

# YEAR IN REVIEW



# INTRODUCTION

Since 1948, the men and women of the Air Force Reserve have served their nation both in and out of uniform. In 2020, 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 2020, Reserve Citizen Airmen faced challenges that few could have foreseen just one year earlier. The COVID-19 virus, which was first detected in Wuhan, China in late 2019, quickly spread throughout the world by early 2020. The rapid advance of the virus forced Reservists to adapt to face masks, social distancing, frequent hand washing, and other disruptions to everyday activities that altered nearly every aspect of life. Yet, as they had done on countless occasions in the past, Reservists faced the challenge and excelled. Reserve medical personnel mobilized to assist in areas hardest hit by the virus. Reserve aircrews flew mission after mission to transport sick patients from one continent to another. Personnel at all Reserve units adapted to increased telework and the frequent technological challenges that accompanied it. In each and every case, Reservists proved that they had the experience and motivation to get the job done!

The accomplishments mentioned above were only a fraction of the incredible things that Reserve Citizen Airmen did while defending their nation both at home and abroad in 2020. This Year in Review highlights many of those achievements, but it undoubtedly fails to capture the enormous scope of the impact that Reservists made during such a difficult year.

*(Cover Photo)*

*Air Force Staff Sgt. McPhearson, 927th Aerospace Medicine Squadron flight and operational medicine technician, has his temperature screened by Master Sgt. Lorimar Rivera on MacDill Air Force Base, Florida, Dec. 11, 2020. Temperature screenings are a quick method of detecting possible infection in service members to reduce the likelihood of exposure. (U.S. Air Force photo by SSgt. Bradley Tipton)*

## 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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*Members of Team Charleston hold the flag up in honor of fallen Air Force Hero 1st Lt. David Schmitz, a pilot with the 77th Fighter Squadron at Shaw Air Force Base July 4, 2020 at Joint Base Charleston, S.C. Two F-16 Fighting Falcons from The 169th Fighter Wing, McEntire Joint National Guard Base flew in formation behind the C-17 Globemaster III to honor Schmitz who was recently killed in an F-16 crash at Shaw Air Force Base, S.C. (U.S. Air Force photo by Senior Airman William Brugge)*

## OFFICE OF THE CHIEF OF AIR FORCE RESERVE



The impact of COVID-19 created challenges as REC prepared the FY22 Budget Estimate Submission (BES) and President's Budget (PB), which depended heavily on FY20 execution. COVID-19 created multiple execution anomalies, where FY20 execution in training and formal school attendance, travel for in-person meetings, and personnel recruitment dipped significantly vis-à-vis historical execution. While our efficiency in the budget process suffered, the additional workload preparing defensible positions will better prepare us to roll out the FY22 PB in early calendar year 2021.

The organization supported Air Force Reserve operations related to COVID-19 by advocating for, receiving,

and distributing funding to support incremental costs associated with the AFR's pandemic response to continue mission operations and preserve readiness.

Operations and Maintenance received \$19.7M, which paid for Air Force Reserve requirements in communications equipment and supplies to support increased teleworking requirements, as well as increased travel requirements.

Reserve Personnel received \$41.7M in CARES Act funding to cover the following requirements; increased costs resulting from pre- and post-training restriction of movement mandates to prevent and/or mitigate the spread of COVID-19 and allow the continuation of critical skills and mission-essential training.



**Air Force Chief of Staff Gen. David L. Golden, left, and Chief of Air Force Reserve Lt. Gen. Richard W. Scobee, walk up stairs inside the new headquarters for Air Force Reserve Command, at Robins Air Force Base, Georgia, June 24, 2020. Gen. Goldfein visited AFRC Headquarters to give recognition to two Airmen for their efforts during COVID-19. (U.S. Air Force photo by MSgt. Stephen D. Schester)**



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

Like most offices, REI faced unprecedented interruptions to operations as part of the Air Force's response to COVID-19. REI adopted Microsoft TEAMS early in the pandemic, utilizing both Cloud Hosted Enterprise Services (CHES) and Commercial Virtual Remote (CVR) platforms for training, meetings and day-to-day operations. The Congressional Inquiries (CI) processes migrated quickly to an electronic-based process, improving processing times by 50 percent and eliminating the need for storage of hard copies on their way to answering 486 inquiries on behalf of Citizen Airmen. Using Reserve Personnel Appropriations, REI was able to invest in the future by using IMA support to migrate CI processes onto the Salesforce platform, working with ARPC and HAF/A1 on the proof of concept, and driving the schedule to bring functionality to various users.

REI teamed with SAF Manpower and Reserve Affairs, Office of the Secretary of Defense Personnel and Readiness, and the other Reserve Components (RC) to seek Congressional relief on behalf of participating Reservists adversely impacted by the pandemic. Stop-movement orders and social distancing prevented the vast majority of RC members from earning enough points towards a "good retirement year." REI provided research and drafting assistance, resulting in Section 516 of the FY21 National Defense Authorization Act (NDAA), "Inclusion of Drill or Training Foregone Due to Emergency Travel or Duty Restrictions in Computations of Entitlement to and Amounts of Retired Pay for Non-Regular Service." It awarded, subject to regulations prescribed by the Secretary of Defense or Secretary of Homeland Security, constructive credit of no more than 35 points for any member who was limited from participation due to the travel restrictions put in place beginning 1 March 2020.

Other Congressional wins in the FY21 NDAA included Section 502, Temporary Expansion of Availability of Enhanced Constructive Service Credit. This section amended Sections 533 and 12207 of Title 10, USC, to provide the military Secretaries the ability to award constructive service credit to particular career fields for advanced education, especially cyber professionals. Section 602, Compensation and Credit for Retired Pay Purpose for Maternity Leave Taken by Members of the Reserve Components, allowed new mothers to take leave from their Reserve duties but still receive points toward retirement pay. This entry to the NDAA amended Section 206 of Title 37, USC, and authorized 1/30th of the basic pay for each six-day period of maternity leave taken by the Reserve member.

Beyond these legislative wins, REI successfully executed the Air Force Reserve Wing Leader Symposium on 2-3 March 2020. This two-day event was a critical pillar of CAFR's Congressional Engagement strategy, introducing wing command teams to the legislative process. Recognizing that the wing command teams had a much closer relationship with the communities in which they served, Lt Gen Scobee implored his wing commanders to deliver SECAF and CAFR-aligned messaging to their Congressional representatives in their home districts. On 3 March, Lt Gen Scobee testified before the House Appropriations Committee, Defense Subcommittee, delivering prepared remarks and answering questions to highlight his goals of Prioritizing Depth and Accelerating Readiness, Developing Resilient Leaders and Reforming the Organization.

Despite the pandemic's effects on REI, by shifting operations and Congressional engagements to the virtual environment, REI made good on CAFR's call for resilient leaders, and continued to advocate for Citizen Airmen within the Total Air Force, to OSD and with elected members on Capitol Hill.

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

REX, in coordination with AFRC/A5A8, developed and prioritized FY22 Program Objective Memorandum proposals aimed at \$1.5 billion in cross-panel options deltas that ultimately won back one billion dollars, out of a total AFR Top Line of \$32B. This helped enable implementation of the Air Force Future Force Design. In 2020, ACC and the CAF panel jointly created a fighter roadmap team in an effort to synchronize planning and programming efforts across the Air Force's fighter enterprise. REX was the primary AFRC focal point in the process and was integral to building the roadmap and advocating for AFR interests. REX is also integral to the Air Combat Command Total Force Integration Tiger Team/Roundtable process. The roundtable was designed to modify or terminate current and future TFI associations. REX ensured AFR interests were properly communicated and advocated. Additionally, REX played a significant role in determining the future laydown of the tanker and tactical airlift fleet through tanker and C-130 working groups. REX also published the Reserve Strategic Planning Guidance providing long-term Chief of the Air Force Reserve (CAFR) guidance for planning and programming efforts supporting the National Defense Strategy.

REX prepared the CAFR for engagements with Air Force senior leaders, elected officials, and Congressional committees to accurately depict impacts and opportunities unique to the Air Force Reserve.

REX implemented the transfer of 1,200 Traditional Reserve authorizations to fix the Training Pipeline and Basic Military Training (BMT) programs. Additionally, based on the cost differential, the AFR was able to utilize the surplus dollars to fund a perennially disconnected rated incentives program.

REX continued to improve full-time recruitment and retention, while increasing readiness by moving 426 existing AGR billets to Program Elements where they could be executed, which enabled the AFR to better fulfill the 2021 National Defense Authorization Act requirements. To meet the increased AGR requirement, REX worked closely with REP and AFRC/A1 to expand the conversion to include the ability to transition statuses of enlisted maintenance personnel. Additionally, REX authored the 2021 National Guard Reserve Equipment Report (NGRER) leading to a record National Guard Reserve Equipment Account appropriation with \$155 million authorized by Congress to improve Reserve equipment readiness and ability to operate on parity with active component forces. The appropriation enabled the Air Force Reserve to increase capability, interoperability, and survivability in contested environments by funding improved countermeasures and aircraft data management for AFRC aircraft. In addition to the NGRER, REX supported AFRC on the OSD Equipment Management Brief, where AFRC gave a comprehensive review of the status of AFRC equipment and needs of the command.

REXS successfully developed new initiatives to positively transform the AFR for decades to come while reshaping the blueprint of the command through the AFRC/CC Strategic Priorities memo update. REXS continued to advance the Air Force Reserve Future Force Framework (AF3) and its

three tenets of Mission Optimization, Tailored Training and Participation, and Reserve Citizen Airmen Branding. During this year, REXS developed the first-ever Strategic Decision Forum which brought together the top six senior leaders to build key vectors for items of strategic importance to further overall grand strategy. This quarterly forum bolstered REXS efforts to advance design and transformation efforts for the future force. To remain in sync with the new CSAF's Accelerate Change or Lose strategy, the division partnered with AFRC to align overarching efforts to the Action Orders.

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

REM was responsible for developing policy, plans, programs, and strategy to support the Air Force Reserve (AFR) Medical Service (AFRMS) and the AFR. REM served as a principle advisor to the Chief of Air Force Reserve and acted as the focal point on the Air Staff for medical issues affecting the AFR.

They developed and coordinated medical portions of financial plans and budgets within AF/RE, with the AF/SG, and with other DoD offices. Additionally, they served as Program Element Monitor (PEM) for Aeromedical Evacuation (AE) units, Reserve Medical Units, IMAs, and the Health Professions Scholarship Program.

They investigated and prepared responses to Congress pertaining to medical and dental care entitlements and benefits. They also coordinated with the Office of Assistant Secretary of Defense (OASD) Resource Advisor (RA), OASD Health Readiness and Policy Oversight (HA), AF Surgeon General (SG), AFRC/SG, Defense Health Headquarters (DHHQ), SAF Manpower and Readiness (MR), and MAJCOMs to ensure authorizations were driven by wartime requirements.

The REM Directorate remained consistent in structure and organizational design in 2020, with the exception of one officer added to the team, utilized Reserve Personnel Appropriation (RPA) support to assist with projects in relation to Line of Duty (LOD) reform, case conferencing to ensure a smoother flow of information between AFRC/SG and the non-medical case management operations, as well as additional coverage due to added Operational Planning Team meetings, and working groups in response to the COVID-19 pandemic.

The LOD reform project was headed by SAF/MR. It started in approximately 2016 in response to CSAF interest in areas such as the increased understanding and institutionalization of LOD process roles and responsibilities by optimizing decision-making, defining key roles, and providing support to Air Reserve Component (ARC) Airmen.

This was an ongoing initiative that involved pilot phases to test timelines and processes to ensure realistic implementation objectives were met. The project end date shifted several times due to outside variables, however the intent was to bring the initiatives to completion prior to the end of 2021. REM action officers included Col Linda Lindberg, Lt Col Brande Newsome, and Capt Vivian Haymore.

The SG/Non-Medical Case Management Case Conferencing project began in February of 2020 as a joint venture headed by the AFRC Wounded Warrior and Survivor Care Program Manager (PM) and REM as a collaborative effort to bring the

medical and non-medical POCs together for conferencing to ensure case mitigation, forward movement, and teamwork to take care of airmen. Case conferencing began taking place on a bi-weekly basis as a result of this initiative. There was no projected end date, as case conferencing was required as long as members suffered injuries, illnesses or diseases that are service-connected or service-aggravated. REM action officers for this initiative were Lt Col Brande Newsome and Capt Vivian Haymore.

As a result of the 2020 COVID-19 pandemic, REM joined all relevant task force, working groups, and initiatives related to problem identification and mitigation and vaccination implementation in response to the pandemic. The COVID Sync was headed by the Department of the Air Force, the COVID Operational Planning Team (OPT) was headed by DHA for the joint services, and all other initiatives (working groups and task committees) were led by DAF and AFR. There was no projected end date for COVID-19 support, as REM intended to follow the situation through the end of the pandemic. The REM action officers for this project were Col Linda Lindberg, Lt Col Brande Newsome, Maj Desiree Wagner, and Capt Vivian Haymore.

Separation Health & Physical Exam (SHPE) Reform began as a SAF/MR-led initiative that shifted to an AFMRA/REM-led project in February of 2020. There were concerns with duplication in the SHPE process for airmen on orders in support

of contingency operations for more than 30 days. Legislative relief was a consideration during this time, however the SHPE Working Group identified DoD policy as the target for the needed relief. REM staffed a TMT proposal requesting relief in the form of completion of the SHPE simultaneously with the completion of the DRHA-2 in theater, or upon return to home station, as a result of support to contingency operation.

The Task Management Tool (TMT) tasker was placed on pause to expand the courses of action (COA), as well as to ensure all stakeholders had the opportunity to understand the history, background, and selected COAs. In the meantime, OSD, Health Affairs, agreed to staff a package for an exception-to-policy (ETP), allowing clinical discretion in the delivery of the SHPE via virtual encounter or physical encounter, as needed based on the scenario. It was expected the ETP would circulate for coordination during the first three months of the year, with a possible execution in July of 2021. The REM action officer for this project was Lt Col Brande Newsome

In March of 2020, REM quickly stepped in to support all COVID-19-related initiatives, successfully serving as a consultant to the Chief of the Air Force Reserve, and liaison between AFRC/SG and Joint Force planning groups. REM provided coordination on quick-turn polices in relation to Restriction of Movement, surveillance testing, and vaccination implementation for the Reserve force.



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In November of 2020, vital case conferencing began between AFRC/SG and the Non-Medical Case Management offices, this was a critical component to moving cases forward to closure for airmen. This ensured the ongoing communication between the medical and non-medical organizations, all on one call, with the background and information needed to make decisions. It also advanced progress in promoting transparency and enabled case managers to communicate the reason for decisions made in an airmen's case, in addition to the transition plan for airmen going back to service or discharge.

In December of 2020, the SHPE working group was informed that OSD agreed to staff a proposal for an ETP allowing clinical discretion in the delivery of the SHPE via virtual encounter or physical encounter. This reduced duplication in the Deployment Related Health-2 (DRHA-2) and the SHPE requirement for members that served in support of contingency operations for more than 30 days. It streamlined recommendation care, treatment, LOD, Veteran's Administration (VA), and community-based referrals. Instead of two separate assessments, members only needed to participate in one assessment, unless the clinical provider deemed it necessary for an additional examination. Additionally, it gave airmen the ability to transition to their plan of care and treatment without the delay or conflict of a second assessment.

The AFR continued to face severe physician shortages

with significant shortages in surgical specialties. AF/REM assisted the Office of the Assistant Secretary of Defense for Health Affairs (OASD/HA), Air Force Medical Readiness Agency (AFMRA), and Air Force Reserve Command Surgeon General's Office (AFRC/SG) by ensuring the FY20 Health Professions Special Pay and 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 chapters inclusion for AFR into AFI 41-109 and AFI 41-110. The HSP&I pay plan was one of many tools designed to attract and retain highly skilled health professions officers. As a result of the 2020 COVID pandemic, REM joined all relevant task force, working groups, and initiatives related to problem identification and mitigation, and vaccination implementation in response to the current pandemic.

As a result of the pandemic, and related social distancing and mass telework posture, the IMAs assigned were limited in their ability to support REM projects in-person. Additionally, child care issues and pandemic-related concerns impacted some staff members' ability to report to the office for training and special meetings.

The REM action officer participated in Department of the Air Force bi-weekly Space Reserve Tag-Up meetings, which focused on legislative and policy updates, Military Personnel



**As the sign reads: cough, fever, shortness of breath & exposed to COVID-19? Do not enter. One of many signs at the Niagara Falls Air Reserve Station, New York, March 19, 2020. Most base non-essential personnel are teleworking to limit the COVID-19 outbreak effecting millions. The units at the base which include the 914th Air Refueling Wing, 107th Attack Wing, Army Reserve, New York National Guard and Military Entrance Processing Station stand ready to support whatever services are called upon. Whenever asked, wherever tasked. (U.S. Air Force photo by Peter Borys)**



**Sarah Standish, budget technician, works on travel vouchers from home March 27, 2020 in D'Iberville Mississippi. The 403rd Wing Finance Office ensures Reserve Citizen Airmen are paid and wing funds are utilized responsibly and efficiently in support of the mission. (U.S. Air Force photo TSgt. Christopher Carranza)**

Appropriations (MPA) funding, IMA/AGR positions in the National Capital Region, Voluntary Limited Period of Active Duty (VLPAD) assignments, and exceptions to policy.

Lt Col Brande Newsome was invited to take part in a three-day Space Force Sprint as an AFR medical subject matter expert. The intent was to help design the structure, policy, and context for Guardian medical operations.

### **Senior Leader Management Office (AF/REG)**

The Air Force Reserve (AFR) Senior Leader Management Office (AF/REG) achieved significant milestones in 2020 and increased their scope of responsibility while flexing to provide support to all members during the challenges of the COVID-19 pandemic. The General Officer (GO) Management team continued to dominate the area of process improvement and efficiency review while overseeing the normal operational requirements of general officer assignments and retirement actions. One such assignment action included the first-ever Air Force Reserve general officer transfer to the Air National Guard. The year 2020 marked a year of many "firsts" for REG. Only three days after Secretary of the Air Force's decision to execute the 2020 Air Force Reserve General Officer Major General and Brigadier General Vacancy Promotion Boards in a virtual MS Teams environment, REG partnered with AFPC to conduct the first-ever virtual general officer promotion board

for the Air Force. The promotion board was successful and a demonstration of the team's ability to meet challenges. Based on this success, the Chief of Air Force Reserve authorized the 2020 Reserve Brigadier General Qualification Board (RBGQB) to be conducted virtually. This event, hosted with ARPC, reviewed 239 eligible colonels for consideration and proved to be another successful virtual endeavor, with a recommendation for a continued virtual platform. Additionally, REG engineered the most advanced General Officer Position Study Group (GOPSG) with advancements including a precedent-setting virtual environment, a revised criteria in-line with CAFR, CSAF, and Chief of Space Operations (CSO) priorities. REG partnered with SAF/CO and created first-ever real-time position scoring, reducing data input by 75 percent. A GOPSG Dashboard, with defined and prioritized AFR Senior Leader demographics, signaled the largest automation advancement in senior leader management in the past four years. The robust GOPSG process was translated into requirements and included in Senior Leader Career Management System (SLCMS) development for enhanced real-time data collection, resulting in a 40 percent reduction in workload. REG continued development of the SLCMS, used to support three portfolios, in many other areas. Notably, the baseline Promotion Board Management module was earmarked as the first module slated to provide integration with both the Air Reserve Personnel Center and the Air Force

## YEAR IN REVIEW/2020

Personnel Center. All of this on top of overseeing a general officer mobilization to support the nation's COVID-19 response effort at FEMA confirmed that REG continued to have a global and nationwide impact.

The Colonels' Group successfully managed over 1,305 Reserve Colonel billets, an increase in 55 billets in one calendar year. The group processed 578 assignment actions, 113 manpower change requests, and 61 Air Reserve Technician management-directed reassignments. In collaboration with the Human Capital Management Leadership Team, the Colonels' Group helped to institute and assign the first fulltime telework AGR opportunity in the Reserve Command. Additionally, they took great strides in identifying potential racial disparity indicators within the hiring process for colonels which could potentially cause biases during applicant selection. They

identified two racial indicators and instituted a new process removing any racial indicators from application materials, which was completed within 30 days.

The Senior Leader Development office piloted the first virtual Senior Leader Orientation Training (SLOT) which delivered required training to 16 members new to the GO portfolio. SLOT course materials were modernized by eliminating paper use which saved 120 man hours and 2,000 dollars in supplies. Furthermore, the office negotiated an additional Air Force Reserve General Officer Transition Assistance Program class, which doubled in size each year's quota, saved 60,000 dollars, and maximized schedule flexibility. The SLD officer assisted with the AFR Human Capital Management strategic communication plan to establish a framework to synchronize Headquarters and MAJCOM communications, executed 318,000 dollars Reserve



**Lieutenant Gen. Richard Scobee, commander of Air Force Reserve Command, talks with members of the 908th Mission Support Group and Aeromedical Staging Squadron, at the 908th Civil Engineering Squadron classroom, Maxwell Air Force Base, Ala. The AFRC command team visited with small groups of Airmen multiple times over the day in order to facilitate a more intimate, open conversational feel to enhance the dialect between the senior leadership and members of the wing. (U.S. Air Force photo by Senior Airman Shelby Thurman)**

Personnel Appropriation, and 127,000 dollars Operations and Maintenance budget to procure ten executive course and 934 man-days.

The Chiefs' Group provided integrated management by supporting 1,200 Chief Master Sergeant billets and 304 key billets with 200 AFSCs across the total force. They implemented an innovative five-tier model for vacancy announcements that successfully applied to SLD nominations. The Chiefs Group established the KPL process where they directed 38 CMD and functional KPLs synchronized with ARPC and MAJCOM functional managers that led to 1,300 enlisted leaders being aligned for key billets. They also developed and created ten AGR CCM billets, filled 70 strategic key positions, and built slates of graduated CCMs. Furthermore, they worked with SAF/MR to implement a single EPR SCOD for all AFRC Chief Master Sergeants, which ensured proper evaluation and feedback.

### **Directorate of Personnel (AF/REP)**

In August 2018, DAF/A1X created a Change Management branch in order to institutionalize a change management program to support the Air Force Talent Management community. However, their point-to-point engagement with the MAJCOMs and personnel centers did not allow afford the opportunity for synchronized integration for the component. Subsequently, the AFR Human Capital Management Leadership Team directed the AFR Human Capital Management Enterprise Change Management Program be established.

AF/REP developed a new competitive category structure for Air Force Reserve officer promotions. The competitive category reconfiguration was a major change to the officer promotion system dividing the LAF competitive category into six distinct categories. The new category structure created opportunities to tailor officer development and progression milestones to meet current and future warfighting requirements. On 27 Apr 20, the SecAF established the promotion competitive categories for officers on the Reserve Active Status List, both in the participating and nonparticipating Reserve. These competitive categories were implemented on 26 Oct 20 at the CY20 AFR Line and Nonline Colonel Officer Promotion Selection Boards.

2 Oct 2020: During a Space Governance Committee the DepSecDef directed DAF and USSF to move forward with developing a full-part/part-time Space Component to integrate the existing AFR Professionals into Space Force.

Synchronized communications and strategic direction challenges ensue across the Human Capital Management Enterprise. To reduce those challenges, the enterprise senior leaders organized a project to develop a Strategic Communications Management plan. The plan incorporated an enterprise V.A.L.U.E. framework which focused on validating the original outcome of meeting customer demands, enhancing awareness across the community, facilitating a tailored learning path which ensured customers knew and understood how to access enterprise products and services, ensured proper utilization of those products and services, and provided mechanisms for customers to embed enterprise products and services into their day-to-day operations.

The enterprise leaders identified a need to 1) Synchronize

management and execution for programs supporting the enterprise's business operations and 2) Establish a definition for Business Process Owners and Program Managers. They organized a project to define key roles and responsibilities for enterprise projects and align programs according to roles and responsibilities. The team analyzed 87 programs across the enterprise, 55 of which were identified as misaligned and were positioned for transition to the appropriate enterprise organization. Subsequently, the enterprise senior leaders organized a project hand-off to its newly established Change Management Working Group to establish a deliberate plan to usher in the new enterprise changes.

Pushed for leg proposal for COVID-19 service credit relief in the FY21 NDAA. By adding subsection (a)(2)(F), allowing the Secretary of Defense or the Secretary of Homeland Security, with respect to matters concerning the Coast Guard when it is not operating as a service in the Department of the Navy, to grant one point for each day of active service or one point for each drill or period of equivalent instruction that was prescribed by the Secretary concerned to be performed during the covered emergency period, if such person was prevented from performing such duty due to travel or duty restrictions imposed by the President, the Secretary of Defense, or the Secretary of Homeland Security with respect to the Coast Guard.

Authorization to Offer Hazardous Duty Incentive Pay to Military Service Members during the Novel Coronavirus Disease 2019 Pandemic. Codified OSD policy on HDIP--secured \$150/monthly payments for front line warriors combating deadly COVID-19 to ensure Hazardous Duty pay was provided to individuals entering COVID-19 "Hot Zones".

In accordance with Title 37, United States Code, section 351 (37 U.S.C. § 351), and Department of Defense Instruction (DoDI) 1340.09, "Hazard Pay Program," dated 26 January 2018, this memorandum establishes a hazardous duty incentive pay (HDIP) for Service members performing duties under competent orders to combat the spread of novel Coronavirus Disease 2019 (COVID-19). This pay will be referred to as COVID-19 HDIP. Due to the risk of physical injury to a Service member from COVID-19 exposure, this memorandum authorizes the Secretaries of the Military Departments to offer COVID-19 HDIP to Service members ordered to duty in response to Federal Emergency Management Agency (FEMA) mission assignments (MAs) approved by the Assistant Secretary of Defense for Homeland Defense and Global Security (ASD(HD&GS)) and who are required to perform duties placing them at greater risk of exposure to, or becoming infected with, COVID-19.

In addition to the efforts with the integration of the current AFR Space Professionals, REP detailed personnel to: HQSF/S1 for mission analysis, drafting of the PAD Annexes and Enclosures, the S 1 Mission Directive, formulation of the USSF Human Capital Strategy, Talent Management, and USAF-Transfer Support; HQSF/S2 providing senior enlisted oversight and career field management for intelligence and reserve advisement to the Chief Master Sergeant of the US Space Force; and to the Office of the Chief of Space Operations as the Reserve Advisor. REP maintained a standing 'Space Team' under the direct leadership of Brig Gen Gunter, in addition to these three detailees.

## AIR RESERVE PERSONNEL CENTER

# ARPC



### Directorate of Assignments (DPA)

The Directorate of Assignments (DPA) orchestrated an Active Guard/Reserve (AGR) Total Active Federal Military Service audit and identified, validated, and updated 1,100 AGR records. This increased AGR accuracy and reduced the error rate by 22%. DPA also led Continuous Process Improvement efforts, working in coordination with the Directorate of Future Operations and Integration (DPX) and the Headquarters Individual Reservist Readiness Integration Organization. Processing time was cut by 57% through their assistance in developing a Desktop Anywhere (DA) cloud database mail merge solution. Through loading DA on laptops, DPX enabled government email access from any device (with a Common Access Card), which allowed more effective remote work during the COVID-19 pandemic. The directorate also developed and implemented the Chief of the Air Force Reserve AGR Continuation Decision program and trained 800 wing leaders, personnelists, and AGRs. More than 1,400 packages were created and coordinated, and a total of 915 order modifications were executed. In addition, DPA managed 14,800 myPers inquiries, processed 8,900 applications, and posted 3,100 advertisements, which was a 41% workload increase for Fiscal Year 2020 (FY 20). DPA also conducted two deployments.

### Directorate of Future Operations and Integration (DPX)

DPX was quite involved in leveraging information technology during the COVID-19 pandemic. When the Department of Defense designated Maximum Telework, DPX facilitated the ability for more than 480 Reserve Personnel Center employees to work remotely with minimum mission degradation. DPX lobbied for and received 149 COVID-19 Telework enabling laptops and developed virtual meeting improvements. The directorate began moving away from GoToMeeting and proceeded with testing the Commercial Virtual Remote (CVR) platform for meetings and discussions. At the end of Quarter Four, DPX moved completely to the stable, efficient, and effective CVR platform. The directorate also

researched and acquired a Zoom license from Air Force Reserve Command (AFRC) that allowed for 500 or more attendees. Moreover, the first-ever, fully automated production and release of an evaluation cycle was developed and deployed, starting with the Senior Master Sergeant evaluation cycle, which had a total of 9,704 records. DPX also had one deployment in 2020.

### Promotion Board Secretariat (PB)

The Promotion Board Secretariat (PB) was 100% mission effective because it continued unabated during the COVID-19 pandemic. Promotion boards were held virtually and then in person.

### Directorate of Professional Development (DPD)

DPD was selected as the AFRC Analyst Team of the Year 2020 for the second consecutive year.

### Air Reserve Personnel Center (ARPC) Directorate/Office Collaboration

During the COVID-19 pandemic, DPA, the Directorate of Total Force Services (DPT), DPD, the Director of Staff (DS), the Public Affairs Office (PA), and the Judge Advocate Office (JA) worked together to expand ARPC's outreach to the field and educate the TF. ARPC's customer base requires the most up-to-date information pertaining to the Airman Lifecycle. The pandemic caused the DS staff to conduct the Spread the Word program via Zoom and participate virtually in a National Capital Region event that resulted in 800 personnel briefed. PA recorded the presentations and distributed them throughout AFRC. The Air Reserve Component (ARC) Field Orientation transitioned to a virtual platform and the first virtual class took place in August. It reached 200 Air National Guard attendees, in juxtaposition to the typical class, which has a maximum of 70 attendees. The second class was in November and reached 275 ARC attendees. In total, the classes saved the Air Force \$427,000. A permanent transition to a virtual platform has an estimated annual savings of \$1 million.

DPT was handpicked to help the Air Force Reserve Policy Integration Directorate build Congressional inquiry tracker proForce in conjunction with Salesforce. This automated a manual process and increased efficiency for the Air Reserve Personnel Center's (ARPC) Congressional team. The directorate also participated in the DD-214 Capstone Working Group with the Office of the Secretary Defense to create one Total Force (TF) electronic form that will assist reservists by displaying all completed service. In addition, DPT coordinated on "Good Year Legislation" for Congressional approval for the National Defense Authorization Act. This ensured that members acquire one point for each day of active service or one point for each drill or period of equivalent instruction that was prescribed by the Secretary concerned to be performed during the covered emergency period (COVID-19 pandemic) if such person was prevented from performing the duty due to travel or duty restrictions imposed by the President, Secretary of Defense or the Secretary of Homeland Security.

The DS automated the Secretary of the Air Force PB Strengths, Weaknesses, Opportunities, and Threats analysis.

Manual process errors were eliminated and the PB prep time was reduced from 45 to 22 hours. The PA office produced 25 educational/informational videos and provided support to the TF. Audience and social media followership increased by 25%.

The Judge Advocate (JA) office stood up a program to host Individual Mobilization Augmentees who lost Annual Tours/Inactive Duty Training days to the COVID-19 pandemic. Five Judge Advocates/paralegals were fielded at the JA office on broadening tours that enabled them to meet FY 20 Retention and Retirement Year requirements when they could not be supported by their home units. JA also proposed expansion of the JAG Corps online tracking system, a web-based administrative separation program, for involuntary administrative separations to allow roll up reports of cases in progress to be visible to numbered air forces and major commands and tracking of officer cases. The AFRC Deputy Commander has since mandated use of this program for all Air Force Reserve units.



**Captain Mark Galera, a member of the 934th Aeromedical Evacuation Squadron, gives a thumbs up to the rescue team as he awaits patients at Volk Field, Wis., October 9, 2020. The exercise simulated a quick stop to load passengers, and provide in-flight medical support during the flight to a medical center. (U.S. Air Force photo by TSgt. Trevor Saylor)**

# HEADQUARTERS AIR FORCE RESERVE COMMAND



## Directorate of Manpower, Personnel, and Services (A1)

The Office of Personnel Management (OPM) approved direct hire authority (DHA) for GS-2181, Pilot positions, within the Air Force that led to the direct hire of 84 pilots. Air Force parlayed the AFRC package into a total request resulting in DHA for all pilots across the AF on May 26, 2020. OPM approved special salary rates (SSR) for an additional five locations across the command. This resulted in an overall reduction in vacancies in the occupations covered by the SSRs. Significant reductions in vacancy rates were a result of these actions.

The onset of Covid-19 disrupted scheduling, budgeting, and seat allocations for Reservists in the training pipeline, formal schools, and force development programs. These challenges drove new methods for course owners to deliver training and enabled continued education, training, and development across AFRC. In FY20, A1KB filled 2,929 Basic Military Training (BMT) seats at a cost of \$65.1 million. A total of 29,438 formal school seats, a \$142.9 million value, were also filled. The command executed \$32.6 million in STP for FY20. The branch also filled 502 Officer Training School (OTS) seats, of which 239 came from the Non-EAD Commissioning Program. The FY20 loss rate was 10.37 percent (10.90 percent goal).

A1KI was formed by connecting the MAJCOM Functional Managers, Field Operations Manager, and Force Integration Program Manager. Their mission was to provide support to more than 45 Force Support units and over 450 CSSs. A1KB was established through the A1 Next reorganization and participates in MyVector 'sprint reviews' as a result of AFRC's investment into this force development platform.

Innovative Readiness Training (IRT) was a DOD training program designed to increase deployment readiness. IRT also provided key services (medical, construction, transportation, and cybersecurity) with lasting benefits for America's communities. COVID-19 had significant impact on missions and extended completion into FY21. In turn, the IRT team mitigated

risks to get the missions back on track. Of note, vacuum stations were incorporated into medical missions in order to allow closer proximity to patients.

AFRC FSSs also met unique challenges with the war on Covid-19. March ARB hosted Americans returning from overseas in quarantine. FSS personnel worked with other Federal agencies including Department of Health and Human Services to assist with the crisis. Cruise liner quarantine was taken on by the 94FSS and 482FSS.

Lodging operations at Westover found out how devastating Covid-19 could be when more than 75% of the staff were quarantined for over two weeks while HPCON required first responders to maintain quarters. The Services Chief along with dedicated FSS personnel distributed daily lodging supplies during the quarantine assuring the mission was met. Food facilities at every AFRC base adjusted their programs to meet the new restrictions and support the country's mission.

A1M incorporated the Functional Maturity Model (FMM) into their study process which evaluates areas to determine readiness for manpower studies by engaging their respective functional community. This year saw validation of nearly 600 additional requirements through six studies, three FMMs, two process working groups, and the start of three new studies.

The A1RI OL in San Antonio was a major contributor to the development of the Air Force Integrated Personnel and Pay System (AFIPPS) representing AFR interests. Seventy-one military pay processes will migrate from FM to A1 in 2022. This effort included reengineering participation processes by allowing AROWS-R data to feed AFIPPS, producing payment and point credit directly from AROWS-R.

A1R provided guidance to ensure the successful activation, deployment, and de-activation of 4,174 Reserve personnel, supporting seven different COCOMs. They provided Restriction of Movement policy and guidance to ensure deployers, family, and the public remained safe during the unprecedented pandemic.

The work of A1RZ identified and addressed the trends and needs of AFRC members as well as provided support and services to countless families. The Yellow Ribbon Program promoted resiliency for those experiencing deployment with 12 in-person and five virtual events. Transition Assistance Program (TAP) increased compliance over previous years. A1RZ successfully advocated for policy changes that reduced the frequency for reservists to complete requirements.

A1X addressed the negative impact of ART vacancies on readiness and worked to improve full-time support through the conversion of 1,800 ART positions to AGR phased across three fiscal years (600 more positions than last year). The team revised business rules to incorporate lessons learned and to ensure consistency with program policy changes.

The AFRC Senior Leader Management Office managed actions for over 200 AFR and RegAF Colonels and 23 Reserve General Officers assigned to AFRC and our three Numbered Air Forces. The team overhauled the deployment tracker and enhanced the Senior Leader Utilization Group process to ensure proper selection of members to represent the command on deployments and exercises.

The Human Capital Resource Council (HCRC) facilitated three HCRCs and incorporated 30 records of decision (RODs) impacting 248 personnel. A new HCRC communications initiative was launched to provide 24/7 access to resources.

The Strategic Communications Team is dedicated to providing intentional messaging to the command and conducting the A1 Annual Awards Program. During the height of Covid-19, the team provided Airmen with the latest information on stop movement orders, PT tests, reporting, resources for family members to connect virtually, and safety.

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

The A2 Chief Enlisted Manager, through the Enlisted Grade Council, was able to garner additional grades needed in the ISR community, increasing A2 enlisted grade structure by 2%. The CEM also advocated for increased staff support to meet work force determinants for two MAJCOM functional managers, aiding to manage 12 career fields. Finally, the CEM garnered 11 Senior Enlisted Master Skills Course seats to prepare ISR SNCOs for increased leadership and professional responsibilities during COVID restrictions.

The ISR Analysis and Force Protection Division (A2A) researched worldwide intelligence, completing 41 command updates to the AFRC and Numbered Air Force leadership with vital situational awareness of the operating environment. They presented 38 high-level briefings on 213 topics to the HQ AFRC senior staff, and began incorporating operational vignettes from around the ISR enterprise. A2A flexed to provide enhanced PAI and otherwise unclassified material support to AFRC units in response to the COVID-19 pandemic, and the team produced 11 instructional videos to streamline training for airmen, who were increasingly teleworking. A2A also highlighted four force protection threats, empowering leadership decision-making and defensive posture.

ISR Forces Division (A2F) led the 2020 AFR 14N Development Team (DT) at Buckley AFB, CO consisting of Intelligence career field General Officer Mobilization Assistants, O-6 senior leader advisors, ARPC staff and Action Officers. They reviewed Reserve Officer Development Plans, provided career field vectors to officers on assignments and development opportunities, and scored records to determine



Citizen Airmen from the 932nd Medical Group return home to Scott Air Force Base in late May and early June. The medical reservists departed together to serve on the front line of COVID-19 to support various hospitals in the New England areas in late April, 2020. Wing and Medical Group leadership welcomed them back and presented them with a Wing coin for their outstanding contributions to the fight against the Coronavirus. (U.S. Air Force photo by Christopher Parr)

## YEAR IN REVIEW/2020

officer placement on the yearly AFR 14N Key Performance List (KPL), identifying officers with the proven performance and potential to fill critical key, command, and joint positions. The DT reviewed records 68 Colonels, 155 Lieutenant Colonels, 263 Majors, and 145 Lieutenants and Captains. Overall, they put 146 officers for placement on the KPL.

The ISR Operations Division (A2O) completed 7 Unit Evaluation Inspection (UEI) and 33 Continual Evaluations on AFRC ISR units. They orchestrated 12 “Deep Dive” teleconferences with ISR squadrons within the unit program, enabling tailored understanding of current issues and required support. A2O worked closely with the field to educate ISR units and airmen on the Publicly Available Information (PAI) tools and to facilitate training opportunities.

The Special Security Division (A2S) performed over 69,000 security actions in 2020. Despite COVID-19 restrictions, A2S saw an increased number of security actions from previous years and adapted accordingly. A2S continued its role of submitting investigations for enrollment in the Continuous Evaluation (CE) program with over 50 members enrolled in CE, saving the Air Force more than \$275,000 in investigation costs. The total number of personnel managed by AFRC/A2S increased from around 7,000 to around 7,600, an 8.5 percent increase. Finally, A2S continued to grow the number of secure facilities, with

construction commencing for three new HQ AFRC SCIFS, as well as SCIFs for the 23 Intelligence Squadron and 960 Cyber Operations Group. Design was completed for the 434 Cyber Squadron and 301 Fighter Wing, and several units, including the 911 Airlift Wing, 307 Bomb Wing, and 916 Air Refueling Wing initiating the process.

The ISR Strategy, Plans, and Programs Division (A2X) authored the Air Force Reserve ISR Enterprise Strategy, which was approved by the Chief of the Air Force Reserve and endorsed by the Deputy Chief of Staff for ISR. A2X also facilitated the A2 Strategic Working Group, resulting in a Strategic Alignment for the directorate and a plan of actions and milestones for the upcoming fiscal year. Finally, A2X was able to advocate for increased ISR support for RPA missions at Creech AFB, more than doubling the amount of AFR ISR personnel supporting RPA operations around the world.

A2O completed seven Unit Evaluation Inspection (UEI) and 33 Continual Evaluations on AFRC ISR units. They orchestrated 12 “Deep Dive” teleconferences with ISR squadrons within the unit program, enabling tailored understanding of current issues and required support. A2O worked closely with the field to educate ISR units and airmen on the Publicly Available Information (PAI) tools and to facilitate training opportunities. The A2A division consolidated operations with A2O, becoming



**B-1 Lancers assigned to the 345th Expeditionary Bomb Squadron fly in formation en route to the East Siberian Sea after taking off from Eielson Air Force Base, Alaska for a Bomber Task Force mission on Sept. 21. The mission, which also included B-52 Stratofortress and B-2 Spirit bombers, demonstrated the U.S. Air Force’s agility in launching assets from various spots around the globe to accomplish necessary training across multiple theaters. (U.S. Air Force aircrew photo)**

A2OA going forward. They researched worldwide intelligence, completing 41 command updates to the AFRC and Numbered Air Force leadership with vital situational awareness of the operating environment. They presented 38 high-level briefings on 213 topics to the HQ AFRC senior staff, and began incorporating operational vignettes from around the ISR enterprise. A2A flexed to provide enhanced PAI and otherwise unclassified material support to AFRC units in response to the COVID-19 pandemic, and the team produced 11 instructional videos to streamline training for airmen, who were increasingly teleworking. A2A also highlighted four force protection threats, empowering leadership decision-making and defensive posture. A2A also represented the directorate as a charter member of AFRC's new Information Warfare Working Group.

### **Directorate of Operations (A3)**

The A3DB Bomber Branch is responsible for providing policy, oversight, and advocacy for AFRC bomber units. A3DB performs bomber aircrew standardization/evaluation, tactics, and training functions. The A3DB Functional Area Managers (FAMs) ensure readiness for bomber weapon systems and provide policy, oversight, and advocacy to the AFRC bomber units.

A3DB FAMs coordinated issues in support of four Bomber Task Force (BTF) missions. BTF missions help maintain global stability and security while also enabling units to become familiar with operating in different regions around the globe. The 345th Bomb Squadron led one of these BTF missions. This was the first time an AFRC B-1 squadron has led a BTF mission. A3DB FAMs also coordinated issues supporting the B-52 Formal Training Unit, which maintained a 97% on-time graduation rate despite impacts due to the COVID-19 pandemic.

AFRC/A3MC worked with AMC/A3TA to develop a mutually agreed upon Plan of Action and Milestones (POAM) to support the creation and implementation of an enhanced C-5M Loadmaster Formal Training Course. Since the C-5's inception over 45 years ago, the Formal Training Course for Loadmasters has not produced a fully-qualified Loadmaster. A graduate of the existing course has to execute months of training at their home unit prior to becoming fully qualified. Upon implementation of the newly developed course, Loadmaster graduates of the Formal Training Unit at the 433 Airlift Wing, Joint Base San Antonio-Lackland will graduate in a qualified status, eliminating the need for months of follow-on training at their gaining unit. The POAM projects that the new course will be fully implemented in FY25.

### **A3OA**

The Air Force Reserve Command Airspace and Airfield Operations Branch (A3OA) provided air operations oversight, advocacy, and policy for 13 Air Reserve locations with functional responsibility over Air Traffic Control, Airfield Management, Automation, Ground Radar Systems, Airfield Systems, Weather Systems, Airspace Management, Range Operations, Terminal Instrument Procedures and Mission Sustainment requirements. Besides oversight of current air operations, A3OA reform initiatives resulted in overall operations improvement in

alignment with Air Force strategic reform objectives.

In the spirit of "Accelerate Change or Lose", In 2020 A3OA trained, developed, and empowered existing unit Radar, Airfield and Weather Systems (RAWS) technicians enabling them to provide immediate maintenance on Navigational Aids and precision landing systems versus waiting for technicians to arrive from a Regional Maintenance Center. They realigned organizational structure and associated policies thereby accelerating airfield readiness. A3OA also centralized the management of Command Terminal Instrument Procedures to stabilize and improve management so that TERPS experts were enabled to effectively and efficiently manage and maintain AFRC flying procedures. Additionally, A3OA established an Air Force benchmark Mission Sustainment program to formalize community engagement and partnership opportunities so that Wing Commanders and headquarters Leadership could effectively and efficiently protect and sustain mission footprint resiliency while maxing opportunities to sync with communities on mutually beneficial endeavors.

A3OA continued to champion a Total Force initiative to balance the Airfield Operations Enterprise by leveraging the untapped unique strengths and advantages of the Air Force Reserve so to bring stability and health to critical Airfield Operations career field structures and improve the lives of Airmen (in-garrison and expeditionary) while expanding capacity/capability and providing retention opportunities (surge capacity) for critical skillsets being aggressively recruited by contractors, industry and the Federal Aviation Administration. A3OA continues to work with RAND Corporation, and Headquarters Air Force on a solution organizing and training Airfield Operations Capabilities for Expeditionary Operations. Lastly, A3OA devised a standardized and collaborative management/reporting mechanism so that Wing Commanders and Headquarters Leadership maintain operations awareness for advocacy, prioritization and infrastructure management. Current and future airfield mission readiness awareness so that proactive decision/management excellence is achieved.

A3OA, the Airspace and Airfield Operations branch, continued the organizational reform that began in 2012 in order to enable and strengthen safe, effective, and efficient Air Force Reserve Command (AFRC) airspace, range, weather and flying operations so that requirements for operations are available and support readiness/operations awareness and champion a professional culture of safety, compliance, and management excellence. A3OA also established an organizational structure with manpower gains (Airspace, Range, Weather and Flying Procedures Management) to fill requirement shortfalls that resulted from a lack of resources (manpower) i.e. A HQ AFRC Range Operations void resulted in zero program oversight until 2020 – Utah Test and Training Range MOA which is an annual (\$1.5M + 3 percent yearly increase) AFRC bill under review, preliminary review shows a two percent usage rate. Termination/modification would result in savings which could have been recognized years earlier. Other examples are available such as Obstruction Evaluation/Airport Airspace Analysis (OE/AAA) program management.

### A3OH

The Counter Drug Branch (A3OH) managed an operating budget of more than \$2.8 million. The branch oversaw the placement of 23 motivated AFR individuals on COCOM staffs worldwide to assist respective combatant commanders in the execution of their counter-drug and counter-narcoterrorism programs. Additionally, utilizing the services of various AFR flying units & MDSs across the country, the branch coordinated the execution of 153 airlift sorties that logged more than 430 flight hours in support of 25 COCOM airlift requirements.

### A3OI

(U) The Information Warfare Branch (A3OI) was created with the merging of the Cyber Operations Branch (A3OC), the Information Operations Functional Area Manager (FAM) and the Command OPSEC Program Manager. A3OI provided oversight, advocacy, and policy for six cyber weapon systems and 13 cyber squadrons within the 960th Cyber Wing. The branch collaborated on the Air Force initiative for Mission Defense Teams (MDTs) at Reserve Host Base and Tenant locations, which will conduct mission assurance of cyberspace for each wing's Mission Design Series (MDS) weapon system or mission system. The branch streamlined Cyber Initial Qualification Training enrollment processes across eight courses and thirteen units, matriculating 94 cyber operators. The branch also piloted the cyber mission training program. In doing so, it vetted applicants, funded \$1.7M for training and produced 75 mission ready warriors. In addition, the branch provided vital input to the Air Force Cyber Mission Forces effort assisting in the rewrite of six Ready Cybercrew Program Tasking Memorandums.

The Information Warfare (IW) Working Group was initiated in response to the information environment threat that increased during the COVID pandemic and civil unrest. Due to the existential behavioral threat, the Command's Information Operations FAM gathered cyber, public affairs, OPSEC, intelligence and weather experts as an IW team to identify that online threat and educate leadership and Airmen to decrease influence susceptibility. The group was chartered as an IW Cross Functional Team which now has five lines of effort to include advocacy/policy, integration into AFRC operations for messaging, and IW awareness across the command but also about the threat. Additionally, with a renewed focus from Air Force, the Command OPSEC Program Manager assessed 14 wing's ability to protect critical sensitive information. Working in coordination with the IG, 32 shortfalls were resolved and ensured continued compliance across the command.

### A3OR

The Air Force Reserve Command Readiness and Plans Branch (A3OR) provides 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 for today and postured for tomorrow, the HQ command staff must move synergistically towards using resources to increase readiness, produce combat ready forces, and better connect readiness to planning/programming/execution decisions.

Despite the operational impacts due to COVID response, A3OR continued to provide oversight, advocacy and policy. A3OR fully adopted the directed protocols and continued to meet the mission maximizing virtual meetings, telework resources and social distancing guidelines.

HQ Air Force Reserve Command held three Fusion Days for command-level functional area managers, programmers, planners, budgeters and leadership to maximize cross-community relationships and applications of information across areas of responsibility. Each Fusion Day coincided with Program Objective Memorandum submissions and Allocation of Funds, and aimed to improve readiness and inform senior leadership on the status of forces and capabilities to perform assigned missions.

A3OR also performed MAJCOM scheduling with the efforts of a MAF and a CAF Long Range Scheduler, who worked with the Force Provider MAJCOMs to schedule AFRC unit AEF rotations in support of the GFMAP. These schedulers also worked to place units in large force exercises to train and assure readiness for combat deployments.

The MAF Long Range Scheduler also served as the Rated Staff POC, tasking AFRC operational and institutional force units for biannual Rated Staff requirements within the ACS Mobilization process. This POC worked with the CAF and MAF division FAMs to select the most available and capable units for these taskings, as well as unit options for fulfilling the taskings.

As OPR for aerial events, A3OR was responsible for the coordination and approval of static displays, flyovers, civic leader tours, employer support of Guard and Reserve flights, familiarization and orientation flights, media flights, and Bosslift flights. This office was also the focal point for Threat Working Group approvals for OCONUS training flights and all COVID flight movements. In 2020, we processed 928 flight approvals of all types.

A3OR is the foreign disclosure officer (FDO) for A3. A3OR was responsible for reviewing disclosure requests for controlled unclassified information (CUI) and classified military information (CMI) to foreign representative. Along with A5A8X, POCs worked with SAF/IAPD to manage three Military Personnel Exchange Program (MPEP) and foreign visits to our bases.

A3OR was 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 our capability and readiness. Along with the FGC and the NAFs, they presented and scheduled the right training environment, for the right units, at the right time to meet commander objectives.

### A3OS

During 2020 HQ AFRC/A3OS was instrumental in gaining the approval of inclusion into 4 new missions, developing the transition plan for 1 unit, and mobilizing over 90 personnel. We worked cross directorate to stand up an Operations Support Flight, purchased a shared trainer to permit initial and advanced training of personnel operating across two AORs, and developed a plan to realign existing resource against emerging requirements. HQ AFRC/A3OS also gained and hired a critical civilian mobility planner and two IMAs.



**Master Sgt. Brandi Bray, 339th Flight Test Squadron aircrew flight equipment technician, adjusts a flight helmet on a Houston County Career Academy student Feb. 5, 2020, at Robins Air Force Base, Georgia. The academy toured the 339th FLTS to learn more about the unit and what the Air Force Reserve brings to the Robins AFB community. (U.S. Air Force photo by Jamal D. Sutter)**

### **A3RF**

The Citizen Airmen in Aircrew Flight Equipment (AFE) demonstrated adaptability and dedication to serving as they sustained safe operations through the COVID-19 pandemic. When early recommendations on the use of face coverings were released, AFE leaders across the command instinctively initiated local production. Sewing skills were put to the test as AFE technicians mass-produced face coverings in an effort to protect their fellow Airmen and families.

To improve warfighting capabilities the innovative problem solvers in the 934 Operations Support Squadron, Minneapolis- St. Paul, submitted their "NVG Cave" to the Air Force Spark Tank. Their concept, the next-generation portable night vision goggle (NVG) calibration booth was selected as one of two AFRC semi-finalists. The design permits aircrew to test and adjust their NVGs prior to flight, which enhances the capability and improves mission readiness. The NVG Cave can be locally manufactured by following the step by step guide and can be deployed anywhere in the world.

### **Directorate of Logistics (A4)**

#### **A4C**

The Civil Engineering Division awarded 192 projects worth \$174M in the FY20 Facilities, Sustainment, Restoration,

and Modernization (FSRM) program. The Command also received \$85M in MILCON funding, which included a Congressional plus-up \$24.5M via the FY20 NDAA. The combined FSRM and MILCON investment of \$259M amounted to 3.5% of Plant Replacement Value (PRV), which is within the target of ensuring an annual investment of 2-4% PRV. Completed installation-specific climate / severe weather risk assessments for AFRC main bases in order to support long-range planning and development strategies that fully consider future hazards. Accomplished continuous improvement of core Civil Engineering business process to right-size facility footprint and identify critical investment requirements; including modernization of AFRC Facility Standards handbook to address new mission areas.

Explosive Ordinance Disposal (EOD) teams conducted 264 responses, totaling 26K man-hours, supporting assigned aircraft munitions, improvised explosive devices, unexploded ordnance, defense support to civilian authorities, and the Very Important Persons Protection Support Activity program. The Command also directly increased realistic proficiency training for over 300 EOD personnel through the purchase of \$1.2M in multiple munitions training aids and bomb suits for home station capability. The AFRC Civil Engineer enterprise oversaw \$4.4M expenditure for NGREA funds for vehicle buys, including delivery of 14 vehicles and equipment for Rapid Airfield Damage Recovery (RADR) Training Capability Beddown at Dobbins ARB.



**Col. Steve Lanier, 916th Air Refueling Wing commander, left, and Chief Master Sgt. Mark Kistler, 916th ARW command chief, welcome the first KC-46A Pegasus to Seymour Johnson Air Force Base, North Carolina, June 12, 2020. This is the first of 12 aircraft the 916th ARW expects to receive. (U.S. Air Force photo by Senior Airman Jacob B. Derry)**

#### **A4M**

The Aircraft Maintenance Division provided coordinated oversight for the 916 ARW's conversion from KC-135 to KC-46A aircraft. Three of the 12 programmed aircraft were received in CY2020. The delivery schedule remains fluid, however the unit is scheduled to complete delivery by Aug 2021. A4M also teamed with AFMC, the AF Corrosion Office, Mission Design Series (MSD) System Program Offices (SPOs), and Weapon System Managers (WSMs) to implement COVID-19 disinfection requirements. A4M fielded materiel authorization requirements and MDS-specific instructions to 24 equipped AFRC units, enabling continuous readiness of 334 aircraft valued at \$21.4B. A4M guided the 920 RQW's conversion to six HC-130J aircraft between Apr and Nov 2020. The unit is expected to be fully operational by June 2022. Additionally, AFRC completed modification of 54 F-16C aircraft for the ASQ-236 Radar Pod in July 2020, providing the fleet's ability to gain target area awareness, perform automated Combat Identification (CID), generate targetable coordinates, and all weather targeting; the modification significantly enhances mission capability of the F-16 and fulfills a WEPTAC critical requirement. Finally, A4M coordinated with HAF on the release of the Theater Integrated Combat Munitions System (TICMS), replacing the Combat Ammunition System (CAS) as the new Accountable Property System of Record (APSR) and enabling FIAR compliance. The system provides the Air Force with a singular application by consolidating the eight existing munitions systems (6 NIPR, 2 SIPR) into a standalone munitions management system for use across the enterprise.

#### **A4P**

The Resource Integration Division's Weapon System Sustainment (WSS) program executed \$710M in O&M funding across 20 different weapon system platforms. Successful execution of funding required continuous coordination and collaboration between AFLCMC Program Offices, AFRC/FM and AFRC Weapon System Managers (WSMs). Support included 40 aircraft inductions, 20 engine overhaul inductions, and other major end item repair (Tunner/Halvorsen Loaders, support equipment). Cost Per Flying Hour (CPFH) managed a \$643.2M budget ensured units had proper funding by reviewing data and performing analysis of unit lines of accounting, making adjustments where needed. Coordinated with ALC managers and AFRC WSMs for approval of Spares Requirements Review Board templates for all applicable aircraft. The Logistics Support Branch has been instrumental in Flight Line of the Future strategic goals and roadmap by providing keen insight into the flight line of 2030. Collaborated with AFRC/A6 to stand up the Mobile Device Management (MDM) system Work Space One. The transition to a MDM platform enables eTool devices expanded capabilities to allow more command and control of mobile devices in maintenance environments, a decrease in paper documentation, reducing flight line travel, increase in quality and timeliness of documentation while also enhancing command and control. AFRC Basing and Logistics Geospatial Information Systems (GI&S) program has collaborated with the Environmental Systems Research Institute (ESRI) mobile implementation team has placed AFRC as the first MAJCOM GI&S office to successfully connect and edit live Geospatial

Portal data via a mobile device. This successful effort expands the capabilities of the AFRC GI&S Program by 1) maximizing efficiency and ease of data collection, 2) improving data accuracy, 3) time savings and 4) empowering stakeholder ownership. Another first for MAJCOMs across the Air Force is the adoption and implementation the newest ArcGIS software (ArcGIS Pro). The advantage of ArcGIS Pro software platform is an all-inclusive software product that enables better processing, more streamlined workflows, and timely requirement completion.

#### A4R

The Logistics Readiness Division sourced and executed 484 LRS, APS, and Maintenance (MX) Agile Combat Support exercise tasking from 26 units supporting six combatant commanders. Completed 11 “in person” Readiness Roadshows inviting LRS, APS, and Aircraft MX units from around the command. Focus of Readiness Roadshows spotlighted educating the units on how readiness is reported & the authoritative data sources that populate personnel, training, and equipment in DRRS/AF-IT systems. MAJCOM Functional Managers (MFM) coordinated with AFRC A1 Manpower Engineering Team to conduct Unit Deployment Manager (UDM) manpower study, resulting in effective UDM manpower determinant and 61 additional positions, enhancing command readiness. Hosted two pre-deployment conferences, one in person and one virtually. Provided AFCENT, AOR, FGC, and AFRC briefings on pre-deployment and deployment expectations to 18 squadrons/60 team chiefs and ARTs for four RCP cycles.

The Material Management Branch supported 115 KC-135/C-17/C-5 aircraft by repositioned 1300 support assets valued at \$8M; enabled 60K flying hours/7K sorties; directly enhanced readiness and improved strategic depth. Oversaw

procurement/replacement of 60 vehicles valued at \$17M. Expertly redistributed 605 KC-135 assets valued at \$6M after the weapon system conversion at Seymour-Johnson AFB, reducing support equipment shortages across the command and enhancing strategic capabilities. Drove resupply of critical weapon system parts from DLA, depot and SCOW; ensured 4K MICAPs valued at \$133M were delivered to the right place at the right time.

#### A4S

Security Forces Division Defenders continued their steadfast support of national interest by deploying 367 Defenders to the US Central Command Area of Operations, 84 Ravens in support of US Transportation Command, and 65 Defenders in support of Naval Special Warfare Command pre-deployment qualification. Embracing the CAFR's directive to “Reform the Organization,” A4S erected a Training Branch, hyper focused on the Command's charge to “Train” Defenders in line with the National Defense Strategy, FY20 Command Training Guidance, and Security Forces Enterprise Plan. In a relatively short period of time, the Training Branch procured \$2M to purchase firearms training simulators for every AFRC host wing and, coordinated the first ever ARC only Craftsman Course, training 120 ARC enlisted leaders. Accelerating Change, the Division's Operations Branch fielded over \$1.5 million in FIDO X4 Explosive Detection equipment and mobile vehicle barrier systems, ensuring AFRC Installation Access Control Points are secured with modernized defensive technology, capable of detecting and defeating 21st century threats to AFRC installations. The Operations Branch also bolstered multi-domain defense capabilities by installing 6 additional Ninja (C-sUAS) systems across the Command, facilitating 100% AFR host wing defensive capability.



U.S. Air Force Tech Sgt. Luis Colon, 927th Security Forces Squadron fire team member clears out a room during a training event in Tampa, FL on Sept. 11, 2020. During the training members of the 927 SFS learned new strategies in securing rooms and escorting wounded hostages from hostile situations. (U.S. Air Force photo by SSgt. Xavier Lockley)

### A5A8

#### A5XW

A5XW completed calendar year 2020 implementing the USAF AETF Force Presentation Implementation Guidance. Implementation required the identification of operational force packages to be aggregated under the Air Expeditionary Force Task (AETF) to restore readiness for the nation's defense. The implementation provides opportunity to align force readiness reporting and force generation to meet the AFRC commander's goal to accelerate readiness provides integrated and flexible operational capability to Combatant Commanders.

In March 2020, A5XW went live with the Deliberate and Crisis Action Planning and Execution Segments (DCAPES) Ticket System on the AFRC A5XW SharePoint site. DCAPES is a mission critical, national security system which is the Air Force's single system used to present, plan, source, mobilize, deploy, account for, sustain, redeploy and reconstitute forces to conduct National Command Authority authorized military contingency and crisis operations. This Ticket System eliminated numerous phone calls and duplication of efforts from the field. It allows A5XW to capture, manage, and track the status of DCAPES issues in an organized and expeditious manner. Currently A5XW is managing three hundred and forty three DCAPES accounts.

#### A8XP

The Strategic and Capabilities-based Planning branch (A8XP) had a busy year developing the Mission Optimization concept as part of the larger AFR Future Force Framework (AF3) initiative. Successfully compiling over ten years of historical data necessary to analyze unit readiness, A8XP was able to provide a "proof of concept" visualization for customers to ask the question "Is a given unit able to achieve mission accomplishment better/faster/cheaper if their resourcing was changed?" Using a science based model instead of only a "gut feeling", those resourcing questions can now be thoroughly analyzed before actually committing resources. This allows for quicker effects, better results and optimization of money and personnel under austere budget constraints. As A8XP continues to grow the capability of analyzing mission optimization, the AFR will be well poised to apply resources where they can stretch the farthest and help the warfighter meet today's threats and tomorrow's challenges better and faster in the most cost-efficient manner.

A8XP also stepped-up to lead the development of a much needed Foreign Disclosure Office (FDO) function for the Command. Responsible for overseeing all matters of International Affairs for AFRC units, from foreign visit requests, to approving release of sensitive information, to training support for international partners, the FDO provided critical guidance to our Reserve Citizen Airmen and a unified voice for the command to liaise with Department of the Air Force and Department of Defense leaders, Joint partners and the Department of State. AFRC is now on par with our sister-MAJCOMS and is fully represented in International Affairs matters at all levels. As the office continues to provide more support and input, AFRC, and the AFR as a whole, will reap the rewards of such support by

gaining stronger ties with our coalition partners, improving Reserve Citizen Airmen readiness through coalition experience and training, and providing Reserve equity in larger strategic efforts.

#### A5R

The Requirements Division of Air Force Reserve Command Headquarters (AFRC/A5R) executed over 99.99% of its fiscal year 2018 National Guard and Reserve Equipment Appropriation (NGREA) funds that had been allocated, leaving just under \$2,700 unobligated from a total appropriation of \$195 million. Worked continued on upgrading A-10 and F-16 avionics with Anti-Jam GPS and high-resolution cockpit displays. Those displays were made necessary due to continued improvements to the targeting pods utilized by the command. A new radar with much greater capabilities for the F-16 was purchased and will be installed on the Reserve fleet in the near future. To make our fighters more survivable, improved digital radar warning receivers and other missile warning systems were funded and are in various stages of testing, production and installation. Mobility Air Forces were also modernized. Tankers and cargo aircraft assigned to AFRC are in various stages of testing or installing tactical data link capability through the Real Time In the Cockpit system. C-130 aircraft continue receiving propulsion system upgrades with new propellers and engines. Like the fighter aircraft, the command worked to make their mobility aircraft more survivable through Large Aircraft Anti Infrared Counter Measures (LAIRCM) on the KC-135 and a digital radar warning receiver on the C-130. NGREA funds continued to be used to purchase critical support equipment across the command, but most importantly at Beale AFB and Niagara IAP to support the remissioning of those units to the KC-135 tanker. While executing the last year of FY18 funding, A5R continued to execute remaining FY19 funding and dealt with the pull-back of FY20 funds, reprioritizing existing funds in a way to keep programs moving and keeping industry production lines open.

#### A8M

In June of 2020, the 916th unit-equipped Air Refueling Wing at Seymour Johnson ushered in a new era of aerial refueling by accepting delivery of the first of twelve brand new KC-46 Pegasus aircraft. Despite the plethora of challenges associated with converting to an entirely new mission, the concerted efforts from members across the wing and headquarters enabled the execution of 113 sorties totaling over 360 flying hours in a very short time. In addition to AFRC's first unit-equipped KC-46 conversion, the 931st classic associate Air Refueling Wing at McConnell AFB continues to serve as trailblazers in partnership with their active duty counterparts bringing the KC-46 to full operational capability. Their efforts include aircrew participation in operational testing and in providing critical instructor support for the temporary transition training program set up to meet the ever increasing demands for new KC-46 aircrew across three MAJCOMs. AFRC units will continue to provide critical continuity of effort toward fielding this new capability in the years to come.



F-35 Lightning II's and F-16's fly in formation May 1 during a national COVID-19 Total Force flyover at Luke Air Force Base, Ariz. The flyover included an aerial review over Luke Air Force Base followed by a morale flyover over Phoenix-Metro to demonstrate local military continued readiness during the national COVID-19 response, while saluting the American heroes at the forefront in our fight against COVID-19. (U.S. Air Force photo by TSgt Louis Vega Jr.)

### **A8PE**

A8PE submitted another successful program objective memorandum to support Chief of Air Force Reserve's strategy, planning, programming, budgeting and execution activities. During the annual program review, A8PE re-aligned over 600 manpower authorizations to meet strategic priorities. The FY22 program objective memorandum aligns resources to meet the AFRC strategic priorities of accelerating readiness, developing resilient leaders and reforming the organization. Specifically, the major AFRC initiatives included an increase in commander support staff, force support staff, resourcing NAF staff with Chiefs, adding Wing Chaplain support, increasing unit combat arms at tenant locations and standing up a space electronic warfare and control flights. A8PE also programmed 347 ART to AGR conversions prioritizing career fields with low fill rates focusing on CSS, FSS, aircrew flight equipment and medical staff. A8PE also corrected operations and maintenance funding resulting in the formal submittal for additional funds for IDT lodging, contracts and support/vehicle equipment.

### **A8PB**

During 2020, the Program Execution Branch was

instrumental in executing 20 Strategic Basing actions and successfully establishing mission requirements for 83,000 personnel, covering 700 AFRC units. A8PB implemented key force modernization efforts such as the new Space, Cyber, Combat Air Forces and Mobility Air Forces with the introduction of the KC-46, F-35 Joint Strike Fighter, the HC-130J and Bounty Hunter weapon systems. A8PB led the activation of the 311 SOIS at Hurlburt Field, which is becoming a vital tool for real-time intelligence to ground troops, saving lives and changing the dynamic of today's battlefield. A8PB set an Air Force benchmark with the establishment of the Joint Task Force detachment at Shaw AFB which provided a new warfighter role supporting war efforts directed by the Chief of Staff, United States Air Force. A8PB helped save the United States Treasury several million dollars by eliminating lease agreements with the state of California by establishing the joint forces Army deployment center at March ARB, CA. This function is responsible for the processing in excess of 90,000 soldiers on an annual basis. Masterfully supported the Secretary of the Air Force's total force priorities by providing accurate MH-139 and C-130J basing analysis, requirements and resolutely advocating for AFR equities. Team A8PB was also instrumental in advocating

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the necessary resources to properly outfit airmen to fulfill Combatant Commander deployed requirements. This was accomplished by doing what A8PB does best, by integrating all necessary stakeholders to fulfill a command requirement. A8PB expeditiously engineered the MH-139 request through the Air Force Strategic Basing process to obtain Secretary of the Air Force approval. The MH-139 will be the first Grey Wolf Flying Training Unit (FTU) in the Air Force Reserve. This FTU will produce helicopter pilots in support of Global Strike Command in collaboration with Air Education and Training Command. Additionally, A8PB leads the AFRC's Total Force Integration and Strategic Basing Corporate Structure projects, and expertly manages nearly approximately 82 active and classic association plans. Finally, A8PB ensured 21 association plans were written, coordinated, and signed by AFRC and all partnering MAJCOMs to improve key MAJCOM relationships, protect valued resources, and effectively structure the Command to meet mission requirements, using the Total Force concept as directed by the Secretary of the Air Force.

### **A8WV**

The Global Vigilance branch secured more than \$8 Million of National Guard and Reserve Equipment Appropriation (NGREA) funds to purchase two training platforms for its Space Operations. The first is an Advanced Threat Simulation Environment. This training capability provides realistic SATCOM/EMI training and space control training to more than 250 space control operators in the 16th and 380th Space Control Squadrons (SPCS). The second platform, the Bounty Hunter training system, was delivered to the 380 SPCS in October – December 2020, and provides advanced warfighting training in support of AFRC's United States Space Force TFI partners and Combatant Commander requirements. Additionally, A8WV orchestrated the stand up of an AFRC Detachment as part of the TFI Joint Task Force (JTF) at Shaw AFB. The Detachment will provide 25 percent of mission capacity providing support for worldwide taskings at this first-ever standing TFI JTF. The RQ-4 Global Hawk mission provides critical High Altitude ISR to Combatant Commanders.

### **A8WW**

The Global Power Branch synchronized the development and execution of multiple initiatives that increased readiness and streamlined the force structure. Working closely with A8PB, A8WW crafted a plan to build a wing at Davis-Monthan AFB. This effort will centralize command and control to better organize, train and equip more than 1,200 reserve personnel, performing four diverse missions, at Davis-Monthan and geographically separated units. Additionally, A8WW led a total force planning team composed of members from AFRC, AETC and AFGSC to transition the Maxwell AFB based 908th Airlift Wing from a C-130 airlift mission to a MH-139 Flying Training Unit (FTU) mission. The planning team defined the overall construct and force mix of this Secretary of the Air Force directed Active Association. Facility charrette planning selected an optimal location, saving the Air Force \$60 Million in Military Construction (MILCON) funds. The Wing will be the

first MH-139 FTU in the Air Force Reserves, and will produce helicopter pilots in support of Global Strike Command. Keeping their eye on the target of driving change, A8WW also finalized the manpower footprint for the management of the Cannon Range, an AFRC A-10 training range located in Missouri. Being composed of Department of the Air Force Civilians and military Enlisted Active Guard Reserve (AGR) personnel, the force structure capitalizes on the unique skills that both populations bring to the fight, and ensures continuity of operations at this critical training range. This action finalized the 2-year transition of ownership of the range from the Air National Guard to the Air Force Reserve. Finally, A8WW completed the move of 200 plus Reservists in the 44th Fighter Group to Eglin AFB, following the destruction of Tyndall AFB by Hurricane Michael in 2018.

### **Directorate of Cyberspace and Technology (A6)**

The AFRC Directorate of Cyberspace and Technology ensures integration of communications architecture, voice, data, network, & cloud/mobile technology to meet the command's enterprise mission needs. The technology and integration team administers \$200M+ of IT equipment to HQ AFRC and 11 Air Reserve Bases for 73,000 users command wide, ensuring mission readiness and providing the physical & virtual network foundation to provide AFNET desktop capabilities to the entire AF.

### **CITO – Chief Information Technology Officer**

(U) The CITO aided the establishment of the Workspace One-Mobile Device Management capabilities provide critical support to the accomplishing the AFRC Flight Operations and Logistics. The Operations Electronic Flight Bag (EFB) liberates the aircrew from paper checklist and provides digital content for aircraft operation and airfield usage. Similar to the EFB, Logistics has fielded several thousand commercial mobile devices (CMDs) supporting multiple missions. The EFB and CMDs allow users to access Desktop Anywhere for email, collaboration and connectivity to other Air Force digital resources. AFRC was successful in integrating Workspace One with the Air Force Microsoft Cloud Hosted Enterprise Services (CHES) which has provide a more flexible capability for mission owners to access Email and Microsoft Productivity Suite Apps. The progress has been primarily due to the maturity of four key capabilities: 1) 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 2) Desktop Anywhere integration on the mobile Apple and Android platforms providing the same capabilities an end user would experience on a Windows client device 3) CHES Integration for MAJCOM/Mission mobile device management products, and 4) Expansion of commercial wireless capabilities, authorizing the use of commercial internet service provided broadband in operations and maintenance facilities couple with 4G/5G cellular wireless services through enterprise.

### **A6C – Network Systems**

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 authenticated users can securely access data and applications using government issued devices and personally owned devices.

A6C implemented zero clients across eleven host bases and headquarters to save IT labor spent on managing and remediating thick clients. Hours spent on sanitizing desktops/laptops in the event of Negligent Disclosure of Classified Information (NDCIs) was drastically reduced to just seconds. Vulnerability management efforts were also streamlined, to produce a secure desktop image for tens of thousands of members to use versus an entire staff to manually patch or re-image desktops/laptops individually. This transformation has standardized our desktop service delivery and paved the way to allow mobile delivery of mission critical services.

Also, to further the effort, the team worked with DISA, ACC, CYSS, and 16th AF for approval to deploy a secure, remotely accessible, virtualized desktop capability called Desktop Anywhere (DA), which extended secure network access by 800%. This breakthrough capability in the Air Force enables users to access critical applications and data securely from their personal computers from almost anywhere in the world. It provides a rich remote user experience that has the same look and feel of the user's AF work computer—without the significant cybersecurity risks of a government laptop used externally. Furthermore, it's a force enabler by integrating telephony, data, applications, AF desktop, and traditional video and audio conferencing to create more robust and responsive communication services.

Finally, with ServiceNow implementation the delivery of services is 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 (CMDB) integrating with Incident, Problem and Change Management, with requirements processes to close the loop between current services and future customer needs. Focus areas for 2020 included maturation of the Incident vs Service requests, standardization of the service definition development and design process, survey functionality, and implementation of Change and Problem Management processes.

### **A6B – Business Systems**

Also, in support of the 2020 Federal Data Strategy Action Plan and in coordination with Air Force Data Officers, A6B conducted its first Data Maturity Assessment. Based on the Data Maturity Model, AFRC used the results to establish a Data Roadmap which identifies milestones and deliverables to increase the AFRC Data Program maturity and organizational mission effectiveness.

To further establish a data-centric foundation AFRC established and codified data governance. This data governance

included the AFRC Data Board and the Data Science Center of Excellence (DS CoE). The AFRC Data Board is the governance body for the AFRC Chief Information Officer (CIO) for matters concerning data within AFRC Domain and AFRC Shared Data Environment (SDE). The DS CoE is a cross-directorate team of data science professionals who understand operational data and utilize various software products/tools to perform data discovery, processing, statistical analysis, modeling and simulation, and other analytical techniques to interpret data and provide insights, recommendations, performance measures/indicators and reports for decision makers.

### **A6O - Operations**

A6O year-in-review includes accomplishments from force development, readiness, MDT maturation, cyber security, and improvements in network architecture and processes. A6O conducted a MAJCOM-wide Cyber Officer Development Team Board which vectored 306 officers. This included incorporating 14F officers for the first time. The team completed AFSC designation for 550 17X officers, and also conducted the Cyber Enlisted Development Team Board vectoring 262 Airmen.

As part of the Air Force's transition of Communications Squadrons to Cyber Squadrons, A6O also matured (6) Mission Defense Teams (MDTs) through AFRC Programming Plan (PPLAN), and development for Cyber Squadron Implementation. They also filled (59) seat allocations in two required courses for Initial Qualification Training. A6O's Cyber Security Team led the command's Risk Management Framework (RMF) process, enabling mission assurance via 15 NIPRNet and SIPRNet operating approvals, as well as saving \$200K per year by absorbing the previously contracted RMF/8570 Certification actions into government positions. The team also enabled GASN-T install plans at AFR KC-135 Wings and their Nuclear Command, Control and Communications missions by driving essential maintenance concept development, civilian over-hire manning and RPA support. A6O conducted segment architecture effort by identifying 247 processes and mapping 82 of most impactful, which provided a baseline for Continuous Process Improvement across A6. Lastly, the team embarked on Unit Readiness Data Analysis and Training feats by facilitating development of new cyber missions and Reserve support of Cyber Security to Elections and rapid vaccination creation through Operation Warp Speed.

### **A6X – Plans, Programs and Resources**

A6X played a large role in the successful CIO response to COVID-19 by re-prioritizing \$8.4M in requirements to support telework needs and expand daily operations. This included the replacement of 7K client computers to ensure AFRC users had the equipment needed to sustain operations. They also leveraged the AFRC SharePoint capability to create a NIPR COVID-19 Site and SIPR INTELlink for the FGC that put health crisis, natural disaster, and national interest information at AFRC commanders' finger-tips in real time to make critical decisions. The Freedom of Information Act (FOIA) program manager decreased back-log cases by 70% (from in less than seven months). Additionally, they led the AFRC Engineering

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and Installation Workplan process, resulting in 11 AFRC requirements valued at \$2.8M projected above the funding line for FY21.

Additionally, A6X was pivotal in the success of several essential programs during 2020. This included the improvement of Unified Collaboration tools providing DSN telephony, Video Conferencing (VTC), and Remote Desktop capabilities to allow maximum telework in response to COVID-19. A6X also aided in the Virtual Desktop Initiative (VDI) expansion, while increasing collective telework capacity by 800%. This capability provided reservists and active duty airmen the resources to continue supporting their respective missions by teleworking during the pandemic. Additionally, A6X quickly secured funding and executed procurement for (56) SIPR communications devices for senior leaders and key staff members, enabling critical classified functions during increased HPCON changes.

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

Throughout the Command, HQ AFRC/A9 provided decision support and problem-solving services to support AFR combat ready forces. The A9 Directorate consists of two divisions. The Analysis Division (A9A) provides defensible, repeatable, and transparent studies and analysis. The Lessons Learned and Continuous Process Improvement and Innovation (CPI2) Division (A9R) provides the Command with CPI facilitation and mentorship training as well as AF Lessons Learned collections and reporting. Goals are to establish a culture of continuous improvement and innovation, and make fact-based recommendations to decision-makers. During this year, A9 rose to the challenges of the COVID-19 pandemic, and adapted to the new telework paradigm while continuing to accomplish the mission.

A9A was involved in over a dozen high-impact analytic efforts that informed policy, strategy, and other decisions that achieve the Command's highest priorities. Accomplishments include but not limited to the creation of a Manpower Request Model to inform what HQ positions to repurpose / fund in the POM; revalidated the Individual Cost Assessment Model (ICAM) to inform the annual and life cycle costs of Total Force manpower, illustrating the cost-effective advantage of the AFR; conducted analysis to improve recruiting and retention and to allocate incentive program dollars; operations tempo (OPSTEMPO) / Dwell Dashboard to provide the CFMs better visibility on stress of the force; development of the Risk Assessment Plan for Traveling Reservists (RAPTR) tool used to evaluate COVID-19 travel risk – article published in Citizen Airman magazine; assisted in developing AFRC's Return to Full Capacity guidance to Directors/CCs, providing a framework for a step-wise progression on return to the office while considering risk to mission and personnel.

A9R's accomplishments were equally remarkable. The A9R team created a new CPI culture across the AFR Command. The Division assisted in cultivating good ideas coming up from the units in collaboration with the process managers; developed an ROI reporting template for CPI practitioners to report "bank for

the buck" on CPI process improvement activities and events; reformed the approach to CPI to better align initiatives with the CSAF and CAFR priorities; an example of fostering and promoting innovative ideas, A9R collaborated to assist on shepherding "Records Management Tagging," an automated solution to assist with reducing Records Management (RM) Custodians' workload while improving compliance with RM instruction and policy; continued CPI maturity assessments, an important tool for commanders to take actions to improve their CPI culture and compliance; crafted a CPI and Innovation video to "get the word out" and be a tool to convey the CAFR priority for CPI, and to be used in black belt academics; the team is leading the effort to retool how AFR does personnel assignments (a major cross-functional black-belt led event); the team also refined its approach to sharing lessons learned by assisting in the collection and documentation of lessons from hurricane response efforts and exercises across the enterprise; for an example, collected After Action Report on Hurricane Hunters from the 403 AW and collaborating with Air Force Lesson Learned to gather Lessons Learned from COVID Pandemic; additionally, A9R proctored the Air Force Spark Tank competition to gather, recognize, and implement innovative ideas.

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

#### **FMA**

The FMA division O&M executed at a 99.18 percent obligation rate of the total \$3.43 billion program and collected just shy of \$200 million in reimbursements. RPA executed at a 98.9 percent obligation rate for a total of \$2.06 billion.

#### **FMAI**

The FMAI division completed over 190 analyses totaling over \$284.9 million, including Economic Analyses, sufficiency reviews, conference cost estimates, preliminary Economic Analyses, what-if analysis, over-hire requests, host-tenant support agreements, P-Plans, A-plans, and other special projects. Also, FMAI completed the 2020 AFRC Economic Impact Statement, validating over 120 units' analyses, totaling \$6.76 billion economic impact for all AFRC units across the United States.

#### **FMF**

As the Air Force Integrated Personnel and Pay System (AFIPPS) continues to move forward with estimated implementation in June 2022, FM worked to ensure that the AFIPPS programmers and A1 had the tools and information they need to be successful. FM formed multiple internal working groups to analyze our processes and systems for possible changes to work with AFIPPS for testing and full operational capability. They continued to provide key expertise and support to the AFIPPS development teams for all FM Reserve accounting, costing, accrual, expenditures, and other FM-related pay processes ensuring AFR was properly represented with system development and functionality.

### Office of the Command Chaplain (HC)

The members of the AFR 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. Traditional Reserve (TR) Chaplain Corps teams reported a total of 2,451 counseling cases, 774 Faith Group events, and 172 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. FY 20 produced 133 accession gains and transfers (24 Chaplain Candidates, 41 Chaplains, 68 Religious Affairs Airmen). This led to a record 99 percent manning for IMA Chaplains. The Chaplain Candidate Program saw the greatest change as the program was moved from Category J to Category B. This directly increased recruiting as the program is now on par with our sister services. Support to active duty missions continued with a total of 151 personnel serving on Military Personnel Appropriation (MPA) tours around the globe at 61 active duty wings, 9 MAJCOM staffs, Headquarters Air Force Chief of Chaplain's Office, and Combatant Commands for a total of 15,660 man-days. This led to a total of 43 man-years, augmenting 10 percent of Active Duty manpower in Total Force Integration TFI. The culmination of the Task Force True North (TFTN) returning back to reserve service 12 Chaplains and eight Religious Affairs Airmen serving three years on active duty, supplementing active duty short falls. In response to COVID-19 AFRC/HC processed 26 Chaplain and

Religious Affairs Airmen to participate in COVID-19 response across the AOR from New York to California, and participated in a virtual reintegration for 13 medical personnel deployed to New York. AFRC/HC also hosted a virtual DT board for 345 chaplains and 100 Religious Affairs Airmen. In FY20, over 591 chaplains and religious affairs airmen impacted Airmen across the Total Force including those at deployed locations.

### Directorate of Information Protection (IP)

HQ AFRC/IP hosted an Information Protection (IP) Workshop at Homestead ARB the last week in February. The focus was Information Security and Industrial Security. The workshop was well attended by Chief's of Information Protection from around AFRC.

Shortly after the workshop, COVID-19 restrictions came into play. The AFRC IP office was flexible enough to minimize members in the office and implement telework options. We were able to maintain support and operations as necessary even as the bases and much of the Pentagon shut down operations activity ground to a halt until early summer.

HQ AFRC/IP switched to conducting only virtual assessments at those locations due inspections. While the virtual assessment process assumes more risk it still allowed for a level of oversight for those locations.

The Industrial Security Program established new business rules for the use of the NCCS system for electronic contract security documentation coordination. This greatly expedited



**Lt. Col. Mark McDaniel, 10th Air Force chaplain liason, poses with a bible in front of the American flag, Jan. 11, 2020, Duke Field Chapel, Duke Field, Fla. Chaplain Liason Mark McDaniel was visiting Duke Field Airmen during their monthly Unit Training Assembly. (U.S. Air Force photo by Senior Airman Dylan Gentile)**

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the coordination process and significantly enhanced awareness of contract performance locations.

2020 saw the introduction of the Controlled Unclassified Information (CUI) program. This new program start up was assigned to AFRC IP without manpower or funding. We worked to introduce the program and ease into the transition from legacy FOUO processes. Several of our training aids were adopted by AF.

The Personnel Security Program worked to transfer from the legacy Joint Personnel Adjudicative System (JPAS) to the new Defense Information Security System (DISS). The transfer encountered many delays AF wide. The AFRC Personnel Security Program manager volunteered to be part of the National Background Investigation Service Bureau (NBIB) test team on future transition to the National Background Investigation Systems (NBIS) e-APP in support of the Trusted Workforce 2.0 initiative which strives for streamlined background investigation activities. She's been intimately engaged in working out problems and developing recommendations for the e-APP. The NBIS pilot testing ran Nov 24, 2020 – February 2021.

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. In order to provide oversight and to simplify the process for recruiting AFRC, IP created a unique Security Management Office (SMO) code for AFRC/RS within AFRC DISS hierarchy. The short term solution established roles and permissions for RS squadron background investigation submitters to establish relationships. It also greatly enhanced recruiting's ability to monitor new recruit clearance submissions.

### **Directorate of Contracting (PK)**

Fiscal Year 2020 (FY20) was much like calendar year 2020, one for the books. FY20 was one of serious challenges while navigating a dynamically changing workplace environment. However, with hard work, we accomplished the mission. PK's Acquisition Management Division of normally six unlimited Procuring Contracting Officers (PCOs) and one Contract Specialist tackled fiscal year, with >33% capability loss due to critical vacancies for the entire year, awarded 192 contracts worth 127.4M in supplies and services.

Despite the obstacles, FY20 represented a \$50 million increase from 2018 and \$5M increase from 2019. Additionally, the PKA team exceeded AFRC and AF goals for 4 of 5 small business set asides and competition. Due to the difficult year in getting the AFRC acquisition needs met and PKA's unwavering commitment to providing unmatched mission partner support, a thorough review of every aspect of the planning and projection process was analyzed for improvement(s). As a result, the traditional, published annual policy that established cut off dates for submission of contract support was found to be ineffective as our mission partner base stated they were unaware of the policy and due dates. Thus, nearly all submissions this fiscal year, also a noted trend in recent years, were higher risk and stressed personnel resources beyond norms for end of

year operations in order to meet mission dates. Therefore, with mission partner's interests and least negative impact in mind, PKA developed a streamlined, tri-annual planning and projection tool for all key stakeholders. It establishes fiscal visibility and verifies scheduled due dates for mission partners for FY 21, FY22 and FY23 going forward. The real success of PKA in FY20 is the transformation path laid for FY21.

PK's Operations Management Division monitored and provided acquisition strategy relating to AFRC goals and performance expectations for Small Business (SB) and Competition. The AFRC SB Performance Expectations was set by SAF/SB at 69.07% for FY20. The command exceeded the expectations by awarding 81.7% of SB eligible dollars to SBs. The pandemic did not affect our capability to meet the AF SB Performance Expectations but it did affect our ability to meet the command's FY20 competition goal which was set by SAF/AQ at 74.7%. The command ended up with a competition rate of 72.97% as a result of not being able to do site visits. PKO processed 60 clearance review actions totaling approximately \$445M, utilizing more than 274 man hours and provided countless hours of business advice to both contracting workforce and the requirements personnel.

The Quality Assurance Program Coordinator (QAPC) managed the Quality Assurance Program throughout the command as outlined in Air Force Mandatory Procedure (MP) 5301.602-2(d). The QAPC provided quarterly training sessions, including COR, COR Management, and CORT Tool Workshop. The Government Purchase Card (GPC) program oversaw \$29.5 million in purchases and earned \$496,400 in rebates. The program managers assigned to PK helped requirement owners develop 46 compliant requirement packages that were then turned over to PKA and awarded without any breaks in service. The Operations Management Division continued to develop and expand the contract training for HQ PKA and host bases to better equip the PCOs to successfully accomplish their mission. Training consists of Market Research, Small Business, and Contractor-Government Relationship Guide.

### 367th Recruiting Group

During Fiscal Year 2020, across the Department of Defense, the services have never been more challenged to build and maintain the strength of the military. To combat this, we are now synergized into Total Force Recruiting—creating 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], & United States Air Force Academy) to the greatest extent practical. We can be far more effective if we all recruit to the United States Air Force with the knowledge that there are different ways to serve—full or part-time, in or out of uniform.

A key element in this effort is to develop unified recruiting strategies and ensure effective lead sharing across components and accession paths. Just as in 1967 when the AF Reserve formed the very first association with MAC/CC, Gen Estes, and crews flying C-141 Starlifters into Vietnam, today the “iron” equivalent the Reserve shares with active-duty recruiting is integrating [talent acquisition] through the generating, cultivating, and sharing of leads—those either serving (Prior Service) or desiring to serve (Non-Prior Service) in the AF. It is this talent pool and how we combine efforts to get after it, where the association model creates the most synergies & operational effectiveness for AF recruiting. Bottom line: Total Force recruiting integration is better unity of effort so we can find talent in society, and then find the best fit for service in our Air Force—which could be Active, Guard or Reserve.

The Air Force Reserve Command took lead on organizational transformation by embedding 14 full-time reservists into Air Force Recruiting Service at Randolph AFB, Texas. The 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 2020, AFRC played a major role in the following efforts: First Total Force Recruiting Schoolhouse graduation, including students from all 3 components as previously, components sent their recruiters to 3 separate training programs at the Schoolhouse. A classic association for a 4th Recruiting Group, 367 RCG under AFRC (previously under Air Force Reserve) was formed making it the 78th 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.



Tenth Air Force Commander Maj. Gen. Brian Borgen administers the oath of enlistment to 125 recruits during halftime at the Lockheed Martin Armed Forces Bowl on January 4, 2020 at Amon G. Carter Stadium in Fort Worth, Texas. The United States Army, Marines, Navy, Air Force and Coast Guard were represented by providing 25 recruits each who will join Active Duty, the National Guard and the Reserve. (U.S. Air Force photo by Jeremy Roman)

## FORCE GENERATION CENTER



### Force Generation Center

The Force Generation Center (FGC) continued to be a key component of the Air Force Reserve Commander's goal to improve and accelerate readiness for the Air Force Reserve. In addition to its normal functions, the FGC worked to streamline its processes and improve its ability to function in times of crisis. These included organizational reform, the development of resilient leaders, and the real-world impact of navigating the global COVID-19 pandemic.

Over the course of ten months in 2020, the Air Force Reserve Command (AFRC) Crisis Action Team (CAT), a dedicated group meant to spearhead the Command's response to emergency events, dealt with the fallout from COVID-19, civil unrest, and unprecedented natural disasters, both hurricanes and forest fires. As the focal point for the CAT, the FGC stood up 63 CATs for the various events of 2020, in addition to two CAT exercises meant to test processes and procedures. The CATs pulled in Airmen from across AFRC for their expertise and ability to serve on Operational Planning Teams (OPT).

Even while meeting the challenges of 2020, the FGC reorganized their structure and manpower to ensure they could continue to rapidly generate deployment packages and meet the needs of the Air Force Reserve. The FGC leadership team reviewed every full-time civilian workforce position description. This resulted in reclassification efforts that further enabled recruitment, retention, and development of its civilian workforce, as well as the ability to realign some manpower positions within the FGC. The FGC also reviewed many of the Air Force Specialty Codes, working to transition some general codes into specific functions that would increase the subject matter expertise within the Center. Finally, the FGC converted 15 Air Reserve Technician (ART) codes into Active Guard and Reserve (AGR) billets. This allowed the FGC to go from a mission-critical mission shortage to being nearly 100 percent manned.

Even in the midst of unprecedented operations and crisis management, the FGC improved its processes and structure. The FGC developed internal controls to track major programs and processes, as well as institutionalizing professional

development forums for officer, enlisted, and career field specific progression. The FGC also improved its outreach by using virtual engagements with all units identified for mobilization in RCP06. The FGC created the Deliberate Process for Exercise Planning (DPEX) in order to match readiness preparation to a unit's deploy-to-dwell time mobilization windows. This was meant to ensure that Citizen Airmen participated in the appropriate exercises for their upcoming deployments. With COVID-19 cancelling or delaying over 45 training events for 4,000 Reservists, the new DPEX system allowed AFRC and the FGC to ensure their units were mission ready. According to Lt Col Brett J. Dorey, FGC Systems Division Chief, DPEX prioritized "local exercise participation during dwell periods and combatant commander-sponsored exercise participation during deployment preparation windows."

Continuing a process began in September 2019, the FGC conducted seven continuous process improvement (CPI) events during 2020. These events "focused on identifying and reducing wasted energy, overcoming communications barriers and evolving [FGC's] services to better serve [its] customers." The timeline for CPI events were:

- Battle Watch Data Collection Process – January
- CAT C3 Improvements – April
- Request for Information Process – September
- M4S Processes – October
- Deployment Orders Cell (DOC) Processes – October
- Single Mobility System and Threat Working Group Processes – November
- Transportation Processes – November

Specifically, the DOC CPI in October led to a major shift in mobilizing and deploying Reserve Citizen Airmen. The FGC worked to activate Tricare benefits early by issuing deployment orders 180 days prior to a member's actual deployment. The FGC conducted a beta test on eight units and 895 Airmen during RCP05 and found that the average processing time was reduced from 59 days to seven for most units.



Firefighters from the 507th Civil Engineer Squadron conduct a training exercise Nov. 6, 2020, at Tinker Air Force Base, Oklahoma. (U.S. Air Force photo by Senior Airman Mary Begy)



An Airman directs a U.S. Air Force F-35 Lightning II pilot to stop for a hot pit refuel with the aid of marshalling wands Sept. 14, 2020, Hill Air Force Base, Utah. Airmen and pilots practiced hot pit refueling during a base-wide, total force exercise in September 2020. (U.S. Air Force photo by Tech. Sgt. Phil Cowen)

## FOURTH AIR FORCE

# 4AF



## *STRATEGIC REACH*

### 315th Airlift Wing

The 315th Airlift Wing (315 AW), located at Joint Base Charleston (JB Charleston), South Carolina, executed its mission and provided and delivered global combat-ready C-17 airlift, expeditionary support, and aeromedical evacuation. Fiscal Year 2020 brought many challenges and widespread restructuring of policies and procedures due to the coronavirus disease of 2019 (COVID-19). However, the 315 AW transformed and bridled constraints to accomplish its mission. The 315 AW executed 6,075

flying hours on 1,807 sorties, delivering over 10,389 passengers and 11,442 tons of critical cargo. The wing continued to play a vital role in major contingencies and humanitarian relief efforts, deploying 95 personnel in support of Operations FREEDOM SENTINEL and INHERENT RESOLVE, COVID-19 relief efforts, and joint exercises such as PALMETTO CHALLENGE, JOINT FORCE ENTRY, ARCTIC EDGE, EMERALD WARRIOR, PATRIOT PALM, and PATRIOT SANDS. The 315 AW led Exercise SWAMP FOX, which prepared fifty participants for worldwide deployment.



**Captain Shawn Crowley, 315th Aerospace Medicine Squadron OIC education and training, hugs his two children upon arrival to Joint Base Charleston, South Carolina from Wright-Patterson Air Force Base, Ohio May 28, 2020. Crowley was called to serve in response to the COVID-19 pandemic in New York City. (U.S. Air Force photo by MSgt. Bobby Pilch)**

Members participated in five counterdrug missions and 15 humanitarian missions worldwide. One notable humanitarian mission included delivery of more than 11,000 pounds of mobility healthcare items including wheelchairs, wheeled walkers, pick-up walkers, and crutches to Soto Cano Air Base, Honduras for delivery to a local public hospital in Danli, Honduras.

Due to the COVID-19 pandemic, the 315th Force Support Squadron (315 FSS) designed a comprehensive plan of action to help maintain relevant training, access to educational briefings using readily available information on the Air Force Portal, and live engagement sessions via virtual meetings throughout the day as part of series of virtual Unit Training Assemblies. JB Charleston established a COVID-19 working group comprised of 15 subject matter experts from multiple mission partners and across the 315 AW, 628th Air Base Wing (628 ABW), and 437th Airlift Wing (437 AW). The working group collaborated and created possible solutions and recommendations for JB Charleston leaders in response to the pandemic. Members from the 315th Operations Support Squadron (315 OSS), 81 Aerial Port Squadron (81 APS), and other 315 AW squadrons partnered with the 437th Operations Support Squadron (437 OSS) to make masks for wing members using donated sheets as an interim solution to mitigate the risk of COVID-19 spread.

The 315th Operations Group conducted worldwide missions to assist in mitigation of the COVID-19 pandemic. JB Charleston established a COVID-19 aeromedical evacuation hub to fly aeromedical evacuation, transportation isolation system, and critical care missions around the world, and approximately 100 Reserve members from across the country activated in support. Ten members of the 315 AES mobilized from the transportation hub in support of global COVID-19 relief efforts with a primary mission to provide lifesaving in-flight patient care.

Members of the 701 AS transported 50 US Agency for International Development (USAID)--provided ventilators at March Air Reserve Base, California and delivered them to Dover Air Force Base, Delaware. The ventilators later journeyed as part of a 200-ventilator delivery to Moscow, Russia, which was second in the world in confirmed COVID-19 cases at the time.

Members of the 315 AW, along with the 437 AW, participated in a flyover to salute medical personnel and first responders utilizing scheduled training. Additionally, the 315th Aerospace Medicine Squadron sent a team of one doctor, two physician assistants, and four nurses for a one-month deployment to work in various New York City hospitals. Participants cared for over 1,700 COVID-19 patients.

### **349 AMW**

Coronavirus disease (COVID-19) had a significant impact on the 349th Air Mobility Wing (AMW). The year began as usual with a focus on readiness and training. However, on 11 March 2020, the Secretary of Defense issued travel restrictions for Department of Defense (DoD) personnel because of the spike in COVID-19 cases across the country. This prompted the

wing commander, Colonel Scott A. McLaughlin, to reschedule the April Unit Training Assembly (UTA) to 11-12 September. The May and June UTAs were held virtually, with most airmen not reporting to Travis Air Force Base, but rather conducting their training from home.

One exception to the DoD's stop-movement order was the deployment of airmen from the 349th Medical Squadron to New York City. New York City was severely impacted by COVID-19 and the hospital infrastructure was on the verge of collapse. Twenty-four doctors, nurses, and medical technicians from the 349 AMW were deployed to the New York City area for two months to help civilian hospitals deal with the crisis. They deployed in April and returned by the beginning of June.

There was a limited amount of training wing airmen could accomplish virtually. The wing's new commander, Colonel Lee E. Merkle, ordered that the July UTA be held semi-virtually, with about 25 percent of airmen training on base and the remainder training virtually. This pattern gradually increased through October, by which time most airmen in the wing were again attending UTAs in person.

The year was complicated by the outbreak of the Lake Napa Unit (LNU) Lightning Complex Fire, a fast-moving fire started north of Vacaville, California on 17 August 2020. By 19 August the fire threatened Vacaville, Fairfield, and Travis Air Force Base. The installation commander, 60 AMW commander, Colonel Corey Simmons, then ordered airmen and families living in base housing to evacuate, and nearly all of the base's C-17 Globemaster III, C-5M Super Galaxy and KC-10 Extender aircraft evacuated to Joint Base Lewis-McChord, Wash., and Joint Base San Antonio-Lackland, Texas. Through the night of 19 August, and the early morning of 20 August, maintainers worked to prepare aircraft for evacuation. Meanwhile, both wings identified aircrews who were safe from the fire and able to fly the aircraft to safety. By 21 August, the fire was stopped north of Vacaville and no longer threatened Travis AFB. Colonel Simmons lifted the evacuation order, and the fleet returned to Travis between 22-23 August 2020.

By December, operations in the 349 AMW had returned to something approximating pre-COVID norms. Using a combination of basic hygiene, social distancing, and mask wearing, training had returned to normal, and the wing began preparations for the 2021 rollout of COVID-19 vaccinations.

Despite COVID-19, the wing continued to provide support to the MAJCOMs. A total of 610 missions were flown over the course of the calendar year, encompassing 4,644.4 hours flown and 6,251.5 tons of cargo transported along with 2366 passengers. Fuel was passed to 772 receivers who received 8,405,800 pounds of fuel.

### **349 AMW: COVID**

In New York City, the COVID-19 crisis threatened to overwhelm the city's medical infrastructure. In response to this crisis, active duty, National Guard and Reserve medical personnel were deployed to New York City. In mid-March, an informal call went out asking who might volunteer to go to New York went out, most of the 349th Medical Group volunteered. In April of 2020 twenty-four medical personnel,

doctors, nurses and medical technicians, were chosen to deploy to New York City under the command of Major George Gallardo of the 349th Medical Squadron (MDS).

The medical personnel were flown to Joint Base MDL, New Jersey on Air Force transport. From there they were deployed to New York City. Initially they were stationed at the Javits Center, which had been turned into a makeshift hospital for COVID-19 victims. All personnel were later sent out to work in the 11 hospitals located in New York City's five boroughs. Medical technicians worked twelve-hour shifts and saw to it that COVID-19 victims were turned in order to keep fluid from building up in their lungs. Despite this care, there were still a large number of deaths. Bodies overwhelmed the capacities of local morgues, requiring the use of refrigerated trucks to hold the (U) dead. One problem 349 MDS doctors came across was the fact that the way bodies had been stacked in the refrigerated vans made it impossible to identify them by their toe tag. The bodies had to be restacked in order to make them identifiable.

The working conditions were complicated by the protests that broke out in New York City over perceived police mistreatment toward minorities. Some of these protests turned violent. The hotel where the 349 MDS volunteers were staying was located just a block from the scene of major protestor confrontations with police. The hotel had to have its windows boarded up and extra police were deployed to protect the building and its inhabitants. From the roof of the hotel the volunteers could see looting taking place, and were required to leave the hotel in groups for their own protection. Because the National Guard was deployed to try to control the looting, many protestors equated anyone in military uniform with the National Guard, and there were incidents where 349 MDS volunteers were harassed.

By the beginning of June COVID-19 had eased in New York City, and the 349 MDS volunteers were released to return to Travis Air Force Base. Returning, however, they flew commercially. This put them in direct contact with civilians who refused to wear masks during their flight. They had been tested for COVID-19 before leaving New York City but were now faced with travelling with passengers who had not been tested and who, in a few cases, refused to wear their masks. The thought of contracting COVID-19 on the flight home, after surviving being in close contact with COVID-19 victims in New York City, was disturbing to some of the volunteers.

### **349 AMW: LNU Fire**

During the weekend of 15-16 Aug 2020, lightning caused several fires to break out to the North of Vacaville, California, which is itself north of Travis AFB. By 17 August the fires were out of control, and had been named the "LNU Fire Complex." On the night of 18 August the fires were still burning north of Vacaville, and by early morning of 19 August an evacuation order had been given in Vacaville. The fire was moving so quickly that houses in Vacaville were being destroyed. SSgt Brittany Allen of the 349th Air Mobility Wing (AMW) woke up about 0400 hours to discover the fire surrounding her house and her barn already engulfed in flames. She escaped with only her dog and the clothes she was wearing at the time.

Travis AFB initially maintained operations despite the threat of fire. Some airmen were unable to report for duty because they were evacuating their homes, but overall the fire remained distant. However, by 1500 hours on 19 August the LNU fire had spread south of Vacaville then jumped Interstate-80 between Vacaville and Fairfield. This made it a direct threat to Travis AFB. Colonel Corey A. Simmons of the 60 AMW ordered on-base housing evacuated. This meant more personnel had to be detached to evacuate their families. Furthermore, the fire was now a threat to the multi-million dollar aircraft inventory on Travis AFB. The 60 AMW commander ordered all aircraft evacuated.

The aircraft had to be fueled and maintained before they could be evacuated. Maintenance crews and pilots were needed to service and fly the aircraft. The 349 AMW began calling personnel to volunteer with the evacuation preparations. The wing had to balance the needs of airmen evacuating their homes with the need for airmen to service and crew the departing aircraft. Airmen who could safely report to duty did so, and they worked through the night to prepare aircraft for departure. Ultimately, all aircraft were serviced, manned, and flown to safety. The C-5Ms flew to Kelly Field, Joint Base San Antonio-Lackland, Texas, the KC-10s flew to Fairchild AFB, Spokane, (U) Washington, and the C-17s flew to Joint Base Lewis-McChord, Washington. Nearly thirty aircraft in total were evacuated.

By 21 August the LNU Fire had been directed away from the base. The 60 AMW Commander concluded it was safe to bring the aircraft home. This meant another potential bottleneck, as the returning aircraft had to be serviced on arrival. However, Travis AFB maintainers worked to service the aircraft as they returned from their safe locations. The evacuation of Travis AFB housing was also lifted on 22 August, and people were able to return to their homes. The fire continued to burn until 2 October, but it was largely directed to the north of Vacaville, away from Travis AFB.

### **433 AW**

The mission of the 433d Airlift Wing (AW) was "to organize, equip, and train its approximately 2,300 Reservists to maintain combat readiness standards and to deliver operational capability to fulfill America's global requirements, including peacetime missions and Air Expeditionary Force (AEF) taskings. When mobilized, the wing provided the aircraft, crews, support personnel, and equipment necessary to meet combat readiness objectives established by the Joint Chiefs of Staff, and the gaining theater Combatant Commanders.

The 433 AW provided the leadership, management, and administration necessary to operate and maintain eight C-5M Super Galaxy aircraft and medical personnel assets for operational missions. The Air Force's only C-5M Formal Training Unit ensured the wartime readiness for personnel assigned to four groups, totaling 22 subordinate units. Additionally, the wing provided Administrative Control (ADCON) for the 960th Cyber Wing (CW) and its approximately 1,100 personnel in 11 units, to include its Geographically Separated Units.

The 74 Aerial Port Squadron provided support to Exercise

SWIFT RESPONSE, a Joint Service exercise consisting of eight other NATO countries. The 74 APS also partnered with the 2nd Battalion, 149th Aviation Regiment twice to provide training for UH60 Blackhawk aircrews on their Sling Load skill set, which consisted of 40 airmen and 50 soldiers partnered for over 32 sorties between four aircraft culminating in an overwhelming joint service success. The 733d Training Squadron helped graduate 211 C-5M Total Force airmen to include 108 Pilots, 47 Flight Engineers, and 52 Loadmasters. Graduation numbers were negatively impacted due to COVID-19 protocols, but resiliency and health precautions helped continue mission-essential training. Additionally, the 733 TRS continued working on augmenting virtual reality into training practices to enhance the speed and cost of current training.

The 433d Operation Support Squadron Current Operations facilitated and scheduled more than 2,500 flight hours, completed 27 Air Mobility Command missions, and moved over 1,470 short tons of cargo, and 450 passengers. Within those 2,500 flight hours, 260 aircrew members graduated the school house, to include 104 pilots, 48 flight engineers, and 70 loadmasters. Additionally, 455 ground static aircraft were generated from the fleet to facilitate ground training and other wing programs. The 433 OSS provided aircrew training to over 400 aircrew members across AMC and Air Force Reserve Command.

The 433d Contingency Response Flight (CRF), participated in three joint/AFRC exercises in the midst of COVID-19. The 433 CRF was a diverse unit with only 20 members assigned in nine different AFSCs. The 433 CRF took the lead for planning

and executing for a site location in Tallahassee, FL, for Exercise PATRIOT SANDS 2020. They oversaw and executed airflow for one assigned Army chemical unit. The 433 CRF was also able to perform community outreach with the local Florida Civil Air Patrol and the USAF ROTC program from Florida State University by providing them with a familiarization flight in the C-17 Globemaster aircraft. The 433 CRF communications section participated at homestation during Exercise PATRIOT EXPRESS, communicating with other CRF units around the United States utilizing the High Frequency (HF) radio system to test worldwide operability. Furthermore they also supported HQ AFRC, Robins AFB, Georgia, with a manning assist at the AFRC Command Center. The 433 CRF also managed an affiliation program which trained DoD affiliates in Texas and Louisiana on equipment preparation and load planning. The program was intended to enhance self-sufficiency for rapid deployable units for real world-incidents. The affiliation manager taught 82 students in 2020, and completed four ground load training courses.

#### 434 AW

From Grissom ARB, Indiana, the 434 ARW flew 4,729 hours, with 969 sorties, 76.9 percent mission-capable rate, offloaded 2.5 million pounds of fuel in 2020, and supported local and combatant commanders. Deployed elements of the 434 ARW supported United States Central Command (USCENTCOM) during a 141-day period, conducted 1,800 sorties, flew 12,500 flight-hours, and offloaded 65.8 million pounds of fuel to 4,500 coalition receivers.

Personnel from the 434th Air Refueling Wing greet returning Airmen as they exit a KC-135R Stratotanker at Grissom Air Reserve Base, Ind., Aug. 14, 2020 following a deployment to Southwest Asia. The group of returning Airmen included members of the 434th Maintenance Group, 434th Maintenance Squadron, 434th Aircraft Maintenance Squadron, 74th Air Refueling Squadron and 434th Operational Support Squadron. (U.S. Air Force photo by MSgt. Ben Mota)



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The 434 ARW conducted a COVID-19 immunization tabletop exercise and completed full-scale exercises, the first wing in AFRC to complete both exercises, in December. Wing personnel completed a Suicide Response tabletop exercises in September, exceeding above and beyond AFI exercise requirements. The successful exercise template was shared with other AFRC units. The 434 ARW also completed AMC's WORTHY PHOENIX Nuclear Operational Readiness Exercise in March.

The 434 ARW received the Air Force Meritorious Unit Award for its performance from 1 October 2017 through 30 September 2019. In other awards, the American Concrete Pavement

Association presented their Silver Award for Concrete Pavements to Grissom ARB for its Taxiway C repair project. The 434th Civil Engineer Squadron received the Brigadier General Archie S. Mayes Award for most excelled in providing facility products and services of exceptional quality. With several ongoing projects, the 434th Civil Engineering completed reroofing of hangar docks and installed new pavement, replacing aircraft parking areas dating from 1959.

Throughout 2020, with exceptions of limited attendance for April, May, and December, the unit effectively conducted unit training assemblies at Grissom ARB. As a countermeasure to the COVID-19 pandemic, the wing successfully experimented, expanded, and encouraged virtual UTA training to maintain and even improve wing readiness. Despite the conditions and limitations of the pandemic, average wing individual medical readiness increased by 29.8 percent. As a community and social involvement effort, the 434th Force Support Squadron

started a Diversity and Inclusion Townhall for the wing. The townhall initiative was meant to start conversations and urge airmen to create a better work environment for all people. The 434th Family Readiness Flight created a UTA game night and started an eSports Team, the "Grissom Gas Hogs," to compete in online gaming tournaments. After an eight-year deferral due to ongoing construction, the 434th Maintenance

Squadron refurbished one of Grissom's KC-135R Stratotankers, a 30-day process which involved completely disassembling the interior aircraft, performing restoration tasks on the parts, and rebuilding it. Generous support and volunteers from the 434 ARW contributed to a successful Marine Corps Reserve Toys for Tots charity drive, conducted by Marines stationed with a tenant unit at Grissom ARB. Support for the 434th Family Readiness Flight's Angel Tree charity program provided much-needed holiday cheer through food and gift donations from military and civilian members throughout the wing.

### 445 AW

In 2020, the 445th Airlift Wing (AW) continued to provide airlift support to the United States and countries around the world despite restrictions imposed due to the COVID-19 pandemic. The 445 AW flew 4,900 hours consisting of 1,380 sorties and 183 missions during FY 2020. The Buckeye Wing transported more than 6,486 passengers and moved 17,032 tons of cargo.



A doctor and several nurses from the 445th Airlift Wing's Aerospace Medicine and Aeromedical Staging Squadrons, board a C-17 Globemaster III here April 5, 2020 heading to Joint Base McGuire-Dix-Lakehurst. The Airmen were notified April 4, 2020 that they would be mobilized to New York City to help with the COVID-19 pandemic. The Citizen Airmen will join other military personnel providing medical services at the Jacob Javits Center in New York City. This deployment is part of a larger mobilization package of more than 120 doctors, nurses and respiratory technicians Air Force Reserve units across the nation provided over the past 48 hours in support of COVID-19 response to take care of Americans. (U.S. Air Force photo/Mr. Patrick O'Reilly)

Within 24 hours of receiving notification, the wing deployed a doctor, the 445th Aerospace Medicine Squadron commander, and six nurses from the 445th Aeromedical Staging Squadron to provide support to New York City, on 5 April 2020 to help with the COVID-19 pandemic. The team, COVID Commandos, were part of a group of 145 military personnel deployed to Lincoln Medical Center in the Bronx. The team worked in the intensive care unit, neonatal intensive care unit, and the emergency department to support 20,000 Americans battling COVID-19. In addition to patient care, the team provided skills training to the nursing staff. Metrics indicated that during the timeframe the 445th worked in Lincoln Medical Center, there was a 16-percent reduction in patient mortality.

When COVID-19 prevented them from completing annual tours off station, more than 60 airmen from 445th Civil Engineer Squadron completed their annual tour at Wright-Patterson during the summer of 2020. They erected a 50-foot flagpole outside the 445th Airlift Wing headquarters building, poured concrete for a sidewalk and installed numerous static displays to establish a heritage park. They demolished a dilapidated building and replaced it with a carport and storage area for 445th Security Forces Squadron assets. They renovated an outdated recreation area used by the 445th Maintenance Squadron, replacing the doors, windows, and roof. At the base Warfighter Training Center (WTC), they renovated or demolished 13 hardened shelters and cleared more than 100 tons of debris from the area. The projects resulted in an estimated savings of nearly \$300,000 at the WTC and about \$120,000 around the 445th AW area of Wright-Patterson AFB.

Members of the 445th Airlift Wing conducted two humanitarian Denton cargo missions, delivering 691,000 pounds of food and essentials supplies to Haiti and Ukraine.

Members of the wing captured numerous awards during 2020 to include:

- 445th Logistics Readiness Squadron - Daedalian Major General Warren R. Carter Logistics Effectiveness Award
- Maj (then Capt.) Philip Sobers, 445th Logistics Readiness Squadron - Outstanding Logistics Readiness Company Grade Officer of the Year Award
- Capt Tyler Mohr, 445th Logistics Readiness Squadron - Reserve Officer Association's Company Grade Officer of the Year Award
- SSgt Shane Ellis, 87 Aerial Port Squadron, AFRC Honor Guard Member of Year

#### **446 AW**

Local, state, and national-level restrictions due to the COVID-19 pandemic to wildfires in Washington State, impacted operations and the airmen of the 446th Airlift Wing (AW) The past year was dominated by the COVID-19 pandemic, the reactions from it, and the fallout from the pandemic. The initial COVID-19 restrictions stopped most training and temporary duty travel for several months. The 446 responded in original

and unique ways to the various levels of restrictions. The Chapel team developed and created virtual services that ranged from normal worship service to counseling, unit functions moved to a virtual level (which created a greater access to them), and allowed for increased teleworking.

Along with COVID-19 restrictions, which affected the ability of the wing to operate at its normal capacity, the runway at McChord Field developed a sinkhole, which prevented use of the runway in its full capacity. However, despite all this, the wing still accomplished multiple missions, including continued support to Operation DEEP FREEZE, AOR and humanitarian support, and support COVID-19 relief efforts in New York City with medical personal. Adapt and overcome had become the unofficial motto of the 446th AW. Perhaps the largest Wing impact was the postponement of the April and May Unit Training Assemblies (UTA). This necessary postponement resulted in the Wing holding two Super UTAs in later months, which allowed wing airmen to regain currency in their necessary tasks and qualifications. Additionally much of the wing's capabilities was moved into virtual or teleworking status. This allowed individuals to work from home following base, country, state, and national COVID-19 restrictions, while maintaining wing capabilities.

Even though UTAs were postponed, the 446 participated in an expansive range of events locally. Beginning in February before the quarantine, the 446 Spark Tank team competed in the 2020 Air Force Spark Tank. The wing's Battery Extraction Tool was selected by the SECAF to be fully funded. In July at the height of the pandemic quarantine, the 97th, 313th, and 728th Airlift Squadrons participated in a large-scale joint Army training exercise, based out of Bicycle Lake Air Field, Fort Irwin, California. This exercise supported the Joint Airborne/Air Transportability training mission, which was designed to increase proficiency in airdrop, assault landing, and mobility operations. The 446 continued to adapt to a rapidly changing pandemic restrictions, by moving several operations and ceremonies to a virtual footprint, this included Change of Command ceremonies and virtual conferences. While 2020 was a challenging year for the 446 AW, it brought lessons learned with it that served the wing into the future.

#### **452 AW**

On 28 January, Brig Gen Melissa A. Coburn, 452d Air Mobility Wing (AMW) commander, received a call saying that March Air Reserve base (ARB) would receive 196 U.S. citizens from Wuhan, China, who were evacuating due to COVID-19. Human Services (HHS) personnel began arriving on base to receive the repatriates who arrived the morning of 29 January. Amid safety concerns, Brig Gen Coburn elected to cancel the February Unit Training Assembly (UTA) and reschedule for later that year. Two weeks later, the repatriates received a clean bill of health and departed for their homes. During the March UTA, a Department of Defense (DoD) stop-movement order brought operations at March and DoD wide to a halt. Deployed 452 AMW members either extended their deployments or arranged for special permission to return home. Soon, only mission-essential personnel came to base and many members switched

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to a teleworking posture, which continued throughout FY 2020 and into FY 2021.

However, national defense and humanitarian missions continued and only personnel essential to particular missions were allowed on base. Early on during the pandemic, 12 members from the 452d Medical Group deployed to New York City to support hospitals in various capacities. Brig Gen Coburn herself flew a C-17 during a flyover of local hospitals to salute hospital workers and first responders. The 452d Logistics Readiness Squadron (LRS) and 701st Airlift Squadron (AS) members loaded a Russia-bound C-17 Globemaster III with life-saving ventilators from USAID. March ARB fire department personnel responded to calls to assist local and state firefighting efforts during the California wildfires in several locations.

In June, following nationwide protests over racial tensions, California Governor Gavin Newsom activated the California National Guard to augment local law enforcement. The 452d Security Forces Squadron (SFS) and local law enforcement convened a threat working group to protect the base and personnel. March ARB became the training and bed-down location for National Guard personnel, drawing more attention to the base than many hoped for in light of the protests. The protests were mostly peaceful in the surrounding areas, and

the base and personnel remained unscathed. Understanding that some 452 AMW personnel were emotionally affected by the tensions, CMSgt Swift, Superintendent, Religious Affairs and 452 AMW Command CMSgt Ortiz began an ongoing forum where personnel could meet virtually and discuss their thoughts and feelings.

Also in June, the 452 AMW participated in their scheduled UEI, virtually, as most personnel still in a teleworking posture. The UEI began in June, and by the end of June was 80 percent complete, with the intention of completing the remaining 20 percent in July in-person. However, a nationwide COVID-19 spike precluded in-person meetings, and the remaining 20 percent also had to be completed virtually. The resulting grade awarded to the 452 AMW was an overall grade of EFFECTIVE.

In FY20, flight operations continued with the 729th Airlift Squadron (AS) flying a total of 4,351 C-17 hours, comprised of 1,341 training hours and 3,010 tasked missions from AFRC and others. The 336th and 912th Air Refueling Squadrons (ARS) logged a total of 3,614.8 hours, both training and mission support sorties. Despite the unprecedented pandemic, the 452 AMW continued its mission to organize, train and equip aircrews to provide air refueling and strategic airlift.



729th Airlift Squadron pilots and loadmasters take a post flight photo with Brig. Gen. Melissa Coburn 452 Air Mobility Wing commander after completing flyovers honoring those battling COVID-19, on March Air Force Base, Calif., May 14, 2020. March Field in Moreno Valley participated in the #AirForceSalutes portion of #AmericaStrong, honoring local healthcare workers, essential employees, and other first responders who are at the front line of the battle against COVID-19 flyovers around the Inland Empire. (U.S. Air Force photo by TSgt. Jordan Castelan)

### 459 ARW

The 459th Air Refueling Wing, aka 'Liberators,' provided air refueling and agile combat support from the nation's capital to the world and was the only Air Force Reserve Command wing in the National Capital Region. Over the year, and in the face of a global pandemic, the wing exhibited remarkable mission accomplishments by deploying 209 personnel for a total of 46,727 days, generated 985 sorties, and accumulated 4,521 flight hours in support of military operations around the world. Ultimately, the wing maintained a 94 percent worldwide departure rate, resulting in the offloading of more than 9.9 million pounds of fuel. Additionally, the 459th ARW delivered key NATO support during Exercise ASTRIAL KNIGHT. The wing provided 17 support personnel, launched 32 missions, and offloaded 2.5 million pounds of fuel, which resulted in strengthened relationships with coalition allies and partners. Furthermore, as a reliable total force player tasked by the 1st Brigade 10th Mountain Division, the 459th Logistics Readiness Squadron processed 1,500 thousand soldiers to four Iraqi forward operating bases. The wing's deployment impact continued as the 459th Aeromedical Evacuation Squadron rapidly responded to emerging deployed critical care needs by directing 168 missions and evacuating 625 patients from combat zone hospitals to a higher echelon of care. Moreover, the 459th Air Refueling Wing deployed eight airmen to Dover Port Mortuary, where they executed 41 dignified transfers and supported 134 next-of-kin briefings as part of efforts to honor America's fallen warriors. Finally, the wing assisted AFRC public and internal communication efforts by capturing images of AFRC commander congressional testimony and producing a video for the AFRC Key Spouse Program and a Holiday Commander's Call video for the AFRC commander and command chief.

### 512 AW

Despite countless national and global COVID-19 protocols imposed on world-wide operations in 2020, the 512th Air Mobility Reserve Wing (512 AW) at Dover Air Force Base (DAFB) in Delaware, continued its mission of expeditionary airlift. The approximately 1,700-member wing, operating 13 C-17As and 18 C-5Ms valued at \$7.5 billion dollars, completed 2,679 flight hours to deliver 17.5 million pounds of cargo and 4,830 passengers. Wing operations covered diverse missions and users, including a large share of Presidential airlift support due to the wing's proximity to Washington, DC, counterdrug missions supporting Joint Interagency Task Force – South, Aeromedical Evacuation Squadron support trainers, Thunderbird Airlift, COVID-19 Support, and significant Air Mobility Command (AMC) contingency mission support with the wing's Long Term Military Personnel Appropriation crews.

Airlift missions included support for Operations INHERENT RESOLVE, FREEDOM'S SENTINEL, RESOLUTE SUPPORT, IRAN CRISIS, PHOENIX BANNER, JUNIPER MICRON, as well as participation in Exercises ATLANTIC RESOLVE, PATRIOT SANDS, PATRIOT EXPRESS DOVER, SENTRY ALOHA and GREEN FLAG. Additionally, the 512th AW supported a Special Assignment Airlift Mission Close Watch mission and evacuated the Team

Dover fleet during Hurricane Isaias.

The 512 AW units were involved in several historic firsts in 2020. The 512th Maintenance Group created a comprehensive aircraft decontamination plan while the 512th Aerospace Medical Squadron hosted the first-ever Tactical Combat Casualty Care joint-service training event. The 512th Contingency Response Squadron assisted the 70th Intelligence, Surveillance and Reconnaissance Wing with establishing the first-ever Wing Operation Center at Fort Meade, resulting in the linking of the 512 CRS to its 36 geographically separate units and the National Security Agency.

Even though the Wing's C-5 squadron, the 709th Airlift Squadron (709 AS), suffered overall manning issues as well as delayed training opportunities due to broken aircraft in the system, the 709 AS assisted AMC on the revision of Air Force Manual (AFMAN) 11-202v3 AMC Supplement and a C-5M digital checklist. They also aided the 436th Operations Group with a complete overhaul of DAFB Operation Instructions and Dover supplements, and provided guidance for the new In-Flight Guide.

To ensure the continued safety and readiness of the wing, daily mission operations and Unit Training Assemblies (UTAs) were transformed throughout the year. This included five virtual UTAs and maximization of teleworking and distance learning opportunities for ARTs, Traditional Reservists (TR), AGRs and civilians. The wing also coordinated with internal assets and local base agencies to create online processes associated with in-processing, medical readiness, pay processing and mission readiness.

Col Gregory Haynes, the 512 AW Commander (512 AW/CC) was aware of the economic and emotional toll of the pandemic on many members of the 512 AW members and their families. He believed the overall well-being of wing members to be a component of the wing's readiness. In response to briefings on rising military suicide rates, he launched a Quarterly Resilience Pause, a program whereby units discussed domains of resiliency once a quarter before participating in team building events. As UTAs went from in-person to virtual, the 512 AW/CC also ensured wing membership knew they had the continued support of wing leadership by placing several TRs, left unemployed by the pandemic, on full-time orders with the sole mission of making welfare checks on every wing member each month.

### 514 AMW

The 78th Air Refueling Squadron flew a sortie transporting cargo from Travis Air Force Base, CA. to Joint Base Pearl Harbor-Hickam. The sortie also refueled the United States Navy Flight Demonstration Squadron "Blue Angels."

The 514th Mission Support Group became fully operational. The group was created on 01 October 2019 to comply with the Air Force Reserve Command directive to establish a consolidated Commander Support Staff, based on civilian business models. The Mission Support Group (MSG) began operation in October, but lacked capabilities to be fully mission capable until January 6.

The 514th personnel assigned to the 732nd Airlift

## YEAR IN REVIEW/2020

Squadron flew a sortie to Naval Air Station Key West, FL. On board were members of the 35th Aerial Port Squadron. The crew then picked up personnel from the 849th Aircraft Maintenance Squadron and the 49th Maintenance Group from Holloman Air Force Base, NM. Training included F-16 support as well as port operations.

The 514 Air Mobility Wing (AMW) January Unit Training Assembly (UTA)

US Army General Steve Lyons, commander of US Transportation Command, Scott Air Force Base, IL, visited the 514th meeting with Col. Pemberton and Chief Capaldi.

The 514th Air Mobility Wing sponsored class 20B of the Kish Airman Leadership School at Joint Base McGuire-Dix-Lakehurst, NJ. It was the first class to be sponsored by the wing.

### 514 AMW February 2020

In honor of Black History Month, Airmen from Joint Base McGuire-Dix-Lakehurst, NJ and Dover Air Force Base, Delaware organized a heritage refueling flight with an all-African-American crew. One of the pilots chosen for the mission was 514th Vice-Commander Col. Adrian Byers, who stressed the importance of remembering the achievements made by diverse groups, which instilled pride in an individual's heritage.

The 514th Security Forces Squadron was recognized by Air Force Reserve Command when they won the "Outstanding Security Forces Tenant Unit of the Year" award. The award looked at the unit as a whole, as well as individual achievements and performances.

### 514 AMW March 2020

New Jersey Governor Phil Murphy issued NJ Executive Order 103 which declared a State of Emergency and Public Health Emergency on 9 March. On 11 March, Colonel Bridget V. Gigliotti, JB MDL/87 Air Base Wing (ABW) commander, put out guidance on how the Executive Order would be carried out on Joint Base MDL.

The SECDEF placed a 60-day stop-movement order on all military. The only exception pertinent to the wing were Air Force tankers, effecting operations and maintenance crews. This included deployed personnel.

The President of the United States (POTUS) declared a state of national emergency with regard to the COVID-19 coronavirus. The World Health Organization declared the virus a pandemic on 11 March, which led President Trump to take this step.

Due to the President, DoD, and Joint Base McGuire-Dix-Lakehurst guidance being set down a week before March's scheduled UTA, Col. Pemberton decided to conduct an all-virtual UTA. Recognizing that over 60 percent of the wing lived outside the 50-mile commute area, safety was a paramount concern for the commander, while he also recognized that many of the wing's airmen were being hit hard by the economic burden of the virus. By focusing on online training, the airmen of the wing received valuable training needed to maintain wing readiness, while simultaneously ensuring that airmen were staying healthy physically and financially.

Due to the level of threat in the local area and the

recommendation of the base's Public Health Emergency Officer (PHEO), the JBMDL commander declared a Public Health Emergency (PHE) and set Health Protection Condition BRAVO (HPCON BRAVO). This order was to remain in effect for 30 days. The following day, 18 March, all tenant commands assumed "essential" personnel manning levels.

JBMDL had its first confirmed case of COVID-19, a dependent of a service member. This individual was kept under quarantine at an off-base residence.

The 514 AMW March UTA (virtual) due to the timing of the military's stop movement order, Col. Pemberton was faced with a challenge of what to do about the UTA. He decided not to cancel the training because there were duties members could accomplish virtually, and he recognized the importance of maintaining a steady pay system with many members facing financial hardships due to COVID-19 lockdowns. He coordinated with SMSgt. Obermuller to discuss what could be done virtually. This was the first Air Force virtual UTA.

Due to the increased COVID-19 threat, JBMDL Commander set Health Protection Condition CHARLIE (HPCON CHARLIE). On this same date, the New Jersey Governor Phil Murphy issued a "stay-at-home" order to limit the amount of contact between the citizenry and to "flatten the curve of the virus" in its spread.

The advance party for Joint Task Force – Civil Support (JTF-CS), the DoD's coordinated support to the Federal Emergency Management Agency (FEMA), arrived on JBMDL to support efforts in the New York City (NYC)/northern New Jersey region.

On this date, only active duty personnel and select emergency essential civilian workers were authorized on-base access. Access for retirees and other non-essential personnel was strictly limited by the orders on the JB MDL commander.

### 514 AMW April 2020

Wear of face masks made of conservative materials and colors when in uniform were authorized. These face masks were to be from a piece of material to cover the mouth and could be home-made. Surgical masks and N95 respirators were authorized for medical personnel and first responders only due to their high demand. The previous day, President Donald J. Trump and the Center for Disease Control (CDC) recommended that citizens wear face masks when in public and when working within close proximity of others to prevent the spread of COVID-19. Col. Pemberton's instructions were in accordance with DoD and JBMDL/87 ABW policies.

The 514 AMW April virtual UTA was consistent with the previous UTA. The only changes that were made was an attempt to spread out training. In March, the sudden influx of online training caused a number of crashes, so the command team made adjustments to fix these issues.

The 514 AMW commander, Col. Pemberton, received a call from Lt. Gen. Richard Scobee, commander of Air Force Reserve Command. In the phone call the 64th Air Expeditionary Group (AEG) was activated to assist with the ongoing medical efforts in New York City. Lt. Gen. Scobee and Col. Pemberton recognized and agreed that Reservists should play a primary role in the mission, as it was their communities which were being assisted. The 514 AMW Vice Commander Col. Adrian Byers was selected

to command the 64 AEG, and within 72 hours, the Air Force Reserve identified 125 medical service members, and mobilized and deployed them to three New York City hospitals. Along with Col. Byers, Chief Master Sgt. Len Werner of the 514 AMW was selected as the Command Chief for the 64 AEG, and Senior Master Sgt. Michael B. Moody of the 514 AEW was forward deployed to NYC as the 64 AEG First Sergeant.

Twenty 514th Aeromedical Evacuation Squadron and 514th Air Mobility Wing members were deployed to assist ongoing COVID-19 support. The initial location of their deployment, however, was to Joint Base Charleston, SC to receive training on the Transport Isolation System (TIS). The TIS was initially devised for Ebola patients, and provides the air medical crews the ability to transport patients safely, while minimizing the risk to the aircrew from the contagion.

As of 15 April, 1 member was actively deployed in New York City, while 27 others from 514th AES (24) and 514th ASTS (3) were activated for COVID-19 response.

The Headquarters Air Force (HAF) A3 (Operations) directed all active duty and civilian employees of the Air Force to report their condition as isolated or quarantined due to the COVID-19 virus via the Air Force Personnel Accountability and Assessment System (AFPAAS). Subsequently, this became a periodic update through the period of the pandemic.

### 514 AMW May 2020

Tech Sgt. Matt Newman of the 514th Aeromedical Staging Squadron, recognized a need for members on the frontlines of the pandemic in New York City. TSgt. Newman was also a firefighter for the Fire Department of New York (FDNY). While TSgt. Newman awaited deployment at Joint Base MDL, he called his fellow firefighters and arranged to have a meal delivered to various Air Force personnel in NYC, who had not had the time or ability to eat a hot meal. FDNY's Engine 315 and Ladder 125 in Queens, bought, cooked and delivered meals enough to feed around 40 Reservists at Queens Hospital Center.

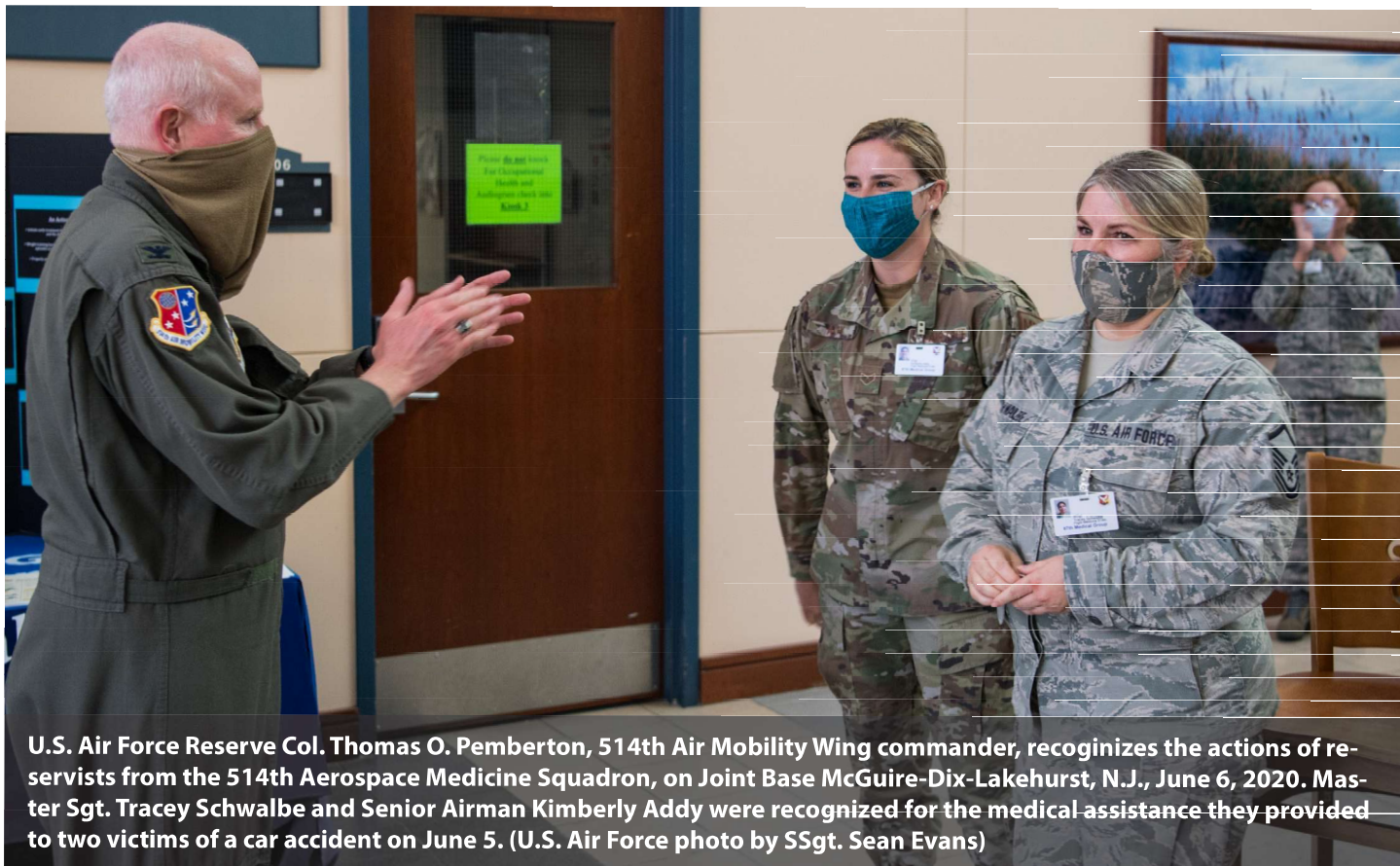
Members from the 76th and 78th Air Refueling Squadrons conducted their refueling mission in tandem with the "America Strong" flyovers, conducted to salute health care workers, first responders, and others in the trenches of the COVID-19 fight.

The commander of JB MDL extended the Public Health Emergency originally ordered on 17 March and access to the base remained for essential personnel only. This extension was to remain in effect until 13 August or subject to local health conditions.

As of 18 May, 28 members of the 514th AMW were deployed in the US due to COVID-19.

**A U.S. Air Force Reserve KC-10 Extender with 78th Air Refueling Squadron, 514th Air Mobility Wing, refuels a Thunderbird with the U.S. Air Force Air Demonstration Squadron during America Strong on April 25, 2020. The 76th and 78th Air Refueling Squadrons refueled the Thunderbirds and Blue Angels several times so that they could perform their scheduled flyovers over Washington, Baltimore, and Atlanta, without any need to land for fuel. The flyover was part of America Strong; a collaborative salute from the Air Force and Navy to recognize healthcare workers, first responders, military, and other essential personnel while standing in solidarity with all Americans during the COVID-19 pandemic. (U.S. Air Force photo by SSgt. Sean Evans)**





**U.S. Air Force Reserve Col. Thomas O. Pemberton, 514th Air Mobility Wing commander, recognizes the actions of reservists from the 514th Aerospace Medicine Squadron, on Joint Base McGuire-Dix-Lakehurst, N.J., June 6, 2020. Master Sgt. Tracey Schwalbe and Senior Airman Kimberly Addy were recognized for the medical assistance they provided to two victims of a car accident on June 5. (U.S. Air Force photo by SSgt. Sean Evans)**

### 514 AMW June 2020

Governor Phil Murphy lifted the stay-at-home order that had been in place since 22 March. While NJ Executive Order 152 was an important data point in assessing the state of the COVID-19 virus, the reopening of JB MDL was subject to a conditions-based approach outlined by the Office of the Secretary of Defense (OSD) and the Secretary of the Air Force (SECAF).

Two 514th members from the 514th Aerospace Medicine Squadron provided medical aid at the scene of a car crash on the evening of 5 June. Master Sgt. Tracey Schwalbe and Senior Airmen Kimberly Addy came upon the wreck on Route 130 after running errands. Being the first on the scene, they evaluated the casualties, and helped stabilize the individuals until EMS and firefighters arrived on the scene. Col. Pemberton recognized their heroism on June 6, during the Wing's UTA.

During the 514 AMW June UTA (hybrid), Col. Pemberton wanted to start getting airmen back on base to conduct business. Having focused on digital training for the last three UTAs, he felt that he could no longer reasonably maintain readiness from afar. He decided to conduct a hybrid UTA, with some members being represented in person, and others being represented virtually. He largely allowed commanders to decide the need and rotation of their airmen, but recognized too many integral pieces of the job were not being accomplished through telework. With Gov. Murphy lifting the stay-at-home order, the 514th prepared to conduct an in-person UTA for members who were able to attend under various restrictions. The in-person portion of the hybrid event required a number of details new to

the wing. UTA in person attendance was to be limited to ensure compliance with safety guidelines, and the airmen who would be present were required to answer a questionnaire on their health prior to the event, and a have policy letter to attend. Airmen with a temperature of 100.4 (F) or higher, were awaiting COVID testing results or felt ill in any way were required to stay home. Col. Pemberton stressed that the Wing would be closely watched to see if the event could be done in a safe manor. He further stressed the importance to take precautions like training outside if possible, social distancing, and not grouping together in the commissary or other shopping areas.

On 25 May, George Floyd, a resident of Minneapolis, Minnesota was killed in an altercation with police officers. Mr. Floyd, an African-American, was seen on video pleading with a police officer to get off of him before passing away. The police received a call due to Mr. Floyd allegedly using a counterfeit bill of tender. The video showed an officer kneeling on Mr. Floyd's head and neck region for nearly nine minutes. The event caused a wave or reaction across the US, with demonstrations and protests being held in nearly every major US city. Col. Pemberton stressed the importance of discussing the event, as well as social unrest with the wing's airmen at the June UTA

By order of the JB MDL commander and based on a two-week downward trend of virus cases in the area, the base transitioned to "Phase 1" of a planned reopening/roll-back of COVID-19 health protection measures. On June 13th, the base moved from HPCON CHARLIE to HBPCON BRAVO. The guidance required masks, social distancing, and limited gatherings, but it was a first step in returning to pre-COVID operations.

After action reports indicated that the June UTA was a success, and with some restrictions lifting, the wing planned to have a fully manned UTA in July. Some restrictions still applied, including members living further than 150 miles (the new defined local area), those living with immunocompromised individuals, or those who had been sick in the past 30 days. Col. Pemberton allowed squadron commanders to place stricter guidelines on who could attend if they felt the need.

### 514 AMW July 2020

Members of the 76th Air Refueling Squadron, 514th Air Mobility Wing returned to Joint Base MDL, NJ following their KC-10 deployment.

As the July UTA approached, Col. Pemberton updated the guidance on who could attend. Members from one of the travel restricted states could not attend, nor any members who had been sick within the last 14 days (previously it had been 30). Once again, members were required to fill out the COVID questionnaire and ensure their temperature was under 100.4 degrees. Members were authorized to travel as long as they were not living in one of the restricted states, but during travel members were required to wear a mask throughout the trip. The wing also directed that all members use a single entrance, and that the control point have a device where the individual could check their temperature.

As the 514th and their active duty partner organization, the 305th Air Mobility Wing, prepare to transition to the KC-46A Pegasus, the first of the KC-10's of the organizations is being retired. Tail #86-0036 was given its retirement ceremony on 13 July, before it is transported to the "Boneyard." Lt. Col. Mike Pillion will fly the aircraft to the 309th Aerospace Maintenance and Regeneration Group at Davis-Monthan Air Force Base, AZ. The aircraft entered service in 1986, and flew 33,017 hours during its term of service.

On 17 June, the Secretary of the Air Force (SECAF) tasked JB MDL as an "Aggregation Installation (AI)" for USAF personnel preparing to or returning from deployments overseas. Under this assignment, the base served as a 14 day quarantine site. While predominantly a task for the 87 ABW as an outgrowth of the JTF-CS Basic Support Installation (BSI) mission that had been performed from March-May 2020, the AI mission began on this date.

Tech Sgt. Nicole Gansert, and In-Flight Refueling Specialist for the 78th Air Refueling Squadron, 514th Air Mobility Wing was chosen as one of the Air Force's 12 Outstanding Airmen of the Year. TSgt. Gansert flew 25 combat missions on deployment, while simultaneously attending distance learning college, earning a Master's Degree with a near perfect GPA. The 8-year veterans says she plans to become an officer, and she jokingly added eventually "I'll be a General."

Master Sgt. Miriam Carpio-Hospedales, Personnel Superintendent, 514th Security Forces Squadron was recognized by Assemblywoman Judy Griffen, New York State Assembly District 21, as a 2020 Women of Distinction award recipient. MSgt. Carpio-Hospedales has been a member of the 514th for over twenty years, and has been consistently recognized for her outstanding service over the years.

### 514 AMW August 2020

The JB MDL commander, Col Bridget Gigliotti, announced the extension of installation's Public Health Emergency for another 90 days until 11 November 2020 due to the continued risk COVID-19 posed in the local area and a spike in the number of cases. JB MDL also remained in Health Protection Condition (HPCON) Charlie and under Phase I of the planned reopening/roll-back of COVID health protection measures that went into effect on 13 June.

July UTA was a continued success. With the experience of June and July UTAs under the Wing's belt, Col. Pemberton plans for everyone to attend the August UTA's. The only restrictions at this point are those who have been sick, or live with individuals with a compromised immune system. Further guidance from the New Jersey Governor allows squadron commanders to clear members from restricted states as well. Further relaxation includes the commander able to determine the number of individuals who can attend essential gatherings, while allowing general gatherings with a limit of 25 personnel (with unit commanders able to expand the number if needed).

The 514th AMW Vector app is live. This app helps Wing members stay up to date with all the events for the 514th and Joint Base MDL.

### 514 AMW September 2020

Effective 11 September, Joint Base MDL will transition to "Phase 2" due to a reduction in the number of COVID-19 cases in the area around the base. This is the next step to return to a pre-COVID standing, following the "Phase 1" reopening on 13 June. The base remains at Health Protection Condition (HPCON) Bravo. The changes in operation include allowing most personnel to return to base, opening of fitness and child care facilities, and allowing more retirees to return to base. Social distancing, masks, and sanitation restrictions still apply.

The 514th UTAs during the pandemic period have continued to be a success. Col. Pemberton stated the same forms of restrictions would apply for the September UTA, but no new restrictions would be put in place.

The 514th Air Mobility Wing hosted the inaugural Flight Commander Leadership Course. The three day course, provides instruction to new flight commanders on leadership development and practical application.

New Air Mobility Command commander, Gen. Jacqueline Van Ovost visited Joint Base MDL. Gen. Ovost had previously served as the Deputy Commander of Air Mobility Command, and took the reins of AMC in August. On 22 September, she met with two star performers of the 514th, TSgt. Nicole Gansert (78th Air Refueling Squadron) and SSgt. Krystin Springerince (35th Aerial Port Squadron) congratulating them on their achievements and presenting them with coins.

Lt. Col. Kimberly Lalley, the 514th Chief of Public Affairs, retired after more than 30 years of service. Lt. Col. Lalley, has been with the wing for 6 years and 4 months.

### 514 AMW October 2020

The Wing is currently operating on a continuing resolution/appropriations (CRA), the length of time is expected to be until at least December 11th.

Janice Doss and Kerri Schoonmaker, suicide prevention coordinators from the 87th Air Base Wing, met with Col. Pemberton and Chief Capaldi to showcase an innovative approach to suicide awareness and prevention. The two coordinators showed the command team how they are using virtual reality to bring real life scenarios directly to service members. Military members and veterans have a higher than usual rate of suicide due to the stresses of military life, operation tempo and deployments. Suicide prevention takes on an even bigger role, following reports of increase numbers of self-harm due to COVID restrictions across the globe.

Chief Master Sergeant Dana Capaldi, command chief 514th Air Mobility Wing, is slated to become the command chief for the 379th Air Expeditionary Wing, Air Combat Command, one of the largest Air Expeditionary Wings in the world. Chief Capaldi will be making history as the first reservists to be awarded the slot.

Following an unusual and particularly contentious election, and despite the election taking place on 3 November, it appears that former Vice-President Joe Biden will become the 46th Commander and Chief come January. The election has taken longer than normal due to an increase in mail in ballots, and changing election rules to coincide with COVID-19 restrictions and fears. The election is not final, as President Donald Trump has stated he intends to file lawsuits in a number of states due to irregularities. The majority of news agencies, however, predict Joe Biden has a comfortable enough margin of victory to overcome any of these challenges.

The JB MDL commander extended for an additional 90 days the Public Health Emergency (PHE) for the installation originally begun on 17 March 2020. The impact of this extension was mainly administrative in nature. It did not affect the Health Protection Condition (Bravo) at the time or change the guidance under which base personnel had been operating. The wear of face masks, for example, was still necessary in locations where a six foot separation could not be maintained.

Earlier this year, Air Force Reserve Command released its list of Airmen of the year. The 514th Air Mobility Wing was extremely proud to have 3 of the 4, Airmen of the Year. Winners include Staff Sergeant Krystin Springer-Ince who won Airmen of the Year, Technical Sergeant Nicole A. Gansert who won Non-Commissioned Officer of the Year, and Senior Master Sergeant Rebekah J. Spedaliere who won First Sergeant of the Year. These individuals outstanding performance was recognized by Lt. Gen. Richard Scobee, AFRC commander, Brig. Gen. Jefferey Pennington, 4th Air Force commander, Col. Pemberton, 514th AMW commander, Chief Master Sgt. Cynthia Villa, 4th Air Force command chief, and Chief Master Sgt. Dana Capaldi, 514th AMW command chief. Due to rising concerns and stats that a winter COVID spike was imminent, the group decided to hold the award ceremony virtually to ensure the safety of everyone involved. Congratulations to the outstanding work of these Airmen.

### 514 AMW November 2020

The 14-15 November UTA marks the final UTA for Vice-Commander Col. Adrian R. Byers and Chief Master Sgt. Dana Capaldi. On 15 November, Col. Byers and Chief Capaldi were given tokens of the Wing's appreciation for all the hard work and leadership they have provided the 514th over the last few years.

On 19 November, the 514th AMW took part in a post exercise, shutting off all its primary power to investigate the effects of an electromagnetic pulse (EMP) attack.

Col. Adrian R. Byers, vice-commander 514th Air Mobility Wing, conducts his final flight on 25 November. Col. Byers has been with the Freedom Wing since July 2017, and in 2020 was placed in command of the 64th Air Expeditionary Group on Joint Base MDL from April to July 2020. Col. Byers is slated to be IMA to the Chief of Staff 15th Air Force, Shaw AFB, SC, for his next duty assignment. The Wing thanks him for his hard work and dedication, and we wish him all the best in his future endeavors.

### 514 AMW December 2020

Despite a spike in cases, and the return to HPCON Charlie, Col. Pemberton felt that the hybrid UTA with a larger and larger in person presence was vital. He stated that all safety procedures would continue, in person meetings would be limited, and again it was left to commander's discretion on the level of manning needed, but he also stressed that if employees at chain stores were able to maintain a steady schedule, the US military certainly could. He recognized a big challenge for 2021 will be getting everyone back to a sense of normal, and getting everyone back to in person training. But those steps are important and necessary to continue the mission.

514th AES/DO conduct training on a visiting KC-46A Pegasus. The training revolves around the TIS system the 514th AES has adapted to fit the needs of COVID-19 patient transportation that ensures the safety of the crew while moving contagious patients. Col. Pemberton said of the 514th AES "They are pretty much writing the book on how to transport COVID patients." Having become proficient in C-17, C-130, and KC-10 capabilities, the 514th crews now want to adapt what they have learned to the new KC-46A which will soon replace the KC-10 on Joint Base MDL.

### 911 AW

The 911th Airlift Wing (AW), commanded by Colonel John Robinson, stationed at Pittsburgh International Airport Air Reserve Station, Pennsylvania, continued with one of the most complex conversions; an airdrop mission to an airland, with the absence of their old C-130 Hercules aircraft, and the presence of the new C-17 Globemaster IIIs.

The 911 AW began Fiscal Year 2020 with seven aircraft permanently on-station and Aircraft 1189 off-station due to depot status. The problem solvers in the Program Integration Office, Maintenance Group, and Operations Group fostered partnerships built in the previous year by traveling to other units to perform training and home-station checks (HSC) on

the new airframe until the completion and turnover of the two-bay hanger. The new hanger, completed in May, allowed maintenance to perform fuel cell work and HSCs safely.

At the beginning of 2020, the world transformed during a global pandemic, but the 911 AW still accomplished the mission and the conversion. Construction projects diverted from their original path when state governors closed businesses down in the surrounding area, but waivers allowed contractors to come back to work. Flying continued during COVID-19. Aircrew supported PATRIOT EXPRESS, pandemic specific missions, by flying seven missions to deliver COVID-19 supply kits, evacuate personnel from Guatemala, and deploy troops to New York City during the surge of the pandemic. The base mobilized members of the Aeromedical Staging Squadron (ASTS) in response to the Executive Order signed by President Trump which activated Selected Reserves and Individual Ready Reserves to Active Duty. The airlift mission took over and transported mobilized members from the 911 AW and other wings to New York City, the epicenter of the novel Coronavirus. This mission was one of two that took place about two weeks apart.

The base still performed a Unit Effectiveness Inspection (UEI) during July in spite of COVID, which at the time was a downtick in COVID cases in the United States. The base performed a mostly-virtual UEI in the middle of July and received a HIGHLY EFFECTIVE rating. The 911th was the first base in five years to receive the coveted rating from AFRC.

While 44 members of 32d Aerial Port Squadron (APS) returned from deployment in Reserve Component Period 2 (RCP2), the rest of the base began preparing for RCP6. From 1 April 2020 until present day, the 911th Operations Group performed the Tanker Airlift Control Center (TACC) mission, supplying two and a half crews and one aircraft. During the absence of an airdrop mission, the increased involvement in the Denton Cargo Mission continued as well. The base processed cargo to Honduras including desks, blankets, medical supplies, diapers, and more.

In September, the Wing Commander selected Chief Master Sergeant Jamesha Barnes as the first full-time Command Chief. She was the first female and African-American Command Chief at the 911 AW and assumed the duties of supervising the First Sergeants. This initiative was vital to providing continuity on the base.

## 914 ARW

The 914th Operations Group (OG) achieved Full Operational Capability (FOC) in the KC-135R Major Design Series (MDS). It trained and certified six instructor pilots, four instructor booms, two evaluator pilots, and two evaluator booms to become a self-sustaining unit equipped operation ready to conduct its wartime mission set. The 914th OG flew over 500 sorties, logging 2.2 thousand flying hours as well as offloading 2.2 million pounds of fuel. It sent 15 members to shadow and participate with the partner reserve wing at Grissom Air Reserve Base (ARB) to support Exercise WORTHY PHOENIX as the 914 Air Refueling Wing (ARW) began to develop its 801X mission set and develop those competencies.

Additionally, the 914 OG deployed four aircraft and 60th

Operations Support Squadron (OSS) and Air Refueling Squadron (ARS) personnel to support Operations FREEDOM SENTINEL and INHERENT RESOLVE, marking the 914 ARW's first KC-135 combat deployment. The crews logged over 180 sorties, delivered 5.75 million pounds of fuel to over 370 receivers. Furthermore, the 914th Aeromedical Evacuation Squadron (AES) deployed 11 aircrew to three AORs and provided lifesaving practices and procedures on over 150 combat missions for 220 patients.

Finally, the 914 OG expertly navigated the COVID-19 pandemic by mitigating risks while continuing to prepare for its first KC-135 combat deployment. The 328 ARS and 914 OSS developed and utilized virtual training to minimize physical contact between members to allow for critical pre-deployment training to be accomplished. Twelve members of our 914 AES members stepped up and volunteered to fill short-notice deployment taskings to support potential COVID-19 patient movement from multiple locations within the CONUS.

The 914 Maintenance Group (MXG) completed a four-month deployment just four months after declaring full-operational capability. The 914 ARW-assigned KC-135R, Tail Number 63-8017, carried the 379 (Air Expeditionary Wing) AEW "High Flier" accolade while deployed for sustained reliability in the harsh combat environment, outperforming its active duty-assigned counterparts.

While junior in overall time with the MDS, the 914 MXG was selected ahead of five other KC-135 operating wings as the first to host the new regional periodic inspection capability. This was a significant endorsement for Niagara ARB as the MXG's skill and experience developed and matured in just three years of operating the mission design series. Additionally, maintenance has worked with operations to participate in Exercises NORTHERN EDGE, CHECKERED FLAG, and RED FLAG.

The 914th Mission Support Group (MSG) Continuity of Operations was proven during COVID and telework mandates for both the full-time staff as well as virtual drills. The wing sustained the mission under stressful conditions due to the continued support from the MSG despite adverse COVID conditions. They also proved their ability to continue training while adapting to a virtual method.

The 914 MSG Environmental Management Flight (CEV) spearheaded the use of a scrap brass deformer on the Niagara Falls Air Reserve Station (NFARS) indoor range. The deformer became operational in Feb 2020. The deformer is one of two operational deformers in AFRC and one of 20 in the AF. NFARS is the only base in the AF that sold scrap brass through the Integrated Solid Waste Management (ISWM) contract, which was an innovative approach that proved to be successful. CEV worked collaboratively with Munitions Safety, Bioenvironmental Engineering, and Contracting to initiate the new deformer from selection and purchase of the equipment to development of a standard operation procedure of the process to the proper sale of scrap brass through incorporation of the waste stream to the existing ISWM contract. Successful operation of the deformer ensured the proceeds received from the sale of the brass were returned to the base for use locally in accordance with federal regulations. Since Feb 2020, scrap brass from the deformer generated over \$20K in proceeds.

Senior Airman Evan Volmrich, a 914th Civil Engineer Squadron Explosive Ordnance Disposal team member from Niagara Falls Air Reserve Station N.Y., conducts annual training on ground burst simulators and smoke grenades at the 910th Airlift Wing on Youngstown Air Reserve Station, Ohio, August 06, 2020. Approximately 20 Airmen from inspector general, safety and security forces received training on M18 smoke grenades and M1 16A1 hand grenade simulators. (U.S. Air Force photo by Airman 1st Class Kelsey Martinez)



During 2020, the Explosive Ordnance Disposal (EOD) Flight of the 914 CES, supported the United States Secret Service (USSS) Counter Improvised Explosive Device (C-IED) Team for the United States - Department of State, Very Important Person (VIP) missions. The EOD Flight supported 24 missions, including 15 Presidential (POTUS) and 9 Vice Presidential (VPOTUS). These 24 missions encompassed 2,610 man-hours. The total search capability entailed 2.4 million square feet of land and building area, 1,520 vehicles, 441 packages, and 126 miles of roadways. The success of these missions allowed for the freedom of movement of the POTUS and VPOTUS, dignitaries, media, and the general public.

### 927 ARW

In 2020, the 927 ARW lived up to its goal of being "Combat-Ready Citizen Airmen Fueling the Fight". The 927 ARW's 1,000 Airmen overcame significant COVID-19 challenges and completed 1,100 flight hours and performed 368 air refueling sorties that offloaded 2.2 million lbs. of fuel to 463 receiver aircraft.

The 927 ARW's three groups and ten squadrons deployed 117 airmen in support of Operation FREEDOM SENTINEL, ten crew for Operation INHERENT RESOLVE, and 37 medical professionals to New York, California, and Germany to provide lifesaving COVID-19 support efforts. The COVID-19 Medical deployments included three expedited mobilization packages which sent 18 medics to the field within 26 hours of notification. The medical team treated over 200 patients and saved lives.

Exercise support included REDFLAG 20-3, PANTHER STORM, GLOBAL THUNDER and multiple Nuclear Operational

Readiness Exercises (NORE), which resulted in a successful Nuclear Operational Readiness Inspection (NORI). Following the NORI, 11 927 ARW airmen received "Outstanding Performer" recognition. They also supported SOUTHCOM during HPCON-C by refueling E-8s for 56 counter drug missions, executed hurricane evacuations (HUREVAC), and generated 16 aircraft in 36 hours with 71 airmen deployed, thus assuring HHQ/801X mission continuity and a savings of 1.4 billion in fleet assets. Additionally provided 24/7 logistics support for KC-135 maintenance, processed 1,300 stock/MSRP orders totaling \$30 million, and completed vital repairs for 124 aircraft within 72 hours.

The 927 ARW commissioned eight Airmen via the Deserving Airmen Commissioning Program, offered financial literacy programs, and hosted both the NCO and Senior NCO Leadership Development Courses on behalf of AFRC. These leadership courses were attended by 53 Airmen from 12 different wings.

In 2020, 248 personnel (over 28% of the wing) along with 4.8 short tons of cargo were deployed in support of the CENTCOM, NORTHCOM, AFRICOM, and TRANSCOM AORs.

The 927 LRS procured nearly 4,500 wet and cold weather gear items worth over \$264,000 for wing personnel, and enhanced training procured 714 items of individual protective training equipment which helped to propel the wing's 2021 warfighting training efforts.

### 931 ARW

The 931st Air Refueling Wing (ARW), stationed at McConnell Air Force Base (AFB), Kansas, continued to serve as

a United States Air Force Reserve Classic Associate Wing of the active duty 22 ARW. Col. B. Philip Heseltine Jr. commanded the 931 ARW and Chief Master Sgt. Takesha S. Williams served as the wing's Command Chief throughout 2020. Despite the challenges and barriers created by the COVID-19 global pandemic, the 931 ARW provided capable and well-trained aircrews, and utilized a variety of Airmen in other roles in support operations across the globe. The unit conducted unit training assemblies (UTA) at McConnell AFB, Kansas, except for the months of April, May and December due to COVID-19 and other factors. The wing flew 3,301 total flying hours, with over 44 of those as contingency hours, and six sorties. Ten members of the wing also deployed and 50 more were preparing to deploy in support of RCP-06. Airmen from the 931 ARW also participated in four exercises including GLOBAL THUNDER, two RED FLAGS, and a local training event.

Key events in 2020 included the COVID-19 pandemic, the addition of the 931st Mission Support Group director, the conversion to the KC-46A Pegasus and deployments. The COVID-19 virus dominated and interrupted plans and procedures starting in March 2020. The 931 ARW overcame the interruptions caused by the pandemic through a variety of innovations and adaptations including virtual UTAs.

In December 2019, the 931 ARW gained a Director of Mission Support, Lt. Col. Matthew R. Basler. In August 2020, Lt. Col. Vanessa L Schoon joined as the Deputy Director to assist the 931 MSG director. Future plans included adding a logistics readiness flight to fully authorize the 931 MSG and staff.

On 1 April 2020, the 931st Operations Group and 931st Maintenance Group, along with their subordinate squadrons, officially became KC-46A units. The wing commemorated the transition away from the KC-135 Stratotanker legacy with the last KC-135 flight during a UTA on 6 June 2020. While operating during a pandemic, and in the middle of a transition to a new weapon system, wing personnel continued to support worldwide operations. They did so through deployments, and also prepared for future missions through both training at home station and at other locations. The wing succeeded in the face of these changes and challenges.

Overall, members of the 931 ARW persevered through a pandemic while also moving forward with a new weapon system, the KC-46A. The trajectory of growth from a group to a wing continued with the addition of leadership roles for the future 931 MSG. Readiness, training, and deployments remained as demonstrated cornerstones of dedication and performance. The 931 ARW adapted and overcame unprecedented barriers during 2020.

## 940 ARW

Like many units across the U.S. Air Force, the 940th Air Refueling Wing (940 ARW) accomplished its mission in 2020 in spite of COVID-19. Adding to the complexity of the year, the northern California area around Beale experienced severe wildfires. Although the wildfires did not directly threaten Beale nor the 940 ARW, the smoke did cause two months of hazardous air quality that affected 940 ARW operations. Despite COVID-19 and wildfires, through a mixture of in-person and telework

attendance, the 940 ARW was able to accomplish its mission of training, deploying, and redeploying mission-ready airmen in 2020, as well as prepare the unit for its 801X nuclear mission.

The year 2020 began with a new commander assuming leadership of the 940 ARW. Colonel Jeffrey J. Downs assumed command on 14 January 2020 after the former commander, Colonel Stephanie W. Williams, retired in December 2019. Vice Commander Colonel Paul B. Hromanik commanded in the interim. Unfortunately, by March 2020, COVID-19 had begun to spread in northern California. Local governments around Sacramento, CA began a series of increasing public health controls. Travel and access to and from Beale AFB was incrementally restricted in early to mid-March. By late March, Beale, along with the broader USAF, had locked down with severely limited movement. One of the first cancellations was the retirement ceremony for Colonel Hromanik, long-serving 940 ARW Vice Commander, at the April Unit Training Activity (UTA).

Unfortunately, the restrictions extended the 940th Maintenance Group's (940 MXG) redeployment from Incirlik AB, Turkey which was scheduled for late March 2020. Quick deployments of some 940th Aerospace Medical Squadron (940 AMDS) personnel helped with the COVID-19 crisis in New York City. The lockdown caused the virtualization, rescheduling, curtailment, and doubling of scheduled UTAs in April, May, June, and July 2020, respectively. Although hampered by COVID-19, 940 ARW persisted with whatever individual training, deployment preparation, and 801X training it could by using Computer Based Training (CBTs), telework, and Partial Training Tasks (PTTs). The 940 MXG deployers finally returned home on 14 June.

On 26 August, the 940th Air Refueling Group's (940 ARG) 314th Air Refueling Squadron (314 ARS) supported the 129th Rescue Wing and the 55th Rescue Squadron to airlift a sailor from a commercial ship after a serious fall. The operation occurred approximately 1,000 miles off the California coast and the 314 ARS provided mission-lengthening fuel support. The mission demonstrated how the active, Reserve, and National Guard components of the U.S. military were able to form ad-hoc teams to accomplish complex missions in short time-frames.

By late summer, the northern California wildfire season began. The September UTA and Nuclear Staff Assistance Visit (NSAV) were heavily curtailed. Although air quality remained at unhealthy levels, the 940 ARW hosted 4th Air Force (4 AF) Commander, Brigadier General Jeffrey Pennington at the October UTA.

By November UTA, the fires had died down, but COVID-19 was experiencing a resurgence with the winter weather and holidays. However, the 940 ARW's next round of deployments from 940th Security Forces Squadron (SFS), 940th Civil Engineer Squadron (CES), and, 940th Logistics Readiness Squadron (LRS) proceeded throughout November and December and into early 2021. Further restricted 801X training finished off 2020 for 940 ARW with Beale AFB returning to HPCON CHARLIE in December and maximum telework for most reinstated.

## TENTH AIR FORCE

# 10 AF *POWER & VIGILANCE*



### 307th Bomb Wing

The 307th Bomb Wing's Airmen were aggressive in accomplishing their mission in 2020 despite COVID 19. They equipped and supported B-52 Stratofortress and B-1B Lancer bombers, participated in exercises, trained air crew members, all while providing deployed manpower and armament systems to the Areas of Responsibility.

Concurrently the 93rd Bomb Squadron continued to run the only B-52 Formal Training Unit in the Air Force, provided support for flying operations for both the 49th Test and Evaluation Squadron and 340th Weapons Squadron. Despite the pandemic, all FTU classes graduated on time. The squadron graduated three Initial Qualification Training classes with 84 students, six Combat Flight Instructor Course classes with 74 students and three Senior Officer Course classes with 21 students.

The 307th Aircraft Maintenance Squadron generated 650 sorties with 3,400 flying hours to support these squadrons. They guided five B-52 modifications with \$11 billion in upgrades for Anti-Skid/Electronic Countermeasures suites. Additionally, the B-52 modernization plan and synced requirements to mold a \$4 billion upgrade portfolio through 2050. The 307th Maintenance Squadron supported the Defense Advanced Research Projects Agency (DARPA) Air-launched Rapid Response Weapon Concept integration test flights at Edwards AFB (Armament) Modified weapons carriage equipment for successful hypersonic weapons test flight. Their Munitions Flight also provided build/delivery/support for Conventional Rotary Launcher testing, Joint Air-to-Surface Standoff Missile –Extended Range and Miniature Air launched decoy Capture carry on CRL. The MXS Armament section completed hardware upgrades on all 307th CRL assets two years ahead of schedule.

The 707th Maintenance Squadron participated in various nuclear exercises with their associate active-duty counterparts to include Hectic Roller, Northern Strike and Neptune Hawk

where they supported maintenance operations generating B-52 aircraft deploying to various locations.

The 489th Bomb Group led their first Bomber Task Force at Eielson AFB, Alaska with a 75 percent reduction in manning and cargo. They flew non-stop for nearly 14 hours while demonstrating U.S. commitment to peace and stability in those regions. While there the squadron conducted training with the Norwegian air force during a 6,100 nautical mile mission where they received air refueling support over the Arctic Ocean before several hours training off the coast of Greenland and over the Norwegian Sea. This highlighted the U.S. Air Force's capacity to conduct complex operations in multiple areas of responsibility with NATO allies and partners. Throughout the effort, the unit captured essential data to help future units. Additionally, they supported two BTFs in Guam, Red Flag at Nellis AFB, Nevada, and a CONUS to CONUS mission over the East China Sea while simultaneously supporting a real world spin up for potential strikes in Iran.

During the same period, members from the 307th Medical Squadron deployed to the New York City Area in support of the COVID-19 pandemic relief. They provided critical patient care, mortuary services and various other duties. The 343rd Bomb Squadron thanked Louisiana Healthcare Workers during a "Thank the Heroes" flyover in response to the COVID pandemic. The Wing also showcased the B-52 to millions of viewers during other flyovers at live and pre-recorded virtual events both nationally and internationally.

Airman innovation was front and center for the wing with the finalization of Phase III in the development of a virtual reality procedures trainer for all B-52 crew compartments and all multiple user interactions. Maintainers developed a portable B-52 tow bar prototype with MilTech, reducing transportation cost for support equipment and maintenance concerns when operating at a deployed locations. They also collaborated with

Louisiana State University at Shreveport to use 3-D printing technology for various components not available through normal supply chains. In addition, maintenance has signed a Phase II Small Business Innovation Research proposal to develop a VR fuel maintenance trainer providing essential training prior to conducting maintenance in hazardous environments and reducing upgrade timelines.

### 310th Space Wing

The 310th Space Wing (310 SW), Air Force Reserve Command's only space wing, delivered diverse space mission support to four Active Component Space Wings, the National Oceanic and Atmospheric Administration, and two major commands. In 2020, the 310 SW led the integration of Reserve space assets and 172 personnel to support wartime planning, exercises and deployments to seven different combatant commands and providing training against six operations plans.

The 4th Space Warning Squadron detected more than 13,000 infrared events and reported 300 missiles to seven combatant commands, the secretary of defense, and the president of the United States using the \$34.7 billion Space-Based Infrared System (SBIRS). They also played a vital role detecting the January 2020 Iranian missile attack aimed at US installations in Iraq.

The 6th Space Operations Squadron executed on approximately 2,000 satellite supports, executing on nearly 3,000 hours of time-critical environmental intelligence for military and civilian operations as well as providing warning for 14 named storms and wildfires impacting the U.S.

The 7th SOPS provided Space Security and Combat Power Projection operations. "Team 8-Ball" conducted 36 orbital engagements in support of Joint Task Force Space Defense threat assessments and collected 2.8 million satellite observations all the while providing 80 percent of all metric data used to track objects in space.

The 8th Space Warning Squadron detected 350 missiles and over 83,000 battlespace awareness events. During the same period, the 9th Combat Operations Squadron conducted Space Operations by providing 8,200 crew shifts and over 65,000 combat operations hours in support of eleven combatant commanders. Together with its active duty associate, Delta 5, they processed 762 missile and space launches, identified 130 foreign satellite maneuvers, and processed 764 Space Support Requests.

The 19th SOPS conducted over 1,600 satellite contacts, sustaining the accuracy and reliability of the 34-satellite GPS constellations, providing precise positioning, navigation, and timing to over 7 billion users worldwide and performed tactical GPS optimization in support of Combined Joint Task Force Operation INHERENT RESOLVE, ensuring navigation and strike accuracy for the warfighter.

The 42nd Combat Training Squadron's 39 instructors, provided more than 500 hours of classroom instruction and courseware development in support of 52 courses and delivered 520 trainees on-schedule amidst COVID-19 pandemic restrictions.

The 310th Mission Support Group mobilized 81 space operators in support of U.S. Space Command's Space Mission Force operations and their Combat Arms Training and Maintenance personnel provided M4/M9 training to 1,147 U.S. Air Force Academy Cadets and over 400 deployers.

The 310th Operations Support Squadron established internal Reserve procedures to provide 100 percent of all mission qualification training for the 7th SOPS and the 19th SOPS space operators.

The 380th Space Control Squadron conducted joint defensive Space Electronic Warfare operations to enable and enhance U.S. offensive and defensive space control capabilities. The squadron utilized the Bounty Hunter 2.0 system to achieve rapid, flexible, and versatile space superiority in support of theater combatant commands and USSF's space superiority priorities. Additionally, the 380th SPCS deployed in support of the US Indo-Pacific Command area of responsibility for the first time. The culmination of these accomplishments resulted in the squadron earning the USSF award of "Best Space Control Unit" and the "Gen. Edwin W. Rawlings Team Award for Information Dominance."

Finally, the 710th Operation Support Flight personnel stood up the first-ever missile warning cyber support element and helped provide missile warning in support of US Central Command, which contributed to garnering recognition as Air Force Reserve Command's "Outstanding Air Reserve Component Operation Group Intelligence Unit of the Year."

### 419 FW

Despite a year of changes and challenges worldwide, the 419th Fighter Wing continued its legacy of national defense, humanitarian aid, and community support. The wing launched into 2020 on a high note, with a colossal show of force that highlighted the F-35A Lightning II's full war fighting capability. Alongside the active duty 388th FW and a fleet of 78 F-35s stationed here, the wings were deemed fully equipped and fully trained after receiving the first F-35A five years ago.

Of course, 2020 was defined by the global COVID-19 pandemic. In the spring, when concerns surrounding the virus grew, the 419th scaled back, holding limited unit training assemblies with mission-essential personnel only that included F-35 flying and maintenance.

While the pandemic swept across the United States, the wing deployed skilled nurses from the 419th Medical Squadron to hard-hit New York City to help treat coronavirus patients. The virus also delayed homecomings for 419th reservists who were deployed to the Middle East and set to return in early spring. Eventually, they returned safely to a much different world than the one they'd left six months earlier.

As experts learned more about how the virus spreads, the 419th FW was able to safely resume monthly training for reservists so they could prepare for deployment, including exercises conducted throughout the 419th Mission Support Group – such as the Force Support Squadron and Security Forces Squadron – along with operations and maintenance.

The wing also continued its critical national defense

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mission with a third F-35 deployment to the Middle East. In the midst of change, the 419th welcomed a new commander, Col. Matthew "Eddie" Fritz. With social distancing in full effect upon his arrival, Fritz relied on virtual innovation to meet and connect with the roughly 1,300 reservists who work at the 419th FW.

The 419th also managed to stay connected to the local community with a July 4 flyover tradition and a virtual field trip for Utah students to watch from home. Reservists also carried out cherished holiday traditions to spread cheer to local children. The wing also set new milestones with the F-35's first-ever participation in Red Flag Alaska alongside our Total Force counterparts in the 388th FW.

### 477 FG

The 477th Fighter Group served its 13th year as a tenant organization and Total Force Integration partner with the host unit, 673rd Air Base Wing, Joint Base Elmendorf-Richardson (JBER), Alaska and the 3rd Wing (3 WG) the active duty wing flying the F-22 Raptor out of JBER during 2020. During the year, the command structure remained unchanged from 2019 with four squadrons and two flights. The squadrons continue to be the 302nd Fighter Squadron, the 477th Force Support Squadron, the 477th Maintenance Squadron (477 MXS) and the 477th Aircraft Maintenance Squadron (477 AMXS), and two flights, the 477th Operations Support Flight and the 477th Aeromedical Flight (477 AMDF) all falling under the leadership of the group. The group command team also remained unchanged as Col Brett Paola continued to serve as the 477 FG commander, while Col Jonathan Gration Jr. remained the deputy commander of the group. CMSgt Neverley Wake continued her tenure as 477 FG superintendent until December 31. Four squadrons, held change of command ceremonies during the year. The 477 AMDF, 477 FSS, 477 OSF and 302 FS held their change of command ceremonies during the June, September and October UTA weekends.

While the first two months of the new year looked much like years past with flying operations starting out with business as usual, the 302 FS, 477 AMXS, and 477 MXS pilots and maintainers joined the 3 WG for their annual Winter Readiness Exercise PATRIOT GRIZZLY at Marine Corps Air Station Miramar, San Diego, California. After the exercising units returned, worldwide events began to have a major effect on the group. March would see the developing Novel Coronavirus-2019 (COVID-19) worldwide pandemic conflict with group operations as state and local authorities issued Public Health Emergency orders while Secretary of Defense, Mark T. Esper issued a stop movement order for all military and civilian employees. On 13 March 2020, Paola issued a mandatory order to execute an AtHoc recall to all unit personnel in order determine their status or location. As events evolved, three days later, Paola issued a verbal order authorizing telework for military and civilian employees whose jobs could be accomplished at home. By 20 March 2020, the COVID-19 pandemic caused Paola to activate the 477 FG Continuity of Operations Plan (COOP) for the first time in its 13 year history since the unit was reactivated, as Col. Patricia A. Csank, the 673 ABW commander, declared a public health emergency and ordered JBER into Health Protection

Condition (HPCON) CHARLIE. Unfortunately, normal operations never resumed because the pandemic continued throughout 2020, with the group moving into team's concept in May, then Paola activated another COOP in November.

Due to the COOP's and mitigation efforts to combat the pandemic, Lt. Col. Brian Budde, 302 FS commander said, "The COVID-19 pandemic had a moderate impact in overall readiness as a result of reduced flying due to the team concept and cancelled training opportunities," Many of the 302 FS pilots are traditional reservists (TR), the TR pilots accepted Reserve Personnel Appropriation orders as a means of maintaining readiness.

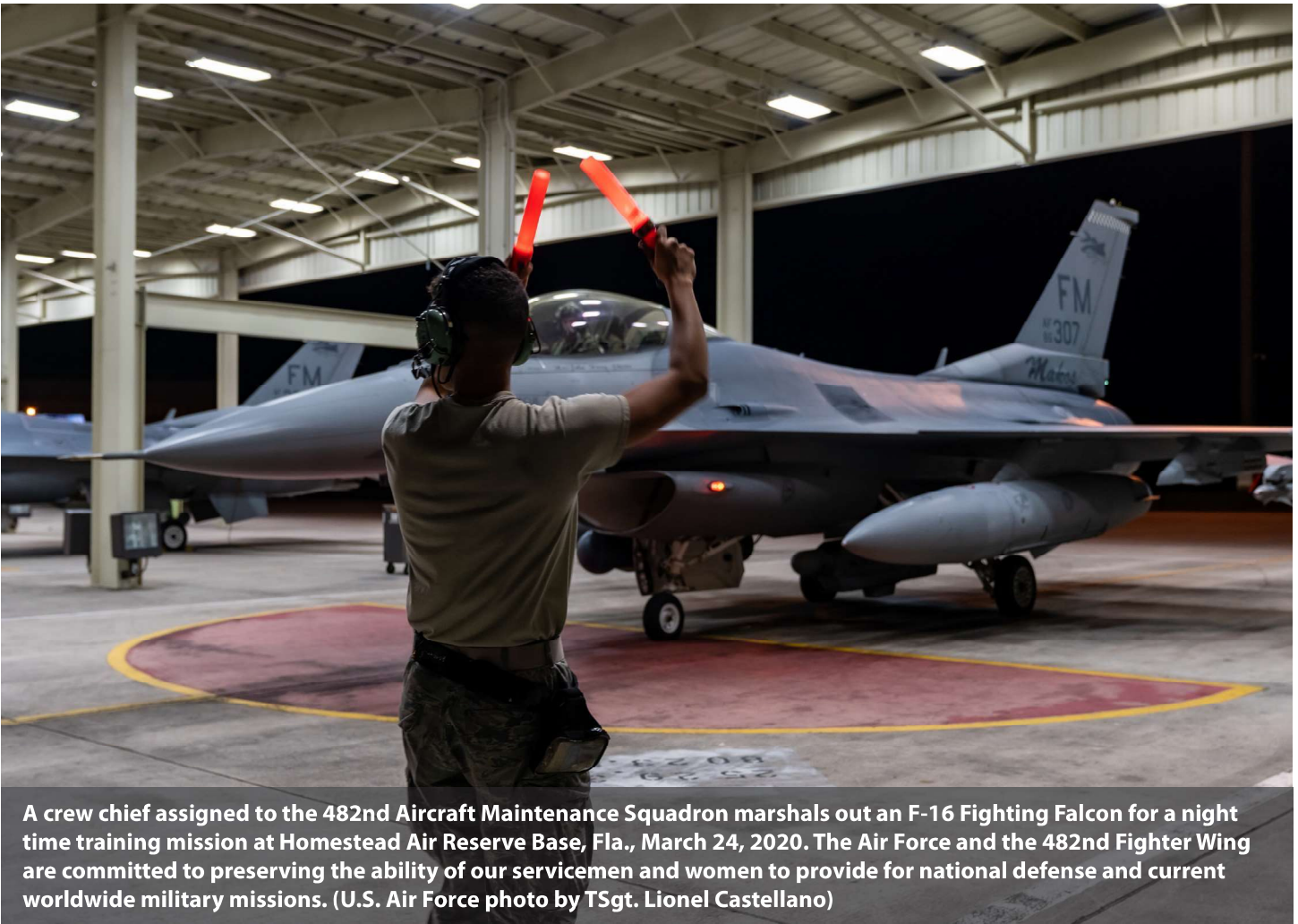
### 482nd Fighter Wing

The 482d Fighter Wing (482 FW) "Makos" started 2020 by aiding the dolphins. In March, members of the 70th Aerial Port Squadron supported the re-deployment of six dolphins with the US Navy Marine Mammal Program and their associated cargo, from Boca Chica NAS, Florida, to San Diego, California. They prepared and inspected palletized cargo for air worthiness before helping load the dolphins and materials onto C-17 aircraft.

In April "Mako Medics" from the 482nd Medical Squadron (482 MDS) mobilized and deployed to the New York City area to join other Reservists from across the county providing additional support in the response. While the "Mako Medics" deployed, Homestead ARB (HARB) was identified by the AFRC Force Generation Center (FGC) as a potential Base Support Installation (BSI) for the pandemic. Contribution to the recognition of the local communities front COVID fighters, in May 2020, 482 FW F-16s participated in their own "America Strong Salute to American Heroes Flyby", by flying four F-16s from the 482 FW at HARB to honor the frontline COVID-19 responders and essential workers in a formation flight over many South Florida hospitals from Key West, Florida, to West Palm Beach, Florida.

In July 2020, personnel from the vvvvs supported the Denton program with assistance in the Humanitarian Airlift of school supplies and furniture to the islands of St. Kitts and Nevis in the Caribbean. Later in August 2020, while conducting a hybrid Unit Training Assembly (UTA), the 482 FW also dealt with Hurricane Conditions (HURCON) worsening due to Tropical Storm Isaias. The 482 FW sustained Health Protection Condition (HPCON) Charlie while evacuating 16 F-16 aircraft to Shaw AFB, which supported allowing 32 Ready Aircrew Program (RAP) training encounters and Close Air Support (CAS) training at Avon Range in route as HARB battened down the hatches for the storm. In September, the 482 FW deployed an aviation package to the GREEN FLAG 20-10 exercise held at Nellis AFB, Nevada for AEF Spin-Up while the HARB Emergency Management Team held a Command and Control Incident Management Emergency Response Application kickoff meeting. In September, HARB remained the only AFRC hosted installation that remained at HPCON Charlie, but then prepared and worked through the obstacles to participate in COMBAT HAMMER and COMBAT ARCHER from HARB in October with a contingent of members busing to Tyndall AFB, also.

While the 482 FW encountered and overcame many



A crew chief assigned to the 482nd Aircraft Maintenance Squadron marshals out an F-16 Fighting Falcon for a night time training mission at Homestead Air Reserve Base, Fla., March 24, 2020. The Air Force and the 482nd Fighter Wing are committed to preserving the ability of our servicemen and women to provide for national defense and current worldwide military missions. (U.S. Air Force photo by TSgt. Lionel Castellano)

challenges throughout the year, the month of November 2020 offered the most daunting challenge. While the AFRC/IG conducted a Unit Effectiveness Inspection (UEI) capstone on the 482 FW, the 482 FW dealt with HPCON due to COVID, HURCON due to Tropical Storm Eta, RCP deployment preparations, and a surge push to get members the Flu vaccine, all at the same time. The three-day November UTA was successful despite all these challenges. Through it all, the Command rated the 482 FW as "Effective." The 482 FW then closed out the year by conducting major deployment movements of members over the holiday season with nearly 300 members of the 482 FW deployed to various locations in support of Operation FREEDOM'S SENTINEL.

### **655th Intelligence, Surveillance and Reconnaissance Wing**

During 2020 the 655th Intelligence, Surveillance and Reconnaissance Wing (655 ISRW) along with its 14 squadrons at eight different locations achieved spectacular results in terms of providing highly qualified intelligence professionals to their active duty partners by providing customer-focused support to their classic association partners though insightful, innovative integration with the active duty partners. The Wing's direct customers numbered more than 30 which included both local active duty squadrons, groups, and wings, but also combatant

commanders located world-wide.

In 2020, elements of the wing directly supported multiple Department of Defense entities such as Defense Intelligence Agency (DIA). Civilian Aviation Intelligence Analysis Center, 25th Intelligence Squadron, Headquarters Air Force Intelligence (HAF/A2), 548th Intelligence, Surveillance and Reconnaissance Group; Sensor Agnostic Signals Intelligence Team, U.S. Central Command (USCENTCOM), Korea's Combined Forces Command, National Geospatial Intelligence Agency (NGA), U.S. Africa Command's (USAFRICOM) Directorate for Intelligence, Tenth Air Force, 488th Intelligence Squadron, U.S. Navy, U.S. Air Force Reserve Headquarters, US North Command (NORTHCOM), Air Force Distributed Ground System-1, Air Force Distributed Ground System-2, 45th Intelligence Squadron, 480th Intelligence, Surveillance and Reconnaissance Wing; 20th Intelligence Squadron, 363rd Intelligence, Surveillance and Reconnaissance Wing; 55th Wing, 70th Intelligence, Surveillance and Reconnaissance Wing; National Air and Space Intelligence Center, Air Force Material Command (AFMC), Air Force Life Cycle Management Center (AFLCMC), Cyber National Mission Force (CNMF), 613th Air Operations Center, 607th Air Operations Center, and 609th Air Operations Center.

### **16th Intelligence Squadron**

The 16th Intelligence Squadron supported their active

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duty partner the 94th Intelligence Squadron at Fort Meade, Maryland, as well as the 70th Intelligence, Surveillance and Reconnaissance Wing, which was also located on Fort Meade. Members of the 16 IS specialized in Signals Intelligence (SIGINT) and Cyber Intelligence, Surveillance and Reconnaissance. In 2020 the 16 IS provided highly trained and engaged cryptologic subject matter expertise in support of the 94 IS and executed 6,887 Military Personnel Appropriation (MPA) and 1,212 Reserve Personnel Appropriations (RPA) days in support of National and Air Force collection requirements. Additionally, five squadron members deployed in support of OPERATION JUNIPER MICRON and OPERATION ENDURING FREEDOM.

### **23rd Intelligence Squadron**

The 23rd Intelligence Squadron continued to deliver Signal Intelligence (SIGINT) analysis, cryptologic language analysis, cyber intelligence, surveillance and reconnaissance expertise through a Total Force Integration partnership with the 75th Intelligence Squadron and other units within the 70th Intelligence Surveillance and Reconnaissance Wing and the 659th Intelligence Surveillance and Reconnaissance Group. Throughout the year they continued to “conduct intelligence operations in and through cyberspace, in order to project power and provide Combatant Commanders options to achieve operational objectives” and “provide SIGINT, targeting, and all-source analysis to Combat Mission & Support Teams.” The most notable accomplishment was the declaration of full operational capability (FOC) in June 2020 by Lt Col Sarah Yoshida. This accomplishment was three months ahead of initial projections and less than two years after declaring initial operational capability (IOC) in September 2018. In the challenge of COVID-19, the 23 IS engineered a multi-platform toolkit that allowed them to convert to virtual unit training assemblies in June 2020. Through the craftsmanship of several in-house subject matter experts, the 23 IS was able to develop and implement an interactive system that incorporated squadron members into training.

### **49th Intelligence Squadron**

The mission of the 49th Intelligence Squadron (49 IS) was to provide fully integrated, mission ready cryptologic ISR Airmen to enable the global cryptologic ISR enterprise through deployed aircrew operations. The 49th Intelligence Squadron directly supported Air Combat Command's 97th Intelligence Squadron. That support was provided by organizing, training, and equipping Air Force Reservists to fly as aircrew tasked to execute multi-platform, real-time intelligence support of tactical units, special operations forces (SOF) and national agencies. The Squadron also provided analytical support to ongoing RC-135 operations around the globe. When fully mobilized or activated, the Squadron was postured to provide a 10 percent increase in qualified RC-135 operators.

On 15 March 2020, Offutt AFB, Nebraska went into Health Protection Condition (HPCON) Charlie due to rising COVID-19 cases in the local area and in response to local guidance, the 49 IS shifted to telework. However, through proactive planning the 49 IS was postured to have a fully virtual April drill, one of

only two units within the 655 ISRW that was prepared to do so. Through quick adaptation to Desktop Anywhere – the Air Force Reserve's telework platform – and their research into other approved virtual work environments, the 49 IS ensured requirements continued to be met. Training rates increased to their highest rates since the unit was activated, and through coordination with the 55th Medical Group, the 49 IS conducted the first-ever hands-on Self Aid Buddy Care (SABC) training at the Wing, enabling the squadron to also sustain readiness training. One third of our members live out of town and we were able to use the DoD's risk analysis tool before every drill which enabled us to smartly drive Unit Training Assemblies (UTA) participation decisions resulting in zero members contracting COVID related to any work performed in status. Despite being able to meet some of the training requirements, travel and base restrictions prevented our members from traveling to Offutt AFB to fly and maintain positional currency and qualification. During the summer of quarantine twelve aircrew members lost their qualification and nearly all of our aviators lost currency.

### **64th Intelligence Squadron**

In the early months of the pandemic, the 64th Intelligence Squadron (64 IS) provided 1,362 total hours of support to support their active duty partner National Air and Space Intelligence Center (NASIC) with military personnel authorization (MPA) tours. Squadron members also supported U.S. Africa Command (AFRICOM) and U.S. Southern Command (USSOUTHCOM) with active duty deployments. The squadron also had a member on active duty supporting Headquarter Air Force Intelligence (HQ AF/A2). Squadron members supporting HQ AF developed policy and guidance, enabling security, and the conduction of training. Like many unit in the 655 ISRW, the 64 IS provided direct support to units other than its classic associate unit when called upon to do so. For example, the 64 IS also supported 12th Air Force (Air Forces Southern) directly by providing Human Intelligence (HUMINT) support.

### **28th Intelligence Squadron**

The 28 IS remained in service at Hurlburt Field, Florida and gained a new commander in August when Lt Col Elisabeth S. Applegate assumed command from Lt Col Kenneth Alderman. The 28 IS supported the Air Force Special Operations Command (AFSOC) and their assigned Tactical Systems Operator (TSO) crew members through their association with their classic association unit (CAU) partner the 25 IS, and their affiliated units the 361 ISRG and 363 ISRW. During the year, the 28 IS sought to fill the needs of their Classic Association Unit (CAU) by providing specialized, customer-focused support and consistently deliver fully qualified Airmen and officers to work requirements and staff deployments for their CAU. During 2020 it was not uncommon for the 28 IS to have as many as 20 percent of assigned staff engaged in direct support on military personnel authorization (MPA) tours with their CAU or deployed in support of Combatant commanders (COCOMs) worldwide.

### **42nd Intelligence Squadron**

The 42nd Intelligence Squadron (42 IS) gained a new

commander this year when Lieutenant Colonel Mark Hannigan assumed command of the 42nd Intelligence Squadron from Lieutenant Colonel Christian Parrish. One of the more significant challenges this year was continuing to strive for excellence in capability and customer-driven support while working under COVID-19 mitigations. In July 2020, after several months of virtual and hybrid formations, the squadron participated in the Unit Training Assembly (UTA) with 40 squadron personnel in-person attendance and just 27 personnel participating virtually. The 42 IS implemented a series of measures to provide a safe environment for participating Airmen which included pre-entrance temperature checks, safety briefings, mandatory mask wear, enforcement of distancing guidelines, and sanitization of all work spaces and bathrooms prior to and after use. This first mass attendance UTA was successful with no reported cases of illness. This in-person UTA allowed several squadron members to complete mission currency for first time since March 2020. Four squadron members instructed an accelerated weaponeering re-certification class for seven Targeting Analysts (1N8X1). The in-house weaponeering subject matter expert (SMEs) administered a six-week course in just two weeks with an 83 percent pass rate. This course saved approximately \$18,000 in unit funds and increased mission readiness by 20 percent. The 42 IS also completed mission currency for six Targeting Analysts and 12 Imagery Analysts using a combination of real world and practice targets.

The 42 IS had several members deployed in direct support of Operation INHERENT RESOLVE including one who was "coined" by the Combined Joint Task Force (CJFT) Deputy Chief of Targets based on exceptional performance as a briefer to Joint Targets Development Working Group and support of 21 different coalition entities. Despite the challenges of COVID-19 mitigation, the 42 IS continued to aggressively support the 363 ISRW by providing highly-qualified Airmen and officers for that aided regular Air Force, Air Combat Command Operations Directorate (A32), Space Force Intelligence Directorate (S2), the 607 AOC, and 363 ISRG.

Another squadron member developed Battle Damage Assessment (BDA) Mission Qualification Training (MQT) for the 36 IS. Several 42 IS members aggressively supported the 363 ISRW by leading the development of a Total Force Integration (TFI) Readiness Exercise planned for Spring 2021 that was planned to execute a new Tactics, Techniques and Procedures (TTP) for use in multiple intelligence collections and activities Battle Damage Assessments (BDAs) injections to the exercise. Another member created the targeting strategy for part two of Combined Command Post Training (CCPT) 20-2 while on an MPA tour with the 607th Air Operations Center (AOC) located at Osan AB, Korea. The 42 IS Director of Operations was selected by the CAU to serve as Air Combat Command (ACC) Intelligence Functional Area Manager (FAM) and Subject Matter Expert (SME) on Russian Information Warfare (IW) capabilities while on military appropriation (MPA) days.

### **50th Intelligence Squadron**

The 50 IS remained under the command of Lt Col Sara A. Reed who assumed command in May 2019. The mission of

the 50 IS was to Provide Combat Mission Ready Intelligence, Surveillance and Reconnaissance Leaders through imagery intelligence and Fusion Analysts in support of the Distributed Common Ground System (DCGS) Weapon System and Combatant Commanders and professional system support personnel to sustain and maintain the robust communications and computer network required to fully integrate into the DCGS world-wide enterprise. Motivated by the squadron vision, which in part was to "provide highly skilled, innovative and professional Airmen" the 50 IS continually devoted time to customer-focused support of their Classic Association Unit's mission and increased training for assigned Airmen. The squadron began innovating with virtual Unit Training Assembly (UTA) options in April 2020 and continued to hone the process throughout the year. By the third iteration, COVID-19 mitigations had relaxed enough to allow limited in-person training for training and currency requirements as well as Individual Medical Readiness (IMR) requirements.

### **63rd Intelligence Squadron**

At the end of 2020 the 63rd Intelligence Squadron had 91 personnel assigned across 13 different Air Force Specialty Codes (AFSC). They had eight vacancies at the end of the calendar year and reported total staffing levels at 90 percent. The primary purpose of the 63 IS was to "provide strategic depth to the DCGS enterprise" through direct support of their classic association partners the 30 IS and the 480 ISRW by providing highly skilled team of skilled, "mission-ready intelligence professionals..." for various roles within the Distributed Common Ground System-1 (DGCS-1) at JB Langley-Eustis, Virginia and various intelligence functions as deployed Airmen in support of Combatant Commanders (COCOMS) world-wide. The new application of Analysis and Exploitation Team (AET) analysis for Remote Piloted Aircraft (RPA) was one of the more significant on-going evolutions for the squadron in 2020. It required them to adapt to a changing technological environment because it meant less time spent doing analysis and creation of products but more time spent in support of Request for Information (RFI) and Analytical support. As the AET concept grew, the 63 IS was able to leverage their high level of experience. They provided four members who participated in the first Functional Assessment conducted by the 30th Intelligence Squadron to certify squadron members as Analytical Exploitation Team (AET) Chiefs. The four-hour event tested the leadership and positional knowledge of the candidates by demanding they execute time-dominant analysis and dissemination in a crisis situation.

### **718th Intelligence Squadron**

The mission of the 718th Intelligence Squadron was to "provide the Air Force and the 497 ISR Group with a combat mission ready force" in an effort to be the "AFRC's Premier ISR Squadron." The 718 IS was to be capable of attracting premiere talent and "developing, advancing, and innovating" the assigned ISR and Cyber professionals into a "mission-focused and truly integrated DGS-1 Mission partner" for their Classic Association Unit (CAU). During the height of COVID-19 mitigations, the 718 IS conducted entirely virtual drills. Several squadron members

developed a special Command and Control (C2) toolkit that was crafted to assist with specific instructions for accessing the various platforms used for training. The communication flight was able to trouble shoot communications problems and the drill was a success due to the exceptional work of the communication flight. During large mobilization periods, the 718 IS was able to provide critical backfill to their CAU the 45th Intelligence Squadron, which was subordinate to the 363 ISRG and ultimately the 780 ISRG. Thirteen members were embedded with the 45th Intelligence Squadron and over a six-month period provided roughly 13 percent of the Full Motion Video (FMV) screener position capacity for the 45th Intelligence Squadron. The year concluded with concluded with 13 members of the 718 IS mobilized in support of the 45 IS and 497 ISRG's Analysis and Exploitation Team (AET), full motion video (FMV) exploitation support, and operations staff support. The mobilizers and members on traditional Military Personnel Authorization (MPA) orders contributed to the creation of 618 products and led a special project directed by the 45 IS Director of Operations.

### **820th Intelligence Squadron**

The goal of the 820th Intelligence Squadron (820 IS) was to "provide strategic depth to the targeting enterprise" and their mission was to "deliver resilient, highly-skilled Airmen to execute precise and accurate targeting intelligence" by providing "talented, efficient, and combat-ready Airmen" to their Classic Association Unit (CAU). The 820 IS was located at Offutt AFB, Nebraska and furnished direct support to the 20 IS, 363 ISRG and the 363 ISRW. In this calendar year, they supported INDOPACOM EXERCISE PACIFIC SENTRY, Combined Joint Task Force – Operation INHERENT RESOLVE (CJTF-OIR), National Cyber Range T3 Lab, U. S. Cyber Command (USCYBERCOM), 605 Test Evaluation Squadron (TES), 609 Combined Air Operations Center (CAOC), Combined Forces Air Component Commander (CFACC), and U.S. South Command (USSOCOM). The 820 IS provided support to their CAU by backfilling deployments, and continually seeking to advance their competencies and certifications of assigned members in an effort to exponentially increase their immersion into their CAU by providing essential skills at the right time. As an example, two members were serving as the Officer-in-charge (OIC) and the Noncommissioned Officer-in-Charge (NCOIC) of the 20th Intelligence Squadron's intermediate target development (ITD) section. During the early months of the pandemic, 820 IS members contributed more than 20 percent of their active duty partners intermediate target development and more than five percent of the target graphics mission.

### **919th Special Operations Wing**

Members of the 91th Special Operations Wing found ways to overcome challenges of the pandemic in 2020 to continue supporting the warfighter demonstrating capabilities that have resulted in Duke Field having one of the most mission sets in AFRC. Although conditions throughout the Florida panhandle required 919th members to implement social distancing measures at the beginning of the year, the unit still deployed

135 Reservists to support worldwide contingency operations across four Combatant Commands.

In addition, the 2nd Special Operations Squadron flew over 800 sorties with over 14,000 combat hours in support of operation FREEDOMS SENTINEL. Later in the year, the 2d SOS mobilized twenty-two total force personnel to fly an additional AFSOC MQ-9 Combat Air Patrols for FY 21. The 2nd SOS maintained 24/7 combat operations with zero mission cancellations during the COVID pandemic despite having up to 15 percent of squadron members quarantined during spikes in the local area.

The 859th SOS, Air Force Reserve Command's first and only non-standard aviation squadron, provided three crews in continuous support of Special Operations Command-SOUTH supporting counter-drug interdiction in 31 nations and providing intra-theatre airlift for theater special operations forces. Deployed 859th SOS crews executed 658 sorties and 1584 hours, moving 154,000 pounds of cargo and 646 SOf passengers in support of the SOCSOUTH mission. In addition, the 859th SOS was on the leading edge of COVID-19 response within the SOUTHCOM and CENTCOM AORs, delivering testing equipment and ventilators to remote locations at each AOR that otherwise would be unsupported.

The 711th SOS provided one Operational Aviation Detachment team in support of U.S. Special Operations Command's top AvFID/SFA priority in Jordan, providing instruction in two airframes and integrating with Jordanian, French, and U.S. special operations ground forces to bolster coalition interests in the region.

The 919th Special Operations Support Squadron conducted specialized support in a wide range of specialties to include Aircrew Flight Equipment, Wing Intelligence, Weapons & Tactics, Contingency Planning, and Current Operations supporting the 919th SOW and 492d SOW Total Force Integration enterprise.

The 5th SOS contributed 9,816 Military Personnel Appropriation days in 2020 to fill active duty commitments providing a vital capability which is fully integrated and operationally indistinguishable. Members of the squadron executed 3,743 sorties in seven dissimilar Mission Design Series (MDS) aircraft which provided 12,059 flying training hours contributing the execution of a 9,300 Flying Hour Program (FHP) and instruction of more than 2,700 students across 31 different crew positions for active duty, reservists, and civilian flyers. The Squadron's Aviation Resource Management office reviewed over 23,000 training requirements for 826 aviators.

The 919th Special Operations Medical Support Squadron was at the forefront of COVID-19 and the medical readiness of the Wing seeing approximately 1,700 patients in support of dozens of deployments. The Mighty Medics completed nearly 700 medical record reviews, 356 deployment clearances, 1,000 occupational health assessments, and 800 audiograms. Additionally, the 919th SOMDS conducted more than 850 COVID-19 screenings.

The 919th Special Operations Mission Support Group supported nine Contingency Exercise Deployment ops, 5 AORS and deployed 121 members from the 919th SOMSG.



**Technical Sgt. David Gaskins, 859th Special Operations Squadron special missions aviator, fires his weapon while practicing a new technique that involves moving forward while shooting, March 11, 2020, Baker, Fla. (U.S. Air Force photo by Senior Airman Dylan Gentile)**

Their Reservists also modernized Combined Joint Task Forces downrange by consolidating communications equipment with milSuite activation.

The 311th Special Operations Intelligence Squadron, which was only activated in late 2019, directed approximately 3,000 SOF combat Intelligence, Surveillance and Reconnaissance missions, deployed their first squadron member, won one Air Force, one Numbered Air Force and nine Wing level awards.

### **920th Rescue Wing**

The 920th Rescue Wing (920 RQW) was the only Title 10 Rescue Wing in the Air Force. It conducts Combat Air Force's mission to prepare and execute support, recovery and reintegration of isolated personnel. When tasked, the wing may also support the U.S. Space Force, NASA and commercial space agencies. The wing is comprised of four groups and 21 squadrons, including three geographically separated units: Davis-Monthan AFB, Arizona; Portland IAP, Oregon; and Joint Base Langley-Eustis, Virginia.

In 2020, Coronavirus-19 (COVID), reached global pandemic in a matter of months with mission impact predominantly one of personnel isolation and disrupting UTAs. Nonetheless, the 943d Rescue Group (942 RQG) started 2020 with a deployment

of over 100 airmen to an undisclosed location. COVID's lethality forced the Center for Disease Control to implement containment and isolation measures against the spread at the community, state, and national levels. As a result, the group's deployed personnel found themselves quarantined upon their return home.

As the world slowed and communities closed, the wing's tempo increased. Change continued as the wing began a mission and cultural shift. The focus went beyond processes, and took a new approach towards all operations and functions based on CSAF direction. The creation of a fusion cell to lead combat applications, development, assessment and validation was an important step in this change.

Early challenges were integration of pandemic policy; wearing masks, social distancing, and medical testing. This was met and overcome with online training, awareness, and self-identification to preserve the safety of others and ensure mission capability remained strong. The 920th Aeromedical Staging Squadron and 943d Aerospace Medical Squadron generated 16 critical care respiratory therapists and other medical specialists within 24 hours for a crisis response deployment to New York City to assist frontline medical staff overwhelmed with COVID cases. Wing personnel in harms way



An HC-130J Combat King II aircraft refuels an HH-60G Pave Hawk helicopter over the Atlantic Ocean Sept. 3, 2020. The aircraft are assigned to the 920th Rescue Wing located on Patrick Air Force Base, Fla. Air Force rescue is the only DoD entity specifically organized, trained and equipped to conduct personnel recovery operations into hostile or denied areas as a primary mission. (U.S. Air Force photo by Tech. Sgt. Kelly Goonan)

helping the sick found themselves testing positive for the virus, others on home station tested positive as well, but no fatalities within the wing.

In May 2020, the 920 RQW provided operational support to the U.S. Space Force as the first American manned spaceflight since 2011 launched two astronauts towards the International Space Station.

In June, the wing received new CH-130J aircraft, the first of six. New flight training, maintenance, and airdrop capabilities were performed. Additionally, public appearances and demonstrations of our special mission personnel and aviation were spread throughout summer and fall.

In fall 2020, unit-level annual training began with a focus in fundamentals. Exercise NOVEMBER RAIN tested the 943 RQG's Agile Combat Execution and Dynamic Force Employment capabilities with combat-ready force packages organically generated at the wing level. Forces were simulated deployed to a forward operating base under bare base conditions for 24-48 hours in an austere operating location, supporting simulated air tasking order operations. The 920th Force Support Squadron exercised Multi-Capable Airman concepts with field evaluations of resources and personal equipment in a mock deployment scenario designed to test tactics, techniques and procedures.

Despite the challenges of 2020, the 920th Rescue Wing successfully tested their full combat capability to plan, lead and conduct military rescue operations and missions to deny competitors and adversaries exploitation of isolated personnel.

### 926th Wing

The 926th Wing (926 WG), located at Nellis AFB, Nevada, had of seven geographically separated units in four states. The 926th Operations Group (926 OG) was integrated into every mission of the USAFWC, the 53d WG, the 57th WG, and the 96th Test Wing working side-by-side with regular AF personnel on a daily basis. The 926 OG conducts operational tests and evaluation (air, cyber and space domain), tactics development, advanced adversary threat replication, and AOC Syllabus and Exercise support all in the name of forging the tools required to fly, fight, and win in every domain the US Air Force and US Space Force are engaged in.

The 726th Operations Group is responsible for the ISR mission of the Air Force Reserve using the RQ-4 and MQ-9 aircraft in support of Combatant Commander requirements and Air Force formal training. Airmen in the 13th Reconnaissance Squadron (13 RS), 78th Attack Squadron (78 ATKS), and 91st Attack Squadron (91 ATKS) conducted 24/7/365 operations in 5 different AORs, supporting seven different partners. They flew 20,746 combat hours, collected 39,368 images, and allowed top-level decision makers to authorize 13 complex air-strikes to eliminate 7 high value targets and 14 enemy combatants. The 13 RS averaged 33 percent of the TFI flight hours and spearheaded the first use of a new sensor in combat. 78 ATKS members created a 9 week intelligence training program used across the TFI Operations Group, participated in an LFE with 4 superior performers, and had one of their members selected

as the AFRC Intelligence, Surveillance, and Reconnaissance Awards Program CGO of the Year. Members of the 91 ATKS held 20 leadership positions normally filled by active duty members, including Wing Intelligence Weapons Officer, Chief of Wing Advanced Programs, Chief of OGV, OGV NCOIC, and Squadron Director of Combat Operations to name a few. In addition, the 91 ATKS First Sergeant became one of the Air Force's first Flying First Sergeants. In support of formal training, members of the 13 RS and 429 ATKS completed 2,213 training events for 4,098 hours of instruction contributing to the delivery of more than 650 MQ-9 and RQ-4 pilots and sensor operators to the Combat Air Force and Special Operations Force. While the 429 ATKS comprises only 10 percent of the MQ-9 instructors, they make up 26 percent of the evaluator core providing expertise and continuity to their TFI partners.

The 926th Aircraft Maintenance Squadron supported three flying programs. Maintainers across three maintenance units support the Weapons School, Test and Evaluation, and Aggressor flying operations. The three units, F-35, F-22, and F-16, all completed 5,800 sorties, flying 8,400 hours to increase combat capabilities across services. The 926th AMXS guided the first ever F-16 7.1 Nuclear Remote Interface Unit software upgrade, evaluating data points to advance a more than \$10 million program. The squadron also spearheaded three Red Flag exercises, executed over 10,000 maintenance actions, fielded 700 missions, and provided the Air Force's largest red air program. The unit's maintenance members also propelled higher headquarters continuous capability development and delivery initiative by executing a high priority software test for the F-35 aircraft.

The 926th Aeromedical Squadron (926 AMDS) met multiple challenges while maintaining medical readiness for the 926th Wing. As with all units, COVID required a significant shift in AMDS operations to keep our fighting force safe yet effective. Through the peak COVID months, AMDS secured nearly \$50,000 in funding for COVID support operations including support to our Active Duty partners. Two 926 AMDS members embedded with Active Duty Public Health to conduct over 700 contact tracing interviews, initiate quarantine for 290 individuals, and schedule 150 members for occupational health exams. An 926 AMDS lab technician assisted the Active Duty military medical center laboratory in the disposition of over 8,300 test samples and was instrumental in that team being recognized as the Large Team of the Year, helping to protect the mission of the 99th Air Base Wing. The 926 AMDS was the largest Reserve medical unit to first go-live with the new electronic health record system (Genesis) in full capacity. Despite initial challenges with Genesis implementation, 926 AMDS initiated a mitigation strategy and utilized LHI for a PHA event, ensuring 45 members completed their annual PHA in one day.

The 926th Wing faced several challenges during 2020, as with all units, but the outstanding versatility of our members and dedication to duty have allowed us to contribute to mission success through Total Force Integration! Our team members' work and leadership garnered several group and wing level awards, one AFRC General Jumper award, Outstanding NCO in a Reserve Medical Unit nominee, the 2019 10th Air Force Power

and Vigilance Award and the 2020 AFRC Verne Orr Award.

### 944th Fighter Wing

The 56th Maintenance Group and the 944th Maintenance Group, known as the "1K Maintenance Group," won the 2020 Secretary of Defense Field-level Maintenance Award in the large category. The leadership of the 944th and 56th Fighter Wings received call from The Honorable Barbara Barrett, former Secretary of the Air Force, on 11 November 2020 to congratulate them on this prestigious win. The awards were scheduled to be presented on 13 January 2021 at the Pentagon in Washington D.C. Earlier in 2020 the former 944th Medical Squadron commander, Colonel (Ret.) Miguel Pirela-Cruz was awarded a Humanitarian Award by the American Association for Hand Surgery. Dr. Pirela-Cruz traveled to Central America with the Guatemala Healing Hands Foundation and screened close to 125 patients for surgery and conducted 53 operations in just five days. These operations were given free of charge and many that underwent surgeries were children.

From 1 April 2020 to 30 June 2020, the 944th Medical Squadron deployed one physician, six critical care nurses and six medical technicians in less than 48 hours to the Jacob K. Javits Convention Center, several local hospitals in New York (Bellevue, Elmhurst, Jacobi, Lincoln, Queens), and New Jersey medical centers. The deployed members were able to augment the civilian healthcare systems of those areas during the 2020 COVID-19 pandemic. The 944th airmen were able to care for critically ill patients while taking the load off of the already strained civilian medical providers in the New England area. While the pandemic continued to ravage the nation, there was little that the public could do to honor those serving on the front lines. However, the 944th Fighter Wing, along with the 56th Fighter Wing and the 161st Refueling Wing, honored community first responders with a flyover on May 1, 2020. A formation of 15 aircraft, including seven F-35A Lightning II and seven F-16 Fighting Falcon flying out of Luke Air Force Base and one KC-135 from the 161st ARW will began the flyover at approximately 3:10 p.m. and lasted approximately 50 minutes. The flight path took them through Buckeye, Luke AFB, Litchfield Park, Surprise, Waddell, Goodyear, Tolleson, Phoenix Metro, Tempe, Chandler, Gilbert, Mesa, Scottsdale, Deer Valley, Glendale, Peoria, Sun City West, and El Mirage.

The pandemic and resulting quarantines have been difficult for many Americans and the mental health of reserve citizen airmen is always a top priority. Dr. Julie Reese, 94th Director of Physiological Health, created a Frontline Supervisors Training. The training focused on educating frontline supervisors to better recognize and understand mental health and potential warning signs of distress. Because of the many stressors of 2020, this training was much a much needed exercise for frontline supervisors who walked away with more knowledge on the subject of mental health than they had going in.

The 944th Fighter Wing continues to have a deep bond with their Tuskegee Airmen legacy and when the late Major George Washington Biggs, U.S. Air Force (ret.), passed away in September of 2020, the wing executed an F-35 Lightning II Missing Man formation flyover 2 October 2020. The mission

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flew over the Arizona State Capitol paid tribute to the late Maj. George Washington Biggs.

Along with the flying tributes of 2020, the 944th hit many milestones in the air as well. Colonel Sean Rassas, the 944th vice wing commander, surpassed 3,000 flying hours in the F-16. Colonel Trena Savageau, 944th Operations Group Commander and F-16 pilot, surpassed 2,000 flying hours making her the first female in the Reserves to reach this milestone. Major Nicholas Ratio an instructor pilot for the F-35 at 944th Det 2, surpassed 1,000 flying hours, first pilot at Luke AFB and in the Reserves to so. Lieutenant Colonel Eric Ostendorf, 307th Fighter Squadron instructor pilot on the F-15, surpassed 4,000 flying hours.

### 960th Cyber Operations Wing

The 23rd Combat Communications Squadron (23 CBCS), Travis AFB, California, sent three members to successfully complete a final site survey in support of (ISO) NEW HORIZONS-HONDURAS in December 2019. Beginning in January 2020, the unit continued to support the final mission planning conference in Tucson, AZ, contributing our expert knowledge of combat communications to the planners. Ultimately NEW HORIZONS-HONDURAS was cancelled due to COVID 19.

In the same month the unit sent two members to provide communication support to warfighters ISO PACIFIC SENTRY EXERCISE. In addition, the unit sent one member on three months Military Personnel Appropriation (MPA) order to support European Deterrence Initiative (EDI) as USAFE-AFAFRICA A6 Defensive Cyberspace Operations (DCO) Integration Manager. The member managed three million budget and led a MAJCOM cyber exercise to provide training for six mission defense teams. Also, the member established a total force partnership with the Vermont Air National Guard (ANG) to secure MAPLE range access for USAFE Mission Defense Team (MDT) units.

While the pandemic swept across the United States, our citizen airmen continued to volunteer. One member supported the Air National Guard Air Force Reserve Command Test Center (AATC) in late March 2020. While on long-term MPA order, the member supported software development at Corsair Ranch in Arizona. The member provided expert coding skill to model software to track flight project status with the goal to reduce software life cycle to the Air Force weapons systems. Also in March 2020, the unit sent another member to support SOUTHERN TWISTER EXERCISE supporting the 35th Combat Communications Squadron's (35 CBCS) "super UTA" in Oklahoma.

In response to COVID-19, Travis AFB initiated Health Protection Condition (HPCON): CHARLIE measures in late March and moved to "Mission Essential Only" operations. This limited base access to the entirety of the unit's traditional reservists while the full-time staff moved to teleworking. During this time, six of our members were selected as the Commercial Virtual Remote (CVR) Champions that helped five Squadrons across the 960th Cyberspace Wing unlock accounts for their members until the self-service site was online.

### 35th Combat Communications Squadron

In 2020, the 35th Combat Communications Squadron (35

CBCS) exercised its capabilities through a Super UTA training exercise and conducted innovative virtual training in an effort to adapt to effects of a world-wide pandemic. The Super UTA consisted of a multi-day exercise at an off-base training location of Tinker AFB. The 35 CBCS set up a fully operational small communications package (SCP) and tents for equipment and personnel, maintained perimeter security, and leveraged ground radios while training on all associated skills. Seasoned leaders provided guidance and instruction throughout the exercise to simulate real-world situations based on past experiences.

Upon the introduction of a global pandemic, the 35 CBCS identified all training and other opportunities to maintain the mission. Communications and collaboration methods including phones, Microsoft Teams in the form of Commercial Virtual Remote (CVR), and email were leveraged to maintain contact and complete many tasks that could be done virtually. The 35 CBCS adapted to a substantial challenge with the given tools, leadership, and expertise of its members.

### 42nd Cyberspace Operations Squadron

During 2020, the 42nd Cyberspace Operations (COS) was able to overcome several challenges to progress as a unit. We started the year heavily focused on presenting, during the ACC Total Force Integration Round Table 20-01, concerns we shared with our RegAF mission partner regarding how the Air Force Reserve presents forces. The Round Table convened on 3 April 2020 between ACC and AFRC leadership and approved the ACC COA of RegAF funding 35 billets and pursuing mobilization to bring 42 COS members into the steady-state fight.

The 42 COS came together to discuss the multitude of challenges facing its members; everything from the ongoing pandemic to the reality of social injustice highlighted by the death of George Floyd in May. The unit, like the rest of the world, had to alter its way of doing business when COVID-19 restrictions limited our capability to conduct in-person Unit Training Assemblies (UTA). The unit turned to platforms, such as Simspace, Desktop Anywhere, and Commercial Virtual Remote (CVR) Microsoft Teams to still hold UTA and continue preparing our members for mission. Where possible we utilized local medical providers.

In addition to bringing on 9 new personnel during the year to boost effective manning 16%, we were able, with assistance from AFRC, to bring in 7 members on ADOS orders to support the unit while they were not receiving income due to COVID-19. In the face of all obstacles, the unit was able to accelerate mission execution. Through 2020, the unit executed five total mission engagements, including filling two Quick Reaction Force teams. Additionally, we participated in the Cyber Vulnerability Assess/Hunt weapon system test and evaluation, two Task Force Mustang Operational Planning Teams, and 67 Cyber Wing Hunt Exercise.

### 51st Network Operations Squadron

The 51NOS, Cyber Wolves, faced and overcame a challenging 2020. After completing a notable 2019 that saw the unit develop and execute its own Cyber Security and



Members of the 51st Network Operations Squadron stand for a group photograph at Joint Base Langley-Eustis, Virginia, March 8, 2020, prior to social distancing guidelines issued as a response to COVID-19. In any given month, the 51st NOS convenes its forces to employ the Cyber Security Control System's capabilities and execute U.S. Cyber Command taskings across several missions. (U.S. Air National Guard photo by SSgt. Lucretia Cunningham)

Control System (CSCS) weapon system defensive cyberspace missions after years of being under-tasked during unit training assemblies (UTAs); the unit was starting 2020 with continued high hopes for success following the installation of a new Commander, a new mission and vision, and a refocus on what makes this unit truly great: Airmen-centric operations.

With the shadow of COVID-19 already spreading across the globe, the unit performed three standard UTAs in January, February, and March. The most notable event during these UTAs was our initial foray into Network Centric Commanders Decision Services (netCDS); which saw the unit officially tasked with operations in support of AFCYBER objectives. While our CSCS crews were excited to conduct and successfully complete these netCDS missions; their scope was small and our overall impact was limited. Nevertheless, the unit was looking forward to refining the net CDS missions in coordination with the 616th Operations Center and 854th Combat Operations Squadron... then the COVID-19 pandemic was declared.

In response to COVID-19, Joint Base Langley-Eustis (JBLE) initiated Health Protection Condition (HPCON): CHARLIE measures in late March and moved to "Mission Essential Only" operations. This limited base access to the entirety of the unit's traditional reservists while the full-time staff moved to teleworking. The unit's Superintendent and Chief Enlisted Manager (CEM) immediately sprang into action upon being notified that the unit would be unable to conduct in-person UTAs for an indeterminate period of time following JBLE's move to HPCON CHARLIE and "Mission Essential Only" status in the

wake of spiking COVID-19 pandemic rates. In order to protect his airmen, some whose civilian employments were negatively impacted by COVID-19, and to ensure good Retention/Retirement years for as many members as possible; the CEM established and coordinated with the unit's leadership cadre the squadron's first virtual UTA barely over a week before it was scheduled in April. The Cyber Wolves were the first and only unit to dynamically respond to COVID-19 in the 960th Cyberspace Wing (960CW) and the squadron didn't miss a single UTA in calendar year 2020 due to the pandemic. This effort subsequently paved the way for the 960CW to adopt virtual UTAs as a COVID-19 response action across the board.

From April through December 2020, the unit conducted successful virtual UTAs incorporating intelligence briefings, professional development sessions, upgrade training, technical training and administrative training events. In addition to this accomplishment, the unit (once again lead by the CEM in conjunction with the leadership cadre) brilliantly developed a plan to conduct and track virtual Annual Tours (AT), which allowed all participating 51NOS traditional reserve members to complete their ATs on-time and resulted in the unit accumulating over a thousand DoD8570 Information Assurance Workforce Improvement Program-focused Continuing Education Units, among other critical cyber security training courses, in preparation for the unit to return to in-person UTAs and CSCS operations in calendar year 2021.

### 53rd Network Operations Squadron

## YEAR IN REVIEW/2020

The 53 NOS "Dragons" faced and overcame a challenging 2020. In response to COVID-19, Peterson SFB initiated Health Protection Condition (HPCON): CHARLIE measures in late March 2020 and moved to "Mission Essential Only" operations. This limited base access to the entirety of the unit's traditional reservists while the full-time staff moved to teleworking. In order to ensure good Retention/Retirement years for as many members as possible; the unit established virtual UTAs, and reschedules for all of its members for the remainder of the year.

From April through December 2020, the 53 NOS conducted successful virtual UTAs incorporating intelligence briefings, professional development sessions, upgrade training, technical training and administrative training events. In addition to this accomplishment, the unit developed a plan to conduct and track virtual Annual Tours (AT), which allowed all participating traditional reserve members to complete their ATs on-time.

The Dragons also faced challenges with personnel changes in all, but two AGR positions, with welcoming a new Weapon System Trainer NCOIC, Operations Superintendent, and Commander. Conducting some of the formal events virtually, the unit allowed for the recognition deserved for a member that served well over 20 years and sent off the other two with their PCA/PCS with much pride, along with sending off their First Sergeant on a deployment.

### 55th Combat Communication Squadron

The 55th Combat Communications Squadron (55 CBCS) located at Robins AFB, Georgia, was one of three Air Force Reserve Combat Communications Squadrons. The 55 CBCS supported three real-world deployments, deploying over 25 percent of their squadron and contributing over 4.5 thousand days of support for Operation JUNIPER SHIELD and Operation FREEDOM SENTINEL. Their deployed personal in Africa supported the maintenance and operations of a \$30 million communications system that was vital to the command and control (C2) for their deployed bases. 55th Airmen deployed at Prince Sultan AB setup a bare bones base installing communications across the base and ensured C2 capabilities were available for their supportive commanders. The 55th lead the way in receipt, acceptance and training for three new Flexible Communication Packages (FCP) that replaced the legacy Large Communications Package (LCP) with a more mobile and agile deployable system. Despite the COVID-19 challenges, the 55 CBCS was able to streamline programs, reducing travel vouchers and overdue Efficiency Progress Reports (EPRs) by 50 percent, and increase Individual Medical Readiness (IMR) stats by 20 percent.

### 426th Network Warfare Squadron

In 2020, the United States welcomed the New Year with news of a virus, which quickly graduated to become a global pandemic devastating families, communities and nations. In light of the impacts of COVID-19, the leadership team of the 426th Network Warfare Squadron swiftly made decisions to protect our members and the Air Force Cyberspace Defense (ACD) mission. The results of those life- and mission-saving decisions are highlighted by the following events that occurred in 2020.

The 426 NWS conducted weapon system operations remotely thanks to the coordinated technological efforts of our Total Force Integration mission partner, the 33rd Network Warfare Squadron. Collectively, the Air Force Reserve was able to conduct over 900 sorties and nearly five thousand hours of mission operations remotely. The ACD mission also underwent a system transformation, which was led by an Air Force Reserve officer (Major William Pauli) for 16th Air Force.

In addition, we initiated the effort of crafting the first-ever A-Plan for the ACD mission. The Association Plan was wholly accepted and approved at the Air Combat Command and Air Force Reserve Command General Officer levels and is now minted as the model for Cyberspace Operations. Resulting from the A-Plan was the finalization of the units-level Memorandum of Agreement that solidified our TFI relationship with the 33 NWS where we now are charged with growing and providing 40 percent of the Instructors and Evaluators for the ACD weapon system operators.

Internal to the unit, the accomplishments are vast and the challenges are equally vast. As for accomplishments, the 426 NWS was the lead organization for USCYBERCOM's #1 Cyberspace Defense inter-agency cooperation mission that led to the capture of a foreign cyberspace threat actor. The unit was the sole inspiration and developer of a 1B4 preparatory course as well as an in-house Initial Qualification Training program. The program assured a 95% Initial Skills Training graduation rate. The program has been so successful that the 960th Cyberspace Wing has adopted it across 14 of its squadrons.

Every unit's efforts can foster a great deal of successes. But no organization survives year after year without working through challenges. The 426 NWS is no exception. Our most challenging issues surround full-time manning support for the Commander's Support Staff to include dedicated Unit Training Manager and Unit Deployment Manager. Due to funding constraints over the most recent years, all units have increased the demands for these functions, but have provided no manning support to dedicate to them. Consequently, the impacts have been heavy upon our existing operators to dual-hat in their functions. This takes away from their availability to operate and hone their skills to defend our nation in Cyberspace. Another key challenge rendered by the shortage of funds is the availability of training slots for Active Guard/Reserve (AGR) operators. Operations and Management funds have been non-existent which puts our AGRs on a back-foot when it comes to getting training in the limited timeframe of their AGR tours. Since the Air Force Reserve began the Air Reserve Technician (ART) to AGR conversion, funding to train those new AGRs have not been available thus laying waste to those selected for operations support.

Despite the challenges, however, the men and women of the 426th Network Warfare Squadron continued to thrive with an incredible positive attitude, worth ethic, and lean-forward focus that garnered them the 2020 Air Force Reserve Command's Major General Harold M. McClelland Information Dominance Award for Large Unit. This is the third year in a row that the 426 NWS has earned this distinction. They also won the same award at the Headquarters Air Force level in 2019.

### **689th Network Operations Squadron**

During 2020, the 689th Network Operations Squadron endured many challenges and restrictions. Earlier in the year, due to COVID-19, CDC guidelines and travel restrictions limited our capability to conduct in-person training and mission and medical requirements. Later in the summer, the world witnessed and was impacted by the death of George Floyd, which sparked protests, demonstrations and a national conversation about race and police brutality. As a result, the Airmen in our squadron were impacted as well. In the midst of national civil unrest and discord, we created a safe place and environment to have difficult, but necessary conversations on race and racism. Through those unprecedented times and with the support of squadron leadership, up and down the chain of command, we continued to be resilient.

Unit leadership balanced the safety and well-being of our Airmen with the needs of the unit, successfully leading the people, executing the mission, managing resources. The unit implemented a telework environment to create training opportunities, meet training objectives and to maintain all mission readiness requirements. Through the use of programs and collaboration platforms, such as Desktop Anywhere, MS Teams, Slack and Commercial Virtual Remote (CVR), the squadron stayed engaged, connected and productive. For in-person meetings and mission requirements, we implemented COVID-19 safety measures to reduce the potential spread of the virus and to keep our members safe.

Members of the unit planned, developed and executed the first-ever 960 Cyberspace Wing Virtual UTA, which allowed members to complete training and readiness requirements in a remote environment. Our Operations Flight created Whitecard scenarios to supplement operational training for all Combat Mission Ready (CMR) positions. The scenarios included real world events used to enhance operator proficiency and maintain currency requirements on the Air Force Intranet Control (AFINC) weapons system.

Throughout 2020, the unit safeguarded the Air Force Network (AFNET) by planning and executing over 200 Defensive Cyber Operations (DCO) on the AFINC weapons system, resulting in over 3,000 malicious threats being blocked. Additionally, during the 2020 POTUS Campaign, we provided support to Joint Force Headquarters National Capital Region (JFHQ-NCR) preserving secure communications during multiple high-level leadership conferences.

In the midst of the COVID pandemic, we resumed Initial Skills Training and reorganized the unit. 7,000 Career Field Education and Training Plan (CFETP) tasks were assigned and completed in Training Business Area (TB) across three Cyber AFSCs. A total of 14 members in the squadron were awarded 5 and 7 skill level upgrades. The unit was reorganized from a functional alignment based on AFSCs to an operational alignment focused on specific mission areas. The new unit structure is operationally focused and aligned with AFINC mission areas, providing specialized training and more agile support to our RegAF mission partner. And finally, we conducted 10 Professional Development sessions to continue to develop

and mentor our future Air Force leaders. Thorough hard work, commitment and dedication in the cyber domain, six squadron superior performers were recommended for AFRC Information Dominance Award and two winners were selected by AFRC.

### **854th Combat Operations Squadron**

In 2020 the 854th Combat Operations Squadron (854 COS) provided highly trained and engaged Cyber and Intelligence subject matter expertise in support of the 616th Operations Center and Joint Force Headquarters for Cyber (JFHQ-C, and executed 3,754 Military Personnel Appropriation (MPA) days in support of 16 AF, USCYBERCOM, USSTRATCOM, and other Air Force collection requirements.

In March, the 854 COS transitioned to operating in a virtual environment due to COVID-19 pandemic restrictions. Despite these restrictions and limited physical contact, the squadron was able to quickly adapt to a virtual environment and excelled at maintaining CMR requirements while keeping our members safe and healthy. The 854 COS also postured to emerging operational requirements, most notably, mission realignment to 16 AF/CC's number one priority, Information Warfare (IW).

The unit developed a comprehensive online, unclassified, three-phased CMR training plan, which is still being executed. The training plan focused on ensuring current CMR members maintain their qualification, getting members through MQT and MQE, and finally getting new squadron members through IQT. Each piece of the training plan is being coordinated with our 616 OC counterparts and is succeeding due to TFI efforts.

### **960th Operations Support Flight**

In calendar year 2020, the 960th Operations Support Flight (OSF) continued its quest to stand up as an organization. We first focused on establishing a unit identity, by defining mission and vision statements, as well as codifying a unit motto and mascot. Next, we diligently worked to design a patch that all unit members could be proud of, and submitted the design to AF Heraldry POCs. We even went so far as to create draft OCP patches, which significantly raised morale. From a mission standpoint, we first collaborated with our active duty Operations Support Squadron counterparts, to glean the types of cyber support services that they provide for their Wings' tactical cyber operations units. Instead of reinventing the wheel, we assessed these services and scaled down to the potential services that our reserve tactical units could benefit from. In turn, our tactical units provided feedback to us on which support services were most important to them as cyber operators. Lastly, our unit led several key initiatives for the 960th Cyberspace Wing (CW). We developed a proposal that would transform the training structure for all AFRC cyber operators, and secured AFRC/A6 buy-in. Furthermore, we led the assessment of the 960 CW's tactical units, identifying opportunities to reorganize units and possibly align with ongoing 16 AF organization changes on the active duty side.

## TWENTY-SECOND AIR FORCE



### Advanced Airlift Tactics Training Center

The Advanced Airlift Tactics Training Center (AATTC) was a center assigned to 22d Air Force (22 AF). The AATTC was a tenant unit at Rosecrans Air National Guard Base near St. Joseph, MO and served as the information hub for airlift tactics information. Entering 2020, the AATTC planned to “execute a broader international partnerships [sic] with the European Air Transport Command (EATC) and the European Defense Agency (EDA) by being the first US crew to train with their schoolhouse, the European Tactical Airlift Centre (ETAC).” Unfortunately, due to COVID-19 and travel restrictions, the AATTC pushed back the attempted integration to 2021.

In January, the AATTC hosted an Air Mobility Tactics Analysis Team (AMTAT) consisting of more than 45 tactics and intelligence professionals. The AMTAT met to review military posture and problem sets in the classified realm. In February, the Center received a new Commandant when Col DeAnna Franks, the former Vice Commandant, took over the top role and became the first female Commandant in the Center’s 37 year history. Col Adam Thomas, formerly the 139th Operations Group (139 OG) Commander at Rosecrans ANGB, became the Vice Commandant until October when he departed for the A3/ Air National Guard (ANG) liaison at the Pentagon.

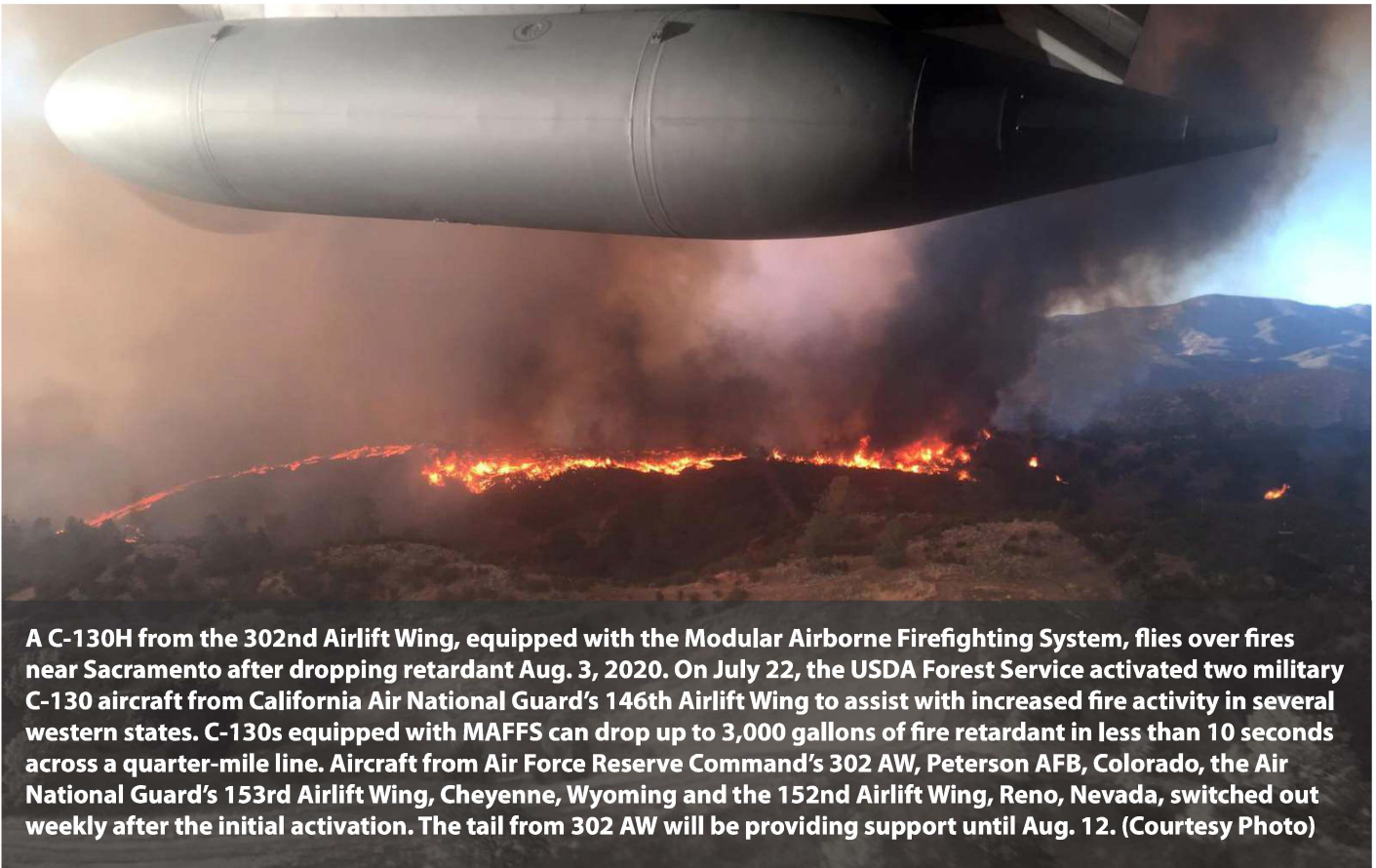
With the advent of COVID-19 restrictions beginning in March, the AATTC closed its doors for in-person training from April until mid-July. The AATTC worked with the host 139th Airlift Wing (139 AW) to create a Wing Operations Center (WOC) and accountability process to handle the pandemic. After cancelling all in-person learning, the AATTC transitioned to a virtual training environment. Simultaneously, the Center created a COVID reaction team alongside 139th Medical Group (139 MDG) nurses to develop a plan to reopen the AATTC to in-person learning. With aggressive mitigation and sanitation procedures, including a decrease in student slots to allow for appropriate social distancing, the AATTC resumed traditional learning at the end of July.

### 94th Airlift Wing

As with every other unit in the Air Force, the COVID-19 pandemic altered the way the 94th Airlift Wing (94 AW) operated. As the host unit for Dobbins ARB, GA, the 94 AW directly participated in numerous early-pandemic events that captivated the nation. Between using the installation as a COVID quarantine location and deploying personnel to the frontlines of the pandemic, the 94 AW led the way in demonstrating the Air Force Reserves’ unique ability to respond.

In early March, the Department of Defense announced that several military installations would be utilized to house quarantined passengers from the Grand Princess cruise ship. California residents, which made up nearly 1,000 of the ship’s passengers, would quarantine on either Travis AFB or Marine Corps Air Station (MCAS) Miramar, while all other passengers would quarantine at either Joint Base San Antonio-Lackland, TX or Dobbins ARB. By 11 March, the first passengers landed at Dobbins to begin their 14-day quarantine, with one more aircraft arriving on 12 March and two more on 13 March. While the passengers were housed on the installation, the Centers for Disease Control (CDC) was completely responsible for all aspects of the quarantine and no Dobbins or 94 AW personnel had contact with the passengers. On 26 March, the Department of Health and Human Services (DHHS) announced that all quarantined passengers had departed Dobbins ARB. CAPT Tom Bowman, the Deputy Federal Health Coordinating Officer for DHHS, expressed the gratitude and appreciation for Dobbins ARB that “helped... meet the enormous challenges involved in this mission.”

Like many other units, the 94 AW deployed several medical reservists to New York City as part of the Department of Defense’s mission to assist the COVID-stricken city in April. The 94th Aeromedical Staging Squadron (94 ASTS) deployed four members, along with one reservist from the 413 ASTS at Robins AFB, GA, to New York City on just a few hours’ notice. Col Craig McPike, the 94 AW Commander, expressed his gratitude



**A C-130H from the 302nd Airlift Wing, equipped with the Modular Airborne Firefighting System, flies over fires near Sacramento after dropping retardant Aug. 3, 2020. On July 22, the USDA Forest Service activated two military C-130 aircraft from California Air National Guard's 146th Airlift Wing to assist with increased fire activity in several western states. C-130s equipped with MAFFS can drop up to 3,000 gallons of fire retardant in less than 10 seconds across a quarter-mile line. Aircraft from Air Force Reserve Command's 302 AW, Peterson AFB, Colorado, the Air National Guard's 153rd Airlift Wing, Cheyenne, Wyoming and the 152nd Airlift Wing, Reno, Nevada, switched out weekly after the initial activation. The tail from 302 AW will be providing support until Aug. 12. (Courtesy Photo)**

and awe at the efforts by his Airmen. He stated, "It took a huge effort to put all this together, not only from our medical personnel, but also from our aircrews, maintenance, logistics and many others. The response I've seen is amazing. Service before self, right before my eyes." One of the wing's C-130s flew from Dobbins to MacDill AFB, FL then Patrick AFB, FL and finally to Charleston AFB, SC to pick up other Reservists for the deployment. One of the 94 AW Citizen Airmen was Capt Arielle Watson of the 94 ASTS, who deployed to Queens Hospital. Capt Watson said the pandemic was "unlike anything I have ever seen," but that it was her "duty to aid [her] country and New York City." Maj Enrika Ross, 94 ASTS Nursing Officer in Charge (OIC), echoed that statement when asked about the fear of COVID-19: "I have a higher role to achieve, so I place my fears aside and help those who need me at this time." The four 94 ASTS nurses returned from their deployment on 28 May.

### **302d Airlift Wing**

The 302d Airlift Wing (302 AW), based out of Peterson SFB, CO, had an active 2020 with the normal severe weather and wildland fire missions, in addition to the challenges posed by the COVID-19 global pandemic. After a mild 2019 fire season, 2020 proved to be historic in terms of both the scale of fires and the challenges in overcoming them. Modular Airborne Firefighting System (MAFFS) aircrews battled raging fires in Northern California along with state, federal, and National Guard partners. Despite the risks of COVID-19, several 302 AW Airmen worked in blended crews with their counterparts to better fight the fires. In addition, the Wing fought fires in two

other states, containing 300,000 total acres of wild and forest fires in the region.

The Wing was further challenged during June when a strong hailstorm damaged numerous aircraft. The 302d Maintenance Group (302 MXG) worked tirelessly to repair multiple flight controls, along with thousands of aircraft surface dents, in order to keep the Wing's aircraft operational. When the demand for aircraft became too much, the 302 AW was assisted by their sister Reserve 934th Airlift Wing (934 AW). The 934 AW loaned the 302 AW a C-130, which "performed exceptionally well" and "greatly assisted the 302 AW in participating in MAFFS taskings, meeting critical training requirements and facilitating hailstorm-induced maintenance."

The 302d Aeromedical Staging Squadron (302 ASTS) participated in Operation GOTHAM, the DoD's response to the COVID pandemic in New York City, by sending eight medical Airmen. These Airmen included nurses and both laboratory and cardiopulmonary technicians. Later in 2020, the 302 ASTS participated in Operation Centennial Summit at Peterson SFB, which focused on Expeditionary Warfare medical care with other units.

The 731st Airlift Squadron (731 AS) led the airlift portion of Exercise Predictable Iron from 12-25 July at Joint Base Elmendorf-Richardson, AK. The 731 AS dropped more than 1,000 personnel, along with large equipment drops, and practicing multi-aircraft formation flights. Capt Mike Hall of the 731 AS served as tactical airlift mission commander. He stated, "This training gave us the chance to go off the beaten

path by flying in a challenging mountain environment while navigating a lot of moving pieces in working with other units." Capt Luke Berve, also of the 731 AS, stated that the training was "great" as a new aircraft commander. Part of the training included fighter-contested airdrop, contested low-level flying and countermeasures, as well as mass aerial delivery and assault landing training.

The Wing also conducted two morale operations for the local community. The first involved the 731 AS conducting flyovers of 10 Colorado hospitals from Pueblo to Ft. Collins "in a show of support for area healthcare workers, first responders, essential employees as well as COVID-19 patients and their families." Col James DeVere, 302 AW Commander, stated that the Wing had "many reservists living and working throughout the Colorado Front Range, to include our hospitals" and to "perform these flyovers to say thank you for your service and taking the risk to protect the American people." The lead C-130 also displayed its MAFFS markings in a show of support for firefighters and first responders. Later in the year, when COVID forced numerous institutions to deny an aircraft tour due to the pandemic, the 302 AW accommodated a Make-A-Wish Foundation terminally-ill child on an aircraft static tour. Five-year-old Wilder Umbarger and his family visited Peterson SFB on 30 July to tour a C-130H and meet with pilots. Wilder fell in love with aircraft after attending a US Navy Blue Angels performance in Michigan, leading to his dream to see a "real airplane up close." Wilder was diagnosed with X-Linked Adrenoleukodystrophy, a terminal condition.

The 39th Aerial Port Squadron (39 APS) continued to excel despite the COVID challenges. While ensuring the safety of its Airmen by teleworking where possible and developing effective countermeasures for in-office work, the unit also deployed 32 Air Transportation Specialists by developing and executing Peterson SFB's first COVID-19 Restriction of Movement (ROM). This paved the way for the Wing to deploy Airmen during a pandemic emergency, allowing it to maintain its ability to project airpower forward as needed.

### **340th Flying Training Group**

The 340th Flying Training Group (340 FTG) was headquartered at Joint Base San Antonio (JBSA) Randolph with six geographically separated squadrons. The 5th Flying Training Squadron (5 FTS) at Vance AFB, OK altered their approach to training and was designated a testbed for a new pilot training program and avionics modernization program. Even with major syllabus changes, coupled with the pandemic restrictions, the squadron flew 7,450 sorties, or 15.5 percent of the host wing's total for the year.

The 39th Flying Training Squadron (39 FTS) at JBSA-Randolph, TX conducted their annual "Cobras in the Clouds" exercise where Reserve aviators manned every operational position of the active duty 12th Flying Training Wing for two days in October. The exercise tested the squadron's ability to run the entire pilot training program in the real-world event that all RegAF instructor pilots were recalled to their major weapons systems. The 2020 "Cobras in the Clouds" also demonstrated the effectiveness of the Undergraduate Pilot Training 2.5 rolled

out September that took advantage of newer technology and increased simulator time that allowed pilot students to progress at their own pace. Lt Col Thomas Lessner, 39 FTS Commander, stated, "During this year's exercise we had a chance to showcase the success of the application of UPT 2.5 here and reiterate to the active duty members that we can do this mission if called upon.... This exercise is just an acknowledgment of what happens every day – Cobras work hand-in-hand, seamlessly, with the active duty units of the 12th Operations Group to build the foundation of the Airmen who will be the next generation of aviators for the Air Force." In addition, they supported the 12th and AFRC by assisting with Undergraduate Pilot Training 2.5, Pilot Training Next, Alternate Path to Wings, and Air Education and Training Command's (AETC) 5th generation training missions.

At Columbus AFB, MS, instructor pilots with the 43d Flying Training Squadron (43 FTS) adapted to social distance required by the pandemic by creating virtual pilot training. Traditional Reservists (TR) unable to commute due to travel restrictions were able to continue training students by using their home computer to gain remote access to the virtual training program in order to provide voice instruction to students as they conducted their simulator flights.

Reservists assigned to the 70th Flying Test Squadron (70 FTS) in Colorado Springs, CO worked with medical personnel to gather supplies for delivery to mountain and remote area locations. Lt Col Matthew Cummins and Maj Sean Huss flew much-needed supplies in their personal aircraft to these areas at the height of the pandemic. Partnering with the Angel Flight West charitable organization, both Lt Col Cummins and Maj Huss performed over 70 combined relief flights that delivered surgical gowns, masks, face shields, hand sanitizer, cleaning products, and a ventilator. Lt Col Cummins said, "Directly accessing over 80 Colorado community airports can easily turn a six-hour ground transport into a one-hour resupply flight." In addition, the squadron's instructor pilots and jumpmasters worked with their Regular Air Force (RegAF) teammates at the US Air Force Academy to provide "world-class Airmanship training for USAFA cadets."

Finally, the 433d Training Squadron (433 FTS) at JBSA-Lackland stood up a fully operational eighth Basic Military Training squadron for the Air Force. This marked the first fully operational, all-Reserve military training squadron in Air Force history. The new squadron allowed BMT to socially distance new recruits and continue to bring in much needed manpower for the Air Force and Air Force Reserves. The 433 FTS invited Reserve instructors to return to duty to assist with the training of the force's newest Airmen. The 433 FTS succeeded in not only making BMT socially distanced, but in graduating exceptional Airmen. Of their training flights, one flight earned the Commander's Excellence Award for overall honor flight and the top female fitness award, one earned the Basic Expeditionary Airmen Skills Training excellence award, and one finished second for male fitness excellence, while six of the top fitness performers were 433 FTS trainees and 21 of the squadron's trainees earned honor graduate.

### 403d Wing

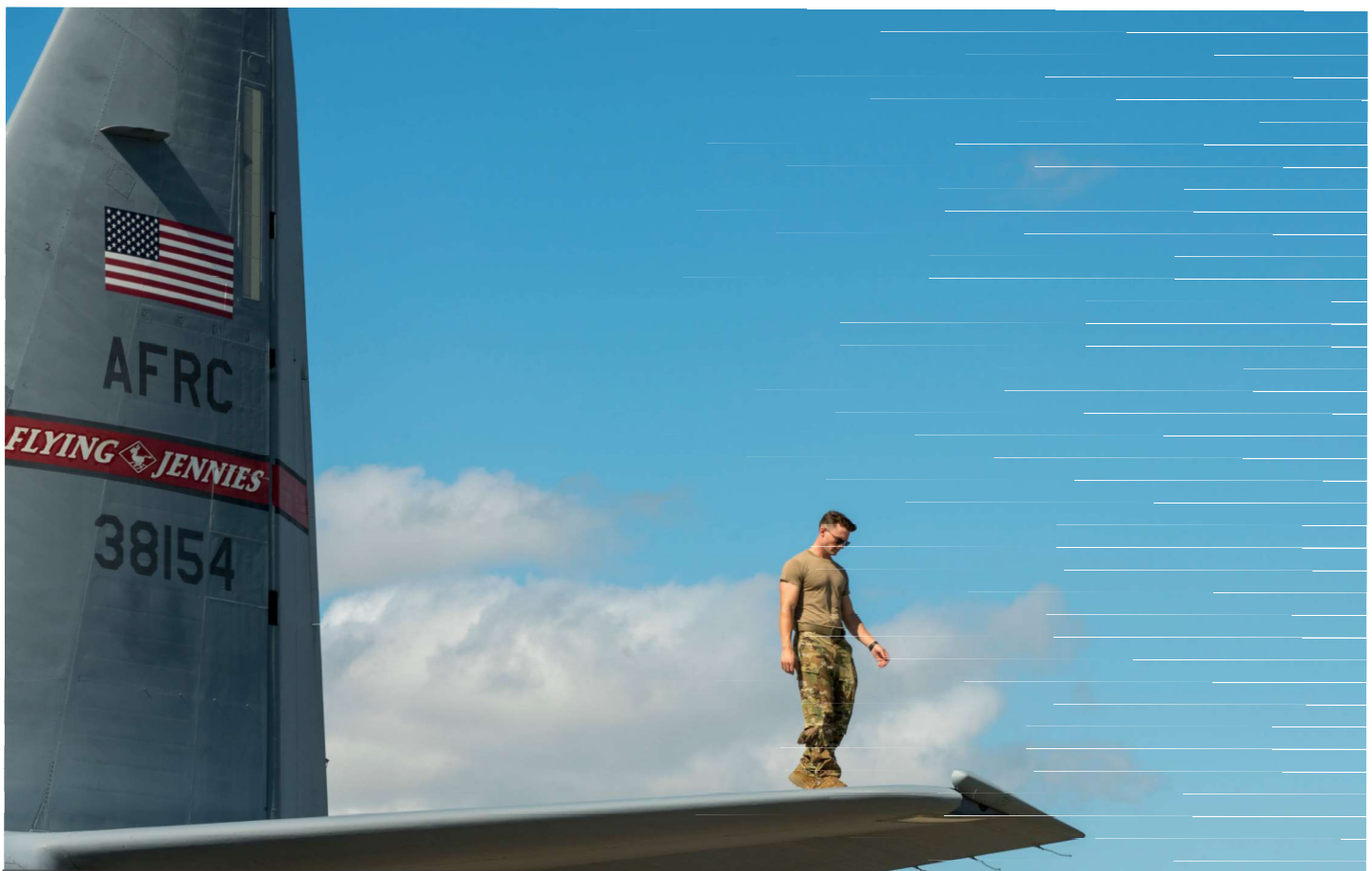
As the DoD's only aerial hurricane reconnaissance unit, the 403d Wing (403 WG) faced an extremely active year in 2020 as the hurricane season broke numerous records. With the COVID-19 global pandemic as well as normal C-130J operations, 2020 stressed the unit more than nearly any other year in its history. Both the 53d Weather Reconnaissance Squadron (53 WRS) and the 815th Airlift Squadron (815 AS) started the year with operations and exercises around the world. The 53d assisted the Scripps Institution of Oceanography in January and flew aerial reconnaissance missions into the Atmospheric Rivers along the Pacific coast. Flying out of Travis AFB, CA, Portland, OR, and US Coast Guard Air Station Barbers Point, HI, the squadron supported the scientists in their efforts to predict the amount of precipitation for the West Coast as those states planned for drought-induced water management. Operationally, the 53 WRS flew their first Atlantic winter weather mission of the year in February when they flew the Western Atlantic Flight Track on 26 February for a 10-hour mission. The mission off the New England coast was designed to collect atmospheric data to transmit to the National Centers for Environmental Prediction at the National Oceanic and Atmospheric Administration (NOAA).

The Wing deployed 300 Airmen to the Combat Readiness

Training Center in Gulfport and Camp Shelby in Hattiesburg, MS from 13-16 January for Operation SOUTHERN COMFORT to test the Wing's capabilities in a simulated combat environment. In February, the Wing again deployed Airmen from the 815 AS and the 803d Aircraft Maintenance Squadron (803 AMXS), this time to Andersen AFB, Guam, for Exercise Cope North 20. During the 17-day exercise, the two squadrons integrated with numerous RegAF units, as well as the Japanese Air Self Defense Force and the Royal Australian Air Force. The 815 AS provided airlift services to transport personnel, cargo, and aeromedical evacuation teams, flying nearly 40 sorties during the exercise.

In March, the 403 WG, like the rest of the United States, faced a global pandemic and the new realities that came with it. Col Heather Blackwell, the 81st Training Wing and Keesler AFB Installation Commander, declared the first public health emergency on 16 March and issued Health Protection Condition (HPCON) Bravo. Col Blackwell upgraded that to HPCON Charlie just one week later. This, combined with the DoD's stop movement, restricted the 403 WG's ability to conduct its UTAs in person. This would eventually affect the UTAs for April through June as well, though the Wing did schedule a voluntary UTA in July to provide training to as many members as possible.

Rounding out an extremely busy year, the 815 AS



The Air Force Reserve 403rd Wing began evacuating its aircraft due to the impending weather conditions Tropical Sally is forecasted to create Sept. 13, 2020. The 815th Airlift Squadron C-130J "Flying Jennies" and the 53rd Weather Reconnaissance Squadron WC-130J "Hurricane Hunters" relocated to Joint Base San Antonio and Ellington Airport, Texas. The 53rd WRS will continue to fly data collection missions to support the National Hurricane Center from Ellington. (U.S. Air Force photo by Senior Airman Kristen Pittman)

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deployed four C-130Js, 135 personnel, and 24.6 short tons of equipment in September. The unit deployed to Ali Al Salem AB, Kuwait to the 386th Air Expeditionary Wing to support US and Coalition efforts against terrorists in support of Operations INHERENT RESOLVE and FREEDOM SENTINAL. This deployment marked the unit's eighth deployment since 2004 and first since 2018.

### 413th Flight Test Group

The 413th Flight Test Group (413 FTG) was another unit that consisted of multiple geographically separated squadrons. The Group, headquartered at Robins AFB, GA, oversaw "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." Overall, 2020 proved to be a busy year as the group completed 2,584 sorties for more than 3,800 of flight time. One major initiative was the regeneration of a C-130E Hercules for transfer to the Colombian Air Force. The 413 FTG delivered the aircraft from the "boneyard" at Davis-Monthan AFB, AZ as part of the Excess Defense Article Program in collaboration with Twelfth Air Force (Air Forces Southern).

The 339th Flight Test Squadron (339 FLTS) was the 413

FTG's only collocated unit. The squadron executed 251 sorties for the Warner Robins Air Logistics Complex (WR-ALC), which totaled 356 flight hours for 71 aircraft returned to service. The 339 FLTS also performed the Air Force's first F-15C Longeron Replacement Program aircraft, a program which will inspect and replace longerons on the entire F-15C/D fleet by 2024. As part of Operation Air Force Salutes, a nation-wide Air Force effort to honor healthcare workers, the 339 FLTS conducted a flyover to honor essential workers in their area. The unit flew a single-ship F-15 flyover for four Middle Georgia hospitals on 5 May. Lt Col Matthew Griffin, 39 FLTS Director of Operations, flew the flyover mission, saying, "Being a native of Middle Georgia, they flyover held increased importance as I personally know many of the front-line medical workers in the area displaying the sacrifice and courage to confront COVID-19. Col Maureen Ferrell, 78th Medical Group Commander at Robins AFB, GA, flew in the second seat of the F-15 for the flyover.

At Hill AFB, UT, the 514th Flight Test Squadron (514 FLTS) performed the same function for the Ogden Air Logistics Complex (OO-ALC). Due to the COVID-19 pandemic, the 514 FLTS created a new "taxi system" to retrieve and return aircraft for maintenance at the OO-ALC. Prior to COVID, the aircraft's unit was responsible for bringing the aircraft to Hill AFB and retrieving it after maintenance was completed. With the taxi



An A-10 Thunderbolt from the 514 Flight Test Squadron peels away after receiving fuel over Idaho on November 25, 2020. The 514 FLTS performs functional flight tests on aircraft undergoing major renovation, and has been stationed at Hill Air Force Base since 1973. (U.S. Air Force photo by Senior Airman Danielle Charmichael)

system, members of the 514 FLTS flew both sides of the missions to ensure that the Air Force retained a healthy fleet of aircraft. Lt Col Nathan Litz, 514 FLTS Commander, said that his squadron's ability to shuttle the aircraft reduced exposure for other units, enhancing their mission effectiveness. In one example, Lt Col Beau Wilkins, test pilot with the squadron, delivered an F-16 to Shaw AFB, SC, after which he rented a vehicle and drove to Dannelly Field in Montgomery, AL. From there, he picked up another F-16 required depot-level maintenance and flew back to Hill AFB. Over the course of 2020, the 514th conducted 51 shuttle missions.

At Tinker AFB, OK, the 10th Flight Test Squadron (10 FLTS) made the first KC-46A maintenance delivery when it flew in the Air Force's newest aerial refueling tanker for an initial maintenance c-check at the Oklahoma City Air Logistics Complex (OC-ALC). Lt Col Jereme Camper, a KC-46A flight commander with the 10 FLTS, said that the unit began preparing for this mission in 2016 and was "an extremely exciting and satisfying day for all of the members of the KC-46 flight within the 10th FLTS." Lt Col Camper said his unit would eventually assist with 90 c-checks per year once the entire fleet of 179 KC-46s were delivered. Also in Oklahoma, the 1st Aviation Support Flight supported military modifications for two new CL-605 Challenger aircraft, as well as receiving praise from both the Federal Aviation Administration and National Science Foundation for their flight inspection of the ice runways at McMurdo Station in Antarctica.

### **622d Civil Engineer Group**

The 622d Civil Engineer Group at Dobbins ARB, GA provided command and control to several GSUs throughout CONUS. Comprised of four RED HORSE squadrons (RHS), three staff augmentation teams, the Expeditionary Combat Support Training and Certification Center (ECS-TCC), the Force Support Silver Flag (FSSF), the Transportation Proficiency Center (TPC), and the Contingency Equipment Management Facility (CEMF), the 622 CEG worked to support both Reserve and RegAF missions with civil engineering and construction expertise. Working within COVID-19 restrictions, the 622 CEG ensured the training of over 1,000 military members by utilizing one Troop Training Project to bring the Airmen to Dobbins ARB.

The Group had three major accomplishments during 2020. From 3 July to 13 September, 63 members of the 555 RHS, 556 RHS, 560 RHS, and 567 RHS deployed to Minneapolis-St. Paul ARS, MN and completed an \$865,000 Troop Training Project. The deployed members provided a new asphalt pavement area for the 934th Mission Support Group. An additional 11 members of the various squadrons deployed for a 180-day mission to Yokota AB, Japan to build a 20,000 square foot SCIF for PACAF. Finally, seven members of the 556 RHS backfilled the 1st Special Operations Wing with 365-day MPA tours. This Reservist support allowed the 1 SOW to maintain critical CE missions throughout the year. In addition, the 556 RHS Vehicle Maintenance team developed an online training course that allowed for COVID-19 restrictions. They also provided over 1,000 man-days and 7 months of STP to the 1 SOW vehicle fleet to ensure their ability to stay mission capable.

### **908th Airlift Wing**

The 908th Airlift Wing, stationed at Maxwell AFB, AL, flew C-130H Hercules cargo aircraft. The Wing consisted of airlift, aeromedical evacuation, and aerial port missions. The year started off with improvised operations due to a weather evacuation. Some aircraft had as little of two hours to prep and depart before a line of severe thunderstorms moved through the area in early January. The 908 AW used the opportunity to practice a large formation tactical arrival when the aircraft returned. Throughout the rest of the year, the 908th Operations Group (908 OG) continued to train the unit for real world action. The 908 OG "planned and executed 32 integrated mission sorties encompassing near-peer threat scenarios, blue air asset integration and dynamic re-tasking including two formation inter-fly missions with the 94th Airlift Wing."

The 908th Aeromedical Evacuation Squadron deployed to multiple locations for US Northern Command (NORTHCOM), US Central Command (CENTCOM), and US European Command (EUCOM). In addition, they supported three BID missions for US Pacific Command (PACOM) and NORTHCOM. Their total contribution consisted of 25 personnel, 184 missions, and 2,063 supported patients. In addition, they served as the medical advisors to the Wing Commander at the beginning of the pandemic, leading the way for virtual Unit Training Assembly (UTA) options for 908 AW Airmen. As with other flying units, the 908 AW flew tribute flyovers for frontline healthcare workers in May. They flew over 10 Alabama cities, something 908 AW Commander Col Craig Drescher said was important as the Wing consisted of members from around the state.

The 908th Maintenance Group (908 MXG) worked throughout the pandemic to provide ready aircraft for necessary missions. During 2020, they enabled 746 sorties for 1,404.9 flight hours for the Wing, supporting AES, JAAT, RAS, and paratrooper drops. Overall, the 908 MXG maintained a Flying Effectiveness Rate of 64.1 percent and a mission capable (MC) rate of 72.3 percent for the year. Demonstrating the flexible nature of the Air Force Reserve, two members of the 908th Maintenance Squadron (908 MXS) answered a call for assistance in August from the 302d Maintenance Squadron (302 MXS) at Peterson AFB, CO. The 302 MXS needed assistance for a fuel cell swap on a C-130, which they had not done in 25 years. SSgt Chase Young, a 908 MXS fuel cell specialist, said the entire trip was about sharing knowledge and allowing both units to work better.

In November, the Secretary of the Air Force announced Maxwell AFB as the preferred host location for Formal Training Unit (FTU) of the Air Force's newest helicopter, the MH-139A Grey Wolf. This new mission would replace the Wing's C-130H airlift mission, with divestiture occurring near the end of FY22 and during FY23. The current planning indicated eight of the Wing's C-130s would transfer to the Air National Guard. The proposed schedule indicated that MH-139 training would begin in October 2022 with First Aircraft Arrival (FAA) scheduled for April 2023. The MH-139A was developed to replace the UH-1N Huey and provide security and support for the Air Force's intercontinental ballistic missile (ICBM) fields in Wyoming, Montana, North Dakota, Colorado, and Nebraska.

### 910th Airlift Wing

The 910th Airlift Wing (910 AW) was based at Youngstown ARS, OH and provided a variety of mobility capabilities, including standard airlift, cargo drop, aerial pest spray, and aerial herbicide. Due to Youngstown's location in northeastern Ohio and a high scrub rate for winter missions, the unit typically conducted a training exercise in the southern United States to ensure its crews maintained proficiency. In 2020, Operation Dumbo occurred at Jacksonville JetPort at Cecil Airport in Jacksonville, FL from 21-26 January. The training time allowed 100 Reserve Citizen Airmen of the 757th Airlift Squadron (757 AS), 76th Aerial Port Squadron (76 APS), and 910th Aircraft Maintenance Squadron (910 AMXS) to properly train and stay "combat ready now... for tomorrow's fight." The unit prepared and dropped heavy-duty airdrop platforms while the AMXS Airmen maintained the unit's four C-130H's for the six day training event.

April and May consisted mostly of COVID-19 responses as the Wing deployed several members to New York City to aid in the federal response there. The Wing initially deployed three nurses from the 910th Medical Squadron (910 MDS), with several more following throughout April. Col Casey Dodds, 910 AW Commander, commended his Airmen for their quick response to an unexpected crisis, saying "we are tailoring our capabilities to provide the best possible support to the civilian agencies on the front line of today's fight." The second wave included Lt Col Susan Gutlove, who happened to be deployed in New York City while her daughter, Micaela Gutlove, was working as a registered nurse in Harlem. At their home station, the rest of the Wing joined the Air Force's flyover initiative with their Hercs over America flyover of northeastern Ohio and western Pennsylvania in early May. The Wing flew two sets of missions over various regional hospitals to honor frontline healthcare workers.

One of the main missions for the Wing was aerial spray missions using the Modular Aerial Spray System (MASS). The 910 AW served as the DoD's only large-area fixed-wing aerial spray capability, making it a valuable tool against invasive plants, pests, and disease-carrying insects. The Wing conducted its annual mission to the Mountain Home AFB, ID Saylor Creek Bombing Range in order to reduce the fire danger in the area. The 910 AW dropped nearly 20,000 gallons of diluted herbicide from 14-25 September in an effort to control cheatgrass, a highly invasive and flammable grass in the area. The 910 AW's efforts allowed the 366th Fighter Wing and Mountain Home AFB to use the bombing range without the very high risk of grass fires from the cheatgrass, while giving the 910 AW valuable real-world mission hours for their aerial spray platforms. In October, they deployed to Louisiana at the request of the Federal Emergency Management Agency (FEMA). Following several hurricanes and heavy storms, the mosquito population increased drastically as there were large areas of stagnant water. The 910 AW sprayed more than 900,000 acres across southern Louisiana over the course of two weeks, protecting both FEMA workers and Louisiana residents from potentially deadly mosquito-borne diseases.

The 910 AW participated in several other training events

throughout the year. In August, the 910 AW flew in 22nd Air Force's Rally in the Valley, which tested operations in a contested environment. The Wing also deployed 225 Airmen to Steel Dragon in Michigan in October, which demonstrated Mission Essential Tasks in a contested environment. The Wing also upgraded its capabilities throughout the year. In June, the 910th Maintenance Squadron's (910 MXS) Fabrication Flight received a \$72,000 from the AFWERX Squadron Innovation Fund to purchase a large 3D printer. In July, the 910th Communication Squadron (910 CS) received \$7,000 from the same fund to update their storage and memory equipment for the Mission Defense Team for the Wing's C-130H2s. Finally, the 910th Civil Engineer Squadron (910 CES) Fire Department received a new PANTHER aircraft rescue and firefighting truck, which expanded the department's ability to rapidly respond to aircraft emergencies.

### 913th Airlift Group

The 913th Airlift Group (913 AG) was stationed at Little Rock AFB, AR and was the only C-130J classic association unit in the United States. Working with the Active Duty 19th Airlift Wing (19 AW) in a Total Force partnership, the 913 AG provided world-class airlift capabilities to the Air Force and Air Force Reserve. The 913 AG began 2020 by receiving the 2019 General James H. Doolittle Trophy for their efforts while deployed in 2019. The unit received the award for "a formation airdrop mission of critical supplies in a highly contested environment, overcoming harsh weather and limited communication equipment."

The COVID-19 pandemic interrupted much of the normal training for 2020, but the unit did participate in several events that allowed them to maintain proficiency in their mission set. On 8 May, the 327th Airlift Squadron (327 AS) flew a four-ship formation of C-130Js for flyovers of various Arkansas healthcare facilities to honor their workers. The 327 AS Director of Operations, Lt Col Paul Campbell, said the flyover was "not only to say thank you to all those healthcare workers who are on the frontline battling this virus, but to also show unity with our community in this difficult time." The unit flew multiple formations, conducting flyovers of Conway, Hot Springs, Pine Bluff, Little Rock, Searcy, Fayetteville, Jonesboro, and West Memphis.

The Group spent much of the last half of 2020 restoring readiness following the pandemic shutdowns. In August, the 913 AG conducted its first in-person training since COVID-19 hit in March. The Group used lessons learned on cleaning, distancing, and masks to mitigate the risk of disease transmission while catching up on overdue training and flying. In October, 913 AG medical personnel participated in the 19th Medical Group's Tactical Combat Casualty Care Course. In November, the Group participated in a Total Force Integration skills competition along with the 19 AW, 314 AW, and 189 AW, which demonstrated the units' ability to conduct airdrops, properly load an aircraft, and downed-aircrew assistance. The 913 AG won the 2020 competition.

### 932d Airlift Wing

The 932d Airlift Wing (932 AW) served as AFRC's

Distinguished Visitor (DV) transport unit with C-40C, the military version of a Boeing 737-700C airliner. The 932d Operations Group (932 OG) conducted over 150 missions during 2020, flying for more than 2,000 hours and transporting more approximately 1,500 passengers, while the 932d Maintenance Group (932 MXG) executed 262 aircraft launches from Scott AFB, IL, as well as supported nine COVID-19 response missions.

In April, the 932 AW deployed 33 Airmen for the national COVID-19 response, including one 932d Medical Squadron (932 MDS) Airman that deployed within 24 hours of notice. Both the 932 MDS and the 932d Aeromedical Staging Squadron (932 ASTS) deployed Airmen to New York City from April to June in order to assist the Federal Government's measures to contain the virus. In May, the Wing joined many other units in conducting flyovers for six local hospitals to honor those first responders on the frontline of the pandemic. Col Glenn Collins, 932 AW Commander, said the flights honored his Airmen deployed against COVID, those that worked in local medical facilities, and non-Air Force healthcare professionals that were working to stop the spread of COVID-19 and keep their communities safe.

The 932 AW flew several important DV missions during 2020. In January, the Wing flew US Treasury Secretary Steven T. Mnuchin and a delegation to Poland to observe the 75th anniversary of the liberation of the Auschwitz concentration camp. In August, the 932 AW delivered an envoy to the signing of the Abraham Accords, the historic deal in which the United Arab Emirates and Bahrain recognized and made peace with the State of Israel. In October, the unit diverted a C-40C from Vietnam to fly US Ambassador Marshall Billingslea, the US special envoy for arms control, to Helsinki, Finland for nuclear arms negotiations with Russia. Additionally, the unit flew Speaker of the House Nancy Pelosi and more than 60 other Congressional members to Dobbins ARB, GA for the memorial service for Representative John R. Lewis, the former Civil Rights leader and longtime Georgia congressman.

The Wing also participated in Operation CENTENNIAL SUMMIT with the 302 AW and 910 AW from 14-18 September. The exercise focused on medical and maintenance tasks and consisted of 174 Airmen from across the wings. The 932 MXG augmented 302 AW efforts to repair hail damage to the 302 AW's C-130 MAFFS fleet. The fleet had 1,200 hail dents across eight airframes. The 932 MDG completed 12 of its 13 assigned mission essential tasks for En-Route Patient Staging and Expeditionary medical Support safety training. They also completed Self-Aid Buddy Care for 44 Airmen and trained on the TRANSCOM Regulating Command and Control Evacuation System (TRAC2ES). Most importantly, the unit recorded zero COVID-19 following the exercise, validating the COVID mitigation strategies employed during the event.

### **934th Airlift Wing**

The 934th Airlift Wing (934 AW) was based out of Minneapolis-St. Paul Air Reserve Station in Minnesota. Known as the "Global Vikings," the unit consisted of 1,700 Airmen, both uniformed and civilians, and supported over 5,000 sister service members as the installation host unit. The 934 AW flew eight C-130H3s to provide tactical airlift and combat

support, both through cargo delivery and airdrop. As with most other Reserve units, the 934 AW mobilized medical personnel for the Department of Defense's COVID-19 response. The initial deployment in early April included several medical professionals going to New York City as part of Air Force Reserve Command's response. The unit took volunteers and screened for impact to civilian jobs before deploying them on 5 April to the Javits Convention Center in New York City, where the New York State Government set up a field hospital. In mid-April, another team of aeromedical professionals deployed first to Joint Base Charleston for specialized training on the DoD's Transport Isolation System (TIS). From there, they supported US Transportation Command's (TRANSCOM) COVID-19 patient transfer efforts. In May, the unit took part in Operation American Resolve, an effort to show appreciation for frontline healthcare workers. The unit spearheaded a combined AFRES-ANG two-ship formation that flew over Minnesota hospitals and healthcare facilities. Capt Alisha Stewart, a C-130 navigator, said that "it was nice to come out here and say thanks" and reciprocate the support for the civilian world that they often demonstrate for the military.

Even with COVID restrictions on movement, the unit participated in three major exercises and deployed personnel and cargo to CENTCOM for Operation INHERENT RESOLVE, where the unit executed four combat airdrops and 98 percent sortie effective rate. The 934 AW participated in two US Air Forces in Europe (USAFE) exercises: COLD RESPONSE at Adoya AB, Norway and SILVER ARROW at Ramstein AB, Germany. The Global Vikings also participated in Rally in the Valley with several other AF Reserve units.

# AIR FORCE RESERVE COMMAND CHRONOLOGY

## 16 Jan

Headquarters, Individual Reservist Readiness and Integration Organization, Buckley AFB, Colorado, released an 'IMA Management' tab on myPers. This tab makes it easier for IMAs to submit their travel and pay documents with easy to find and use custom submission forms.

## 20 Jan

The Air Force Reserve Future Force Framework (AF3) was released. Developed over the course of 2019 by Reserve staffs at AFRC and the Pentagon, over 50 action officers, technical experts, and senior leaders from across the command created the AF3 as a guidepost to develop the Air Force Reserve of 2035 and beyond.

## 3 Mar

Chief Master Sgt. Stacy Wilfong was selected as the new Headquarters Readiness and Integration Organization's command chief master sergeant, the first for the office that oversees more than 7,500 Individual Air Force Reservists around the globe. As the command chief, Wilfong was the senior enlisted advisor to the commander on all matters affecting operations, training, readiness, health, morale, and discipline. Wilfong was selected by Headquarters RIO Commander Col Amy Boehle for the position.

## 13 Mar

In response to the continued spread of the 2019 Novel Coronavirus (COVID-19), Deputy Secretary of Defense David L. Norquist issued a stop movement order. This order placed travel restrictions on service members, DoD civilians and their families assigned to DoD installations, facilities, and surrounding areas within the United States and its territories. All domestic travel, including permanent change of station and temporary duty, was halted. The order also paused all civilian hiring at DoD installations. Service members were authorized local leave only. This restriction was expected to be effective for 60 days, from March 16 until May 11, 2020.

## 17 Mar

Effective immediately, all Fitness Assessments were canceled until June 2020.

## 18 Mar

Headquarters Air Reserve Command issued a list of online tools available for reservists to use as most units were moved to telework only status. Resources included: Outlook Web Access (OWA), AFRC Sharepoint, Desktop Anywhere, and Virtual Private Network (VPN) via government issued laptops. Additionally, collaboration tools available through Desktop Anywhere included Jabber, Teams, and Skype.

## 20 Mar

Headquarters Air Reserve Personnel Center released the results of the CY20A Reserve School Selection Board. Board members selected 143 of 802 applicants.

## 27 Mar

President Donald J. Trump signed Executive Order authorizing mobilization of the Reserve Component in response to COVID-19 operations. Personnel already serving in the Selective Reserve and the Participating Individual Ready Reserve, as well as those assigned to the Individual Ready Reserve, were asked to volunteer to activate to support COVID-19 response operations. If taskings exceeded the volunteer pool, involuntary mobilization of the Selected Reserve and Inactive Ready Reserve was authorized.

## 5 April

Within 48 hours of notification more than 120 Air Force Reserve medical personnel were mobilized to Joint Base McGuire-Dix-Lakehurst, N.J. to help the fight against COVID-19 in New York City. Of those mobilized, over 40 were doctors, over 70 were nurses, and approximately 13 were respiratory technicians.

Secretary of Defense Mark Esper issued a memorandum ordering all individuals on federal institutions to wear cloth face coverings in public and at work when they are unable to keep their social distance.

## 15 April

Approximately 20 reserve citizen airmen from the 433 Aeromedical Evacuation Squadron (433 Airlift Wing, Lackland AFB, TX) and another 10 from the 36th Aeromedical Evacuation Squadron (403 Wing, Keesler AFB, MS) were mobilized to support COVID-19 patient care. Assigned to the COVID-19 Aeromedical Evacuation hub at Joint Base Charleston, South Carolina, each reservist was deployed as needed.

HQ RIO commander Col Amy Boehle established the HQ RIO COVID-19 Rapid Response cell in order to best serve the individual reservists who were mobilized for COVID 19 support. The cell was run by Major Sergio Apedaile, an acquisition officer and staffed with a team of dedicated HQ RIO members, an email org box, phone number, and website for mobilized members to use when they needed guidance on any personnel or financial matters.

**1 May - 31 May**

Throughout the entire month, Headquarters Air Reserve Personnel Center team members hosted briefings on personnel related topics in support of the annual National Capital Region Air Force Reserve Assembly. These briefings were part of a HQ ARPC initiative called Spread the Word which provided interactive presentations and one on one question and answer sessions for the Air Reserve Component. Due to COVID 19, the assembly was held virtually. Briefings were made available on the HQ ARPC YouTube channel on 5 June 20.

**13 May**

The minimum height requirement for officer aviator applicants was removed.

**29 May**

Final changes to the Air Force song were announced. Directed by Air Force Chief of Staff General David L. Goldfein earlier in the year, the Air Force song was revised to make all male-only references now gender neutral.

**9 June**

The Department of the Air Force, on behalf of the US Air Force and the US Space Force, stood up a special task force to address the issue of racial, ethnic, and other demographic disparities and their impact on the force.

**15 June**

Air Force Recruiting Service launched the total force "Aim High" mobile phone application. As recruiters were not meeting recruits in person due to COVID-19, the app offered a more efficient and effective way to find and stay in touch with applicants through the enlistment process. "Aim High" has been in development since 2018 but the launch date was moved up in order to accommodate recruiter needs.

**14 July**

Reserve Airmen from the 446th Airlift Wing, Joint Base Lewis-McChord, WA, participated in a Joint Airborne/Air Transportability Training (JA/ATT) mission with U.S. Army soldiers at Bicycle Lake Airfield on Fort Irwin, CA. The exercise included semi-prepared runway operations with two C-17 Globemaster III aircraft and static line airborne operations.

**15 July**

In a memorandum to the service secretaries and the Joint Chiefs of Staff, Defense Secretary Mark Esper put out a military wide directive barring the use of photos in promotion boards and ordering the development of new hair and grooming standards devoid of racial bias. The memo also called for an update to equal opportunity policy in order to prohibit pregnancy based discrimination.

**28 July**

Officer, enlisted, and civilian leaders assigned to HQ ARPC participated in Diversity and Inclusion Awareness training. Led by AFRC's Diversity and Inclusion officer G. Lee Floyd, the training and guided discussions focused specifically on race relations. In response to current events, Chief of the Air Force Reserve Lt Gen Richard Scobee directed that all Reserve leaders be trained in diversity and inclusion, resulting in approximately 45 sessions across the command during June and July. While at AFRC Floyd also observed the Command E-8/E-9 development team board panel in order to understand the selection process.

**6 Aug**

Gen Charles Q. Brown, Jr. was officially installed as the Air Force's 22nd Chief of Staff, becoming the first African American in history to lead a US military service as its highest ranking officer.

**8 Aug**

President Donald J. Trump issued a memorandum to temporarily defer Social Security (Old Age, Survivors, and Disability Insurance (OASDI)) tax withholdings in some service member's pay. Effective mid-month September 2020, the 6.2% social security tax was automatically withheld if the member's based pay rate was less than \$8,666.66. Normal withholding was expected to resume 1 January 2021 with no option to opt-out of the deferral. Collection of the deferred taxes was expected to take place between 1 Jan and 30 Apr 2021.

**14 Aug**

Chief Master Sgt. JoAnne S. Bass was formally installed as the Air Force's 19th Chief Master Sergeant, becoming the first woman and first person of Asian American descent to lead as the service's highest-ranking enlisted officer.

**22-25 Aug**

Five Air Force Reserve units from the 22nd Air Force participated in the Rally in the Valley, a multi-day C-130 training exercise under a distributed operations concept. The exercise included cargo drops, high altitude paratrooper drops, task force resupply, and personnel extraction. Though scheduled to take place out of Youngstown Air Reserve Station, Ohio, in order to mitigate COVID-19 concerns participants flew from multiple bases to rally in the air. Reserve participants included the 94th Airlift Wing (Dobbins Air Reserve Base; GA), 908th Airlift Wing (Maxwell Air Force Base; AL), 910th Airlift Wing (Youngstown Air Reserve Station; OH), 913th Airlift Group (Little Rock Air Force Base; AR), and the 934th Airlift Wing (Minneapolis-St Paul Air Reserve Station, MN).

## YEAR IN REVIEW/2020

### 28 Aug

HQ RIO hosted its first ever All Call for Individual Reservists with over 450 Airmen in attendance. The call was held virtually using the Microsoft Teams-based Commercial Virtual Remote (CVR) Environment.

### 11-16 Sep

"Hurricane Hunters" from the 53rd Weather Reconnaissance Squadron, an Air Force Reserve unit assigned to the 403rd Wing (Keesler AFB, MS), flew missions into Tropical Storm and then Hurricane Sally. Overall the crew flew nine missions into the storm to give the National Hurricane Center data for their forecast models using data collection devices called dropsondes. Hurricane Sally made landfall as a Category 2 storm near Gulf Shores, Alabama on 16 Sep 20. Sally was only one of 12 storms that made landfall in the United States during the season. Through the 2020 Atlantic season the Hurricane Hunters flew a total of 146 missions for a total of approximately 1950.9 hours conducting aerial weather reconnaissance, which was the third most since 1975 when only fliers in the Air Force and the National Oceanic and Atmospheric Administration took control of the aerial weather reconnaissance mission. The 403 WG was also forced to perform four hurricane evacuations.

### 2 Oct

HQ ARPC released the results of the CY20B Reserve School Selection Board which convened at Buckley Air Force Base Aug 24-28, 2020. Board members selected 147 of 726 applicants.

### 21 Oct

In order to promote resiliency, AFRC placed 10 active guard/reserve chaplains and 30 active guard/reserve first sergeants at select Reserve locations across the country. The 10 chaplains, comprised of majors and lieutenant colonels, joined enlisted religious affairs airmen to complete full time Religious Support Teams at each location.

### 30 Nov

Lt Gen Richard Scobee and Chief Master Sgt. Timothy White issued a memorandum for all Reserve Citizen Airmen titled AFR Strategic Priorities—Our Current Progress and Future Path. The stated top priorities were to prioritize strategic depth and accelerate readiness, to develop resilient leaders, and to reform the organization. The memorandum also included a list of recent changes, to include updates, ART/AGR conversions, and revitalized programs in order to better serve Reservists.

### 1 Dec

As of 1 December 2020 there were 14,520 confirmed cases of COVID-19 among total force military members. Of those cases, 8 required hospitalization. There were zero deaths.

### 7 Dec

The Department of the Air Force announced physical fitness assessments will resume in April 2021 and will no longer include the waist measurement component. The test still consisted of a 1.5 mile run, 1 minute of pushups and 1 minute of situps. However the composite score was calculated with full points for the waist measurement until system changes could be made.

### 14 Dec

HQ ARPC hosted a Space Force Transfer Board. Five ARPC members facilitated the board as they evaluated over 2,300 active duty enlisted personnel records from the intelligence and cyber operations career fields. Guard and Reserve records were not considered, pending decisions on the organization and establishment of Reserve components in the Space Force.

### 18 Dec

AFRC implemented the Wingman Saves program, an intervention program aimed at recognizing Reserve Citizen Airmen who took necessary steps to identify and assist those with at-risk behavior. Reserve members may be nominated for recognition by the HQ AFRC A1 director.

### 31 Dec

ARPC issued an update to the Transition Assistance Program (TAP) policy which included changes to make the program less burdensome while still providing important information required by law. Prior to this update, IRs were required to complete TAP at the end of every set of orders of 180 or more days. After the change reservists were only required to complete TAP once, after 7 Nov 2016. Members were still able to voluntarily access TAP briefings and take advantage the information.

# AIR FORCE RESERVE SUPPORT TO AIR FORCE CORE FUNCTIONS FULLFILLING COMBATANT COMMANDER REQUIREMENTS

## **Air Superiority & Global Precision Attack**

- Air Superiority: F-22
- Bomber: B-52, B-1
- Close Air Support: A-10
- Precision Attack: F-16

## **Agile Combat Support**

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

## **Command and Control**

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

## **Cyberspace Superiority**

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

## **Education & Training**

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

## **Global Integrated Intelligence, Surveillance & Reconnaissance**

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

## **Nuclear Deterrence Operations**

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

## **Personnel Recovery**

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

## **Rapid Global Mobility**

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

## **Space Superiority**

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

## **Special Operations**

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

## UNITS BY STATE

### Alabama

**Maxwell AFB**  
908th Airlift Wing  
**Maxwell-Gunter AFB**  
689th Network Operations Squadron

### Alaska

**Joint Base Elmendorf-Richardson**  
477th Fighter Group

### Arizona

**Davis-Monthan AFB**  
610th Command and Control Squadron  
924th Fighter Group  
943rd Rescue Group  
720th Security forces Squadron  
**Luke AFB**  
944th Fighter Wing  
**Tucson IAP**  
ANG/AFR Command Test Center

### Arkansas

**Little Rock AFB**  
Det 1, 22nd Air force  
96th Aerial Port Squadron

### California

**Beale AFB**  
940th Air Refueling Wing  
13th Reconnaissance Squadron  
38th Intelligence Squadron  
50th Intelligence Squadron  
713th Combat Operations Squadron  
**Edwards AFB**  
370th Flight Test Squadron  
**March ARB**  
Headquarters, 4th Air Force  
452nd Air Mobility Wing  
AFR Western Recruiting Squadron  
4th Combat Camera Squadron  
701st Combat Operations Squadron  
922nd Civil Engineer Squadron  
**Travis AFB**  
349th Air Mobility Wing  
349th Memorial Affairs Squadron  
23rd Combat Communications Squadron  
**Vandenberg AFB**  
9th Space Operations Squadron

### Colorado

**Buckley AFB**  
Air Reserve Personnel Center  
310th Mission Support Group  
8th Space Warning Squadron  
**Peterson SFB**  
302nd Air Lift Wing  
380th Space Control Squadron  
731st Airlift Squadron (MAFFS)  
960th Network Operations Squadron  
Reserve National Security & Space Institute  
**Schriever SFB**  
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 SFB**  
920th Rescue Wing  
**Tyndall AFB**  
44th Fighter Group

### Georgia

**Atlanta**  
AFR Eastern Recruiting Squadron

**Dobbins ARB**

Headquarters 22nd Air Force  
94th Airlift Wing  
622nd Civil Engineer Group

**Robins AFB**

Headquarters Air Force Reserve Command  
AFR Recruiting Service  
Force Generation Center  
Professional Development Center  
413th Flight Test Group  
339th Flight Test Squadron  
55th Combat Communications Squadron  
94th Aerial Port Squadron  
HQ RIO Det 5

**Moody AFB**

476th Fighter Group

**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

**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



2nd Quarter 2020

# 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

## 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!

## Priorities

Prioritize strategic depth and accelerate readiness.

Develop resilient leaders.

Reform the organization.

## AFR Basics

Established: April 14, 1948

Designated MAJCOM: Feb. 17, 1997

**Selected Reserve Strength (FY19): 70,000**  
**Command structure: 37 wings, 10 independent groups and various mission support units at 9 Reserve bases, 69 classic/10 active associations.**

Air Force Reserve By the Numbers					
Total Manpower*		Office/Enlisted Population			
Traditional Reserve	Officer: 7,475 Enlisted: 42,974	Officer	14K		
Air Guard Reserve (AGR)	Officer: 1,301 Enlisted: 3,038	Enlisted	55K		
Air Reserve Technician (ART)	Officer: 1,136 Enlisted: 6,530	<b>Ethnicity</b>			
Ind Mob Augmentees (IMA)	Officer: 4,278 Enlisted: 2,831	Hispanic or Latino	8K		
Total Reserve Authorizations	Officer: 16,139 Enlisted: 53,822	Not Hispanic or Latino	39K		
*Assigned		Declined to respond	24K		
FY20 Budget		Marital Status			
Operations and Maintenance	\$3.228B + \$29.8M DCO	Married	39K (56.87%)		
Military Personnel	\$2.019B + \$16.4M DCO	Divorced	6K (9.15%)		
Military Construction	\$84.55M	Single	23K (33.86%)		
NGREA, AF Reserve	\$0	Widowed	0K (.12%)		
DCO - Overseas Contingency Operations					
Average Age		Race			
Officer	41 Years	Caucasian	49K		
Enlisted	33 Years	African American	12K		
<b>Gender</b>		Multi-Ethnic	5K		
Male	50K (72.35%)	Asian/Native Am/PI	2K		
Female	19K (27.65%)	Declined to report	3K		
Air Force Reserve Legislative Funding Priorities					
1. Mission	2. Manpower	3. Military Construction	4. Modernization (NGREA)		
Air Force Reserve Retention Rates					
	FY15	FY16	FY17	FY18	FY19
Overall	87.74%	90.41%	88.69%	89.08%	89.50%

(Data as of May 2020)

## SUPPORTING GLOBAL OPERATIONS

WORLD WIDE SUPPORT	MOBILIZATION & VOLUNTEERISM
COMBATANT COMMANDS	ACTIVATED
SERVICE SUPPORT	VOLUNTEERS
TOTAL WORLDWIDE SUPPORT	TOTAL MOBILIZED DAILY
1,932	1,873
3,076	3,135
5,008	5,008





## **"A PIONEERING AVIATOR'S LEGACY OF SERVICE"**

**BY SMSGT DARBY PERRIN, 2020**

From a young age Lieutenant General Stayce Harris knew she wanted to serve her country. Much of her inspiration is attributed to her father Clyde who served in the United States Air Force throughout her formative years. His example, as well as the opportunity to live in new and exciting places, led General Harris to follow in his footsteps.

Although she never set out to break barriers, she proved to be a pioneer in aviation and leadership throughout her career. Inspired to become a pilot by an ROTC instructor, as a cadet, General Harris decided that being a pilot was her aspiration. When challenges arose during pilot training, she reflected on the sacrifices the Tuskegee Airmen made which afforded her the opportunity to fly. As a Lieutenant, General Harris earned her pilot's wings in 1984 and would go on to complete over 2,500 hours flying the C-141B Starlifter, C-130H Hercules, and KC-135R Stratotanker aircraft.

In 2016, President Barack Obama nominated her to be promoted to the rank of lieutenant general. Upon her promotion, Lieutenant General Harris became both the first African-American woman to hold the rank of lieutenant general in the Air Force and the highest ranking African-American woman in the history of the Air Force. General Harris served as the Assistant Vice Chief of Staff and Director, Air Staff, from August 2016-November 2017 and as the Inspector General of the Air Force from November 2017 until her retirement on March 1, 2019.

(Back Cover Photo) An Airman from the 940th Air Refueling Wing hugs his loved one, while two men continue to wait for their family member to arrive home from deployment June 14, 2020, at Beale Air Force Base, California. Each deployed member was given a medical screening before being released to deplane and reconnect with their family. (U.S. Air Force photo by SSgt. Tara R. Abrahams)



**YEAR IN REVIEW 2020**