

AIR FORCE RESERVE

YEAR IN REVIEW



2017

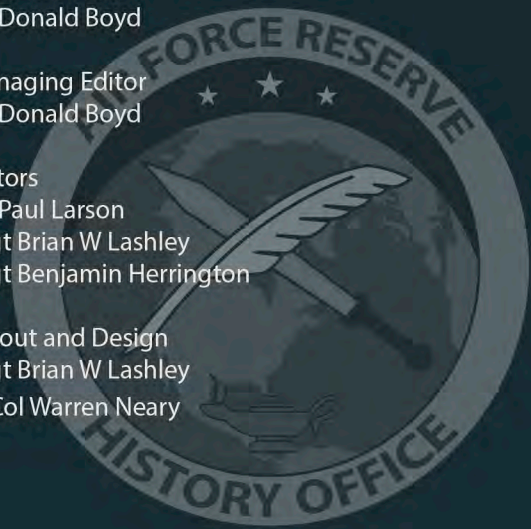
YEAR IN REVIEW

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

The History Office publishes the *Year in Review* annually from information provided by organizations. It describes Air Force Reserve global operations during 2017.

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Front cover image: Collage of photographs created by Lt Col Warren Neary. (Top) NASA Earth Observatory images by Joshua Stevens and Jesse Allen, using VIIRS day-night band data from the Suomi National Polar-orbiting Partnership and Terra MODIS data from the Land Atmosphere Near real-time Capability for EOS (LANCE). Images accessed on September 8, 2017. (Bottom) Air Force Reserve aircrew of the 53rd Weather Reconnaissance Squadron, Keesler Air Force Base, Mississippi, board a WC-130J Super Hercules for a pre-dawn mission to fly through the eye of Hurricane Irma Sep. 10, 2017. The Air Force Reserve 53rd Weather Reconnaissance Squadron "Hurricane Hunters" flew WC-130J Super Hercules through the eye of active hurricanes to collect weather data using aircraft and externally dropped sensors to provide accurate weather data to the National Hurricane Center on approaching hurricanes. The Reserve Citizen Airmen provided 100 percent of the Air Force capability in low-level, real time data collection in Atlantic and Pacific Ocean tropical weather systems. (US Air Force photo by SSgt Kyle Brasier)

Back Cover Image: TSgt Jeff Mattellini kisses his daughter after returning from a deployment to the Middle East. Hundreds of family members and friends showed up to the return of their loved ones during a deployment homecoming at Joint Base Charleston, SC, 3 November 2017. More than 120 Airmen with the 560th RED HORSE Squadron deployed for 180 days across Southwest Asia to provide a dedicated, mobile, flexible, self-sufficient heavy construction engineering force for airfield, base infrastructure and special capabilities to support worldwide contingency operations. (U.S. Air Force photo by Senior Airman Steven A. Ortiz)

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

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

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

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

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

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

FORWARD



For 70 years, the Air Force Reserve has stood ready to answer our Nation's call. Our 70,000 Citizen Airmen provide a strategic depth, giving the Air Force the critical ability to respond to unexpected events and emergent threats. These same Airmen incorporate the knowledge and skills from their civilian backgrounds into their military duties, increasing our capabilities. We provide a flexible, cost-effective, and highly experienced force, and we are ready to perform any of our assigned missions when called upon.

Over the past two decades, the Air Force Reserve has been leveraged as an operational force on a daily basis. Our 12,000 full time personnel provide the support required to train and maintain our strategic reserve and execute key operational missions. On any given day in 2017, this force was joined by approximately 6,100 Reserve Citizen Airmen on active duty orders in support of stateside and overseas contingency efforts. We participated in over 80 global operations and exercises across all nine Combatant Commands, reaching every continent, and interacting with over 55 nations.

We are an integral component of one Air Force, serving beside and indistinguishable from our Active Component and Air National Guard brethren. This integrated Air Force is part of the larger Joint Force, and the Air Force Reserve is ever-present in world-wide operations, working and training with our sister services and our allies and coalition partners around the globe. We also partnered with and supported federal and civil organizations, including the DEA, the FBI, FEMA, NASA, NOAA, the Georgia Tech Research Institute, and the University of Southern Mississippi, assisting with international counter-drug operations, disaster relief efforts, education and technology initiatives, and global scientific research programs.

We are engaged in every domain and perform every Air Force core function. Our personnel operate in air, space, and cyberspace. We fly combat and mobility aircraft, remotely piloted aircraft, and satellites. We maintain these aircraft, from the flight line to the depot. Our reservists conduct personnel recovery, intelligence gathering, command and control, aeromedical evacuation, and RED HORSE operations. We fly hurricane hunter, wildfire suppression, and aerial spray missions. Our security forces defend our perimeter, and our cyber operators defend our networks. We perform flight testing on new platforms and improve our capabilities and equipment through our research and development initiatives. And we provide formal and informal training at all levels, not just to our own personnel, but across the Air Force and to our allies and coalition partners.

The Air Force Reserve is a global force. America's Reserve Citizen Airmen live and work in their local communities, but their service in 2017 was anything but local. Whether it be by providing support to combatant command operations, participating in multinational exercises, or delivering humanitarian relief, we maintain a world-wide presence. We will continue to maintain that presence, leverage our talents and our unique expertise, and we will remain ready. We provide the agile response, daily operational capability, strategic depth, and surge capacity which are vital to our national defense. I am proud of each and every one of our Reserve Citizen Airmen and their contributions to Joint Force Operations in 2017. Thank you for everything you do.

My Best,

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

MARYANNE MILLER
Lieutenant General, USAF
Commander

MISSION

Provide Combat-Ready Forces to Fly, Fight and Win

VISION

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

GUIDING PRINCIPLES

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

The Air Force Reserve is a:

Combat-ready, cost-effective & experienced force

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

Force with operational capability, strategic depth & surge capacity

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

Viable and relevant force

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

Sustainable & professional military force

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

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A formation of five C-130H3 Hercules flew over a hangar at Dobbins Air Reserve Base, GA on 18 September 2017. The aircraft landed shortly after and family members waiting in the hangar rushed out to see their loved ones, who were returning from a deployment to the Middle East in support of contingency operations. (US Air Force photo/Don Peek)

OFFICE OF THE CHIEF OF AIR FORCE RESERVE

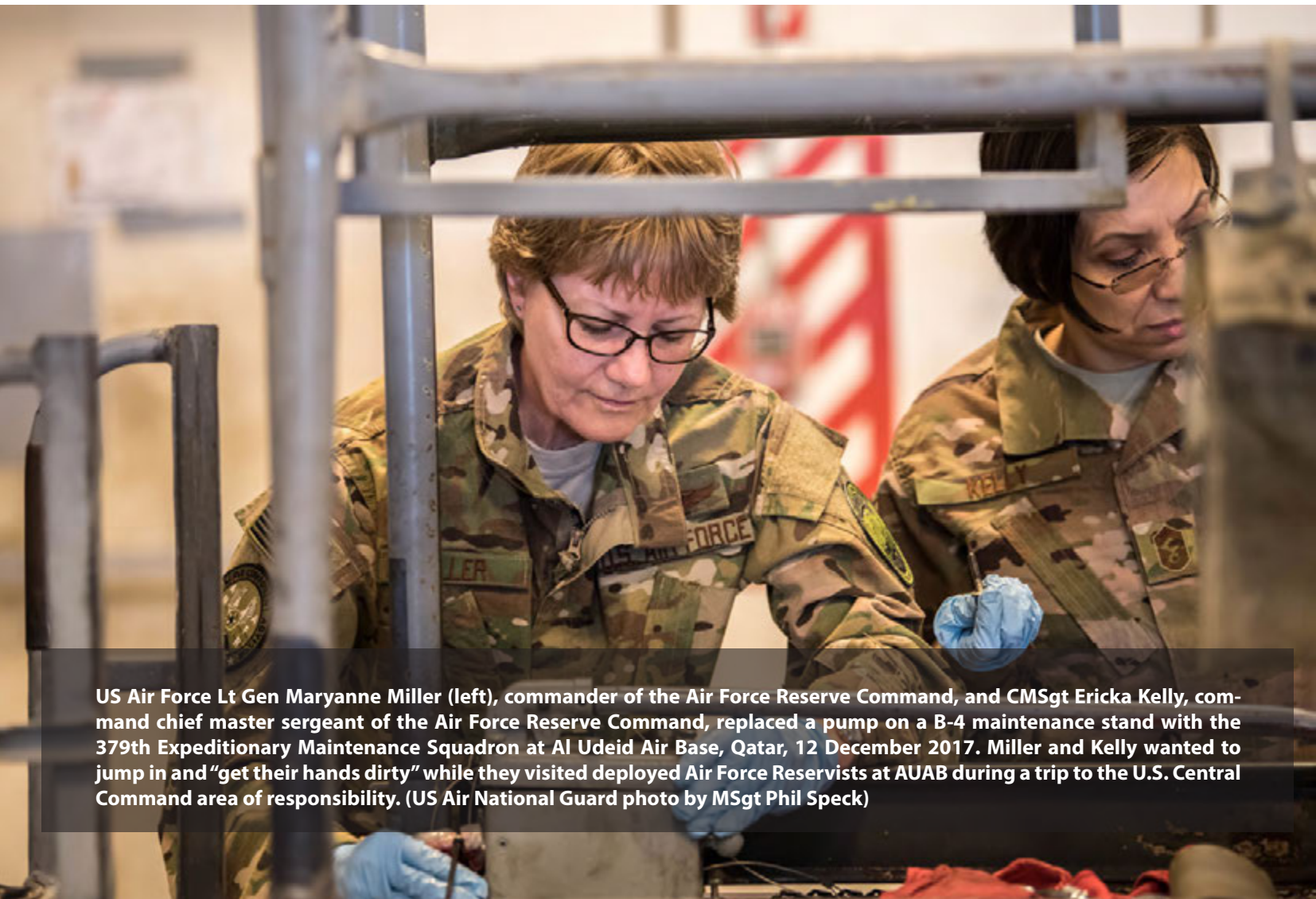


The Office of the Air Force Reserve (AF/RE) works as an executive part of the Department of the Air Force headed by the Chief of Air Force Reserve who serves as the advisor to the Chief of Staff of the Air Force on Air Force Reserve matters. The staff prepared and executed the personnel, operations and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

mented the full-time support (FTS) program—a Department of Defense (DoD) directed personnel program, for the Air Force Reserve. The AF/RE provided an annual report to the Secretary of Defense on the state of the Air Force Reserve. Finally, AF/RE optimized the management of Air Force Reserve capital and systems in order to support Air Force and DoD missions.

Financial Management and Comptroller Directorate (AF/REC)

For the past three years, due to operations under a continuing resolu-



US Air Force Lt Gen Maryanne Miller (left), commander of the Air Force Reserve Command, and CMSgt Ericka Kelly, command chief master sergeant of the Air Force Reserve Command, replaced a pump on a B-4 maintenance stand with the 379th Expeditionary Maintenance Squadron at Al Udeid Air Base, Qatar, 12 December 2017. Miller and Kelly wanted to jump in and “get their hands dirty” while they visited deployed Air Force Reservists at AUAB during a trip to the U.S. Central Command area of responsibility. (US Air National Guard photo by MSgt Phil Speck)



Lt Gen Maryanne Miller, Air Force Reserve Command commander and Chief of the Air Force Reserve, and CMSgt Erika Kelly, AFRC command chief, spoke with Airmen on the flightline 15 July 2017, at Beale Air Force Base, CA. It was the senior leaders' first visit to Beale as commander and command chief. (US Air Force photo by SrA Tara R. Abrahams)

tion (CR), AF/REC has requested an exception to the normal rules for the allotted amount provided and this year was no different. Air Force Reserve Command – Financial Management (FM) and AF/REC started preparing in August 2017 by requesting updated impacts from the Numbered Air Forces and wings if we were under a CR with the assumption that the command would receive approximately \$50-55 million. Also reviewed and updated were the previous responses submitted for numerous questions asked by the Office of the Secretary of Defense (OSD) and the Office of Management and Budget (OMB). In addition to these steps REC conducted a meeting with OSD and OMB to openly discuss the requirements, the impact if funds were not received and address any concerns they may have about our request. Subsequently REC was awarded \$54 million for the CR period running from 1 October through 8 December 2017.

In working with the Personnel Directorate (AF/REP), REC successfully defended the AFR Active Guard and Reserve (AGR) program, participation, and how the AFR intends to meet the requirement to bring on additional AGRs in the coming years. Our OSD analyst and her senior leadership requested a lot of detailed information laying out the onboarding, location, strategy, etc. of the projected AGRs. Despite our best efforts we still received an OSD Issue paper for AGR un-

der execution reducing our program by \$24 million. However, because we were able to explain and justify that we have taken risk in school and special training to fund the AGR program our manning was not reduced and we continue to work with OSD in an effort to recoup some of these funds

Senior Leader Management Office (AF/REG)

Throughout 2017, the AFR Senior Leader Management office aggressively pursued measures to streamline and automate processes. The staff partnered with Air Force Reserve Command's analytics experts to map more than 25 processes and brokered measures to increase capabilities of AFR-owned systems. Further, the team reached a milestone in executing a contract to implement the Senior Leader Career Management System (SLCMS) for the AFR. SLCMS is an Air Force system utilized to effectively and efficiently manage general officer, colonel, and chief senior leaders. Inclusion of AFR records introduces opportunity for cross-component visibility and true Total Force Integration of Senior Leader Management. Initial operation capability will occur in 2018.

The Senior Leader Development branch further increased training opportunities for AFR general officers. In 2017, we gained 20 additional primary quotas and an additional 24 fall-out quotas for a net increase of 44 senior lead-

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er development courses. Additionally, six AFRC senior leaders attended Harvard University in Cambridge, Massachusetts for professional development in areas ranging from cyber security to public policy and management practices. Lastly, class enrollment for pre-command training at Air University increased by 40 percent, drastically closing the gap between requirement and resources.

Policy Integration Directorate (AF/REI)

REI focused on building policy experts and strengthening internal and external relationships. The 2017 posture season included an unprecedented number of hearings with hearing preparation provided for the Top 5 and Lt Gen Miller. In March 2017, Lt Gen Miller testified during the House Armed Services Committee's Readiness Subcommittee hearing. Lt Gen Miller reiterated the impact of manpower in critical skills, such as pilots, cyber, intelligence, space and remotely pilot aircraft positions. Lt Gen Miller, along with the active and guard senior leaders, urged Congress to provide support to improve manning, critical mission areas, and infrastructure. In April 2017, Lt Gen Miller joined other services' reserve chiefs and the National Guard Bureau chief to testify in front of the Senate Appropriations Committee, Subcommittee on Defense. Lt Gen Miller reemphasized the need for budget stability and predictability. Lt Gen Miller expressed concern that a yearlong

continuing resolution would stifle improvements in readiness, decrease aircraft availability, curtail training, and degrade the ability to sustain any progress.

Directorate of Personnel (AF/REP)

The staff of AF/REP launched a number of initiatives to address both short and long term manning challenges the AFR is currently or is projected to face due to mission demands and available personnel. First, to address shortages in rated and maintenance career fields, REP revised and released new policy guidance to expand the use of the Retiree to Reserve (also known as Indispensability) program which allows both active duty and Reserve retirees to affiliate with the Reserve to meet critical mission requirements. The new policy removed a two year contract limitation for rated and maintenance career fields until manning levels improve. Another initiative REP engaged on was the Human Capital Management (HCM) 2.0 initiative, which places emphasis on a balanced approach to maintaining end-strength and readiness through effective manning policies and practices. HCM 2.0 encompassed a review and adjustment in personnel management policies, the establishment of performance metrics and a more focused base-level training effort, with an intent of synching requirements and programming processes to better recruit, retain and manage talent for our most valuable assets, our human capital. To address officer



Reservists talked with Air Force Reserve senior leaders 15 July 2017, at Beale Air Force Base, California. Lt Gen Marianne Miller, Air Force Reserve Command commander and Chief of the Air Force Reserve, and CMSgt Ericka Kelly, AFRC command chief, visited reservists at Beale during their July unit training assembly. (US Air Force photo by SrA Tara R. Abrahams)



Lt Gen Maryanne Miller, chief of the Air Force Reserve and commander of Air Force Reserve Command, testified alongside the chief of the National Guard Bureau and other services' Reserve chiefs before the Senate Appropriations Committee - Subcommittee on Defense, 26 April 2017. (US Air Force photo by TSgt Kat Justen)

shortfalls, REP is also looked to expand the use of continuation boards and added more career fields that would be eligible to be continued beyond current limitations due to their non-selection for promotion.

REP played a vital role in developing the Air Force's policy for the new Blended Retirement System (BRS) which went into effect 1 January 2018. The BRS allowed current personnel to choose to stay in the current retirement system or opt into the new system. Efforts also focused on placing Financial Counselor authorizations at AFR units not co-located on active duty installations. These counselors will help improve our Airmen's financial literacy, supporting a more informed decision on which retirement system best fits their needs. REP also worked closely with OSD on the congressionally mandated Report to Congress on the Study of the Feasibility and Advisability of Converting Military Technicians to AGRs.

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

REX coordinated C-130H/J Hercules/Super Hercules Recap brief for the Deputy CAFR, 22nd Air Force and REX general of-

ficers. Headquarters Air Force cost analysis validated \$4 billion in savings for the C-130 fleet over a 23-year study period. REX energized a stalled annual Individual Mobilization Augmentee (IMA) program review and put it over the finish line resulting in a reallocation of 165 IMA billets worth \$7 million across nine major commands and sever agencies. Additionally, REX spearheaded the OSD Personnel and Readiness focus group on Full Time Support Manpower Decision Model design, enabling leaders to make informed, data driven, mission essential resource decisions. REX built a coalition between Reserve, Air Guard, Army, and Navy during OSD workshop on National Defense Authorization Act mandated Miltech conversions and authored AFR's section of report to Congress.

REX exposed a \$21-million error in the civilian pay budget and worked with OSD/FM to correct the problem before a budget crisis. REX shaped the changing Reserve force to meet future readiness challenges by strategically adding 633 AGR positions. This conversion of technician to AGR growth was the largest single-year programmed increase of AGRs in Reserve history. REX also coordinated on Total Force Air Force guidance (AFPD 90-10, AFI90-1001) providing clear guidance to Air Force on the establishment of Air Force associations.

HEADQUARTERS AIR FORCE RESERVE COMMAND



Directorate of Manpower, Personnel, and Services

(A1)

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

The Yellow Ribbon Program held 58 events for more than 3,833 service members and 3,799 family members providing information, resources, referral and proactive outreach throughout all phases of the deployment cycle.

The Civilian Personnel Division (A1C) had an extremely active year with the hiring freeze, Air Reserve Technician (ART) to Active Guard Reserve (AGR) and ART to Civilian conversions, and Defense Performance Management and Appraisal Program implementation taking center stage. The hiring freeze kicked off on 23 Jan 2017 and lasted through 2 May 2017. By 3 Mar 2017, A1C was able to get all ART position exempted. A1C processed more than 80 exemption request packages covering over 300 positions within the command. Additionally, they processed via the special examining unit over 20,000 applications for ART vacancies across the command and over 600 ART officer fill requests.

The division also partnered with the Directorate of Air, Space, and Information Operations (A3) staff on 16 full time support action plan initiatives for pilot retention and manning, working with the Air Force Personnel Center (AFPC) staff to improve hiring timelines, initiating 70 Reserve personnel allowance checklists for a total of 163 positions and positively impacted the F-35 Lightning II unit stand-up at Luke Air Force Base (AFB), Arizona.

As a result of the implementation of a requirement in the National Defense Authorization Act for Fiscal Year (FY) 2016 and

2017 as well as FY18 Program Objective Memorandum (POM) and Total Force-Continuum (TF-C) initiatives, more than 700 AFRC ART authorizations either decoupled to non-ART Title 5 Civilian and Title 10 Traditional Reservist (TR) positions or converted to AGR positions. The actions did not result in a reduction of positions. This effort spanned many months and required input and coordination across all divisions of A1. A1C served a key role in developing and delivering detailed implementation instructions, to include labor relations guidance, employee notification requirements, and FAQs. Both conversions were continuously monitored and adjusted to ensure all issues were expediently resolved and minimal disruption was caused to impacted employees. The staff also developed command-wide implementation and communication guidance to seamlessly convert 13,000 civilians from a decades-old performance management system to the new Defense Performance Management and Appraisal Program. They also implemented the Federal-wide Human Capital Assessment and Accountability Framework (HCAAF) for the civilian workforce planning program. HCAAF provides a framework for assigning roles and responsibilities, measuring performance, talent management and accountability. In the labor-management relations area, they actively engaged with HQ Air Force Material Command to ensure successful implementation of our ARTs wear of the military uniform at AFMC host locations. This resulted in the highest implementation rate since the ARTs-in-Uniform effort began 10 years ago. In addition, on 30 June 2017, the Federal Labor Relations Authority (FLRA) issued decision 70 FLRA No. 57, which vacated an arbitration award ruling that requiring ARTs to wear their military uniforms while in civilian employment status violated 10 U.S.C. 772. The FLRA explained that 10 U.S.C. 772 (j)(2) allows military leadership to designate who will wear the military uniform, so the arbitration award was contrary to law. This decision will have far-reaching implications Air Force-wide, and reaffirms the Secretary of the Air Force (SecAF) has statutory authority to require ARTs to wear military uniforms while in civilian status. Staff members conducted six AFRC unit site visits, providing civilian personnel support and advisory



Eddie the Tiger, aka SrA Quincy Wheaton, posed with (left to right) Lt Gen Stayce Harris, assistant vice chief of staff and director of the Air Staff, Headquarters Air Force, Washington, D.C.; Lt Gen Maryanne Miller, Air Force Reserve Command commander; and CMSgt Ericka Kelly, AFRC command chief. (US Air Force photo by MSgt Chance Babin)



US Air Force Loadmasters with the 317th Airlift Squadron take one last look at the Teton Range, west of Jackson Hole Airport, WY. as their C-17 finishes refueling. (Photo by US Air Force SSgt Garrett Wake, 23 August 2017, Joint Base Elmendorf-Richardson, AK)

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services to servicing civilian personnel staffs, unit leadership and employees.

The Personnel Division's constant focus on training and education resulted in over 30,000 training line numbers issued across 2,571 active courses, including Basic Military Training (BMT), officer and enlisted initial skills, advanced, supplemental, flying and force development courses. Implementation of a newly developed multi-component cross-utilization process, drove utilization rates for BMT and enlisted initial skills to an all-time high of 88.5 percent and 80 percent respectively. The staff also spearheaded the redesign of the Total Force Awareness Training (TFAT) program to maximize unit efficiency and effectiveness by returning 485 mandays per year previously consumed by computer-based training in a 1,200 member wing, while also satisfying legal, Department of Defense (DoD), combatant command and Air Force directive requirements. The program leveraged Air Force standard TFAT content reformatted for en-masse use in various methods of Rodeo implementation, achieving the AFR commander's desired end result of returning time to Airmen.

AFRC Innovative Readiness Training (IRT) and STARBASE Program Management (A1KI) in FY17 oversaw the execution of three civil engineering projects and five medical projects. During project execution, approximately 599 civil engineering Reservists received hands on training; 11,472 civil engineer upgrade training tasks, 16,295 proficiency tasks and 24,258 hours of CE cross-training completed. Additionally, 198 medical Reservists received 19,667 hours of hands on training. Other significant mission support training included 18 Persco/Services Reservists receiving 4,414 hours of training, 14 Communication Specialist Reservists received 463 hours of training and twelve aerial port squadron Reservists received 167 hours of proficiency training, totaling a combined 79,740 hours of AFRC IRT training. Detailed mission specifics have been rolled up into individual AARs that have been submitted to OSD.

The command's Air Technology Network (ATN) provided a robust broadcast throughout the command through the use of satellite broadcast technology. During 2017, the move to a complete digital broadcast greatly enhanced the quality of the training sessions. The command also has 38 ATN downlink



Army Air Corps S/Sgt (retired) Leslie Edwards, a documented original Tuskegee Airman of the 617th Bombardment Squadron, stood for a photograph next to a 477th Fighter Group 10th anniversary commemorative poster at Joint Base Elmendorf-Richardson, AK, 15 October 2017. The 617th Bombardment Squadron was one of four bomber squadrons that made up the 477th Bombardment Group during World War II. In 2007, the 477th Bombardment Group became the 477th Fighter Group, and brought with it the legacy of the Tuskegee Airmen to Alaska. (US Air Force photo by Alejandro Peña)



Citizen Airmen with the 312th Airlift Squadron conducted a local training flight with a C-5M Super Galaxy 23 July 2017 from Travis Air Force Base, Calif. The drill weekend flying included proficiency training touch-and-go landings and air refueling contacts with a Travis-based KC-10A Extender. (US Air Force photo by Lt Col Robert Couse-Baker)

sites which are capable of receiving satellite broadcast from our local studio, as well as, utilizing satellite broadcasts from the Air Force Institute of Technology School of Engineering and the ATN Project Management Office Medical Information broadcast courses. These broadcasts provided an interactive exchange between the briefer and the students, as well as, cost-effective alternative to residence programs. HQ AFRC's ATN provided downlink site manager training to the sites and is actively broadcasting locally-engineered briefings and courses.

Directorate of Intelligence, Surveillance, and Reconnaissance (A2)

A2 continued to build the capabilities needed to oversee the growing AFRC Intelligence, Surveillance and Reconnaissance (ISR) enterprise. The directorate developed a 10-year ISR strategy for the command to align AFRC programming efforts with Air Force ISR strategy. In August, A2 hosted the first-ever AFRC ISR Expo in San Antonio, Texas to unveil this strategy and inspire almost 250 ISR personnel on the future of ISR in the Air Force Reserve. A2 welcomed three new intelligence squadrons (IS) into the enterprise: 23 IS, Joint Base (JB) San Antonio, Texas, 512 IS, Ft. Meade, Maryland, and 820 IS, Offutt AFB, Nebraska. These classically associated units support high demand AF missions in cyber ISR and targeting, bringing the AFR ISR unit program to a total of 14 ISR squadrons and an independent ISR group. Finally, and key to the implementation of the 10-

year strategy, the command approved the standup of the first Reserve ISR Wing in FY18, ensuring that the ISR enterprise has the proper command and control for over 1,000 intelligence personnel holding twelve Air Force Specialty Codes (AFSC) in nine different ISR missions.

To execute the command's skip-echelon ISR oversight, A2 staff performed 17 unit effectiveness inspections, 43 unit functional assessments, 38 Intelligence Support to Force Protection functional assessments, and delivered 312 intelligence briefings to AFRC senior leaders, Numbered Air Force (NAF) commanders and wings. The Analysis Division (A2A) expanded the command's intelligence dissemination capability by creating an A2 Intellipedia site. In conjunction with the existing SharePoint page, AFRC units can find training on creating Intel products, research resources, and weekly current Intel presentations, with either supplemented audio recordings or scripts. A2A supported an AF/A2 survey of the use of OUSD(I) Dataminr, a pilot project for open source intelligence tools, enabling an enterprise license of Dataminr for AFR units. In addition to inspections and functional assessments, the A2 Operations Division developed and disseminated five ISR leadership and effectiveness surveys which identified areas for improvement and spurred technical efforts for improving strategic communication. The Special Security Office (SSO) conducted over 19,000 various personnel actions and oversaw completion of the command's newest Sensitive Compartmented

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Information Facility at the new Force Generation Center on Robins AFB, Georgia. The SSO also engaged with AFRC Recruiting Services to streamline the process for new accessions into the 1N career field to ensure interim Sensitive Compartmented Information eligibility prior to attending technical school, reducing the number of disqualifications of Intel personnel due to the Office of Personnel Management backlogs on processing security clearances.

A2 saw continued growth and improvement in ISR force management programs. The ISR Forces Division (A2F) increased ISR exercise participation lines by 27 percent over 2016. The 2017 ISR Officer Development Team was the largest to date, with over 600 ISR officers receiving force development vectors—a 17 percent increase in participation from 2016. We administered the largest human capital management performance appraisal review in the A2's history, with 250 ISR civilian performance evaluations validated and over \$171,000 in incentive bonuses awarded. A2F oversaw a \$15 million dollar school budget, another record for the Directorate, while executing requested seat allocations at over 90 percent for 12 intelligence AFSCs. A2F also performed a unit type code (UTC) program review and reorganization of ISR posturing in Reserve Component Periods for all AFRC intelligence squadrons. This new UTC structure enables our squadrons to present consistent capability in each deployment vulnerability period, meeting AFRC ISR mobilization requirements beginning in FY19.

Directorate of Air, Space and Information Operations (A3)

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

Combat Air Forces (CAF) functional area managers (FAM) supported deployments, exercises, and coordinated multiple issues for CAF units throughout 2017. CAF FAMs supported the deployment of 32 members from the 710th Combat Operations Squadron to Southwest Asia in support of Operation INHERENT RESOLVE. The 710 COS also stood up a 16 person detachment at Shaw AFB, South Carolina to provide AFR support to Detachment (Det) 1, 609th Air Operations Center. The 513th Air Control Group and the 970th Airborne Air Control Squadron supported North Atlantic Treaty Organization (NATO) Exercise BALTOPS 2017. Over 100 Reserve Airmen deployed from 1-16 June 2017 as well as 35 aircrew to JB Elmendorf-Richardson, Alaska for Homeland Defense certification in September.

CAF FAMs coordinated issues for deployments of B-52 Stratofortress aircrew from the 343rd Bomb Squadron (BS) to Southwest Asia in support of Operation INHERENT RESOLVE. B-1 Lancer aircrew from the 345 BS and B-52 aircrew from the 343 BS deployed to Europe in support of Exercise AMPLE STRIKE

2017. In addition, B-1 aircrew from the 345 BS were deployed to Guam in support of the Pacific Air Forces (PACAF) Continuous Bomber Presence. Other CAF deployments are being reported through the respective NAFs.

It was a historic year for the F-35 as the 419th Fighter Wing (FW) and its active duty associate 388 FW had many firsts. The F-35 made its first appearance at Exercise RED FLAG and first deployment overseas to Europe. Additionally, the big news for AFRC is that F-35 OPs-7 was announced. The preferred alternative was declared as 301 FW, Naval Air Station (NAS) Joint Reserve Base (JRB) Ft. Worth, Texas.

The Cyber Operations Branch (A3OC) slashed 15 Initial Qualification Training enrollment issues across three courses/six units and matriculated 80 cyber operators; expertly co-authored 12 Air Force Instructions enacting policy for six cyber weapon systems (CWS); tackled CWS requirements with two sister major commands (MAJCOM) and three wings devising 35 vital solutions which ensured CWSs valued at \$561 million were combat ready. The branch also piloted the cyber mission training program. In doing so, it vetted applicants, funded \$215,000 for training and produced 70 mission ready warriors with a 99 percent throughput rate. A3OC provided vital input into Air Force Cyber Mission Forces effort; Ready Cybercrew Program Tasking Memorandum; Cyberspace Squadron Initiative, obtained Secretary of the Air Force (SecAF) waiver for 1B4s to attend formal schools between 139-180 days in temporary duty versus permanent change of station status.

The Counter Drug Branch (A3OH) managed an operating budget of more than \$2.3 million. The branch coordinated the individual deployments of 25 highly qualified AFR personnel worldwide to assist combatant commanders in the execution of the combatant commands (COCOM) counter drug/counter-narcoterrorism program. Utilizing the services of 16 AFR flying units across the country, the branch coordinated execution of 299 airlift sorties logging more than 830 flight hours in support of 55 COCOM airlift requirements.

The Space Operations Branch (A3OS) increased formal space training throughput by 21 percent to meet growing training requirements within Reserve space operations, ensuring the execution of approximately \$1 million in Mission Training Progression funding. Additionally, A3OS provided oversight and guidance for the conversion of 33 ART positions to AGR status to meet the AFR commander's directed requirements. A3OS also alleviated the FY19 Agile Combat Support Consolidated Planning Schedule deficit by resolving 120 Regular Air Force (RegAF) tasking shortfalls resulting in a 300 percent growth in AFRC mission share. Furthermore, A3OS ensured operational integration of Reserve personnel into Air Force Space Command's (AFSPC) new Space Mission Force construct culminating in an overall mission contribution of 15 percent to the Total Force requirement. Finally, A3OS increased Reserve space operator participation in COCOM Exercises KEY RESOLVE, AUSTERE CHALLENGE, PACIFIC SENTRY, BALIKATAN and ULCHI FREEDOM GUARDIAN by 30 percent.

The Aircrew Flight Equipment (A3R) led several full-time support working group initiatives to combat ongoing shortfalls in aviator manning. New aircrew qualification



SSgt Devon Smith, 301st Airlift Squadron loadmaster, guided a Soldier from the 801st Engineer Company in a Humvee onto a C-17 Globemaster III prior to its take off from Travis Air Force Base, CA, for Patriot Wyvern on 11 February 2017. Patriot Wyvern is a hands-on, bi-annual event conducted by the 349th Air Mobility Wing designed to hone combat skills and improve organizational interoperability. (US Air Force photo by SSgt Daniel Phelps)

standards provide updated standards to grade highly qualified aircrew more competitively. Aggressive marketing of the 3R (Recruitment, Retention, Relocation) program resulted in a program growth from \$650,000 in FY15 to \$7.7 million in FY17. Finally, A3R led the efforts to prepare for a significant expansion of the Aviation Bonus (AvB). Next year, the AvB program will grow from an historical average of \$2.5 million to \$10 million, representing AFRC's commitment to retain aviators in critically manned career fields.

Logistics, Engineering and Force Protection (A4)

AFRC Aircraft Maintenance Division Policy and Procedures functional staff targeted nonessential compliance jargon and unnecessary directive products that burden the war fighter. Continued functional assessments messaged the importance for field level publication managers to produce current and essential guidance in accordance with AFI 33-360, Publications and Forms Management. The efforts of the functional community gained favoritism as Maintenance Group publication managers discovered great benefits to consolidate critical compliance items, write plain language compliance statements, and reduce or rescind non-value added, outdated, and duplicated directives. In some cases, maintenance related field publications were reduced by 95 percent without risk to critical and

substantive requirements. The results made by the field publication managers demonstrate that the SecAF goal to reduce publications to a manageable level could be attained without risk to safety, training, economy, and mission execution.

Reserve aerial port squadrons were reviewed by the AFRC Management Engineering Team. Focused studies of units with various missions ensured the proper balance and use of Full-time Equivalent (FTE). Aerial port standards were modernized, streamlined and consolidated into one document. Results concluded that each of the 35 squadrons earned an additional management assistant. In addition, five squadrons with an airdrop mission earned a third FTE. As we modernize manpower, we are also modernizing equipment. Aerial port has started procurement of Apple iPads in 39 locations. We are providing access to publications, lesson plans, real-time non-pc network access, improving production and providing training capabilities for future technologies. This was a year of focused improvement and taking care of Airmen. Aerial port's Transportation Proficiency Center (TPC) and its instructors were validated as being an authorized venue of instruction to obtain Community College of the Air Force (CCAF) accreditation. TPC offers many courses including an alternative to Tech School, the TPC Basic Course. Previously cross trainees taking the TPC Basic Course did not earn

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CCAF credits forcing members to pursue credits through other means. TPC staff also aggressively attacked other major career field initiatives including acquiring approval to instruct the Air Education and Training Command's (AETC) Hazardous Material Inspector Course with goals to reduce UTC course required backlogs by early 2018. TPC staff coordinated with Air Mobility Command (AMC) to provide a current and updated Global Air Transportation Execution System (GATES) Continuous Learning Environment (CLE) and developed instruction on creating air transportation scenarios. Implementation of GATES CLE has reintroduced critical system training used in most deployable environments. It's the first of its kind since AMC stopped funding and support to air trans cargo/passenger training servers (web based and local) several years ago.

The Civil Engineer Division (A4C) obtained Air Force Reserve commander's approval for a mission training program (MTP) for the Explosive Ordnance Disposal (EOD) AFSC. EOD is a high demand – low density career field with a mission skill set that is critical to AF mission operations and is extremely dangerous. The MTP reduced the time required to develop a deployable EOD Airman from up to seven years to three years and six months; a 50 percent reduction. After graduating from the EOD Apprentice Course, EOD Airman entering the Reserve will have a single continuous 460-day tour to accomplish a structured training program that includes all 5-skill level and mission qualification training requirements. Once complete, these EOD Airman are combat ready.

A4C established training courses at the Expeditionary Combat Support-Training and Certification Center to provide 5-skill level upgrade training for nine of the 13 Civil Engineer AFSCs. Incomplete upgrade training and the timeframe to accomplish upgrade training is a readiness challenge for the AFRC civil engineer community. These 5-level requirements are either difficult to accomplish at home station or collectively take much longer to accomplish. The course curriculum provides Airman the opportunity to meet many of their 5-level requirements in a single course, accelerating the upgrade process. Reducing the timeline improves availability for deployment and helps Airmen be ready for their next promotion once time-in-grade requirements are met.

For the nine Reserve host installations A4C provided seamless services for base operating support (BOS) contracts, facility maintenance, utilities, grounds maintenance, custodial, and refuse. All AFRC mission requirements were supported despite the fact that 10 out of 10 new five year service contracts encountered delays during the procurement process. AFRC also implemented sustainment management systems including builder, paver, and airfield waiver obstruction tool. A4C accomplished full obligation of all available FSRM funding in every month of the fiscal year with the sole exception of June when we received a \$61 million increase (60 percent funding increase) late in the month. The team also obligated full President's Budget target in May 2017. Final FSRM funding for the year totaled \$253 million, over 300 percent of the original President's Budget target.



Citizen Airmen from the 349th Aeromedical Evacuation Squadron practiced offloading simulated litter patients from a C-17 Globemaster III a 4 March 2017 at Travis Air Force Base, CA. (US Air Force photo by Lt Col Robert Couse-Baker)

All FY17 military construction (MILCON) projects were awarded prior to 30 Sep 2017. A total of \$182 million was obligated for six projects enabling new mission beddown at Seymour Johnson AFB, North Carolina and Pittsburgh International Airport (IAP) Air Reserve Station (ARS), Pennsylvania. A4C completed several critical environmental actions which enable new mission beddowns in AFRC including the KC-46 Pegasus Beddown Environmental Impact Statement and the associated Record of Decision (ROD) for Seymour Johnson AFB. A4C completed Environmental Assessments for the C-17 Globemaster III beddown at Pittsburgh IAP ARS, Pennsylvania, MQ-9 Reaper beddown at March Air Reserve Base (ARB), California and KC-135 beddown at Niagara Falls IAP ARS, New York. All produced a Finding of No Significant Impact. A4C also completed the Heacock Channel Repair Environmental Baseline Survey at March ARB. Without these successful actions the beddowns would have been halted.

Similarly A4C real property actions enabled AFRC missions to continue. A4C completed the lease of the 26 acre "T-Ramp" at Pittsburgh IAP ARS in support of the C-17 Beddown, facilitated receipt of a gift of 20 acres to enable the construction of a new entry control complex at Homestead ARB, Florida and executed an equipment lease with option to purchase for the continued use of building 549 by AFRC at Robins AFB, Georgia.

In the Security Forces Division (A4S) 127 Active Guard and Reserve positions were added across nine BOS locations. This additional manpower allowed these Security Forces Squadrons to meet increased manning requirements brought on by the prolonged Force Protection Condition Bravo as well as increased training requirements. Fourteen Raven UTCs equaling 42 TR positions for five security forces squadrons were added to the FY20 POM. The addition of official Raven UTC's allows for direct access to school slots as well as the ability to support Raven required missions around the world.

Directorate of Strategic Plans, Programs and Requirements (A5A8)

A5A8 postured AFRC units into Reserve Component Periods to improve force presentation and project planning further into the future providing an AFRC ceiling of available forces for combatant commander requirements. Although AFRC has always been considered an operational force with strategic depth dating back to its inception, contributing to every operational mission, the command must plan carefully in order to sustain and preserve its forces. In concert with the Secretary of Defense's guidance as it pertains to the utilization of the Reserve as an operational force, the RCP construct enables AFRC to participate in missions in an established cyclic or periodic manner that provides predictability for the combatant commands, the services, service members, their families, and employers.

The Requirements Division (A5R) executed the following National Guard and Reserve Equipment Appropriation (NGREA) funding modernization efforts to ensure future combat readiness and lethality. A5R supported the WC-130J Super Hercules weather mission by upgrading its aging Air Reconnaissance Weather Officer data system to meet National

Hurricane Center requirements, fielded the Advanced Precision Kill Weapon System (aka Laser Rockets) to increase lethality on both A-10 Thunderbolt II and F-16 Fighting Falcon fleets, and began a modernization program to equip the KC-135 fleet with a Large Aircraft Infrared Counter-Measures defensive system. A5R is working with industry partners to mature C-130H Hercules Single-Pass Air Drop technologies, to field Link-16 for the HH-60G Pave Hawk, and leveraging existing technologies such as LITENING pods for our B-52H aircraft. We are modifying our F-16 Pylon Integrated Dispenser System to meet current threats with improved missile-warning capabilities. Multiple, various modernization programs supporting combat readiness on the HH-60, C-130H, B-52, and Agile Combat Support equipment are also in various phases of execution. Overall, A5R has been successful in managing NGREA expenditures, averaging a greater than 99.7 percent funds execution rate, directly supporting the future combat capabilities of the AFR.

A8M continued programmatic actions to pave the way for the arrival of the KC-46. This impacted a number of units to include 730th Air Mobility Training Squadron Formal Training Unit at Altus AFB, Oklahoma; the 931st Air Refueling Wing (ARW) stationed at McConnell AFB, Kansas, the 349th Air Mobility Wing (AMW) stationed at Travis AFB, California, the 514 AMW stationed at JB McGuire-Dix-Lakehurst, New Jersey, and the 916 ARW stationed at Seymour-Johnson AFB, North Carolina. Actions were also taken to prepare the 911th Airlift Wing (AW) stationed at Pittsburgh IAP ARS to transition from the C-130 to the C-17A and for the 914 AW stationed at Niagara IAP ARS to transition from the C-130 to the KC-135 to become the 914 ARW.

During FY17, the Global Vigilance Division (A8W) made tremendous progress in increasing the AFRC's ability to meet Combatant Command requirements by activating two new cyber squadrons and re-missioning another to better provide combat ready forces. The new squadrons included the 689th Network Operations Squadron (NOS) and the 717th Information Operations Squadron (IOS).

The stand-up of the 689 NOS, a classic associate unit to the 26 NOS increased the Air Force's ability to provide Proactive Defense for the Air Force Network by 75 percent. The 717 IOS is a classic associate unit to the 39 IOS and is the first AFR unit to conduct Initial Qualification Training on cyber weapon systems for the Total Force. Also, A8W increased the 26th Space Aggressor Squadron manpower by 55 billets in order to meet the increased warfighter requirement for realistic threat replication. Lastly, A8W facilitated the command's re-missioning of the MAJCOM Communication Coordination Center to the 710 NOS to better align with our mission partners throughout the Air Force.

With the announcement of the F-35 OPS-7 Preferred and Reasonable Alternatives in January 2017, A8W initiated an Environmental Impact Study. This is required for the SecAF to issue a Record of Decision and encompasses the four alternative bases: Homestead ARB, Florida, NAS JRB Fort Worth, Texas; Whiteman AFB, Missouri; and Davis-Monthan AFB, Arizona. To facilitate the impending basing actions, A8WW initiated a Site Specific Activation Plan through the F-35 Joint Program Office

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that focused on the NAS JRB Fort Worth alternate. The first of two site visits were assisted by JPO, Air Combat Command (ACC) and Lockheed Martin in August 2017.

AFRC and ACC worked in association to conduct the first SATAF for the programmed FY20 HC-130J conversion at Patrick AFB, Florida. A8W completed Staff to Staff engagements with AETC, ACC, AFSPC and Air Force Special Operations Command throughout the year. These achieved agreements on Luke AFB instructor pilot manpower for the F-16 and F-35 Formal Training Units, refined Courses of Action for a Ninth Air Force led Joint Task Force association, changed the A-10 FTU construct at Davis Monthan AFB, adjusted full-time manpower under-execution in AFSOC Aviation Foreign Internal Defense (AvFID) and Nonstandard Aviation missions, and called for increased Reserve Remotely Piloted Aircraft (PRA) flying lines to aid in stand-up of new RegAF RPA Det at Hurlburt Field, Florida.

Communications and Information (A6)

The Plans and Programs Division (A6X) continued its enterprise-wide approach to communications provisioning and sustainment throughout 2017. Enforcement of governance processes resulted in securing \$59.7 million to meet 92 unfunded requirements, with 93 percent of the funding directed towards enterprise solutions. In particular, the funding enabled building the foundation for AFRC's future virtual information technology environment and shared data environments, continuing support of mobile capabilities, providing the hardware and support services required to meet the DoD Windows 10/Credential Guard mandate, and ensuring adequate print and monitor capabilities.

The Network Systems Division (A6SC) provided enterprise SharePoint administration for its user-base spanning the Total Force and continued to shape the Air Force's future 2016 SharePoint on-prem cloud implementation while supporting 99 Site Collections hosting 1,640 sub-sites. A6SC also released nine versions of the ARCNet program renewing the legacy architecture of the platform to a modern technology and implemented the first Service Oriented Architecture to aggregate data from the authoritative data sources for internal hosting to Reserve applications. Additionally, A6SC continued to host the Task Management Tool platform for multiple entities supporting 15,751 taskers and is finalizing implementation details for the upcoming TMT upgrade. Finally, A6SC performed a voice communications platform upgrade to the legacy phone environment allowing for an integrated Unified Communications architecture to include Video Conferencing and messaging services.

The Cyber Operations Division (A6O) revalidated the Critical Skill List to retain incentives and retention bonuses for many cyberspace career fields (17D, 1B4X1, & various 3Ds). A6O conducted 55 virtual inspections for the AFRC Office of the Inspector General. Through the Functional Assessment process, A6 reviewed Management Internal Control Toolset self-assessments and program oversight. This resulted in the identification of 14 significant deficiencies, along with providing guidance on unit Corrective Action Plans and recommendations for program improvement. A6O also managed Cyberspace Support Force Structure Changes to include the conversion of 120 ART posi-

tions to AGR and the conversion of 124 ART positions to Civilian (Title 5). Also within the A6O, the Enlisted Functional 3D Development Team (2017) reviewed 209 packages, an increase of 100 from 2015 board. A6O facilitated a Knowledge Management Center collaborative workshop, with over 60 AFRC 3D0X1s in attendance. Members received specialized training on SharePoint, Records Management, Privacy Act, and Freedom of Information Act. Operations personnel also coordinated with Tiger Teams for the installation of Virtual Force Support on SharePoint at three locations, which greatly enhanced customer support by allowing members to submit incident tickets from home.

The AFRC Spectrum Management Office provided spectrum support for several AFR exercises including PATRIOT WARRIOR, PATRIOT EXPRESS, PATRIOT CLIPPER, PATRIOT PALM, and PATRIOT HOOK. These exercises provide an opportunity for Reserve Citizen Airmen to train with joint and international partners in airlift, aeromedical evacuation and mobility support. These exercises are intended to test the Air Force Reserve's ability to provide combat-ready forces to operate in dynamic, contested environments and to sharpen Citizen Airmen skills in supporting combatant commander requirements. Additionally, personnel coordinated spectrum support for the 512th Contingency Response Squadron from Dover AFB, Delaware for their participation in Exercise SABER GUARDIAN 2017 held in Pápa, Hungary. It was a US Army Europe-led, multinational exercise, with approximately 25,000 service members from 22 allied and partner nations. The exercise highlighted participant deterrence capabilities, specifically the ability to mass forces at any given time anywhere in Europe.

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

The CPI and Lessons Learned Division (A9A) conducted analysis on myriad topics to inform matters of policy, manpower and personnel, strategic planning and programming process, force management, and total force association (TFA) assessments. Some highlights supporting the Total Force include developing a standardized TFA analytic construct including quantitative measures of merit to inform the Chief of Staff of the Air Force (CSAF) on effectiveness of associations; developed the framework to assess the first-ever Integrated Wing Pilot Program at the 916 ARW stationed at Seymour Johnson AFB and establishing baseline analysis to inform AF decision to expand the program beginning mid-2018; supporting eight site surveys to TFA locations to develop a proof of concept on analytic construct to inform return on investment as directed by CSAF at Oct 2016 CORONA. A9A assisted A1 with a retooled process and methodology for developing the Critical Skills List which drove over \$50 million in incentives to improve manning and retention, and readiness; provided analysis to inform preferred positions to convert from ARTs across the command; and supported Air University with diversity and inclusiveness assessments. A9A, along with the AFR Human Capital Analysis team, developed the framework to assess wing health and readiness, a top priority for the Chief of the Air Force Reserve. Operation-



Vice President Michael Pence visited with Capt Stacey Blurton, 445th Aeromedical Evacuation Squadron flight nurse onboard a C-17 Globemaster III during his tour of the aircraft, 20 May 2017 at Wight-Patterson AFB.

ally, the A9A supported PACAF/A9 in theater contingency planning, and supported Exercise AUSTERE CHALLENGE by applying analytical expertise in operational assessments, providing daily feedback to the Air Force for strategy development.

The Analysis and Assessment Division (A9R) maintained support for creating and sustaining a culture of Continuous Process Improvement, utilizing an actionable maturity assessment to aid commanders and directors in strategically aligning their efforts to improve their units' effectiveness and efficiency. A9Rs training, coaching, and mentoring to organic facilitators enabled AFRC to improve a multitude of processes, e.g. the Critical Skills List, Inspection Operations Planning, and Individual Medical Readiness Review-to name a few. 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.

Office of Financial Management (FM)

FM provided accurate and timely management of resources using sound financial principles, innovative technology, and training in support of the Air Force Reserve mission. FM personnel from across the command met customer

expectations again this year by providing adequate customer service and real-time financial information in accordance with applicable laws, regulations, and policy.

The Financial Analysis Division (FMA) began the year under Continuing Resolution (CR) and successfully developed and defended a CR exception request to the Office of Management and Budget and Office of the Secretary of Defense, garnering an additional \$53 million in authority in less than 25 days and thereby eliminating the risk of canceling second quarter Unit Training Assemblies. FM was one of only two organizations in the federal government to be granted additional CR authority.

In cost analysis, FMA supported 12 Economic Analyses totaling over \$200 million, five EA waivers totaling \$78 million, and 43 conference estimates for \$5 million. FMA also completed over 95 reviews and special projects such as the Economic Impact Analysis, support agreements, Programming Plans, and manpower cost estimates. FMA identified and reprogrammed \$60 million in the Weapon System Sustainment account to fund numerous Facilities, Sustainment, Restoration and Modernization (FSRM) projects in the Operation and Maintenance (O&M) appropriation. In addition, FMA successfully closed out the year obligating 99.6 percent of the

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total \$3.2 billion Operations and Maintenance portfolio.

The Financial Operations Division (FMF) coordinated three major efforts during the year; establishing the AGR pay cell, implementing a new active duty support funding process, and completing the Reserve Travel System beta test.

FMF studied AGR pay practices and discovered three things; 1) personnel files were being misrouted; 2) pay records did not contain proper documentation; and 3) the pay technicians did not fully understand the AGR program. To improve AGR pay practices, FMF established a centralized AGR pay cell at AFRC for the sole purpose of processing AGR military pay transactions. The AGR pay cell is uniquely positioned because it has direct access to AFRC FM systems, personnel records, and the Defense Military Pay Office. FM personnel, alongside A1 personnel, are now able to process pay transactions from this central site and thereby improve pay accuracy, reduce throughput time, maintain auditability requirements, and better serve AGR members.

AFRC is in the unfortunate position of leading the Air Force with open travel orders. The problem stems from an array of factors. One common factor that FMF discovered was that travel pay technicians on active duty Air Force installations did not fully understand the variety of AFR duty statuses. Based on this finding, FMF initiated a RTS beta test to determine if AFR travel pay technicians could compute AFR travel vouchers more efficiently and timely than the host FM. The test proved successful, but also identified several other issues such as manpower. FMF continues to monitor the RTS beta test and determine if the concept can be expanded across the field.

Office of the Command Chaplain (HC)

The AFR Chaplain Corps is dedicated to provide spiritual care and ensure all Airmen and their families have opportunities to exercise their constitutional right to the free exercise of religion. In FY17, over 240 chaplains and chaplain assistants impacted Airmen across the Total Force including those at deployed locations. Support to active duty personnel reached record numbers when a total of 141 personnel served on Military Personnel Appropriation tours around the globe at 68 active duty wings, six MAJCOM staffs, Headquarters Air Force Office of the Chaplain, and combatant commands for a total of 21,469 days. Support to Reserve personnel included 2,863 days of Reserve Personnel Appropriation tours at 21 locations. HC supported Hurricane Harvey relief efforts by providing two Religious Support Teams (RST) to two separate locations. The RST's ministered to a total of 442 Air Force, Navy, Marines, and Army personnel who were responsible for rescuing 358 people.

HC's recruiting efforts focused on chaplain, chaplain assistant and chaplain candidate recruiting. We ended FY17 with 76 gains (a six-year high) and started FY18 with 80 applicants in process. We closed the year with 101 chaplain candidates who served at 43 bases, four overseas locations and five candidates were submitted for Air Force Achievement Medals based on their work.

Office of Information Protection (IP)

IP teamed with A4S and Air National Guard A2, A3, & A6 to certify a new RPA mission area at Niagara Falls IAP ARS. IP

also provided program oversight to full-time IP offices at nine AFRC bases. The IP team conduct four virtual inspections and five on-site inspections to validate IP programs. All locations have locations have been found to be in compliance and have satisfactory IP processes and programs in place. The Personnel Security Program saw several changes during 2017. The year started out with all periodic reinvestigations for Top Secret being extended from a five year requirement to six years in an effort to ease the backlog of reinvestigations at OPM. The old investigative products transitioned to a new five tiered Federal Investigative Standard with the final tiers completing the transition in Oct 2017.

Directorate of Contracting (PK)

PK Procuring Contracting Officers (PCOs) in the Acquisition Management Division issued 171 contract actions totaling \$83.9 million in command wide contracts for commodities and services. Among those actions were requirements to continue services for Recruiters Advertising, F-16 Simulator Software Concurrency, and multiple enterprise wide Information Technology requirements for services and hardware. PCOs also stepped in and worked requirements for Homestead ARB, March ARB, Dobbins ARB, Westover ARB, Pittsburgh IAP ARS and Youngtown IAP ARS. As a result, the requirements were put on contract and the respective bases were able to conduct their missions successfully.

Public Affairs (PA)

In 2017, Air Force Reserve Command Public Affairs was an integral part of the command's Crisis Action Team with a synchronized public affairs response to multiple natural disasters. AFRC/PA also coordinated the deployment of a contingent of PA and Combat Camera Airmen to locations across the country to cover AFRC's involvement in on-going recovery efforts.

Air Force Reserve Public Affairs coordinated public affairs support of a number of missions all over the nation throughout 2017, including Joint Exercise Patriot Warrior at Fort McCoy, Wisconsin, Innovative Readiness Training events in Arkansas and Alaska and multiple hurricane relief efforts in Texas, Florida, Puerto Rico, the US Virgin Islands, St. Martin, and Honduras.

During 2017, AFRC/PA provided in-person public affairs training to 18 commanders and command chiefs from several AFRC units. Public Affairs also upgraded its broadcast studio with new equipment and hired a broadcast engineer for technical support. They used the equipment and new expertise to produce numerous videos to include the continuation of the video series "Airmen's Moments" and unit events such as the Guardian Angels from the 920th Rescue Wing, Patrick AFB, Florida.

In addition to video products, AFRC/PA developed graphical material to keep congressional leaders, Reservists, their families, and the American public informed about the AFRC mission. Materials included Citizen Airman Magazine, which reaches more than 150,000 people per issue, and a congressional brochure named "America's Citizen Airmen."

Lastly, Public Affairs office also became part of the Secretariat of the Air Force's PA contract with Lynda.com, which provides 1,000 hours of PA-related video-based

AIR RESERVE PERSONNEL CENTER



Directorate of Assignments (DPA)

The Assignments Division (DPAA) wrangled multiple growing programs in all three branches with finesse, including an 800-position increase in the Active Guard Reserve program, the expansion of the Aviator Bonus to include Air Reserve Technicians in FY18 and more opportunities for Reserve members to apply for Voluntary Limited Periods of Active Duty. The team diligently updated myPers, trained Force Support Squadrons/Detachments on evolving programs and worked tirelessly to take care of our Airmen day in and day out.

Force Development (DPAF)

The Force Development Division (DPAF) was instrumental in laying the ground work for the Lt Col (O-5) and below Key/Command/Joint (KCJ) management program announced by AFRC/CC in April 2016. The purpose of KCJ assignments is to develop competitive senior leaders postured to serve in any capacity required by the Air Force. Execution of this program at the O-5 level allows the AFR to more effectively and efficiently secure developmental opportunities with a consistent battle rhythm. ARPC developed a public webpage to list all assignment opportunities.

PIM Management (DPAM)

The Pre-trained Individual Manpower Division (DPAM) hosted a Pre-trained Individual Mobilization (PIM) specific working group, August 14-15, with representatives from the FGC with the intent of codifying force presentation and In-transit Visibility roles and responsibilities. The working group was also developed to reinvigorate the PIM Mobility enterprise with an eventual goal of a Live Push-Pull exercise by FY20. Members included FGC action officers, representatives from HAF Directorate of Personnel and Manpower (AF/A1) and RIO. AF/A1 was tasked to take steps to "energize" the AF PIM Mobilization Enterprise. Force Presentation/Generation

pieces of PIM mobility was discussed and the determination was made that Air Reserve Personnel Center (ARPC) will continue to present and generate PIM forces and FGC will be notified via e-mail.

Accessions (DPAF)

The Accessions Division (DPAF) finalized a memorandum of understanding between ARPC and the Air Force Personnel Center, in coordination with HAF Directorate of Personnel and Manpower, outlining roles and responsibilities required to properly manage Regular Air Force accessions requiring an original AFR appointment prior to entering extended active duty in March. DPAF also refined their scrolling procedures and tracking system and were able to reduce in-house scrolling processing times from a 30-day average to nine days.

Individual Reserve Classification and Training (DPAT)

The Individual Reserve Classification and Training Division (DPAT) conducted HQ RIO Training Staff Assistant Visits with Det 2, Det 6 and Det 7 to provide training. In addition, they conducted quarterly HQ RIO Status of Training briefs; monitored training for 6,062 personnel and obtained a 90% qualification rate. RIO Det Commanders and Chiefs were briefed on the Individual Mobilization Augmentee training program roles/responsibilities and new processes. The division was proactive in building program "how to guides" (continuity binders) for all HQ RIO Detachments.

Promotion Board Secretariat (PB)

The ARPC Selection Board Secretariat executed 135 individual promotion boards while conducting seven main events with 165 board members. A total of 4,661 officers received fair and equitable promotion consideration to the grades of colonel, lieutenant colonel and major. Of the officers considered, 2,093 were selected for promotion to the next higher grade. The ARPC Selection Board Secretariat

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also processed two first lieutenant and two captain promotion processes which selected 1,659 officers for promotion to their respective grades.

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

The Directorate of Personnel and Total Force Services (DPT) recognized the honorable service of members of the AFR by providing over 10,000 Presidential retirement certificates and United States flags to retirees. The DPT directorate administered and processed over 350 Board of Corrections to Military Records cases and more than 225 Congressional inquiries for constituents across the nation.

Public Affairs Office (PA)

Partnered with DPT to post myPers articles onto the ARPC public website. This partnership allowed for further dissemination of important information to ARPC's 1.3 million customers. Over 60 myPers articles now available without the need for secure login, and further articles will continue to be posted. Increased the social media marketing for the Veterans Affairs e-Benefits website; this marketing improved Tier 0 customer support. Over 23 community relations outreach events and meetings were executed with a reach to more than 1,300 community leaders and Air Force members.



Brig Gen Ellen Moore (left), the HQ ARPC commander, passed the HQ RIO guidon to the organization's new commander, Col Kelli B. Smiley, during the change of command ceremony, 12 June 2017. (US Air Force photo/Quinn Jacobson)



US Air Force Airmen, who served in Individual Ready Reserve (IRR) status, received individual briefings on their responsibilities and current veteran's benefits during the IRR Muster at Little Rock Air Force Base, AR., 5 May 2017. The muster is mandatory for IRR members within a 150 mile radius of the base and provided them the opportunity to update their records with the Air Reserve Personnel Center (ARPC) which serves IRR Members. (US Air Force photo by MSgt Jeff Walston/Released)

FORCE GENERATION CENTER



(left to right) Col David Hale, Rhonda Griggers-Evans, Maj Jeff Kressin, MSgt Shannon Martin and TSgt Keia Penman enter the new home of the Force Generation Center 11 April 2017. The initial movement of Air Force Reserve Command personnel to the AFRC Consolidated Mission Complex took place 6 April 2017 when Reserve Citizen Airmen of the Force Generation Center moved into Building 554. (US Air Force photo by Philip Rhodes)

HQ AFRC Force Generation Center (FGC)

The Force Generation Center (FGC) had a busy year with the execution of approximately 3,232 mobilizations in support of Operations ENDURING FREEDOM, FREEDOM SENTINEL, and INHERIT RESOLVE. Along with these mobilizations, approximately 5,607 Citizen Airmen served in a volunteer status supporting on-going operations.

AFRC Agile Combat Support personnel accounted for approximately 11,000 deployments in support of exercises, emergent taskings and hurricane relief efforts for operations throughout the world. The FGC filled 26 aviation mobilization requests for Air Force Force Providers; a total of 2,776 mobilization requirements were met within Secretary of Defense and SecAF prescribed timelines.

Additionally, the FGC played a key role in the execution of forces for Hurricanes Harvey, Irma, and Maria. Hurricane Harvey saw the deployment of approximately 324

Reserve personnel, 331 for Hurricane Irma and 129 for Hurricane Maria.

The FGC saw a 2.5 percent increase in Reservist Security Cooperation and Exercise participation supporting all combatant commands and AFRC with over 7,000 Reservists in 88 separate Joint Chiefs of Staff and combatant command events worldwide. Security Cooperation events included B-1 and B-52 support to NATO Days Airshow and C-130Js in Pacific Air Rally, two NATO led training events, and both multiple military to military and Building Partnership initiatives with coalition and host nations. FGC coordinated planning, sourcing and execution of exercises including AMC's inaugural Exercise MOBILITY GUARDIAN, Special Operations Command led Exercises EMERALD WARRIOR and JADED THUNDER with over 60 events supporting combatant commanders. The FGC garnered CSAF recognition for leading AFR's only MAJCOM level Exercise PATRIOT WARRIOR, with nearly 600 AFRC personnel accomplishing 656 training events and meeting more than



≡ RESERVE CITIZEN ≡
AIRMAN

The 302nd Fighter Squadron was one of four African-American fighter squadrons to serve in combat with the famed 332d Fighter Group. These Tuskegee Airmen are renowned for their achievements in the European and Mediterranean Theaters of Operations during World War II where they inspired generations of Americans with their spirit and skill as warriors and their endless courage to win against adversity. The 302nd Fighter Squadron--itself known for speed, purpose, and daring--became the first unit in Air Force Reserve history to acquire the F-22A Raptor mission in October 2007. Today, Reserve Citizen Airmen preserve their past by carrying the heritage of the "Red Tails" forward with same professionalism, character, and values.

Air Force Reserve Office of History and Heritage
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RECRUITING SERVICE



Recruiting Service (RS)

AFR Recruiting Service completed FY17 with 8,241 total accessions into the Reserve. AFRC/RS accomplished their accession goal in September 2017 by reaching the 8,100 mark and finishing the fiscal year with 100.17 percent of their annual mission. The Recruiting Service saved critical training dollars while increasing AFRC readiness—41.4 percent of its recruits had prior service experience, despite increased operations and personnel tempo and a dramatically smaller prior service pool since the active-duty drawdown. Of the total accessions for FY17, 86.5 percent were enlisted grade and 13.5 percent were officer grade.



CMSgt Thomas Zwelling, AFRC RS manager, spoketo a group of individual ready reserve members at an IRR muster in August at Robins Air Force Base, Georgia. Zwelling's team surpassed their recruiting goal of 8,100 for fiscal year 2017. Reserve recruiters gained 8,241 accessions for the year. (Air Force photo/MSgt Chance Babin)

FOURTH AIR FORCE

4AF



STRATEGIC REACH



A crew chief deployed to the 380th Aircraft Maintenance Squadron Extender Aircraft Maintenance Unit marshaled a KC-10 Extender 3 August 2017, at Al Dhafra Air Base, United Arab Emirates. Citizen Airmen maintainers from the 349th Air Mobility Wing's 749th Aircraft Maintenance Squadron and 349th Maintenance Squadron deployed to the 380th Air Expeditionary Wing at Al Dhafra Air Base, United Arab Emirates, to support air refueling missions in support of coalition operations in the U.S. Central Command area of responsibility. (US Air Force photo by SrA Preston Webb)



US Air Force personnel assigned to the 445th Aeromedical Staging Squadron, Wright-Patterson AFB, OH, 932nd Aeromedical Staging Squadron, Scott Air Force Base, IL, 910th Aeromedical Staging Squadron, Youngstown, OH, and the 349th Aeromedical Staging Squadron Travis AFB, CA, transported a simulated casualty on to a US Army HH-60M MEDEVAC helicopter during exercise Patriot Warrior at Young Air Assault Strip, Fort McCoy, WI, 12 August 2017. More than 600 Reserve Citizen Airmen and over 10,000 soldiers, sailors, Marines and international partners converged to support a range of interlinked exercises including Patriot Warrior, Global Medic, CSTX, Diamond Saber, and Mortuary Affairs Exercise (MAX). Patriot Warrior is Air Force Reserve Command's premier exercise, providing an opportunity for Reserve Citizen Airmen to train with joint and international partners in airlift, aeromedical evacuation and mobility support. This exercise was intended to test the ability of the Air Force Reserve to provide combat-ready forces to operate in dynamic, contested environments and to sharpen Citizen Airmen's skills in supporting combatant commander requirements. (US Air Force Photo by TSgt Efen Lopez)

315th Airlift Wing

The members of the 315 AW provided global mobility operations and wartime support by executing over 6,900 flying hours on 1,925 sorties and by delivering over 10,200 passengers and 22,300 pounds of critical cargo. The wing deployed over 300 Airmen in support of numerous global warfighting and humanitarian operations, as well as provided contingency flight operations, Presidential support, and Air Force Reserve Command (AFRC) allocated airlift operations. Flying 281 training sorties in support of the Chairman of the Joint Chiefs of Staff directed Special Operation Low Level II mission, the 315th provided overwhelming support for Special Operations as well as flying eight counter-drug and 23 Denton humanitarian missions. The 315th supported its first PRIME NORTH deployment, sending over 100 personnel to fly 23 sorties providing airdrop for over 500 US Army paratroopers as well as semi-prepared runway operations experience for aircrew. Finally, the 315 AW reactivated the 4th Combat Camera Squadron.

The 315th Aeromedical Evacuation Squadron (AES) devised a unit created and unit initiated Air Force multi-organizational exercise executing live C-130 Hercules flying sorties and C-130 medical simulator flights while manning a fully functional Aeromedical Evacuation Operations Team (AEOT) airlifting simulated casualties and responding to in-flight emergencies. In total, five crews and 10 missions were supported, planned, launched and recovered by the AEOT.

A total of 12.4 simulator flight hours were flown over seven different simulator sessions and 5.5 flight hours were flown on live C-130 missions. The 315th Contingency Response Flight was the lead planner for Exercise PATRIOT SANDS which allowed 67 AFRC members an opportunity to train off-station. Planners were able to connect with active duty, Air National Guard (ANG), and AFRC C-17 Globemaster III, C-5 Galaxy, and C-130 units to coordinate flying assets. This resulted in the use of dedicated active duty aircraft for this exercise. Personnel moved 286 passengers and 320 short tons of cargo for the Federal Bureau of Investigation, Florida Advanced Surgical Transport Team, Federal Emergency Management Agency (FEMA), United States Coast Guard Maritime Safety and Security Team, and the 315 AES.

349th Air Mobility Wing

The 349 AMW flew 1,070 sorties, transported 13,800 tons of cargo, 8,380 passengers and 68 aeromedical evacuation patients. Additionally, 349 AMW tanker crews offloaded 7.1 million pounds of fuel to more than 525 receivers. Supported missions include defense of the homeland, presidential support, humanitarian disaster relief for Hurricanes Harvey, Maria, Irma, and the Mexico City earthquake, airlift of the National Aeronautics and Space Administration's James Web telescope, and European reassurance operations. Aircrews from the 70th and 79th Air Refueling Squadrons (ARS) and maintainers from the 749th Aircraft Maintenance Squadron

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and 349th Maintenance Squadron deployed to Southwest Asia in support of Operation INHERENT RESOLVE.

433rd Airlift Wing

The 433 AW had a major impact in the San Antonio, Texas area by volunteering over 2,200 man-hours and participating in an array of humanitarian activities from youth events to family assistance. On 30 March 2017 the Alamo Wing was honored with an induction into the San Antonio Aviation and Aerospace Hall of Fame for its history of outstanding service to the US Air Force and positive community involvement.

The wing played a vital role in relocating 22 US Army soldiers and three UH-60 Black Hawk helicopters from the 10th Mountain Division (Light Infantry) from Fort Drum, New York to the country of Latvia. Over the fiscal year, the wing flew 2,325 flying hours, moved 2,844 personnel, and 4,092 tons of cargo along with graduating 882 students across nine Air Force Specialty Codes with a 96.6 percent on-time rate. The 433rd Aerospace Medicine Squadron was the Outstanding Reserve Medical Unit recipient for 2017. In a summer full of hurricanes, the wing evacuated seven C-5M Super Galaxy aircraft from Kelly Field, Texas to Biggs Army Air Field in El Paso, Texas. In response to Hurricanes Harvey, Irma, and Maria, the wing provided humanitarian support airlift to the US Virgin Islands and Puerto Rico, deployed command post personnel to Homestead Air Reserve Base (ARB), Florida, placed aeromedical assets into alert status, wing leadership provided guidance and ramp space to the 502nd Air Base Wing crisis management operations; deployed Chaplains to affected areas, and flew 17 missions on 47 sorties, accumulating 112 hours, transporting 627 passengers, and 943 short tons of cargo.

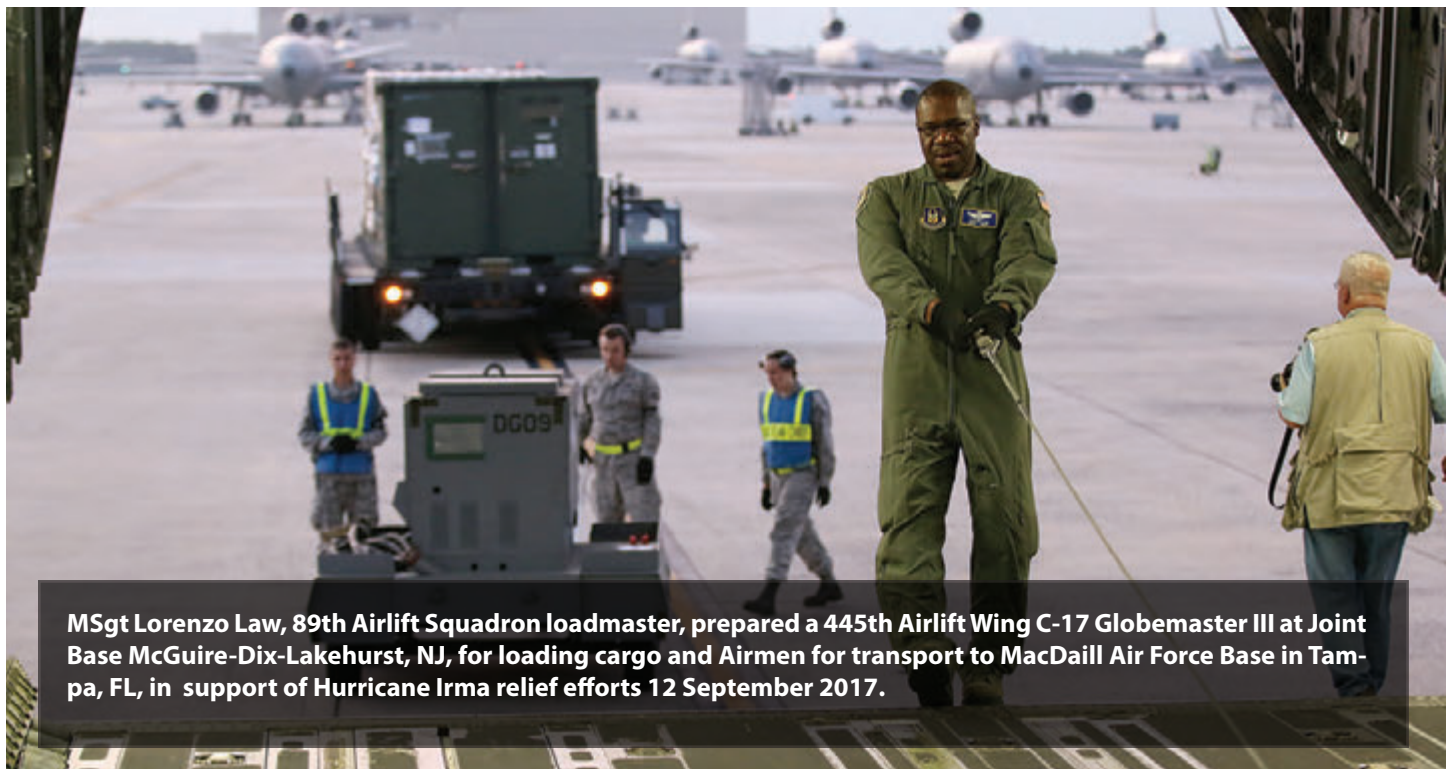
434th Air Refueling Wing

The 434 ARW flew 4,941 hours in the fiscal year, supporting local and combatant commanders. The wing flew 1,299 sorties offloading fuel to more than 1,200 US and coalition aircraft. The 434th Maintenance Group (MXG) maintained the highest mission-capable rate of 82.4 percent, leading AFRC for the eight straight year. In all, 235 personnel from the wing, operations, maintenance and mission support groups, and eight KC-135R Stratotanker aircraft deployed in support of operations in Air Force Central Command (AFCENT), United State Air Forces in Europe (USAFE), Pacific Air Forces (PACAF) and Northern Command (NORTHCOM). The wing participated in Exercise GLOBAL THUNDER by generating alert aircraft and crews. The 434th Civil Engineer Squadron (CES), 434th Security Forces Squadron (SFS), and 72 ARS's boom shop received recognition as the best in the command.

439th Airlift Wing

In response to Hurricane Irma in Florida and Puerto Rico, Airmen with the 42nd and 58th Aerial Port Squadrons (APS) supported five outbound C-17 missions carrying 131 tons of cargo and 16 passengers from a FEMA Team. In addition, two C-5 missions carrying 57 passengers and 48 tons of cargo went to Homestead ARB, Florida.

254 Reservists deployed to Southwest Asia and were assigned to the 386th Air Expeditionary Wing and the 370th Air Expeditionary Advisory Group from July 2016 to January 2017. AFCENT awarded both units with the Meritorious Service Medal for accomplishments between 16 June 2016 through 14 June 2017.



MSgt Lorenzo Law, 89th Airlift Squadron loadmaster, prepared a 445th Airlift Wing C-17 Globemaster III at Joint Base McGuire-Dix-Lakehurst, NJ, for loading cargo and Airmen for transport to MacDill Air Force Base in Tampa, FL, in support of Hurricane Irma relief efforts 12 September 2017.

445th Airlift Wing (445 AW)

The C-17 assigned to the 445 AW flew 1,300 sorties for a total of exceeding 4,800 flying hours. The wing supported Hurricanes Harvey, Irma, and Maria response efforts by flying over 25 missions airlifting more than 650 passengers and 2 million pounds of cargo around the globe to destinations including Texas, Florida, Georgia, New Jersey, Delaware, South Carolina, Virginia, Colorado, Puerto Rico, US Virgin Islands, and Honduras. The wing hosted Vice President Michael Pence and his wife Karen in one of its hangars when they visited Wright-Patterson Air Force Base (AFB) on 20 May 2017 for Armed Forces Day. More than 250 military members and their families had the opportunity to hear a speech by the vice president and personally greet him.

446th Airlift Wing

The 446 AW stationed at Joint Base (JB) Lewis-McChord, Washington contributed to the Air Mobility Command mission with their active duty host 62 AW as a classic associate. Together in a Total Force Integration (TFI) effort both wing's operated the C-17 and served as the Air Force's primary resource for airlift operations in support of Operation DEEP FREEZE. In 2017, aircraft operated by active duty and Reserve aircrews delivered much needed cargo to one of the most remote locations for scientific research on the planet located in frigid Antarctica. Crews functioned in a complete TFI effort with active duty and Reserve Airmen forming integrated crews on almost every airlift mission.

452nd Air Mobility Wing

The 452d Operations Group (OG) executed a combined KC-135/C-17 total of 10,277 flight hours and 1,671 sorties. The 729th Airlift Squadron supported three separate hurricane relief missions, delivering 381 passengers and over 1.3 million pounds of cargo. The 452 MXG generated a combined KC-135/C-17 total of 11,044 flight hours and 2,678 sorties to include deployment operations. The 452d Mission Support Group (MSG) strengthened TFI and joint operations by partnering with Fort Irwin, utilizing March ARB to transport 5,000 soldiers en route to the Army National Training Center, saving the Department of Defense (DoD) over \$2 million dollars. The group ensured rapid emergency response support by shipping over 81 total tons of aid to hurricane battered Puerto Rico and earthquake stricken Mexico. Additionally, the 452 MSG ensured 623 successful joint missions, transporting nearly 30,000 Expeditionary Force Marines in support of Operation FREEDOM'S SENTINEL.

459th Air Refueling Wing

The 459 ARW flew over 1,900 hours delivering 10,155 pounds of fuel to the fight during the fiscal year. The wing deployed members to US Central Command (CENTCOM) USAF, and NORTHCOM in support of Operations FREEDOM'S SENTINEL and ENDURING FREEDOM. In addition, the 459th conducted three major exercises, culminating in its participation in Exercise GLOBAL THUNDER, and generating alert aircraft and crews in support of US Strategic Command taskings. On Inauguration Day, the wing represented AFRC in

the presidential inauguration celebration with more than 90 wing personnel marching in the inaugural parade. In response to Hurricane Irma, the 459th launched five KC-135s with less than 48-hours' notice to deliver vital supplies and water to the affected area and safely evacuated District of Columbia ANG personnel back to home station.

507th Air Refueling Wing

The 507 ARW deployed 345 Reservists around the globe in support of Operations INHERENT RESOLVE and FREEDOM'S SENTINEL. The wing achieved 2,666 flying hours, supporting 685 sorties and providing over 17 million pounds of fuel to 2,043 receivers. The 507 MXG deployed 72 personnel, five aircraft and 53.6 thousand pounds of equipment to CENTCOM, and generated 225 combat sorties, providing 13.8 million pounds of fuel to the fight. The 507 MSG provided support to ongoing war efforts throughout the Area of Operations by putting boots on the ground in Southwest Asia in direct and indirect support of ongoing combat operations against the Islamic State of Iraq and Syria.

512th Airlift Wing

The 512 AW operated more than 20 percent of the total strategic airlift missions in the Air Force, completing 3,579 flight hours and 1,600 sorties to deliver 26.4 million pounds of cargo and 6,118 passengers. Airlift missions conducted by Team Dover throughout 2017 included support for Operations INHERENT RESOLVE, FREEDOM'S SENTINEL, and PHOENIX BANNER, as well as numerous training exercises. Such exercises included airlift and ground support in Eastern Europe as part of Operations ATLANTIC RESOLVE, SWIFT RESPONSE, and Exercise RED FLAG at Nellis AFB, Nevada. The wing accomplished joint U.S. Transportation Command multimodal operations to redeploy two US Army brigades from Southwest Asia to Rota, Spain. Redeploying US Army assets by air and sea as part of the multimodal concept, saved more than \$50 million.

512th Citizen Airmen also deployed to support humanitarian missions. In September 2017, deployments were conducted in support of domestic agencies responding to multiple Atlantic hurricanes which impacted regions along the coast. Altogether in 2017, the 512 AW deployed 134 Citizen Airmen to 14 worldwide locations for contingencies, joint exercises, and humanitarian relief efforts.

514th Air Mobility Wing

The 514 AMW provided airlift support to NASA for Operation ICE BRIDGE, which captures images of Earth's polar ice caps allowing the agency to monitor climate concerns and impacts on the Polar Regions, by moving 4.1 tons of vital equipment. In 2017 the wing participated in and conducted operations in support of several DoD level exercises, including SWIFT RESPONSE, TALISMAN SABER, CRISIS RESPONSE, VALIANT SHIELD, NEPTUNE FALCON and MOBILITY GUARDIAN.

624th Regional Support Group

The 624 RSG, JB Pearl Harbor-Hickam, Hawaii with a

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geographically separated unit in Guam, had a unique training challenge in 2017, testing the unit's ability to keep their Airmen career-field proficient while having no training exercises on either island. The group utilized three Innovative Readiness Training (IRT) events to ensure the Airmen were provided with sufficient training to satisfy requirements. The 624 CES, stationed in Hawaii, integrated with the 96 CES stationed at Eglin AFB, Florida for a training opportunity in Norwich, New York. The 624th Aerospace Medicine Flight, stationed in Guam, participated during the Smokey Mountain IRT in Bryson and Hayesville, North Carolina as well as the Arctic Care IRT in Kodiak, Alaska.

The 48 APS supported Operation INHERENT RESOLVE by sending 39 Airmen to three different locations in Southwest Asia. Additionally, a member from the 44 APS deployed to Soto-Cano AB, Honduras as the lead logistics readiness officer ensuring the expedient mobilization of over \$19 million in resources between host-nation and United States ports and saved United States Southern Command over \$900,000 in taxes and fees.

914th Air Refueling Wing

The 914 ARW deployed members from the 914th Logistics Readiness Squadron in support of ongoing operations to both Southwest Asia and Central America. Additionally, two members from the 328 ARS deployed as Air Advisors to Southwest Asia. The 914 SFS filled 11 positions on six separate missions to South America, Africa, and Southwest Asia. The 914th Aeromedical Staging Squadron deployed personnel in support of Operation FREEDOM'S SENTINEL, the 914 CES deployed personnel to Southwest Asia in support of Operations INHERENT RESOLVE and RESOLUTE SUPPORT, and the 914th Operations Support Squadron personnel supported Exercise AUSTERE CHALLENGE at the Combined Air Operations Center, Ramstein AB, Germany. The 30 APS supported Fort Drum's Rapid Deployment Facility civilian personnel and facilitated the 10th Combat Aviation Brigade's movement of six missions' worth of cargo 30 APS prepped, marshalled, joint inspected, and loaded 610,000 pounds of equipment to include 5 UH-60 helicopters, 12 vehicles, and 79 containers.

On 1 June 2017, the 914 AW was redesignated as the 914 ARW after 73 years of flying tactical airlift. The redesignation and mission change brought with it the conversion from the C-130 to the KC-135 on 3 June 2017. The wing also received the Air Force Association's Outstanding Unit award.

916th Air Refueling Wing

During 2017, the 916 ARW became the Air Force's only Integrated Wing for active duty and Reserve personnel. The Reserve wing is now integrated with active duty Air Force members and Traditional Reservists working side by side to complete the same mission, and is commanded by Col Scovill Currin, an active duty Airman.

Maintenance personnel played a vital role in the wing executing over 3,200 combat sorties against the nation's enemies, enabling 1,200 kinetic strikes and destroying over 4,300 enemy targets. Additionally, the wing evacuated six KC-135s, 40 F-15 Eagles, 24,000 pounds of equipment, and 87

personnel in less than 24 hours, saving the Air Force over \$2.3 billion in assets from the devastating destruction Hurricane Matthew.

931st Air Refueling Wing

The wing contributed to the Air Force Reserve's (AFR) mission by conducting ten partial mobilizations and 29 volunteer Manpower Personnel Appropriations tours, more than 219 personnel deployed to eight different locations worldwide, for a total of 14,062 deployed mandays. The wing also logged more than 4,000 flying hours, 800 contingency hours, offloading 4.2 million pounds of fuel, and transporting more than 450 passengers.

The 931 ARW stood up both an Operations Group and the 924 ARS, with more than 270 personnel, the 931 OG is expected to grow to more than 1,000 personnel to accommodate the incoming KC-46 Pegasus fleet.

940th Air Refueling Wing

The 940 ARW deployed one KC-135R, respective aircrew, and maintenance personnel to Royal Air Field Mildenhall, United Kingdom in several two week intervals to provide aerial refueling support totaling in 31 sorties for 145.1 flying hours for Operation ATLANTIC RESOLVE. In April 2017, an aircrew provided coronet support for two F-15 and four F-16 Fighting Falcon aircraft. From 26 April to 13 May 2017 the 314 ARS provided aerial refueling support as one of only two AFR units for Exercise NORTHERN EDGE 2017 at Eielson AFB, Alaska.



TSgt Robert Dones, 349th Medical Squadron surgical technician, (second from top right) posed with a group of hikers after their overnight, 20-plus hour escape from the Eagle Creek Trail fire in the Columbia River Gorge near Portland, Ore, on 2 September 2017. Dones helped guide about 150 hikers from the danger of the fire to safety. (US Air Force courtesy photo provided by Sarah Carlin Ames)

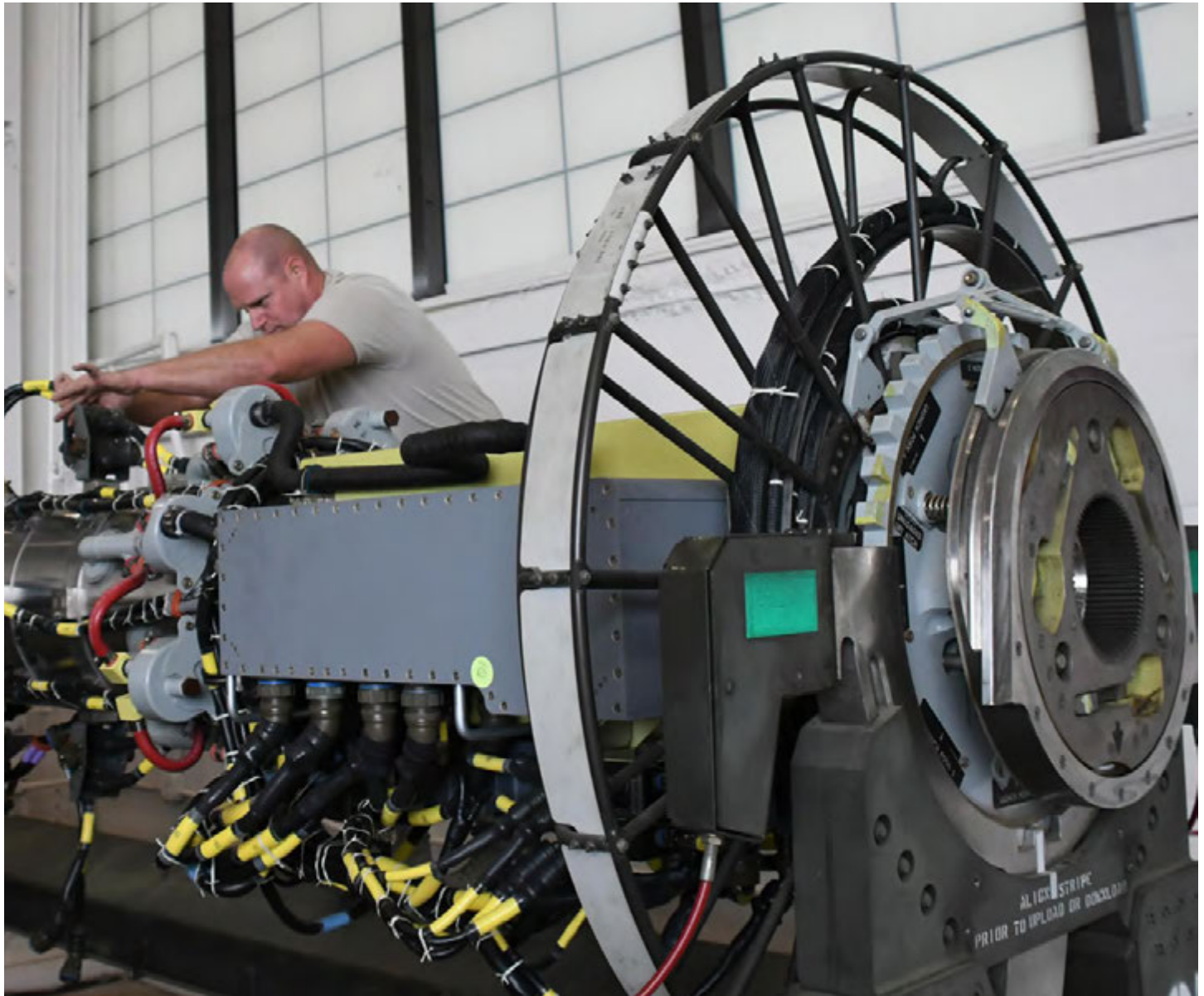
TENTH AIR FORCE

10 AAF

*POWER &
VIGILANCE*



A 920th HH-60G Pave Hawk helicopter crew refueled from the wing of a HC-130P/N King refueler in-between rescuing victims from the aftermath of Hurricane Harvey in Texas 30 August 2017. Approximately 94 Citizen Airmen joined forces with their northern neighbors at Moody Air Force Base, GA, the 23rd Rescue Wing, and were operating out of College Station, Texas, to rescue people affected by the aftermath of Hurricane Harvey in support of Air Force's Northern search and rescue mission for FEMA disaster relief efforts. (US Air Force photo)



US Air Force TSgt Richard Reed, 307th Maintenance Squadron armament systems mechanic, prepared a Conventional Rotary Launcher for testing at Barksdale Air Force Base, LA, 14 November 2017. The CRL is the latest weapons platform for the B-52 Stratofortress. Testing done by members of the 307th MXS mimics how the CRL will perform in actual flight conditions. (US Air Force photo by MSgt Ted Daigle/released)

301st Fighter Wing

The 301 FW collocated with Tenth Air Force at Joint Reserve Base (JRB) Naval Air Station (NAS) Fort Worth, Texas executed 6,350 flying hours while operating the F-16C Fighting Falcon. The wing provided support for Exercise COMBAT HAMMER and led to a high number of sorties during Exercise GREEN FLAG EAST with 100 percent hits and zero losses. In addition, the wing also led a landmark Total Force Integration (TFI) off-station exercise for 21 personnel.

The 44th Fighter Group (FG) trained personnel and projected combat airpower by working with its active duty counterparts, the 325 FW, stationed at Tyndall Air Force Base (AFB), Florida by training the highest number of F-22

Raptor Formal Training Unit (FTU) students in the history of the community while also participating in three large force exercises: NEPTUNE FALCON, RED FLAG, and CHECKERED FLAG.

The 301st Maintenance Squadron supported Exercise COMBAT HAMMER by deploying 30 Airmen to Hill AFB, Utah. 301st Airmen built 382 munitions leading to a 99 percent successful weapons release rate. Additionally, 301 MXS supported Operation NOBLE EAGLE, generating five aircraft with live munitions to support the Presidential visit to Houston, Texas. Finally 301st Reservists supported hurricane evacuation efforts resulting from Hurricane Harvey and Irma by unloading five flatbed trucks with 30 pieces of equipment, supporting F-16 and F-22 aircraft.

In additional response to Hurricane Harvey, 301st Mission



SrA Timothy Brown is a B-52 Stratofortress crew-chief assigned to the 707th Maintenance Squadron, 307th Bomb Wing, on Barksdale Air Force Base, LA. Brown used life-saving skills he learned while in the Air Force on 4 July 2017 to save the life of a child that had fallen into a pool. (US Air Force photo by MSgt Dachele Melville/Released)

Support Group subordinate units facilitated the movement of 765,240 pounds of cargo and 299 passengers across 47 missions. Supported agencies included the Red Cross, Texas Task Force One, and the Federal Emergency Management Agency. Subordinate security forces units provided around-the-clock security for nearly 200 aircraft, valued at \$15.3 billion, from joint force flying units. Within 48 hours, 21 off-duty personnel volunteered to provide more than 720 hours of flightline coverage, with zero mishaps.

307th Bomb Wing

From equipping and supporting B-52 Stratofortress and B-1 Lancer bombers, to participating in exercises, all the while deploying manpower and armament systems overseas, the 307 BW's Airmen successfully accomplished their mission in 2017. While the 93rd Bomb Squadron continued to run the only B-52 schoolhouse in the Air Force, it also coordinated with the House Armed Services Committee to fly two committee members on a training mission, while it was also planning for their 100 year anniversary as an original WWI era squadron. At the same time members from nearly every squadron in the wing participated

in or supported overseas combat operations. As the 307 BW continued to reach forward in 2017, its Airmen converted aircraft to comply with the New Strategic Arms Reduction Treaty requirements, prepared for a Nuclear Surety Inspection, supported the Joint Interagency Task Force South and participated in Exercises AMPLE STRIKE and PATRIOT WARRIOR.

In TFI fashion, Airmen from the 489th Bomb Group and the active duty 7 BW supported the Drug Enforcement Agency, the Federal Bureau of Investigation, and the US Coast Guard as well as other government agencies by performing a drug interdiction mission out of Boca Chica NAS in Key West, Florida. Operation TITAN utilized the B-1 Lancer's specific radar capability to track, target, and engage vehicles in motion to detect and find smugglers moving drugs from Central America up through Mexico. By assisting the Joint Interagency Task Force South, the TFI Airmen combined with multiple government agencies to accomplish a mission that surveilled 302 million square miles and contributed to the confiscation of 4,500 kilograms of drugs valued at \$360 million, that in-turn positively impacted communities across the United States.

307 BW Airmen teamed up with the 2 BW active duty Airmen and deployed to Southwest Asia in support of Operation INHERENT RESOLVE. During this deployment the B-52 joined a 19 nation air coalition to conduct missions which involved eliminating the Islamic State of Iraq and Syria terrorist group.

310th Space Wing

The 310 SW delivered diverse space mission support to four active component space wings, the National Oceanographic and Atmospheric Administration, and two active component major commands.

The 9th Combat Operations Squadron (COS) provided Joint Functional Component Command for Space (JFCC SPACE) real-time battlespace awareness to 58 tactical control units, processed 1,468 support requests and maintained custody of over 23,000 objects in orbit. The 6th Space Operations Squadron (SOPS) conducted 2,100 satellite support actions, delivered 3,800 hours of time-critical environmental intelligence data for military operations, as well as providing warning for 16 named storms. The 8th Space Warning Squadron (SWS) contributed heavily towards the nearly 9,286 infrared events detected by the Space-Based Infrared System, to include the release of 376 missile events. 7 SOPS continued to provide operations expertise to surveillance operations to an ever-increasing constellation. In 2017, Geosynchronous Space Situational Awareness Program 3 and 4 attained FOC and the Operationally Responsive Space 5 was successfully launched in orbit. The 380th Space Control Squadron provided 82 percent of all manning for the SPIRT mission. In addition to satellite operations, the 310 SW supported agile combat operations and deploying members in support of Operation INHERENT RESOLVE. The 120 deployers included services, security forces, administrators and personalists.

419th Fighter Wing

The 419 FW and their active duty counterparts at

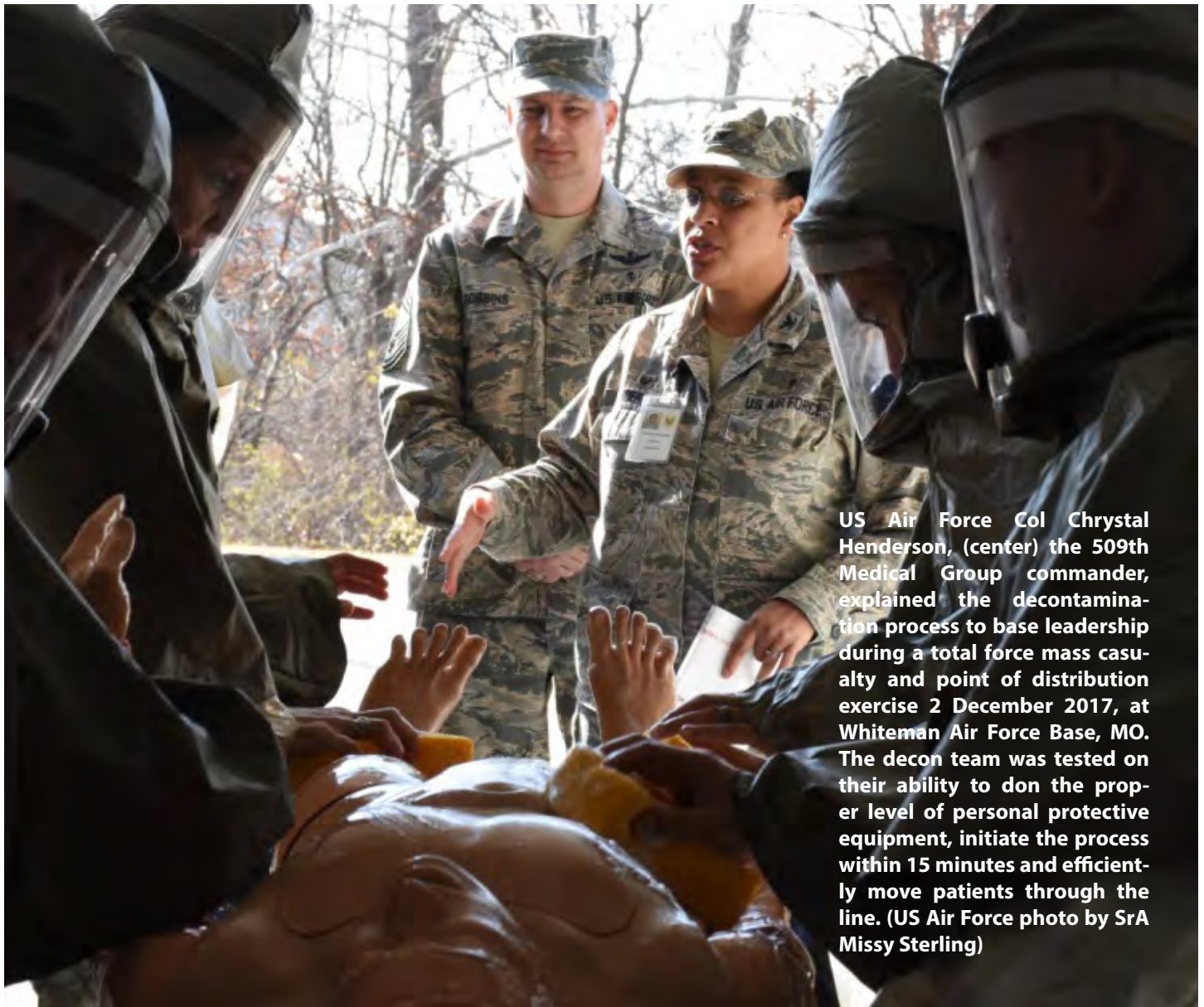
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Hill AFB, Utah experienced an aircraft conversion. The TFI wing components converted from the F-16 to the new fifth generation F-35A Lightning II. Both wings exemplified how not only a functionally integrated Reserve and active duty fighter wing can operate, but also how a TFI organization was able to bring forth the next fifth generation aircraft and show off its maintenance, operational and strike force capabilities and facilitate off station training missions.

442nd Fighter Wing

The 442 FW supported seven separate temporary duty locations, including five named joint training exercises and overseas pilot exchanges. In October, the wing accomplished water survival training in Florida, and in so doing regained currency for thirty-nine fighter squadron personnel. The wing deployed to Nellis AFB, Nevada for Operation CLOSE AIR SUPPORT 2.0. The

wing trained and qualified members in day and night Forward Area Arming Refueling Point operations including live-weapons drop, hot-pit refueling and heavy-weight munitions reload; all on an unimproved airfield surface. Additionally, two Republic of Korea pilot swap-outs occurred with the 25th Fighter Squadron. Four pilots traveled to Whiteman AFB, Missouri during two exchanges to receive upgrade training from 442 FW instructors, while four wing instructors went to South Korea to provide instruction to A-10 pilots stationed overseas. The wing flew local sorties in support of Operation JADED THUNDER 17-01 in February. In March the wing supported Operation ADVANCED WRATH. During that time, 16 joint close-air support (JCAS) sorties were flown in support of 12 combat controllers and parajumpers during the 724th Special Tactics Group Combat Search and Rescue/Personal Recovery phase selection process. Later in April, the wing's combat readiness was put to the



US Air Force Col Chrystal Henderson, (center) the 509th Medical Group commander, explained the decontamination process to base leadership during a total force mass casualty and point of distribution exercise 2 December 2017, at Whiteman Air Force Base, MO. The decon team was tested on their ability to don the proper level of personal protective equipment, initiate the process within 15 minutes and efficiently move patients through the line. (US Air Force photo by SrA Missy Sterling)

A1C Luigi Amoriello, 388th Aircraft Maintenance Squadron, and Maj James Schmidt, 388th Operations Group, exchanged salutes during launch operations at Hill Air Force Base, 7 August 2017. The Airmen and F-35A Lightning II aircraft were participating in Combat Hammer, part of the Weapons System Evaluation Program. For Amoriello, from Little Egg Harbor, New Jersey, the launch was his first solo effort. (Paul Holcomb/US Air Force)



test via Operation OZARKTHUNDER 17-01. During this exercise, maintenance and operations personnel put chemical, biological, radiological, nuclear, and environmental and self-aid buddy care training into action during real time surge operations.

Operation JADED COWBOY brought the wing back to Smokey Hill Bomb Range in Salina, Kansas in direct support of tactical air controllers from the 24th Special Tactics Squadron. There 442d personnel focused on close air support training with tactics specific to Operation INHERENT RESOLVE. In August, the 442d deployed 10 A-10's and 163 personnel to Wheeler-Sack Army Air Field near Fort Drum, New York. There, they focused on interoperability between US special operations forces (SOF), conventional artillery forces and United Kingdom forces, while executing joint terminal attack controllers (JTAC) and fire support operations. This included logistical operations of deployed personnel, support equipment, and A-10s into a simulated forward deployed arena within a Fort Drum hangar complex. The close air support wielded by the 442d resulted in the employment of 8,000 rounds of 30mm ammunition during 115 ready

aircrew program sorties for a total of 264 training hours flown while supporting 300 controls for SOF JTAC. During fiscal year 2017, the wing also produced 622 JTAC training sorties, which provided over 2,541 individual controls for JTAC personnel preparing to deploy, nearly 50 percent of entire USAF JTAC training. Overall, the 442d flew a grand total of 6,783 hours during 3,826 sorties.

477th Fighter Group

The 477 FG, stationed at Joint Base Elmendorf-Richardson (JBER), continued its' mission by providing air dominance throughout the Asia Pacific region and projected it globally, throughout the year. The group deployed 12 personnel assigned to the 477th Aircraft Maintenance Squadron (AMXS) in support of Operation INHERENT RESOLVE, during which 420 sorties flew totaling 2,320 hours with 1,874 bomb and 746 missile loads released at 100 percent success rate. Additionally, the support produced 140 confirmed enemies killed in action with an additional 500-600 unconfirmed. The



Left: Army Air Corps SSgt Leslie Edwards (retired)(right), a Tuskegee Airman of the 617th Bombardment Squadron, observed an F-22 Raptor quality assurance inspection with TSgt Jeremiah Frye (center), and SSgt Stephen Teamer (left), 477th Fighter Group quality assurance inspectors, at Joint Base Elmendorf-Richardson, AK, 14 October 2017. Edwards accompanied Frye for his 5,000th quality assurance inspection, a milestone he reached in eight years which typically takes 25 years to accomplish. The 617th Bombardment Squadron was one of the four Tuskegee Airmen bomber squadrons during World War II that made up the 477th Bombardment Group. In 2007, the 477th Bombardment Group became the 477th Fighter Group, bringing with it the legacy of Tuskegee Airmen to Alaska. (US Air Force photo by Dana Rosso)

Right: Army Air Corps SSgt Leslie Edwards (retired), a Tuskegee Airman of the 617th Bombardment Squadron, gave an interview after touring the 302d Fighter Squadron at Joint Base Elmendorf-Richardson, AK, 14 October 2017. The 617th Bombardment Squadron was one of four Tuskegee Airmen bomber squadrons during World War II that made up the 477th Bombardment Group. In 2007, the 477th Bombardment Group became the 477th Fighter Group, bringing with it the legacy of Tuskegee airmen to Alaska. (US Air Force photo by Dana Rosso)



group also participated in Exercise POLAR FORCE 17-4 by providing 34 AMXS personnel, ARCTIC ACE (Agile Combat Employment) which employed 76 personnel and 12 aircraft to the austere Allen Army Air Field, Alaska, generating 124 sorties in three locations, and WINTER READINESS, in which ten AMXS personnel assisted active duty in deploying twelve F-22 from JBER, Alaska to a forward operating area, then redeployed to and operated those aircraft from an austere operating area with minimal logistical support. The 477 FG also celebrated its 10-year anniversary since being reactivated by inviting four of the past group commanders as well as SSgt (Ret.) Leslie Edwards, whom himself is a documented original Tuskegee Airman and was a member of the 477th Bombardment Group during WWII.

482nd Fighter Group

In March of 2017, Inspectors from Air Force Reserve Command rated the 482 FW as "Effective". Later in March the 482d Maintenance Group (MXG) successfully deployed 12 aircraft, 141 maintainers, and 128 short tons of support equipment to Andravida, Greece to participate in Exercise INIOHOS. Sponsored by the US State Department and Air Combat Command, the 482 FW, along with our international allies from Greece, the United Arab Emirates, and Israel participated in two weeks of close air support, maritime strike, interdiction, and offensive/defensive counter air.

The pursuit of excellence continued throughout the year, in the field of education, as over 100 Airmen earned their Community College of the Air Force degrees. In June, the 482 MXG successfully deployed 12 F-16 aircraft, along with 112 maintainers, and over 117 short tons of support equipment, in support of Exercise MAPLE FLAG. The exercise which was held in Cold Lake, Canada employed dissimilar aircraft to enhance combat training capabilities and increased esprit décors with our North Atlantic Treaty Organization (NATO) allies in the Royal Canadian Air Force. While the 482 MXG encountered and overcame several obstacles throughout the year, the month of September offered the most daunting challenge of the year. As Hurricane Irma, the most severe category five hurricane on record loomed on the horizon the 482 MXG was able to relocate all flyable F-16s, along with maintainers to NAS JRB Fort Worth, Texas. Hurricane Irma struck on 10 September, however 14 days later, the 482 MXG team recovered the aircraft and resumed normal sortie generation.

513th Air Control Group

The 513 ACG successfully provided Command, Control, Intelligence, Surveillance and Reconnaissance to 14 NATO partners, and broadened the skill-sets of their pilots, air battle managers, surveillance technicians, mission system technicians and datalink operators. By working together and participating in operations outside the norm, group personnel created a unit manned by the worlds' best Homeland Defense Airborne Warning and Control System (AWACS) maintainers and operators.

The crowning highlight of this year's accomplishments for the unit was its participation in Exercise BALTOPS, one of the largest naval exercises in Northern Europe, and one the unit has not taken on for two decades. Nearly 100 Airmen from the unit

attended the exercise, representing the only Air Force Reserve (AFR) AWACS organization with the E-3A aircraft component.

Exercises KEY RESOLVE, SENTRY ALOHA, BALTOPS and Alaska-based AWACS presented the unit new opportunities to increase their ability to respond to threats by developing experts capable of rapid deployment and employment of AWACS from anywhere in the United States in order to protect against catastrophic attack on the U.S. homeland or critical infrastructure.

610th Air Operations Group

The 701 COS provided significant exercise support to both South Korea and United States Pacific Command (PACOM). Members of the Operations and Plans Divisions provided personnel for Exercise NEPTUNE HAWK. Strategy Division members attended the 2017 Strategy Planning Group. They used information from Exercise ULCHI FREEDOM GUARDIAN for developing the Pre-Air Tasking Order for 2018.

The 710 COS had a banner year in 2017. Major accomplishment include being the first-ever AFR COS to deploy in a Reserve Component Period; standing up a new Detachment (Det) at Shaw AFB, South Carolina; and supporting 13 operational level exercises around the globe. The 710 COS repeatedly displayed the expertise Reserve units can bring to the fight by improving processes, repairing equipment and teaching AOC warriors how to perform the mission in exceptional fashion.

From January to August 2017, 28 personnel deployed to the 609th Combined Air Operations Center (CAOC) in Al Udeid AB, Qatar and three additional personnel deployed to Det 1, 609 AOC, located at Shaw AFB, South Carolina, in support of Operations INHERENT RESOLVE, FREEDOM'S SENTINEL, RESTORING HOPE and RESOLUTE SUPPORT. 710 COS Reserve personnel were placed throughout the CAOC in Combat Plans; Combat Operations; Intelligence, Surveillance, and Reconnaissance Divisions and the Expeditionary-Air Communications Squadron. During the tour, personnel were instrumental in helping the Combined Forces Air Component Commander plan, task and execute more than 14,000 strike sorties, more than 6,000 strike engagements, over 28,000 weapons expended and nearly 18,000 ISR sorties. The results of these missions routed ISIS and freeing citizen.

The 713 COS augmented the PACOM Battle Staff during Exercises PACIFIC SENTRY 17-2 and 17-3 to ensure exercise objects were met. In addition the 713 COS provided 7,340 mandays in support of Pacific Air Force and PACOM.

610th Command and Control Squadron

In 2017 the 610 CACS completed its buildout of a fully functional unit systems control support center resulting in increased support positions and increased work efficiency of their support staff. To correct potential mission shortfalls, squadron leadership secured more than 600 additional man-days for Reserve Airman to support multiple exercises and training operations. Through aggressive recruiting efforts the squadron increased their footprint by four fulltime Active Guard Reserve and 20 Traditional Reservists.

655th Intelligence, Surveillance, Reconnaissance Group

Airmen from the 655 ISRG executed more than 163,600 operational mission engagement hours and deployed more than 15 personnel in support of Operation FREEDOM'S SENTINEL. The group also supported Exercises AUSTERE CHALLENGE, GREEN FLAG, KEY RESOLVE and PACIFIC SENTRY with more than 23 personnel providing support.

Five Reservists assigned to the 512th Intelligence Squadron (IS) participated in a cyber validation exercise with two Cyber National Mission Force teams. As a result, 24 National Mission Teams and 22 National Support Teams met all of their rated objectives to apply for FOC status. On 2 September 2017, three 655 ISRG Dets formally activated as official intelligence squadrons. The former Det 1 activated as the 23 IS, JB San Antonio-Lackland, Texas. Det 2, Fort Meade, Maryland activated as the 512 IS. Finally Det 3 activated as the 820 IS, Offutt AFB, Nebraska. The 23 IS and 512 IS both function as cyber intelligence squadrons and the 820 IS functions as a targeting intelligence squadron. The activation of these three new squadrons strengthens the 655 ISRG to 14 squadrons in seven operating locations with 13 mission sets.

919th Special Operations Wing

In 2017, the 2d Special Operations Squadron (SOS) flew over 550 sorties with over 8,600 combat hours in support of Operations FREEDOM'S SENTINEL, JUPITER GARRETT, COPPER DUNE and JUKEBOX LOTUS. The 2 SOS also participated in Exercise EMERALD WARRIOR which is the Department of Defense's only exercise that puts particular focus on irregular warfare to allow interagency and partner nations to come together in order to develop tactics and techniques in a realistic environment.

The 5 SOS continued to enhance its support to the 19 SOS FTU mission with the addition of the AC-130J Ghost Rider. The 5 SOS support now includes the U-28A, AC-130U Spooky, MC-130H Combat Talon II, C-145A Skytruck, C-146A Wolfhound, and the AC-130J. Additionally, the squadron employs a United States Air Force Experimental Test Pilot whom is authorized to conduct developmental test sorties on the AC-130J, MC-130J Commando II, C-130J Super Hercules, AC-130W, and AC-130U on behalf of the 96th Test Wing, United States Special Operations Command's Det 1 and the 413th Flight Test Squadron. The squadron's aviation resource management office reviewed 2,500 training requirements for 300 aviators permitting the production of over 3,000 sorties and 4,500 flying hours and instruction of 180 students across 31 different crew positions for both active duty and Reserve Airmen.

The 711 SOS continued to grow our Combat Aviation Advisors (CAA) who are responsible for the conduct of special operations activities by, with and through foreign aviation forces. The 711 SOS CAAs strengthened Aviation Foreign Internal Defense in six combatant commands supporting the following partner nations: Afghanistan, Burkina Faso, Jordan, Malaysia, Philippines, Poland, Thailand, Tunisia, and Mauritania. Our CAA efforts trained 232 partner nations' airmen. In garrison, the 711 SOS executed 793 flight hours in the C-145A.

920th Rescue Wing

The 920th Rescue Wing operated the HC-130 King for 904.0 flying hours and the HH-60 Pave Hawk for 2,587.5 hours in 2017. In the spring, the 920th Aeromedical Staging Squadron performed its fifth MEDBEACH exercise that brought together more than 188 service members from 12 distinct units. Over the span of three months, members of the 920 RQW located a missing hiker and a missing climber in Portland, Oregon. They rescued two boaters from a burning vessel 553 nautical miles off Cape Canaveral, Florida marking the wing's first open ocean paradrop in 16 years. Hurricane Harvey devastated Texas and the 920 RQW responded by deploying 95 personnel and five aircraft which performed 49 HH-60 Pave Hawk sorties, 13 HC-130 King sorties and saved 235 people and 26 pets. Upon return from rescue efforts in Texas, the 920 RQW found its own home in the path of Hurricane Irma. Nine aircraft and other rescue assets were pre-positioned in Orlando, Florida and Georgia for potential post-storm rescue efforts. Furthermore, the 920 RQW performed 18 sorties and 26.8 flying hours to provide support for launches from Cape Canaveral Air Force Station, including the first commercial use of a used and refurbished rocket. The 920 RQW also retired three HC-130 King aircraft, including "King 52," the first HC-130 configured for Air Force rescue. Lastly, the 920 RQW deployed 261 service members, most of which were in support of Operation FREEDOM'S SENTINEL, Operation RESOLUTE SUPPORT and as part of Combined Joint Task Force-Horn of Africa.

926th Wing

The 926 WG continued its integration, growth and impact of Reserve Airmen in the MQ-1 Predator, MQ-9 Reaper, and RQ-4 Global Hawk programs. Operators provide 60 combat lines or 60 aircraft in the air 24 hours a day, seven days a week, 365 days a year. The 78th Attack Squadron (ATKS) and 91 ATKS at Creech AFB, Nevada, provided a key support function to this mission.

944th Fighter Wing

The 944 FW, classic association program with the active duty 56 FW, continued their conversion from the F-16 into the F-35. The 944 FW provided total force experienced instructor pilot capacity in support of Air Education and Training Command's F-35 FTU, Partner Nation, and Foreign Military Sales programs. They determined that the 56 FW would contain six F-35 training squadrons by fiscal year 2023, producing over 100 active duty, Air National Guard, and Reserve fighter pilots per year in support of Air Force warfighter combat capabilities.

960th Cyber Operations Group

The 960 CyOG served as the AFR's single cyber organization. Eleven squadrons and two flights with a variety of cyber related missions report to the 960 CyOG. These squadrons and flights can be found in ten different locations spanning the entire nation.

TWENTY-SECOND AIR FORCE

22 AF *TACTICAL REACH, COMBAT SUPPORT*



Aircraft number 9143, a C-130 Hercules belonging to the 908th Airlift Wing dropped a Containerized Delivery System Bundle on Maxwell AFB, Alabama, on 9 April 2017, as a part of the Maxwell Air Show. The 908th had four aircraft drop CDS bundles each day of the airshow, along with an aircraft for display and one used by the US Air Force Academy's parachute team, The Wings of Blue. (Courtesy photo)

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94th Airlift Wing

During 2017, the 700th Airlift Squadron (AS) and 94th Maintenance Squadron (MXS) from Dobbins Air Reserve Base (ARB), Georgia deployed four C-130H3 aircraft in support of Operation INHERENT RESOLVE and Operation FREEDOM'S SENTINEL from 8 May through 18 September 2017. Overall accomplishments included 322 missions, 594 sorties, 182 combat missions and the first ever Qatari Friendship Jump.

302nd Airlift Wing

Airmen from the 302 AW mobilized throughout the year to support world-wide operations. More than 40 Reservists from the 39th Aerial Port Squadron (APS), the 34th Aeromedical Evacuation Squadron (AES), 302nd Aeromedical Staging Squadron, 302nd Mission Support Group (MSG) and 731 AS deployed to Southwest Asia in support of Operation FREEDOM'S SENTINEL. Additionally, the 302nd Operations Group (OG), 731 AS, and 302nd Maintenance Group (MXG) deployed 63 Airmen to Hungary in support of Operation SWIFT RESPONSE.

302 MXG Reservist SMSgt Duane C. Caudill received recognition as the Community College of the Air Force's 500,000th graduate. SMSgt Caudill completed his degree in approximately six months while simultaneously working as a Colorado State Parole Officer and Air Force Traditional Reservist.

In July, the 302 AW and 731 AS hosted 66 personnel and three C-130 aircraft from the 94 AW, Dobbins ARB, Georgia, and the 910 AW, Youngstown International Airport Air Reserve Station, Ohio in the first ever Mountain Flying Course. The goals of the course included expanding experience in tactical high altitude operations, increasing confidence and operational risk management in high altitude, significant terrain environments, and to increase unit cohesiveness throughout the 22nd Air Force through shared experience between multiple units.

On 20 July 2017, the US Forest Service activated the 302 AW to support fire suppression missions in the Western US. The initial request for assistance called for just one of the wing's Modular Airborne Fire Fighting System (MAFFS) equipped C-130s, and the wing sent a second equipped aircraft in early September. Both aircraft, as well as the flight and maintenance crews, provided support from the Fresno Tanker Base, California. MAFFS crews flew a cumulative total of 293 sorties with 820,115 gallons of retardant dropped to create containment lines across the region's fires. The activation terminated on 17 September 2017 as snow began to fall in the region.

340th Flying Training Group

The 340 FTG's 520 Active Guard Reserve, Air Reserve Technicians and Traditional Reserve members, stationed across seven geographically separated units, augmented the active



A Modular Airborne Fire Fighting System-equipped C-130 assigned to the 302nd Airlift Wing approached a drop during the US Forest Service-hosted annual aerial firefighting certification event in Boise, ID, 21 April, 2017. The 302nd supports the Defense Department C-130 MAFFS mission along with three Air National Guard wings. C-130s equipped with U.S. Forest Service MAFFS units can drop up to 3,000 gallons of retardant or water to aid in the suppression of wildland fires. (US Air Force photo/ Maj Jolene Bottor-Ortiona)



Medical teams from the Veterans Administration, Cobb and public health organizations, processed patients arriving at Dobbins Air Reserve Base, GA from St. Croix, US Virgin Islands in the aftermath of Hurricane Maria. The evacuees were transported to Dobbins by a United States Air Force C-17A aircraft. (US Air Force photo/Don Peek)

duty training force during a year of increased pilot production and enlisted ascensions. The 340 FTG amassed an astounding 44,000 sorties, executed an incredible 33,200 training events and 65,250 flying hours, and produced over 1,200 new pilots and 36,000 enlisted Airmen. The group also managed the AFR's Undergraduate Flying Training (UFT) program and administrative care of rated pipeline trainees from "cradle to combat". For their outstanding efforts, the UFT team garnered the AFR commander's nomination for the General Mark A. Welsh III "One Air Force" Award and the General George C. Kenney Award for Lessons Learned. Additionally, the group established an Association Plan for Air Force Reserve Command (AFRC) and Air Education Training Command (AETC), which codified the relationship between the 433d Training Squadron and the active duty units in the execution of the Basic Military Training mission.

The 340 FTG supported AETC wings and host operations through the utilization of highly qualified group personnel to serve in critical active duty positions on AETC, 19 AF, wing, group, and squadron staffs. This Total Force Integration developed leaders, provided manpower to support active duty shortfalls, and leveraged AFR talent and experience. In this capacity, members filled critical active duty positions including

operations group and deputy group commander, squadron operations officer, chief of functional check flight, chief of safety, and flight commander.

403rd Wing

During 2017, the 403 WG actively engaged in weather reconnaissance, tactical airlift, and combat support. The 403rd showcased its operational expertise, participated in several readiness exercises, and also held a historically significant change of command.

This year's Atlantic hurricane season, which officially began in June and ended in November, was among the top 10 most active on record. The 53rd Weather Reconnaissance Squadron (WRS) conducted 84 missions totaling 715 flight hours. In September, 53 WRS crews, for the first time in seven years, flew three simultaneous missions into Hurricanes Irma, Jose, and Katia. During this time, 57 missions totaling 495.7 hours were logged. In support of these storms, 403 MXG personnel deployed to three separate locations. The 403 MSG Installation Personnel Readiness successfully achieved 100 percent accountability of 751 personnel affected by these major storms. After Hurricanes Irma and Maria devastated the Caribbean Islands, the 815 AS was called upon to assist with

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tactical airlift and aeromedical relief efforts. Four crews from the 815 AS flew 24 patient evacuation missions totaling 57.4 flight hours from St. Croix and US Virgin Islands to four different medical facilities in the United States.

The 403 WG participated in a number of exercises, special events, and joint efforts throughout the year. In March, the wing was selected to lead Exercise GREEN FLAG LITTLE ROCK 17-05 (GFLR 17-05). It was the largest exercise of its kind and the first time an AFR unit had been selected to lead the event. Crews from Keesler Air Force Base, Mississippi and Little Rock AFB, Arkansas participated, completing over 89 percent of the planned training sorties. In May, the wing partnered with the US Navy, National Oceanic and Atmospheric Administration, and the University of Southern Mississippi to demonstrate unmanned capabilities. These exercises explored joint opportunities in support of national defense. The joint training provided by the 53 WRS ensured the Navy understood the impact of environment on fleet operations. In June, the 815 AS and 37 AS, stationed at Ramstein AB, Germany flew to Cherbourg, France to take part in Exercise NORMANDY D-DAY for the event's 73rd commemoration. Crews participated in multi-ship formation flights with the 37 AS and conducted paratrooper drop operations with US and partner nations. In total, 98.5 hours and 31 sorties were flown over 11 days. In August, several groups from the 403 WG joined hundreds of members of the AFR at Ft. McCoy, Wisconsin for Exercise PATRIOT WARRIOR. Team members included the 403 MXG, 403d Security Forces Squadron (SFS), 815 AS and the 36 AES. Members completed joint training through practical hands-on

exercises in an austere environment. In September, the 815 AS and 803rd Aircraft Maintenance Squadron (AMXS), along with airlift and maintenance squadrons from Little Rock AFB, Arkansas participated in the Pacific Airlift Rally 2017 with the Sri Lankan Air Force. The biennial exercise included 12 additional countries and simulated disaster relief and humanitarian assistance operations. Crews from both squadrons completed 22 missions and 89 flight hours in over 20 days of participation. The 403 SFS participated in multiple training exercises such as Special Operations Command Exercise TRIDENT 17-02 and joint courses to include revitalizing involvement in the Army Air Assault Course where three Defenders earned assault badges.

In May, Colonel Jennie R. Johnson became both the first female, and first non-pilot, to assume command of the wing in May.

413th Flight Test Group

The 370th Flight Test Squadron (FLTS) at Edwards AFB, California, making up over 30 percent of the Air Force's Newest Tanker Aircrew Initial Cadre and Test Team, conducted a critical first of its kind with ground and flight testing of the KC-46 Pegasus. 370th test pilots performed key initial air vehicle performance testing on the new tanker while 370th test boom operators identified air refueling system discrepancies, implementing fixes to those discrepancies, and advanced the \$52 billion acquisition program ahead of schedule.

The 413 ASTS stationed at Robins AFB, Georgia, planned



TSgt Jonathan Packer, 815th Airlift Squadron, secured chains on C-130J Super Hercules aircraft during the Green Flag Little Rock 17-05 exercise 19 March 2017 in Alexandria, LA. (US Air Force photo/ SSgt Shelton Sherrill)



Air Force Reserve Maj Matthew Griffin, an F-15 functional check flight pilot with the 339th Flight Test Squadron, took off in an F-15 18 July 2017, at Robins Air Force Base, GA. This was the aircraft's first time being flown since arriving to Robins to receive repairs and maintenance. (US Air Force photo by Jamal D. Sutter)

and conducted its first-ever self-contained Medical Readiness Training Exercise at the Silver Flag complex at Dobbins ARB, GA. The exercise dubbed Exercise AVIAN 2017, involved three Deployable Medical Unit Type Codes setting up a 10-bed and a 50-bed En-Route Patient Staging System and coordination with the 94 AES stationed at Dobbins ARB, Georgia to perform on-boarding and off-boarding patient movement. The 413 ASTS exercise committee coordinated airlift from Robins AFB to Dobbins ARB, field kitchen support, and lodging for 130 members involved in the exercise. The exercise included 45 scenario events and involved staging care and transport of over 60 patients, which lead to readiness skills training for 27 Air Force Specialty Codes (AFSC). The 10 FLTS stationed at Tinker AFB, Oklahoma, along with the 567 AMXS, received the

Department of Defense's "Robert T. Mason" Depot Maintenance Excellence Award completing and delivering a record 25 B-1B Lancer aircraft in 2017. In addition, the 10 FLTS was recognized for their safety record.

The 370 FLTS at Edwards AFB, California, executed/managed 420 air refueling test support missions for 22 of the Air Force Test Center's highest priority test programs. This air refueling test support enabled the \$500 billion F-35 Lightning II Joint Strike Fighter program to complete required testing to keep the System Development and Demonstration phase on schedule and assisted driving the F-35 past 100,000 flight hours. Additionally, it supported the F-15 Eagle Saudi Advanced test program, one of the largest foreign military sales contracts in US history at \$29.4 billion, resulting in completion of required

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testing for the subsequent first deliveries of the most advanced production Eagle ever produced to the Kingdom of Saudi Arabia. The 370 FLTS is in the process of nearly doubling in size to meet emerging Air Force Test Center requirements to include aircraft Cybersecurity Test and Evaluation, fifth generation fighter developmental test and augmenting the Air Force Test Pilot School instructor force to train the Air Force's next generation of test professionals.

The 1st Aviation Standard Flight (ASF) at Oklahoma City, OK., produced a 20 percent increase in flying hours from 2016 with a total of over 2,600 flying hours, over 560 sorties, 200 combat support hours and 40 combat support sorties.

The 339 FLTS stationed at Robins AFB, Georgia had an unprecedented Program Depot Maintenance (PDM) year for 2017. A total of 126 PDM aircrafts were produced, which shattered the previous record of 97. The 339th also flew a total of 688 flying hours with a total of 567 aircraft sorties flown, which ensured combat readiness and success for the A-10 Thunderbolt II, F-35 Lightning II, F-22 Raptor, F-16 Fighting Falcon, and the C-130 platforms.

622nd Civil Engineering Group

From 8-11 March 2017, personnel assigned to the 556th RED HORSE (Rapid Engineer Deployable Heavy Operational Repair) Squadron (RHS), Hurlburt Field, Florida deployed as a unit to Dobbins Air Reserve Base, Georgia to participate in the annual Field Training Exercise (FTX). The Force Support Silver Flag training center at Dobbins ARB, Georgia hosted the event. The FTX allowed RHS members to complete required training, which consisted of weapons qualification, the mandatory Air Force Input Tool Civil Engineer training, and other specific AFSC training applicable to the RHS. From October 2016 to May 2017, more than 100 members of the 567 RHS, Seymour Johnson AFB, North Carolina, deployed to the 1st Expeditionary Civil Engineer Group, Al Udeid AB, Qatar for a six month deployment. In March 2017 the 560 RHS also deployed in excess of 100 members to the same location.

The 556 RHS, 555 RHS, 567 RHS and 560 RHS constructed five buildings for a training facility fulfilling an operational need for the 5th Combat Communications Group stationed at Robins AFB, Georgia. As the lead unit, the 556 RHS trained Airmen by providing hands on work for engineers, structures and airfields specialties, which had better prepared them for future deployments.

908th Airlift Wing

In May, the 908 AW welcomed a new wing commander, Colonel Kenneth J. Ostrat. One of the first challenges was the retirement of eight C-130s to the 309th Aerospace Maintenance and Regeneration Group at Davis Monthan AFB, Arizona and the acceptance of eight new C-130s from Niagara Falls, New York and Pittsburgh, Pennsylvania. By late September, the process of retiring the old airframes was completed. In February, the 908 MSG completed its biennial capstone event. During the event, the 25 APS placed second in the Port Dawg Challenge and the services flight of the 908th Force Support Squadron (FSS) placed in the top three of all wings in AFRC for the Hennessy

Award.

In March, the 908 MSG hosted its first-ever complete Basic Deployment Readiness Rodeo. Designed to complete pre-deployment requirements in a timely manner, the four day "Super Unit Training Assembly (UTA)" allowed members of the wing who were scheduled for a deployment to accomplish training and paperwork. The extended weekend allowed members to complete chemical, biological, radiological and nuclear warfare (CBRNE) training, firearms training, and all necessary computer based training prior to their deployments. In April the wing assisted the host unit at Maxwell, the 42nd Air Base Wing, in planning and organizing the base's biannual airshow. During the airshow the wing assisted in supporting over 500,000 spectators and numerous civilian and military performers from multiple countries. The wing's 357 AS played a vital role in the event by dropping the Air Force Academy's Wings of Blue parachute demonstration team and hosting one of the main performers in the airshow, the French Air Force's aerial demonstration squadron, the Patrouille de France.

During the summer, the wing participated in its second year of the Building Partnerships for Peace program with the Romanian Air Force. Building on the success of the wing's first visit to Bucharest in 2016, the wing deployed 98 Reservists as well as 16 active duty airmen on three C-130s to Romania for Exercise CARPATHIAN SUMMER 2017. During the three weeks, aircraft flew 37.7 tactical hours and over 24 sorties. As part of the exercise, the 357 AS completed 44 airdrops. During the three week period, 908 MXG Airmen ensured a 100 percent mission capable rate for the wing's aircraft while at the same time providing information on general aircraft maintenance, crash recovery and aircraft systems sustainment to Romanian Air Force personnel. During July, the wing's 357 AS celebrated its 75th anniversary. Established on 28 January 1942, the squadron served as a bombardment squadron during WWII initially training bomber crews in the US before flying B-29 Super Fortress aircraft against Japan late in the war.

A final event of the summer allowed the wing to further cement its already stellar relationship with the US Army's Basic Airborne Course cadre at Fort Benning, Georgia. In a rare event, the 908th invited the cadre to Maxwell to jump at the base. Dropping at an unfamiliar drop zone at Maxwell AFB, Alabama allowed the soldiers from the 1st Battalion, 507th Parachute Infantry Regiment the opportunity to practice their skills on a different airfield and prepare for new obstacles at a new location.

913th Airlift Group

After spending 2016 transitioning from the C-130H to the C-130J Super Hercules mission, the 913 AG converted from an active association to a classic association with the 19 AW. The 913 AG successfully partnered with the 19 AW and drafted, signed, and published the memorandums of understanding which will ensure the association remains viable. Throughout the year, the 913 AG provided combat-ready Airmen, tactical airlift, and agile-combat support.

The 327 AS flew more than 1,000 hours on over 300 training sorties and executing 39 off-station missions. Consequently,



(From Left) US Air Force Reserve Maj Peter Hughes, pilot, SSgt Michael Hopson, flight engineer, and Lt Col Chris Dickens, assistant operations officer, prepared to land a C-130J Super Hercules at Little Rock Air Force Base, AR, 15 June 2017. All three Airmen are assigned to the 327th Airlift Squadron, 913th Airlift Group, and were part of the Group's first 3-ship mission manned entirely by Reserve Airmen. (US Air Force photo by MSgt Jeff Walston/Released)

the 327 AS airlifted more than 600 passengers and 10 tons of cargo, trained approximately 200 Aeromedical Evacuation personnel, and airdropped over 5,000 jumpers. The squadron also participated in five major exercises—namely Exercise PATRIOT WARRIOR, JADED THUNDER, MOBILITY GUARDIAN, and PRIME HORIZON. The squadron supported 17 Joint Airborne/Air Transportability Training missions, and was instrumental in helping three Aeromedical units accomplish vital aircraft differences training.

The 96 APS participated in the 2017 AFRC Port Dawg Challenge at Dobbins ARB, Georgia. The competition ran from 25-27 April 2017, and ended with 96 APS becoming the first aerial port squadron to be a repeat winner since the competition started in 2010. Over the year, 96 APS supported 318 missions, processed 2,106 passengers, and uploaded/downloaded 116,404 tons of cargo. Additionally, 96 APS

significantly aided the 19th AW in bedding-down transitory aircraft during hurricane evacuation efforts.

The 913th Aerospace Medicine Squadron's (AMDS) hard work resulted in the unit earning the 100 percent Flu Vaccine Award from AFRC—an impressive achievement, considering the 913 AMDS experienced a 50 percent manpower turnover and facility move. During this time, the 913 AMDS continued medical operations and maintained an 89-percent group Individual Medical Readiness (IMR) rate. Over the year, the AMDS successfully completed 550 immunizations and accomplished more than 500 flight physicals, periodic health assessment, audiograms and occupational health visits. The 913th Operations Support Squadron (OSS) supported the parachute program at Travis AFB, California; backfilled the Squadron Aviation Resource Management office in the Air National Guard and AFRC Test and Evaluation Center, at Davis

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Monthan AFB, Arizona; sustained the Pacific Air Force's Exercise TALISMAN SABRE with intelligence operations; assisted 7AF in planning efforts for the South Korea Aerospace and Defense Exhibition; and provided aircrew flight equipment, intel and tactics support at exercise Mobility Guardian. Additionally, 913 OSS personnel were vital to the everyday execution of the 19 AW and 314 AW flying hour programs and in strengthening the associations the active-duty partner squadrons.

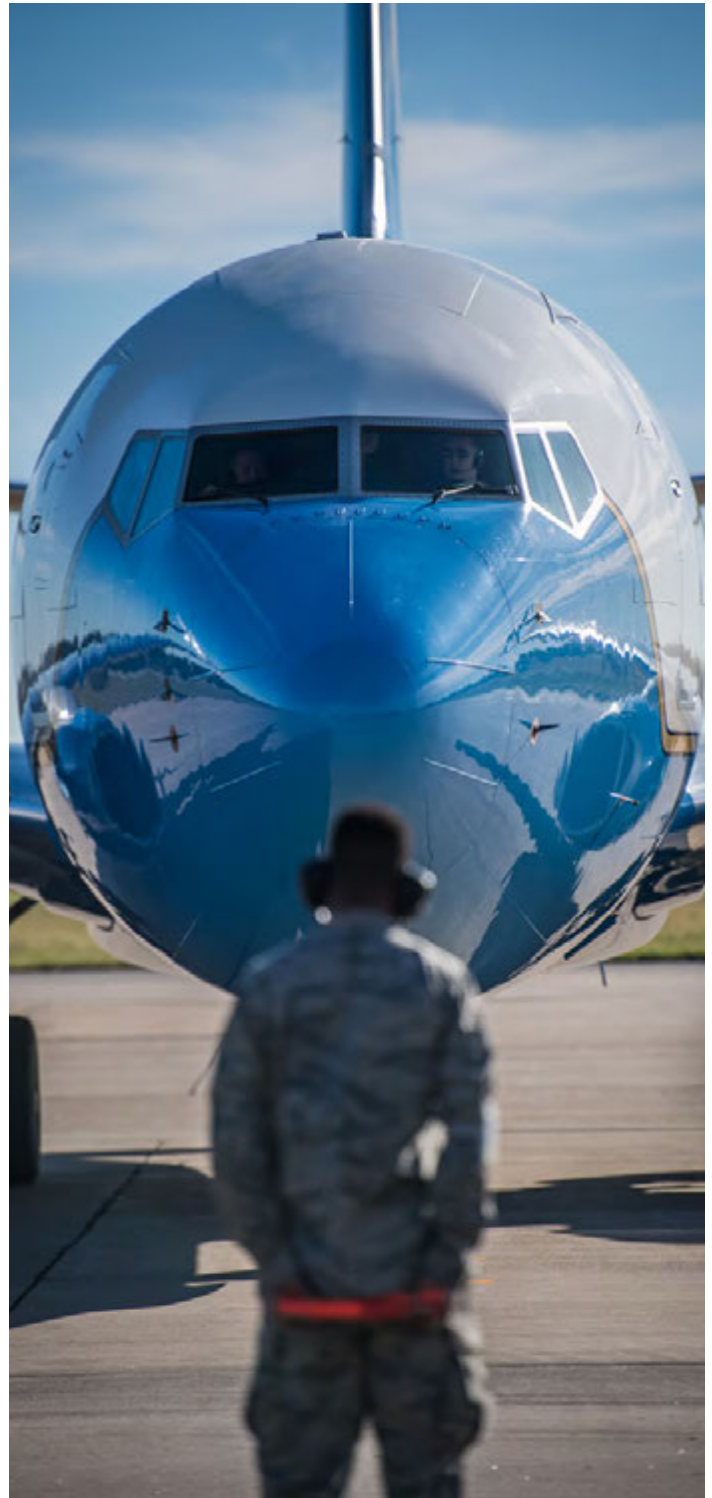
The 913 MXS increased five-level C-130J qualifications from less than ten percent in 2016, to 89 percent in 2017, resulting in a much needed ready force to augment the 19 MXG. 913 MXS also launched and recovered over 100 sorties, working numerous extended shifts and off-unit training assembly (UTA) weekends to support aircraft and operations from 1st Special Operations Wing and 403 WG during multiple hurricane evacuations. The 913 FSS planned and led three first-ever organic events. In May, the 913 FSS conducted a Personnel Deployment Function line, out-processing 84 personnel on three chocks for a fly-away for Exercise PRIME HORIZON. On the receiving end, Services and Personnel Airmen accounted for all personnel and ensured a smooth bed-down with zero discrepancies. The 913 FSS also led their first ever Individual Ready Reserve (IRR) muster, effectively screening 123 IRR members' records. In November, the 913 FSS held its first-ever CBRNE training event, training approximately 400 people over a two-day period.

932nd Airlift Wing

The 932 AW flew 867 sorties, totaling 2,506 flying hours. By establishing exceptional maintenance standards, the wing achieved a mission-capable rate of 90.5 percent—the highest among AFR units. Citizen Airmen assigned to the 932 AW executed a broad range of executive airlift missions supporting a number of congressional delegations, presidential cabinet members and military leaders.

In October 2016, 932 AW crews transported Second Lady of the United States Dr. Jill Biden, United States Ambassador-at-Large for Global Women's Issues Catherine M. Russell and United States Secretary of State for Educational and Cultural Affairs Evan Ryan to Cuba to meet with government officials to discuss topics related to culture, education and health. Following the trip to Cuba, crews transported Dr. Biden to Santo Domingo, Dominican Republic, where she engaged government and civil society partners on issues related to economic empowerment and educational opportunities for women and girls. 932 AW aircraft and crews were tasked with flying the first White House Military Office pre-advance missions for the new President of the United States following the 2016 presidential election. The Gateway Wing also ensured uninterrupted operations for US Transportation Command (USTRANSCOM) officials. When unforeseen circumstances necessitated the implementation of continuity of plans operations, 932nd crews answered the call and transported USTRANSCOM personnel on two separate missions. Crews also provided direct support to the combatant command throughout the year, transporting USTRANSCOM commander General Darren McDew on multiple missions.

Citizen Airmen from the 932 AW played a crucial role in humanitarian response operations following Hurricane Irma



SrA Issac Watson, 932nd Airlift Wing C-40C crew chief prepared to marshal out a C-40C with the departing unit effective inspection team 17 October 2017, Scott Air Force Base, IL. The team spent several days with the 932nd AW looking over programs, checklists and evaluating overall unit effectiveness. (US Air Force photo by Christopher Parr)

and Hurricane Maria in September 2017. 932 AW aircraft and crews joined the Total Force relief effort, flying seven hurricane evacuation missions in and out of Florida, St. Croix, U.S. Virgin Islands and San Juan, Puerto Rico. After Hurricane Maria wreaked havoc on the region, a seven-member team comprised of 932 AES Airmen responded to a short-notice tasking to augment missions in St. Croix. Their contributions led to the evacuation of 76 priority patients and attendants, including critical dialysis patients. Members of the 932 AES also planned, hosted and participated in several training events and exercises. The AES also deployed in support of Operation INHERENT RESOLVE and into multiple areas of responsibility. Four crews were tasked to support missions ensuring exceptional patient care and safe transport of wounded warriors returning to the US. In August 2017, 932nd Medical Squadron (MDS) teams traveled to Ft. McCoy, Wisconsin to take part in Exercise PATRIOT WARRIOR. As the lead planning unit for AFR Medical Service, the 932 MDS coordinated all logistics, including field billeting, meals, transportation, training and equipment for over 200 medical personnel. During the exercise, which employed over 11,000 players, teams had an opportunity to train alongside joint and coalition partners. This iteration of Patriot Warrior marked the first time that the Expeditionary Medical System and the Joint Medical Workstation were introduced to the exercise.

934th Airlift Wing

The 934 AW, executed world-wide missions and provided on-going combatant commander support. The wing deployed 148 personnel and four C-130 Hercules aircraft in support of Operation INHERENT RESOLVE and Operation FREEDOM'S SENTINEL. Over the course of a four month deployment, the 746th Expeditionary Airlift Squadron (746 AES) flew 642 sorties, and amassed 1,127 combat and combat support flight hours. The unit also airlifted 3,835 passengers, 2,030 short tons of cargo, 172 aeromedical evacuation patients, and 164 distinguished visitors, while achieving a 99.8 percent mission effectiveness rate. For the first time ever in the C-130 community, the 746 AES employed Real Time in the Cockpit (RTIC) technology designed to integrate combat airlift operations into network centric warfare. RTIC allowed crews to receive instantaneous data from air operations while providing the Air Mobility Division of the Air Operations Center with continuous autonomous mission progress.

From 28 July to 10 August 2017, the 934 AW also deployed 25 aerial port specialists to support Exercise MOBILITY GUARDIAN. While deployed the team marshalled 74 missions, 3,676 passengers, and 749 short tons cargo without delay. The unit members loaded and recovered 67 short tons of aerial delivery equipment consisting of 225 standard airdrop training bundles, 24 containers, 24 heavy platforms, nine Joint Precision Air Drop System loads, and ten low-cost-low-altitude pallets on 90 airlift missions. Additionally, they palletized and shipped 138,110 pounds of humanitarian meal packs to Afghanistan, Iraq, and Haiti; and loaded 65.8 short tons of emergency vehicles, hospital equipment and clothing items to Belize, Dominican Republic and Nicaragua.

In June, the 934 AW deployed 70 civil engineers in support

of the Air Force Cadet Training Division Mission, Academy's Field Engineering and Readiness Laboratory (FERL), where they mentored more than 60 cadets from the Air Force Academy as part of the FERL project, constructing two Hogan homes for the Navajo community in three weeks. In addition, they renovated the Aardvark auxiliary runway, which is the US Air Force Academy's primary runway for unmanned aerial systems training and emergency runway for other operations. The project utilized more than 150 tons of asphalt to complete a fully mission capable runway and saved the Air Force Academy more than \$200,000. Finally, the engineers renovated a softball field located next to the Air Force Academy Indoor Athletic Training Facility, removing 15 cubic yards of red clay and established a finished infield by moving 370 cubic yards of material followed by the laying 11,500 sq. ft. of sod. Additionally, they designed and constructed a 2,000 square foot storage building that secures over \$100,000 worth of training equipment for the 10 SFS. All together the 934th Civil Engineer Squadron provided over 5,000 hours of combined labor and the work performed at the Academy provided valuable enhancements and infrastructure that saved the Air Force \$280,000 in contracting expenses.

In October and November, 75 maintenance, operations, logistics and wing personnel directly supported Aviation Detachment Rotation 2017, a multinational collaboration exercise held in Powidz, Poland. Members of the 934 AW are increasing interoperability with the Polish Air Forces and strengthening bilateral defense ties between the two countries. Detailed accomplishment metrics were not available of this on-going mission at the time of this review being published.

Advanced Airlift Tactics Training Center

The 35th Tactics and Intelligence Symposium had nearly 250 attendees, featured 30 of our industry partners and two of our allied air forces. The guest speaker, Brig Gen Sicard encouraged members to continue to fight for realistic, scenario based mission employment training. The Development Division continued to search for new and innovative ways to improve the combat capability and survivability of aircraft, focusing efforts on Electronic Warfare development, C-130H fleet modernization, KC-135 Stratotanker and KC-46 self-protection initiatives, and Air Mobility Command's Tactics Improvement Proposal process. The Rolls Royce 3.5 engine testing for the C-130H fleet is now complete and the test report is scheduled for release. The division is also putting the finishing touches on programs designed to enhance tactics ground training as well as dynamic, in-flight scenario driven tactics training enhancement tools.

The C-130H Weapons Instructor Course finished syllabus validation and cadre upgrade training in preparation for their next round of students arriving in July and operating under a new director as Lt Col Dave Tarter recently handed the reigns over to Lt Col Thomas L. Kroh.



A high velocity combat delivery system landed on Londonderry drop zone, near RAAF Richmond, Australia, 13 March 2017. The airdrops were part of the Advanced Tactics Aircrew Course hosted by the Advanced Airlift Tactics Training Center (AATTC). The AATTC is based out of St. Joseph, MO, which has the mission of increasing war-fighting effectiveness and survivability of mobility forces. It was the first time the AATTC had taught courses overseas. (US Air National Guard photo by MSgt Erin Hickok)



Left: Soldiers with the Australian and New Zealand Armies, Airmen with the US Air Force Reserve and US Air National Guard, collected a high velocity combat deliver system, after an airdrop at Londonderry Drop Zone, near RAAF Richmond, Australia, 13 March 2017. The airdrop was part of the Advanced Tactics Aircrew Course, hosted by the Advanced Airlift Tactics Training Center, based out of St. Joseph, Missouri, which has the mission of increasing the war-fighting effectiveness and survivability of mobility forces. It was the first time the AATTC had taught courses overseas. (US Air National Guard photos by SSgt Patrick Evenson)

AIR FORCE RESERVE COMMAND CHRONOLOGY

12 Jan

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

12 Jan

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

20 Jan

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

23 Jan

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

2 Feb

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

13 Feb

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

17 Feb

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

17 Feb

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

Mar

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

YEAR IN REVIEW/2017

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

3 Mar

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

7 Mar

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

10 Mar

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

20-24 Mar

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

2 Apr

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

11 Apr

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

13 Apr

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

15 Apr

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

17 May

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

4 Jun

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

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

Jul

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

26 Jul

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

Aug

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

28 Aug

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

Sep

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

7 Sep

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

30 Sep- 3 Oct

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

27 Oct

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

Nov

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

HQ AFRC Yellow Ribbon Reintegration Program

The Air Force Reserve Command's Yellow Ribbon Program supported the United States Department of Defense-wide effort designed to "promote the well-being of National Guard and Reserve members, their families and communities, by connecting them with resources throughout the deployment cycle." Events targeted all service members scheduled to serve or those who had recently served for 75 days on active duty in support of a deployment and were separated from their family in a 12-month period. Members could attend a pre-deployment event up to 120 days prior to the deployment and a post-deployment event up to 180 days after they returned from a deployment. The Air Force Reserve Command hosted 48

Yellow Ribbon Program events and 16 combined regional events, with more than 8,000 Reservists and their families attending. All of the events included Pre, Post-30 and Post-60 deployment phases with each phase focused on helping Reservists deal with deployment situations. Results from over 3,500 OSD designed surveys of adult attendees of Yellow Ribbon Program events reveal that 95 percent of service members are more willing to continue their military service and 92 percent feel better prepared to manage the stresses of deployments after their participation in the program. These surveys gathered over 8,000 different training elements offered at these events.



Teenage children of Air Force Reserve members attended the final Yellow Ribbon Reintegration Program event, 17 December 2017, Orlando, FL. Yellow Ribbon promotes the well-being of reservists and their loved ones by connecting them with resources before and after deployments. It includes activities aimed at varying age groups of children. (US Air Force photo by TSgt Kelly Goonan)

JANUARY 2018



Air Force Reserve SNAPSHOT

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



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

Air Force Reserve By the Numbers

*Total Manpower (FY18)		Average Age		Ethnicity (%)	
Traditional Reserve (TR)	45,408	Officer: 41 Years		Caucasian	69.87
Air Guard Reserve (AGR)	3,847	Enlisted: 34 years		African American	17.32
Air Reserve Technician (ART)	10,694	Gender (%)		* Hispanic	10.72
Training	2,500	Male	73.04	Multi-Ethnic	2.82
Ind Mob Augmentees (IMA)	8,199	Female	26.96	Asian/Native Am/PI	3.81/0.64/1.27
*Includes overages and training positions				Decline to report	4.28
Average Total Service		Marital Status (%)		Officer/Enlisted Ratio (%)	
Officers	17 years	Officers	75.84	Officer	20
Enlisted	12 years	Enlisted	48.56	Enlisted	80
Commissioning Sources (%)		***FY18 Budget (8 Dec. 2017 - Jan. 19, 2018)			
AF ROTC	30.66	Operations and Maintenance	\$601,590,036		
OTS	21.75	Military Personnel	\$327.8M + \$65.7M Request		
AF Academy	13.79	Military Construction	\$63,535M (Pending NDAA)		
**Other	33.82	NGREA, AF Reserve	Not yet available		

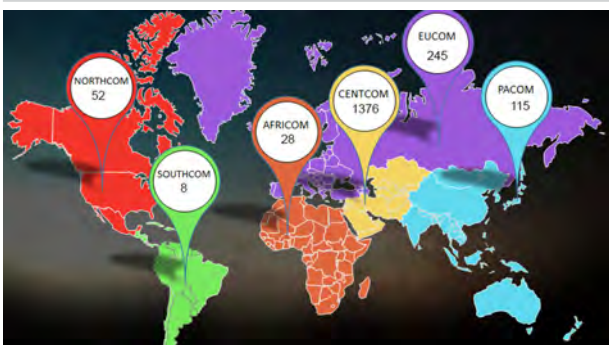
* Hispanic or Latino is now considered an ethnic, not racial, category.
 ** Direct appointments through other sources including health professions, ANG, engineering
 *** FY18 Budget is under Continuing Resolution Authority through Jan. 19, 2018; totals pending NDAA passage

Air Force Reserve Legislative Funding Priorities

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

Air Force Reserve Retention Rates (%)

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



Supporting Global Operations Worldwide Support

- CENTCOM AOR: 1,376
- EUCOM: 245
- PACOM: 115
- SOUTHCOM: 8
- AFRICOM: 28
- NORTHCOM: 52
- Service Support: 3,624
- Mobilization and Volunteerism
- Activated: 1,874
- Volunteers: 3,578

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

MISSION

Provide Combat-Ready Forces to Fly, Fight and Win

VISION

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

GUIDING PRINCIPLES

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

AFR Basics

Established: April 14, 1948
 Designated MAJCOM (AFRC) Feb. 17, 1997

Selected Reserve Strength (FY18): 69,800

Command structure: 35 wings, 10 independent groups and various mission support units at 9 Reserve bases, 54 active duty, Joint Reserve and Air National Guard bases, as well as 5 miscellaneous locations

Organizational Relationship



Reserve Chief Dual-Hatted as Air Force Reserve Commander

Reserve Contributions to Air Force Core Functions

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

Partner and Host Base Installations

58 Partner, 9 Host

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



Facilities:

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

Plant Replacement Value: \$7.6B

Reserve Component Strategic Depth

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



Support to Air Force Core Functions

Total Active Inventory (TAI): 316

- 1. Air Superiority:** F-22
- 2. Global Precision Attack**
 - Bomber: B-52
 - Close Air Support: A-10
 - Precision Attack: F-16, F-35
- 3. Global Integrated Intelligence, Surveillance & Reconnaissance**
 - Acquisition Intelligence
 - Airborne Crypto-Linguist
 - Distributed Common Ground System
 - HUMINT, SIGINT, GEOINT, MASINT
 - Hurricane Hunters: WC-130J
 - Remotely Piloted Aircraft: MQ-1, MQ-9, RQ-4
 - Targeting
- 4. Rapid Global Mobility**
 - Aeromedical Evacuation
 - Aerial Port
 - Aerial Firefighting: C-130H MAFFS
 - Aerial Spray: C-130H MASS
 - Air Refueling: KC-10, KC-135R
 - Contingency Response Mobile C2
 - Operational Support Aircraft: C-40C
 - Strategic Airlift: C-5, C-17A
 - Tactical Airlift: C-130H, C-130J
- 5. Agile Combat Support**
 - Acquisitions, Contracting & Finance
 - Civil Engineering & RED HORSE
 - Force Support
 - Law, Chaplain Corps & Historian
 - Logistics, Fuels, & Maintenance
 - Medical, Nursing & Dental
 - OSI & Security Forces
 - Public Affairs & Combat Camera
 - Safety
 - Test & Evaluation
- 6. Special Operations:** C-145A, C-146, U-28
- 7. Personnel Recovery:** HC-130N/P, HH-60G & Guardian Angel
- 8. Space Superiority**
 - GPS
 - Joint Space Operations Center
 - Missile Warning
 - Space Control
 - Space Professional Education
 - Weather
- 9. Cyberspace Superiority**
 - Cyberspace Command & Control
 - Cyberspace Defense - Active and Passive
 - Cyber Protection Teams
 - Extend the Net (Combat Communications)
 - Information Network Operations
- 10. Nuclear Deterrence Operations**
 - Bomber: B-52
 - Air Refueling: *KC-46, KC-135R
- 11. Command and Control**
 - Air & Space Operations Center support
 - AWACS: E-3
- 12. Education & Training**
 - Aeromedical Evacuation Training
 - AF Academy Flying and Jump Programs
 - Basic Military Training
 - Flight Training: T-1, T-6, T-38, AT-38, F-15E, F-16, F-35, A-10, B-52, C-5, C-17, C-130, KC-10, *KC-46, KC-135, MQ-1, MQ-9, RQ-4, C-145A, Aeromedical

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

Air Superiority & Global Precision Attack

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

Agile Combat Support

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

Command and Control

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

Cyberspace Superiority

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

Education & Training

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

Global Integrated Intelligence, Surveillance & Reconnaissance

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

Nuclear Deterrence Operations

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

Personnel Recovery

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

Rapid Global Mobility

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

Space Superiority

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

Special Operations

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

UNITS BY STATE

Alabama

Maxwell AFB

908th Airlift Wing

Maxwell-Gunter AFB

689th Network Operations Squadron

Alaska

Joint Base Elmendorf-Richardson

477th Fighter Group

Arizona

Davis-Monthan AFB

610th Command and Control Squadron

924th Fighter Group

943rd Rescue Group

720th Security forces Squadron

Luke AFB

944th Fighter Wing

Tucson IAP

ANG/AFR Command Test Center

Arkansas

Little Rock AFB

Det 1, 22nd Air force

96th Aerial Port Squadron

California

Beale AFB

940th Air Refueling Wing

13th Reconnaissance Squadron

38th Intelligence Squadron

50th Intelligence Squadron

713th Combat Operations Squadron

Edwards AFB

370th Flight Test Squadron

March ARB

Headquarters, 4th Air Force

452nd Air Mobility Wing

AFR Western Recruiting Squadron

4th Combat Camera Squadron

701st Combat Operations Squadron

922nd Civil Engineer Squadron

Travis AFB

349th Air Mobility Wing

349th Memorial Affairs Squadron

23rd Combat Communications Squadron

Vandenberg AFB

9th Space Operations Squadron

Colorado

Buckley AFB

Air Reserve Personnel Center

310th Mission Support Group

8th Space Warning Squadron

Peterson AFB

302nd Air Lift Wing

380th Space Control Squadron

731st Airlift Squadron (MAFFS)

960th Network Operations Squadron

Reserve National Security & Space Institute

Schriever AFB

310th Space Wing

26th Space Aggressor Squadron

US Air Force Academy

70th Flying Training Squadron

Delaware

Dover AFB

512th Airlift Wing

Florida

Coral Gables, National Hurricane Center

0L-A, 53rd Weather Reconnaissance

Squadron

Duke Field

919th Special Operations Wing

Eglin AFB

84th Test and Evaluation Squadron

Homestead ARB

482nd Fighter Wing

Hurlburt Field AFB

28th Intelligence Squadron

2nd Special Operations Squadron

5th Special Operations Squadron

556th RED HORSE Squadron

717th Information Operations Squadron

Det 1, 84th Test and Evaluation Squadron

MacDill AFB

927th Air Refueling Wing

Patrick AFB

920th Rescue Wing

Tyndall AFB

44th Fighter Group

Georgia

Atlanta

AFR Eastern Recruiting Squadron

Dobbins ARB

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

Robins AFB

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

HQ RIO Det 5

Moody AFB

476th Fighter Group

Guam

Anderson AFB

624th Aerospace Medicine Squadron
44th Aerial Port Squadron

Hawaii

Joint Base Pearl Harbor-Hickam

624th Regional Support Group
Det 1, 701st Combat Operations Squadron
Det 1, 713th Combat Operations Squadron

Illinois

Scott AFB

42nd Combat Operations Squadron
932nd Airlift Wing
954th Reserve Support Squadron
12th Operational Weather Flight

Indiana

Grissom ARB

434th Air Refueling Wing

Kansas

McConnell AFB

931st Air Refueling Group

Louisiana

Barksdale AFB

307th Bomb Wing
307th RED HORSE Squadron

Maryland

Fort George Meade

16th Intelligence Squadron

Joint Base Andrews

459th Air Refueling Wing

Massachusetts

Westover ARB

439th Airlift Wing

Minnesota

Minneapolis-St. Paul IAP, ARS

934th Airlift Wing

Mississippi

Columbus AFB

43rd Flying Training Squadron

Keesler AFB

403rd Wing
53rd Weather Reconnaissance Squadron

Missouri

Rosecrans Memorial Airport

Advanced Airlift Tactics Training Center

Whiteman AFB

442nd Fighter Wing

Nebraska

Offutt AFB

49th Intelligence Squadron
960th Network Warfare Flight

New Jersey

Joint Base McGuire-Dix-Lakehurst

514th Air Mobility Wing
AFR Northern Recruiting Squadron

New Mexico

Holloman AFB

429th Air Combat Training Squadron

New York

Niagara IAP, ARS

914th Airlift Wing

Nevada

Creech AFB

91st Attack Squadron
78th Attack Squadron

YEAR IN REVIEW/2017

726th Operations Group
Nellis AFB
926th Wing
55th RED HORSE Squadron

North Carolina

Seymour-Johnson AFB
916th Air Refueling Wing
414th Fighter Group
307th Fighter Squadron
567th RED HORSE Squadron
77th Air Refueling Squadron

Ohio

Wright-Patterson AFB
445th Airlift Wing
655th ISR Group
Youngstown-Warren ARS
910th Airlift Wing
757th Airlift Squadron (Aerial Spray)

Oklahoma

Altus AFB
730th Mobility Training Squadron
Fort Sill
Falcon Range, 301st Fighter Wing
Oklahoma City
1st Aviation Standards Flight
Tinker AFB
507th Air Refueling Wing
513th Air Control Group
10th Flight Test Squadron
35th Combat Communications Squadron
Vance AFB
5th Flying Training Squadron

Oregon

Portland IAP
304th Rescue Squadron

Pennsylvania

Pittsburgh IAP, ARS
911th Airlift Wing

South Carolina

Joint Base Charleston
315th Airlift Wing
560th RED HORSE Squadron
Shaw AFB
5th Operational Weather Flight

Det 1, 482nd Operations Group

Texas

Dyess AFB
489th Bomb Group
345th Bomb Squadron
Joint Base San Antonio-Randolph
340th Flying Training Group
415th Flight Test Flight
Joint Base San Antonio-Lackland
313th Flight Test Flight
433rd Airlift Wing
960th Cyber Operations Group
960th Network Warfare Flight
426th Network Warfare Squadron
433rd Training Squadron
733rd Training Squadron
854th Combat Operations Squadron
Laughlin AFB
96th Flying Training Squadron
NAS Fort Worth JRB
Headquarters, 10th Air Force
301st Fighter Wing
610th Security Forces Squadron
AFR Central Recruiting Squadron
810th Civil Engineer Flight
Sheppard AFB
97th Flying Training Squadron

Utah

Hill AFB
419th Fighter Wing
514th Flight Test Flight

Virginia

Joint Base Langley-Eustis
42nd Intelligence Squadron
63d Intelligence Squadron
71st Aerial Port Squadron
710th Combat Operations Squadron
718th Intelligence Squadron
860th Network Operations Squadron
920th Aerospace Medicine Flight
Norfolk Naval Station
953rd Reserve Support Squadron

Washington

Joint Base Lewis-McCord
446th Airlift Wing



(From Left to right) Lt Gen Maryanne Miller, chief of the Air Force Reserve and commander of Air Force Reserve Command, Col James Devere, 302nd Airlift Wing commander, SSgt Darby Perrin, artist, and Gen Carlton D. Everhart II, commander of Air Mobility Command, unveiled the painting "Earth, Blood, and Fire" at the 49th annual Air Mobility Command and Airlift/Tanker Association Symposium in Orlando, Florida. The painting depicts the Modular Airborne Fire Fighting Systems mission of the 731st Airlift Squadron, 302 AW, Peterson Air Force Base, Colorado. (US Air Force photo by TSgt Peter Dean)



Detail of "Earth, Blood, and Fire" painting by SMSgt Darby Perrin



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