



THE AIR FORCE RESERVE VISION AND GUIDING PRINCIPLES



A COMBAT-READY FORCE
APRIL 2013



AIR FORCE RESERVE MISSION

Provide Combat-Ready Forces to Fly Fight and Win

The Air Force Reserve is a combat-ready force, composed of approximately 71,000 proud Reservists, stationed locally throughout the United States, serving globally for every Combatant Command. We provide our nation with operational capability, strategic depth and the capacity to surge quickly when America needs us. We are an integrated Total Force partner in every Air Force core mission:

- Air and space superiority
- Global strike
- Rapid global mobility
- Intelligence, surveillance, and reconnaissance (ISR)
- Command and control

The majority of our Citizen Airmen serve part time, making us a highly efficient force with effective capability. In times of crisis, we can call upon an additional 790,000 Airmen from the Individual Ready Reserve, Standby Reserve, Retired Reserve and Retired Active Duty. Over the last two decades, we've supported sustained combat and humanitarian operations throughout the world, including in Bosnia, Kosovo, Afghanistan, Iraq, Libya, Japan, Mali and the Horn of Africa. When natural disasters strike here at home, the Air Force Reserve delivers capability and expertise, providing relief to our fellow Americans, most recently in response to Superstorm Sandy.

Domestically or globally, America's Citizen Airmen are always ready to answer our nation's call—anytime, anywhere.



AIR FORCE RESERVE VISION

The Air Force Reserve will remain an integrated, flexible and combat ready force providing accessible and sustainable capabilities as an Air Force Component supporting our National Security

The Total Force team remains in high demand, supporting the joint fight around the world by projecting military power through air, space and cyberspace. The Air Force Reserve's diverse mission set supports every Air Force core function and fulfills Combatant Commander requirements around the world every day. Our ability to meet the demands of tomorrow's joint fight is dependent upon staying focused on the key elements of the Air Force Reserve Vision.

Integrated

The majority of the Air Force Reserve serves alongside our Active Duty counterparts in association constructs. The synergistic benefits derived from associations add to the Air Force's strength. In Total Force Integration (TFI) associations the Active Duty and Reserve Component share equipment, facilities and resources, including aircraft, crews and maintenance, to carry out a common mission. TFI associations represent tremendous value to the taxpayer, both in cost savings, as well as improved mission effectiveness. TFI fosters communication between components by sharing day-to-day responsibilities, resulting in more effective utilization of combined resources.



As a Federal Title 10 Force, more than 8,000 Individual Reserve members are assigned throughout the Department of Defense (DoD), including the staffs of the Office of the Secretary of Defense, the Joint Staff, COCOMs, Air Force Major Commands, Intelligence and Defense Agencies. Integrating individual reservists throughout the DoD provides valuable experience and continuity. Further, this enables the Air Force

Reserve to collectively support the decision-makers, the joint warfighters, and the force providers at the tactical, operational and strategic levels of conflict.

Flexible

Speed, range and flexibility are the hallmarks of airpower, giving our military versatility. As the Department of Defense makes the rebalance toward the Asia-Pacific region, while maintaining a Middle East presence, the Air Force Reserve's operational capability, strategic depth and surge capacity are critical to our nation's defense. Furthermore, the Reserve Component has served under a partial mobilization since 2001. Congressional authority given in the FY12 National Defense Authorization Act (known as 12304b) to mobilize up to 60,000 members of the reserve components for preplanned and budgeted missions in support of Combatant Commands will be an important factor in how the Air Force Reserve will continue to support our nation's defense.

Accessible

Over the last decade, the Air Force Reserve has transformed our processes and organizational structure to be an operational force with strategic depth and surge capacity. One example of this is the establishment of the Force Generation Center (FGC) in 2010. The FGC is the "one-stop-shop" offering access to Air Force Reserve forces to fulfill Combatant Commander requirements. The FGC processes requests for capability from force providers, monitors current Combatant Commander support, and assists the individuals and units who volunteer or are mobilized. The FGC has simplified and streamlined access to Title 10 Air Force Reserve forces and benefited our individual members, as we carefully monitor the mobilization-to-dwell ratios, especially those in our stressed career fields and units. The FGC is a foundational piece of the Air Force Reserve as we look to the next decade and supporting tomorrow's joint fight.



Authorized by the FY12 National Defense Authorization Act, the Reserve Component can now be mobilized to respond to national security needs here at home

(commonly known as 12304a). Air Force Reserve capabilities of weather reconnaissance, aerial firefighting and aerial spray are critical to the nation when catastrophe strikes. Dual-use capabilities such as airlift, aeromedical evacuation and personnel recovery are equally valuable, both in-theater and for homeland support.

Sustainable

The 2012 *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense*, calls for an examination of “the mix of Active Component (AC) and Reserve Component (RC) elements best suited to the strategy” and the appropriate “level of Reserve Component readiness” based on “the expected pace of operations over the next decade.” This consists of determining the appropriate active/reserve force mix as well as the mission sets best suited for the Air Force Reserve as a Federal Title 10 combat force.

As we analyze the right Active/Guard/Reserve force mix, the Air Force Reserve will be mindful of our strengths. Perhaps our greatest strength is we retain “Airmen For



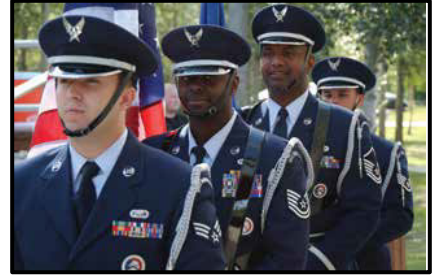
Life,” preserving the considerable investments and expertise of our Airmen, beyond their Active Duty service. Retaining pilot experience continues to be a focus, but we must also remember the combat-tested warriors across many disciplines and career fields. Keeping this diverse, operational experience enables the Air

Force Reserve to be a combat-ready force with continuity and depth of experience.

A second strength of the Air Force Reserve is we leverage our Citizen Airmen’s civilian expertise from private industry, especially in fields where intellectual capital is at a premium. For instance, cyber is a man-made domain where staying on the technical cutting-edge makes all the difference. Once we train our Air Force cyber personnel, we need to retain them when they depart active duty. The DoD should also leverage the civilian cyber experience of our Citizen Airmen who are non-prior service, who can translate the latest industry knowledge and skills into the defensive needs of the nation.

AIR FORCE RESERVE GUIDING PRINCIPLES

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



The Air Force Reserve is a:

1. Combat-ready, cost-effective & experienced force.

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

2. Force with operational capability, strategic depth & surge capacity.

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

3. Viable and relevant force.

The Air Force Reserve changes with the strategic environment to meet warfighter needs. Space, cyberspace, intelligence, surveillance and reconnaissance are game-changing to the joint fight. We leverage civilian skills and intellectual capital in these areas, as well as retain significant Air Force investments in training and personnel, such as special operations.

4. Sustainable, professional military force.

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

CONCLUSION

Over the last decade, the Air Force Reserve has transformed processes and our organizational structure to be an operational force with strategic depth and surge capacity. As we look to the next decade, the *Air Force Reserve Vision and Guiding Principles* are our strategic compass and the best way to support tomorrow's joint fight. The upcoming *Air Force Reserve Component Strategy and Master Plan* will identify the missions and capabilities best suited for the Air Force Reserve of the future.

The Air Force Reserve is a proud component of the Total Force team, committed to the delivery of Global Vigilance, Reach and Power, now and in the future.

