# 2014 UNITED STATES AIR FORCE RESERVE HANDBOOK

CITIZEN AIRMEN–STATIONED LOCALLY, SERVING GLOBALLY

Your Air Force Reserve is a combat-ready force, composed of more than 70,000 proud reservists, stationed locally throughout the United States, serving globally for every Combatant Command around the world. We provide our Nation with operational capability, strategic depth and surge capacity whenever 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, and Command and Control.

James F. Jackson,
Lt Gen, USAF

In an increasingly limited fiscal environment, reservists remain efficient and cost-effective solutions to our nation's challenges. The majority of our Citizen Airmen serve part time, making us a highly efficient force, averaging about a third of the cost of active duty Airmen. Perhaps our greatest strength is we retain 'Airmen for life,' preserving the considerable investments and expertise of our Airmen beyond their active duty service. In times of crisis, we can call upon our strategic depth of an additional 785,000 Airmen from the Individual Ready Reserve, Standby Reserve, Retired Reserve and Retired Active Duty.

Cameron B. Kirksey,
Command CMSgt

To meet future challenges, the Air Force Reserve works as a member of the "Total Force", alongside active duty and Air National Guardsmen. This strong, three-component team is ready for combat or humanitarian relief operations worldwide.

Since 2012, the Air Force Reserve can also be mobilized to respond to domestic requirements here at home.

Dual-use capabilities such as airlift, aeromedical evacuation and personnel recovery are equally valuable, both in-theater and for homeland support.

When natural disasters strike, the Air Force Reserve delivers capability and expertise, providing relief to our fellow Americans, most recently in response to Superstorm Sandy, and humanitarian efforts, such as we did during Tomodachi and Pacific relief.

We hope that the "Air Force Reserve Handbook 2014" will help you learn more about our outstanding Airmen, our heritage and our contributions today, and in the future.

For more information, contact us at:

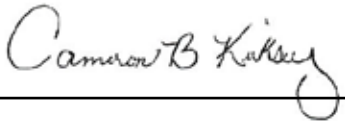
**AFREI.Workflow@pentagon.af.mil**

Or go to our website at:

**www.afrc.af.mil**

Take a look; we think you'll agree our Citizen Airmen are extremely cost-effective, combat-proven, and vital to national defense and during national emergencies right here at home.

**JAMES F. JACKSON**, Lt Gen, USAF
Chief of Air Force Reserve
Commander, Air Force Reserve Command



**CAMERON B. KIRKSEY**, CMSgt, USAF
Command Chief
Air Force Reserve Command

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**Lt. Gen. James F. Jackson,**
Chief of Air Force Reserve,
Commander of Air Force
Reserve Command

**Maj. Gen. Maryanne Miller,**
Deputy to the Chief of
Air Force Reserve

**Maj. Gen. Richard S. Haddad,**
Vice Commander of
Air Force Reserve Command

**CMSgt Cameron B. Kirksey,**
Air Force Reserve Command
Chief Master Sergeant

## AIR FORCE RESERVE VISION:

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

## AIR FORCE RESERVE MISSION:

Provide combat-ready forces to fly, fight and win...

## AIR FORCE RESERVE IS AN INTEGRATED TOTAL FORCE PARTNER IN EVERY AIR FORCE CORE MISSION:

1. Air and Space superiority
2. Global strike
3. Rapid global mobility
4. Intelligence, surveillance and reconnaissance
5. Command and control

## PURPOSE OF 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 about the future of the Air Force Reserve.

- Second, they help create links between units, staffs, mission and budget, personnel and policy.

## FOUR AIR FORCE RESERVE GUIDING PRINCIPLES:

### Guiding Principle 1: The Air Force Reserve is a combat-ready, cost effective and 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.

### Guiding Principle 2: The Air Force Reserve is a 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.

### Guiding Principle 3: The Air Force Reserve is a 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.

Guiding Principle 4: The Air Force Reserve is a 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.

# Part 03
# TOTAL FORCE TEAM

"We are one Air Force - Regular Air Force, Air National Guard, and Air Force Reserve Airmen - working together as a Total Force Team every day around the world"

-The Honorable Michael B. Donley, Secretary of the Air Force
& Gen. Mark A Welsh III, Chief of Staff, U.S. Air Force
FY14 Air Force Posture Statement, April 12, 2013

Regular Air Force, Air National Guard and Air Force Reserve Airmen work together as a team in air, space and cyberspace worldwide. Today's "Total Force" consists of about 327,600 Regular Air Force Airmen, 105,400 Air National Guardsmen, and 70,880 Air Force Reserve Airmen actively serving in the Selected Reserve as authorized by the FY13 National Defense Authorization Act. The Air Force Reserve also maintains a strategic depth of more than 790,000 stand-by or non-participating Reservists and retirees that can be called up for national emergencies.

Air Force Reserve priorities align with Air Force priorities. Air Force reservists, known as Citizen Airmen, are specifically allocated as Title 10, or federal forces. Whenever Citizen Airmen are activated, they are assigned roles and missions aligned with their Active Component counterparts. An example of this is AFR's first-ever nuclear mission. In order to support the Air Force's number one priority of "Continue to strengthen the nuclear enterprise," Air Force Reserve Command worked with Air Force Global Strike Command to stand up 307 BW at Barksdale AFB, La., -- the first-ever Reserve Component B-52 associate unit that is responsible for both conventional and nuclear missions – on Jan. 8, 2011. This newly established wing is a first for the Reserve. Leaders from all services have noted that Citizen Airmen are indistinguishable from Regular Air Force Airmen; both are trained the same and have the same mission – to fly, fight and win in air, space and cyberspace.

The Active Component invests a lot of money to gain and develop new Airmen and the Reserve Component can extend the return on that investment by providing flexible programs to retain these highly-trained Airmen. By managing the entire Total Force as one system, senior leaders will be better able to shape laws, policies and resources to improve the entire enterprise's effectiveness and efficiency.

Retained in the Air Force as "Citizen Airmen," Air Force reservists are engaged in nearly every Air Force job specialty and mission around the globe. Reservists go "above and beyond" the commitments of civilian life by balancing the demands of their military service with those of their families and civilian employers. Air Force reservists are "mission-ready" – trained to the same standards, inspected in the same proficiency level, and maintain the same currencies as the Regular Air Force.

Just like Guardsmen, 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."

## RESERVE COMPONENT PURPOSE:

The purpose of each Reserve Component is to provide trained units and qualified persons available for activation in the armed forces, in time of war or national emergency, and such other times as the national security may require, to fill the needs of the armed forces whenever more units and persons are needed than are in the regular components, according to Title 10 USC 10102.

The Air Force Reserve is a federal Title 10 reserve, established in 1948 by President Truman and is always at the service of the president and the secretary of defense. The Air National Guard maintains dual status, day-to-day serving in Title 32 at the service of a governor. Guardsmen can serve under a Title 10 or federal status when mobilized or as a volunteer with the consent of their state leadership.

There have been attempts to merge the Guard and Reserve in 1948, 1964 and 2003. However, these past proposals were not able to successfully save money and cover the requirements for a ready-now federal reserve and support the governor-controlled state militias.

Air Force Reserve Command is one of the Air Force's 10 major commands with command and control over three Numbered Air Forces and 34 wings, performing federal missions anywhere around the world, in air, space and cyberspace. The structure was put in place by Congress in 1997 to ensure the Air Force Reserve is always organized, trained, and equipped to meet our nation's needs.

Reserve personnel are recruited to fill positions nationwide and developed to fill command and key positions across the Air Force. According to Title 10 USC 12301, the secretary of the Air Force can order AFR units and Airmen to active duty. However, Air National Guardsmen may be called up for federal service with the consent of the governor.

Air Force reservists and guardsmen maintain a "ready now to fight tonight" status. This readiness ensures the Air Force Reserve and Air National Guard are trained to the same standards as the Regular Air Force.

For more than 20 years, Air Force reservists have been serving in combat non-stop since the first Gulf War in 1991. All over the world, Citizen Airmen participate in nearly every U.S. military mission. Air Force reservists conduct daily operations that are critical to cost-effective and efficient combat capability, as well as, provide our nation the strategic depth for surge operations. Since Sept. 11, 2001, approximately 70,000 Citizen Airmen have served on active-duty orders to perform vital combat and support requirements as well as responded to national emergencies and disaster relief.

## OPERATIONAL CAPABILITY:

In February 2010, the Department of Defense issued DOD Instruction 1235.12 requiring the services to adopt new policies to institutionalize their reliance on the Reserve Component as a daily operational force. Often seen as a new defining moment for the Total Force, the "Operational Reserve" is how our nation now relies on reservists to accomplish critical daily operations as well as strategic surges they were originally designed to perform during the Cold War.

After years of continuous combat operations and development of 120 associate unit partnerships, the Air Force Reserve has become seamlessly integrated with its Guard and Active Component counterparts. New updated enterprise-wide actions are expected to make the Reserve Component Airmen more accessible to Air Force planners who seek to capitalize on the strengths of each component.

Today's Air Force reservists work in every job specialty in the Air Force and continue to be on the leading-edge of new and emerging missions. They safeguard nuclear weapons and guide Global Positioning Satellites. From bases in the United States, reservists fly remotely piloted aircraft in combat half a world away. They track hurricanes out at sea and bring medical supplies and food into disaster areas to save lives around the world.

Integral to daily mission accomplishment, the Air Force Reserve is vital to our Total Force's success and is too cost-effective and efficient to be placed "back on the shelf." The Air Force Reserve saves precious training dollars and extends DOD's return on investment by providing the flexibility to retain highly-skilled Airmen as "Airmen for Life."

## REGULAR AND RESERVE COMPONENT MIX:

"This is one of the biggest issues for the future of the Air Force – to develop the right force mix of Regular and Reserve Component Airmen. Getting this mix right directly affects our Air Force's capability, capacity, efficiency and cost-effectiveness."

-Lt. Gen. James F. Jackson, chief of Air Force Reserve and commander of Air Force Reserve Command

A key issue for planning the Air Force's budget and future composition is the development of the right ratio of Regular and Reserve Component Airmen.

The "National Commission on the Structure of the Air Force" was established by the FY13 National Defense Authorization Act and was tasked to make recommendations on the mix to the president by Feb. 1, 2014.

In today's fiscally-austere environment, balancing the Active and Reserve Components offers an opportunity to leverage the strengths of the Air Force Reserve's Citizen Airmen while potentially realizing significant savings in defense spending.

One of the ways that reservists are cost-effective is that they are called to active-duty in a pay-status only 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. This not only saves money on pay, but cuts down related personnel expenses, benefit costs and infrastructure while retaining highly-skilled professionals who are ready when needed.

"Today's Air Force Reserve is a combat-ready force with operational capability, strategic depth and surge capacity, to be used by the nation in a variety of ways, either abroad or at home," said Jackson during his testimony to the National Commission on Jun. 3, 2013. "With a shrinking defense budget, increasingly consumed by manpower-associated costs, there is little doubt the cost-effective Reserve Component will continue to provide a valuable role."

Air Force reservists are part of every mission specialty and every agency; their efficiency and cost-effectiveness are being used at a time when our nation needs them the most.

"The Air Force Reserve supports the Reserve Forces Policy Board findings that the cost of a Reserve Component member is about one-third that of their Active Component counterpart," said Jackson.

"Reserve Component manpower costs are about 34 percent of an active duty officer and 37 percent for an active duty enlisted member annually," Jackson said based on the high fidelity simulation program called "Individual Cost Assessment Model."

Reserve forces can preserve capacity at significantly reduced life cycle operating cost to mitigate risk in austere times. Also, they offer an element of reversibility in the event DOD needs to reconstitute or expand military capabilities in the future. "The earlier the member affiliates with the Reserve Component, the lower the overall life-cycle cost," he said. The Active Component and the Reserve Component have a symbiotic relationship, both providing differing but complementary functions. Many reservists were originally trained by the Regular Air Force, but retained by the flexibility of Reserve programs. Retaining seasoned professionals saves training dollars and provides continuity to the Regular Air Force Airmen who are generally younger and less experienced.

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. Because 75% of reservists have civilian employment, many Americans who interact with them have a better understanding of the Armed Forces and military service.

Senior leaders in the military are looking at ways to balance the ratio as well. In January, the secretary and chief of staff of the Air Force established a "Total Force Task Force" to create a process to determine the appropriate force mix. The task force's data and findings were a ready resource for the National Commission on the Structure of the Air Force. Today, "Total Force Continuum" continues implementing the task force's initiatives.

"I believe that working together we can combine the personnel, equipment, and readiness necessary to build a Total Air Force equal to all the challenges our nation faces," Lt. Gen. Stanley E. Clarke III, director of the Air National Guard, during his testimony to the House Armed Services Committee Subcommittee on Defense, on March 20, 2013.

In recent history, after every major period of conflict, a defense budget drawdown resulted. This usually coincided with a change to the Air Force Reserve in order to preserve the nation's combat capability. When the next conflict invariably came, America's investment in the Air Force Reserve paid off.

Following WWII, government spending was cut from a 1944 high of 44 percent of the Gross National Product to less than 8 percent in 1947. This historic change necessitated a strategic turning point and led to the formal establishment of the Air Force Reserve in 1948. President Harry Truman issued an executive order directing the Secretary of Defense to organize Reserve units in each state. Veterans had training and experience that could be organized in a Reserve unit, for a relatively small cost, and generate a greater return on investment. Soon after, this investment paid off as 146,000 Air Force reservists, including more than 96,000 volunteers, were called to duty to support the Korean War.

More than 50 years later, the attacks on September 11, 2001 represented another significant turning point for the Air Force Reserve. In the hours after the attack, the Air Force Reserve helped to patrol the skies over America. Reservists flew the first fixed-wing aircraft into Afghan airspace in the opening hours of Operation ENDURING FREEDOM.

In both Afghanistan and Iraq, the Air Force Reserve provided airlift, air refueling, special operations, precision attack, aeromedical evacuation, space and rescue support to coalition forces. In addition these combat operations, Air Force Reserve forces delivered exceptional support to civil authorities for homeland natural disasters such as: Hurricane Ivan in 2004; Hurricane Katrina, 2005; the gulf oil spill, 2010; Superstorm Sandy, 2012; and seasonal wildfires.

As a result of this constant demand, the Reserve Components became relied upon for daily operations as well as strategic surges. The role of this "Operational Reserve" was formalized by DoD in 2010. Today's Total Force planners can schedule and leverage the talents of all the Air Components and develop better solutions that capitalize on the strengths of each.

"Now, we once again face historic change," Jackson told the commission during his testimony. "Not just the Air Force Reserve, but the Air Force as a Total Force team." He said the commission's outcome will determine the Air Force's ability to support tomorrow's joint fight, as well as how it organizes, trains and equips the next generation.

"This may be the best opportunity to make change," said Jackson. "Being informed by strategic guidance, maintaining a long-term view for what is in the nation's best interest, and seeking an optimum balance of Active and Reserve forces that leverage the unique strengths of all three components should be the goal."

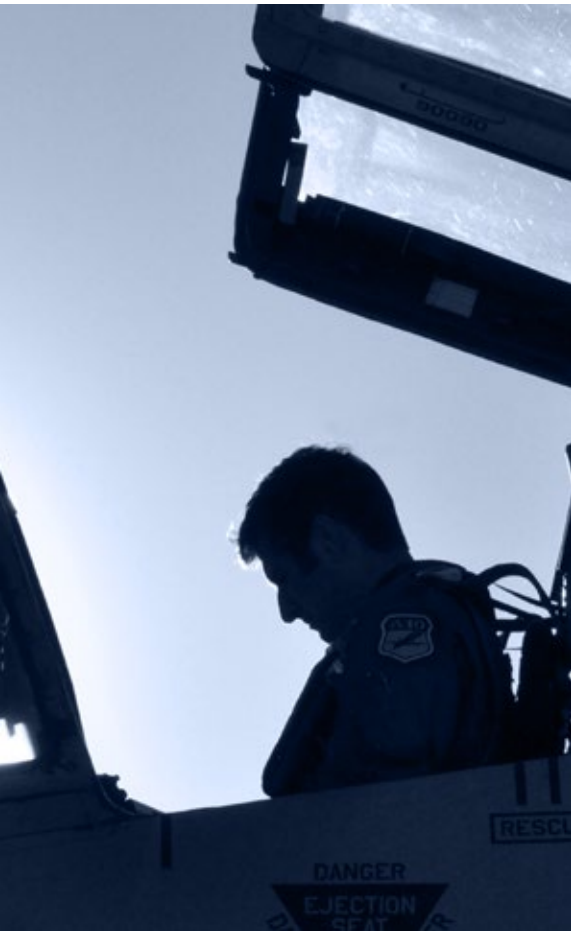
## JOURNEY TO TODAY'S TOTAL FORCE:

- 1907 – Army Signal Corps designates "Aeronautical Division" responsible for "air machines"
- 1916 – National Defense Act of 1916 shaped Army into categories of Regular, National Guard and Reserve
- Sept. 18, 1947 – U.S. Air Force created
- April 14, 1948 – U.S. Air Force Reserve created at direction of President Harry S. Truman
- Mar. 25, 1968 – First "Associate Unit" established as both the Active and Reserve Component share C-141 flying mission at Norton Air Force Base, Calif.

## JOURNEY TO TODAY'S TOTAL FORCE:

- 1970 – DOD adopts "Total Force Concept"
- 1973 – DOD creates "Total Force Policy" – Active and Reserve Component to have same equipment, readiness; RC mobilization plans
- 1997 – Air Force Reserve Command becomes the ninth Air Force Major Command (10 MAJCOMs today)
- February 2010 – DOD Instruction 1235.12 "Operational Reserve" part of daily operations as well as surges
- FY12 NDAA – Title 10 Federal Reserve Forces planned and funded for mobilization for national emergencies

# Part 04
# ORGANIZATIONS & LOCATIONS

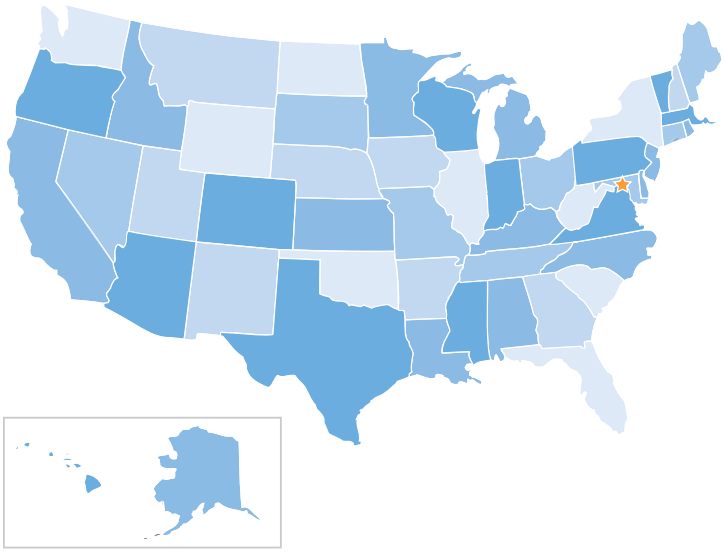

DANGER
EJECTION

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

The chief of the U.S. Air Force Reserve is a Lieutenant General (three stars) who maintains an office and staff of about 100 people at the Pentagon in Washington, D.C. At the Pentagon, he leads the Air Force Reserve Component and serves alongside the other two component leaders of the Regular Air Force and the Air National Guard.

The chief of Air Force Reserve serves as the principal adviser on Reserve Component matters to the secretary of the Air Force and 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.

The chief of Air Force Reserve is also the commander of Air Force Reserve Command. It is located at Robins Air Force Base, Ga.



## HEADQUARTERS AIR FORCE RESERVE COMMAND, ROBBINS AFB, GA

Headquarters Air Force Reserve Command, located at Robins Air Force Base, 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.

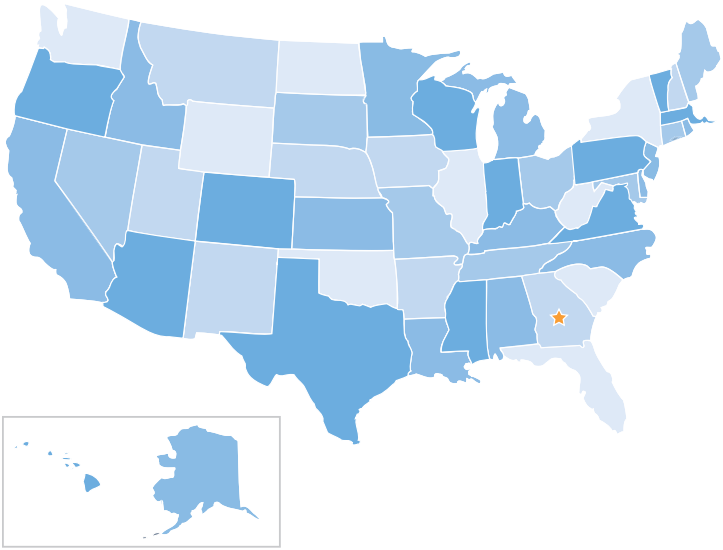
A Reserve Lieutenant General in active duty status commands AFRC. In additional to being the AFRC commander, he is also the chief of the Air Force Reserve and maintains an office and staff at the Pentagon, Washington, D.C.

There are about 1,100 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, 1 percent Individual Mobilization Augmentees and Air National Guard. They provide the headquarters with active duty Air Force experience, reservist perspective and civil service continuity.

Also collocated with the Headquarters AFRC is the AFRC Recruiting Service and the Readiness Management Group.

The headquarters staff and AFRC members assigned to Robins Air Force Base account for a local economic impact of more than $259 million to middle Georgia.

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:

Air Force Reserve Command is one of the Air Force's 10 Major Commands. It 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. Each of the three numbered Air Forces ensure the wings under them are organized, trained and equipped to provide combat ready airmen.

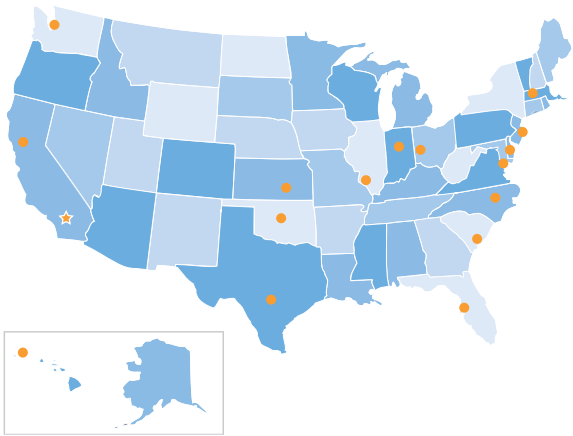
Wings are the primary working unit of the Air Force and responsible for maintaining a base or carrying out a specific mission. Wings may be commanded by a general officer or a colonel. Air Force Reserve Command has 34 wings located throughout the United States.

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. The squadron is the building block of the Air Force and Air Force Reserve, ensuring leadership and force development opportunities.

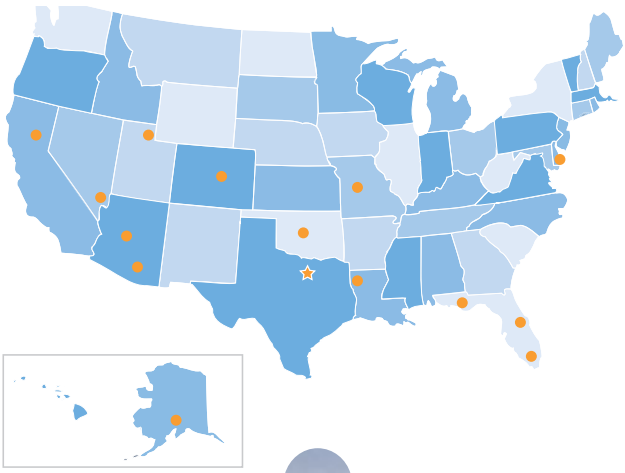
## 4TH AIR FORCE,
### MARCH ARB, CALIF.

- 315th Airlift Wing, Joint Base Charleston, S.C. (C-17A)
- 349th Air Mobility Wing, Travis AFB, Calif.
  (C-5A/B, C-17, KC-10A)
- 433rd Airlift Wing, Lackland AFB, Texas (C-5A)
- 434th Air Refueling Wing, Grissom ARB, Ind. (KC-135R)
- 439th Airlift Wing, Westover Air Reserve Base, Mass. (C-5A/B)
- 445th Airlift Wing, Wright-Patterson AFB, Ohio (C-17)
- 446th Airlift Wing, McChord AFB, Wash. (C-17)
- 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, Oklahoma City, Okla. (C-29A)
- 512th Airlift Wing, Dover AFB, Del. (C-5A/B, C-17A)
- 514th Air Mobility Wing, Joint Base McGuire-Dix -Lakehurst
  (C-17A, KC-10A)
- 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-40C)



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

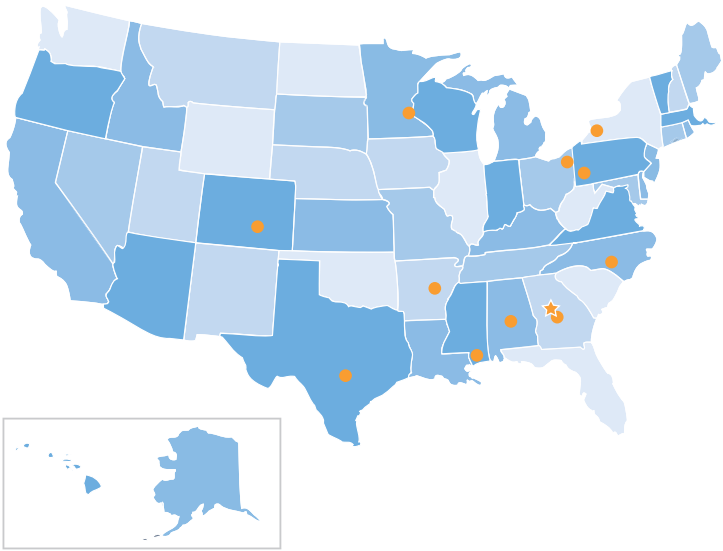
- 301st Fighter Wing, NAS JRB Forth Worth, Texas (F-16C/D)
- 307th Bomb Wing, Barksdale AFB, La. (B-52H)
- 310th Space Wing, Schriever AFB, Colo.
  (DSP, GPS, DMSP, SBIRS, satellites)
- 419th Fighter Wing, Hill AFB, Utah (F-16C/D)
- 442nd Fighter Wing, Whiteman AFB, Mo. (A-10A)
- 477th Fighter Group, Elemendorf AFB, Ala. (F-22A)
- 482nd Fighter Wing, Homestead ARB, Fla. (F-16C/D)
- 513th Air Control Group, Tinker AFB, Okla. (E-3A)
- 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 Wing, Beale AFB, Calif. (KC-135R)
- 943rd Rescue Group, Davis-Monthan AFB, Ariz. (HH-60G)
  Subordinate squadron at Portland IAP, Ore.
- 944th Fighter Wing, Luke AFB, Ariz. (F-16C/D)
- 655th Intelligence, Surveillance, Reconnaissance Group,
  Wright-Patterson AFB, Ohio
- 960th Cyber Operations Group (CYOG), Lackland AFB, Texas



## 22ND AIR FORCE

DOBBINS ARB, GA.

- 22nd AF Detatchment 1, Little Rock AFB, Ark.
- 94th Airlift Wing, Dobbins ARB, Ga. (C-130H)
- 302nd Airlift Wing, Peterson AFB, Colo. (C-130H)
  Detachment 1, U.S. Air Force Academy, Colo.
- 340th Flying Training Group, Randolph AFB, Texas
  (T-1, T-6, T-37, T-38, AT-38)
- 403rd Wing, Keesler AFB, Miss. (C-130J)
- 413th Flight Test Group, Robins AFB, Ga.
- 440th Airlift Wing, Pope AFB, N.C. (C-130H)
- 622nd Civil Engineer Group
- 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 at Buckley AFB, Colo., 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, enlisted Airmen and active duty retirees.

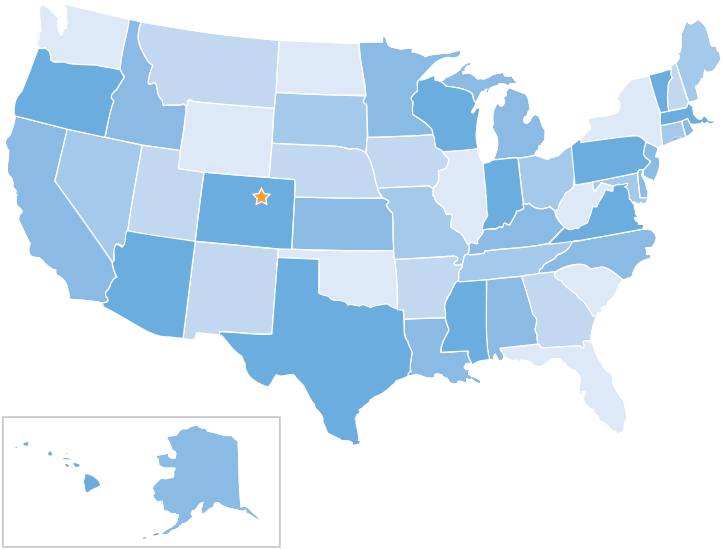
In fulfilling its mission, the Air Reserve Personnel Center is in constant contact with the chief of Air Force Reserve, the Air Staff, the director of the Air National Guard, major commands, field operating agencies and individual reservists. During contingency operations or war, the center receives 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.

Also, 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 Web site 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.



## READINESS MANAGEMENT GROUP

ROBINS AFB, GA.

"Individual capability, leveraged worldwide ... always ready!" The Readiness Management Group is a direct-reporting unit to Headquarters Air Force Reserve Command and co-located with the command at Robins Air Force Base, Ga.

The group is commanded by a colonel who is responsible for shared administrative control of about 7,800 Individual Mobilization Augmentees and Participating Individual Ready Reservists throughout the U.S. and around the globe.

Established in 2005, the Reserve Management Group increases readiness of these Individual Reserve forces by providing broad-range expertise that includes personnel, finance, medical and accession support.

In addition to national defense, Individual Reserve forces provide support for relief efforts globally in the aftermath of disasters such as hurricanes, floods and earthquakes.

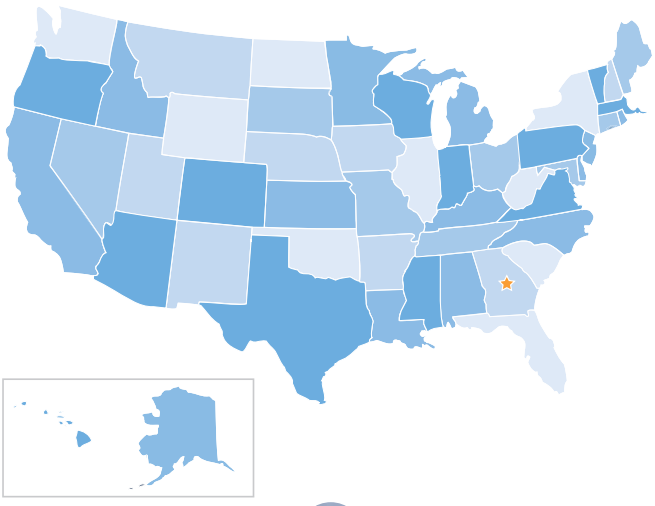
Also, Individual Reserve forces are assigned throughout the Department of Defense, including the staffs of the Office of the Secretary of Defense, the Joint Staff, Combatant Commands, and Air Force Major Commands. These reservists provide invaluable continuity, unique skills and experience. They serve in a myriad of Air Force career specialties. This pool of manning 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.

## FORCE GENERATION CENTER

ROBINS AFB, GA.

The Air Force Reserve Force Generation Center stood up in August 2010 at Robins Air Force Base, Ga., and is commanded by a brigadier general. The center is designed to be the "one-stop-shop" for combatant commanders to request Air Force Reserve help and the single doorway for Citizen Airmen to enter active duty. Also, the center leads force management by providing a unified picture of Air Force Reserve combat capability to combatant commanders with a consistent set of business rules.

In addition to improving services to the combatant commanders, the Force Generation Center allows the Air Force Reserve to be more responsive to the needs of individual reservists, providing them greater predictability and assistance when necessary with orders, deployments, and equipment. Also, it ensures that Citizen Airmen are accessible to Air Force planners and ready to deploy within 72 hours. Collectively, these actions contribute to the overall health of the Air Force—making the organization leaner while improving the lives of the men and women who serve.



# Part 05
# CATEGORIES OF RESERVISTS

## Participation Statuses

Traditional Reservist
Air Reserve Technician
Individual Mobilization Augmentee
Active Guard Reserve
Civil Service Employee

## Reserve Personnel Categories

Ready Reserve
Selected Reserve
Individual Ready Reserve
Standby Reserve
Retired Reserve
Active Duty Retired

## PARTICIPATION STATUSES

### TRADITIONAL RESERVIST

Traditional Reservists train part-time at a unit – at least one weekend each month along with two weeks of annual training. Traditional Reservists may volunteer or be mobilized during a national emergency. They make up the majority of the Select Reserve's manning and are the foundation of the Air Force Reserve's unit program.

Currently, the Air Force has 120 associate locations and approximately two-thirds of these have Air Force Reserve units paired with the Regular Air Force. In these "associate units," active duty and Air Force Reserve Airmen share equipment, facilities and resources, including aircraft, crews and maintenance. They carry out a common mission. Since 1968, associate units have saved money and improved mission effectiveness.

TRs 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 off-duty. TRs who complete a minimum of 20 years of satisfactory service – creditable years toward retirement – are eligible for Reserve retirement pay at age 60. (AFR has 48,557 TRs)

### AIR RESERVE TECHNICIAN

Air Reserve Technicians work full-time in dual roles as civilians and Reserve Airmen to ensure unit readiness and training continuity. ARTs are full-time federal civil service employees of an Air Force Reserve unit. Also, they must occupy an equivalent Reserve military position with a comparable military rank.

Air Reserve Technicians form the day-to-day management and training nucleus of Reserve units and are a significant factor in the operational readiness of the Air Force Reserve's unit program.

Air Reserve Technicians have a dual career, combining the benefits of the Civil Service system and the Air Force Reserve's military system. An ART's civilian and military duties are essentially identical. As an Air Force reservist, the ART must do Reserve duty one weekend a month and serve an annual two-week active-duty tour. If the ART's Reserve unit is mobilized during a national emergency, the ART must enter active duty in his or her assigned military position and rank. The Air Force Reserve's Air Reserve Technician Program was established in 1958. (AFR has 10,429 ARTs) The ART and Mil Tech program was recently determined by a congressionary mandated study to be an efficient and effective resource.

## INDIVIDUAL MOBILIZATION AUGMENTEE:

Individual Mobilization Augmentees are assigned part time to active-duty units and may be mobilized to backfill or deploy when required. Unique to the Air Force Reserve, an Individual Mobilization Augmentee is usually assigned not to an Air Force Reserve unit, but rather directly to a Regular Air Force unit or staff.

Air Force Reserve Command has IMAs assigned throughout all 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 Air Force accomplish its mission by deploying with the Regular Air Force units, backfilling positions vacated by Regular Air Force Airmen, or performing missions at their normal duty stations as needed.

Individual Mobilization Augmentee positions are filled by officer and enlisted reservists, although the majority of IMAs are officers at active duty headquarters.

IMAs serve in the most flexible participation status offered by the Air Force Reserve and often bring specialized knowledge from technical positions in highly successful civilian companies and organizations.

Individual Mobilization Augmentees assigned to Regular Air Force units are usually either "Category A" IMAs who serve at least 36 days per year or "Category B" IMAs who serve at least 24 days per year. Also, IMAs may volunteer for active duty orders or be mobilized to fill Air Force mission requirements as needed. (AFR has 8,503 IMAs)

## ACTIVE GUARD RESERVE

Another category of reservists is called "Active Guard Reserve." These reservists work full-time on active duty for the purpose of administering, recruiting, instructing or training Reserve Component units, or performing duties prescribed in Title 10 USC 12310.

All AGRs are assigned in a mobilization position in the unit they support.

Reservists who are selected for the AGR career program may complete a minimum of 20 years of satisfactory service – all active duty time adding up to 20 years – and be eligible for active duty retirement pay. (AFR has 2,911 AGRs)

## CIVIL SERVICE EMPLOYEES

Civil Servants are hired to provide administrative support and continuity to the Reserve Components.

Often called "straight civilians" or "Pure Title 5," they provide full-time support to the Reserve Components, but are not part of the Selected Reserve.

They do not have any additional military rank, role, or mobilization requirements/assignments. (AFR has 4,024 Civil Servants)

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

## RESERVE PERSONNEL CATEGORIES

### READY RESERVE

The Ready Reserve consists of units or individuals available 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 so essential to initial wartime missions that they have priority over all other Reserve categories. 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 and still have a military service obligation. Members of the Individual Ready Reserve may participate for points 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 "key employees" for their civilian employer, have a continuing service obligation, have a hardship situation but intend to return to the Ready Reserve, or have completed between 18 years and 20 years of service.

## RETIRED RESERVE
## (AIR FORCE RESERVE & AIR NATIONAL GUARD)

The Retired Reserve consists of reservists who have at least 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 age 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 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. 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 a 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 Airman may be required to serve for an indefinite period of time.

# Part 06
# DATABASE

## MANNING & DEMOGRAPHICS

TOTAL FORCE

| | |
|---|---|
| REGULAR AIR FORCE | 327, 600 |
| AIR NATIONAL GUARD | 105, 400 |
| AIR FORCE RESERVE | 70, 400 |

As authorized by the
FY14 National Defense Authorization Act

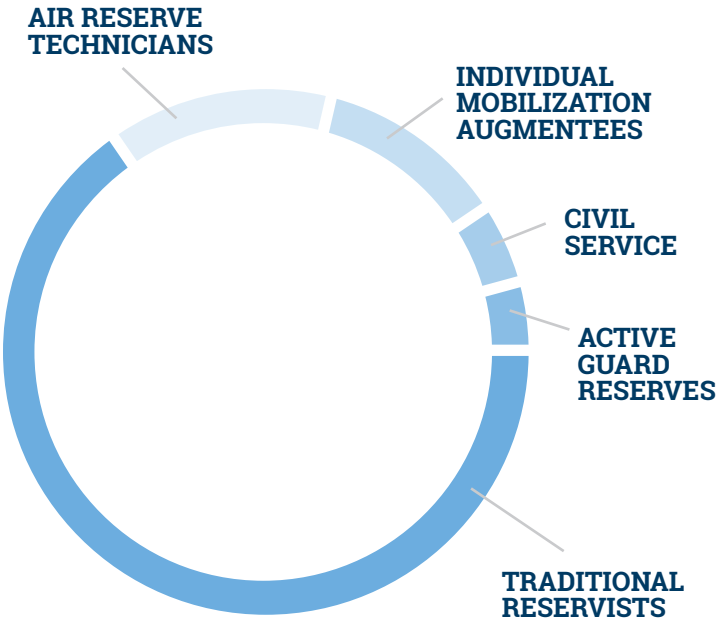
## AIR FORCE RESERVE MANNING

| | |
|---|---|
| READY RESERVE | |
| • Selected Reserve (TR, IMA, ART) | 70, 377 |
| • Individual Ready Reserve | 33, 211 |
| STANDBY RESERVE | 9, 280 |
| RETIRED RESERVE (AFR & ANG) | 162, 699 |
| AD RETIRED | 580, 080 |
| TOTAL STRATEGIC DEPTH | 855,647 |

## SELECTED RESERVE STATISTICS

### SELECTED RESERVE END STRENGTH (AUTHORIZED FY2014)

| | |
|---|---|
| Traditional Reservists | 48, 557 |
| Air Reserve Technicians | 10, 429 |
| Individual Mobilization Augmentees | 8, 503 |
| Active Guard Reserves | 2, 911 |
| Civil Service | 4, 024 |



## AGE:

| | |
|---|---|
| Average age of the **officer** force is | 42 |
| Average age of the **enlisted** force is | 34 |

## GENDER:

| | |
|---|---|
| Men | 74% |
| Women | 26% |

## MARRIED:

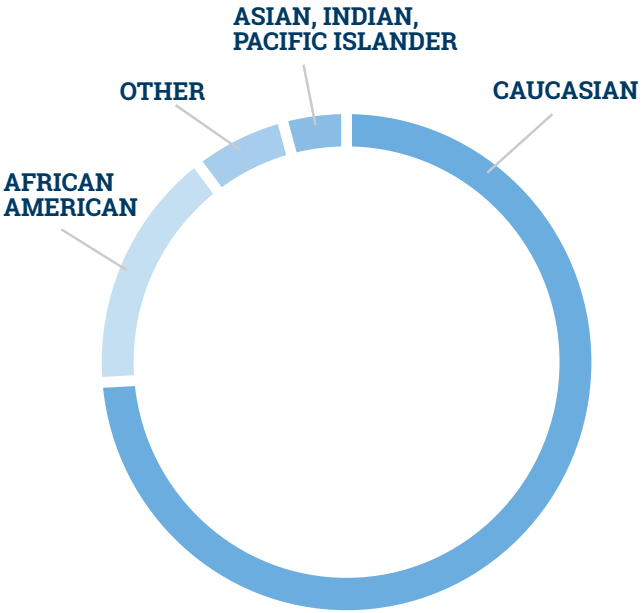
| | |
|---|---|
| Officers | 76% |
| Enlisted | 49% |

## AVERAGE TOTAL SERVICE:

| | |
|---|---|
| Officers | 18 years |
| Enlisted | 12 years |

## RACE OF AIRMEN

| | |
|---|---|
| Caucasian | 71% |
| African-American | 17% |
| Other | 7% |
| Asian, Indian, Pacific Islander | 5% |




## ETHNICITY

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

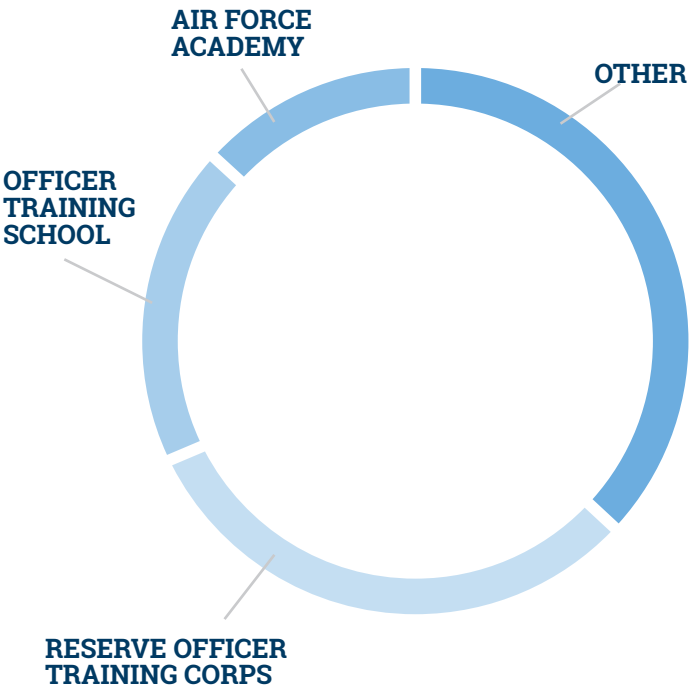
| | |
|---|---|
| "Hispanic/Latino" | 10% |

## SOURCE OF COMMISSION

| | |
|---|---|
| Other* | 36% |
| Reserve Officer Training Corps | 31% |
| Officer Training School | 20% |
| Air Force Academy | 13% |

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

- Source: AFR Snapshot (December 2013)



## WHY CITIZEN AIRMEN SIGN UP AND STAY

An Everett Group survey with Air Force Reservists in 2009 indicated that the majority say that patriotism, camaraderie and retirement were major factors for them to join the Air Force Reserve:

- Patriotism – 84%
- Retirement – 84%
- Camaraderie – 73%
- Training – 62%
- Various Benefits – 15% to 58%

# 43%

of all DoD retirees served in Air Force programs

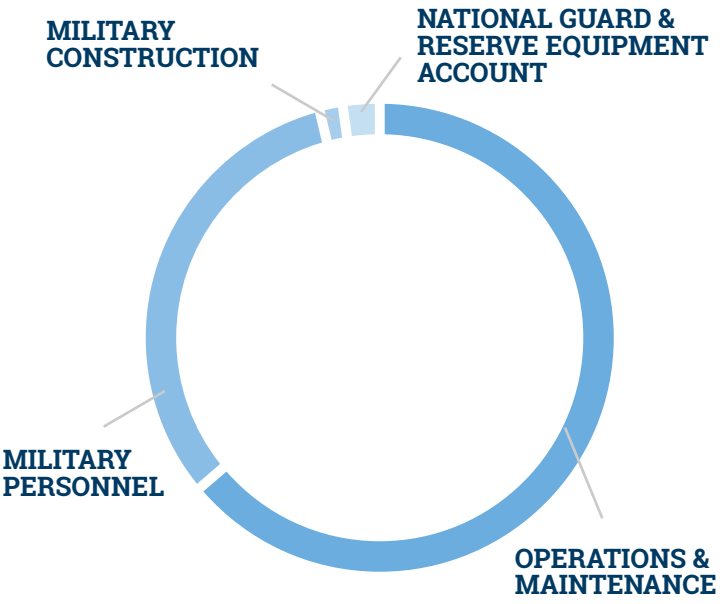
Source: Everett Group Reserve Internal Communication Assessment Group findings August 2009

## BUDGET

AIR FORCE RESERVE FY2013 BUDGET

| | |
|---|---|
| OPERATIONS & MAINTENANCE | $3, 062.2M |
| MILITARY PERSONNEL | $1, 723.1M |
| MILITARY CONSTRUCTION | $45.7M |
| ADDITIONAL FY13 APPROPRIATIONS NATIONAL GUARD AND RESERVE EQUIPMENT ACCOUNT | $70.0M |

- Source: FY14 NDAA



## AIR FORCE RESERVE REAL PROPERTY

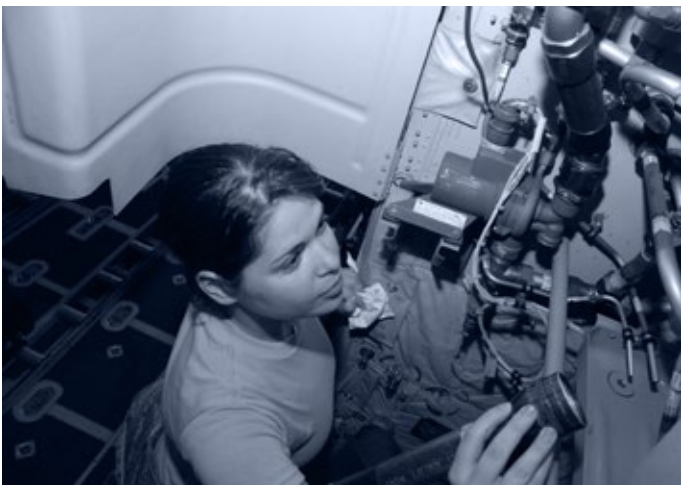
- 5 Air Reserve Bases
- 4 Air Reserve Stations
- 3 Navy Tenant Locations
- 4 Army Tenant Locations
- 1 ANG Tenant Location
- 42 AF Tenant Locations
- 3 Miscellaneous Locations
- 4 Ranges

## 66 AFRC REAL ESTATE LOCATIONS

## FACILITIES : 2,941 (1,158 Buildings)

- 13 Million Square Feet (includes tenant locations)
- 15 Million Square Yards of Pavements
- Plant Replacement Value: $6.13B

- Source: AFRC/A7 (As of June 2013)



## ADVANTAGES OF RESERVE MANNING SOLUTIONS:

### COST EFFECTIVE

Reserve manning is a 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. Current "life-cycle" costs models show that reservists cost one-third that of an active duty Airman over a career and retirement.

### EFFICIENT

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 Reserve reservists are trained and ready to serve from at least 30-days to 365-days a year on active-duty service as required.

# Part 07
# AIR, SPACE & CYBERSPACE MISSIONS

Air <

Space <

Cyberspace <

## AFR CONTRIBUTIONS TO AF CORE MISSIONS

The Air Force Reserve has units and individual reservists in virtually every Air Force mission. Listed below is Air Force Reserve support to the Air Force's core functions and combatant commander requirements:

### ASSIGNED AIRCRAFT: 336

### AIR SUPERIORITY & GLOBAL PRECISION ATTACK

- Bomber: B-52
- Fighter: A-10, F-15, F-16, F-22

### GLOBAL INTEGRATED INTELLIGENCE, SURVEILLANCE & RECONNAISSANCE

- Distributed Common Ground System
- Intelligence Associate Units
- Remotely Piloted Aircraft: MQ-1, MQ-9

### RAPID GLOBAL MOBILITY

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

### AGILE COMBAT SUPPORT

- Acquisitions, Contracting & Finance
- Aerial Port, Logistics, Fuels & Maintenance
- Civil Engineering & RED HORSE
- Force Support
- Law, Chaplain Corps & Historian
- Medical, Nursing & Dental

## AGILE COMBAT SUPPORT (cont.)

- OSI & Security Forces
- Public Affairs & Combat Camera
- Safety, Test & Evaluation

## SPECIAL OPERATIONS

- MC-130E, U-28, UH-1

## PERSONNEL RECOVERY

- HC-130N/P & HH-60G

## SPACE SUPERIORITY

- GPS, Missile Warning, Weather and Space Control
- Space Professional Education

## CYBERSPACE SUPERIORITY

- Combat Communications
- Cyberspace Operations

## NUCLEAR DETERRENCE OPERATIONS

- Nuclear B-52

## COMMAND AND CONTROL

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

## EDUCATION & TRAINING

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

## BUILDING PARTNERSHIPS

- Combatant Commander Staffs
- Security Cooperation & Exercises
- Special Operations Forces

# AIR

AFR has unit-equipped and associate units and individual Reservists in virtually every Air Force mission. AFR contributions include:

## AIRBORNE WARNING & CONTROL SYSTEM:

### E-3 SENTRY (AWACS)

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

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 OPERATIONS CENTER WEAPONS SYSTEM

### AOC/C-NAF/AAFOR

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

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:

### B-52H STRATOFORTRESS
(16 aircraft assigned)

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:

### A-10A/C THUNDERBOLT II
(48 aircraft assigned)

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

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

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

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

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

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-22A RAPTOR

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

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

## OPERATIONAL SUPPORT AIRCRAFT/ VERY IMPORTANT PERSONS

### C-40C

(4 aircraft assigned)

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

### HC-130P/N COMBAT KING

(5 aircraft assigned)

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

(13 aircraft assigned)

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

### MQ-1B PREDATOR

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

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

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

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: two, Pilot and sensor operator on the ground

## RQ-9 4A GLOBAL HAWK

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

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

## U-28

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

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: 1-2

## UH-1H/N/V IROQUOIS

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

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

### C-5B/M GALAXY
(15 aircraft assigned; plus 2 Air Force Reserve Associate Units)

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

(16 aircraft assigned; plus 6 Air Force Reserve Associate Units)

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

(48 aircraft assigned; plus 3 Air Force Reserve Associate Units)

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

### KC-10A EXTENDER

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

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

(60 aircraft assigned; plus three Air Force Reserve Associate Units)

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

### T-1A JAYHAWK

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

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

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

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

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

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

### WC-130J

(10 aircraft assigned)

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

## SPACE BASED INFRARED SYSTEMS

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

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

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

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

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

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

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

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: Sun-synchronous, Polar orbit; approximately 450 nautical miles

# CYBERSPACE

"Our reliance on cyberspace stands in stark contrast to the inadequacy of our cybersecurity."

- Department of Defense Strategy
for Operating in Cyberspace, Jul, 2011

The National Security Strategy directed DoD to ensure that it has the necessary capabilities to operate effectively in all domains: air, land, maritime, space, and cyberspace. At all levels, DoD will organize, train and equip for the complex challenges and vast opportunities of cyberspace. To this end, the Secretary of Defense has assigned cyberspace mission responsibilities to U.S. Strategic Command, the other Combatant Commands, and the Military Departments. Given its need to ensure the ability to operate effectively in cyberspace and efficiently organize its resources, DoD established U.S. Cyber Command as a sub-unified command of U.S. Strategic Command.

1. The DoD depends on cyberspace to function. It is difficult to overstate this reliance; DoD operates over 15,000 networks and seven million computing devices across hundreds of installations in dozens of countries around the globe.

DoD uses cyberspace to enable its military, intelligence, and business operations, including the movement of personnel and material and the command and control of the full spectrum of military operations.

2. Cyber threats to the U.S. national security go well beyond military targets and affect all aspects of society. Hackers and foreign governments are increasingly able to launch sophisticated intrusions into the networks and systems that control critical civilian infrastructure. Given the integrated nature of cyberspace, computer-induced failures of power grids, transportation networks, or financial systems could cause massive physical damage and economic disruption. DoD operations – both at home and abroad – are dependent on this critical infrastructure.

3. Paradigm-shifting approaches such as the development of Air Force Reserve and National Guard cyber capabilities can build greater capacity, expertise, and flexibility across DoD, federal, state, and private sector activities.

"The capability to deliver airpower is intimately dependent on the ability to operate effectively in cyberspace, which is critical to all of our core missions and many of our command and control system. Operations in cyberspace can magnify military effects by increasing the efficiency and effectiveness of air and space operations and by helping to integrate capabilities across all domains. Pervasive and highly interconnected, cyberspace operations will remain extremely contested."

- Air Force Posture Statement 2014

Part 08

# NATIONAL DISASTER & EMERGENCY RESPONSE

Unique & Dual-use Capability

Title 10 USC 12304(a)
Mobilization for National Emergencies

Past Responses

## UNIQUE & DUAL-USE CAPABILITY

The Air Force Reserve provides our nation combat power that can support American citizens at home as well. Called "dual-use capability," highly-trained Citizen Airmen with high-tech military gear have skills that can be used in combat and in response to national disasters and humanitarian crisis.

Since Sept. 11, 2001, the Air Force Reserve has provided airlift, air refueling, special operations, aeromedical evacuation, space and rescue support to coalition forces in both Afghanistan and Iraq. During the same time as these combat operations, Air Force Reserve forces delivered exceptional support to civil authorities for homeland natural disasters. This included: Hurricanes Ivan and Katrina in 2004, 2005; the gulf oil spill in 2010; Superstorm Sandy in 2012; as well as yearly wildfires in the western U.S.

The Air Force Reserve provides one-of-a-kind organizations such as the "Hurricane Hunters." Designated as the 53rd Weather Reconnaissance Squadron, based at Keesler AFB, Miss., this is the only operational unit in the world flying weather reconnaissance on a routine basis. They provide surveillance of tropical storms and hurricanes in the Atlantic Ocean, the Caribbean Sea, the Gulf of Mexico & the central Pacific Ocean for the National Hurricane Center in Miami.

Also, the unit flies winter storm missions off both coasts of the United States and is renowned worldwide due to extensive media coverage.

Throughout a colorful history, one of the unit's most remarkable achievements was in 2005. Despite heavy damage caused by Hurricane Katrina to Biloxi, the air base and their personal homes, the squadron continued flying missions without missing a single tasking.

Another unique mission that is shared by Air Force Reserve and the Air National Guard is fighting fires with the Mobile Aerial Fire Fighting System (MAFFS). The Reserve Components share the Air Force's C-130 MAFFS fleet and have fought numerous wildfires in western United States during the especially active fire seasons of recent years.

Also, the Air Force Reserve has the only unit within the Department of Defense performing the large-area fixed-wing aerial spray mission. Flown by the Air Force Reserve's 910th Airlift Wing at Youngstown-Warren Air Reserve Station, Ohio, this unique capability is used to control disease vectors, insect populations, and disperse oil spills.

The unit responds to national disasters and emergencies such as after hurricanes and flooding when citizens are without power or in damaged homes with insects breeding in trapped water and rotting debris. The aerial spray mission is used to break disease epidemic chains such as West Nile Virus, Equine Encephalitis and Malaria.

In 2010, the aerial spray team responded to the Deep Water Horizon oil spill. The wing flew nearly a hundred missions and covered thousands of acres of the Gulf of Mexico to aid in neutralizing and dispersing and the oil spill. Dual-use capabilities such as airlift, aeromedical evacuation and personnel recovery are equally valuable, both in-theater and for homeland support.

The FY12 National Defense Authorization Act authorizes the Secretary of Defense to mobilize federal reserve forces to support major disaster relief and national emergencies. DOD has developed categories for emergency responders such as transportation, communications, firefighting, public health and medical services, search and rescue, etc.

The Air Force Reserve has significant expertise in all of these fields. Combined with unique capabilities in aerial spray, aerial firefighting and weather reconnaissance, the Air Force Reserve is ready-now for missions supporting either national defense or disaster relief – at home or abroad.

## TITLE 10 USC 12304(A)
### MOBILIZATION FOR NATIONAL EMERGENCIES

The fiscal 2012 National Defense Authorization Act authorizes the secretary of defense to mobilize federal reserve forces to support major disaster relief and national emergencies. This mobilization is restricted to no more than 120 days and must be in response to a governor's request.

This is the first time Title 10, or federal reserve forces from all services have been planned and funded to be mobilized, like their National Guard counterparts, to assist the state governors during a crisis in the United States. By planning mobilization call-ups, officials expect to quicken federal response times and have more capability ready when states call for help.

For more information on mobilizing the Reserve Components, see Chapter 10. "Mobilizing the Reserve"

## PAST RESPONSES

## WILDFIRES

For 40 years, when seasonal wildfires have overwhelmed civilian aerial firefighters, the Air Force has answered the call.

The Air Force's team of Air Force Reserve and Air National Guard provides a "surge capability" when wild land fires burn throughout the southern and western United States. To drop pressurized water and fire retardant, the Air Force Reserve's 302nd Airlift Wing at Peterson Air Force Base, Colo., configures some of their C-130 cargo aircraft with the "Modular Airborne Firefighting System II."

Each year, this Air Force Reserve wing and three Air National Guard wings support the Forest Service which retains ownership of the systems that are installed in the aircraft. The military units ensure their people and aircraft are certified and trained to fly them. An aircraft outfitted with the MAFFS system can discharge its load – 3,000 gallons weighing 28,000 pounds – in less than five seconds. The retardant can cover an area one-quarter of a mile long and 100 feet wide.

In 2012, all four Air National Guard and Air Force Reserve MAFFS units were activated and did a record-setting 1,011 drops in 10 states, including the Waldo Canyon fire, the costliest fire in Colorado history.

## SUPERSTORM SANDY

Hurricane Sandy's impact was felt in 24 states before it made landfall in New Jersey and New York in October 2012. The storm was the second costliest hurricane in U.S. history, just behind Katrina. The Air Force Reserve provided rapid response efforts before, during, and after Hurricane Sandy hit.

Air Force Reserve's "Hurricane Hunters" of the 403rd Wing, Keesler Air Force Base, Miss., flew missions into the storm to collect data for the Miami Hurricane Center to predict the storm's path. These predictions provided early warning to residents and emergency response officials along the East Coast.

Westover Air Reserve Base, Mass., served as the staging point for the Federal Emergency Management Agency's operations. Citizen Airmen volunteers expedited relief missions. March ARB, Calif., served as the West Coast hub for delivery of more than 1,200 short tons of supplies, 250 passengers, and 100 utility vehicles into the disaster zone. Numerous Total Force wings contributed C-5 and C-17 cargo aircraft. Air Force Reserve volunteers went above and beyond to relieve suffering and help get the East Coast's infrastructure working again.

## JAPAN EARTHQUAKE AND TSUNAMI

In March 2011, the most powerful earthquake to ever hit Japan triggered a "tsunami," or waves of water, that also devastated the country's coastlines. Less than 24 hours later, a total integrated team of Regular Air Force, Air Force Reserve and Air National Guard Airmen provided first-response and humanitarian relief to the Japanese people. Air Force officials deployed more than 700 Total Force Airmen and 15 aircraft including C-17 and C-130 cargo aircraft and KC-135 cargo and aerial refuelers. The Air Force team provided more than 46,000 gallons of fuel, 4.6 million pounds of food, water and supplies, and transported 5,500 people.

These relief efforts went on while Airmen continued supporting combat operations in both Iraq and Afghanistan. During what became known as "Operation Tomodachi," the U.S. military provided search-and-rescue missions, sea survey, logistics, troop movements and air evacuations.

## GULF OIL SPILL

In May 2010, the 910th Airlift Wing based out of Youngstown Air Reserve Station, Ohio, was directed by the president and tasked by the secretary of defense to conduct aerial spray for "Operation Deep Water Horizon."

The purpose of the mission was to use oil dispersing agents to aid in neutralizing the oil spill caused by the explosion of a drilling platform in the Gulf of Mexico in April 2010. From May to June, the 910th Airlift Wing flew 93 sorties covering more than 30,000 acres.

## HAITI EARTHQUAKE

On Jan. 12, 2010, a 7.0 magnitude earthquake devastated Haiti. Immediately afterward, Citizen Airmen of the Air Force Reserve were engaged in first-response and support missions as part of Operation Unified Relief. The Contingency Response Cell was activated and ran for more than 30 days, nearly as long as immediately after Sept. 11, 2001.

A Total Force team of Regular Air Force, Air Force Reserve and Air National Guard Airmen flew more than 400 airlift missions into Port-au-Prince delivering nearly 6,000 emergency responders and 19 million pounds of cargo. Also, more than 15,000 American citizens were evacuated and 223 Haitian critical patients were aeromedically evacuated back to the states.

Aerial porters offloaded more than 30.5 million pounds of cargo from international military and civilian aircraft.

The Total Force air-refueling tanker team kept the cargo aircraft in the air by delivering 130,000 gallons of fuel to 45 aircraft.

Homestead Air Reserve Base, Fla., was a key staging area and hub for aircraft and people supporting the operation. International community and various U.S. relief organizations based their operations at the base. Staff and volunteers worked around the clock to help the arriving survivors and injured.

## HURRICANE KATRINA

The Air Force Reserve provided key capability before, during and after Hurricane Katrina struck the gulf coast in August 2005. Air Force Reserve "Hurricane Hunters" tracked the storm and provided the Hurricane Center in Miami with vital data to predict the storm's eventual landfall. The flights through Katrina provided various national media the forum for reporting and providing warning to residents and disaster-response organizations.

Upon landfall, the Air Force Reserve's 920th Rescue Wing from Patrick Air Force Base, Fla., were the first Air Force helicopter rescue crews on scene in New Orleans. Working around the clock, about 100 Citizen Airmen flew 6 helicopters into the disaster zone and saved 1,042 people, many in dramatic rooftop rescues in the flooded city.

In efforts to ease suffering from the costliest storm in U.S. history, Air Force Reserve airlift crews from units all over the country flew in emergency equipment, supplies and medical teams. Also, the cargo aircraft evacuated hospital patients and displaced residents to regional bases out of the disaster zone.

The destruction and debris resulting from the aftermath of Hurricane Katrina, and the immediately following Hurricane Rita, created a prime breeding ground for mosquitoes and filth flies. This put the displaced population and rescue workers at risk of vector-borne illnesses such as West Nile Virus, Equine Encephalitis and Malaria. The 910th Airlift Wing was called to support FEMA's efforts and treated 2,880,662 acres over Louisiana and Texas, resulting in one of the largest aerial spray missions in U.S. Air Force history.


U.S.
MARSHAL

Part 09

# VOLUNTEERS

## VOLUNTEERS

Volunteerism is the backbone of all Reserve Component programs. Since its inception in 1948, the Air Force Reserve has relied upon volunteer service augmented by mobilization.

One of the top core values of the Air Force is "service before self." Airmen who serve in today's Air Force Reserve are keenly aware of this principle and lead a life of service.

The Air Force Reserve hires volunteers who want to contribute to national defense and be part of an elite team that values integrity, service and excellence. The Reserve Components recruit people who are leaving active duty in the Regular Components and offer them flexible ways to serve their country and still pursue their civilian goals.

This is a win-win for both. The Air Force retains their training investment dollars by having these Airmen "on-call." Meanwhile, each Citizen Airman is able to leverage their valuable experience into a civilian pursuit while continuing to have a military career.

Also, recruiters hire civilians and new recruits with no prior military experience, oftentimes bringing new civilian skills to the military in leading-edge fields such as aerospace, cyberspace, medicine, and many others.

From a survey conducted in 2009, Citizen Airmen in the Air Force Reserve reported that patriotism, camaraderie and retirement were major factors for them to join. Of those polled, 84 percent rated patriotism as their top motivation.

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.

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.

Throughout their history, Citizen Airmen have volunteered continually, allaying concerns that reservists would not be available when really needed. At the end of the Cold War, the Air Force Reserve evolved from a unit-mobilization-only force into an operational reserve that participates daily in missions around the globe.

Today, Air Force reservists safeguard nuclear weapons and guide Global Positioning Satellites. From bases in the United States, reservists fly remotely piloted aircraft in combat half a world away. They track hurricanes out at sea and bring medical supplies and food into disaster areas to save lives around the world.

In their civilian capacities, many Citizen Airmen are ordinary working people. They are linguists, utility technicians, police, railway engineers, entomologists, school teachers, salespeople, analysts, aviators and nurses.

Many leave the Regular Air Force to establish roots as your hometown neighbors with deep community ties. When they don their Air Force uniforms, they perform extraordinary work in the defense of our Nation... living locally and serving globally.

Spanning six and a half decades – with the last two decades of continuous combat – the Air Force Reserve has a legacy of service powered by Citizen Airmen who raise their hands and volunteer for duty anytime, anywhere.


AIR FORCE
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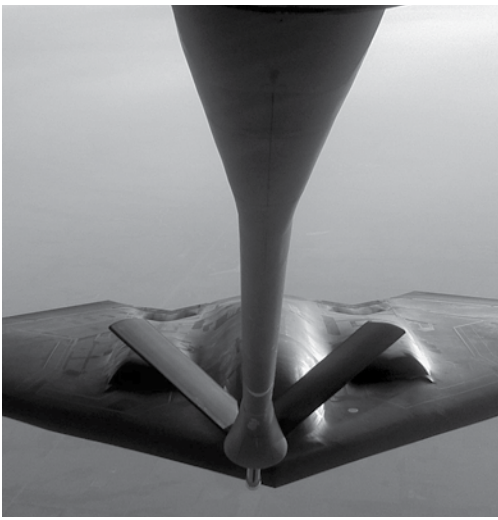

Part 10

# MOBILIZING THE RESERVE

Mobilization Authorities & Processes <

Volunteer Benefits vs. Mobilization Benefits <

## MOBILIZATION AUTHORITIES & PROCESSES

THE RESERVE COMPONENTS MAY BE INVOLUNTARILY CALLED TO SERVE ON FEDERAL ACTIVE DUTY UNDER VARIOUS PROVISIONS OF LAW. SIX OF THE CALL-UP PROVISIONS ARE LISTED BELOW:

- **PRESIDENTIAL RESERVE CALL-UP**

  Under this provision, 200,000 Selected Reserve and up to 30,000 Inactive Ready Reserve members may be put on active duty for 365 days. This is a presidential authority according to Title 10 USC 12304.

- **PARTIAL MOBILIZATION**

  One million in the Ready Reserve can be mobilized by the president for not more than 24 months according to the presidential authority Title 10 USC 12302.

- **FULL MOBILIZATION**

  During a "Full Mobilization," all reservists may be called to active duty for the duration of the war or emergency and may continue on active duty until 6 months afterward. This is authority requires congressional approval according to Title 10 USC 12301(a).

- **RETIRED RESERVE**

  Service secretaries may involuntary call retirees from the Retired Reserve back to active duty at any time under the provisions of Title 10 USC 688. The Retired Reserve includes all retirees from both regular and reserve service including "gray-area retirees" -- reservists who are retired but not yet receiving retirement pay.

## • NATIONAL EMERGENCIES

Added by the FY12 National Defense Authorization Act, new laws authorize the secretary of defense to mobilize Reserve Components for national disasters or emergencies. This mobilization is restricted to no more than 120 days and must be in response to a governor's request. Although each state's National Guardsmen have been called up in the past, this is a new mobilization role for Title 10 or federal military forces. The new law is under Title 10 USC 12304(a) released to service secretaries to ensure rapid response when needed.

## • OPERATIONAL RESERVE

In another unprecedented act, the service secretaries are now authorized to mobilize Reserve Components as part of preplanned missions included in the defense budget. No more than 60,000 reservists may be mobilized by the service secretaries at any one time and not for more than 365 consecutive days. This new authority was established in the FY12 National Defense Authorization Act under Title 10 USC 12304(b). Officials expect this authority to improve planning, access and cost-effective use of the "Operational Reserve." It allows all three of our AF Components to be used daily for our National Defense.

## VOLUNTEER BENEFITS VS. MOBILIZATION BENEFITS

The Air Force Reserve's Citizen Airmen can volunteer or be mobilized to active duty when the Nation needs them for war, operational missions or national emergencies. For more than 20 years since Operation Desert Storm in 1991, the Air Force has increasingly relied on Reserve and Guard forces to meet combatant commander requirements. Demand for forces dramatically increased after the terrorist attacks of 9/11.

To accommodate this greater reliance on Reserve and Guard forces, Congress and the Department of Defense have revised law and policy, improving benefits in some cases and outlining accessibility to reservists in others. The range and conditions of benefits -- when they apply, when they don't -- can be confusing: Does a reservist get a particular benefit when he or she meets a contingency requirement by volunteering as opposed to being mobilized?

For the most part, the benefits are the same for all reservists on active duty orders supporting a joint warfighting command for 30 days or more. However, there are some cases where the benefits for volunteers are different than for those who are mobilized.

Of the 30 benefits or categories of benefits reviewed, only five are different. Twenty-five of the benefits are the same for both volunteers and people who are mobilized for greater than 30 days.

These five differences are: legal assistance, income replacement, the 1095 rule, post-deployment/mobilization respite absence, and follow-on mobilization. Following is a brief explanation of these five differences:

## • POST-DEPLOYMENT LEGAL ASSISTANCE

Although legal assistance is available to reservists and their dependents whenever on active-duty orders, a mobilized reservist is eligible for continued legal assistance after demobilization. This entitlement is available when mobilized for more than 30 days and provides legal assistance to reservists and dependents after release from active duty, for not less than twice the length of active duty, subject to the availability of legal resources. See 10 U.S.C. § 1044, as amended P. Law 110-181, section 541; 122 Stat. 114.

## • INCOME REPLACEMENT

In order to qualify for income replacement of up to $3,000 per month, a reservist must be involuntarily mobilized (not on voluntary orders) for any full month following the date on which the member (a) completes 547 continuous days of active duty under involuntary mobilization order; (b) completes 730 cumulative days of active duty under an involuntary mobilization order in the previous 1,826 days; or (c) is involuntarily mobilized for a period of 180 days or more within 180 days of release from a period of 180 days or more of active duty.

This income replacement is only the difference between the member's average civilian income and the total military compensation, when the member's civilian pay was more. This entitlement is not applicable to federal employees and was set to expire at the end of the 2013 calendar year. See 37 U.S.C. § 910, as amended, P. Law 110-181, section 604; 122 Stat. 145. However, it was extended through December 31st, 2014.

## • THE 1095 RULE

Reservists may serve on active duty orders for 1,095 days (three years) of the previous 1,460 days (four years). If reservists serve in excess of this limitation, then they must be counted against active-duty or active Guard and Reserve end-strength limits, unless these reservists serve on active duty under certain excluded categories.

Days spent on mobilization orders are excluded, as are days on annual tour, days spent as an AGR, duty performed before first entering the Selected Reserve and certain training tours. While the secretary of the Air Force may waive certain reservists to count against active-duty or AGR end strength according to established criteria, waiver is not guaranteed.

These criteria, in order of priority, are members deployed to the area of responsibility; members directly supporting Operations Enduring Freedom or Noble Eagle; members supporting approved contingencies; members on operational support orders; and members backfilling for active-duty members who are forward deployed in support of OEF or ONE. See 10 U.S.C. § 115, as amended, P. Law 110-181, sections 403(h), 416(b), 417; 122 Stat. 87, 91, 92.

## • POST-DEPLOYMENT/MOBILIZATION RESPITE ABSENCE

Secretary of defense policy establishes the post-deployment/mobilization respite absence benefit. Department of Defense and AFRC guidance further delineate the policy. Essentially, this benefit provides paid days off after extended time spent deployed (minimum of one cumulative year within the last 72 months).

When mobilized, all time is credited, whether deployed inside or outside the continental United States. By contrast, for volunteers, the benefit applies only when serving in certain designated locations and only if the member is subsequently mobilized within the next 72 months. See Secretary of Defense Memorandum, 19 Jan 2007; OSD/PR Policy Letter, 15 Mar 2007, as amended 18 Apr 2007 and 24 May 2007; and HQ AFRC/A1 Policy Letter, 21 Feb 2008.

## • FOLLOW-ON MOBILIZATION

Another difference between volunteering and being mobilized that could affect most reservists is a secondary or follow-on mobilization. Current policy strives to minimize the disruption to a member's commitments outside the military.

Accordingly, the secretary of defense has established a desired ratio of time Reservists spend mobilized to time not mobilized. This ratio is currently 1 to 5, which means that a Reservist who spends a period of time being mobilized should expect five times that period at home station, not being mobilized. A member who volunteers does not establish a new dwell period at home station by virtue of volunteering for a contingency. He or she can still be mobilized upon his or her return from voluntary duty, per the established ratio, based on his or her last mobilization.

Also, it is important to point out that this dwell rate is a planning objective and can be changed by the secretary of defense when the needs of the military require. See Secretary of Defense Memorandum, 19 Jan 2007; OSD/PR Policy Letter, 15 Mar 2007, as amended 18 Apr 2007 and 24 May 2007; and HQ AFRC/A1 Policy Letter, 21 Feb 2008.

## VOLUNTEER & MOBILIZATION BENEFITS

### PAY, ALLOWANCES, LEAVE & ACCESSIBILITY

- Basic Pay
- Basic allowance for housing (BAH)
- Basic allowance for subsistence (BAS)
- Special and incentive pays
- Tax benefit for combat zone
- Family separation allowance (FSA)
- Hostile fire/imminent danger pay
- Hardship duty pay (HDP)
- Payment for unused leave (in support of contingency)
- Leave accrual
- Post-deployment reconstitution
- Income Replacement (mobilization only)
- Post-Deployment/Mobilization Respite Absence (mobilization only)
- Follow-on mobilization (mobilization only)
- 1095 Rule (mobilization only)

### RETIREMENT

- Reduced retirement pay age

### HEALTHCARE

- Retirement or separation for physical disability
- Medical and dental benefits (in support of contingency)
- Transitional assistance medical program (TAMP)
- Employer-sponsored health care plan - COBRA

## LEGAL PROTECTIONS

Uniformed Services Employment and Reemployment Rights Act (USERRA)
Return to work
Employer pension benefit plans
Civilian employment retention
Assistance with a reemployment issue
Servicemembers' Civil Relief Act (SCRA)

## EDUCATION

GI Bill

## INSURANCE

Servicemembers' Group Life Insurance (SGLI)
Family SGLI

## SURVIVOR BENEFITS

Reserve Component Survivor Benefit Plan (with 20 years satisfactory service)

## PRIVILEGES

Base privileges (commissary, BX, MWR services)
Space-A travel
Post Deployment Legal Assistance (mobilization only)

## SMALL BUSINESS SUPPORT

Military Reservist Economic Injury Loan Program

(Source: Air Force Reserve Directorate of Strategic Communications, 26 Sep 2008, with REI updates, 2013)


U.S. AIR FORCE

Part 11

# ADVANTAGES OF ASSOCIATE UNITS

## ADVANTAGES OF ASSOCIATE UNITS

Through partnerships, the Air Force brings together units of the three components to share equipment and facilities around a common mission. Building these "associate units" is a tremendous value to taxpayers and a priority for the Air Force as a whole.

Currently the Air Force has 120 associate locations under the Total Force Integration program. In these associate units, the active duty and reserve component share equipment, facilities and resources, including aircraft, crews and maintenance, to carry out a common mission. Air Force planners see these associate units as critical to developing cost-effective and efficient use of military resources – especially during this time of austere budgets.

Associate units represent tremendous value to the taxpayer, both in cost savings as well as improved mission effectiveness. Although associations have existed since 1968, mainly in the mobility mission, associate units exponentially grew in numbers and mission diversity as a result of the 2005 Base Realignment and Closure Commission.

Currently, approximately two-thirds of Regular Air Force associate units are paired with the AFR and one-third with the ANG, as the ANG maintains more stand-alone, unit-equipped forces. Efforts to increase associate units are being sought in order to best consolidate infrastructure, facilities and equipment, especially with the Air Force's recent history of lessons learned in improving effectiveness.

Increased consideration is being given to mission types where equipment is more easily shared and manpower is the most needed commodity, such as for space, cyberspace and ISR. Five more associations were formed in 2013 in these growing areas.

Cost is always a consideration to be addressed as well. With a defense budget increasingly consumed by manpower-associated costs, there is little doubt the cost-effective reserve component will continue to serve an important operational role for the defensive needs of the nation.

The first associate unit was formed at Norton AFB, Calif., to fly C-141 cargo aircraft on Mar. 25, 1968. Today, the Air Force is leveraging and capitalizing on over four decades of associate success in combat, humanitarian and crisis response experiences.

To ensure these integrated units achieve maximum capability, the Air Force Reserve must be interoperable not only with the Guard and Active Component, but with Joint and Coalition forces as well.

The Air Force's Total Force Integration program features three types of associations or unit structures: "Classic Associations," "Active Associations," and "Air Reserve Component Associations." The "classic" model features a Regular Air Force unit which retains primary responsibility for the weapon system and hosts a Reserve or Guard unit as a tenant. This model has flourished in the strategic and tactical airlift communities for more than 40 years. Under the "Active" model, the Air Force Reserve or Guard unit is host and has primary responsibility for the weapon system while the Regular Air Force provides additional aircrews, maintenance and support people to the unit. The "Air Reserve Component" model features the Air Force Reserve and Air National Guard working side-by-side in the operation and maintenance of the aircraft.

Associate units are not simply about sharing equipment; they enhance combat capability and increase force-wide efficiency by leveraging the resources and strengths of the Regular Air Force, Air National Guard, and Air Force Reserve.


DANGER
EJECTION SEAT
DANGER
DANGER

# Part 12
# DEVELOPING THE FUTURE

Mission <

Manpower <

Modernization <

Military Construction <

## DEVELOPING THE FUTURE

In order to provide combat air power, cost-effective continuity and to retain military expertise, the Air Force Reserve must constantly fund its mission, manpower, modernization and military construction programs:

## MISSION

The Air Force Reserve is a combat-ready force, stationed locally throughout the United States, serving globally for every Combatant Command. The Air Force Reserve provides the nation with operational capability, strategic depth and the capacity to surge quickly when America calls. The Air Force Reserve is an integrated Total Force partner in every Air Force core mission:

- Air and space superiority
- Global Strike
- Rapid global mobility
- Intelligence, surveillance, and reconnaissance
- Command and control

In order to leverage the strengths of each component, Air Force reservists are needed in new mission areas. As the Active Duty changes and grows into new specialties, we need to grow the Reserve as well. The AFR knows it must cultivate manpower with new specialties to keep up with new Active Duty mission focus areas. As the manning changes take effect, they will cause reservists to move or change units as their old jobs get realigned to new growth areas such as: nuclear, space, cyberspace, special operations, training, intelligence, surveillance, and reconnaissance career fields.

Day-to-day, the Air Force Reserve is in Title 10 status serving the federal government as a combat-ready force. However, Citizen Airmen provide capability for the homeland too which is critical to the nation seasonally. This "dual-use" in combat or in national emergencies at home includes 100 percent of the aerial spray mission and weather reconnaissance, better known as the "Hurricane Hunters." Also, the Air Force Reserve shares the aerial firefighting mission with the Air National Guard. Further, with the FY12 National Defense Authorization Act, the Reserve Component can be mobilized to respond to national emergency or major disaster needs here at home (commonly known as 12304a).

Officials expect the Air Force Reserve mission to grow where the Total Force needs to retain experience and keep "Airmen for life." By saving training dollars and leveraging civilian skills, the Air Force Reserve keeps and protects America's airpower investments.

Also, as America's military strategy changes, the Air Force Reserve changes to create operational and surge capability where it is needed. This includes the new focus on the Pacific and the evolving concepts of "Air/Sea Battle."

## MANPOWER

Known as "Citizen Airmen," Air Force Reserve reservists are maintained "mission-ready" – trained to the same standards and currencies as the Regular Air Force while maintaining deep community ties. Many leave the Regular Air Force to establish roots as your hometown neighbors who "live locally and serve globally."

Citizen Airmen are in high-demand. They are engaged in nearly every Air Force job specialty and mission around the globe. Reservists go "above and beyond" the commitments of civilian life by balancing the demands of their military service with those of their families and civilian employers.

Acknowledging that the nation faces austere budget times, the "National Commission on the Structure of the Air Force" reviewed the Air Force's organization to determine if and how it should be changed to meet future missions and funding challenges. The commission's report and recommendations were presented to the president Feb. 1, 2014.

Appointed by the FY13 National Defense Authorization Act, the commission was tasked with addressing one of the biggest issues for the future of the Air Force – to develop the right force mix of Regular and Reserve Component Airmen. Officials believe that getting this mix right directly affects our Air Force's capability, capacity, efficiency and cost-effectiveness.

"Today's Air Force Reserve is a combat-ready force with operational capability, strategic depth and surge capacity, to be used by the nation in a variety of ways, either abroad or at home," said Jackson during his testimony to the National Commission on Jun. 3, 2013. "With a shrinking defense budget, increasingly consumed by manpower-associated costs, there is little doubt the cost-effective Reserve Component will continue to provide a valuable role."

Regular Air Force, Air National Guard and Air Force Reserve Airmen work together around the world as a team in air, space and cyberspace. Today's "Total Force" consists of about 327,600 Regular Air Force Airmen, 105,400 Air National Guardsmen, and 70,400 Air Force Reserve Airmen actively serving in the Selected Reserve as designated by the FY14 National Defense Authorization Act. The Air Force Reserve also maintains a strategic depth of more than 790,000 stand-by or non-participating reservists and retirees that can be called up for national emergencies.

After more than two decades of continuous combat operations, the Reserve Components are relied upon now for daily operations as well as strategic surges. By leveraging the resources and talents of all the Air Components, planners are developing better solutions to capitalize on the strengths of each component.

## MODERNIZATION

The "National Guard and Reserve Equipment Appropriation" is provided to the Reserve Components to specifically ensure their modernization priorities are met. Aging aircraft and systems need to be updated to maintain the Air Force Reserve's leading-edge combat capability.

In FY13, Congress appropriated $130 million for Air Force Reserve equipment modernization.

The top three Air Force Reserve priorities for modernization include:

- Precision Engagement
  Provide Reserve Forces with modern targeting systems
- Defensive Systems
  Protect Reserve Forces defending our nation
- Personal Protective Equipment
  Ensure Reserve forces are equipped for Irregular War Operations

By using ideas from recently deployed Airmen and using off-the-shelf commercially-available technology, the Reserve Component has developed new equipment that led to highly successful combat operations and saved lives. Also, the National Guard and Reserve Equipment Appropriation has enhanced AFR response capabilities to humanitarian crisis and disaster relief operations in Libya, Japan, Haiti and numerous other locations around the globe.

The National Guard and Reserve Equipment Appropriation is a streamlined process that speeds high-tech acquisitions and is the Reserve Component's primary means of modernizing its forces. Since 1982, this money has resulted in cost-effective upgrades to Reserve equipment and aircraft. One of the number one things the Reserve Component has spent this funding on in the last few years has been the "Litening" advanced targeting pod. This system was a resounding success during the opening days of combat in Afghanistan. Air Force Reservists were the only Airmen flying and maintaining F-16 fighter aircraft with this state-of-the-art avionics upgrade. The targeting pods enhance communication during missions by connecting pilots directly with ground troops.

In 2009 and 2010, National Guard and Reserve Equipment Appropriation funding was used to install the "Smart Multi-Function Color Display" in 15 Air Force Reserve combat search and rescue helicopters. In less than 20 months, 331 wounded warriors' lives were saved by the quicker crew response times and safer evacuations.

## MILITARY CONSTRUCTION

Reserve unit programs require military construction projects to recapitalize aging facilities and infrastructure. Sharing facilities is part of what makes the Air Force Reserve so cost-effective. At 58 locations across the country, the Air Force Reserve is co-located as tenant units with a larger host organization. The Air Force Reserve runs only 5 Air Reserve Bases and 4 Air Reserve Stations. However, maintaining and providing Citizen Airmen proper working conditions is an ongoing challenge.

The Total Force MILCON request ensures construction is closely aligned with weapon system deliveries and strategic basing initiatives—spending money in the right place, at the right time. The Air Force Reserve MILCON budget for FY14 is $45.6 million. This funded a Joint Regional Processing Center at March Air Reserve Base, Calif.; an Entry Control Complex at Homestead ARB, Fla.; and Squadron Operations builiding at Tinker Air Force Base, Okla.

Despite the Air Force Reserve's best efforts to efficiently allocate our facility funding, the challenges inherent in today's budget environment has resulted in a backlog of infrastructure requirements exceeding a billion dollars. As part of the Air Force MILCON Program, the ANG & AFR budgets were based on mission-required construction priorities and funds distributed across installations based on their respective Plant Replacement Value percentages.

In the President's Budget Request for FY14, the AF's Plant Replacement Value percentages work out to 86.4% for the Active Duty, 9.8% for the ANG and 3.8% for the AFR. As we continue to work within a fiscally constrained environment, we will pursue further optimization of space allocation with increased facility consolidation and demolition, and mitigate risk where possible. We must be ever mindful that all Airmen deserve a safe and secure working environment.

# Part 13
# BEING A GOOD WINGMAN

Wingman Toolkit <

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## WINGMAN TOOLKIT

Keeping the right "Reserve-Work-Life balance" between our Air Force duties, employer, and everyday life can be a challenge.

To help our Citizen Airmen achieve and maintain that balance and to enhance their resilience, the Air Force Reserve launched and developed the Wingman Toolkit initiative:

http://AFRC.WingmanToolkit.org/

The Toolkit website is a "one-stop shop" to quickly access information whenever you need it.

One key way for Citizen Airmen to move themself and others to safer, healthier places in life is by using the resources and products available through the AFR Wingman Toolkit. The Wingman Toolkit takes Comprehensive Fitness to the next level by making a wide variety of "Tools" publicly and readily available. The Wingman Toolkit initiative is constantly improving and, in the last several years has grown to include the following:

- The **Wingman Toolkit website**
- A Mobile Application (for Android and iPhone) with a working level to remind you to maintain a balance lifestyle
- Social Media outreach, including **Facebook** and **Twitter** feeds
- A **YouTube** page, including "Liked" and "Favorite" videos
- SMS texting (text "WMTK" to 24587)
- Training opportunities, including **Inspirational Videos**
- The original **"Pardo's Push"** video series featuring retired Lt. Col. Bob Pardo

- Suicide Prevention training opportunities including "Learn A.C.E. in 60 seconds"
- Resilience-building **Outreach Materials** for all Airmen (download and print)
- Opportunities to provide **Feedback** or **Add to the Toolkit** (at the website)
- A dedicated **Wingman Day page**; all one needs for a stellar event

Each Toolkit product was specifically designed to work together to foster resilience and promote readiness in the Air Force Reserve community. Please share the Toolkit with your fellow Citizen Airmen, and tell your friends, family members, and employers too. And be sure to watch the Toolkit introduction video, with a special call to action by Lt. Gen. James F. Jackson, chief of Air Force Reserve and commander, Air Force Reserve Command.

Visit **AFRC.WingmanToolkit.org** and get started today.

## SEXUAL ASSAULT PREVENTION AND RESPONSE

Sexual assault is a crime and violates Air Force Core Values.

The Air Force has zero tolerance for sexual assault and is dedicated to eliminating this crime.

The Air Force Reserve is aggressively working prevention, victim support, medical care, and legal assistance. The command is actively engaging all Citizen Airmen and civil servants to ensure the proper command climate and safe work environment.

Sexual assault directly impacts our mission readiness.

The Air Force Reserve has 11 Sexual Assault Response Councelors who are fulltime GS-12 Social Workers located at the 11 AFR stand-alone bases. These are: Dobbins Air Reserve Base, Ga.; Grissom ARB, Ind.; Homestead ARB, Fla.; March ARB, Calif.; Minneapolis-St. Paul International Airport Air Reserve Station, Minn.; Naval Air Station Joint Reserve Base Ft. Worth, Texas; Niagara Falls IAP ARS, N.Y.; Pittsburgh IAP ARS, Penn., Pope Army Airfield, N.C.; Westover ARB, Maine; and Youngstown-Warren ARS, Ohio.

Also, 11 Victim Advocates were added at AFR's stand-alone bases by Oct. 1, 2013. These new positions are Traditional Reservists in the rank of O-4, or Major.

The purpose of the Air Force Sexual Assault Prevention and Response program is to prevent and respond to sexual assault incidents through a balance of focused education, compassionate advocacy, and accountability in order to promote respect and dignity throughout the Air Force.

Commanders at all levels have direct responsibility for the culture and accountability within their units; commanders create the climate of their unit and ensure good order and discipline for the Airmen who have been entrusted to them.

Stopping sexual assault is every Airman's responsibility. Wingmen need to step up to challenges and take responsibility even when it means having to have difficult conversations or making unpopular, but honorable choices.

## SUICIDE PREVENTION

Because any suicide is one too many, everyone on the Air Force Reserve team is encouraged to proactively identify and target risk factors such as troubled relationships, poor finances, unemployment, legal or career problems, chronic medical conditions or untreated depression, substance abuse, and the sense of being a burden. Doing so may help you avoid a crisis later.

Air Force Reserve leaders believe comprehensive fitness, emotional strength, and resilience help Total Force Airmen and civil servants recognize and pursue positive pathways and minimize self-defeating thoughts or behaviors. Airmen who actively develop mental, physical, social, and spiritual fitness have a better ability to withstand, recover, and/or grow in the face of life's everyday challenges and to better manage stress.

Prevention, and strong, continued support from AFR senior leaders is important, but it is critical that all Wingmen remain vigilant, watching for possible triggering events such as a failed relationship, job loss, foreclosure notice, and similar, unexpected events. It's also important to know how to Ask, Care, and Escort (A.C.E.) yourself and others to safety if a crisis does ensue.

Don't be timid about intervening or asking for help. Talking about challenges, difficulties, and thoughts of suicide can save a life, maybe even yours!

For more information and quick access to many useful resources, visit the AFR Wingman Toolkit at:

http://AFRC.WingmanToolkit.org

For immediate, confidential help from a trained person 24/7, contact the National Suicide Prevention Lifeline at :

1-800-273-8255 (TALK), Option #1

The AFR also has a full time, clinically trained, Director of Psychological Health located at certain Wings. Other options include talking to a Wing or local Chaplain, or you can call Military OneSource at:

1-800-342-9647

for free, non-medical advice in your local community, regardless of your geographic location.

## DIVERSITY

• To remain the world's premier Air Force, we must attract, recruit, develop, mentor and retain the best possible talent. Embracing each Airman's strengths, perspectives, and capabilities will help build and sustain a diverse, inclusive culture that strengthens the United States Air Force.

• Diversity is the key to creative solutions for complex problems and provides our Air Force a competitive edge in air, space, and cyberspace.

• Our unique Airmen make us a stronger team and give the Air Force a decisive advantage as we engage globally.

• We all come from different backgrounds and have different experiences. Together, this rich tapestry forms the world's finest Air Force, drawn from the best talent America has to offer.

## WOMEN IN COMBAT

• In January 2013, the Secretary of Defense rescinded the Direct Ground Combat exclusion role for women and ordered the services to create an implementation plan to open positions currently closed to women.

• Over 99 percent of Air Force positions are open to women now and the Air Force's Implementation Plan for Integrating Women into Career Fields Engaged in Direct Ground Combat will guide the Air Force in opening the remaining positions no later than Jan. 1, 2016.

• Since 1993, all combat aircraft have been open to women.

• As of June 2013, only seven special operations career fields are closed to women, which equates to less than 5,000 positions across a total force of more than 500,000 Airmen.

# Part 14
# TODAY'S AIR FORCE RESERVISTS IN ACTION

## UNDER FIRE IN AFGHANISTAN, RESERVE AIRMAN LEADS THE WAY

Bullets rained down on Technical Sgt. Jarrod V. Mills as he and a joint group of U.S. Airmen and British Army forces were fighting for their lives on the bank of the Helmand River in southwestern Afghanistan, Sept. 21, 2012.

While clearing a known insurgent stronghold where explosives are produced in the Upper Gereshk Valley, Mills, a Citizen Airman assigned to the 315th Airlift Wing's civil engineer flight at Joint Base Charleston, S.C., returned fire.

"We had been in this area a month prior," said Mills. "We were pretty prepared that something could happen and knew they were making homemade explosives."

This deployment was one of several Mills had volunteered for. He said he is most comfortable in a deployed environment -- a stark contrast from his full-time civilian job as an AT&T facility technician.

"I am happiest when I am deployed," said Mills, the noncommissioned officer in charge of the 315th AW's intelligence and explosive ordnance disposal training. "You know what your job is going to be each day. The missions may change somewhat, but overall you know what you have to do."

As the late morning sun lingered in the sky, Mills and the entire team were exposed to peering eyes. As they attempted to cross the river, the all-too-familiar "clack, clack" of 7.62mm automatic assault rifles broke the eerie silence.

The enemy began to fire on them from across the river bank. Bullets ripped through the air and around their position, each sounding too close for comfort. But Mills and his comrades were trained to handle this kind of stress and still get the job done.

During the heat of the tense engagement, a grenade thrown by the enemy injured two British soldiers. Without hesitation, Mills quickly organized his EOD team to provide protective cover from the insurgents so the injured could be treated and airlifted to safety via helicopter. Because of Mills' actions and the actions of his team, the two British Reconnaissance Force soldiers were evacuated safely, and no further allied casualties resulted.

"I acknowledge that what happened was an extreme circumstance," Mills said. "But it was a team effort."

## A THUNDERBIRDS' FIRST
### RESERVIST BREAKING NEW GROUND AS SHOW PERFORMER

Major Caroline Jensen, a full-time reservist with the 926th Group at Nellis Air Force Base, Nev., is the first-ever female reservist demonstration pilot.

She flies in the team's right wing position known as "Thunderbird 3."

"The Thunderbirds motivated me to set the goal of becoming an Air Force officer and pilot when I saw them as a young girl in Wisconsin," she said. "Later, when I graduated from the Air Force Academy, they flew over as I threw my hat in the air."

Jensen, like all pilots on the team, is highly experienced. She has flown the T-37, T-38 and F-16, accumulating more than 2,500 flying hours during her career.

"Most people will never realize I am a reservist," Jensen said. "Reserve Airmen are seamlessly executing the mission alongside their active-duty Air Force counterparts every day."

Today's Air Force is composed of Regular Air Force, Air Force Reserve and Air National Guard men and women who work together as a "Total Force" team.

As the first female reservist flying as a U.S. Air Force Thunderbird pilot, Jensen has earned a place in history.

"I am very proud of my heritage as a female pilot, but women have been involved in aviation for a long time," said Jensen. "I hope that I can show both young men and women that there are no limits to what you can do if you dream big and work hard to achieve your dreams."

## COAST TO COAST HELP AFTER SUPERSTORM SANDY

By Megan Just, 452nd AMW Public Affairs

Total Force Airmen partnered with private utility companies to restore life to East-coasters, hit hardest by Hurricane Sandy, Oct. 29, 2012.

Driven by "Service before Self" and commitment to their fellow Americans, a team of Total Force Airmen came together at March Air Reserve Base, Calif., to airlift personnel, vehicles and equipment, more than 3,000 miles in less than 72 hours to participate in the nationwide relief effort.

Prior to Hurricane Sandy making landfall, Total Force Airmen were preparing as part of Federal Emergency Management Agency's plans and the president's order to "Lean forward." A mid-week recall went out and reservists were called in. Within two hours, Citizen Airmen started showing up for duty, leaving their civilian jobs and families behind.

One of the Traditional Reservists who answered the call was Chief Master Sgt. Jim Wood, operations superintendent, 56th Aerial Port Squadron at March Field. In his civilian job, he is a Technical Specialist in the Transmission and Distribution Business Unit, Construction Methods Department, Southern California Edison utility company.

Chief Wood has been with both outfits – the Air Force Reserve and the Edison utility company -- for more than 31 years. Like many other volunteers, the chief's story shows the strategic depth and complimentary expertise of our Reserve Component.

He was the perfect choice to expedite this mission. His expertise in Air Force airlift operations and civilian electrical equipment made him a perfectly placed conduit to translate requirements into operational mission success.

In his civilian job, Chief Wood has an in-depth knowledge of the lengths, widths, heights and weights of the electrical company vehicles. He is intimately involved with every piece of equipment used for restoring the distribution electric system. As an Air Force aerial porter, the chief directed the ground and service teams to defuel, wash and secure trucks and generators for the five-hour flight. Air Force operating instructions stipulate that equipment must be purged of hazardous fluids and cleaned prior to loading on aircraft.

As a result of the can-do attitude of the Total Force team at March – especially with the help of Chief Wood – the Air Force supported the Hurricane Sandy relief efforts with more than 100 utility vehicles and thousands of tons of cargo and supplies.


Source: AFLink, Nov. 30, 2012: Citizen Airmen partner with "California Electric Boys" to restore hope

http://www.march.afrc.af.mil/news/story.asp?id=123328258 and AF/REIP

## CITIZEN AIRMAN LEADS AEROMEDICAL EVACUATION TO SAVE A LIFE

4/15/2013 - KANDAHAR AIRFIELD, Afghanistan

On the battlefield of northern Afghanistan, an Air Force combat controller was shot by the enemy through the right thigh, opening up a large wound and fracturing his femur. The Airman was rushed to Mazar-e Sharif, where he was operated on in an effort to save his leg and his life.

With limited medical resources at the base, however, doctors there knew the wounded Airman would need to be evacuated quickly to receive more advanced care.

Meanwhile, a C-130J Aeromedical Evacuation flight out of Kandahar Airfield, dubbed "Bandage 33," was in the air over northwest Afghanistan. They received an urgent message: "Divert immediately to Mazar-e Sharif to evacuate a high-priority patient." The wounded Airman was loaded aboard in "urgent but stable," condition. However, once airborne, the patient's condition deteriorated rapidly.

Captain Adriana Valadez, a reservist and civilian trauma nurse and her team worked on the combat controller, attempting to control his bleeding. Valadez resorts to direct pressure with her hands on both the entrance and the exit wounds. As the aircraft approaches Bagram airfield, it steeply dives over the mountains and bounces in the turbulence.

Valadez straps herself in the litter with the patient and hangs on as they go down a bumpy ride to the ground. She continues to work on him as he is transferred from the aircraft to the ambulance and all the way to the Hospital Emergency Room.

The injured combat controller goes straight to surgery and through persistent efforts, the medical team was able to save him and his leg.

Chief of Staff of the Air Force, Gen. Mark A. Welsh III, recognized Valadez during the Air Force Association's Air and Space Conference, Sept. 17, 2013. He asked her to stand up as he told the audience of more than 5,000 about her heroic efforts.

"She saved his life," said Welsh. "I asked Adrianna earlier if she'd ever managed to find out who this was [the patient] and talk to him later. She said, 'No, I heard he got out of the hospital."

Then, Welsh showed an image of Technical Sgt. Zach Rhyner, who was awarded the Air Force Cross for saving his 10-man special operations team during an enemy ambush. Although he was seriously wounded, he spent three hours calling in close air support to protect the team. Rhyner is only the second Air Force combat controller to receive this award.

"Let me introduce him to you," said Welsh to Valadez. "He's an Air Force hero. Thanks for saving our guy."

Source: AFR Staff reports, Capt. Tristan Hinderliter, 451st Air Expeditionary Wing Public Affairs:

http://www.afrc.af.mil/news/story.asp?id=123344375
CSAF "Air Force Update" to AFA Air & Space Conference Sept. 17, 2013:
http://www.af.mil/AboutUs/AFEvents.aspx

## RESERVE HURRICANE HUNTERS RELENTLESS WATCH ON 2012 STORMS

1/18/2013 - WASHINGTON (AFNS)

As the nation rebounds from 19 named storms and 11 major hurricanes in 2012, a small but hardy military organization keeps relentless watch to track and prepare for such disasters.

Located at Keesler Air Force Base, Miss., the 53rd Weather Reconnaissance Squadron, dubbed the "Hurricane Hunters" of the Air Force Reserve, is the Defense Department's sole organization dedicated to flying into tropical storms and hurricanes. The unit has performed the mission since 1944.

In a "DOD Live" bloggers roundtable today, Lt. Col. Jon Talbot, 53rd WRS chief meteorologist, and Capt. John Brady, a meteorologist with the squadron, said collecting winter storm, hurricane and tropical cyclone data for the National Weather Service is critical in mitigating loss of life and property.

"Winter storms kill more people than hurricanes do," Talbot said, noting his team's specialty in analyzing data over water, where information is sparse. "If the National Weather Service is seeing a lot of uncertainty in their [data], they'll contact our liaison team."

Talbot and Brady oversee 20 flight meteorologists responsible for acting as mission directors aboard the fleet of 10 WC-130J reconnaissance aircraft and crews from the 403rd Wing, also based at Keesler. The weather experts collect and relay information such as storm center and intensity, known as models or numerical predictions, to the Miami-based National Hurricane Center.

Brady explained how the squadron uses dropsondes -- small, expendable, parachute-like meteorological devices that collect information and send the coded data back to weather trackers.

"Our goal is to fly as high as possible and drop our weather dropsondes at predetermined points to measure the atmosphere," Brady said. "[We] get that information to the National Weather Service so they can increase the forecast accuracy for developing winter storms,"

Also, new technology updates have enhanced the weather reconnaissance team's abilities since Hurricane Katrina crippled the Gulf Coast in 2005, Talbot said. The use of instruments such as remote wind sensors now enable the team to provide even greater detail about how winds are likely to affect a coastal area when a hurricane comes ashore.

"We're able to map the entire area under a hurricane," Talbot said. This is a "gigantic benefit" for forecasters at the hurricane center and for the local emergency management workers assessing how and where to evacuate people, he said.

Source: **Amaani Lyle**, American Forces Press Service
http://www.afrc.af.mil/news/story_print.asp?id=123333032

## COLORADO RESERVISTS AND C-130S REJOIN AERIAL FIREFIGHTING

8/7/2013 - PETERSON AIR FORCE BASE, Colorado

One Air Force Reserve Command Modular Airborne Fire Fighting System-equipped C-130, aircrew and support personnel will rejoin aerial firefighting efforts in the Northwestern U.S.

The Department of Defense's MAFFS C-130s and crews initially activated June 11 to assist in fighting fires in Southern Colorado after the U.S. Forest Service sent a request for assistance to the DOD though U.S. Northern Command. Since activating, MAFFS aircraft have made 179 drops on fires in Colorado, Arizona, Utah, Nevada, Oregon and Idaho using 437,631 gallons of fire retardant.

The 302nd AW ended its initial activation July 7 after providing support to wildland fires in Colorado and Arizona. The July inactivation and this reactivation are part of the normal duty rotation shared by the three Air National Guard wings and one Air Force Reserve wing that fly the MAFFS mission.

MAFFS is a self-contained aerial firefighting system, owned by the U.S. Forest Service and flown by the Air Force units. It can discharge 3,000 gallons of water or fire retardant in less than five seconds, covering an area one-quarter of a mile long by 100 feet wide. Once the load is discharged, it can be refilled in less than 12 minutes.

The MAFFS-equipped C-130s are operated by four military units: The 153rd Airlift Wing, Wyoming Air National Guard; 146th Airlift Wing, California Air National Guard; 145th Airlift Wing, North Carolina Air National Guard; and the 302nd Airlift Wing, U.S. Air Force Reserve Command.

A joint DoD and U.S. Forest Service program, the military MAFFS teams provide aerial firefighting resources when commercial and private air tankers are no longer able to meet the needs of the Forest Service.

This year marks the 20th anniversary of the Air Force Reserve's 302nd Airlift Wing performing the aerial firefighting mission. Since 1993, the 302nd AW has supported many large-scale wildland fires, including Colorado's 2002 Hayman Fire, California's Big Sur Fire in 2008 and the 2012 Waldo Canyon fire in Colorado Springs that was the costliest fire in Colorado history.

On average, the U.S. Forest Service estimates 78,000 fires affect the United States annually, burning approximately 6.5 million acres. Wildland fire season generally runs from May 1st to November 30th each year.

The Airmen that fly these missions are specifically certified for aerial firefighting and prepared to respond quickly to protect lives, property, critical infrastructure and natural resources.

Source - AFR staff reports:

Ann Skarban, 302nd Airlift Wing Public Affairs:
http://www.302aw.afrc.af.mil/news/story.asp?id=123358898

Tech Sgt Stephen J. Collier:
http://www.afrc.af.mil/news/story_print.asp?id=123345710

Lt Col Robert Carver:
http://www.afrc.af.mil/news/story_print.asp?id=123355307

302 AW fact sheet:
http://www.302aw.afrc.af.mil/library/factsheets/factsheet.asp?id=4555

## RESERVISTS TRACK ATLAS ROCKET CARRYING GPS SATELLITE

5/23/2013 - CAPE CANAVERAL AIR FORCE STATION, Florida

When the Air Force successfully launched an Atlas rocket carrying a GPS satellite May 15, reservists in the 19th Space Operations Squadron provided all of the operational manpower from the launch through the first 96 hours on orbit.

"The Air Force Reserve has supported 28 of 36 GPS launches," said Lt. Col. Mark Strub, 19th SOPS commander at Schriever Air Force Base, Colo. "This is the ninth launch led by the 19th SOPS and the 12th for which squadron personnel have been an integral part of the launch team."

The GPS IIF-4 spacecraft ascended into a constellation of satellites circling 11,000 nautical miles above the earth. It provides precision navigation and timing to U.S. military forces and civilian users worldwide.

According to Space Command officials, the new capabilities of the IIF satellites include:

- Greater navigational accuracy through improvements in atomic clock technology;

- A more robust signal for commercial aviation and safety-of-life applications, known as the new third civil signal (L5);

- A 12-year design life providing long-term service.

These upgrades improve anti-jam capabilities for the warfighter and improve security for military and civil users around the world.

Source:
http://www.afrc.af.mil/news/story.asp?id=123349909

## RESERVE AERIAL SPRAY UNIT SWATS 'SKEETERS' AT JB CHARLESTON

6/20/2013 - JOINT BASE CHARLESTON, South Carolina

"There must be thousands of 'em, millions of 'em. What are they doing? It looks like they're preparing an invasion."

Even though this dialogue is from the 1996 science fiction blockbuster film, "Independence Day," it is an accurate description of the annual real-life assault from saltwater marsh mosquitoes on the people who work and live at Joint Base Charleston, S.C.

In 2012, Air Force Reserve Command's 910th Airlift Wing aerial spray unit from Youngstown Air Reserve Station, Ohio, deployed to Charleston in response to an emergency call to do battle with the disease-carrying pest insects inundating the base. The spray mission was such a success that the pest management team at Joint Base Charleston asked that the spray unit make the base a part of its annual rotation. On June 14-16, 2013, the 910th returned to the installation to continue the war on the pesky 'skeeters.'

Youngstown's 757th Airlift Squadron sprayed approximately 16,500 acres in Charleston. One area in particular, known as the spoils site, was a prime target for dispersing the mosquito control product. "That area produces 40 million mosquitoes per acre," said Tony Mincey, Joint Base Installation Pest Management coordinator. "It's a 30-acre site." Charleston was in dire need of the 910th's one-of-a-kind pest control methods, according to Lt. Col. Frank Galati, mission commander for the Charleston operation.

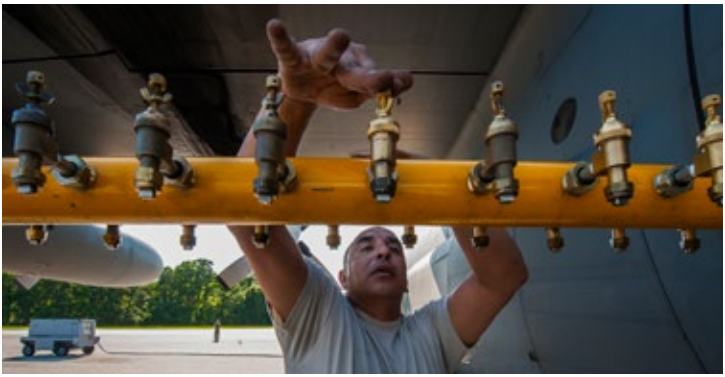
"The pre-mission mosquito trap counts were as high as 880 [insects]," said Galati. "We only need about 20 in the trap to go ahead with the aerial spraying, so they really needed it done."

Pest management teams check the mosquito traps a few days after each spray mission to gauge effectiveness. "The trap counts really tell the tale of how effective the spraying was to knock down the target pests," said Mincey. He said the trap count went from 177 to 1 in the days following the spray mission.

The Department of Defense tasks the 910th Airlift Wing to maintain DoD's only large area fixed-wing aerial spray capability to control disease-carrying insects, pest insects, undesirable vegetation and to disperse oil spills in large bodies of water. Missions may be executed in combat areas, on DoD installations or in response to disasters/emergencies as declared by the president of the U.S.

The 757th Airlift Squadron has four C-130H aircraft equipped with the Modular Aerial Spray System.

These systems are maintained by the 910th's maintenance support team. Youngstown Air Reserve Station is home to one of only four EPA-approved training centers for DoD Pesticide Applicator Certification serving both the continental U.S. and overseas DoD pest management facilities.



Source: AF Fact Sheets
Master Sgt. Bob Barko Jr., 910th Airlift Wing Public Affairs
http://www.afrc.af.mil/news/story.asp?id=123353274

## RESERVE BOMBER CREW PARTICIPATES IN FIRST NUCLEAR EXERCISE

4/23/2013

The 343rd Bomb Squadron is recognized as the first Air Force Reserve squadron to receive their nuclear certification after completing a nuclear exercise at Minot AFB, N.D., in April 2013.

The squadron is part of the 307th Bomb Wing at Barksdale Air Force Base, La., commanded by Col. Jonathan Ellis.

Air Force reservists, known as Citizen Airmen, are specifically allocated as Title 10, or federal forces. Whenever Citizen Airmen are activated, they are assigned roles and missions aligned with their Active Component counterparts.

A good example of this is AFR's first-ever nuclear mission at Barksdale AFB. In order to support the Air Force's number one priority of "Continue to strengthen the nuclear enterprise," Air Force Reserve Command worked closely with Air Force Global Strike Command to stand up 307th Bomb Wing – the first-ever Reserve Component B-52 associate unit that is responsible for both conventional and nuclear missions – on Jan. 8, 2011.

This new wing is a first for the Reserve. Leaders from all services have noted that Citizen Airmen are indistinguishable from Regular Air Force Airmen; both are trained to the same standards of readiness sharing the same mission – to fly, fight and win in air, space and cyberspace.

Source: AFR staff reports
Master Sgt. Greg Steele
http://www.afrc.af.mil/news/story.asp?id=123345555

## RESERVISTS STAY MISSION READY WHILE DELIVERING HUMANITARIAN AID

7/23/2013 - EL SALVADOR

Reservists from the 315th Airlift Wing delivered more than 86,200 pounds of humanitarian aid this weekend while conducting a vital training mission. The mission delivered donated food, clothing and medical supplies to orphanages and schools in Haiti and El Salvador and is estimated to help 11,200 people in need.

Amid budget woes, overseas training missions like this one are now few and far between and this is the first mission the 315th Airlift Wing has flown delivering humanitarian cargo under the Denton program since sequestration was enacted. "Training missions like these are a win-win for everyone," said Lt. Col. Mike Phillips from the 701st Airlift Squadron and one of the pilots on the mission. "Not only do the aircrew members on the trip get some valuable training, we are able to help a lot of people in need."

Training missions like these are made possible by the Denton Amendment, a state department/U.S. Aid program allowing the delivery of donated humanitarian aid to fly on Air Force assets on a space available basis.

Tammy Dipenti, a volunteer aid worker with the Children's International Lifeline and teacher from Cincinnati, Ohio, was on hand with a number of volunteers to receive the food and clothing in Haiti. "The Denton program is very important for the children in Haiti," she said. "Seeing that airplane being unloaded with supplies that will help all of these people makes me proud to be an American."

To manage the cargo, the aircrew faced some additional challenges. Senior Master Sgt. Jeff Piccione, one of the loadmasters on the trip from the 701st Airlift Squadron stressed the importance of conducting these types of missions.

Besides the vital training being accomplished on the mission, the C-17 delivered aid helps a lot of people, said Sergeant Piccione. "I think this is great and very fulfilling to know that this cargo is going to help so many people who need it," he said.

Mario Alberto, the donation coordinator from the El Salvador first lady's office was happy to greet the crew when they arrived with clothing and medical supplies bound for the La Palma region in El Salvador, a place with limited resources and work opportunities. "We are very happy that you are doing this for the people of El Salvador," said Alberto. "Donations like these work to create stronger bonds between our people."

As the empty C-17 headed back to Charleston after the long mission, Piccione smiled and summed up his thoughts on the flight:

"Today we just helped feed over 8,000 kids. Now that is cool."

Source:
Maj. Wayne Capps, 315th Airlift Wing Public Affairs
http://www.afrc.af.mil/news/story.asp?id=123356902

## AF RESERVE ACTIVATES CYBERSPACE OPERATIONS GROUP

3/1/2013 - JOINT BASE SAN ANTONIO-LACKLAND, Texas

Air Force Reserve Command activated the first cyberspace operations group in the Air Force on Mar. 1, 2013. Maj. Gen. William Binger, 10th Air Force commander, officiated the formal activation ceremony for the 960th Cyberspace Operations Group here Mar. 3.

Led by Col. Lloyd Terry Jr., the 960th CYOG is charged with providing combat-ready forces with specialized expertise in the operation and defense of Air Force and Department of Defense global information grids. “The 960th is the one bellybutton for cyber in AFRC,” Terry said. “Just like the 310th Space Wing is the one-stop shop for all things space in AFRC, we are the one-stop shop for cyber.”

The 960th CYOG has administrative control of 10 Reserve cyber organizations throughout the country. There are four combat communications squadrons -- the 23rd CBCS, Travis Air Force Base, Calif., 35th CBCS, Tinker AFB, Okla., 42nd CBCS, Joint Base McGuire-Dix-Lakehurst, N.J., and 55th CBCS, Robins AFB, Ga. - that provide theater-deployable communications during wartime and contingency operations or humanitarian missions in austere locations.

The command's two classic associate network operations squadrons - the 860th NOS, Joint Base Langley-Eustis, Va., and 960th NOS, Peterson AFB, Colo., - work with their active-duty counterparts to operate sustain and defend assigned Air Force networks.

Two classic associate network warfare flights - the 860th NWF, JB Lackland-San Antonio and 960th NWF, Offutt AFB, Neb., - monitor Air Force communications-computer systems to determine if any information is being revealed that may be of intelligence value to an adversary.

Finally, there are two 960th CYOG detachments that operate as classic associate units with the 624th Operations Center and the 33rd Network Warfare Squadron, at JB San Antonio-Lackland, that are on track to become squadrons later this year.

Det. 1, associated with the 624th OC, establishes, plans, directs, coordinates, assesses and provides full-spectrum cyber command & control operations and capabilities in support of Air Force and Joint requirements. Det. 2, associated with the 33rd NWS, produces effects for the Air Force and combatant commands in, through and from cyberspace by employing synchronized network defense operations to detect, respond to and prevent network intrusions.

There are currently about 800 people working in cyber throughout AFRC, and that number is sure to grow. "We are definitely hiring. The cyber mission is constantly changing and evolving," he said. "That's one reason I think it is such a great career field to be involved with and a great mission for the Air Force Reserve."

Source:
Bo Joyner, Air Force Reserve Command Public Affairs
http://www.afrc.af.mil/news/story.asp?id=123338299

## EXEMPLARY AIRMAN SAVES LIFE, EARNS CITY'S RECOGNITION

3/7/2013 - YOUNGSTOWN, Ohio

In the early morning, you're driving through the city when you see two men pushing a stalled vehicle. You stop to see if they need help, and another vehicle strikes the two men against their car, fracturing one man's leg and severing the other's below the knee. The victim with the severed leg is bleeding profusely and showing signs of shock. What do you do?

The morning of Feb. 5, 2013, U.S. Air Force Reserve Senior Airman Steve Cresanto, an air transportation journeyman with Youngstown Air Reserve Station's 76th Aerial Port Squadron, was driving through the city when this scenario became reality, forcing him to make such decisions.

Jawkwan Rudolph, one of the victims, had the most serious injuries. "His leg was amputated," said Cresanto. "You want to stop the hemorrhaging, so I applied a tourniquet. I didn't have a tourniquet there, so I made one. I made the tourniquet out of the individual's belt and a windshield wiper from the car that struck them," said Cresanto.

Cresanto then fashioned a splint for the second victim's fractured leg using an ice scraper and another belt.

When first responders arrived at the scene of the accident, they asked Cresanto where he learned to do what he did, stating that his actions likely saved Rudolph's life. Cresanto credited the "Self-Aid Buddy Care" training he receives annually as an Air Force Reservist. "We do it every single year, do the training, and I never thought I would actually use it in the field," said Cresanto. "It turns out I did, and I am glad I had the training."

Self-Aid Buddy Care training includes basic life support and limb-saving techniques to help injured persons survive until medical help arrives.

Charles Sammarone, Youngstown city mayor, presented Cresanto with an award on behalf of the city at a city council meeting March 6.

Detective/Sergeant Patricia Garcar, one of the first responders to the accident, recommended Cresanto for the award and told the city council what unfolded on the morning of the accident. "I was just so impressed with what he did," said Garcar. "He did not have to stop and didn't have to offer the assistance that he did, and it just amazed me."

Cresanto is one of more than 1,600 Citizen Airmen stationed at Youngstown Air Reserve Station who have answered the nation's call to serve.

"This is just another amazing example of the Airmen that we have here and the tie that we have to the community," said Col. James D. Dignan, 910th Airlift Wing commander. "There's a sense of family here at the 910th Airlift Wing."

Source:
Eric M. White, 910AW/PA
http://www.afrc.af.mil/news/story.asp?id=123339206

## MCCONNELL RESERVISTS WILL BE AMONG FIRST TO OPERATE KC-46A

5/22/2013 - MCCONNELL AIR FORCE BASE, Kansas

Air Force officials announced McConnell Air Force Base, Kan., as the preferred alternative for the first active duty led KC-46A main operating base in fiscal year 2016.

McConnell AFB will receive 36 KC-46A aircraft. This will require the lowest manpower adjustments of the candidate installations and feature both Regular Air Force and Air Force Reserve Airmen sharing the new aircraft. "I am very pleased that the proposed location of the main operating base at McConnell means that our Citizen Airmen will be among the first to fly and maintain the KC-46A," said Col. Mark S. Larson, commander of the 931st Air Refueling Group. "We look forward to working together with our active duty partners in the 22nd Air Refueling Wing in successfully performing this new mission."

McConnell AFB was selected as the preferred alternative for the KC-46A, termed MOB 1, because it has the lowest military construction costs and is located in a region of high air refueling receiver demand. "We are proud that our Total Force McConnell Airmen have been entrusted with this new mission and are confident in their ability to bring the new aircraft on-line," said Col. Ricky Rupp, 22nd Air Refueling Wing commander.

Since the KC-46A is a replacement for the KC-135, 36 KC-135s at McConnell will be retired. "This is an important step in recapitalizing our tanker fleet. The KC-46A is the first of a 3-phase effort to replace our aging tanker fleets," said Rupp. "The KC-46A is expected to produce better mission-capable rates and less maintenance downtime. This is another step in maintaining our global reach for years to come."

Altus Air Force Base, Okla., was selected as the preferred alternative for the KC-46A formal training unit, and Pease Air Guard Station, N.H. was selected as the preferred alternative for the first Air National Guard KC-46A main operating base. Forbes AGS, Kan. was selected as one of the reasonable alternatives for basing, MOB 2.

The formal training unit and MOB 1 will begin receiving aircraft in fiscal year 2016. MOB 2 will receive aircraft in fiscal year 2018.

Source:
http://www.afrc.af.mil/news/story.asp?id=123349723

# Part 15
# AIR FORCE RESERVE HISTORY

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Historic & Visionary Leaders <

Historic Air Force Reservists <

## 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.

- The Air Force Reserve was transferred from the Army Air Corps Reserve on April 14, 1948, seven months after the Air Force became a separate service.
- Since 1950, the Air Force Reserve has been actively involved in nearly every one of our nation's humanitarian, peacekeeping and military operations around the world.
- AFRC became a MAJCOM, or major command, in 1997. Today, AFRC is the largest of the Air Force's 10 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 natural disasters, humanitarian crisis, and combat operations. 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:

OFFICIAL:
EDWARD F. WITSELL
*Major General*
*The Adjutant General*

OMAR N. BRADLEY
*Chief of Staff, United States Army*

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

CARL SPAATZ
*Chief of Staff, United States Air Force*

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

AGO 1720B—Apr. 771945°—48

U. S. GOVERNMENT PRINTING OFFICE: 1948

## AIR FORCE RESERVE HISTORY

Today, Citizen Airmen perform leading roles in military operations, humanitarian crisis and disaster relief around the globe. 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 Air Force.

More than 860,000 people make up the Ready, Standby, Retired and Active Duty Retired Reserve. This includes more than 70,000 Selected Reservists who are ready-now and participate in every job specialty and on the front lines of daily military operations around the globe.

## 1907:

In August 1907, the U.S. Army established Aeronautical Division, which was responsible for all matters pertaining to military aviation, signaling the birth of the Air Force.

## 1917:

The National Defense Act of 1916 directed the creation of an Officers Reserve Corps, an Enlisted Reserve Corps, and the nation's Air Service Reserve Program. For the first time, Reserve Corps were clearly a federal reserve and not militia. The Reserve Corps were established on March 22, 1917, just weeks before the United States formally entered World War I. By the end of the war, more than 11,000 of Army Air Service pilots who fought were reserve officers.

Notably, the First Reserve Aero Squadron deployed in the summer of 1917 for action in France.

Later, the squadron went on to fight in the Pacific Theater in World War II, served at the forefront of the nuclear deterrence mission in the Cold War, and, still serving today as the 26th Space Aggressor Squadron, is the oldest squadron in the Air Force Reserve.

## 1941:

Reservists played a critical role in World War II. In the war's early days 1,500 reserve pilots along with 1,300 non-rated officers and 400 enlisted Airmen were activated into the Army Air Corps. These included the legendary Jimmy Doolittle who was ordered to active duty to work in Detroit to convert automobile manufacturing plants into aircraft factories and later went on to lead "Doolittle's Raiders," the first American bombing attack on the Japanese mainland.

## 1948:

In a joint directive signed by General Omar Bradley, the Army Chief of Staff, and General Carl Spaatz, the Air Force Chief of Staff, dated April 14, 1948 the Army Air Corps Reserve was transferred to the Air Force officially becoming the Air Force Reserve.

## 1950:

The young Air Force Reserve was barely two years old when it mobilized nearly 147,000 reservists, many who were World War II veterans, for the Korean War from 1950 to 1953. The Armed Forces Reserve Act of 1952 refined the use of the Reserve Components in time of war or national emergency and established three levels of Air Force reservists – ready, standby, and retired.

## 1960'S:

In 1961, President John F. Kennedy called up the Air Force Reserve in response to the Berlin crisis. The mobilization included five Air Force Reserve C-124 aircraft units and 5,613 reservists. By 1962, an additional mobilization of 14,220 reservists and 422 aircraft were supporting operations during the Cuban Missile Crisis. Most experts believe that the mobilization had the effect of deterring war. Beginning in the early 1960s, the Air Force Reserve provided strategic airlift as well as counterinsurgency, close air support, tactical mobility, interdiction, rescue and recovery, intelligence, medical, maintenance, aerial port and air superiority until the United States ended its involvement in the Vietnam War.

## 1970'S:

In August 1970, the Department of Defense implemented the Total Force Policy and the Air Force Reserve became a multi-mission force flying the same modern aircraft as the active Air Force. In March 1973, Air Force Reserve C-141 and C-9 associate aircrews, medical, aeromedical, casualty assistance, legal, chaplain, and intelligence personnel supported Operation Homecoming—the return of the American POWs from North Vietnam. That same year, the Air Force Reserve proved the concept of Global Mobility by flying hundreds of strategic airlift missions during the Arab-Israeli War.

## 1980'S:

For the most part, the nation was at peace for the next few years with the Air Force Reserve periodically engaged in emergency-response and humanitarian missions. This included the rescue and return of more than 700 American students from Grenada and evacuation of wounded Marines from Lebanon in 1983, the aerial-refueling of F-111 aircraft during the El Dorado Canyon raid on Libyan-sponsored terrorists in 1986, and Operation Just Cause that ousted Panama's General Noriega in 1989-1990.

## 1990'S:

Nearly 23,500 Air Force Reservists were mobilized, and 15,000 volunteered for service in support of Operations Desert Shield and Desert Storm, in response to Saddam Hussein's invasion of Kuwait in 1990.

This began more than twenty years of continuous combat operations in Southwest Asia, while simultaneously conducting numerous emergency-response and humanitarian missions. These included combat operations over Bosnia, Serbia, and Kosovo, and Haiti as well as the evacuation of Clark Air Force Base during the eruption of Mount Pinatubo, and significant contributions to disaster relief operations in former Soviet republics, southern Turkey and northern Iraq, Somalia, and Haiti.

## 2001:

When terrorists attacked the United States on Sept. 11, 2001, Air Force reservists responded in full measure.

Air Force Reserve F-16 fighter aircraft flew combat air patrols to protect American cities while KC-135 tankers and AWACS aircraft supported security efforts.

In October 2001, Operation Enduring Freedom began as U.S. military forces entered Afghanistan to combat the Taliban and eliminate terrorist sanctuaries. In March 2003, Operation Iraqi Freedom began in order to end Saddam

Hussein's regime. Air Force Reserve units and reservists played key roles in all combat operations as 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 performed the first combat missions. In 2004, more than 140 Air Force Reserve Combat Convoy Airmen served in the 1059th Air Expeditionary Force Truck Company. Air Force Reserve Security Forces served throughout Iraq and Afghanistan, and comprised the entire Security Force presence at Kirkuk Air Base with as many as 275 personnel. Air Force Reserve Explosive Ordnance Disposal provided extensive mission support in Iraq and Afghanistan by executing a broad scope of missions within and beyond the base security zone. Air Force Reserve Expeditionary Combat Support capabilities provided airfield operations, cargo and passenger handling, medical, security, intelligence, and personnel services.

## Today

In recent years, Citizen Airmen have supported every Air Force core function and every Combatant Commander around the world. Air Force reservists were engaged in surge operations in Iraq and Afghanistan. They supported combat and humanitarian missions in Haiti, Libya, Japan, Mali and the Horn of Africa. Also, they've provided national disaster relief at home in the U.S. after Hurricanes Katrina and Sandy, the gulf oil spill and the wildfires in the western states.

Throughout our history, Citizen Airmen have continually volunteered, allaying concerns that reservists would not be available when really needed.

Since its inception, the Air Force Reserve evolved from an individual-mobilization-only force into an operational reserve that participates daily in missions around the globe.

Today, Air Force reservists safeguard nuclear weapons and guide Global Positioning Satellites. From bases in the United States, reservists fly remotely piloted aircraft in combat half a world away.

They track hurricanes out at sea and bring medical supplies and food into disaster areas to save lives around the world.

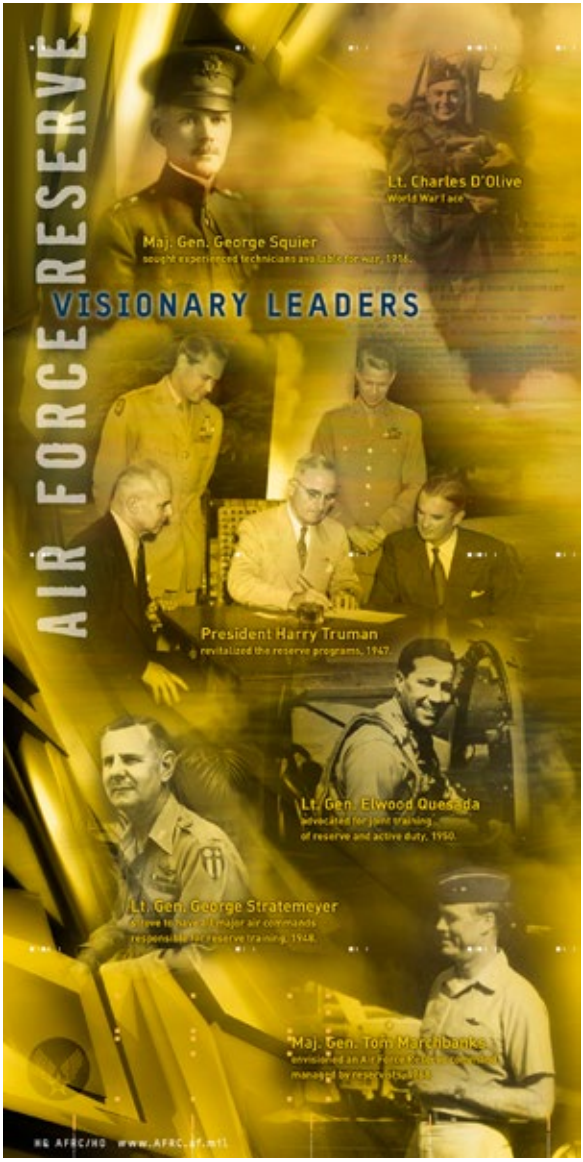
Spanning six and a half decades – with the last two decades of continuous combat – the Air Force Reserve has fulfilled the legacy of early air pioneers and exceeded the potential seen by the visionaries who created it.

For more information on the history of the Air Force Reserve, go to:

www.afrc.af.mil/library/history/

(The AFRC History Office and Ms. Pamela N. Thompson, Air Force Reserve Command Public Affairs, contributed to this article)

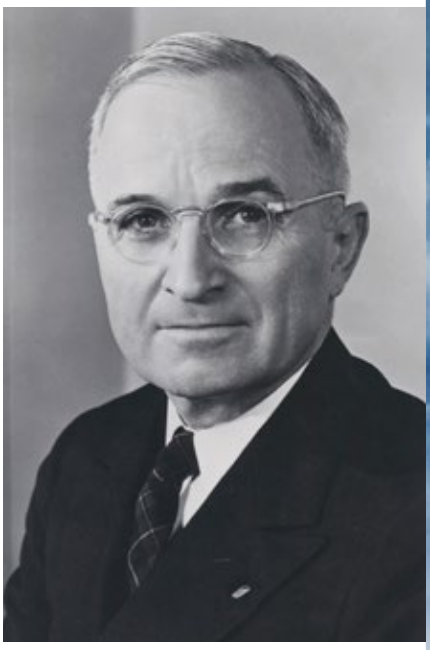
## AIR FORCE RESERVE HISTORIC AND VISIONARY LEADERS



**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.

## HISTORIC AIR FORCE RESERVISTS:

- Col. Jackie Cochran
- Gen. Jimmy Doolittle
- Capt. Albert Loening & Grover Loening
- Capt. Joseph McConnell Jr.
- Maj. Gen. Joe 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.

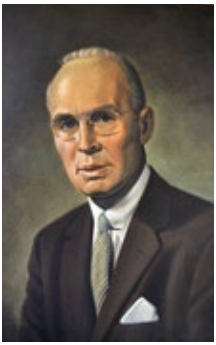
## CAPT. ALBERT LOENING & GROVER LOENING

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.

## CAPT. JOSEPH MCCONNELL JR.

From AFLink and AFR staff reports

The top ace of the Korean War was Air Force reservist Capt. Joseph McConnell Jr., who shot down 16 MiGs jets in 1953.

McConnell was one of nearly 147,000 Air Force Reserve Airmen called to active duty between 1950 and 1953. Captain Manuel J. Fernandez Jr., the second highest scoring ace of the war with 14.5 kills, was also from the Air Force Reserve as well as five other aces. Captain Cecil G. Foster had 9 victories. Credited with 5 kills each are: Capt. Richard S. Becker, Maj. Richard D. Creighton, Capt. Robert H. Moore, and Maj. William H. Wescott, all Air Force Reserve Airmen.

As an F-86 fighter jet pilot, McConnell scored his first victory on Jan. 14, 1953. In just over month later, McConnell gained his fifth MiG-15 victory, thereby becoming an ace. "I encountered 4 MiG-15's at 46,000 ft.," said McConnell in a personal account from Jan. 31, 1953. "I turned left into them, then reversed my turn on the first two. I then broke right into the second two and again reversed my turn and lined up on the number two MiG of the first element. I hit the MiG, it rolled over and dived for the ground. I followed firing occasionally. Finally the MiG crashed."

On the day McConnell shot down his eighth MiG, his F-86 was hit by enemy aircraft fire, and he was forced to bail out over enemy-controlled waters of the Yellow Sea west of Korea. After only two minutes in the freezing water, a helicopter rescued him.

"I happened to be flying the 'number three' position in Capt. McConnell's flight the day he was shot down," said First Lt. Harold Chitwood. "Mac checked his tail but didn't see the MiG as it was low at his six o'clock. When the MiG closed — he fired, hitting Mac."

Although his jet was damaged, McConnell was not out of the fight yet, recalled Chitwood.

"Mac immediately broke and the MiG slid past," Chitwood said. "Mac reversed and fired on the MiG shooting it down."

The following day McConnell was back in combat and shot down his ninth MiG. By the end of April 1953, he had scored his 10th victory to become a "double ace."

He scored his last three victories on May 18, 1953. That morning McConnell shot down two MiGs in a furious air battle and became a "triple ace" with 15 kills. On another mission later that afternoon, he shot down his sixteenth and final MiG-15.

On Aug. 25, 1954, McConnell crashed to his death while testing an F-86H at Edwards Air Force Base, Calif.

The 1955 film The McConnell Story, starring Alan Ladd and June Allyson, chronicles his life story. Later, in 1959, author Charles Ira Coombs wrote about McConnell's life experiences as a fighter pilot in Korea in a fictionalized biography for young readers called Sabre Jet Ace.

## 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 returned 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.


507 ARW
137 ARW

# Part 16
# AIR FORCE 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

## ARKANSAS:

22nd Air Force Det 1 - Little Rock Air Force Base
http://www.afrc.af.mil/units/22AFdet1/
Cmcl: 501-987-7710, DSN: 731-7710

## 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

## CALIFORNIA (cont.):

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

70th Flying Training Squadron - U.S. Air Force Academy
http://www.afrc.af.mil/units/340FTG
Cmcl: 1-719-333-9309, DSN: 333-9309

## 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

## FLORIDA (cont.):

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

476th Fighter Group - Moody Air Force Base
http://www.442fw.afrc.af.mil/
Cmcl: 1-816-687-3843, DSN: 975-3843

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

307th Bomb Wing - Barksdale Air Force Base
http://www.307bw.afrc.af.mil/
Cmcl: 318-529-3024, DSN: 331-3024

## MARYLAND:

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

## MASSACHUSETTS:

439th Airlift Wing - Westover Air Reserve Base
http://www.westover.afrc.af.mil/
Cmcl: 413-557-3500, DSN: 589-3500

## MINNESOTA:

934th Airlift Wing - Minneapolis-St. Paul International AirportAir Reserve Station
http://www.minneapolis.afrc.af.mil/
Cmcl: 612-713-1217, DSN: 783-1217

## MISSISSIPPI:

403rd Wing - Keesler Air Force Base
http://www.403wg.afrc.af.mil/
Cmcl: 228-377-2056, DSN: 597-2056

43rd Flying Training Squadron - Columbus Air Force Base
No website for 43rd FTS, see:
http://www.afrc.af.mil/units/340FTG/
Cmcl: 1-877-281-1482, DSN: 742-3571

## MISSOURI:

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 MEXICO:

Detatchment 1, 44th Fighter Group, Holloman Air Force Base
301st Fighter Squadron - Holloman Air Force Base
http://www.301fw.afrc.af.mil/
Cmcl: 1-817-782-7450, DSN: 739-7450

## 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

5th Flying Training Squadron - Vance Air Force Base
No website for 5th FTS, see:
http://www.afrc.af.mil/units/340FTG/
Cmcl: 1-888-781-5387, DSN: 448-7700

## 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

304th Rescue Squadron - Portland IAP
- Portland IAP, OR (Guardian Angels)
http://www.920rqw.afrc.af.mil/units/
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
http://www.afrc.af.mil/units/340FTG/
Cmcl: 1-888-340-9340, DSN: 487-9340

39th Flying Training Squadron - Randolph Air Force Base
http://www.afrc.af.mil/units/340FTG/
Cmcl: 1-877-720-9899, DSN: 487-7120

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

96th Flying Training Squadron - Laughlin Air Force Base
No website for the 96th FTS, see:
http://www.afrc.af.mil/units/340FTG/
Cmcl: 1-800-425-3080, DSN: 732-9600

97th Flying Training Squadron - Laughlin Air Force Base
No website for the 97th FTS, see:
http://www.afrc.af.mil/units/340FTG/
Cmcl: 1-877-338-4538, DSN: 736-8414

## UTAH:

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

## VIRGINIA:

710th Combat Operations Squadron -
Joint Base Langley - Eustis
http://www.940wg.afrc.af.mil/library/factsheets/factsheet.asp?id=16093
Cmcl: 1-530-1818, DSN: 368-1818

## WASHINGTON:

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

# Part 17
# 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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