benefits. The retirement pay queue decreased by 11,000 applications after the online program's debut.

1 May - 22 July

Reservists assigned to the 419th Fighter Wing, Hill Air Force Base, Utah, deployed with F-35As to Spangdahlem Air Base, Germany in support of the European Theater Security Package. The unit operated as part of the 421st Expeditionary Fighter Squadron and performed missions in Italy, Spain, Germany, Finland, Norway, and France. Reservist assigned to the 301st Fighter Wing, Naval Air Station Joint Base Fort Worth, Texas deployed with F-16Cs to Câmpia Turzii, Romania and operated as the 457th Expeditionary Fighter Squadron. The Theater Security mission sought to deter regional aggression, strengthen North Atlantic Treaty Organization (NATO) alliances, and build relationships with local hosts. While performing as part of the TSP, Reservists participated in exercises Astral Knight, Saber Guardian, Swift Response, and Decisive Strike.

4 May

Lieutenant General Richard Scobee, Chief of the Air Force Reserve and Commander, Air Force Reserve Command provided commencement remarks to the 2019 graduating class of Charleston Southern University. During the ceremony, Charleston Southern University awarded Lt Gen Scobee an Honorary Doctor of Leadership Degree.

6 May -10 May

Reservists assigned to the 403d Wing, Keesler Air Force Base, Mississippi, teamed with the National Oceanic and Atmospheric Administration for a hurricane preparedness tour along the eastern United States. The tour included stops in Rhode Island, Pennsylvania, Virginia, North Carolina, and Georgia and taught visitors how to prepare for dangerous storms. The public and local media outlets toured the Air Force Reserve WC-130J "hurricane hunter" aircraft. The National Weather Service, Federal Emergency Management Agency, American Red Cross, and Federal Alliance for Safe Homeoffsite organizations joined NOAA and the 403 WG and provided resources at various locations.

7 May -14 May

Senior Airman Gregory Sharpe, 718th Intelligence Squadron, represented the Air Force Reserve in invitation-only Naval exercise Trident Spectre 19, conducted at Joint Expeditionary Base Little Creek-Fort Story, Virginia. One of only two Air Force personnel in attendance, SrA Sharpe tested the Air Force Research Laboratory program called Spectral-aided Wide Area Motion Imagery (SWAMI) and determined how the technology should be applied. SrA Sharpe brought expertise in Full Motion Video, Intelligence, Surveillance, and Reconnaissance operations to the exercise and made recommendations for tactics, techniques, and procedures development that addressed mission challenges.

14 May

The 307th Bomb Wing, Barksdale Air Force Base, Louisiana, received the B-52H Stratofortress known as "Wise Guy" from the 309th Aerospace Maintenance and Regeneration Group, Davis-Monthan Air Force Base, Arizona. The 309 AMARG regenerated the aircraft from the boneyard and delivered it to the 307 BW where maintainers immediately initiated further repair. Wise Guy was the second B-52 pulled from retirement and sent back into service.

YEAR IN REVIEW/2019

30 May - 30 June

The 419th Fighter Wing, Hill Air Force Base, Utah transitioned F-35A operations to Mountain Home Air Force Base, Idaho for the duration of runway construction at Hill AFB. The 419 FW conducted normal operations, participated in exercises and integrated with other Air Force units during the temporary relocation. The 514th Flight Test Squadron remained at Hill AFB and used the taxiway parallel to the runway as an active runway as the 514 FLTS continued normal test operations with the Ogden Air Logistics Complex.

11 Jun - 24 Jun

The 815th Airlift Squadron assigned to the 403d Wing, Keesler Air Force Base, Mississippi participated in multinational exercise Swift Response 19 at Ramstein Air Base, Germany. Swift Response 19 included Army and Air Force Guard and Reserve forces and 5,600 participants from Canada, France, Germany, Italy, Netherlands, Spain, the United Kingdom, and the United States. Operations took place in Bulgaria, Croatia, and Romania. Personnel from the 815 AS focused on strategic airlift with C-130Js, C-130Hs, and C-17s and activities included intermediate staging base operations, multiple airborne operations, and several air assault operations. The exercise validated U.S. European Command's ability to send high readiness forces into a designated area while it advanced airborne interoperability among NATO allies.

21 Jun - 30 Jun

Reserve Citizen Airman Staff Sergeant Kevin Greene, a healthcare management technician assigned to the 920th Aeromedical Staging Squadron, 920th Rescue Wing, Patrick Air Force Base, Florida competed in the Department of Defense Wounded Warrior Games in Tampa Bay, Florida. SSgt Greene won six gold medals, two silver medals, and one bronze medal in the games, his first attended.

25 Jun

Air Force Reserve Command and Warner Robins, Georgia community leaders conducted a ribbon cutting ceremony which marked the completion of Phase I of the consolidated mission complex construction at Robins Air Force Base, Georgia. Phase I of the complex consisted of a 92,000 square foot, two-story administrative building and cost \$27.7 million and began 2 February 2018. AFRC Headquarters staff relocated to the new facility, building 555.

25 Jun

Major General John C. Flournoy, Jr. began his assignment as Deputy Commander, Air Force Reserve Command, Robins Air Force Base, Georgia. Before he arrived at AFRC, Maj Gen Flournoy served as Chief of Staff for United States Transportation Command, Scott Air Force Base, Illinois.

8 Aug

Twenty-three personnel assigned to the 419th Civil Engineer Squadron assisted villagers of remote Newtok, Alaska relocate their village to Mertarvik, after melted permafrost left Newtok, uninhabitable as part of Innovative Readiness Training (IRT). The team included heavy equipment, utilities, planning, HVAC, and electrical experts who flew in by helicopter. Tools and supplies arrived in Newtok via barge on local waterways.

29 Aug

Lieutenant General Richard Scobee, Chief of the Air Force Reserve, implemented changes to the Active Guard Reserve (AGR) program effective immediately. The policy adjusted tour lengths for initial non-term positions from three to four years, eliminated the requirement for an AGR Review Board and shifted responsibility to the wing commanders, and increased the period a career AGR may serve to High Year Tenure, Mandatory Separation Date, or age 60 without the previously required continuation decision at 20-years Total Active Federal Military Service.

30 Aug

Air Force Reserve Command senior leaders authorized use of Dobbins Air Reserve Base, Georgia as a Base Support Installation during Hurricane Dorian. All Florida and Georgia coastal bases initiated evacuation of aircraft. Dobbins ARB activated a Crisis Action Team to receive the evacuated aircraft. AFRC leaders also approved the use of Homestead Air Reserve Base, Florida as an urban search and rescue staging area.

5 Sep - 14 Sep

Air Force Reserve Command's Force Generation Center tasked the 514th Air Mobility Operations Squadron, 482d Fighter Wing, 94th Airlift Wing, 445 Airlift Wing, and 403rd Wing for hurricane relief and support during and following Hurricane Dorian's landfall. The tasked units relocated to Grand Bahama and Nassau, Bahamas and provided medical care, search and rescue, and damage assessment in the storm impacted areas. Of the 2400 Military Personnel Appropriation days used to support hurricane operations during this period, the Air Force Reserve used 1498.

25 Sep

Lieutenant General Richard Scobee, Commander, Air Force Reserve Command, Robins Air Force Base, Georgia, directed a "Resilience Tactical Pause (RTP)" for all units within the command no later than 31 Dec 19. The order came after Air Force Chief of Staff, General David Goldfein, directed an RTP in August 2019 following a spike in Air Force suicide rates. Lt Gen Scobee received approval from Gen Goldfein for an extended deadline for reserve RTP completion based on the infrequency of duty for traditional reservists.

1 Oct 19

The Air Force Reserve upgraded approximately 3,500 rank authorizations across the force. The change came after a comprehensive review conducted by the Enlisted Grade Council, which outlined how to give leaders more flexibility in how they recommend airmen for various positions. Due to end-strength requirements, 2% of enlisted jobs received a grade reduction. This reduction did not demote personnel assigned to those positions.

26 Oct

Captain Ben Shea, minuteman combat crew commander assigned to the 91st Operations Support Squadron, Minot Air Force Base, North Dakota, became the first reservist to complete a 24-hour alert at a Missile Alert Facility. Qualified reservists at Malmstrom Air Force Base, Montana and F.E. Warren Air Force Base, Wyoming also received authorization to conduct alert missions.

2 Nov

During a ceremony at Whiteman Air Force Base, Missouri, two reservists assigned to the 442d Fighter Wing, 303rd Fighter Squadron each received a Distinguished Flying Cross for heroism or extraordinary achievement while participating in aerial flight. Major John "Sapper" Tice and Lieutenant Colonel Tony "Crack" Roe earned the medals for A-10 strikes against the Taliban in Afghanistan.

3 Nov

Air Force Reserve Command activated the 311th Special Operations Intelligence Squadron, Hurlburt Field, Florida under the 919th Special Operations Wing, Duke Field Air Force Station, Florida. The 311 SOIS became the only Air Force Reserve unit that provided full motion video processing and aerial information about field conditions to ground forces in support of United States Special Operations Command.

4 Nov

Headquarters, Air Force Reserve Command Fusion Day convened in the building 555 HQ Main Conference Room and broadcasted via Secure Video Teleconference (S-VTC). Fusion Day focused on the health of priority units and Numbered Air Forces identified their top readiness challenges. Fourth Air Force identified pacing unit readiness, KC-135 deployments, and conversions as its top challenges. Tenth Air Force identified time, people/manning, and F-22 training as its challenges to readiness. Finally, 22d Air Force identified requirements to meet end strength, manpower model, and participation model as the top readiness challenges. Directorates provided updates about exercises and initiatives to all in attendance.

22 Nov

Technical Sergeant Jonathan Parker, and instructor loadmaster assigned to the 403rd Wing, 815th Airlift Squadron, Keesler Air Force Base, Mississippi became the first Reserve Citizen Airmen to complete U.S. Air Force Weapons School Advanced Instructor Course and only one of six enlisted selected to attend Air Force-wide. The course integrated the loadmasters into a mission planning cell with pilots and emphasized collaboration between the two crew positions. TSgt Parker graduated the course as the distinguished graduate.

4 Dec - 18 Dec

An all Air Force Reserve Medical Readiness Training Exercise team participated in MEDRETE 2019 Honduras and provided free medical care to the citizens of Tegucigalpa, Honduras at Hospital Escuela. The exercise enabled participants to interact with foreign health officials and treat diseases not seen in the United States. Reservists assigned to Air Force Reserve Command, the 36th Aeromedical Evacuation Squadron, 403rd Aeromedical Staging Squadron, 944th Medical Squadron, and 943rd Aeromedical Staging Squadron worked side-by-side with doctors from Joint Task Force-Bravo Surgeon's Cell at Soto Cano Air Base and provided family medicine, emergency medicine, and dental care to 790 patients.



Air Force Reserve **SNAPSHOT**

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



[Chief AFR and AFRC/CC](#)

[Deputy to CAFR](#)

[AFRC/CD](#)

[AFRC/CCC](#)

[MA to AFRC/CC](#)

[MA to Chief of AFR](#)

Air Force Reserve By the Numbers

Total Manpower		Average Age		Ethnicity (%)		(Data as of Dec.31, 2018)
Traditional Reserve (TR)	49,700	Officer: 42 Years		Caucasian	69.68	
Air Guard Reserve (AGR)	3,849	Enlisted: 34 years		African American	17.23	
Air Reserve Technician (ART)	8,880	Gender (%)		** Hispanic	10.89	
Ind Mob Augmentees (IMA)	7,571	Male	72.96	Multi-Ethnic	3.05	
Total Reserve Authorizations	70,000	Female	27.17	Asian/Native Am/PI	3.93/0.67/1.29	
* Includes training positions				Decline to report	4.16	
Average Total Service		Marital Status (%)		Officer/Enlisted Population		
Officers	17 years	Total	53.18	Officer	13,626	
Enlisted	12 years	Officer	75.26	Enlisted	54,947	
		Enlisted	47.68	Total Female	18,533	
Commissioning Source		FY19 Budget				
AF Academy	13.77	Operations and Maintenance		\$3.191B + \$60.5M for OCO		
ROTC	30.39	Military Personnel		\$1.860B + \$21.076M for OCO		
OTS	21.97	Military Construction		\$115.45M		
***Other	33.95	NGREA, AF Reserve		\$200M		
** Hispanic or Latino is now considered an ethnic, not racial, category.						
*** Direct appointments through other sources including health professions, ANG, engineering						
OCO - Overseas Contingency Operations						

Air Force Reserve Legislative Funding Priorities

1. Mission	2. Manpower	3. Military Construction	4. Modernization (NGREA)
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Air Force Reserve Retention Rates (%)

	FY13	FY14	FY15	FY16	FY17	FY18	FY19
Officer	92.2	92.1	92.2	93.3	91.8	92.77	96.79
Enlisted	87.7	87.6	86.6	86.7	87.3	88.98	94.84
Overall	88.6	88.5	87.7	90.4	88.7	90.875	95.81

SUPPORTING GLOBAL OPERATIONS

WORLD WIDE SUPPORT

COMBATANT COMMANDS	1,932
SERVICE SUPPORT	3,076
TOTAL WORLDWIDE SUPPORT	5,008

MOBILIZATION & VOLUNTEERISM

ACTIVATED	1,873
VOLUNTEERS	3,135
TOTAL MOBILIZED DAILY	5,008



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
(FY19): 70,000

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

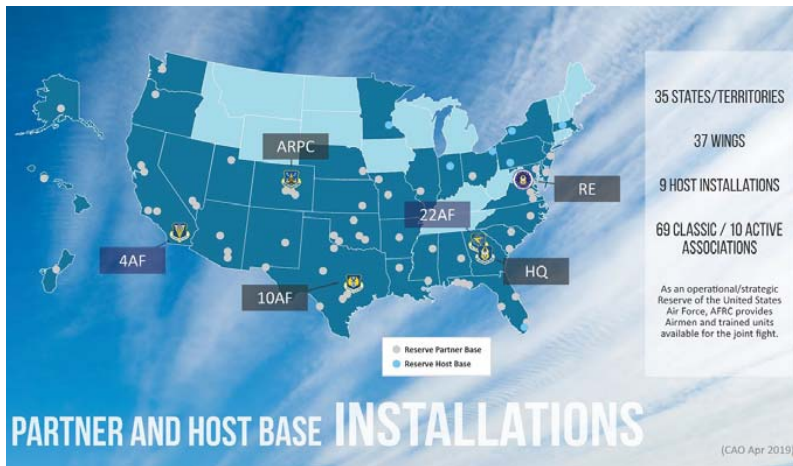
Organizational Relationship



Reserve Contributions to Air Force Core Functions



Partner and Host Base Installations



Reserve Component Strategic Depth (FY19)

Selected Reserve (TR, IMA, ART, AGR)	70,100
Individual Ready Reserve	29,314
Active Duty Retired	573,040
Retired Reserve (ANG and AFR)	171,929
Standby Reserve	3,433
Total Reserve Available (as of January 2018)	847,816

Support to Air Force Core Functions

Total Active Inventory (TAI): **322**

- Air Superiority:** F-22
- Global Precision Attack**
 - Bomber: B-52
 - Close Air Support: A-10
 - Precision Attack: F-16, F-35
- 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
- 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
- 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
- Special Operations:** C-145A, C-146, U-28
- Personnel Recovery:** HC-130N/P, HH-60G & Guardian Angel
- Space Superiority**
 - GPS
 - Joint Space Operations Center
 - Missile Warning
 - Space Control
 - Space Professional Education
 - Weather
- Cyberspace Superiority**
 - Cyberspace Command & Control
 - Cyberspace Defense - Active and Passive
 - Cyber Protection Teams
 - Extend the Net (Combat Communications)
 - Information Network Operations
- Nuclear Deterrence Operations**
 - Bomber: B-52
 - Air Refueling: *KC-46, KC-135R
- Command and Control**
 - Air & Space Operations Center support
 - AWACS: E-3
- 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 ORCE 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

0L-A, 53rd Weather Reconnaissance Squadron

Duke Field

919th Special Operations Wing

Eglin AFB

84th Test and Evaluation Squadron

Homestead ARB

482nd Fighter Wing

Hurlburt Field AFB

28th Intelligence Squadron

2nd Special Operations Squadron

5th Special Operations Squadron

556th RED HORSE Squadron

717th Information Operations Squadron

Det 1, 84th Test and Evaluation Squadron

MacDill AFB

927th Air Refueling Wing

Patrick AFB

920th Rescue Wing

Tyndall AFB

44th Fighter Group

Georgia

Atlanta

AFR Eastern Recruiting Squadron

YEAR IN REVIEW/2019

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

"Chapman's Legacy"

by Lt. Col Warren Neary, 2018

On March 4, the MH-47 "Chinook" helicopter carrying Sergeant Chapman and the joint special operations recon team was ambushed in Afghanistan. A rocket propelled grenade struck the helicopter and bullets ripped through the fuselage. The blast ripped through the left side of the Chinook, throwing Navy Petty Officer 1st Class Neil Roberts off the ramp of the helicopter and onto the enemy-infested mountaintop below.

Sergeant Chapman received fire from two enemy personnel in a fortified position. He returned fire, charged the enemy position, and took out the enemy combatants within. Almost immediately, the team began taking machine gun fire from another fortified enemy position only 12 meters away. Sergeant Chapman deliberately moved into the open to engage the new enemy position. As he heroically engaged the enemy, he was struck by a burst of gunfire and became critically injured.

The severely damaged aircraft was unable to return for Petty Officer Roberts, and performed a controlled crash landing a few miles from the mountaintop. Alone, Petty Officer Roberts was in desperate need of support. The remaining joint special operations team members, fully aware of his precarious situation, immediately began planning a daring rescue attempt that included returning to the top of Takur Ghar where they had just taken heavy enemy fire. Sergeant Chapman, upon exiting the helicopter, immediately charged uphill through the snow with his team toward enemy positions while under heavy fire from three directions. Sergeant Chapman received fire from two enemy personnel in a fortified position. He returned fire, charged the enemy position, and took out the enemy combatants within. Almost immediately, the team began taking machine gun fire from another fortified enemy position only 12 meters away. Sergeant Chapman deliberately moved into the open to engage the new enemy position. As he heroically engaged the enemy, he was struck by a burst of gunfire and became critically injured.

Sergeant Chapman, severely wounded, sustained a violent engagement with multiple enemy fighters for over an hour through the arrival of the quick reaction force, before paying the ultimate sacrifice. In performance of these remarkably heroic actions, Sergeant Chapman is credited with saving the lives of his teammates.



"CHAPMAN'S LEGACY"
United States Air Force
by Lieutenant Colonel Warren E. Neary, 2018

(Back Cover Photo)

Family and friends greet 926th Security Forces Squadron members Nov. 4, 2019 at Nellis Air Force Base, Nevada. More than 35 security forces Reserve Citizen Airmen returned home following a six-month deployment to Southwest Asia. (U.S. Air Force photo by Maj Candice Allen)



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