2011 UNITED STATES AIR FORCE RESERVE HANDBOOK

CITIZEN AIRMEN–STATIONED LOCALLY, SERVING GLOBALLY

Your Air Force Reserve is trained and ready to go wherever and whenever America calls! Today's Reserve Component has the best people, missions, and benefits than ever before. Our contribution to the complex global security requirements is at an all time high. We feel confident that after reviewing this handbook you'll agree with us that our Air Force Reserve is a valuable national treasure, vital to our defense and our American way of life.

Charles E. Stenner, Jr.,
Lt Gen, USAF

Dwight D. Badgett
Command CMSgt

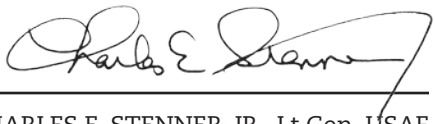
Nearly 70,000 outstanding men and women are organized trained and equipped in the Air Force Reserve to take part in combat and support operations in air, space and cyberspace. As a full partner in the three Air Force components – Regular, Guard, and Reserve – the Air Force Reserve is the most cost-effective component. Only 20 percent of our elite cadre serves fulltime with our primary focus on the 80 percent who serve part-time and are mission-ready now. Called Citizen Airmen, Air Force Reservists are capable of serving operationally around the world with little or no notice.

Embedded in the fabric of American life, Reservists are highly experienced with unique skills because of their vast military experience and fulltime civilian careers in their communities and hometowns. Their employment mirrors our society and includes jobs with neighborhood police and firefighters as well as being teachers, doctors and lawyers. "Live locally, serve globally" is often the hallmark of Reserve service.

When Citizen Airmen are not training or performing operational missions – they are not paid by the Air Force. However, like Regular Air Force Airmen, Reservists maintain the same readiness and can respond to any crisis when called upon. This fulltime readiness/part-time cost is an extremely efficient use of taxpayer dollars – especially in today's resource-constrained environment where manpower costs continue to rise.

On top of being cost-effective, the Air Force Reserve is a priceless repository of experience and expertise for the Air Force. Our Citizen Airmen are among the most experienced professionals in the Air Force. Our officers average about 18 years of experience and our enlisted average 13 years of experience, compared to 11 years and 8 years for Regular Air Force officers and enlisted. In fact, roughly 64 percent of our Citizen Airmen are veterans from Regular Active Duty service.

As the nation looks to meet the growing challenge of global security in the 21st Century, patriotic citizens are stepping forward from their civilian lives – balancing their families and employers needs – to serve their country. Through integrity, service before self and excellence, these dedicated citizens become extraordinary Citizen Airmen who are cost-effective and elite experts, serving our communities and our country anyplace, anytime.



CHARLES E. STENNER, JR., Lt Gen, USAF
Chief of Air Force Reserve
Commander, Air Force Reserve Command

DWIGHT D. BADGETT
Command Chief Master Sergeant
Air Force Reserve Command

Part 01

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AIR FORCE RESERVE COMMAND VISION:

To provide the world's best mutual support to the Air Force and our joint partners.

AIR FORCE RESERVE COMMAND MISSION:

The Air Force Reserve Command Mission is the same as that of the United States Air Force – To *fly, fight and win…* in air, space and cyberspace.

AIR FORCE PRIORITIES:

1. Continue to strengthen the Air Force nuclear enterprise
2. Partner with the joint and coalition team to win today's fight
3. Develop and care for Airmen and their families
4. Modernize our air and space inventories, organizations and training
5. Recapture acquisition excellence

AIR FORCE RESERVE COMMAND PRIORITIES:

1 | Maintain A Strategic Reserve while Providing an Operational, Combat Ready Force
- Volunteerism, Mobilization

2 | Preserve the Viability of the Reserve Triad
- Airmen, Family, Employers

3 | Broaden TFI opportunities
- Resource Efficiency, Manpower, Organizations

4 | Champion Equipment and Facilities Modernization
- NGREA, MILCON


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AIR FORCE RESERVE COMMAND PRIORITIES:

Priority 1: Maintain a Strategic Reserve while Providing an Operational, Combat-Ready Force.

The Air Force Reserve Command is first and foremost a strategic reserve, providing the Air Force with a surge capacity in times of national crisis. Over time, the Air Force Reserve Command has become a mission-ready reserve force capable of serving operationally throughout the world. Yet, for all of Air Force Reserve Command's six operational capabilities and contributions, we must not lose sight that the Air Force Reserve Command–along with our Air National Guard–is also a strategic reserve that must be available to surge in times of national emergency.

For the Air Force Reserve Command to serve as both an operational and strategic reserve, it is critical to find the right balance between the two. The Air Force Reserve Command's challenge is to ensure ability to refocus, reconstitute and recapitalize while remaining engaged in the full spectrum of operations. In short, the Air Force Reserve Command efforts must be sustainable over the long run.

Priority 2: Preserve the Viability of the Reserve Triad Essential Components: Airmen, Family, Employers.

Air Force Reserve Airmen must strike a balance between a Triad of commitments to the Air Force, to their families and to their civilian employers. The Air Force Reserve Command must be ever mindful of these commitments and the balancing act Reservists undertake to sustain these relationships. The Air Force Reserve Command must strive to preserve these relationships through open communication with each of these essential partners. And, the Air Force Reserve Command must strive to provide predictability in deployments, and parity with benefits. Doing so is critically important in ensuring the Air Force Reserve Command provides ready and capable Reserve Airmen to the nation.

Priority 3: Broaden Total Force Integration Opportunities
Essential Components: Resource Efficiency, Manpower, Organizations.

The Air Force leverages the value of its Reserve Components through association constructs. This arrangement effectively places more people against a piece of equipment, thereby gaining more utility from the equipment, and the ability to surge as needed, and pull back when not. Beyond fiscal efficiencies, however, associations use the inherent values that each component brings to the mix. Regular Air Force Airmen can bring a wider perspective of Air Force operations to an associate unit based on their ability to change assignments on a regular basis while Reserve Airmen lend stability and continuity to the organization and the mission. The ultimate goal is to provide the Air Force and Combatant Commanders the best possible capabilities with fewer physical resources by leveraging the combined resources of the Air Force Reserve Command with the Air Force and Air National Guard.

Priority 4: Champion Equipment and Facilities Modernization Essential Components: National Guard and Reserve Equipment Account, Military Construction

All three components of the Air Force face significant aircraft and infrastructure modernization and recapitalization challenges. Some C-5A, A-10 and C-130 aircraft are not usable in Central Command operations due to the lack of required defensive and countermeasure systems. Timely modernization is critical to not only maintaining the long-term viability of the Air Force Reserve Command fleet, it is also essential to ensuring that the Air Force Reserve Command remains a relevant and capable combat ready force.

Along with equipment modernization challenges, Air Force Reserve Command faces challenges modernizing Air Force Reserve Command facilities. During the FY 2011 budget formulation, both the Air Force and the Air Force Reserve took risk in Military Construction (MILCON) appropriation in order to fund higher priorities. These reductions coupled with past MILCON funding shortfalls caused nearly a one billion dollar backlog for the Air Force Reserve Command alone.

The Air Force Reserve Command will continue to work within its fiscal constraints to ensure its equipment and facilities are modernized and recapitalized. Where shortfalls exist, the Air Force Reserve Command will strive to mitigate risk in order to provide a safe and adequate working environment for our Airmen.

AIR FORCE RESERVE DEFINED:

Often referred to as the Total Force, today's Air Force consists of three components: the Regular Air Force, Air National Guard, and Air Force Reserve.

Created by Congress in 1948, the Air Force Reserve consists of officers, enlisted and civil servants who are tasked by law to fill the needs of the armed forces whenever more units and people are required than are in the regular components.

The Air Force Reserve is first and foremost a strategic reserve. It provides the Air Force with a surge capacity in times of national crisis.

Since the end of Operation DESERT STORM in 1991, the Air Force has transitioned into an expeditionary force – a system of rotation that swaps out people and equipment serving on frontline missions. For about 20 years, these rotational forces have included volunteer and mobilized Reservists. Their participation has evolved the Air Force Reserve into an exceptionally experienced combat force that is tapped for both rotational duty and the continuing responsibility for emergency surge operations whenever needed.

Called "Citizen Airmen," Air Force Reservists are engaged in every Air Force job specialty and mission around the globe. Approximately 70,000 Citizen Airmen are maintained "mission ready" —trained to the same standards and currencies as Regular Air Force—and capable of deploying within 72 hours of notification.

Reservists save taxpayers money because they are called to active duty in a pay status only when the nation needs them. When they are no longer needed, Reservists return to their civilian lives and a non-pay status. Nearly 80 percent of the Air Force Reserve is maintained on a

called-up-as-needed but ready-now status. This creates a valuable pool of military expertise that can be tapped for national emergencies. About 64 percent of the Air Force Reserve was originally trained by the Regular Air Force, but retained by the flexibility of the Reserve program. Retaining seasoned professionals saves training dollars and provides continuity to the Regular Air Force Airmen who are generally younger and less experienced.

Citizen Airmen have deep community ties. Many leave the Regular Air Force to establish roots as your hometown neighbors who "live locally and serve globally."

As a bonus to the Air Force, Reservists bring their often leading-edge corporate and civilian expertise to the military. In exchange, Reservists return from their military duty to their employers with leadership and life experience(s). Because Reservists are community neighbors and civilian employees in society, many Americans who interact with them have a better understanding of the Armed Forces and military service.

ARC:

The Air Reserve Component includes Air Force Reserve and Air National Guard forces. Together they are called the ARC and form a significant amount of Air Force capability in air, space and cyberspace.

The purpose of each reserve component is to provide trained units and qualified people for duty in time of war or national emergency and whenever more units and people are needed than are in the Regular Air Force. The ARC provides the capability of the Air Force to rapidly expand.

The ARC is extremely cost-effective and retains valuable military expertise and mission continuity on a ready-now, but called-up as needed basis.

ARC forces are staffed and trained to meet the same training standards and readiness levels as the regular component forces, and are supplied with the same equipment on an equal priority.

Under the total force policy established by DoD in 1973, both regular and reserve assets are considered parts of a single U.S. military resource. Factors used to determine an appropriate force mix include: contribution of forces to national security, availability, legal constraints and cost. Air Force Reserve forces are only activated in support of federal missions. Considerations unique to Air National Guard units include their dual state and federal missions.

TOTAL FORCE:

Regular Air Force, Air National Guard and Air Force Reserve Airmen work together as a team to make the U.S. Air Force the most powerful force the world has ever seen.

Comprised of these three components, today's Air Force is often referred to as the "Total Force." With about 70,000 people actively serving, the Air Force Reserve is the smallest of the three components compared to about 332,200 Regular Air Force Airmen and about 106,700 Air National Guardsmen.

However, in addition to this pool of active Airmen, the Air Force Reserve maintains the Air Force's strategic depth of more than 760,000 stand-by or non-participating Reservists and retirees that could be called up for national emergencies.

Each of the three components has their own unique strengths that are being incorporated into more than 150 "Total Force Integration" initiatives across the service. These initiatives are forming "Associate units" by co-locating Regular, Guard and Reserve units so that each shares aircraft, equipment and support responsibilities. Working as equal partners, each component provides different qualities which used in the right balance result in cost-effective combat-ready Airmen actively engaged in worldwide missions.

The Associate Unit model began at Norton AFB, CA on March 25, 1968. Air Force Reservists were co-located at the base to fly, maintain and share responsibilities for the Regular Air Force's C-141 Starlifter aircraft mission with the Regular Air Force Airmen.

Total Force Integration has resulted in better efficiency, continuity and cost-effective operations. Today, every Air Force mission is the result of Total Force teamwork. The three components provide America a robust warfighting capability on the leading edge of technology in air, space and cyberspace.

Part 03
ORGANIZATIONS & LOCATIONS

Office of the AF Reserve <

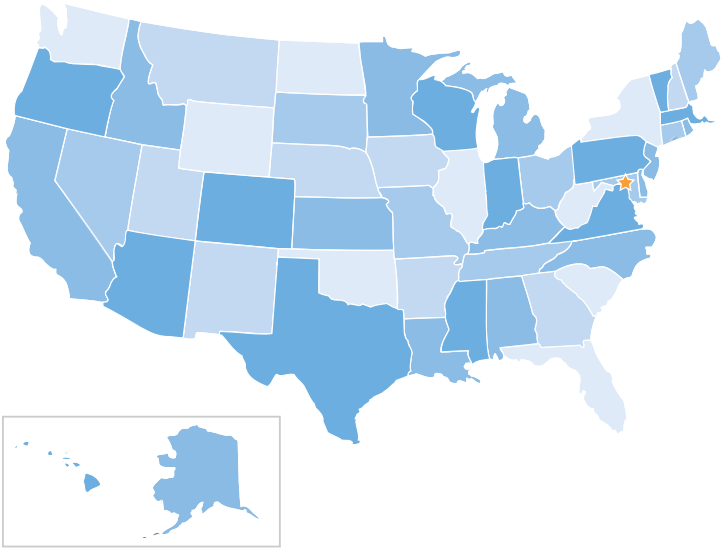
HQ AF Reserve Command <

Major Command Structure <

AF Reserve Personnel Center <

OFFICE OF THE AIR FORCE RESERVE, PENTAGON, WASHINGTON D.C.

The Office of Air Force Reserve is part of the Department of the Air Force. The Chief of the Air Force Reserve is a lieutenant general in active duty status who is appointed by the President with the advice and consent of the Senate. The chief maintains an office and staff of about 100 people at the Pentagon in Washington, D.C. At the Pentagon, he serves as the principal adviser on Reserve matters to the Air Force chief of staff. Also, the Chief of Air Force Reserve is responsible for Air Force Reserve activities which specifically include: developing and directing the budget; leading the fulltime support program; and reporting to Congress.



HEADQUARTERS AIR FORCE RESERVE COMMAND

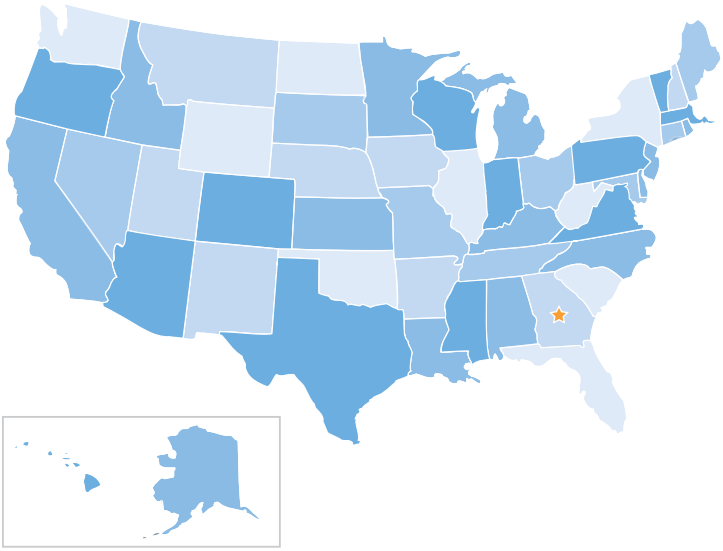
The Chief of Air Force Reserve is also the commander of Air Force Reserve Command. Headquarters AFRC, located at Robins AFB, Ga., ensures its three numbered air forces, 34 wings and other subordinate units are prepared to accomplish their Total Force missions. The command supervises the unit-training program, provides logistics support and ensures combat readiness.

There are about 1,000 people stationed at Headquarters AFRC. The staff incorporates a mix of active duty Air Force members, Air Force reservists on extended active duty, air reserve technicians and civil service employees to perform the mission. This combination includes 50 percent civilian employees, 19 percent active duty personnel, 13 percent Active Guard Reserve members, 9 percent traditional reservists, 8 percent Air Reserve Technicians, and 1 percent Individual Mobilization Augmentees. They provide the headquarters with active duty Air Force experience, reservist perspective and civil service continuity.

Also collocated with the Headquarters AFRC is the 951st Reserve Support Squadron, The Band of the U.S. Air Force Reserve, the AFRC Recruiting Squadron and the Readiness Management Group.

The headquarters staff and AFRC members assigned to Robins AFB account for an economic impact of more than $108 million.

AFRC became the ninth major command of the Air Force, Feb. 17, 1997, as a result of Title XII - Reserve Forces Revitalization - in Public Law 104-201, the National Defense Authorization Act of Fiscal Year 1997. Previously, the Air Force Reserve was an Air Force field-operating agency established April 14, 1948. The headquarters was established Aug. 1, 1968, replacing the discontinued Continental Air Command as the Reserve field command.



MAJOR COMMAND STRUCTURE:

Of the Air Force's 10 Major Commands, Air Force Reserve Command is the second largest in the number of military personnel and has people and units supporting nearly every Regular Air Force mission and all the other Major Commands.

Air Force Reserve Command is subdivided into three numbered Air Forces to combine supervision over similar capabilities. Each of the **three** numbered Air Forces ensures the wings under them are organized, trained and equipped to the same or better readiness levels of the Regular Air Force.

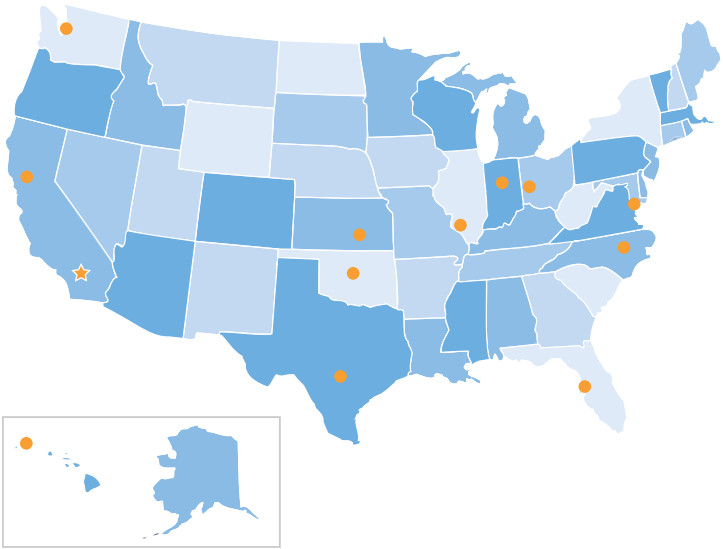
Wings are the primary working unit of the Air Force and responsible for maintaining a base or carrying out a specific mission. Wings may be commanded by a general officer or a colonel. Air Force Reserve Command has 34 wings located throughout the United States.

A wing may have several squadrons in more than one group. Wings typically contain an operations group, a maintenance group, a support group and a medical group.

The majority of individual officers and enlisted Airmen are assigned to a squadron, which may be composed of several flights.

4TH AIR FORCE, MARCH ARB, CALIF.

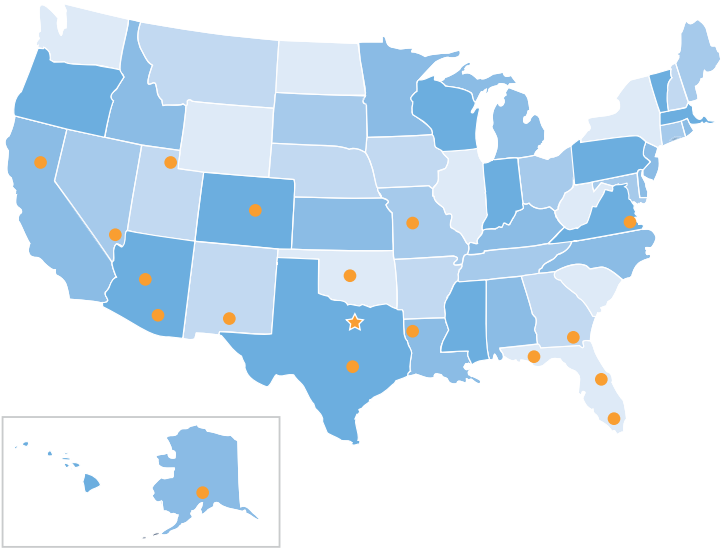
- 349th Air Mobility Wing, Travis AFB, Calif. (C-5 B/C, C-17A)
- 433rd Airlift Wing, Lackland AFB, Texas (C-5A)
- 434th Air Refueling Wing, Grissom ARB, Ind. (KC-135R)
- 445th Airlift Wing, Wright-Patterson AFB, Ohio (C-17A)
- 446th Airlift Wing, McChord AFB, Wash. (C-17A)
- 452nd Air Mobility Wing, March ARB, Calif. (KC-135R, C-17)
- 459th Air Refueling Wing, Andrews AFB, Md. (KC-135R)
- 507th Air Refueling Wing, Tinker AFB, Okla. (KC-135R)
  Subordinate flight, 1 ASF, located at Oklahoma City, Okla. (C-29A)
- 604th Regional Support Group, March ARB, Calif.
- 624th Regional Support Group, Hickam AFB, Hawaii
- 916th Air Refueling Wing, Seymour Johnson AFB, N.C. (KC-135R)
- 927th Air Refueling Wing, MacDill AFB, Fla. (KC-135R)
- 931st Air Refueling Group, McConnell AFB, Kan. (KC-135R)
- 932nd Airlift Wing, Scott AFB, Ill. (C-9C, C-40C)



10TH AIR FORCE, NAVAL AIR STATION JOINT RESERVE BASE FORT WORTH, TEXAS

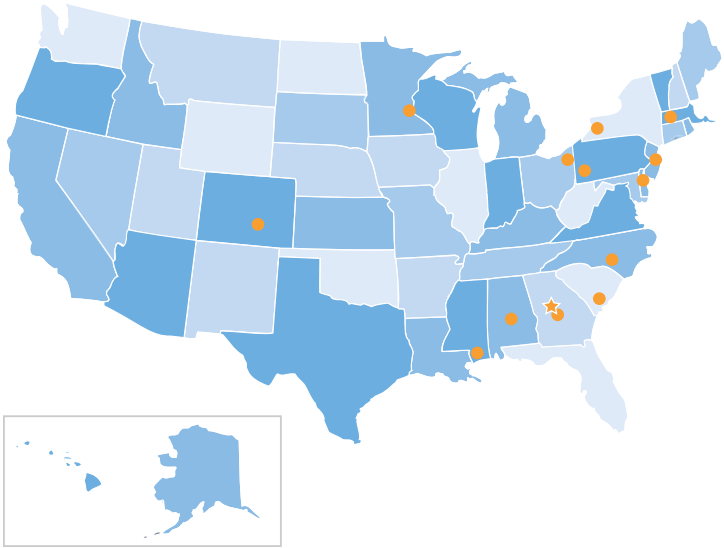
- 13th Reconnaissance Squadron, Beale AFB, Calif. (RQ-4)
- 50th Intelligence Squadron, Beale AFB, Calif. (DGS-2)
- 44th Fighter Squadron, Davis-Monthan AFB, Ariz. (A-10)
- 301st Fighter Wing, NAS JRB Forth Worth, Texas (F-16C/D)
- 301st Fighter Squadron, Holloman AFB, NM (F-22)
- 307th Fighter Squadron, Langley AFB, Va. (F-15, F-16, A-10)
- 310th Space Group, Schriever AFB, Colo. (DSP, GPS, DMSP, SBIRS, satellites)
- 340th Flying Training Group, Randolph AFB, Texas (T-1, T-6, T-38, AT-38)
  Subordinate squadrons located at:
  Moody AFB, Ga., (T-38C, T-6);
  Vance AFB, Okla. (T-1, T-6, T-38C);
  Columbus AFB, Miss. (T-1, T-38C) ;
  Laughlin AFB, Texas (T-1, T-38A/C);
  Sheppard AFB, Texas (AT-38, T-38A/C)
- 419th Fighter Wing, Hill AFB, Utah (F-16C/D)
- 442nd Fighter Wing, Whiteman AFB, Mo. (A-10A)
- 476th Fighter Group, Moody AFB, Ga. (A-10A)
- 477th Fighter Group, Elemendorf AFB, Ala. (F-22A)
- 482nd Fighter Wing, Homestead ARB, Fla. (F-16C/D)
- 610th Regional Support Group, NAS JRB Forth Worth, Texas
- 917th Wing, Barksdale AFB, La. (A-10A, B-52H)
- 919th Special Operations Wing, Duke Field, Fla. (MC-130E/P)
- 920th Rescue Wing, Patrick AFB, Fla. (HH-60G, HC-130N/P)
- 926th Group, Nellis AFB, Nev. (F-15, F-16, F-22, MQ-1, MQ-9)
  Subordinate squadron located at Creech AFB, Nev.
- 940th Air Refueling Wing, Beale AFB, Calif. (RQ-4A Global Hawk)

- 943rd Rescue Group, Davis-Monthan AFB, Ariz. (HH-60G)
  Subordinate squadron at Portland IAP, Ore.
- 944th Fighter Wing, Luke AFB, Ariz. (F-16C/D)
- 513th Air Control Group, Tinker AFB, Okla. (E-3A)



22ND AIR FORCE, DOBBINS ARB, GA.

- 94th Airlift Wing, Dobbins ARB, Ga. (C-130H)
- 302nd Airlift Wing, Peterson AFB, Colo. (C-130H)
- Detachment 1, U.S. Air Force Academy, Colo.
- 315th Airlift Wing, Charleston AFB, S.C. (C-17A)
- 403rd Wing, Keesler AFB, Miss. (WC-130H, C-130J)
- 413th Flight Test Group, Robins AFB, Ga.
- 439th Airlift Wing, Westover ARB, Mass. (C-5B)
- 440th Airlift Wing, Pope AFB, N.C. (C-130H)
- 512th Airlift Wing, Dover AFB, Del. (C-5B, C-17A)
- 514th Air Mobility Wing, McGuire AFB, N.J. (C-17A, KC-10A)
- 622nd Regional Support Group, Dobbins ARB, Ga.
- 908th Airlift Wing, Maxwell AFB, Ala. (C-130H)
- 910th Airlift Wing, Youngstown ARS, Ohio (C-130H)
- 911th Airlift Wing, Pittsburgh ARS, Pa. (C-130H)
- 914th Airlift Wing, Niagara Falls ARS, N.Y. (C-130H)
- 934th Airlift Wing, Minneapolis-St. Paul ARS, Minn. (C-130H)



AIR RESERVE PERSONNEL CENTER, DENVER, COLO.

The Air Reserve Personnel Center is a direct reporting unit to Headquarters Air Force Reserve Command. The mission of the center is to "Provide 21st Century life-cycle personnel services to all Air Reserve Component members ... A Total Force provider servicing the needs of the Nation."

Established Nov. 1, 1953, the center was designed to centralize the custody and maintenance of master personnel records of Air Force Reserve Airmen not on extended active duty. Today, the center has about 400 military and civil servants who work alongside about 220 contractors and is responsible for a wide variety of personnel actions, including administrative capability for mobilization of the Air Force Reserve. Also, the center maintains personnel records of Air National Guard officers and enlisted Airmen as well.

In fulfilling its mission, the Air Reserve Personnel Center is in constant contact with the Air Staff, the director of the Air National Guard, the chief of Air Force Reserve, major commands, field operating agencies and individual reservists. During contingency operations or war, the center receives direction and guidance through the Air Force Crisis Action Team. The center orders individual Air Force Reserve personnel and members of the Retired Reserve and Retired Regular Air Force to extended active duty, as required during national emergencies and as provided by law.

The center provides life-cycle personnel support to Air National Guard and Air Force Reserve members throughout their military careers.

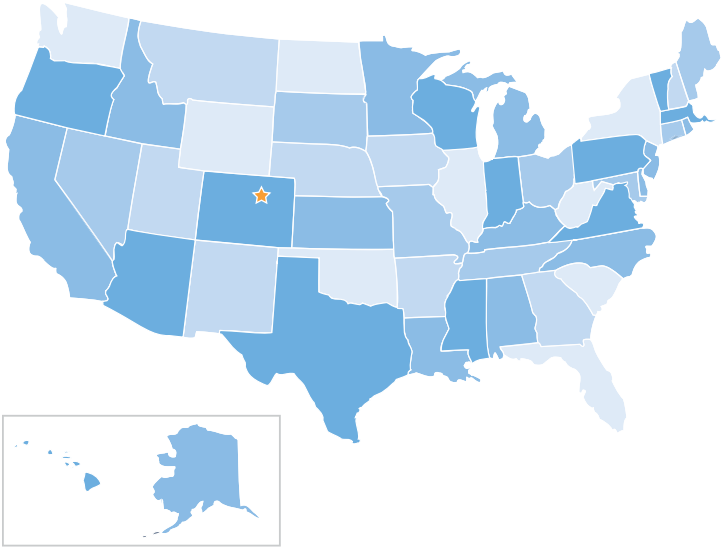
These actions include officer and enlisted Airman career management, master and field personnel records maintenance, appointment, classification, point credit

accounting, promotion, career development, discharge and retirement.

The center manages central selection boards for Air National Guard and Reserve officer promotions. These boards consider Air National Guard and Air Force Reserve officers for promotion and determine qualifications of Airmen to retain their Reserve status. The center also convenes boards to select Air Force Reserve officers to attend developmental education schools and force development initiatives.

Enhancing its Web-based applications, the center is working to provide better customer service with 24 hour-a-day, seven day-a-week accessibility for the Reserve Airmen. The virtual Personnel Center - Guard and Reserve, or vPC-GR, allows Air National Guard and Air Force Reserve Airmen to access and correct records from any computer with Internet access.

This secure website is at **http://arpc.afrc.af.mil/vPC-GR/** and enables Reserve Component Airmen to access their records from home and duty locations around the world.

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Part 04
INDIVIDUAL PROGRAMS

Individual Mobilization Augmentee <

Readiness Management Group <

INDIVIDUAL MOBILIZATION AUGMENTEE:

Individual Mobilization Augmentee is a category of Reservist not assigned to an Air Force Reserve unit, but rather directly to a Regular Air Force unit.

Air Force Reserve Command has approximately 9,000 Individual Mobilization Augmentees assigned across the full range of Air Force missions in the U.S. and around the world.

IMAs bring a great deal of experience to the joint fight and help the Regular Air Force accomplish its mission by deploying with the Regular Air Force unit, backfilling positions vacated by Regular Air Force Airmen, or performing missions at their normal duty station as needed.

IMAs positions are filled by officer and enlisted Reservists, although most billets are for officers. IMAs serve in the most flexible participation status offered by the Air Force Reserve and often bring specialized corporate knowledge from technical career fields in highly successful civilian companies and organizations.

IMAs that are assigned to Regular Air Force units are usually either a "Category A" IMA and serve a minimum of 36 days per year or a "Category B" and serve a minimum of 24 days per year. Also, IMAs may volunteer for active duty orders or be mobilized to fill Air Force mission requirements as needed.

See the "**Database**" section for demographics information, strategic depth and specific numbers of Reservists in each category.

READINESS MANAGEMENT GROUP:

The Readiness Management Group is a direct reporting unit to Headquarters Air Force Reserve Command and co-located with the command at Robins AFB, Ga.

The group is commanded by a colonel who is responsible for administrative control of approximately 9,000 Individual Mobilization Augmentees throughout the U.S. and around the globe.

Because IMAs are directly assigned to Regular Air Force units for performing the Regular Air Force mission, they are in the Regular Air Force chain of command for their duty performance. However, every IMA belongs to the Air Force Reserve Command administratively and receives policy, guidance, training objectives, and readiness monitoring from the Readiness Management Group.

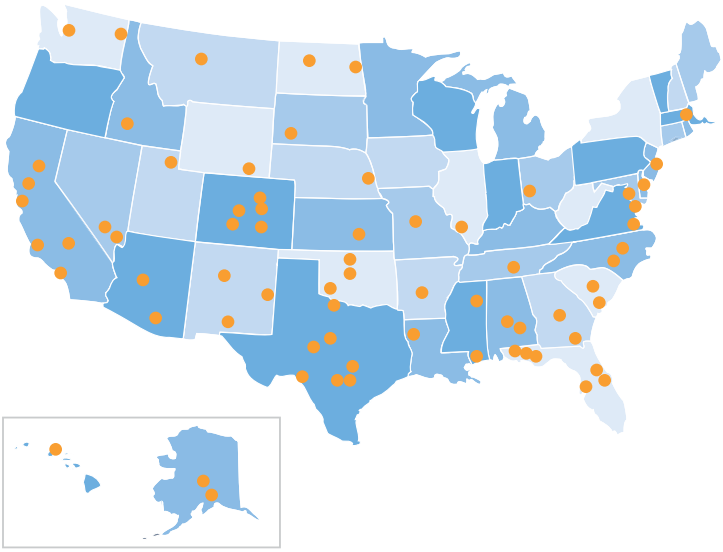
RMG – INDIVIDUAL RESERVE PROGRAM LOCATIONS

- Andersen Air Force Base, Guam
- Andrews Air Force Base, Md.
- Altus Air Force Base, Okla.
- Arnold Air Force Base, Tenn.
- Aviano Air Base, Italy
- Barksdale Air Force Base, La.
- Beale Air Force Base, Calif.
- Bolling Air Force Base, D.C.
- Brooks City-Base, Texas
- Buckley Air Force Base, Colo.
- Cannon Air Force Base, N.M.
- Cape Canaveral Air Force Station, Fla.
- Charleston Air Force Base, S.C.
- Cheyenne Mountain Air Force Station, Colo.
- Colorado Springs, Colo.
- Columbus Air Force Base, Miss.
- Creech Air Force Base, Nev.
- Davis-Monthan Air Force Base, Ariz.
- Dover Air Force Base, Del.
- Duke Field, Fla.
- Dyess Air Force Base, Texas
- Edwards Air Force Base, Calif.
- Eglin Air Force Base, Fla.
- Eielson Air Force Base, Alaska
- Elmendorf Air Force Base, Alaska
- Ellsworth Air Force Base, S.D.
- Fairchild Air Force Base, Wash.
- Francis E. Warren Air Force Base, Wyo.
- Ghedi Air Base, Italy
- Goodfellow Air Force Base, Texas
- Grand Forks Air Force Base, N.D.
- Gunter Annex, Ala.
- Hanscom Air Force Base, Mass.
- Hickam Air Force Base, Hawaii
- Hill Air Force Base, Utah
- Holloman Air Force Base, N.M.
- Hurlburt Field, Fla.
- Incirlik Air Base, Turkey

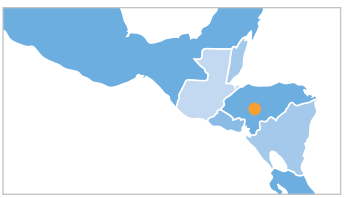
- Izmir Air Station, Turkey
- Kadena Air Base, Japan
- Keesler Air Force Base, Miss.
- Kirtland Air Force Base, N.M.
- Kunsan Air Base, South Korea
- Lackland Air Force Base, Texas
- Lajes Field, Azores, Portugal
- Langley Air Force Base, Va.
- Laughlin Air Force Base, Texas
- Little Rock Air Force Base, Ark.
- Los Angeles Air Force Base, Calif.
- Luke Air Force Base, Ariz.
- MacDill Air Force Base, Fla.
- Malmstrom Air Force Base, Mont.
- Maxwell Air Force Base, Ala.
- McChord Air Force Base, Wash.
- McConnell Air Force Base, Kan.
- McGuire Air Force Base, N.J.
- Minot Air Force Base, N.D.
- Misawa Air Base, Japan
- Moody Air Force Base, Ga.
- Moron Air Base, Spain
- Mountain Home Air Force Base, Idaho
- Nellis Air Force Base, Nev.
- Offutt Air Force Base, Neb.
- Onizuka Air Force Station, Calif.
- Osan Air Base, South Korea
- Patrick Air Force Base, Fla.
- Peterson Air Force Base, Colo.
- Pope Air Force Base, N.C.
- Ramstein Air Base, Germany
- Randolph Air Force Base, Texas
- Robins Air Force Base, Ga.
- Royal Air Force Station Alconbury, England
- Royal Air Force Station Croughton, England
- Royal Air Force Station Fairford, England
- Royal Air Force Station Lakenheath, England
- Royal Air Force Station Molesworth, England
- Royal Air Force Station Mildenhall, England
- Scott Air Force Base, Ill.
- Sembach Annex, Germany

- Seymour Johnson Air Force Base, N.C.
- Shaw Air Force Base, S.C.
- Sheppard Air Force Base, Texas
- Schriever Air Force Base, Colo.
- Soto Cano Air Base, Honduras
- Spangdahlem Air Base, Germany
- Tinker Air Force Base, Okla.
- Travis Air Force Base, Calif.
- Vance Air Force Base, Okla.
- Vandenberg Air Force Base, Calif.
- Whiteman Air Force Base, Mo.
- Wright-Patterson Air Force Base, Ohio
- Yokota Air Base, Japan

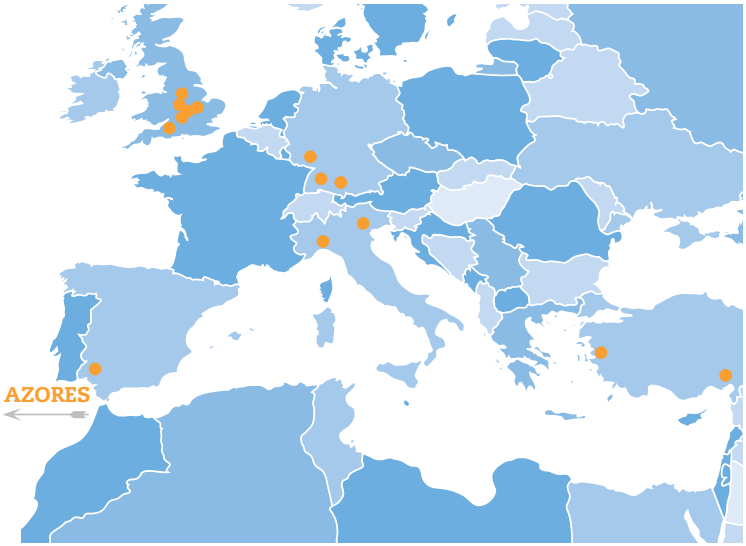
UNITED STATES



CENTRAL AMERICA



EUROPE



NORTHWEST ASIA

Part 05
AIR, SPACE & CYBERSPACE MISSIONS

Air <

Space <

Cyberspace <

AF Reserve has unit-equipped and associate units and individual Reservists in virtually every Air Force mission.

AF Reserve contributions include:

- **100%** of Aerial Spray
- **100%** of Weather Reconnaissance
- **75%** of Port Mortuary Affairs
- **60%** of Aeromedical Evacuation
- **54%** of Aerial Port
- **50%** of Flight Inspection
- **46%** of Strategic Airlift
- **25%** of Aerial Fire Fighting
- **23%** of Personnel Recovery
- **23%** of Tanker (air-to-air refueling)
- **21%** of Theater Airlift
- **19%** of Intel
- **19%** of Flight Training
- **15%** of Air Operations Center
- **12%** of Space
- **11%** of AWACS
- **10%** of Special Operations Force
- **8%** of Bomber
- **5%** of Remote Piloted Aircraft
- **5%** of Fighter

* Percentages include support, maintenance and operations capabilities.

AIR:

AIRBORNE WARNING AND CONTROL SYSTEM:

(Air Force Reserve Associate units partnering with other components & sharing equipment)

E-3 SENTRY (AWACS)

Primary function: Airborne battle management, surveillance, command, control and communications.

Speed: 360 mph

Dimensions: Wingspan 130 ft. 10 in.; length 145 ft. 8 in.; height 41 ft. 4 in.; rotodome, 30 ft. diameter, 6 ft. thick, mounted 11 ft. above fuselage

Range: More than eight hours unrefueled

Crew: 17-23

AIR AND SPACE OPERATIONS CENTER:

(Air Force Reserve Associate units partnering with other components & sharing equipment)

AN/USQ-163 FALCONER

Primary function: Direct and supervise combat operations, develops strategy, planning documents, monitors execution of all air, space, information operations and assessment for Combined Forces Air Component Commander.

Air Force Reserve Command has two squadrons of 130+ Reservists who provided core expertise and continuity by augmenting Air Operations Centers.

BOMBER:
(16 aircraft assigned)

B-52H STRATOFORTRESS

Primary function: Heavy bomber

Speed: 650 mph

Dimensions: Wingspan 185 ft.; length 159 ft. 4 in.; height 40 ft. 8 in. Range: 8,800 miles unrefueled

Armament: M117, Mk-56/62/65/82/84, CBU-87/89/103/104/105, AGM-86B/C/D/129A/158A, GBU-10/12/28/31/38; nuclear weapons

Crew: Five

FIGHTER/ATTACK:

(90 aircraft assigned and Air Force Reserve Associate units partnering with other components & sharing equipment)

A-10A/C THUNDERBOLT II

Primary function: Close air support and airborne forward air control

Speed: 420 mph

Dimensions: Wingspan 57 ft. 6 in.; length 53 ft. 4 in.; height 14 ft. 8 in. Range: 800 miles

Armament: 30 mm sevenbarrel Gatling gun; up to 16,000 pounds of mixed ordnance, including 500 pound Mk-82 and 2,000 pound Mk-84 series low/high drag bombs, incendiary cluster bombs, combined effects munitions, AGM-65 missiles and laser-guided/electro-optically guided bombs; M-129 leaflet bombs, infrared countermeasure flares; electronic countermeasure chaff; jammer pods; 2.75-inch rockets; illumination flares and AIM-9 missiles

Crew: One

F-15A/B/C/D/E EAGLE and F-15E STRIKE EAGLE

Primary function: F-15A/B/C/D/E — single-seat air superiority fighter. F-15E — air-to-ground attackaircraft

Dimensions: Wingspan 42 ft. 8 in.; length 63 ft. 8 in.; height 18 ft. 5 in.

Speed: 1,875 mph. Strike Eagle Mach 2.5-plus

Range: 3,450 miles unrefueled. Strike Eagle 2,400 miles unrefueled

Armament: (All models) one internally mounted M-61A1 20 mm cannon with 940 rounds of ammunition and any combination of AIM-9L/M/X Sidewinder and four AIM- 7F/M Sparrow air-to-air missiles, or eight AIM-120 AMRAAMs air-to air missiles, carried externally. Strike Eagle — Mk-82/82, M129, CBU-87/89/97, GBU- 10/12/15/24/27/31/38/39, AGM-65, AGM-130/154, nuclear weapons.

Crew: F-15A/C, one; F-15B/D/E, two; Strike Eagle, two

F-16A/B/C/D FIGHTING FALCON

Primary function: Multi-role fighter

Speed: 1,500 mph

Dimensions: Wingspan 32 ft. 8 in.; length 49 ft. 5 in.; height 16 ft. Range: 2,000 miles unrefueled

Armament: M-61A1 20 mm cannon with 500 rounds; external stations carry up to six air-to-air missiles, conventional air-to-air and air-to-surface munitions and electronic countermeasure pods. M129, MK-82/84, GBU-10/12/24/27/31/38, CBU-87/89/97/103/104/105/107, GM-65/88/154/158, nuclear weapons

Crew: F-16C, one; F-16D, one or two

F-22 RAPTOR

Primary function: Multi-role fighter

Speed: Above Mach 2; higher on supercruise

Dimensions: Wingspan 32 ft. 8 in.; length 62 ft. 1 in.; height 16 ft. 8 in.

Range: 1,850 miles; without external tanks, more than 1,250 miles unrefueled

Armament: M-61A1 20 mm cannon, AIM-120C AMRAAM, AIM-9, GBU-32 JDAMS

Crew: One

OSA/VIP:
(6 aircraft assigned)

C-9C NIGHTINGALE

Primary function: Passenger movement

Speed: 565 mph

Dimensions: Wingspan 93 ft. 3 in.; length 119 ft. 3 in.; height 27 ft. 5 in.

Range: More than 2,000 miles

Crew: Eight

C-40B/C

Primary function: High-priority personnel transport

Speed: 530 mph

Dimensions: Wingspan 117 ft. 5 in.; length 110 ft. 4 in.; height 41 ft. 2 in.

Range: 5,000 miles

Crew: Ten

PERSONNEL RECOVERY:
(18 aircraft assigned)

HC-130P/N KING

Primary function: Multi-role rescue platform

Speed: 289 mph

Dimensions: Wingspan 132 ft. 7 in.; length 98 ft. 9 in.; height 38 ft. 6 in.

Range: Beyond 4,000 miles unrefueled

Crew: Ten

HH-60G PAVE HAWK

Primary function: Combat search and rescue

Speed: 160 mph

Dimensions: Length 64 ft. 8 in.; width 7 ft. 9 in.; height 16 ft. 8 in.; rotor diameter 53 ft. 7 in.

Range: 478 miles unrefueled

Armament: Combination of two 7.62 mm miniguns or .50 caliber machine guns

Crew: Four

REMOTELY PILOTED AIRCRAFT:

(Air Force Reserve Associate units partnering with other components & sharing equipment)

MQ-1B PREDATOR

Primary function: Armed reconnaissance, airborne surveillance and target acquisition

Speed: Up to 135 mph

Dimensions: Wingspan 48 ft. 7 in.; length 27 ft.; height 6 ft. 9 in.

Range: 454 miles

Armament: AGM- 114 Hellfire missiles

Crew: Pilot and sensor operator on the ground

MQ-9 REAPER

Primary function: Unmanned hunter/killer weapon system

Speed: 230 mph

Dimensions: Wingspan 66 ft.; length 36 ft.; height 12.5 ft.

Range: 3,682 mile

Armament: AGM-114 Hellfire missiles; GBU-12, GBU-38 JDAM

Crew: Pilot and sensor operator on the ground

RQ-4A GLOBAL HAWK

Primary function: High-altitude, long-endurance unmanned aerial reconnaissance system

Speed: 390 mph

Dimensions: Wingspan 116 ft. 2 in.; length 44 ft. 4 in.; height 15 ft. 2 in.

Range: 10,932 miles

Endurance: 35 hours

Crew: Three pilots and sensor operator on the ground

SPECIAL OPS:

(8 aircraft assigned and Air Force Reserve Associate units partnering with other components & sharing equipment)

C-130E/H/J HERCULES

Primary function: Global airlift

Speed: C-130E, 345 mph; C-130H, 366 mph; C-130J, 417 mph; C-130J-30, 410 mph

Dimensions: Wingspan 132 ft. 7 in.; length 97 ft. 9 in. (C-130J-30 length, 112 ft. 9 in.); height 38 ft. 10 in.

Range: C-130E, 1,438 miles; C-130H, 1,496 miles; C-130J, 1,841 miles; C-130J-30, 2,417 miles

Crew: C-130E/H, five; C-130J, three

MC-130E/H COMBAT TALON

Primary function: Infiltration, exfiltration and resupply of special operations forces

Speed: 300 mph

Dimensions: Wingspan 132 ft. 7 in.; length MC-130E 100 ft. 10 in.; MC-130H 99 ft. 9 in.; height 38 ft. 6 in.

Range: 2,700 miles unrefueled

Crew: MC-130E, nine; MC-130H, seven

U-28

Primary function: Provides intra-theater support for special operations forces

Speed: 270 mph

Dimensions: Wingspan 53 ft. 3 in.; length 47 ft. 3 in.; height 14 ft.;

Range: 1,513 miles

Crew: One to two

UH-1H/N/V IROQUOIS

Primary function: Support for distinguished visitors, missile sites, ranges, and search and rescue

Speed: 115 mph

Dimensions: Length 57 ft. 3 in.; width 9 ft. 5 in.; height 12 ft. 10 in.; diameter of main rotor 48 ft.; diameter of tail rotor 8 ft. 6 in.

Range: 300 miles

Crew: Two or three

STRATEGIC/THEATER AIRLIFT:

(138 aircraft assigned to units and Air Force Reserve Associate units partnering with other components & sharing equipment)

C-5A/B/C/M GALAXY

Primary function: Outsize cargo transport

Speed: 518 mph

Dimensions: Wingspan 222 ft. 9 in.; length 247 ft. 10 in.; height 65 ft. 1 in.

Range: 6,320 miles unrefueled

Crew: Seven

C-17A GLOBEMASTER III

Primary function: Cargo and troop transport

Speed: 518 mph

Dimensions: Wingspan 169 ft. 10 in. (to winglet tips); length 174 ft.; height 55 ft. 1 in.

Range: Unlimited with aerial refueling

Crew: Three

C-130E/H/J HERCULES

Primary function: Global airlift

Speed: C-130E, 345 mph; C-130H, 366 mph; C-130J, 417 mph; C-130J-30, 410 mph

Dimensions: Wingspan 132 ft. 7 in.; length 97 ft. 9 in. (C-130J-30 length, 112 ft. 9 in.); height 38 ft. 10 in.

Range: C-130E, 1,438 miles; C-130H, 1,496 miles; C-130J, 1,841 miles; C-130J-30, 2,417 miles

Crew: C-130E/H, five; C-130J, three

TANKER:

(64 aircraft assigned and Air Force Reserve Associate units partnering with other components & sharing equipment)

KC-10A EXTENDER

Primary function: Aerial tanker/transport

Speed: 619 mph

Dimensions: Wingspan 165 ft. 4 in.; length 181 ft. 7 in.; height 57 ft. 1 in.

Range: 4,400 miles with cargo, 11,500 miles without cargo; unrefueled

Crew: Four

KC-135R/T STRATOTANKER

Primary function: Aerial refueling and airlift

Speed: 530 mph

Dimensions: Wingspan 130 ft. 10 in.; length 136 ft. 3 in.; height 41 ft. 8 in.

Range: 1,500 miles with 150,000 lbs. of transfer fuel; ferry mission 11,015 miles

Crew: Three

TRAINING:

(Air Force Reserve Associate units partnering with other components & sharing equipment)

T-1A JAYHAWK

Primary function: Advanced trainer for airlift and tanker pilots

Speed: 538 mph

Dimensions: Wingspan 43 ft. 6 in.; length 48 ft. 5 in.; height 13 ft. 11 in.

Range: 2,557 miles

Crew: Three

T-6A TEXAN II

Primary function: Undergraduate pilot training

Speed: 320 mph

Dimensions: Wingspan 33 ft. 5 in.; length 33 ft. 4 in.; height 10 ft. 7 in.

Range: 1,036 miles

Crew: Two

T-38A/C AND AT-38B TALON

Primary function: Advanced jet pilot training

Speed: 812 mph

Dimensions: Wingspan 25 ft. 3 in.; length 46 ft. 4 in.; height 12 ft. 10 in

Range: 1,093 miles

Crew: Two

WEATHER RECONNAISSANCE:
(10 aircraft assigned)

WC-130J

Primary function: Weather reconnaissance

Speed: 350 mph

Dimensions: Wingspan 132 ft. 6 in.; length 99 ft. 4 in.; height 38 ft. 6 in.

Range: 4,000 miles unrefueled

Crew: Five

SPACE:

(Air Force Reserve Associate units partnering with other components & sharing equipment)

SPACE BASED INFRARED SYSTEMS

Primary function: The SBIRS constellation supports the warfighter in four distinct mission areas: Missile Warning, Missile Defense, Technical Intelligence and Battle Space Awareness.

GLOBAL POSITIONING SYSTEM

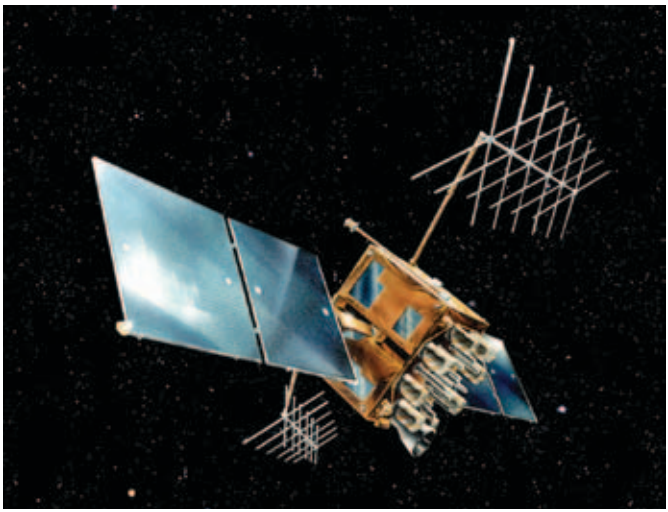
Primary function: Positioning, navigation, timing and velocity information worldwide

Dimensions: Block IIA, approximately 11 ft.; Block IIR, approximately 5 ft.; Block IIF, approximately 8 ft.; width (includes solar arrayspan): Block IIA, approximately 17 ft.; Block IIR/M, approximately 37 ft.; Block IIF, approximately 116 ft

Weight: Block IIA, 3,670 Ibs.; Block IIR/M, 4,480 Ibs; Block IIF, 3,758 Ibs

Power: Solar panels generating 800 watts; Block IIF panels generate 2,450 watts

Orbit: 11,000 miles



DEFENSE SUPPORT PROGRAM

Primary function: Strategic and tactical missile launch detection

Dimensions: Diameter approximately 13 ft. at launch and 22 ft. in orbit

Weight: 5,250 lbs

Power: Solar array generates 1,485 watts

Orbit: Approximately 22,300 miles

DEFENSE METEOROLOGICAL SATELLITE PROGRAM

Primary function: Collect terrestrial, space environment and Earth surface data

Dimensions: Approximately 14 ft. long

Weight: 2,545 lbs., including 592-pound sensor payload

Power: 10 panels, generating 2,000 watts of power

Orbit: Approximately 525 miles


6235

CYBERSPACE:

As part of cyber security efforts across the government, The Secretary of Defense established a sub-unified command called US Cyber Command (USCYBERCOM). To serve as the Air Force component to USCYBERCOM, to provide full-spectrum capabilities for the Joint warfighter, and to provide mission assurance through cyberspace, the Air Force established the Component Numbered Air Force, 24th Air Force, at Lackland AFB, Texas, as the first unit ever designated for the sole purpose of cyberspace operations. The mission of the 24th Air Force is to provide combatant commanders with trained and ready cyber forces to plan and conduct cyberspace operations, and to extend, operate and defend the Air Force portion of the global information grid.

AIR FORCE RESERVE SUPPORT IN THE CYBER MISSION

The 24th Air Force has three subordinate wings, the 67th Network Warfare Wing and the 688th Information Operations Wing, both located at Lackland, and the 689th Combat Communications Wing at Robins AFB, Ga. The 24th Air Force oversees more than 5,300 personnel to conduct or support 24-hour operations involving cyberspace operations, including approximately 3,500 military, 900 civilian and 900 contractor personnel. In addition, more than 10,000 Air Reserve Component personnel came to Air Force Space Command from existing Air Force Reserve and Air National Guard units associated with the combat communications and Air Force Network Operations missions.

The 624th Operations Center, collocated with the 24th Air Force at Lackland, serves as the 24th Air Force's command and control center to provide a robust full-spectrum and

integrated cyberspace operations capability. The 624th OC interfaces with theater and functional air operations centers to establish, plan, direct, coordinate, assess, and command & control cyber operations in support of Air Force and Joint warfighting requirements.

The 689th CCW delivers combat communications for the Joint and coalition warfighter supporting combat operations and humanitarian relief operations. The wing has a total-service wartime capability that encompasses more than $600 million worth of materiel and 50 Air Force units comprised of more than 6,000 active duty and Reserve Airmen who provide combat communications and air traffic control and landing systems capabilities in the continental United States and abroad. All members maintain a unique tactical skill set that allows them to operate in austere, deployed and Joint/coalition environments.

The 67th NWW is charged as the Air Force execution element for Air Force Network Operations and providing network warfare capabilities to Air Force, Joint Task Force and combatant commanders that operate, manage, and defend global Air Force networks. Additionally, the 67th NWW performs electronic systems security assessments for the Air Force and Joint community.

The 688th IOW delivers proven information operations, engineering and infrastructure capabilities integrated across air, space and cyberspace. The wing is comprised of two groups: the 318th Information Operations Group and the 38th Cyberspace Engineering Group. The 318th IOG is the Air Force's center of excellence for information operations. They are responsible for creating the information operations advantage for combatant forces through exploring, developing, applying and transitioning counter information technology, strategy, tactics and data to control the information battlespace.

Part 06
DATABASE

AF Reserve Strength & Depth

AF Reserve Strategic Reserve Strength & Depth Statistics

Selected Reserve Statistics

Budget

Advantages of Reserve Manning Solutions

Manpower, Modernization, Military Construction

AF Reserve 2012 Streamlines Call-Up Process

AF Reserve Designing New Force Generation Center

AIR FORCE RESERVE STRENGTH & DEPTH

READY RESERVE

The Ready Reserve consists of units or individuals liable for active duty in time of war, national emergency, or as needed for operational missions. Within the Ready Reserve are the Selected Reserve and the Individual Ready Reserve.

SELECTED RESERVE

The Selected Reserve consists of units and individuals designated by the Air Force and Chairman of the Joint Chiefs of Staff as essential to initial wartime missions. They have priority over all other reserves. Operational needs routinely necessitate additional participation beyond minimum annual training and participation requirements.

INDIVIDUAL READY RESERVE

Individual Ready Reserve is a manpower pool which consists of individuals who have had training and previous experience in the Regular Component or the Selected Reserve. They maintain status in the Individual Ready Reserve either voluntarily or because they still have a military service obligation. Members of the Individual Ready Reserve may participate voluntarily without pay and in limited circumstances for pay.

STANDBY RESERVE

The Standby Reserve is a pool of trained individuals who could be ordered to active duty only in time of war or national emergency. The Secretary of the Air Force must gain approval from the Secretary of Defense to order an individual from the Standby Reserve to active duty and prove there are not enough qualified individuals currently available in the Ready Reserve. About 98 percent of the

Standby Reserve is inactive with only about two percent who are on an "Active Status List." These Active Status List Reservists may participate voluntarily without pay to earn retirement points. Reservists are placed in this category if they are designated by the Air Force as a "key employee" for their civilian employer, have a continuing service obligation, have a hardship situation but intend to return to the Ready Reserve, or they have completed 18 years but less than 20 years of service.

RETIRED RESERVE (AIR FORCE RESERVE & AIR NATIONAL GUARD)

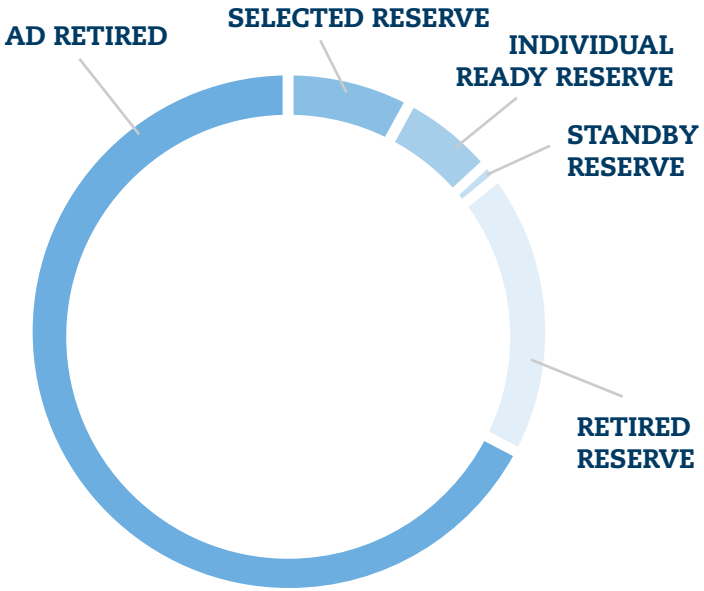
The Retired Reserve consists of Reservists who have 20 years of service and are either waiting to turn 60 years of age to collect retirement pay (nicknamed a "Gray Area" retiree) or are over 60 and receiving retirement pay. Also, this category includes Reservists who are retired under special circumstances or for physical disabilities. The Secretary of the Air Force may order a Retired Reservists to active duty if deemed necessary for the national defense. If ordered to active duty for war or national emergency, the Retired Reservists may be required to serve for an indefinite period of time.

ACTIVE DUTY RETIRED

The Air Force Reserve maintains records and tracks all Regular Air Force Airmen who complete 20 or more years of service and draw retirement pay. Also, this category includes Regular Air Force Airmen who are retired under special circumstances or for physical disabilities. The Secretary of the Air Force may order Retired Regular Air Force Airmen to active duty if deemed necessary for the national defense. If ordered to active duty for war or national emergency, the Retired Airmen may be required to serve for an indefinite period of time.

AIR FORCE RESERVE STRATEGIC RESERVE STRENGTH & DEPTH STATISTICS:

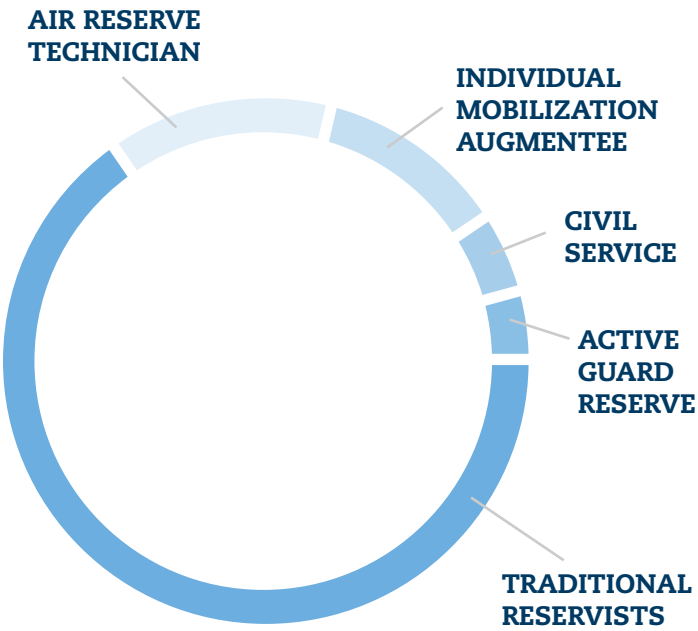
READY RESERVE	
• Selected Reserve FY10 (TR, IMA, ART)	69,500
• Individual Ready Reserve	49,301
STANDBY RESERVE	10,384
RETIRED RESERVE (AFR & ANG)	153,113
AD RETIRED	554,556
TOTAL STRATEGIC DEPTH	836,854



SELECTED RESERVE STATISTICS:

SELECTED RESERVE END STRENGTH (AUTHORIZED FY2010)

Traditional Reservists	47,310
Air Reserve Technician	10,507
Individual Mobilization Augmentee	8,787
Active Guard Reserve	2,896
Civil Service	3,865



AGE:

Average age of the **officer** force is	42
Average age of the **enlisted** force is	35

GENDER:

Men	75%
Women	25%

MARRIED:

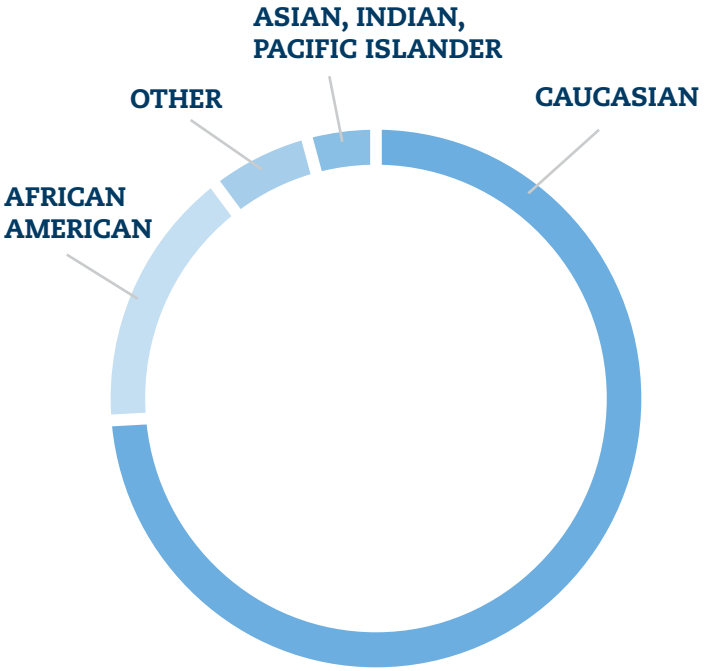
Officers	76%
Enlisted	54%

AVERAGE TOTAL SERVICE:

Officers	18 years
Enlisted	13 years

RACE OF AIRMEN

Caucasian	73%
African-American	16%
Other	6%
Asian, Indian, Pacific Islander	4%



ETHNICITY

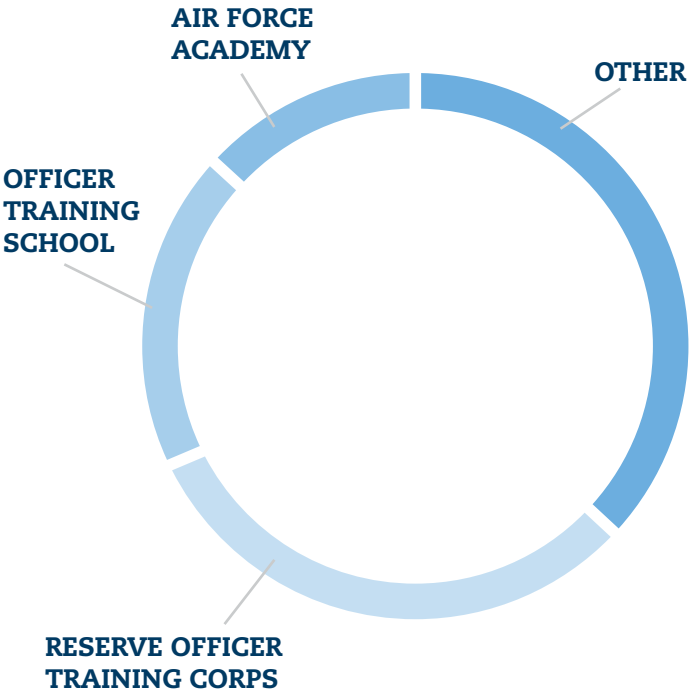
"Hispanic or Latino" is now considered an ethnic, not a racial category that is registered separately and in addition to the above racial categories.

"Hispanic/Latino"	9%

SOURCE OF COMMISSION

Other*	37%
Reserve Officer Training Corps	31%
Officer Training School	19%
Air Force Academy	13%

* Includes but not limited to Health Professions Scholarship Program, Air National Guard & Engineer Student Officers.



WHY CITIZEN AIRMEN SIGN UP AND STAY

Patriotism, retirement and camaraderie are the three major factors that lead Reservists to join the Air Force Reserve. Based on an August 2009 Everett Group survey of selected Air Force Reservists, these top three factors were the most often identified:

- Patriotism – **84%**
- Retirement – **84%**
- Camaraderie – **73%**

43%

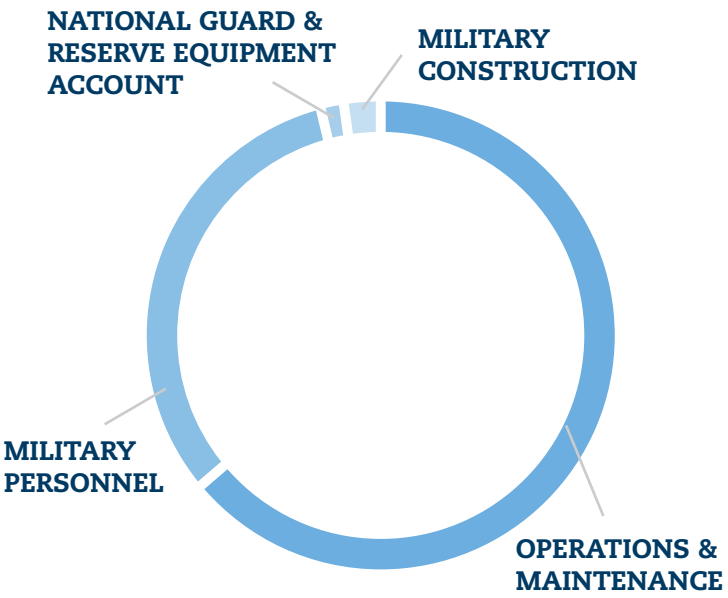
of all DoD retirees served in Air Force programs

Source: Everett Group Reserve Internal Communication Assessment Group findings August 2009

BUDGET

AIR FORCE RESERVE FY2010 BUDGET:

OPERATIONS & MAINTENANCE	$3,127.2M
MILITARY PERSONNEL	$1,589.4M
NATIONAL GUARD AND RESERVE EQUIPMENT ACCOUNT	$55,000K
MILITARY CONSTRUCTION	$112,269K
TOTAL AFR FY2010 BUDGET	$4,883.8M



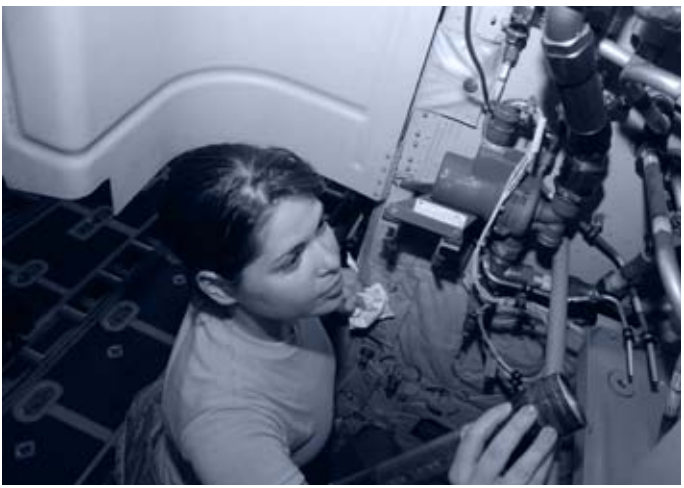
ADVANTAGES OF RESERVE MANNING SOLUTIONS:

Reserve manning is the ideal cost-effective solution to today's ever-increasing active-duty personnel costs. Reservists are called to active-duty in a pay-status when the nation needs them. Afterward, they return to their civilian lives and a non-pay status from the government when they are off-duty.

AFR provides 17% of the AF's fighting force for only 4% of AF budget.

This not only saves money on pay, but cuts down all related personnel expenses, benefit costs and infrastructure while retaining highly-skilled professionals who are ready whenever needed.

Flexible: Experienced military professionals can be retained for service as needed. Selected Reservists are trained and ready to serve from about 30-days minimum to 365-days a year on active-duty service as required.



MANPOWER, MODERNIZATION, MILITARY CONSTRUCTION:

MANPOWER

- Increase end-strength for a total of 71,200 in 2011
- Manpower will support AF—new/emerging missions
- Additional association initiatives will leverage the strengths of all three components

MODERNIZATION

- Modernize aging aircraft and systems leveraging National Guard Reserve Equipment Account to complement Air Force modernization plans
    - Precision Engagement—Provide Reserve Forces with modern systems
    - Defensive Systems—Protect Reserve Forces defending our nation
    - Personal Protective Equipment—Ensure Reserve forces are equipped for Irregular War Operations

MILITARY CONSTRUCTION

- Recapitalize aging AFR facilities to ensure mission capability
- AFR requires $100M per year to modernize infrastructure
    - The command has a backlog exceeding $1B
- AFR requires $200M Facilities Sustainment, Restoration and Modernization in Operations and Maintenance budget per year to recapitalize infrastructure and support new missions through adaptive re-use of existing facilities

AFR 2012 STREAMLINES CALL-UP PROCESS

08/01/2010 – Robins Air Force Base, Ga. – Air Force Reserve officials are proposing comprehensive changes to how Reservists are managed and called to active duty based on lessons learned from nearly nine years of combat and surge operations in Iraq and Afghanistan.

Collectively called "AFR 2012," this series of projects establishes a single organization to access Air Force Reserve capability, streamlines the numbered air force management structure, and strengthens Headquarters Air Force Reserve Command expertise in a wide range of new and emerging Air Force missions.

"We are revising our management structures and practices to make it easier for our Reservists to volunteer, mobilize and deploy," said Lt. Gen. Charles E. Stenner Jr., Air Force Reserve Command commander. "As our Air Force prepares for the future, streamlining how we bring highly capable and cost-effective Reservists on to active duty is vital to our nation's defense."

Since Sept. 11, 2001, the Air Force and Department of Defense have asked all reserve component organizations to take on an expanded operational role. In the last almost nine years, more than 32,000 Air Force Reservists, representing nearly every Air Force mission area, have volunteered or been mobilized for active duty to fill critical worldwide combat and support requirements.

"AFR 2012 is our vision to enhance the predictability and sustainability of our Reserve force," General Stenner said. "We're going to remove bureaucratic redundancies and barriers to service."

As the first step to redesigning its processes, functions and structures, the Air Force Reserve did an internal review of its headquarters staffs at the Office of Air

Force Reserve at the Pentagon in Washington, D.C.; HQ AFRC at Robins Air Force Base, Ga.; and the Air Reserve Personnel Center in Denver.

The most significant organizational change proposed by the Air Force Reserve is a new "Force Generation Center," projected to be fully operational by 2012. This new organization will be the single manager of the readiness, predictability and availability of Air Force Reserve resources. This will include visibility over Reservists and Air Force Reserve organizations supporting operational missions as well as developing better predictability for individual Reservists, their families and their employers.

In addition, the Air Force Reserve will propose staff changes that enhance headquarters expertise in new and emerging missions, streamline the overall command management structure, improve oversight of Air Force Reserve forces, and enable leadership to assess and address the stress on Reservists serving at a greatly increased operational tempo.

"The Air Force Reserve is first and foremost a strategic reserve," General Stenner said. "We have to have measures to protect the depth of our forces and ensure our nation has the ability to surge when we really need it."

With about 70,000 people actively participating, the Air Force Reserve is the smallest of the Air Force's three components. The regular Air Force comprises about 336,000 Airmen, while the Air National Guard has about 109,000 people.

Reservists save taxpayers money because they are called to active duty in a pay status only when the nation needs them. When they are no longer needed, Reservists return to their civilian lives and a non-pay status. Nearly 80 percent of the Air Force Reserve is maintained on a called-up-as-needed but ready-now status.

"We provide nearly 17 percent of the Air Force's capability for about 4 percent of the Air Force's budget," General Stenner said. "Our units and people make outstanding contributions to the national defense. Every day, we leverage a portion of the strategic reserve to support today's operations with a careful eye not to deplete the strategic reserve's surge capability until absolutely needed."

AIR FORCE RESERVE DESIGNING NEW FORCE GENERATION CENTER

08/01/2010 – Robins Air Force Base, Ga. – Air Force Reserve planners are designing an organization that will serve as the single path to request and receive, as well as oversee and deliver, Air Force Reserve forces and capability. Called the "Force Generation Center," the new unit is projected to begin initial operations in October and be up to full speed by the end of 2012, contingent upon Air Force approval.

"The Headquarters Air Force Reserve Command staff is currently working with the Air Staff, through the Air Force strategic basing process, to finalize the Force Generation Center location," said Col. Greg Vitalis, lead planner for this new effort. "The center is expected to increase the availability of Air Force Reserve capability through greater insight into all tiers of Air Force Reserve manpower, streamlined deployment processes, and faster response to Air Force and combatant command requirements," he said.

AFRC officials say this change is based on lessons learned from nearly a decade of combat deployments and responds to the increasing need for operational capability from the Air Force Reserve. Originally briefed at the 2009 fall Corona—the Air Force summit meeting of four-star generals – this initiative is expected to holistically manage the Air Force Reserve force. This includes tracking unit availability and tempo and timing of Reserve resources,

as well as developing better predictability for individual Reservists, their families and their employers.

"This is an exciting opportunity to really take care of our people," said Brig. Gen. William Binger, commander of the new center. "Also, we're building a better partnership with the other Air Force major commands and the combatant commands. We're going to be the one-stop shop to fill war-time taskings."

By creating a single focal point, Air Force Reserve Command officials plan to simplify coordination as well as create stronger partnerships with the other Air Force major commands and the combatant commands.

"Preliminary plans for the Force Generation Center give it the responsibility and the authority to ensure that Reserve forces sourced to support the priorities of the air forces, combatant commands and other customers expeditiously get on status and into the fight," Colonel Vitalis said. "This includes capabilities ranging from individual Reservists to entire units.

"The Force Generation Center will be the central informational warehouse with visibility on the entire force, allowing Air Force Reserve leadership to better assess the capacity for the Air Force Reserve to perform the entire range of Air Force missions."

"We think this new center will make it simpler for both our Reservists and the combatant commanders on the front lines," General Binger said. "Now, everyone will know where to request Reserve help and how those Reservists will get to where they're needed."

As first and foremost a strategic reserve, the command supports ongoing operations with a careful eye on how the tempo affects its ability to surge. Air Force Reservists have served alongside their active-component partners

for the total scope of operations in Iraq and Afghanistan as well as operations providing humanitarian relief after such disasters as Hurricane Katrina and the earthquake in Haiti. The Air Force Reserve helps ensure the nation has resources ready to respond to vital missions and emergency situations.

The new center is designed to streamline and standardize the activation of all categories of Reservists: air reserve technicians, active Guard and Reserve members, traditional Reservists, and individual mobilization augmentees.

For the organizations needing Air Force Reserve support, there will be no changes in current authorities and force assignments.

"The Force Generation Center will work within the current global force management process, improving access to Air Force Reserve forces and capabilities through standardized business rules and clear, direct lines of communication," Colonel Vitalis said.

These changes will also benefit Reservists seeking to fill operational requirements.

"Our goal is to develop the best partnerships within our Air Force and with our sister services," General Binger said. "We want to be more responsive to the combatant commanders' requirements. This should be a transparent transition to those in combat who need our people and make it a lot easier for all Reservists to serve."


U.S. AIR FORC


US AIR FORCE

Part 07

TODAY'S AIR FORCE RESERVISTS IN ACTION

SAVING LIVES UNDER FIRE AT CAMP VICTORY IRAQ

From Air Force Reserve Command News Service

Maj. Anthony Jones survived three rocket attacks, suffered two concussions and helped save 90 people while serving at Camp Victory during Operation Iraqi Freedom as director of the Army Personnel Recovery Coordination Cell.

His primary job was personnel recovery. He coordinated and controlled all combat search and rescue operations, including repatriating all isolated personnel. He was responsible for training people who were at great risk of being captured.

Although wounded in action, Major Jones led more than a dozen combat personnel recovery operations.

On Sept. 11, 2007, he helped save lives when Camp Victory came under attack. At the time, he was outside the Coalition Headquarters, Al Faw Palace, when a 240mm rocket exploded 100 feet away from him, tossing him to the ground.

Although he suffered a concussion, Major Jones immediately began triaging injured people, providing medical care to the more severely wounded and helping load the triaged personnel.

A month later he helped save lives again after a rocket attack. Grabbing his emergency medical bag, he ran toward the location of impact.

He saw a truck with two people inside that had taken a direct hit and was leaking fuel. Major Jones immediately helped remove the Soldiers, carried them to a safe distance and administered life-saving treatment. He rendered medical care until emergency medical personnel arrived.

On the morning of Oct. 25, Camp Victory was again barraged by 107mm rockets. When the attack began, Major Jones instinctively dove to the ground but was caught in midair by the blast from a rocket that hit 15 feet from him. After being thrust against a concrete barrier, he lost consciousness, suffered a concussion and sustained multiple shrapnel wounds.

After he regained consciousness, Major Jones entered a nearby damaged trailer to search for occupants. Despite his injuries, he cleared the trailer of all people. After the extent of his wounds were discovered, he was medically evacuated by helicopter to the 28th Combat Support Hospital in the Green Zone.

Major Jones was awarded the Purple Heart and five other decorations for his heroic actions.

GUN TRUCK PROTECTS CONVOY UNDER ATTACK IN IRAQ

From Air Force Reserve Command News Service

Master Sergeant Gary Barrow was serving as a gun truck commander on the fifth vehicle of a 12-vehicle convoy in Iraq when it came under insurgent attack July 18, 2006.

His RED HORSE combat logistics patrol was traveling from a forward operating base in Mosul delivering construction materials and personnel to upgrade facilities for Coalition Forces and Iraqi army units near the Syrian border.

At about 10:30 a.m. as the convoy passed through a marketplace and village southeast of Rabiah, an enemy improvised explosive device detonated, striking the second vehicle in the convoy.

Sergeant Barrow immediately instructed his gun truck crew to scan the area for potential triggermen and more IED threats.

Within seconds, he spotted three suspicious-looking men jump out of a ditch and run away. He radioed the convoy commander to relay this information and continued to keep a vigilant watch for any other threats.

After establishing security for the halted convoy, Sergeant Barrow and his gun truck crew received orders to go to the marketplace to search for and detain the suspected triggermen.

Sergeant Barrow and his team dismounted their vehicles and under his command began sweeping the area. They apprehended five suspects. Two of them tested positive for explosive residue on their hands.

He ensured his team treated the suspects humanely while they maintained their own security. After about an hour, they turned the detainees over to an Army Quick Reaction Force/Iraqi security force element and returned to the convoy to complete their mission.

During another convoy, Sergeant Barrow and his gun truck crew came under enemy fire. The sergeant quickly positioned his team's truck to return fire, thereby suppressing the enemy attack and allowing the convoy to move through the hostile zone with no injuries.

Sergeant Barrow was awarded the Combat Action Medal for his actions and continues to serve as a Reservist in the Individual Mobilization Augmentee program.

NURSE CREATES ICU IN THE SKY FOR WOUNDED

By Megan Just, 452nd AMW Public Affairs

3/30/2010 - **MARCH AIR RESERVE BASE, Calif.** — On Valentine's Day, freelance photographer Michael Yon joined a aeromedical evacuation flight from Kandahar to Bagram Air Base.

On the flight, Yon captured a striking image of an Air Force Reserve nurse – Maj. Deborah "Lucy" Lehker -- caring for a young Canadian soldier who had been severely injured by an explosion. Yon's touching image quickly circulated on the Internet.

"The photo shows the way Major Lehker works," said Master Sgt. Cynthia Villa of the 452nd Aeromedical Staging Squadron at March ARB. "She takes her job very seriously. She pours her heart into what she does. She puts 150 percent into her patient care."

For six months, Major Lehker served as part of a three-person team of medical professionals caring for critically wounded service members during air transport missions out of Afghanistan.

The photo showed the intensity of Major Lehker's care for her patient and touched thousands. Also, it reached the soldier's parents in Canada. They contacted Major Lehker and thanked her for helping their son.

"We had hit turbulence and even though patients are sedated, sometimes [the turbulence] will jar them just enough to startle them," she said. "And it did. [He] started to raise his head up."

Major Lehker went to the soldier, touched his forehead and talked to him in his ear, reminding him who she

was and that he was flying on a C-130. "I told him he'd had surgery and that he was going to Germany and that he was going home," she said. "He relaxed very well. He calmed right down."

In recovery, the Canadian soldier is up and walking around now. "[He] is the first patient where I've had closure," she said. "You transport them with limbs missing and head injuries or even mutilation, and you don't ever know the outcome."

This was Major Lehker's first deployment as a member of a Critical Care Air Transport Team. The team includes a physician, nurse and respiratory therapist and assists the movement of patients with the most severe injuries.

"Life, limb or eyesight -- that's what makes it an emergency priority and gets CCATT involved," she said. During her deployment, Major Lehker's team flew 49 missions, transporting 74 patients.

http://www.afrc.af.mil/news/story.asp?id=123196622

NEW RESERVE PREDATOR COMBAT OPS FLY 24/7, 365

By Mr Bo Joyner, Citizen Airman Magazine, Air Force Reserve Command

08/01/2009 – It doesn't matter what day of the week it is or the time of day: Air Force Reservists from the 2nd Special Operations Squadron at Nellis Air Force Base, Nev., are operating an MQ-1Predator unmanned aerial vehicle as it soars over a war zone half a world away, providing critical real-time information and intelligence to special operations forces and other troops on the ground in Iraq and Afghanistan.

The 2nd SOS was officially activated June 6, but five days earlier, the 2nd became the first Reserve squadron to assume command of a UAV combat air patrol – a 24/7 orbit over a critical area of a combat zone.

"This is a great mission for the Air Force Reserve," said Col. Ray Pijma, 2nd SOS commander. "Unmanned aerial

systems is a growing field — probably the fastest-growing in the Air Force — and we are proud to be a part of it."

Colonel Pijma accepted the 2nd SOS banner from Maj. Gen. Frank Padilla, 10th Air Force commander, and officially assumed command of the squadron.

"They reached IOC [initial operational capability] by June 1 of this year and are already flying a combat air patrol," General Padilla said. "They wrapped their arms around this CAP [combat air patrol] and took it over as their own."

"We operate this CAP 24 hours a day, seven days a week, 365 days a year," Colonel Pijma said. "It's a very demanding schedule, but we have some great volunteers here in the 2nd SOS, and they are committed to getting the job done."

Part of the Air Force's Total Force Integration program, which is designed to partner Regular Air Force, Air Force Reserve and Air National Guard operations, the 2nd SOS is a classic associate Reserve squadron.

"All of the aircraft we operate are owned by the active-duty, and they're all downrange," Colonel Pijma said.

"We have Air Force personnel launching and recovering the vehicles in theater, and we pick them up via satellite control and run the mission once the Predator is up in the air," said Lt. Col. George Wilson, a Predator pilot assigned to the 2nd SOS.

The squadron is scheduled to grow and reach its full operating capability by fall of 2010.

http://www.citamn.afrc.af.mil/shared/media/document/AFD-091229-006.pdf

AERIAL SPRAY TEAMS WORK TO SAVE GULF COAST

From Air Force Reserve Command News Service Reports

5/7/2010 - **YOUNGSTOWN AIR RESERVE STATION, Ohio** – For the first time in Department of Defense history, fixed-wing aerial spraying is being used to attack an actual emergency – the oil spill in the Gulf.

For more than a decade, the 910th has participated in oil spill cleanup exercises in the Gulf of Mexico and the Pacific Ocean. Now, two specially-outfitted Air Force Reserve C-130 aircraft are assisting the joint effort to protect the health of Gulf coast residents, save marine wildlife and protect the environment.

Since May 1, about 60 Citizen Airmen from Youngstown's 910th Airlift Wing are operating out of Stennis International Airport, Miss. In the past 9 days, the Reservists have flown about 70 missions over the Gulf and sprayed more than 22,000 acres with about 105,000 gallons of oil dispersant.

"High winds and turbulent waters initially hampered the operations," according to Maj. Brent Davis, Public Affairs officer on scene with the 910th AW aerial spray operations team. "They expect to remain involved in the effort as long as they are needed based on mission requirements," he said.

Participating along with 10 other contracted spray aircraft in the region, the Youngstown Reserve unit has the only fixed-wing aircraft in Air Force and Department of Defense that does this mission and are operating under the direction of President Obama and a tasking by Secretary of Defense Robert Gates.

The Air Force Reserve aircraft are aerial spraying an oil dispersant which is similar to detergent soap and approved by the U.S. Environmental Protection Agency & U.S. Coast Guard for this role.

To monitor the effectiveness of the oil dispersant, the Airmen work closely with the National Oceanic and Atmospheric Administration and their on-site Special Monitoring of Applied Response Technology teams. These scientists and consultants go out in boats and test the aerial sprayed waters and direct the flyers over the thickest parts of the slick.

At too high of a concentration, the detergent is toxic to fish and other marine wildlife so the Air Force carefully follows the guidance of the NOAA, USCG and EPA teams.

In addition to dispersing oil slicks, the aerial spray capability is designed for fighting damaging and disease-carrying insects. In 2005 and 2008, the Air Force Reserve sprayed to control mosquito and filth-fly infestations following Hurricanes Katrina, Rita and Gustav, and Ike. These efforts were highly effective and the positive effects of these applications were recognized by the Centers for Disease Control and Prevention.

http://www.afrc.af.mil/news/story.asp?id=123203556
http://www.youngstown.afrc.af.mil/

RESCUERS SAVE LIVES AFTER AFGHANISTAN AVALANCHE

By Staff Sgt. Richard Williams 455th Air Expeditionary Wing Public Affairs and Capt. Cathleen Snow, 380th Air Expeditionary Wing, Southwest Asia

2/24/2010 - **BAGRAM AIRFIELD, Afghanistan** —As the helicopter door slid open, snow flurries swirled inside stinging the cheeks of U.S. Air Force Master Sgt. Jonathan Grant, pararescueman. He leaned out slightly into the whipping winds and minus-40 degree air to survey the scene below in the Salang Pass, Afghanistan, on Feb. 9.

"There were frozen bodies lying on the road, vehicles were turned over, and it looked like someone had literally taken snow and pushed it into the vehicles," said Capt. Gabe Hensley, leader of the pararescuemen deployed from Air Force Reserve Command's 920th Rescue Wing at Patrick Air Force Base, Fla.

Despite the possibility of enemy threats and more avalanches, the helicopters touched down.

"We were cleared so we grabbed our gear and began to secure our area and assess the situation. That was an eerie feeling given the fact that we didn't see anyone moving," said Sergeant Grant.

"Once we got on the ground, we were greeted by a crowd of people coming out of the tunnel," he said.

As he became waist-deep in snow and an elevation of 11,500, the first thought that ran through Sergeant Grant's mind when he saw the crowd was, "This is going to get crazy pretty quick," he said.

Captain Hensley's team stopped everyone, organized them, secured them and began loading them on the aircraft, said Tech. Sgt. Blain Morgan, pararescueman. "It was really amazing how smooth the organization was."

"Once we saw one of the sites and did the initial survey of the area where the avalanche had pushed vehicles off the road, we grabbed the people who were right there, removed them and began assisting people who were trapped," said Sergeant Morgan.

The team began to dig with snow shovels and use heavy extraction equipment to cut through a metal bus framing to free as many people as possible. Senior Master Sgt. Mike Ziegler added that the team was literally digging tunnels through the vehicles and conducting on-scene triage to assess medical conditions of the survivors.

With equipment and daylight exhausted, the rescuers return to the airfield. They completed 12 flights in a seven-hour period and assisted more than 300 people.

"This was an extremely dangerous mission," Captain Hensley said. "We found out that there were 36 avalanches in the area that day. The road was used for enemy activities regularly and there was potential for these elements to be mixed into the crowd of people. Additionally, we encountered some of the worst weather conditions imaginable. If we made it there, the helicopters may not be able to return and we may have to complete an overland movement to get in and out of the avalanche location. The team accepted the risk."

http://www.afrc.af.mil/news/story.asp?id=123191917

HAITIAN EARTHQUAKE RELIEF

From Citizen Airman Magazine and Air Force Public Affairs and History reports Including Staff Sgt. Monica L. Dalberg, 514th Air Mobility Wing

Months after a 7.0-magnitude earthquake killed an estimated more than 200,000 people and devastated Haiti's capital city of Port-au-Prince, Air Force Reserve Command continues to provide humanitarian assistance and disaster relief to the Haitian people.

AFRC officials said the pace of operations as part of Operation Unified Response has slowed down considerably since the first missions were flown Jan. 13, just one day after the earthquake struck. However, units throughout the country are continuing to provide support.

"The support Air Mobility Command (Airmen — regular Air Force, Reserve and Guard) provided, and continue to provide, after the earthquake in Haiti has been the largest, most concentrated disaster response I've seen in my 25-year Air Force career," said Col. Brian Reno, director of the 618th Tanker Airlift Control Center's Contingency Response Cell. "The Contingency Response Cell was running for 30 days straight, which is the longest activation the CRC has seen since Sept. 11, 2001."

Between Jan. 13 and Feb. 25, AFRC crews flew more than 220 associate and unit-equipped aircraft missions supporting OUR operations. Aircraft involved included C-130s, MC-130s, C-17s, C-5s, KC-10s and KC-135s.

During that same timeframe, Reservists took part in 30 aeromedical evacuation missions, either on AFRC or Air Mobility Command aircraft, involving more than 1,000 patients.

"I was devastated when the earthquake rolled through," said Senior Airman Lesly Toussaint, a Haitian native fluent in four languages and deployed to Haiti from the 514th Air Mobility Wing, Joint Base McGuire-Dix-Lakehurst, N.J. "I knew how poorly the buildings were built," he said.

According to the Department of Sustainable Development in Washington, Haiti and many other Caribbean countries do not have building codes.

Shortly after the earthquake, Homestead Air Reserve Base, Fla., was established as one of two aerial ports of embarkation for the relief efforts, serving as a staging area for Air Force, Marine, Navy and Coast Guard troops, equipment and supplies to be flown into Port-au-Prince. The other aerial port of embarkation was Charleston Air Force Base, S.C.

In addition, Homestead functioned as a processing center for people — primarily U.S. citizens — who were evacuated from Haiti to the United States on C-130 aircraft.

The base had returned to normal operations by mid-February, but during that one-month period, Homestead staff and volunteers — working around the clock — processed 4,309 passengers (including patients), uploaded or downloaded 312 aircraft and processed 2,070 short tons, or 4,140,000 pounds, of cargo.

"It's a privilege and I'm grateful to be here," added Airman Toussaint. "If not for the Reserve, I might not have this opportunity to help my fellow Haitians."

http://www.afrc.af.mil/news/story.asp?id=123197958

GUIDING THE SATELLITES THAT GUIDE THE REST OF US

By Capt. Maren Barney
310th Space Wing Public Affairs

8/27/2009 - **SCHRIEVER AIR FORCE BASE, Colo.** — "I've got it," said Lt. Col. Deanna M. Burt, 2nd Space Operations Squadron commander.

The commander of the Regular Air Force squadron took control of Air Force Space Command's newest GPS satellite 73 minutes after the launch of a Delta II rocket from Cape Canaveral Air Force Station, Fla., Aug. 17.

At 6:35 a.m. (4:35 a.m. MDT), the last GPS IIR-series satellite headed into space. The 45th Space Wing from Patrick AFB, Fla., conducted launch operations but after the satellite separated from the rocket, the 2nd SOPS and Air Force Reserve Command's 19th SOPS at Schriever AFB took over responsibility.

"First acquisition is when the satellite becomes ours," said 19th SOPS commander Lt. Col. Traci L. Kueker-Murphy. "That's when the satellite finally separates from the rocket

and starts sending its own telemetry signals that we pick up to determine its location and attitude."

A satellite launch requires the support of almost 1,000 people; from the launch operations people at Cape Canaveral to the people at Schriever waiting to take possession. This satellite will join an on-orbit constellation of 34 GPS IIAs and IIRs, bringing the count to 35.

"This satellite will enhance our GPS constellation and provide us with better navigation and more capability," Colonel Kueker-Murphy said. "Additionally, we're getting ready to enter a new era with the next generation GPS Block IIF, projected to launch in January 2010."

GPS provides all-weather precise navigation and timing to users around the world. The robust constellation ensures U.S. troops in Afghanistan and elsewhere are getting the best information available about their location and that of their targets, keeping them out of harm's way.

The satellite launched Aug. 17 will go through a process of initialization and maneuvering to place it in its operational orbit. This process takes less than a month and then the satellite will be ready for use.

The GPS satellite program at Schriever is operated in a collaborative effort between the two squadrons.

"We have a great symbiotic total force relationship with 2nd SOPS. We have a 'divide and conquer' mentality toward our workload," Colonel Kueker-Murphy said. "The reservists specialize in launch and modernization of GPS and augment the 2nd SOPS, while the 2nd SOPS is able to focus on day-to-day operations that deliver combat effects to the warfighter." (Air Force Reserve Command News Service)

http://www.afrc.af.mil/news/story.asp?id=123165123

AIRBORNE FIREFIGHTERS READY FOR WILDFIRE SEASON

By Staff Sgt. Stephen J. Collier, 302nd Airlift Wing Public Affairs
And Air Force Reserve Command News Service

4/23/2010 - **PETERSON AIR FORCE BASE, Colo.** — The Air Force Reserve's 302nd Airlift Wing test fired the Modular Airborne Firefighting System II unit here on April 22, as part of its preparation for the upcoming 2010 wild land fire season.

The test coincides with the U.S. Forest Service's MAFFS certification week April 25-May 1 at the South Carolina Technology and Aviation Center in Greenville, S.C. Approximately 115 aircrew and maintenance Airmen from the 302nd AW will travel to South Carolina where they are expected to fly dozens of training missions, dropping pressurized water and fire retardant at training locations in an effort to hone their aerial firefighting skills.

"It's a very challenging mission that makes you feel good, like you've really made a difference at the end of the day," said Maj. Michael Savage, 731st Airlift Squadron instructor pilot and a MAFFS flyer for seven years. "This is my favorite mission for many reasons. It gives us the opportunity to directly support our own people in our own backyard."

Each year, the Air Force Reserve wing and the ANG's three airlift wings that support the MAFFS mission trade leadership roles of MAFFS activations as well as the certification week. By rotating the schedule, the wings have the flexibility to fly MAFFS missions while supporting deployments such as Operations Iraqi and Enduring Freedom.

Aircrews and aircraft maintainers perform the certification annually at the request of the Forest Service. Maintenance

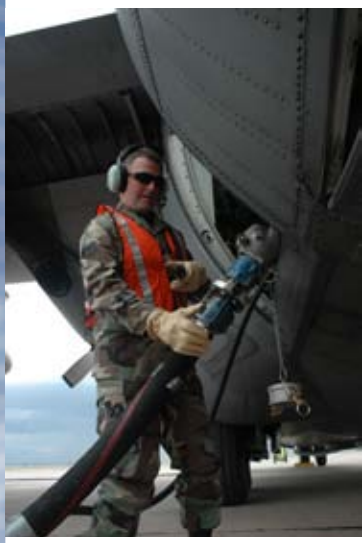
Airmen and civilians ensure the C-130s are in top-notch condition before a mission.

When it comes to the MAFFS, the Forest Service retains ownership of the systems, servicing them continually, especially during the drier seasons. The military units ensure their people are ready to fly them.

"The Forest Service and the Air Force have been doing this mission together for 39 years, and that's a fairly sizable time frame to be involved in something," said Lynn Ballard, a MAFFS training and certification fire information officer.

The Air Force brings a "surge capability" when the civilian aerial firefighting fleet just isn't enough, said Mr. Ballard, who has 10 years experience with the MAFFS mission.

http://www.afrc.af.mil/news/story.asp?id=123201343
http://www.afrc.af.mil/news/story.asp?id=123148478



HURRICANE HUNTERS FLY TROPICAL AND WINTER STORMS

From reports by Senior Airman Kimberly Erickson, 403rd Wing Public Affairs And Janie Santos, Defense Media Activity-San Antonio

12/18/2009 - KEESLER AIR FORCE BASE, MISS. -- The Air Force Reserve "Hurricane Hunters" are tasked by the National Weather Service to fly their first winter storm of the season on the East Coast starting Friday.

The 53rd Weather Reconnaissance Squadron "Hurricane Hunters" assigned to the 403rd Wing, Keesler Air Force Base, Miss., are perhaps best known for their primary mission: to collect weather data during tropical storms, enabling forecasters to make more accurate predictions.

"We help save lives," said Tech. Sgt. Troy Bickman, dropsonde system operator and weather reconnaissance loadmaster. "The National Hurricane Center can only get so much information by satellite. You have to have the aircraft go into that storm to get information that they can't retrieve by looking at it."

To the people waiting for the forecast, the information the Hurricane Hunters collect can mean the difference between spending hundreds of thousands in preparing for the weather rather than millions of dollars reacting to it.

"We don't make predictions," said Sergeant Bickman. "But the information we receive and send allows forecasters to make a more accurate forecast. And, it helps in making evacuation decisions for the city that the storm may hit." Between hurricane seasons, the Hurricane Hunters have a lesser known, but equally important role: collecting weather data during winter storms.

Each year, the Hurricane Hunters collect storm data in the Pacific, Atlantic and Gulf of Mexico said Lt. Col. Jon Talbot, aerial reconnaissance weather officer since 1992.

The idea is to fly winter storms before they happen to make the forecast better for the entire Northeastern community, he said. The return of investment for flying winter storms and collecting data is an estimated 15 percent greater accuracy in weather forecasting.

"There are some 5,000 salt trucks in New York City alone," said Colonel Talbot. "The increase in forecasting accuracy directly impacts emergency management capabilities by reducing the unnecessary dispatch of resources, which can be costly."

The Hurricane Hunters fly WC-130Js at high altitudes, typically 5-10,000 feet above their normal range, and drop small weather canisters, or dropsondes, designed to collect weather data in key locations of high weather activity.

Weather information collected from the dropsondes is then transmitted to the NWS and is ultimately used by forecasters to assess weather patterns enabling them to forecast more accurately.

"When you fly a hurricane mission, you know you're making a difference," said Colonel Talbot. "With this mission, we know there are people waiting for the information we give to make the best possible forecast."

http://www.afrc.af.mil/news/story.asp?id=123182848

IN MEMORY OF TECH. SGT. ANTHONY C. CAMPBELL

From Citizen Airman Magazine and Air Force Reserve staff reports

Tech. Sgt. Anthony C. "Tony" Campbell, 35, of Florence, Ky., died Dec. 15, 2009 in Afghanistan from wounds suffered from the detonation of an improvised explosive device. An Air Force Reserve explosive ordnance disposal technician assigned to the 932nd Civil Engineer Squadron, Scott Air Force Base, Ill., Sergeant Campbell was deployed in support of Operation Enduring Freedom at the time of his death.

As a civilian, Sergeant Campbell was a police officer with the Cincinnati Police Department. He is survived by his wife, Emily; a son, Ryker; a daughter, Jordan; a stepson, Devin Ruberg; his parents, David and Francis Gonzales and Anthony Campbell Sr.; a brother, Nathan Gonzales; a sister, Mattia Craig; and a grandmother, Mildred Witt. He was buried at the Kentucky Veterans Cemetery in Williamstown.

Sergeant Campbell's efforts, as well as those of his teammates, "were — and are — invaluable to the thousands of Soldiers, Sailors and Airmen who continue to serve in harm's way, and I dare say we will never know how many lives he and his comrades have saved as a result of their courageous and selfless efforts over the past years," said Col. William H. Edwards Jr., 932nd Airlift Wing commander at Scott AFB.

Sergeant Campbell was a Cincinnati police officer in his civilian role. A husband and father of three, he was a traditional reservist whose life and duty impacted not just the Air Force, but all three aspects of the Reserve Triad. His loss is felt by his immediate family, the Air Force and the greater Cincinnati community.

Hundreds of people passed through during the visitation to express their condolences to his family – just one more

demonstration of the impact he had on his community. Though he'd only been a police officer a short time, the Cincinnati Police Chief commented on Sergeant Campbell's willingness to put himself in harm's way so others could be protected while praising his character, tenacity, and commitment to duty.

"Cincinnati grieves today with the news that we have lost a member of our city family as he served our country overseas," said Cincinnati Mayor Mark Mallory said. "We offer our sincerest sympathies to Officer Campbell's family and friends. We honor his deep commitment to public service both at home in Cincinnati and abroad."

http://www.citamn.afrc.af.mil/shared/media/document/AFD-100324-022.pdf

Part 08
AIR FORCE RESERVE HISTORY

AF Reserve History Introduction

AF Reserve History 1948-1968

AF Reserve History 1969-1989

AF Reserve History 1990-1999

AF Reserve History 2000-Present

Summary

HISTORY:

The Air Force Reserve traces its formal origin to the National Defense Act of 1916 which shaped the Army into categories of Regular, National Guard and Reserve forces.

- After the Air Force was designated as a separate service from the Army on Sept. 18, 1947, the Air Force Reserve was established April 14, 1948.
- Since 1950, the Air Force Reserve has been actively involved in nearly every one of our nation's humanitarian, peace keeping and military operations around the world.
- AFRC became a MAJCOM, or major command, in 1997. Today, AFRC is the second largest of the Air Force's ten major commands and plays an integral role in the success of the Total Force mission.

INTRODUCTION:

Since our formal establishment in April 1948, we have amassed a rich heritage with heroic accounts of responding to disasters, humanitarian aid, and conflicts. Our history is also a study of changing, adapting, and evolving from a strategic force held in "reserve" into an operational Reserve force with the most advanced weapons systems.

Cir 103
AF Ltr 35–124

CIRCULAR 103
AF LETTER 35–124

DEPARTMENTS OF THE ARMY AND
THE AIR FORCE
WASHINGTON 25, D. C., 14 April 1948

Effective until 14 October 1949 unless sooner rescinded or superseded

AIR FORCE RESERVE AND AIR FORCE HONORARY RESERVE

1. By direction of the President the following actions are taken:

a. The United States Air Force Reserve and the United States Air Force Honorary Reserve are established.

b. All officers and enlisted men of the Air Corps Reserve are transferred to the United States Air Force Reserve.

c. The Air Corps Reserve Section, Army of the United States, is abolished.

2. Officers in the Honorary Reserve who were transferred thereto from the Air Corps Reserve or who formerly served on active duty with the United States Air Force may apply to The Adjutant General, Washington 25, D. C., Attention: AGPR-D, for transfer to the United States Air Force Honorary Reserve.

3. AR 140–23, 30 July 1942, is rescinded.

[AG 040 (13 Feb 48)]

BY ORDER OF THE SECRETARIES OF THE ARMY AND THE AIR FORCE:

OMAR N. BRADLEY
Chief of Staff, United States Army

OFFICIAL:
EDWARD F. WITSELL
Major General
The Adjutant General

CARL SPAATZ
Chief of Staff, United States Air Force

OFFICIAL:
H. G. CULTON
Colonel, USAF
Air Adjutant General

DISTRIBUTION:
ARMY:
Circular distribution.
AIR FORCE:
A.

AGO 1720B—Apr. 771945°—48

U. S. GOVERNMENT PRINTING OFFICE: 1948

1948-1968:

The historical origins of an air reserve in the US military stem from the Preparedness Movement and the National Defense Act of 1916 that authorized an Organized Reserve Corps. The Air Force Reserve was formally established on April 14, 1948 by President Harry Truman who envisioned a program similar to one established during the First World War, whereby Reservists stood ready to serve during wartime.

When the Korean War erupted in 1950, the Air Force Reserve consisted of over 315,800 non-drilling and nearly 58,500 drilling Reservists in combat sustaining units, namely 20 troop carrier wings outfitted with C-46s and C-47s (later C-119s), and five light bombardment wings of B-26s. Between July 1950 and June 1953, the Air Force mobilized nearly 147,000 Air Force Reservists to active service for periods from one to three years. Five Air Force Reserve units remained on active service while another 15 units were called up to replace and fill out active units. Air Force Reservists performed well, as demonstrated by unit citations and the recalled individuals who became fighter aces.

During the 1950s, several legislative acts addressed concerns with the national reserve program, establishing the Ready, Standby, and Retired Reserve categories. Units were provided with full-time air reserve technician (ART) trainers and the President was authorized to mobilize a portion of the Ready Reserve to active duty without advanced congressional notification.

In the 1960s the services relied on the Reserve forces to support the Berlin and Cuban Crises. While still transitioning to new aircraft, five Air Force Reserve C-124 units along with 5,613 Reservists were mobilized for a year during the Berlin Crisis. When the Cuban Crisis intensified, Reserve aircrews flew C-119s and materiel to Key West

Naval Air Station and Homestead AFB, Florida. Mobilizations followed with 14,220 Air Force Reservists and 422 aircraft on active duty by 28 October 1962.

The Air Force again called on the Air Force Reserve to participate in the Vietnam War effort. Reservists voluntarily provided direct and indirect support with few mobilizations. Needing more strategic airlift into the Vietnam Theater, the Air Force Reserve responded by flying C-124 missions as part of their inactive duty, annual two-week training, and an additional 36 days of inactive duty days until US involvement ended in 1973. Air Force Reserve rescue and recovery, intelligence and medical specialists, aerial porters, maintainers, lawyers, and chaplains comprised the range of support provided. Desiring more augmentation from the Air Force Reserve and yet unable to procure enough new C-141s, the Air Force initiated in 1968 the associate concept whereby Air Force Reserve personnel would associate with an active duty unit equipped with new C-141s or C-9s, flying and performing maintenance together.

1969-1989

As the 1970s unfolded, the challenge then was to find the right mix of forces for mission effectiveness. Secretary of Defense Melvin Laird adopted the Total Force concept in August 1970 with Secretary of Defense James Schlesinger declaring it policy in 1973.

With the implementation of the Total Force Policy, the Air Force Reserve became a multi-mission force, flying the same modern aircraft as the active Air Force. Mobilization planning and operational evaluation were integrated with the corresponding active duty functions. With the same equipment and budget authority, the Air Force Reserve was held to the same readiness standards and inspections as regular Air Force units. Special operations, air refueling, weather reconnaissance, and, once again, fighter missions were added to the airlift, rescue, and mission support roles performed by the Air Force Reserve. The associate concept soon expanded to include the C-5.

Air Force Reserve participation in Air Force exercises and deployments perfected its mobility capabilities as demonstrated throughout the seventies, most notably during the Israeli Airlift of 1973, some 630 crewmembers volunteered for Middle East missions to include flying into Tel Aviv while another 1,590 Reservists performed missions worldwide, freeing up more active crews for airlift.

The 1980s saw the modernization and expansion of the Air Force Reserve program. KC-10s joined the associate force in 1981. Fighter units obtained the more modern A-10s and F-4s, and in 1984, the Air Force Reserve received its first F-16. Operationally, the Air Force Reserve returned American students from Grenada in 1983, performed air refuelings of F-111 bombers during the El Dorado Canyon raid on Libyan-sponsored terrorists in 1986, and acted as a full partner in Operation Just Cause which ousted Panama's General Noriega in 1989-1990. Air Force Reservists also supported humanitarian and disaster relief efforts, including resupply and evacuation missions in the aftermath of Hurricane Hugo. The Reserve's continual volunteering allayed the concerns of those who believed the Air Force Reserve would not be available when really needed.

1990-1999

Air Force Reserve airlift and tanker crews were flying within days of Saddam Hussein's invasion of Kuwait in 1990.

When ground operations commenced, Air Force Reserve A-10s operated close to the front lines along with Air Force Reserve special operations and rescue forces.

A Reservist scored the first-ever A-10 air-to-air kill. When Operations Desert Shield/Storm ended, the air Force Reserve counted 23,500 Reservists mobilized with another 15,000 serving in a volunteer capacity.

The Air Force Reserve had become indistinguishable from the active force in capability; there was no difference between an Air Force Reserve pilot and an active duty pilot, or a boom operator, or loadmaster.

In the aftermath of Desert Storm, Air Force Reservists continued to serve and were heavily involved in enforcing the no-fly zone over northern and southern Iraq as well as in humanitarian relief missions to assist uprooted Iraqi Kurds. For over six years, Air Force Reserve C-130s performed these Provide Comfort missions on a rotational

basis while F-16s and rescue HH-60s deployed to Incirlik Air Base, Turkey, for the no-fly operations. In 1993, when tensions mounted in Bosnia, Air Force Reserve tanker and fighter units participated in enforcing the Deny Flight no-fly zone while airlift units ensured logistical resupply. 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 reserves. Accordingly, in February 1997, the Air Force Reserve officially became the Air Force Reserve Command, the Air Force's ninth major command.

Between March and September 1999, Air Force Reservists volunteered and were also mobilized for Allied Force operations over Serbia and Kosovo. The involuntary recall marked the ninth time the Air Force had requested a mobilization of Air Force Reserve units and personnel since 1950. In summary, Reservists provided 150,000 mandays of support that spanned the spectrum of our missions. The Air Force Reserve once again proved itself as an adaptable and capable force, ready to perform the full range of Air Force operations on an integrated and daily basis in sync with the new Air and Space Expeditionary Force (AEF) concepts.

2000-PRESENT

When terrorists attacked the United States on September 11, 2001, Air Force Reservists responded in full measure. Air Force Reserve F-16 fighters flew combat air patrols (CAPs) protecting America's cities while KC-135 tanker and AWACs aircraft supported with air refuelings 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 made significant contributions by flying close air support, combat delivery, rescue, strategic airlift, and air refueling missions supporting operations in Afghanistan. They also provided B-52, special operations, aeromedical, security forces, and civil engineering support. Air Force Reserve A-10s, HH-60s and C-130s still continue to perform rotational tours in Afghanistan, and Air Force Reservists have been instrumental in building the Afghan National Army Air Corps.

When war against Saddam Hussein's regime began in March 2003, Air Force Reserve combat-ready A-10, B-52, and F-16 aircrews flew numerous strike operations during the first hours of engagement and performed special operations and rescue missions. Air Reserve rescue personnel were among the first into Tallil Air Base as Reserve A-10s provided close air support. Part of the lead tanker force, Reserve tankers offloaded more than 21 million pounds of fuel to more than 1,000 aircraft. In late March 2003, fifteen C-17 Reserve associate crews supported the C-17 airdrop, which opened up the Northern Front in Iraq.

Additionally, Reservists supported Air Force unmanned aerial vehicles (UAV) missions and space-based operations in Southwest Asia, providing essential data to battlefield commanders. During the combat phase (19 March-1 May) 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.

The Air Force Reserve continues to expand its associate construct across the mission spectrum. Specific examples are the Air Force Reserve associating at Elmendorf AFB, Alaska, flying the F-22 and the active duty associating with the C-40C at Scott AFB, and the C-5 at Lackland AFB, Texas. On the horizon, associate units will include future weapon systems such as the F-35 Lightning II and the Next Generation Bomber.

In adapting, changing, and responding these past sixty years, the Air Force Reserve has truly evolved extensive operational capability while maintaining its original purpose as a strategic reserve. Dedicated Citizen Airmen provide the world's best mutual support to the Air Force and our joint partners as we fly, fight and win in air, space and cyberspace.

SUMMARY:

The Air Force Reserve's contribution to the security of the United States and the world fulfils visions begun one hundred years ago when, in 1907, the Aeronautical Division in the Signal Corps became responsible for military "air machines," and some sixty years ago when President Harry Truman directed in the National Security Act of 1947 that the services revitalize their reserve programs. Since its inception in April 1948, the Air Force Reserve has evolved from a mobilization-only force into a strategic reserve that daily sustains an operational capability that is integrated 24/7 with the Regular Air Force and Air National Guard Total Force Team.

The Air Force Reserve has met challenges to National Security spanning over six decades. For over sixteen consecutive years, the United States Air Force has been engaged in combat and operations globally. The Air Force Reserve has been an integral part of that effort. Everyday Heroes, civilian and military, have performed magnificently whether in volunteer or mobilization status. At times they have worked in extreme conditions to aid foreign and domestic peoples in need. They have delivered sovereign options for the defense of the United States of America and its global interests—to *fly, fight* and *win* in Air, Space, and Cyberspace.

Part 09
AIR FORCE RESERVE HISTORIC & VISIONARY LEADERS

Maj. Gen. George Squier

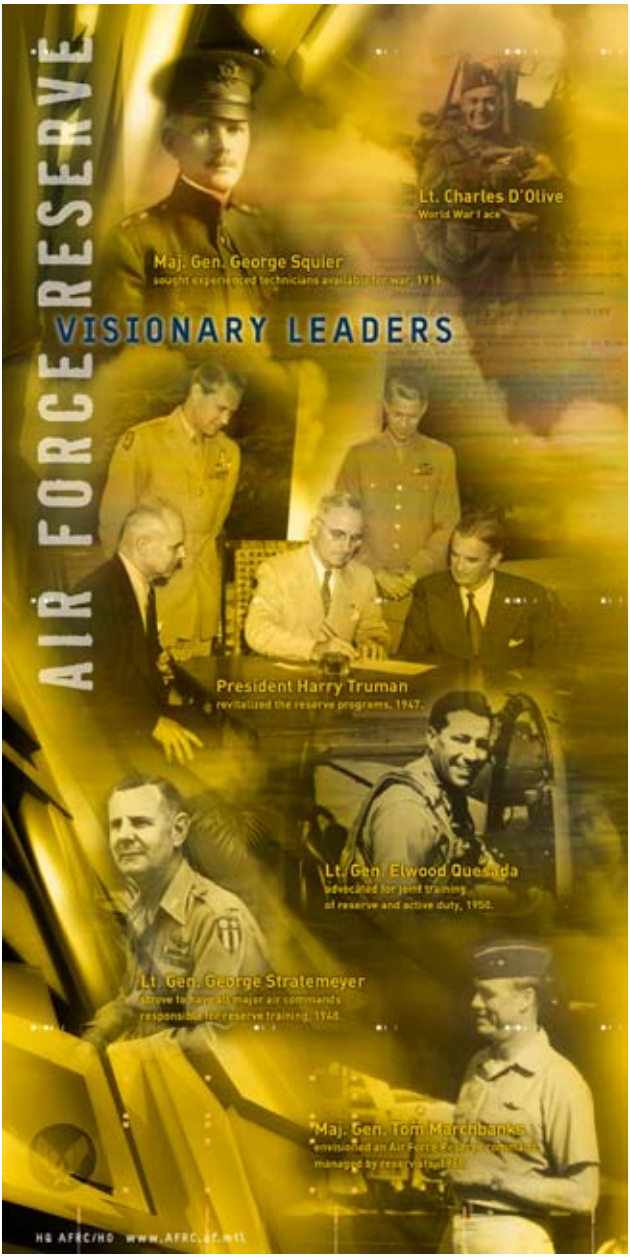
Lt. Charles D'Olive

President Harry Truman

Lt. Gen. George Stratemeyer

Lt. Gen. Elwood Quesada

Maj. Gen. Tom Marchbanks


AIR FORCE RESERVE
VISIONARY LEADERS
Lt. Charles D'Olive
World War I ace
Maj. Gen. George Squier
President Harry Truman
revitalized the reserve programs, 1947.
Lt. Gen. Elwood Quesada
advocated for joint training
of reserve and active duty, 1950.
Lt. Gen. George Stratemeyer
Maj. Gen. Tom Marchbanks
HQ AFRC/HO www.AFRC.af.mil

6 AIR FORCE RESERVE HISTORIC AND VISIONARY LEADERS

Maj. Gen. George Squier

Lt. Charles D'Olive

President Harry Truman

Lt. Gen. Elwood Quesada

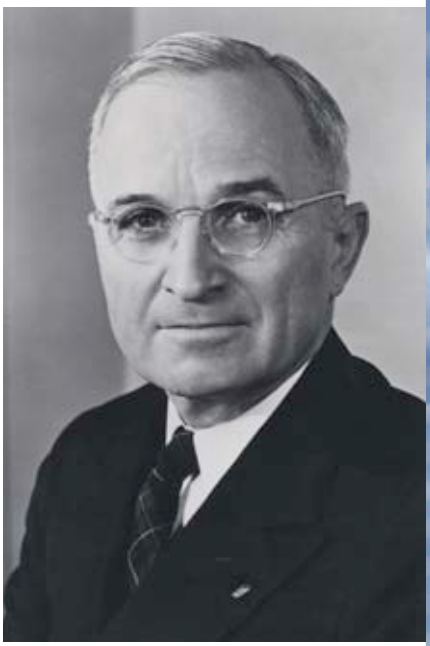
Lt. Gen. George Stratemeyer

Maj. Gen. Tom Marchbanks

MAJ. GEN. GEORGE SQUIER proclaimed that the provision establishing the Organized Reserve Corps was one of the most important sections of the 1916 National Defense Act. He sought to acquire a body of experienced technical men to organize and train in peacetime and be available when needed for war.

LT. CHARLES D'OLIVE was commissioned in the Signal Officers Reserve Corps. He became an expert in air battle tactics and scored the 93rd Pursuit Squadron's first victory when he shot down a Fokker over France on the morning of 12 September 1918. He was the last American ace of World War I.

PRESIDENT HARRY TRUMAN personally sought to revitalize the reserve program, envisioning Reservists standing ready to serve as replacements during wartime. The Air Force Reserve was formally established on April 14, 1948.



LT. GEN. ELWOOD QUESADA was the first Special Assistant to the Chief of Staff for Reserve Forces. He was an advocate for the corollary unit-program concept that authorized joint training of reserve and active duty forces in 1950.

LT. GEN. GEORGE STRATEMEYER commanded both the Air Defense Command and Continental Air Command. In 1948 he strove to have all major air commands responsible for reserve training

MAJ. GEN. TOM MARCHBANKS was the first Chief of Air Force Reserve in 1968. He envisioned the Air Force Reserve operationally and administratively managed by reservists.

Part 10
HISTORIC AIR FORCE RESERVIST PROFILES

Col. Jackie Cochran

Gen. Jimmy Doolittle

Capt. Albert Loening & Grover Loening

Maj. Gen. Joseph McNeil

Brig. Gen. Jimmy Stewart

COL. JACKIE COCHRAN

From Citizen Airman Magazine,
by Staff Sgt. Annette Snyder and AFR staff reports

Jackie Cochran shaped aviation history, the allied victory during World War II and paved the way for female aviators of today. She achieved 82 international records in jet and propeller-driven aircraft and set a new standard of excellence as an Air Force Reservist.

Cochran first became interested in aviation in 1932. She obtained her pilot license in just three weeks. In 1937, she became the first woman to make a totally blind landing, relying only on her plane's instruments. A year later, she won the Bendix race against a field of all male pilots, setting a new women's transcontinental record. Next, she won the Gold medal of the Federation Aeronautique Internationale, becoming the only woman to ever receive this award.

The feisty, daring and award-winning aviatrix entered military aviation in 1941 and broke down barriers and established new roles for female flyers. Cochran became the first woman to pilot a bomber across the North Atlantic. She enlisted 25 women to go with her to England and fly with the British women ferry pilots in the Air Transport Auxiliary.

In 1942, Cochran returned to the U.S. and met with Gen. Henry H. "Hap" Arnold to discuss her experiences and ideas. From this emerged the Women's Airforce Service Pilots Program.

General Arnold appointed Cochran as the director of the new unit's flight training. Upon graduation, the women pilots—nicknamed "WASPs"—began flying missions to free up male pilots for combat jobs.

Cochran's ultimate goal for the WASP pilots was for them to earn the same benefits as their male counterparts.

"The women pilots, subsequent to graduation from the training program, flew approximately 60 million miles

for the Army Air Forces," wrote Cochran in her last report before the WASPs were disbanded in 1944. "The fatalities were 38, or one to about 16,000 hours of flying. Both the accident rate and fatality rate compare favorably with the rates for male pilots in similar work."

In September 1948, Cochran became a lieutenant colonel in the Air Force Reserve. She was assigned to the Office of Legislative Liaison, Washington, D.C. In addition, she represented the Air Force at numerous international aviation conferences.

In 1953, she made history again by becoming the first woman to fly faster than the speed of sound. Then, in 1962, she became the first woman to fly a jet aircraft across the Atlantic Ocean.

In June 1968, Cochran was promoted to colonel and she retired in May 1970.

Her military and civilian awards include: the Distinguished Service Medal, the Distinguished Flying Cross with two oak leaf clusters, France's Legion of Honor and Air Medal, and the Air Wings or Air Medal from Belgium, Spain, Thailand,Turkey, and Romania.

She died in 1980 at the age of 72, but her legacy in aviation history and the history of the Air Force Reserve will last forever.

"Adventure is just around the corner, and I can turn that corner mighty fast," Colonel Cochran once wrote.

GEN. JAMES H. "JIMMY" DOOLITTLE

From Citizen Airman Magazine,
by Staff Sgt. Annette Snyder and AFR staff reports

Jimmy Doolittle was a man of "firsts," a daring combat hero and a historic innovator for aviation. In recognition of his lifetime achievements, President Ronald Reagan promoted Doolittle to four-star general – a first for the Air Force Reserve.

"Jimmy Doolittle laid the foundation for airpower as we know it today," said Reagan at the pinning-on ceremony in 1985. "He is one of our most courageous, adventurous and brilliant air pioneers."

Born Dec. 14, 1896 in Alameda, Calif., Doolittle began his military career in 1917 when he enlisted as a flying cadet in the Army Signal Corps Reserve. He was commissioned a second lieutenant in 1918 and went on to serve in the Regular Army until 1930. During this time, Doolittle participated in numerous flight competitions. He completed the first cross-country flight from Florida to California in 1922. He won the Schneider Cup, Bendix, Thompson and the Mackay trophies for his air racing victories and speed records in 1925.

He flew the first-ever "blind flight," using instruments only, on Sept. 9, 1929, to prove aircrews could fly at night or through weather, clouds and fog. Doolittle helped develop the artificial horizon and directional gyroscopes for his blind flight that were the forerunners of the flight instruments still in use today, garnering him the Harmon Trophy.

In 1930, he left the Regular Army and rejoined the Reserve Component. In his off duty time, he became the manager of Shell Oil Company's Aviation Department. Flying around the country and many parts of the world, Doolittle improved aviation fuels and helped build the commercial flying industry and infrastructure that the airlines and civil aviation use today.

In 1940, he was ordered to active duty in the Air Corps to work in Detroit to convert automobile manufacturing plants into aircraft factories. After America entered World War II in 1941, Doolittle was assigned to Washington, D.C.

Perhaps his most famous "first" occurred April 18, 1942, when he led the first American bombing attack on the Japanese mainland. "Doolittle's Raiders" launched their 16 B-25 aircraft from the cramped deck of the U.S.S. Hornet knowing that they would probably run out of gas short of their planned landing fields. Doolittle led the mission in the first plane, barely getting airborne off the deck shortened by nose to tail aircraft stacked up awaiting their turn to take-off. Most of the raiders successfully

attacked their targets but were forced to crash land. Some made it to China, like Doolittle himself, some landed in Russia and some were forced down in Japan.

The mission gave the America people a tremendous morale boost and Doolittle was awarded the Medal of Honor and promoted to brigadier general.

General Doolittle commanded Twelfth and Fifteenth Air Forces in North Africa and the Mediterranean. Later, he led Eighth Air Force in Europe and the Pacific.

After World War II ended, he reverted once again to Reserve status in 1946. He remained a civilian adviser on various committees, including the Air Force Scientific Board and the Presidential Science Advisory Committee. General Doolittle was the first president of the Air Force Association and was appointed as special assistant to the Chief of Staff of the Air Force for ballistic missile and space programs in 1951.

General Doolittle died Sept. 27, 1993 at the age of 96. He is buried at Arlington National Cemetery.

“I believe we were put on this earth for a purpose – to make it, within our capabilities, a better place to live,” the general said when describing his lifetime philosophy.

CAPT. ALBERT LOENING & GROVER LOENING

From Citizen Airman Magazine,
by Staff Sgt. Annette Snyder and AFR staff reports

Leaving a lasting legacy of aircraft designs and awards, the accomplishments of the Loening brothers continue to contribute to aviation excellence in the Air Force Reserve.

Albert and Grover Loening designed the first amphibian aircraft – capable of landing on water or land – and are memorialized today by the two Loening Trophies that are presented each year to the Air Force Reserve's top airlifter unit and top rescue unit.

Albert was commissioned as one of the first reserve officers in the aviation section of the Army Signal Corps in 1917. He served during World War I based at Orlie Field, Paris.

Meanwhile, his younger brother Grover became the first person in the U.S. to earn a master's degree in aeronautics, graduating from Columbia University. Afterward, he worked as an assistant to Orville Wright before serving in the Army's aviation section. By 1917, Grover began his own company, Loening Aeronautical Engineering Corp., in New York.

Upon returning from France, Albert joined his brother as vice president and treasurer. Together, the brothers built the

Loening monoplane flying boat and won the Collier Trophy for the "greatest achievement in aviation for the year 1921."

They set about marketing their unique aircraft to the military and the assistant chief of the Air Service, Gen. Billy Mitchell. Originally, General Mitchell had decided against the new design. However, on his way to a conference with the Loening team, General Mitchell's DH-4 aircraft suddenly died in a mountainous area over the Ohio River. His only choice was to make an emergency landing in the river. He survived the landing and escaped the aircraft as it sank. After struggling to reach the shore, General Mitchell called his post.

"I can't be at the conference, but I can give you my order now," he said. "Contract with Loening at once for his amphibian design!"

From 1924 to 1928, the Army ordered 45 of the aircraft for use in the Pacific. The Loening OA-1A amphibian plane secured the Loening's place in aviation history.

However, both brothers continued to be very active in the development of aviation. In 1961, Grover began a crusade to formally recognize the contributions of Air Force Reserve carrier units. He worked with Continental Air Command, the forerunner of Air Force Reserve Command, and established a perpetual trophy to be presented each year to the most outstanding troop carrier wing. The first Grover Loening Trophy was won by the 452nd Troop Carrier Wing at March Air Force Base, Calif., in 1963.

In 1966, the Albert Loening Trophy was created to recognize the most outstanding reserve rescue and recovery unit. The first unit to win the new award was the 302nd Air Rescue and Recovery Squadron, Luke AFB, Ariz., in 1968.

Albert died in 1974 and Grover in 1976, however their innovation and commitment to excellence continues to this day in the Air Force Reserve.

MAJ. GEN. JOSEPH A. MCNEIL

From Citizen Airman Magazine,
by Staff Sgt. Annette Snyder and AFR staff reports

On Feb. 1, 1960, Joe McNeil and three of his friends walked into a Greensboro, N.C., F.W. Woolworth Co. store and sat down at a "whites-only" lunch counter to protest racial segregation.

It was a turbulent time in America. The nation was changing and this headstrong 17-year-old was determined to help make those changes.

"Along with my three colleagues, I believed racial segregation to be an evil," McNeil said. "It was a system designed to hurt me, my family, my community and my country by providing inferior facilities, housing, transportation and education systems and public accommodations (to African Americans)."

At this time, it was legal to force African Americans to use separate facilities from white Americans. To the waitress, the store manager and other whites around them, the four university students were breaking the law. "When the police arrived, they walked behind us, slapping their night sticks into their hands in a threatening manner," McNeil recalled. Seeing the four wouldn't leave, the

manager decided to close the store early instead of having them arrested.

The next day more students showed up and the crowd of supporters grew. By the fifth day, there were more than 200 people protesting the store, he said. Finally, after six months, Woolworth and other Greensboro stores desegregated their counters.

"I better understand that there are many ways to influence a change of people's hearts and minds," said McNeil about his sit-in and his civil rights activities and sit-ins for the next three years. However, his first protest is considered so historic that the lunch counter and stools, where McNeil made his moral stand, are on display at the Smithsonian National Museum of American History in Washington, D.C., today.

In 1963 he earned a Bachelor of Science degree in engineering physics from North Carolina Agricultural and Technical University. He was commissioned as a second lieutenant through the Reserve Officer Training Corps program and served on active duty as a KC-135 navigator at Ellsworth AFB, S.D., until 1969. McNeil flew aerial refueling missions over Southeast Asia supporting bomber and fighter combat operations.

Afterward, he became an Air Force Reservist and pursued a civilian career in his off-duty time focusing on corporate

finance, investment banking and flight standards with the Federal Aviation Administration.

In 1994 he was promoted to brigadier general and became the first African American to command a numbered Air Force in 1995.

He was promoted to major general on Feb. 29, 1996 and has been awarded the Legion of Merit, Meritorious Service Medal, Air Medal with three oak leaf clusters and the Republic of Vietnam Gallantry Cross with Palm. General McNeil retired as the mobilization assistant to the Commander, Headquarters Air Force Reserve Command, Robins Air Force Base, Ga., in Feb. 21, 2001.

"I believe that each of us are role models in our day-to-day lives and that we influence others every day by things we do and perceptions we create," said the general.

BRIG. GEN. JIMMY STEWART

From Citizen Airman Magazine,
by Staff Sgt. Annette Snyder and AFR staff reports

World famous as an Oscar-winning movie star, Jimmy Stewart flew bomber missions with the Army Air Corps during World War II and rose to the rank of brigadier general in the Air Force Reserve.

Previous to his military service, the actor starred in well-known classics such as "Mr. Smith Goes to Washington" in 1939, "The Philadelphia Story" in 1940, and after the war "It's a Wonderful Life" in 1946 and many more.

In an act that stunned his fans, Stewart enlisted as a private in the Army Air Corps on March 19, 1941, only weeks after receiving the Best Actor Oscar nod for "The Philadelphia Story."

When asked to explain why a famous actor would risk a successful Hollywood career to be an $80-a-month private, the new recruit replied, "It may sound corny, but what's wrong with fighting for one's country?"

His first assignment was at Moffett Field, Calif. During his initial nine months of training, he also took extension courses for obtaining a commission. He completed the courses and was awaiting the results when the attack on Pearl Harbor took place Dec. 7, 1941.

A month later he received his commission, and because he had logged more than 400 hours as a civilian pilot, he was permitted to take basic flight training at Moffett and received his pilot wings.

During the next nine months, he instructed in AT-6, AT-9 and B-17 aircraft and flew bombers in the training school at Albuquerque, N.M. In the fall of 1943, Stewart went to England as Commanding Officer of the 703d Bomb Squadron, flying B-24 aircraft.

He flew his first combat mission on Mar. 31, 1944 and was appointed Operations Officer of the 453rd Bomb Group and, subsequently, Chief of Staff of the 2nd Combat wing, 2nd Air Division of the 8th Air Force.

Stewart ended the war as a colonel with 20 combat missions, two Distinguished Flying Crosses, four Air Medals, and the French Croix de Guerre with Palm decoration.

He received his first DFC for leading a bombing mission over Germany that met with heavy Luftwaffe fighter attacks and anti-aircraft fire on Feb. 20, 1944.

After World War II was over, Stewart could have hung up his flying helmet and goggles and return to Hollywood, but he chose to continue to serve in the newly formed Air Force Reserve.

He was promoted to brigadier general on July 23, 1959 and served as deputy director of the Office of Information Services at the Pentagon, the predecessor to the Secretary of the Air Force Public Affairs Directorate. General Stewart retired on May 31, 1968.

Born in Indiana, Pa., in 1908, he is memorialized as the town's most prominent citizen by a statue in front of city hall. He died in 1997.

Part 11

AF RESERVE UNITS BY STATE

ALABAMA:

908th Airlift Wing - Maxwell Air Force Base
http://www.908aw.afrc.af.mil/
Cmcl: 334-953-6804, DSN: 493-6804

ALASKA:

477th Fighter Group - Elmendorf Air Force Base
http://www.477fg.afrc.af.mil/
Cmcl: 907-551-0477, DSN: 301-551-0477

ARIZONA:

943rd Rescue Group - Davis-Monthan Air Force Base
http://www.920rqw.afrc.af.mil/
Must contact through Davis-Monthan:
Cmcl: 520-228-5952, DSN: 228-5952

944th Fighter Wing - Luke Air Force Base
http://www.944fw.afrc.af.mil/
Cmcl: 623-856-5388, DSN: 896-3490

CALIFORNIA:

Headquarters, 4th Air Force - March Air Reserve Base
http://www.4af.afrc.af.mil/
Cmcl: 951-655-4426, DSN: 447-4426

349th Air Mobility Wing - Travis Air Force Base
http://www.349amw.afrc.af.mil/
Cmcl: 707-424-3937, DSN: 837-3937

452nd Air Mobility Wing - March Air Reserve Base
http://www.march.afrc.af.mil/
Cmcl: 951-655-4137, DSN: 447-4137

940th Air Refueling Wing - Beale Air Force Base
http://www.940arw.afrc.af.mil/
Cmcl: 530-634-1818, DSN: 368-1818

COLORADO:

302nd Airlift Wing - Peterson Air Force Base
http://www.302aw.afrc.af.mil/
Cmcl: 719-556-4005, DSN: 834-4005

310th Space Group - Schriever Air Force Base
http://www.310sw.afrc.af.mil/
Cmcl: 817-782-6092, DSN: 739-6092

DELAWARE:

512th Airlift Wing - Dover Air Force Base
http://www.512aw.afrc.af.mil/
Cmcl: 302-677-3487, DSN: 445-3487

FLORIDA:

482nd Fighter Wing - Homestead Air Reserve Base
http://www.homestead.afrc.af.mil/
Cmcl: 305-224-7303, DSN: 791-7303

919th Special Operations Wing - Eglin Air Force Base (Duke Field)
http://www.919sow.afrc.af.mil/
Cmcl: 850-883-6347, DSN: 875-6347

920th Rescue Wing - Patrick Air Force Base
http://www.920rqw.afrc.af.mil/
Cmcl: 321-494-0535, DSN: 854-0535

927th Air Refueling Wing - MacDill AFB
http://www.927arw.afrc.af.mil/
Cmcl: 951-655-4426, DSN: 447-4426

GEORGIA:

Headquarters, 22nd Air Force -
Dobbins Air Reserve Base
http://www.22af.afrc.af.mil/
Cmcl: 678-655-5467, DSN: 625-5467

94th Airlift Wing - Dobbins Air Reserve Base
http://www.dobbins.afrc.af.mil/
Cmcl: 678-655-5055, DSN: 625-5055

Headquarters, Air Force Reserve Command -
Robins Air Force Base
http://www.afrc.af.mil/
Cmcl: 478-327-1746, DSN: 497-1746

413th Flight Test Group - Robins Air Force Base
No website for 413th Flight Test Group, contact 22nd Air Force for information.
http://www.22af.afrc.af.mil/
Cmcl: 678-655-5467, DSN: 625-5467

HAWAII:

624th Reserve Support Group - Hickam Air Force Base
http://www.624rsg.afrc.af.mil/
Cmcl: 951-655-4426, DSN: 447-4426

ILLINOIS:

932nd Airlift Wing - Scott Air Force Base
http://www.932aw.afrc.af.mil/
Cmcl: 618-229-7024, DSN: 779-7024

INDIANA:

434th Air Refueling Wing - Grissom Air Reserve Base
http://www.grissom.afrc.af.mil/
Cmcl: 765-688-3348, DSN: 388-3348

KANSAS:

931st Air Refueling Group - McConnell Air Force Base
http://www.931arg.afrc.af.mil/
Cmcl: 316-759-3686, DSN: 743-3686

LOUISIANA:

917th Wing - Barksdale Air Force Base
http://www.917wg.afrc.af.mil/
Cmcl: 318-456-9181, DSN: 781-9181

MARYLAND:

459th Air Refueling Wing - Andrews Air Force Base
http://www.459arw.afrc.af.mil/
Cmcl: 240-857-6873, DSN: 857-6873

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439th Airlift Wing - Westover Air Reserve Base
http://www.westover.afrc.af.mil/
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403rd Wing - Keesler Air Force Base
http://www.403wg.afrc.af.mil/
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442nd Fighter Wing - Whiteman Air Force Base
http://www.442fw.afrc.af.mil/
Cmcl: 660-687-3844, DSN: 975-3844

NEVADA:

926th Group - Nellis Air Force Base
http://www.926gp.afrc.af.mil/
Cmcl: 817-782-6092, DSN: 739-6092

NEW JERSEY:

514th Air Mobility Wing - McGuire Air Force Base
http://www.514amw.afrc.af.mil/
Cmcl: 609-754-3487, DSN: 650-3487

NEW YORK:

914th Airlift Wing - Niagara Falls International Airport Air Reserve Station
http://www.niagara.afrc.af.mil/
Cmcl: 716-236-2136, DSN: 238-2136

NORTH CAROLINA

916th Air Refueling Wing -
Seymour Johnson Air Force Base
http://www.916arw.afrc.af.mil/
Cmcl: 919-722-2230, DSN: 722-2230

440th Airlift Wing - Pope Army Airfield
http://www.440aw.afrc.af.mil/
Cmcl: 910-394-5455, DSN: 424-5455

OHIO:

445th Airlift Wing, Wright - Patterson Air Force Base
http://www.445aw.afrc.af.mil/
Cmcl: 937-257-5784, DSN: 787-5784

910th Airlift Wing -
Youngstown-Warren Air Reserve Station
http://www.youngstown.afrc.af.mil/
Cmcl: 330-609-1364, DSN: 346-1364

OKLAHOMA:

507th Air Refueling Wing - Tinker Air Force Base
http://www.507arw.afrc.af.mil/
Cmcl: 405-734-3078, DSN: 884-3078

513th Air Control Group - Tinker Air Force Base
No website for 513th Air Control Group, see 10th Air Force website and contact 10th Air Force for information.
http://www.10af.afrc.af.mil/
Cmcl: 817-782-6092, DSN: 739-6092

OREGON:

920th Rescue Wing (304th Rescue Squadron)
- Portland IAP, OR (Guardian Angels)
http://www.920rqw.afrc.af.mil/units/
Must contact through Davis-Monthan:
Cmcl: 520-228-5952, DSN: 228-5952

PENNSYLVANIA:

911th Airlift Wing -
Pittsburgh International Airport Air Reserve Station
http://www.pittsburgh.afrc.af.mil/
Cmcl: 412-474-8511, DSN: 277-8511

SOUTH CAROLINA:

315th Airlift Wing - Charleston Air Force Base
http://www.315aw.afrc.af.mil/
Cmcl: 843-963-2035, DSN: 673-2035

TEXAS:

Headquarters, 10th Air Force -
Naval Air Station Joint Reserve Base Fort Worth
http://www.10af.afrc.af.mil/units/
Cmcl: 817-782-6092, DSN: 739-6092

301st Fighter Wing -
Naval Air Station Joint Reserve Base Fort Worth
http://www.301fw.afrc.af.mil/
Cmcl: 817-782-5782, DSN: 739-5782

340th Flying Training Group - Randolph Air Force Base
No website for 340th Flying Training Group, see 10th Air Force website and contact 10th Air Force for information.
http://www.10af.afrc.af.mil/
Cmcl: 817-782-6092, DSN: 739-6092

433rd Airlift Wing - Lackland Air Force Base
http://www.433aw.afrc.af.mil/
Cmcl: 210-925-5194, DSN: 945-5194

UTAH:

419th Fighter Wing - Hill Air Force Base
http://www.419fw.afrc.af.mil/
Cmcl: 801-777-5232, DSN: 777-5232

WASHINGTON:

446th Airlift Wing - McChord Air Force Base
http://www.446aw.afrc.af.mil/
Cmcl: 253-982-2060, DSN: 382-2060

Part 12
GLOSSARY

GLOSSARY:

ACS – Air Combat Support

ADCON – Administrative Control

AEF – Air and Space Expeditionary Force

AEFC – Air and Space Expeditionary Force Center

AEHF – Advanced Extremely High Frequency

AETF – Air and Space Expeditionary Task Force

AFR 2012 – Collectively called Air Force Reserve 2012, this series of projects streamlines how Reservists are managed and called to active duty.

AFRC – Air Force Reserve Command

AGR – Active Guard and Reserve members who serve a tour of active duty under Title 10, U.S.C. They are full-time support personnel responsible for organizing, administering, instructing, training and recruiting for the Reserve Components.

ALCM – Air-Launched Cruise Missile. An air-launched vehicle designed to deliver a nuclear warhead in an air-to-ground mission.

AMRAAM – Advanced Medium Range Air-to-Air Missile

AMTI – Air Moving Target Indicator

ANG – Air National Guard; see ANGUS, below.

ANGB – Air National Guard Base

ANGUS – Air National Guard of the United States. A Reserve component of the Air Force.

AOC – Air Operations Center

ARB – Air Reserve Base

ARS – Air Reserve Station

ART – Air Reserve Technician

ASOC – Air and Space Operations Center. The senior agency of the Air Force component commander that

provides command and control of Air Force air and space operations and coordinates with other components and services. Also called AOC.

BCT – Brigade Combat Team

BDA – Battle Damage Assessment

BLOS – Beyond Line of Sight

C-NAF – Component Numbered Air Force is the headquarters element designed to support the AF component commander at the operational and tactical level.

C2 – Command and Control

CAS – Close Air Support

CBU – Cluster Bomb Unit

CDR – Concept Design Review

CEM – Combined Effects Munition

CID – Combat Identification

CNS/ATM – Communication, Navigation and Safety/Air Traffic Management

COCOM – Combatant Commander

CSAR – Combat Search and Rescue. Combat search and rescue is how the Air Force accomplishes the personnel recovery task. It is the Air Force's preferred mechanism for personnel recovery execution in uncertain or hostile environments and denied areas.

DE – Directed Energy

DSP – Defense Support Program

DT&E – Developmental Test and Evaluation. Any testing used to assist in the development and maturation of products, product elements, or manufacturing or support processes; any engineering-type test used to verify status of technical progress and minimize design risks, substantiate achievement of contract technical performance, and certify readiness for Initial Operational Testing (IOT).

ECM – Electronic Counter Measures

ECS – Expeditionary Combat Support is a tailored Air Combat Support Capability deployed to expeditionary sites, which supports AEFs employed in global operations.

ERP – Enterprise Resource Planning

FAC – Forward Air Control

FAM – The Functional Area Manager is the individual or designated agency accountable for the management of all personnel and equipment with a specific functional area to support operational planning and execution.

FGC – Force Generation Center

FFS – Forward Framing Sensor

FOC – Full Operational Capability

Force Development – A series of experiences and challenges, combined with education and training opportunities, which is directed at producing Airmen who possess the requisite skills, knowledge, experience, and motivation to lead and execute the full spectrum of Air Force missions.

Force Protection – Actions taken to prevent or mitigate hostile actions against Department of Defense personnel (including family members), resources, facilities, and critical information.

FRP – Full Rate Production. Contracting for economic production quantities following stabilization of the system design and validation of the production process.

FYDP – Future Years Defense Program. A massive DoD database and internal accounting system that summarizes forces and resources associated with programs approved by the Secretary of Defense.

GIG – Global Information Grid. The globally interconnected, end-to-end set of information capabilities, associated processes, and personnel for collecting, processing, storing, disseminating, and managing information on demand to warfighters, policy makers, and support personnel.

Global Mobility – The capability to move people and equipment across the world quickly, ensuring the right force anywhere, at any time.

GMAJCOM – Gaining Major Command

GMTI – Ground Moving Target Indicator

GWOT – The Global War on Terrorism

HUMRO – Humanitarian Relief Operations

IMINT – Imagery Intelligence

IMA – Individual Mobilization Augmentee

INS/GPS – Inertial Navigation System/Global Positioning System

IOC – Initial Operational Capability

IOT – Initial Operational Testing

IRR – Individual Ready Reserve consists of those members of the Ready Reserve who are not in the Selected Reserve or the Inactive National Guard.

ISR – Intelligence, Surveillance, and Reconnaissance. Integrated capabilities to collect, process, exploit and disseminate accurate and timely information that provides the battlespace awareness necessary to successfully plan and conduct operations.

JAOC – Joint Air Operations Center. A jointly staffed facility established for planning, directing, and executing joint air operations in support of the joint force commander's operation or campaign objectives. Also called Combined Air Operations Center (CAOC).

JCOMs – Joint Commands

JDAM – Joint Direct Attack Munition

JFACC – Joint Force Air Component Commander. The commander within a unified command, subordinate unified command, or joint task force responsible to the establishing commander for making recommendations on the proper employment of air forces; planning and coordinating air operations; or accomplishing such

operational missions as may be assigned. The joint force air component commander is given the authority necessary to accomplish missions and tasks assigned by the establishing commander.

JFC – Joint Force Commander

JFP – Joint Force Provider. The Joint Staff (JS) directly tasks Joint Forces Command as primary Joint Force Provider or other Joint Force Providers (i.e., TRANSCOM, SOCOM or STRATCOM)

JRB – Joint Reserve Base

LANTIRN – Low-Altitude Navigation and Targeting Infrared for Night

LOS – Line of Sight

LRIP – Low Rate Initial Production. The first effort of the Production and Deployment (P&D) phase. The purpose of this effort is to establish an initial production base for the system, permit an orderly ramp-up sufficient to lead to a smooth transition to Full Rate Production (FRP), and to provide production representative articles for Initial Operational Test and Evaluation (IOT&E) and full-up live fire testing. This effort concludes with a Full Rate Production Decision Review (FRPDR) to authorize the Full Rate Production and Deployment (FRP&D) effort.

MAG – Marine Aircraft Group

MAJCOM (C-MAJCOM) – The Component Major Command, commanded by the AF component commander, is the senior AF component headquarters element designed to support the AF component commander at the strategic level.

MANPADS – Man Portable Air Defense Systems

MASINT – Measurement and Signature Intelligence

MCO – Major Combat Operation

MPA – Military Personnel Appropriation

MS – Milestone. The point at which a recommendation

is made and appro val sought regarding starting or continuing an acquisition program, e.g., proceeding to the next phase. Milestones established by DoDI 5000.2 include the following:

- MS A approves entry into the Technology Development (TD) phase;
- MS B approves entry into the System Development and Demonstration (SDD) phase;

  and
- MS C approves entry into the Production and Deployment (P&D) phase.

Also of note are the Concept Decision (CD) that approves entry into the Concept Refinement (CR) phase; the Design Readiness Review (DRR) that ends the System Integration (SI) effort and continues the SDD phase into the System Demonstration (SD) effort; and the Full Rate Production Decision Review (FRPDR) at the end of the Low Rate Initial Production (LRIP) effort of the P&D phase that authorizes Full Rate Production (FRP) and approves deployment of the system to the field or fleet.

NARS – Non-Affiliated Reserve Section

NAS – Naval Air Station

NGREA – National Guard and Reserve Equipment Account

OPCON – Operational Control

Operationally Response Space – The ability to rapidly deploy and employ communication, ISR, and other space capabilities.

OPDIR – Operational Direction

ORS – Obligated Reserve Section

OT&E – Operational Test and Evaluation. The field test, under realistic conditions, of any item (or key component) of weapons, equipment, or munitions for the purpose of determining the effectiveness and suitability of the weapons, equipment, or munitions for use in combat by

typical military users. It includes the evaluation of the results of such tests.

P3I – Preplanned Product Improvement. Planned future improvement of developmental systems for which design considerations are effected during development to enhance future application of projected technology. It includes improvements planned for ongoing systems that go beyond the current performance envelope to achieve a needed operational capability.

PDR – Preliminary Design Review. A multi-disciplined technical review to ensure that a system is ready to proceed into detailed design and can meet stated performance requirements within cost (program budget), schedule (program schedule), risk, and other system constraints.

Persistent C4ISR – The successful use of Command, Control, Communications, Computers, Intelligence, Surveillance, Reconnaissance (C4ISR), to ensure the ability to see first, think first, and act first in the battle space.

PIRR – Participating Individual Ready Reserve

PLS – Personnel Locator System

PR – Personnel Recovery

RAIDRS – Rapid Attack Identification Detection and Reporting System

Rapid Strike – The Air Force's ability to control air and space to deliver a precise, tailored effect anywhere, at any time.

RCT – Regimental Combat Team

RDT&E – Research, Development, Test, and Evaluation. Activities for the development of a new system or to expand the performance of fielded systems.

Ready Reserve – Unit or Individual Reservists, or both, liable for active duty, as provided in Title 10 U.S.C., Section 12301 and 12302. The Selected Reserve and the Individual Ready Reserve (Title 10 U.S.C., Sections 10142-10144) compose the Ready Reserve.

RMG – Reserve Management Group

RPA – Reserve Personnel Appropriation

RTAP – Reserve Transition Assistance Program

S&T – Science and Technology Program. Consists of projects in basic research, applied research, and Advanced Technology Development (ATD).

SA – Situational Awareness

SAM – Surface-to-Air Missile

SAR – Synthetic Aperture Radar

SATCOM – Satellite Communications

SD – System Demonstration. The second effort of the System Development and Demonstration (SDD) phase. A program enters SD after the Program Manager (PM) has demonstrated the system in prototype articles or Engineering Development Models (EDMs). The effort is intended to demonstrate the ability of the system to operate in a useful way consistent with the approved Key Performance Parameters (KPPs). This effort ends when the system is demonstrated in its intended environment using the selected prototype; meets approved requirements; industrial capabilities are reasonably available; and the system meets or exceeds exit criteria and Milestone C entrance requirements.

SDB – Small Diameter Bomb

SDD – System Development and Demonstration. The third phase of a system life cycle. This phase consists of two efforts, System Integration (SI) and System Demonstration (SD), and begins after Milestone B. It also contains a Design Readiness Review (DRR) at the conclusion of the SI effort.

SEAD/DEAD – Suppression/Destruction of Enemy Air Defenses

Selected Reserve – Those unit and individuals within the Ready Reserve designated by their respective Services

and approved by the Joint Chiefs of Staff as so essential to initial wartime missions they have priority over all other Reservists. All Selected Reservists are in an active status. The Selected Reserve also includes people performing initial active duty for training.

SELRES – A category of the Ready Reserve in each of the Reserve components. The SELRES consists of units and members as designated by the Secretary concerned.

SIGINT – Signals Intelligence

SMTI – Surface Moving Target Indication

SOF – Special Operations Force

SRR – System Requirements Review. A review conducted to ascertain progress in defining system technical requirements. This review determines the direction and progress of the systems engineering effort and the degree of convergence upon a balanced and complete configuration.

SSA – Space Situational Awareness

Sustainment – Execute support program to meet operational support performance requirements and sustain systems in the most cost-effective manner over its life cycle. Includes supply, maintenance, transportation, sustaining engineering, data management, Configuration Management (CM), manpower, personnel, training, habitability, survivability, environment, safety (including explosives safety), occupational health, protection of critical program information, anti-tamper provisions, Information Technology (IT) (including National Security Systems (NSSs)), supportability, and interoperability functions.

T&E – Test and Evaluation. Process by which a system or components are exercised and results analyzed to provide performance-related information. The information has many uses including risk identification and risk mitigation and empirical data to validate models and simulations. T&E enables an assessment of the attainment

of technical performance, specifications, and system maturity to determine whether systems are operationally effective, suitable and survivable for intended use, and/or lethal.

TARS – Theater Airborne Reconnaissance System

Threat – The sum of the potential strengths, capabilities, and strategic objectives of any adversary that can limit or negate U.S. mission accomplishment or reduce force, system, or equipment effectiveness.

TR – Traditional Reservist

TST – Time Sensitive Targeting

UAS – Unmanned Aerial System. Also called UAV.

UCAV – Unmanned Combat Aerial Vehicle

USERRA – Uniformed Services Employment and Reemployment Rights Act

WMD – Weapons of Mass Destruction

NOTES

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