

YEAR IN REVIEW



2015

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The Air Force Reserve History Office captures, preserves, writes, interprets, and aggressively disseminates the official record of global Air Force Reserve operations to provide information with historical context in support of leadership decision making and organizational learning across the component.

The History Office publishes the *Year in Review* annually from information provided by organizations. It describes Air Force Reserve global operations during 2015.

Front cover image: On Oct. 18, 2015, US Air Force Reserve SSgt Derek Robeson, 489th Maintenance Squadron at Dyess AFB, talks to the crew of the 489th Flag ship, a B-1 *Lancer*, as it prepares for its first flight. The 489th Bomb Group was reactivated after 70 years. The unit flew the B-24 during World War II and was inactivated in 1945. (Air Force Photo by MSgt Laura Siebert)

Back Cover Image: Ainee smiles as she greets her father, TSgt Steven Upchurch, 931st Maintenance Squadron crew chief, after returning from a deployment to Southwest Asia, June 12, 2015, at McConnell AFB KS. During the deployment, the 931 ARG performed aircraft maintenance and filled other support roles. (Air Force photo by TSgt Abigail Klein)

The National Defense Act of 1916 established the Signal Officer Reserve Corps and the Signal Enlisted Reserve Corps—the first true air reserve force in American history.

Following World War II, President Truman directed the establishment of the Air Force Reserve on 14 April 1948 with his signature on Executive Order 10007. With the program just under way, the Korean War began in mid-1950. Air Force Reservists were among the first to be called. All 25 Reserve wings had been called up, which included over 118,000 individual reservists.

In 1968, the Air Force designated Headquarters Air Force Reserve as field operating agency and created the Office of the Air Force Reserve. That same year, the Air Force Reserve became a multi-mission force after the implementation of the Total Force Policy.

The Persian Gulf War served as a pivotal point in its transition from a strategic reserve to an operational force. By January 1991, Air Force Reserve Airmen had flown more than 101,000 hours in support of Operation DESERT SHIELD. By the end of the combat phase—Operation DESERT STORM, Air Force Reservists had moved almost 135,000 passengers and 234,000 tons of cargo and delivered more than 2.1 million gallons of fuel. Less than six years later, in February 1997, the Air Force Reserve officially became the Air Force's ninth major command.

In October 2001, President George W. Bush launched Operation ENDURING FREEDOM (OEF) against al Qaeda terrorist training camps and the Taliban government in Afghanistan. Air Force Reserve F-16 crews flew the first combat missions for OEF. Reservists made significant contributions by flying combat delivery, strategic airlift, and air refueling missions. This effort included B-52 support, special operations support, rescue, and A/OA-10 close air support. In addition, Reserve C-17 aircrews also delivered humanitarian food and supplies to the needy Afghans who were suffering under the Taliban regime. On day one of OIF, Air Force Reserve A-10, B-52, and F-16 aircrews flew numerous strike operations. A Reserve fighter squadron had the only *Litening II* laser pod-equipped F-16 unit in theater.

FORWARD



For the past 68 years, the Air Force Reserve has provided combat-ready forces to fly, fight and win for our nation. Today, our force consists of nearly 70,000 Citizen Airmen who provide daily operational capability, strategic depth and surge capacity. These men and women are dedicated professionals, standing ready to deploy within as little as 72 hours to defend our nation.

Amid shrinking budgets, emerging threats and growing capability gaps, the Air Force Reserve stands ready as a hedge against risk. History has shown us there will always be another threat or disaster and we provide a cost-effective and experienced force capable of responding when needed. For example, in 2015 we performed more than 48,000 man-days in support of worldwide Intelligence, Surveillance and Reconnaissance, flew combat sorties, and provided critical capability during hurricane season with our Hurricane Hunters. Every airlift, airdrop and aeromedical evacuation demonstrated our commitment to our nation and combatant commanders

around the globe. Our men and women served proudly in every Air Force core function, and continued to demonstrate a level of professionalism and commitment that is unparalleled.

We ushered in the first F-35s at Hill AFB, began preparations for the first KC-46 Reserve unit bed down at Seymour Johnson Air Force Base and helped with the last Global Positioning System IIF launch. These events represent a small fraction of our operations this year, but demonstrate our ability to remain an integrated, flexible and combat ready force today and in the future.

In today's rapidly shifting security environment, it is imperative that we continue to look to the future to determine how to build the future force, develop the team and recapitalize our fleet. As we continue to leverage our innovation, experience and strengths, I am confident we will remain ready for the next 70 years. I am proud of our Citizen Airmen and our contribution to the three component Air Force team.

JAMES F. JACKSON
Lieutenant General, USAF
Commander

MISSION

Provide Combat-Ready Forces to Fly, Fight and Win

VISION

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

GUIDING PRINCIPLES

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

The Air Force Reserve is a:

Combat-ready, cost-effective & experienced force

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

Force with operational capability, strategic depth & surge capacity

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

Viable and relevant force

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

Sustainable & professional military force

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

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931st Air Refueling Group supporting the USAF Thunderbirds. (Photo by TSgt Abigail Klein)

OFFICE OF THE CHIEF OF AIR FORCE RESERVE

RE

Lt Gen James F. Jackson continued as the Chief of Air Force Reserve (AF/RE) and as the commander of the Air Force Reserve Command (AFRC). In his role as

Chief of the Air Force Reserve, he led the Air Force Reserve Component and served alongside the other two component leaders of the Regular Air Force and the Air National Guard. He was the principal adviser on Reserve Component matters to the Secretary of the Air Force and Air Force Chief of Staff. The Office of Air Force Reserve was responsible for Air Force Reserve activities which specifically included: developing

and directing the budget, leading the fulltime support program, and reporting to Congress.

During 2015, the Office of the Chief of the Air Force Reserve (AF/RE) continued to implement and support the Air Force Reserve Priorities and Guiding Principles. AF/RE implemented a comprehensive modernization program to insure that the Air Force Reserve remained a mission-effective and combat-ready partner across the



Lt Gen James Jackson, Chief of Air Force Reserve and Air Force Reserve Command commander, speaks to Airmen during a town hall meeting at Grissom Air Reserve Base, Ind., 17 April 2015. During the meeting the general discussed the future of the AFRC and thanked Grissom Airmen for their service and commitment to the Air Force. (US Air Force photo/TSgt Benjamin Mota)



Air Force Chief of Staff, Gen. Mark A. Welsh III (second from left); the junior most ranking member in the Office of Air Force Reserve (RE), Staff Sgt. Ivanka Vrechkov (third from left); Vice Chief of Staff, Gen. Larry Spencer (left); and Chief of the Air Force Reserve Lt. Gen. James "JJ" Jackson (right) cut a cake celebrating the Air Force Reserve's 67th birthday during a ceremony in the Pentagon 6 April 2015. Vrechkov is the noncommissioned officer in charge of Policy Integration for RE. (US Air Force photo by Jim Varhegyi)

spectrum of conflict. This high level of modernization and readiness was accomplished within the backdrop of the fiscal cliff of Sequestration and the Budget Control Act that triggered a package of automatic spending cuts, which took effect on 1 January 2013 for a nine year period. Sequestration resulted in several budgetary processes requiring an AFR response. These included the Annual Total Force Response to findings of the National Commission on the Structure of the Air Force (NCSAF),

force structure planning for C-130 and A-10 aircraft, recapitalization planning, and tasks in response to the Military Compensation and Retirement Modernization Commission.

Senior Leader Management (AF/REG)

AFR General Officer Management

REG implemented the General Officer (GO) Career Management Workshop to assist members

their retirement transition. REG hosted first electronic Brigadier General and Major General Officer Boards.

AFR Senior Leader Development (SLD)

AF/REG revamped the SLD Program. Gained 20 AFR attendance quotas for senior leader development courses; established repeatable, qualitative nomination process that incorporates senior leader prioritization; solidified AFR position-centered requirements and accounting system for courses.

Compounded TFI between AC and AFRC wing/group commander courses! Gained first-ever Reservist seats on wing commander panel; coordinated first-ever video teleconference link between the active component and AFRC courses to broadcast CSAF and CMSAF to attendees at AFRC; increased 2016 TFI plan, energized working group for TFI advancements in 2017 and beyond.

AFR Colonels Group

Effective 1 Jun 15 Gen Jackson re-aligned oversight of O-6 positions from AFRC/A1L to AF/REG. The REG Colonels Group NOTAM was published 10 June 15 detailing the phases of transition, the consolidated AFR Senior Leader Management Portal site and consolidated application process. The Reserve Command Screening Board (RCSB) conducted its first review of medical officers 3-7 August at the Air Reserve Personnel Center, Buckley AFB, CO, screening 260 medical officers with an 18 percent command consideration selection. On 8 Dec

2015 the active duty AF Colonels Group (AF/DPO) Col Michael F. Hernandez, was selected to command the 325th FW, Tyndall AFB, FL in 2016.

Senior Enlisted Management

Senior Enlisted Management facilitated the creation of the Enlisted Legislative Fellowship Program to provide vital Capitol Hill experience for our future enlisted leaders. Facilitated a Total Force position at the Chiefs Leadership Course.

AF/REG achieved a KPL selection rate of 75 percent for key staff vacancies.

Air Force Reserve Policy Integration Directorate (AF/REI)

The Air Force Reserve Policy Integration Directorate (AF/REI) provided oversight over the \$41.2 million Air Force Reserve military construction budget authorized by the FY15 National Defense Authorization Act (NDAA). This funded Phase I of the Consolidated Mission Complex at Robins Air Force Base, a KC-135 parking apron expansion at Seymour Johnson Air Force Base, and an EOD facility at Naval Air Station Reserve Base Fort Worth. In the modification of authority to carry out certain FY 15 projects, the NDAA authorized \$14.5 million for a 63,647 square foot Guardian Angel Operations facility at Davis-Monthan Air Force Base, Tucson, Arizona.

AF/REI noted that Congress appropriated \$60 million for Air Force Reserve equipment modernization through (NGREA).

Additionally, AFR's end strength of 67,100 in the Selected Reserve was authorized. The President's Budget Request for FY16 recommended 69,200 personnel, which Congress authorized.

Directorate of Personnel (AF/REP)

The Directorate of Personnel developed and managed integrated strategy, policy, resource management, and oversight of the Human Capital Management (HCM) enterprise. AF/REP was responsible for advocacy and total force integration. This included standardization and integration of HR Laws, policies, business processes, and structures and information technologies. During 2015, AF/REP developed guidance in support of AF/RE on all matters relating to human resource strategic planning and oversight.

AF/REP continued to execute the total force 3:1 initiative where members of the AF/REP staff imbedded with their Air Force Personnel (AF/A1) counterparts to enhance synchronization, improve communication, develop and execute Total Force Human Resource policies. In addition to integrating staffs at the Air Force level, AF/REP made significant progress at integrating selected Force Support Squadrons across the Air Force. At the Headquarters Air Force level, staff integration had already proven successful in developing policy and guidance for the Voluntary Limited Period of Active Duty initiative. This initiative allowed Reservists to return to active duty to fill key positions



Air Force Secretary Deborah Lee James and Maj Warren Neary, the Air Force Space Command historian and an Air Force Art Program artist, unveil the painting "That Others May Live" during the Air Force Association Air and Space Conference and Technology Exposition, Washington, D.C., 14 September 2015. "That Others May Live" documents the rescue of Marcus Luttrell, a Navy SEAL, in June 2005 by Reservists from the 920th Rescue Wing at Patrick Air Force Base, Florida. The rescue was dramatized in the movie "The Lone Survivor." (US Air Force photo/Staff Sgt. Kat Justen)

in ROTC, Squadron Officer School, Air Command and Staff College, and a number of other specialties where RegAF experienced shortages. The AF/REP staff played vital roles in making major revisions to the Line of Duty policy, which ensured that long-standing Air Force Reserve unique issues were thoroughly addressed. These included implementation of the new Enlisted Evaluation System and visiting major installations to brief the new system and its impact on AFR members. AF/REP continued to advocate on behalf of the AFR

on a number of Congressional, DoD, and Air Force-level human resource initiatives that included the Military Compensation and Retirement Modernization Commission, the National Commission on the Structure of the Air Force, the Force of the Future, and the Human Capital Annex. All of these had a major impact on AF personnel programs.

Strategy and Planning Division (AF/REX)

During 2015, AF/REXS provided the Air Force Reserve's

representative to the working group that authored the Air Force Future Operating Concept. This new strategy document outlined the CSAF's vision of how future Air Force Forces would conduct the five core missions across the range of military operations 20-years into the future. AF/REXS integrated new strategic master plan guidance into the AFR Component Support Plan (CSP). The CSP ensured AFR programmatic actions supported and remained aligned with evolving AF Strategy. The plan



“That Others May Live” painting by Maj Warren Neary

was reviewed and approved by the AFR Strategic Planning Council in July, 2015. AF/REXS also represented the Chief of Air Force Reserve on the SecAF/CSAF-directed HAF Total Force-Continuum (TF-C). AF/REXS guided and shaped TF-C’s dual lines of effort (Balance and One Air Force) and presented the best force mix and future integration options to the AF, CSAF, SecAF, and Congressional leadership. AF/REXS’ solutions resulted in Total Force inputs to the Strategy, Planning, and Programming Processes that capitalized on AFRs strengths and remained in line

with AFR foundational guiding principles on integration.

AF/REXS revised the AF/RE and Headquarters AFRC mission directives to reflect the current status of AFRC as a major command and force provider. AF/REXS also successfully programmed a 2,000 end strength increase to support Total Force initiatives at Luke AFB, Hill AFB, Whiteman AFB and grew the 931st Air Refueling Group into a wing. AF/REX successfully defended the \$28 billion AFR budget position for the FY15 NDAA, FY16 Presidential Budget, and FY17 Program Objective Memorandum. In each of these

overlapping budgetary planning and programming exercises, REX, worked with other Air Force components, Congress, and AFRC functional experts, to advocate for AFR end-strength, basing posture and resource requirements at levels necessary to meet both the Air Force’s national defense responsibilities and sustain a viable AFR enterprise. All this was accomplished in an ongoing atmosphere of budgetary constraint to include navigating through the effects of sequestration.

HEADQUARTERS AIR FORCE RESERVE COMMAND

AFRC

Directorate of Manpower, Personnel, and Services (A1)

Classifications and Position Management (A1CC)

AFRC/A1CC completed projects that updated and corrected invalid manpower personnel control numbers in the defense civilian personnel data system (DCPDS), corrected pas codes and established hierarchy alignment for employees who had missing data in DCPDS. A1CC hosted the Air Reserve Technician civilian personnel course from 2-4 June 2015. Fifty personnel from 29 locations attended and were presented briefings on civilian personnel processes such as staffing, classification, labor, discipline and benefits. A1CC also reviewed over 300 requests for personnel actions, 162 core document reviews and 67 position reviews, including the merger of the A4 and A7 directorates.

Management Engineering Team (MET)

AFRC's Management Engineering Team (MET) ended their manpower studies of the entire HQs Directorate and Staff in July 2015. Studies validated AFRC headquarter's manpower requirements, rightsized HQ directorates and special staff based on required workload and informed AFRC/CC decisions on meeting AF directed FY15 MAJCOM headquarters' 20 percent reductions. The team met the July 2015 deadline and completed the final directorate study. AFRC was the first and only MAJCOM to conduct manpower studies/work measurement of HQ directorates.

AFRC Community Action Information Board and Integrated Delivery System (CAIB IDS)

In February 2015, the AFRC Community Action Information Board and Integrated Delivery System (CAIB/IDS), chaired by Maj Gen Richard S. Haddad, the AFRC/CV, launched a resilience website called the Wingman Toolkit. The Wingman Toolkit originated as an AFR mobile application adopted by the Air Force. The Toolkit encourages prevention through increased knowledge, fosters balanced lifestyles, and promotes habits that help Airmen and their families build and sustain resilience. The Wingman Toolkit provides users with easy access to just-in-time resources, regardless of geographic locations. The web version is at www.wingmantoolkit.org. Mobile applications can be found in your favorite app store.

Director of Intelligence, Surveillance, and Reconnaissance (A2)

AFRC/A2 took great strides in delivering the Directorate's mission to "Provide combat ready Intelligence, Surveillance and Reconnaissance Forces operating across Air, Space and Cyberspace." AFR ISR Forces' exceeded an 80 percent fill rate with over 2,300 intelligence professionals. These intelligence professionals executed tactical to national-level missions across the DoD. AFRC/A2's Intelligence Development Team assessed over 350 officers in an effort to identify and prepare future high-potential intelligence leaders. AFRC/A2 supported 16 unit effectiveness inspections and accomplished 45 intelligence functional assessments in FY15. Increased readiness metrics reflected a 33 percent increase in

fully mission capable unit type codes. AFRC/A2 delivered over 300 intelligence briefings to the Commander, key planners, and operators.

Directorate of Air, Space, and Information Operations (A3)

Space (A3OS)

Headquarters Air AFRC/A3OS increased exercise support to meet Combatant Commander, PACOM and EUCOM, requirements by 60 percent in calendar



US Airmen from 439th, 307th, 908th, and 446th Civil Engineer Squadrons as well as US Army soldiers load a simulated casualty onto a litter at Fort McCoy, WI, 18 June 2015. (US Army photo by Spc Brianna Ogletree)

Lt Col Eric Puels, 944th Operations Group Detachment 2 director of operations, lands the 3000th F-35 Lightning II sortie 10 December 2015 at Luke Air Force Base, AZ. (US Air Force photo by SrA James Hensley)



year 2015. HQ AFRC/A3OS played an instrumental role in the coordinated, planned, and executed twenty-two Space Officer and Enlisted personnel in support of exercises KEY RESOLVE, AUSTERE CHALLENGE and ULCHI-FREEDOM GUARDIAN. A3OS also operated as the intermediary between Air Force Functional Area Representatives, United States Forces Korea and Republic of Korea Armed Forces, and the Force Generation Center.

Mobility Operations Division (A3M)

In September 2015, the Directorate of Air, Space, and Information Operations, AFRC/A3M, began operational testing of the Mobile Mission Kit with

the selection of the 94th Airlift Wing (AW) as the lead test unit. The 94 AW was followed by the 315 AW, 514 AMW, and 439 AW. The Mobile Mission Kit application enabled aircrews to enter information one time via a single interface that would automatically populate mission reporting forms. This helped reduce human errors, increased the accuracy of mission reporting, and enabled secure data storage. This was the first of its kind in the Air Force and is being evaluated by the Air National Guard and Air Mobility Command for their own implementation.

F-35 & Remotely Piloted Aircraft (A3D)

In 2015, AFRC/A3D's accomplishments included growth in

two of the newest AFRC mission sets, the F-35 and Remotely Piloted Aircraft (RPA) missions. Beginning in May 2015, the 944th Fighter Wing (FW), Luke AFB, AZ sent the first of four instructor pilots through F-35 training at Luke AFB. AFRC instructor pilots in the 944 FW comprised part of the initial cadre in F-35 flight training, foreign military sales, and mobile training teams preparing foreign countries to receive their new jets. At Hill AFB, the 419 FW received its combat coded F-35s in Oct 2015. The Air Force chose Hill AFB for the first three operational F-35 squadrons in the Air Force. The 419 FW sent three pilots to F-35 training during 2015. That number is projected to increase to 24 pilots by the end of 2018.

Airfield Operations (A3OA)

AFRC/A3OA led the CSAF directed Total Force-Continuum (TF-C) High Velocity Analysis for airfield operations mission areas. A3OA used the analysis as a method to assess existing roles and missions for participation by AFRC.

A3OA Subject Matter Experts proved integral to the Inspector General Directorate's efforts to identify issues that interfered with excellence, or promoted improved performance. The Centralized Terminal Instrument Procedures Management Initiative and the restructuring Command Airfield Management into Wing

Contract Office Representative functions were the results of these efforts.

Logistics, Engineering and Force Protection (A4)

Readiness and Sustainment (A4C)

AFRC/A4C met HAF analysis requirements by implementing 383 civil engineer (CE) traditional Reservist positions gained for FY16. The positions were distributed to several locations and enabled the re-designation of the 940 CE Flight as a squadron at Beale AFB, CA. These positions in-

creased the 307 CES at Barksdale AFB, LA to a large squadron and leveled Fire Emergency Services manning at 28 units.

Eight CE squadrons provided 174 personnel to participate in Joint Exercise PATRIOT WARRIOR from 7-26 June 2015. Additionally, the CE squadrons deployed 237 civil engineers to five locations throughout the USCENTCOM area of responsibility.

Maintenance (A4M)

AFRC/A4MS gained approval to use the munitions accountable systems officer position description and grading as a GS-2001-11. This advanced munitions



Lt Gen James Jackson presents the John T. Bohn award to the Air Force Reserve History Team for having the best overall MAJCOM history program in the Air Force. The award is named after Mr. John T. Bohn who fostered the idea that history was a necessity that carried great practical value for the Air Force. He began his career as a historian in the Air Defense Command's Office of History in 1946—what is today's Air Force Reserve Command's History Office. The Air Defense Command was redesignated as the Continental Air Command in 1948, as HQ Air Force Reserve (AFRES) in 1968, and as HQ Air Force Reserve Command (AFRC) in 1997. Mr Bohn went on to serve as the command historian for the Strategic Air Command. (USAF Photo)

accountability and processes at AFRC's 13 Munitions Storage Areas and brought them into compliance with current AF instructions.

The contested future of the A-10 fleet, which included the debate of divestiture, created hiring challenges across the command. In coordination with Air Combat Command, the Barksdale TF34 engine central repair facility relocation to Davis Monthan AFB was approved. Their ability to augment the manning at the base benefited the Air Force's A-10 fleet.

The Hill AFB F110 Engine Regional Repair Center (ERRC) continued its transformation to F-35 sustainment. As a result, AFRC planned to sustain F-16s without establishing 3-level repair capability at new F-16 locations. AFRC relocated the Hill AFB ERRC to the 301st Maintenance Group at NAS Fort Worth Carswell Field JRB Texas as a CRF (Centralized Repair Facility). The move supported the bed down plan and assisted Hill AFB in F-16 engine overhauls. This allowed for future AFRC F-16 fleet expansion possibilities with no impact to the F110 repair network.

Material Management (A4RM)

HQ AFRC/A4RM Spares Section chaired combined Readiness Spares Package base level review with Air National Guard and AFRC units. The reviews included C-130s, KC-135s, F-16s, A-10s, and HH-60s with supply and maintenance personnel from various units. The review process updated the range of items in the authorized package

and verified the complete set of data used to compute quantities for those items.

Policies and Procedures (A4RR)

In an effort to refine and bolster the Base Operating Support (BOS) process, AFRC/A4RR provided continual updates to logistics publications and the Performance Work Statement (PWS). This ensured proper guidance in the enforcement of compliance standards. The combined efforts of A4R and legacy AFRC/PK provided clear direction for 42 representatives from all BOS locations that effectively monitored contractor performance, ensured contractors carried out all PWS requirements.

Directorate of Strategic Plans, Programs and Requirements (A5A8)

Requirements Division (A5R)

A5R improved second-year NGREA obligation rates to 86 percent. This was an all-time high for second year rates. In addition, A5R secured an additional \$33 million FY15 omnibus funding used to upgrade 48 LITENING pods to "Sensor Enhanced" and 54 pods to "Plug-n-Play 3" software, \$7.4 million FY16 overseas contingency operations funding for Guardian Angel, and \$3 million for HH-60 Rotor Brakes. A5R also answered a data call for fallout FY14 NGREA funding and secured \$8.8 million for C-130 "Real Time in Cockpit" upgrades, C-17 test stands, F-16 simulator, and support equipment.

War and Mobilization Plans (A5XW)

AFRC/A5XW established inter-directorate working groups to better integrate command plans and programs. One group completed plan initiation and mission analysis for the first of 12 support plans. It articulated how AFRC fits into combatant commander and SecAF missions and programs while providing a comprehensive risk analysis. Another working group supported the Global Force Management data initiative integrating authoritative data sources ensuring AFRC data integrity that was visible and accessible to the Secretary of Defense reflecting an accurate command structure defined by the Command ID code change to the Personnel Accounting System for all AFRC units. This action defined further AFRC's role as a major command supporting the warfighter as an operational Reserve.

Communications and Information (A6)

2015 Outstanding Command Cyber Readiness Inspection (CCRI) results at six AFRC locations: March ARB, HQ AFRC, Grissom ARB, ARPC, Westover ARB and Niagara ARB. In 2015, US Cyber Command directed DISA (Defense Information Services Agency) to conduct CCRI's at six AFRC locations. HQ AFRC/A6SC provided training and technical assistance to each of these locations which included continuous compliance tracking framework, weekly telecons starting four months from inspection, and two on-site visits

prior to inspections. Inspection recognition for several 'firsts' in network security configurations and most notable a "best seen to date" NIPRNet score at Gressom AFB. Overall average of the scores at the six locations were "Excellent" and reflect support of Wing Leadership, hard work and long hours.

2015 hallmarked significant milestones in AFRC/A6 Knowledge Management Branch. Between the authoring of the first

Headquarters SharePoint Governance, which provides structured operating standards for 185K users while protecting a \$2.3M 2013 data enterprise. A6OK also paved the way for other MAJCOMs to follow in curtailing personal identifiable information (PII) breaches. AFRC went from once leading all other MAJCOMs in PII breaches to a remarkable noteworthy 100 percent turnaround to now leading the fight in preventing and mitigating breach violations through

education, techniques, tactics, and procedures as spotlighted by the Air Force Inspection Agency. Our FOIA/PA team was identified as a "superior team performance." The KM Branch and SharePoint team were instrumental in the successful AFRC SharePoint migration. This encompassed the entire command moving to a 2013 SharePoint platform. The project included moving three NAFs, 29 wings, AF Contracting, AFOSI, and ARPC. Actualization



Maj Gen Richard S. Haddad, Air Force Reserve Command vice commander, flips the coin prior to the kickoff of the Air Force Reserve Celebration Bowl at the Georgia Dome in Atlanta 19 December. (Air Force photo/MSgt Chance Baibn)

called for designing, building, testing, and overseeing 103 site collections that aid in critical document management, centralized workflows, elevated job forums, and increased utilization for customers.

Global Power (A8W)

AFRC/A8W, AFRC's Global Power Panel, top three accomplishments during 2015 included work at three different AFRC wings. The 489th Bomb Group (BG), Dyess AFB, Texas, and associated elements were reactivated during a 17 Oct 2015 ceremony at Dyess Air Force Base, Texas. This was the first time AFRC provided combat ready forces in the B-1 mission. The 489 BG provided a B-1 formal training mission element and supported combat operations in a classic association program with the active duty 7th Bomb Wing.

At Patrick AFB, Florida, the 920th Rescue Wing improved its ability to train and qualify aircrews to airdrop container delivery system or heavy equipment. This new capability provided crews the ability to deliver supplies or the Guardian Angel Rescue Vehicle in concert with pararescue personnel.

At Hill AFB, Utah, the 419 FW celebrated the arrival of the F-35A Lightning II fighter on 23 October 2015. Along with Air Combat Command's 388 FW, the 419 FW was the first operational F-35 unit in the Air Force.

Directorate of Annalses, Assessment, Lessons Learned and AFSO21 (A9)

Over the past year, Individual Cost Assessment Model (ICAM) continued to mature as a tool which provided the AF with a capability to assess 3-component burdened life cycle manpower costs of Airmen and has been inducted into the AF Standard Analytical Toolkit. The team achieved another milestone which provided the first-ever annual cost estimates for ARC members by category and is currently being incorporated into AFI 65-503.

AFRC/A9 provided defendable, repeatable, and transparent studies and analyses resulting in technical reports and recommendations which ultimately enabled AFR senior leaders to make more informed decisions. These included quantitative underpinnings to the AFR strategic planning process, drug demand reduction policy analysis, policy on the rated force service commitment lengths, decision support for basing decisions that determine planning and programming actions to support bed down of flying wings, and modeled Air Reserve Technician survivor benefits depending on duty status on death.

AFRC remained committed to its continuous process improvement journey through the development of senior leaders that embrace change and organic CPI practitioner capability. AFRC hosted six AF Senior Leader Courses increasing the trained population

to 379 senior leaders. Additionally, AFRC added 325 trained resources this year via instructing 13 Green Belt academic courses and certifying 15 Green Belts. Furthermore, AFRC remained focused on the commands most complex problems, to include the A4/7 consolidation, PK directorate stand-up, AF/A3 TFAM Fighter Enterprise Redesign, Total Force F-11 Pilot Production, the OBANs production process, basing actions execution, expeditionary training and TFAT Training Business Process Reengineering.

Health Services

Medical Readiness and Management (SG)

The Surgeon General Plans division participated in exercise PATRIOT WARRIOR; a field training exercise for Reserve, Army, Canadian and British medical personnel. Participants accomplished 100 percent Unit Type Code training in support of an En Route Patient Staging System. The SGX division also participated in the High Velocity Analysis (HVA). The initial phase of the ground medical HVA determined the appropriate AD/RC mix. The HVA helped in the identification of mission sets that could be more efficiently met utilizing ARC resources.

Information Protection (IP)

Headquarters AFRC/IP teamed with the Directorate of Communications and conducted the Command Cyber Readiness Evaluations of March ARB, California; HQ AFRC, Robins AFB,

Georgia; Grissom ARB, Indiana; Minneapolis-St Paul, Minnesota; and Niagara Falls ARS, New York. These evaluations identified compliance issues at AFRC installations and developed courses of action necessary to resolve any issues prior to each installation's Defense Information Systems Agency Inspection. IP

focused exclusively on traditional security (information protection and physical security). The results of these evaluations revealed significant security shortcomings, which could have resulted in inspection failure if left uncorrected. HQ AFRC/IP augmented 70 functional assessments of AFRC base

operating support and tenant units. IP also provided program oversight to full-time IP offices at nine AFRC bases, one joint base, and one Army installation.

Inspector General (IG)

AFRC Office of IG experienced major changes following the 2014 MET study. The IG team grew by 11



A pararescueman from the 304th Rescue Squadron, Portland Air National Guard Base, Ore., pulls himself into an HH-60 Pave Hawk helicopter from the 305th Rescue Squadron, Davis Monthan Air Force Base, Ariz., over the Pacific Ocean near Oregon's northern coast 5 May 2015. The pararescuemen practiced various rescue scenarios in the ocean as part of annual training. Both squadrons are geographically separated units of the 920th Rescue Wing, a combat search-and-rescue Air Force Reserve wing located at Patrick AFB, Fla. (US Air Force photo by 2Lt Anna-Marie Wyant)

full-time AGR positions. Two new divisions, Inspection and Analysis were established. The Special Inspections Branch developed strategies and procedures for interim unit visits and non-unit effectiveness inspections (UEI). Additionally, IG actively participated on the Functional Review Board for the IG Evaluation Management System (IGEMS) and the Management Internal Control Toolset group of the IG's Inspection Reporting System.

During 2015, the IG conducted 20 UEIs, assisted with one Nuclear Operations Readiness Inspection, and underwent its own Management Inspection performed by AFIA which received an "effective" rating. IG personnel formally interviewed over 5,250 Airmen and Civilians during Airmen-to-IG Group Session interviews and over 1,050 personnel in Airmen-to-IG Individual Session interviews under 90-201 UEI guidance. The IG staff also addressed over 645 individual IG complaints.

HQ AFRC Force Generation Center (FGC)

The FGC's accomplishments during 2015 included the ARC Force Visibility Initiative, the Post Deployment Survey, and AFRC Mobilization and Volunteerism oversight.

The Air Reserve Component (ARC) Force Visibility Initiative is a CSAF-sponsored project under the broader ARC2Mission banner. This initiative provided CSAF, MAJCOM commanders, and authorized AD and RC senior leader visibility of ARC member participation worldwide. It also created

a geospatial tool which depicted the number and location of Air Force Reserve and Air National Guard members deployed, TDY or otherwise activated in support of active duty missions.

AFRC FGC staff and other subject matter experts created a post deployment survey designed to capture deployed Airmen assessments of individual, family and employer impacts related to deployment benefits, entitlements, and dwell time issues. The Survey began with the 442 FW, Whiteman AFB, Missouri.

Throughout the year, the FGC served as the single point of fusion for daily force management and visibility of 68 thousand AFRC members and oversight of 1.6 million man-days for 17,000 mobilized and volunteers supporting various missions. Additionally, the FGC published AFRCI 10-208 which codified the responsibilities and execution of AFRC C3 Deliberate and Crisis Processes.

The FGC assembled 245 Reserve airlift support sorties that moved 453 passengers and 70 short tons of cargo for AFRC units. The FGC also chaired the AFRC Threat Working Group, which evaluated 168 missions and 285 location threats. The FGC monitored 14,994 deployed Reservists, and coordinated short-notice travel requirements, which resulted in a low two-percent late required delivery date rate. The FGC also developed a process and timeline for deploying units to follow, which ensured nonorganic airlift and in-transit visibility.

Management Inspection

The Air Force Inspection Agency (AFIA) out-briefed Lt Gen Jackson on the results of the HQ AFRC Management Inspection. In an email to the headquarters, he stated that he was proud to report the inspection team rated the headquarters as HIGHLY EFFECTIVE in three of the seven major graded areas and EFFECTIVE overall. The inspection team singled out three superior performers: Ms. Joy Carroll, HQ AFRC/A7KO; Mrs. Hope McMahon, HQ AFRC/CTO; and Ms. Donna Watson, HQ AFRC/A9R.

Recruiting Service

Advertising and Information Systems/RSA & Operations and Training (RSO)

AFRC completed FY15 at 102.1 percent of its Selected Reserve end-strength requirement, and 101.3 percent of its recruiting goal. RSO exceeded accession requirements for the 15th consecutive year. AFR Recruiting Service sponsored Grammy Award-winning country artist Darius Rucker at the Museum of Aviation on 3 July 2015. On 19 December 2015, the inaugural AFR Celebration Bowl was held at the Georgia Dome in Atlanta, GA. The bowl game featured champions from the two prominent historically Black colleges and universities conferences. This game was watched live and via network television by more than one million viewers.

AIR RESERVE PERSONNEL CENTER

ARPC

Directorate of Assignments (DPA)

The Air Reserve Personnel Center's (ARPC) DPA division executed AFRC's Stripes for Exceptional Performers II (STEP II) Board 20-24 July 2015 at HQ ARPC, Buckley AFB, Colorado. This board included 314 packages received and 250 packages met the board. One hundred and eighteen enlisted members were selected for promotion to the ranks of technical sergeant through chief master sergeant.

Assignments (DPAA)

The ARPC's DPAA division worked closely with DPX to enhance 30 real-time ARB remedy system applications to meet current and future requirements of the ARB. DPAA initiated an AGR project with Oracle and completed a service cloud process analysis which developed process flows for ARB, AGR request to Advertise, AGR Force Reductions, and AGR career brief products for an initial delivery of a service cloud program. DPAA also managed \$2.6 million in HQ AGR permanent change of station funds. This ensured AGRs in-place and on-time kept AFR mission 100

percent operational.

PIM Management (DPAM)

The ARPC's DPAM executed FY15 IRR Muster program. DPAM forged innovative partnerships with AFRC recruiters who sold AFR services to mustered IRR members. DPAM executed \$55 million HPSP/FAP programs with over 1,650 students. AF HPSP managers processed over 417 accession packages with 103 critical-skilled officer positions filled and achieved a 90 percent officer manning rate.

Education and Training (DPAT)

The ARPC's DPAT led the AFRC Formal Training Team. This team oversaw process updates and garnered a 100 percent accountability rate, which saved the Air Force \$3 million. DPAT also worked the Reserve classification training waiver OPR. They cut the nine month process down to one week, and processed 23 mission essential packages that saved the AFR \$15 million.

Contact Center Operations Support Division (DPTO)

The ARPC's DPTO division enhanced ARPC's call system. This provided the ability to record

center wide calls for personnel feedback and increased customer support. DPTO created monthly health checks for DPT sections and identified where opportunities existed for customer support areas. DPTO also facilitated soft skill development training for the center which increased the ability to positively interact with customer base.

Promotion Board Secretariat (PB)

The ARPC's PB division processed a Title 10 change that allowed lieutenants to be added to a promotion scroll for SECDEF approval without meeting a Special Selection (SSB) Board. ARPC/PB anticipated annual savings of approximately \$93,000 by eliminating Captain SSBs. PB executed 159 individual promotion boards which ensured 7,950 officers received fair process. ARPC/PB briefed SECAF Deborah Lee James six times on results and ensured quick approval of scrolls. PB developed a myPERS application that calculated an officers' next promotion board and helped design a user friendly application.

Headquarters Individual Reservist Readiness and Integration Organization (HQ IR RIO)

HQ IR RIO activated their inaugural Tier 2 Support Center in March 2015. The center received 1,700 calls and 1,800 myPERS tickets with 2,500 customers supported. The Reserve Pay Office at HQ IR RIO became fully operational on 6 April 2015. The pay office served eight thousand members of the IR population. The IR RIO conceived the first ARPC mobile app design for RIO

on 29 May 2015. This provided IRs real-time information access.

Directorate of Future Operations & Integrations (DPX)

The Air Reserve Personnel Center's Directorate of Future Operations & Integrations (DPX) reengineered Virtual Personnel Center Tier 0 (self-service) web data servers to a virtual enclave at Headquarters Air Force Reserve Command. This resulted in a 67 percent throughput

upturn. DPX was selected by Headquarters Air Force's Plans and Integration division (HAF/A1X) for development of the Total Force Enlisted Evaluation Promotion System (TF EES) through the Tier 0 BMC Remedy platform. DPX worked to average 270 AFR knowledge article updates per month which paved the way to 25 percent increase of myPERS views at 3.6 million monthly. DPX also insourced a mail support contract and resolved high turnover & security clearance delays.



MSgt Mike Maroney embraces 3-year-old LeShay Brown after rescuing her and her family from a New Orleans rooftop after Hurricane Katrina in 2005. Maroney and 13-year-old Brown reunite after a 10-year search by Maroney to find the girl who's smile and hug helped him through the difficulties of the rescue effort. (US Air Force photo/A1C Veronica Pierce/Waner Brothers photo/Erica Parise)

FOURTH AIR FORCE

4 AF *STRATEGIC REACH*

The wings, groups, and squadrons of the 4 AF expedited the readiness of assigned strategic mobility forces and performed effectively as valuable total Force partners in the U.S. Air Force throughout 2015. Early in the year, the New Jersey-based

composite wing supported Operation UNITED ASSISTANCE (OUA). Maintainers from the 514 AMW prepared four aircraft for the operation, ensuring the delivery of several medical specialists and vital supplies to West Africa. In addition,

the wing engaged in one of the largest equipment transfer missions performed by the US armed forces in Central Asia, transporting more than 1 million pounds of cargo and 53 vehicles from Afghanistan to Uzbekistan in 100 hours. Several 514 AMW maintenance, mission support



Members of the 433rd Airlift Wing and 68th Airlift Squadron practice evacuating out of a C-5A Galaxy by using a deployed emergency slide during Aloha Stampede 2015 at Hilo, Hawaii, 15 May 2015. Aloha Stampede is an exercise designed to evaluate and test the Airmen of the 433rd AW on readiness and provide combat-ready Airmen with realistic training. (US Air Force photo by SrA Keith James/Released)



Aerial porters from the 349th Air Mobility Wing and loadmasters from the 312th Airlift Squadron work with US Coast Guard personnel to load and unload 25-foot (8 meter) Defender Class Response Boats Small (RB-S) aboard a C-5M Super Galaxy, 22 February 2015 at Travis Air Force Base, Calif. The wing created a series of interlocking events to allow most members to exercise their primary job skills in a realistic setting, rather than perform ancillary training or administrative requirements. Personnel from FEMA California Urban Search and Rescue Task Force 4 and U.S. Navy Reserve air transportation specialists also took part in the training. The Wing Inspection Team used the AFSC skills training events to inspect key processes and validate squadron self-inspection results. (US Air Force photo/Lt Col Robert Couse-Baker)

personnel, and other specialist Airmen deployed to installations throughout the US Central Command (USCENTCOM) area of responsibility (AOR), including the United Arab Emirates (UAE), Kuwait, Oman, and Qatar, as well as other distant locations. In addition, the wing participated

in humanitarian relief missions to Haiti.

The 624th Regional Support Group (624 RSG) also carried out numerous tasks in 2015. For several months, 51 aerial porters deployed to Afghanistan, Kuwait, Qatar, and Oman for Operation Enduring Freedom

(OEF), Operation INHERENT RESOLVE (OIR), and Operation FEEDOM'S SENTINEL. At the CENTCOM AOR they supported more than 1,200 missions that moved approximately 10,300 passengers and 6,600 tons of cargo, accomplishing a 99 percent on-time departure



MSgt Patrick Ragosta, 514 Air Mobility Wing, 16 June 2015, Patriot Warrior, Fort McCoy, Wisconsin. Historian in training. (Photo by 482 FW/HO TSgt Lionel Castellano.)

More than four thousand troops and one hundred units from across the country are training at Fort McCoy. The Army Reserve soldiers are participating in the Patriot Warrior exercise. The more than two week-long exercise features realistic combat scenarios which tests soldiers readiness skills, helps them work collectively, and prepares them for upcoming deployments.

reliability rate. Personnel deployed in Afghanistan often worked during indirect fire attacks. The 624 RSG also participated in Operation JOINT MEDIC, a Total Force Initiative (TFI) at Nellis Air Force Base (AFB), Nevada.

349th Air Mobility Wing

The 349th Air Mobility Wing (349 AMW) maintained a high operations tempo in 2015, delivering 12,894.6 tons of cargo, 7,642,500 pounds of fuel, and 11,304 passengers in 680 missions and 5816.6 flying hours from January through November. The wing participated in major

operations at home and abroad, including OEF, FREEDOM'S SENTINEL/RESOLUTE SUPPORT, and NOBLE EAGLE (ONE), along with several exercises. The 349th Operations Group (349 OG) deployed numerous crews and Airmen from Travis AFB, California during the year. Fifteen KC-10 crews completed 3,600 mandays, two members of the 349th Air Mobility Operations Squadron (349 AMOS) supported humanitarian relief missions to earthquake-stricken Nepal during the spring, and 13 aeromedical evacuation personnel traveled to Bagram Airbase (AB), Afghanistan,

Al Udeid AB, Qatar, Ramstein AB, Germany, and locations within the continental US (CONUS) to provide critical medical care for US and allied patients.

Participants contributing to the mission success of the 349 AMW included the Airmen of 349th Maintenance Group (349 MXG), who supported OEF, FREEDOM'S SENTINEL, INHERENT RESOLVE, and missions to the Horn of Africa (HOA). Throughout the year maintainers deployed to bases in the Arabian Gulf while the group supported the first all-Mobility Air Forces (MAF) Tanker/Airlift Control Center (TACC) flight to Ramstein AB, Germany. Meanwhile, the 349th Medical Group (349 MDG) accomplished an individual medical readiness (IMR) rating of 84 percent for the largest associate wing in Air Force Reserve Command (AFRC). The 3,600 physical examinations completed by 349 MDG personnel included more than 90 short-notice deployment-processing, along with pre- and post-deployment support for 335 Airmen that resulted in zero discrepancies in the respective AORs.

Several 349 AMW mission support squadrons carried out important tasks in 2015. The 55th Aerial Port Squadron (55 APS) also participated in humanitarian relief operations to Nepal, which delivered 69 responders, six dogs, and 21 tons of cargo, saving 58 lives. In addition, 22 aerial porters completed six-month deployments to several locations in Afghanistan and Southwest Asia, where they supported more than 10,000 missions and handled

190 short tons of munitions, while their colleagues processed 35,000 short tons of cargo and assisted 44,000 passengers at Travis AFB. Many base defenders from the 349th Security Forces Squadron (349 SFS) also deployed to locations throughout the world.

Airlift Wings in 2015

From Joint Base (JB) Charleston Air Force Base, South Carolina, the 315th Airlift Wing (315 AW) participated in several important operations throughout

the world, flying 2,514 sorties and approximately 9,000 hours delivering 13,270 passengers and 33,113 tons of important cargo. The wing furnished the most Reserve C-17 support to Air Mobility Command (AMC) for Presidential (POTUS) and contingency surges during the year, representing increases of 172 percent in passenger transportation, 388 percent in cargo, and 25 percent in contingency response missions for OEF, OIR, FREEDOM'S SENTINEL, NEW DAWN, SANGARIS, and OUA.

Personnel from various squadrons deployed to the USCENTCOM AOR and other locations at home and abroad. Notable deployments included 13 Security Forces dispatched to Jordan to serve as base and ramp defenders for Exercise EAGER LION and 21 aeromedical evacuation specialists participated as members of Aeromedical Operations Evacuation Team in Afghanistan, Qatar, and Germany.



Lt Gen James Jackson, chief of Air Force Reserve and Air Force Reserve Command commander, refuels a simulated F-16 Fighting Falcon aircraft as Master Sgt. Kenneth Knight, 72nd Air Refueling Squadron in-flight refueling technician, assists him in a boom operator weapons system trainer at Grissom Air Reserve Base, Ind., 17 April 2015. Grissom is the first AFRC base to have a BOWST, which will allow KC-135 Stratotanker boom operators to conduct vital training in a virtual environment. (US Air Force photo/TSgt Benjamin Mota)

The U.S. Department of Defense (DoD) launched OUA early in the year to combat the spread of the Ebola Virus Disease (EVD) epidemic in West Africa and assist the inhabitants of the region with recovery from the effects of the catastrophe. The 315 AW executed the first of 184 flying missions in support of OUA and transported 518 passengers and 1.3 tons of supplies to the operational AOR. In addition, the 315th Aeromedical Evacuation Squadron (315 AES) established the first OUA Aeromedical Evacuation Operations Team, the first unit to utilize a double-configured Transportable Isolation Unit (TIU) to move nine passengers out of Africa. The 315 AES also developed an Ebola plan that the AF incorporated for guidelines that established worldwide TIU capabilities.

Stationed at JB San Antonio, Texas, the 433 AW was another 4 AF unit that engaged rigorously in operational deployments. The wing amassed 2,844 flying hours and transported 7,079 passengers and 5,104 short tons of cargo in 2015 at a time when the wing's aging C-5A fleet decreased from 16 to eight aircraft. Air crews from the 68th Airlift Squadron (68 AS) supported surge operations against Islamic extremist rebels in Syria and Iraq. Flying from 82 airfields, they compiled 220 combat sorties and 120 combat support sorties. In addition, the squadron participated in counter-drug actions for US Southern Command (USSOUTHCOM) over the Caribbean Basin.

The 433 AES, the 433rd Operations Support Squadron (433 OSS), and the 733rd Training

Squadron (733 TS) aerial port flight supported OEF in various capacities at very high operation tempos that produced significant numbers of flying hours and airlift deliveries. In addition, the 74th Aerial Port Squadron (74 APS) supported humanitarian airdrops to several thousand Iraqi refugees and the 433rd Security Forces Squadron (433 SFS) carried out more than 180 missions in the USCENTCOM AOR. Several maintenance, airlift control, and personnel in other specialties from the 433 AW also deployed to various locations during the year.

The 445 AW provided high-performing airlift support with its C-17s from Wright-Patterson AFB, Ohio in 2015, accomplishing 1,411 sorties and 5,975 flight hours in missions carried out for AFRC and US Transportation Command (USTRANSCOM) on six continents. Collectively, 140 Airmen in the wing completed 13,300 days of work supporting OIR and FREEDOM'S SENTINEL. These missions included flights to Afghanistan and evacuations for wounded personnel. In addition, the 445 participated in a humanitarian mission to Haiti early in 2015, transporting 270,864 meals to the impoverished country.

The 932 AW carried out important missions for high-level political leaders in 2015. At the beginning of the year, the wing transported members of Congress in multiple C-40 flights to the People's Democratic Proletarian Republic of Cuba as diplomatic relations between that country and the US became normalized. Later in the year, 932 AW crews delivered

Congressional delegates on a fact-finding mission to Ukraine in response to Russian incursions into the country. A short time after completing these actions, the wing successfully completed a Unit Effectiveness Inspection (UEI) at Scott AFB, Illinois. In June, the 932 SFS participated in a detainee movement team that transferred detainees from Guantanamo Bay, Cuba to Oman with a follow on mission out of Afghanistan.

446th Airlift Wing

From JB Lewis-McChord, Washington, the Airmen of the 446 AW carried out numerous operations throughout the world, dispatching 16 aerial porters to Senegal to support OUA anti-Ebola activities. Other deployments included personnel from diverse specialties to Afghanistan, Southwest Asia, the Far East, and CONUS locations to provide critical maintenance and support services. Several maintainers spent several months in the USCENTCOM and Pacific Air Forces (PACAF) AORs in 2015. The wing also collaborated with AMC in Operation PHOENIX BANNER, airlifting 131 passengers, 46 vehicles, and 323,000 pounds of cargo in 55 hours in support of POTUS travel.

During the year the 446 OG played a greater role in Operation DEEP FREEZE, the recurring supply mission for scientific researchers stationed in Antarctica carried out in collaboration with the New Zealand Ministry of Defense. Aircrews normally carried out this operation in the late fall season of the Southern Hemisphere just before the onset of harsh winter conditions. C-17 operators from

the 446 OG completed more than 150 hours of flight, engaging in two medical evacuations, and transporting 1,300 passengers and several hundred thousand pounds of cargo. Equipped with night vision goggles, 446 AW crewmen conducted the first winter sortie in 50 years.

452nd Air Mobility Wing

March ARB supported national defense and humanitarian missions with a total of 2,224 airlift missions, 43,403 troops and passengers moved, 4,258 short-tons of cargo/baggage airlifted. These missions included NASA support, Army (JOAX), Navy, AEF, UAE, presidential support, and numerous PA and Space-A passenger movements.

In April 2015, the U.S. Agency for International Development's (USAID) Office of U.S. Foreign Disaster Assistance (OFDA) activated an elite group of search and rescue personnel sponsored by the Los Angeles County Fire Department to deploy to Nepal in support of earthquake emergency rescue operations. The 452nd was essential to the deployment of a disaster response team from



(Left to right) Maj Gen Kenneth D. Lewis, Jr., director, Air, Space and Information Operations, Air Force Reserve Command, Robins Air Force Base, Georgia; Roger Rupp, Boeing Company and chair, Greater Riverside Chambers of Commerce Military Affairs Committee, Riverside, California; Col Albert Lupenski, commander, 439th Airlift Wing, Westover Air Reserve Base, Massachusetts; and Maj Gen John C. Flournoy, Jr., commander Fourth Air Force, gather at the 16th Annual Raincross Trophy Dinner 19 November 2015, to present the Raincross Trophy, signifying the best wing in Fourth Air Force, to the 439 AW. The trophy, pictured here, bears the winning wing's name each year and remains at 4 AF headquarters. The annual winner receives a smaller replica for his or her wing to keep and display. (US Air Force photo/Senior MSgt Keith Baxter).



US Air Force Maj Judith Coyle crosses the finish line of the women's triathlon in downtown Pohang, South Korea, during the CISM World Games 10 October 2015. Coyle earned bronze for the USA in the seniors division with an overall time of two hours, 15 minutes and 27.69 seconds. (U.S. Armed Forces Sports photo by Gary Sheftick)

LA County, which is a 57-person team, known as the Urban Search and Rescue Task Force 2 (CA-TF2), composed of firefighters, canine handlers, engineers and doctors. They helped with load planning, identifying the equipment from their [CA-TF2] team, placarding and then loading equipment on the 60-K Loader with 21.5 short tons of cargo. Additionally Nepal

Earthquake relief, with the Navel Special Warfare TF-2, we planned 366 tons of cargo, deploying 374 personnel continuing the relief effort.

512th Airlift Wing

The 512 AW deployed 131 Airmen to 16 locations throughout the world, many of them under the new Reserve Component

Period (RCP) schedule. Most deployed personnel went to USCENTCOM bases located throughout Southwest Asia and Afghanistan. Meanwhile, a crew from the 709th Airlift Squadron (709 AS) participated in the first-ever deployment of a new platform, the C-5M. Assigned to the 385th Air Expeditionary Group (385 AEG), the Airmen completed

22 combat sorties to Afghanistan, compiling 77.6 combat flight hours, including one flight that transported eight mine-resistant armored vehicles weighing a total of 280,880 pounds.

Several squadrons in the 512 AW deployed a wide range of mission support personnel during 2015. The 512th Civil Engineer Squadron (512 CES) and the 512th Security Forces Squadron (512 SFS) deployed Airmen at long intervals to the CENTCOM AOR in support of INHERENT RESOLVE and other operations. The 512th Memorial Affairs Squadron (512 MAS) also supported these operations at the Dover AFB Port Mortuary, sending several members there to provide respectful care for 45 fallen heroes from January to August and train 82 joint service students in mortuary operations.

Two aerial port squadrons assigned to the 512 AW also accomplished mission-execution excellence during the year. Three members of the 46 APS deployed to Afghanistan and supported approximately 5,700 missions and the transportation of 120,000 passengers while the squadron itself participated in three major exercises throughout 2015. The 71st Aerial Port Squadron sent 33 porters to the USCENTCOM AOR on six-month rotations, most of them to Afghanistan, where they moved nearly 120,000 passengers and 100,000 short tons of cargo.

Air Refueling Wings

At Grissom Air Reserve Base (ARB), Indiana, the 434th Air Refueling Wing (434 ARW)

compiled over 7,029 flying hours, its highest rate of operations in 15 years. In addition, the wing's maintainers achieved the highest mission capability rate in AFRC for the sixth consecutive year. During 2015, the wing deployed 320 Airmen and 13 aircraft to operational deployments in the USCENTCOM and US European Command AORs. The 434 ARW also successfully completed several training exercises and inspections throughout the year.

The 916 ARW played a critical role in a hurricane evacuation plan, utilizing three KC-135 tankers to assist with the evacuation of 62 F-15 E fighters and deliver 80 personnel and 24,000 pounds of maintenance equipment. With fewer than 24 hours to prepare, the wing successfully safeguarded assets collectively appraised at \$2.3 billion. The 916 ARW doubled its flying hours and tripled its fuel delivery during the 2015 fiscal year (FY), proving itself ready to receive and utilize effectively a new air refueling platform at Seymour Johnson AFB, North Carolina, the KC-46. The wing deployed several Airmen to the CENTCOM AOR, where they supported OIR and FREEDOM'S SENTINEL by flying 605 missions and delivering five tons of cargo to 500,000 refugees in Erbil, Kurdistan, Iraq.

Another 4 AF supported North Atlantic Treaty Organization (NATO) effort aimed at containing Russian actions in Europe. In June, 30 KC-135 operations and maintenance Airmen from the 927 ARW went on temporary duty (TDY) from MacDill AFB to En-

gland for Operation ATLANTIC RESOLVE (OAR). The two-week TDY contributed substantially to the US commitment to NATO allies at a time when Russia had been intervening in a political conflict that had embroiled Ukraine.

From Tinker AFB, the 507 ARW supported USCENTCOM and several other combatant commands across the globe throughout 2015, mobilizing 115 Airmen, delivering 15,500,000 pounds of fuel to 1,648 receivers, and flying 893 sorties in more than 4,200 hours. For Operation INHERENT RESOLVE, the 507 ARW generated 475 sorties and achieved a mission capability rate of 95 percent. Moreover, the wing met 100 percent of all deployment delivery dates with zero discrepancies. Meanwhile, the 507 ARW accomplished the highest KC-135 mission capable rate in AFRC despite undergoing a disassociation and manpower reduction from the Air National Guard.

In August 2015, during the Joint Army Exercise and Air Drop, Operation DRAGON SPEAR, the 452d AMW was the first CONUS intermediate staging base in 22 years. The wing facilitated the movement of 425 short tons of cargo, 1,550 personnel, and the execution of 38 aircraft missions involving eight C-130 and four C-17 aircraft. The wing was praised by SecDef for flawless execution.

TENTH AIR FORCE

10 AF *POWER & VIGILANCE*

Air National Guard Air Force Reserve Command Test Center (AATC)

AATC continued to support the Warfighter and Combatant Commanders all throughout 2015, and held the annual Weapons and Tactics Council (WEPTAC) 19-23 October 2015, with about 800 participants. All AFRC platforms and systems were represented and Lt Gen Jackson lauded the Council's

efforts as "Best seen to date!"

The F-16 Combined Test Force (CTF) continued flight test on Software Capabilities Upgrade 9 (SCU-9) with major tapes 3 and 4. In September 2015, we deployed six F-16s to Eglin AFB to conduct missile shots and ALQ-213 and ALR-56M Electronic Warfare (EW) testing.



SrA Cody Grauel, Air Force Global Strike Command's 2nd Maintenance Squadron, left, inspects the No. 3 engine fuel pump on B-52H serial number 61-0007, the Ghost Rider, while SSgt Bradley Austin, with the Air Force Reserve Command's 307th Maintenance Squadron, inspects the No. 3 engine hydraulic pump. Tinker's B-52 System Program Office is one part of a team of units working together to get the B-52 back in flying condition to rejoin the Air Force fleet. (US Air Force photo by Teresa Pittman, AMARG)

The CSAR section continues to test Blue Force Tracking, conventional, special material and kinematic IRCM flares and the Avionics Communication Suite Upgrade. HH-60s are testing the Electronic Flight Bag in conjunction with the A-10 division to increase situational awareness and reduce cockpit clutter.

44th Fighter Group

From 26 September 2014 to 15 April 2015, the 44th Fighter Group (44 FG), Tyndall AFB, Florida, deployed with their active-duty partners in the 95th Fighter Squadron, 325th Fighter Wing, in the first F-22 Raptor combat deployment in history. During the deployment to Al Dhafra AB, United Arab Emirates, in support of Operation INHERENT RESOLVE, the 44 FG flew 161 combat missions, 1,000 flying hours, and destroyed 1,150 targets. They also delivered 150 Joint Direct Attack Munitions and protected 967 coalition aircraft.

The 44 FG deployed with the 325 FW once again from 28 August 2015 to 13 September 2015. The two units completed the first F-22 deployment to the United States European Command. During their deployment, the units showcased the Rapid Raptor concept first developed by the Air Force Reserve Command's 477th Fighter Group, Joint Base Elmendorf-Richardson, Alaska. Funded by the European Reassurance Initiative, the deployment included "out and back" missions to Estonia and Poland.

The 44 FG reached their Initial Operational Capability (IOC) in November 2015 after they joined with the 325 FW to generate 18 F-22s for combat deployment in Exercise CROWN ROYAL 16-01.

301st Fighter Wing

The 301st Fighter Wing (301 FW), NAS Fort Worth JRB, Texas, flew the F-16 Fighting Falcon throughout 2015. As part of the Total Force Integration initiative, the 301 FW has one F-22 classic associate unit which is the 301 FS and one F-16 active associate unit designated as the 495 FS.

On 14 April 2015, Reservists from the 44 FG and active-duty Airmen from the 95 FS returned to Tyndall AFB after completing the first F-22 combat deployment in support of Operation INHERENT RESOLVE. Eleven Reserve Airmen from the 44th

Fighter Group accompanied more than 200 active duty Airmen deployed from Tyndall. Six F-22s and approximately 230 short tons of cargo accompanied the Airmen.

Members of the 301 FW participated in Exercise RED FLAG 15-4. While there, they flew 127 range sorties with 95 percent of sorties flown with a 75 percent effective rate. During the exercise, two mission commanders received continuity training, while another received mission commander upgrade training. In addition, three pilots from the 301 FW received real-world survival training with a survival, evasion, resistance, and escape specialist. During RED FLAG 15-4, over 130 maintainers from the 301 FW's 301st Maintenance Group supported eight aircraft.

307th Bomb Wing

In February 2015, the 307th Bomb Wing (307 BW), Barksdale AFB, partnered with Air Force Global Strike Command (AFGSC) to remove a B-52 Stratofortress (61-0007) from the Aircraft Maintenance and Regeneration Group (AMARG) at Davis-Monthan AFB, Arizona, and return it to active service. Prior to the flight from Davis-Monthan AFB to Barksdale AFB, maintenance personnel completed fuel system repairs, full system checkouts, operational checks, and engine runs. Maintainers also helped a contract field team complete major/minor time compliance technical orders, parts swaps, and further maintenance actions. Following all that effort, a Reservist from the 307 BW flew the aircraft to Barksdale AFB.

On 2 April 2015, one B-52 crewed by members of the 307 BW and their classic associate partner, the 2nd Bomb Wing, completed a roundtrip sortie from the US to the Arctic. That same day, another B-52 from 5th Bomb Wing, Minot AFB, North Dakota, completed a roundtrip sortie to the North Sea region. Both sorties supported the POLAR GROWL training mission which allowed the aircrews to improve their navigation skills while simultaneously demonstrating US Strategic Command capacity. Each of the two legs of POLAR GROWL tested the bomber force's command and control apparatus' ability to support two synchronized flight paths. The bomber crews who flew the North Sea route participated in dissimilar air intercept maneuvers

with fighter aircraft from the Royal Canadian Air Force, Royal Air Force, and the Royal Netherlands Air Force. Bomber crews on the Arctic leg of the mission transited around the North Pole in order to practice polar navigation.

On 28 July 2015, Reservists from the 343 BS became the first Air Force Reserve aircrew to qualify on the new combat network communications technology (CONNECT) modification on the B-52H on Barksdale Air Force Base, Louisiana. The aircrew, call sign "Chaos 43," made up part of a Total Force Enterprise with the 96th Bomb Squadron, which combined active duty and Reservists. The CONNECT modification enhanced the bomber's technology with real-time communications uplinks, computer network servers, and color digital display screens. On 24 August 2015, Airman from the 307 BW and 2 BW returned to Barksdale AFB, LA, after completing a six-month deployment to Guam in support of Continuous Bomber Presence operations.

310th Space Wing

AFRC's only Space Wing, the 310th delivered diverse space mission support to four Active Component (AC) Space Wings, the National Oceanographic and Atmospheric Administration (NOAA), and two AC MAJCOMs. The wing's 19th Space Operations Squadron executed 150 pre-launch events culminating in over 900 man hours and three satellites ready for Combatant Commander taskings. The Reserve launch crews were highlighted in a "60 Minutes" episode, which broadcasted the

AF story worldwide. The 9th Space Operations Squadron (9 SOPS) provided the Commander, Joint Functional Component Command for Space, real-time battlespace awareness, and command and control to 58 TACON space units. This directly contributed to the successful employment of space effects airstrikes during Operation INHERENT RESOLVE while maintaining custody of over 23K objects in orbit around the earth. Other missions included protecting the International Space Station, and developing training for new \$1.2B Joint Space Operations Center Mission System.

The 310th and 710th Security Forces Squadrons held an intense two-week field training exercise at Camp Guernsey, Wyoming where exercise scenarios focused on counter-insurgency, unconventional warfare while simulating deployment to a hostile foreign country. During the two-weeks of training, the airmen interacted with the local merchants, village elders, and militants on a daily basis, while living in a primitive village constructed of large steel shipping containers.

340th Flying Training Group

In 2015, the 340th Flying Training Group (340 FTG), JB San Antonio, Lackland, flew 46,633 sorties in support of Air Education and Training Command student flying training. These sorties accounted for a cumulative 69,949 flight hours in the T-1 Jayhawk, T-6 Texas II, T-38 Talon,

TG-15 and TG-16 gliders, T-41 Mescalero, T-51 (Cessna 150), T-53 (Cirrus SR20), T-41 (Cessna 172), and UV-18 Twin Otter at six separate bases. The 340 FTG's 433rd Training Squadron Military Training Instructors at JB San Antonio-Lackland directly trained and graduated 20,994 new active-duty, Air National Guard and Air Force Reserve accessions in fiscal year 2015.

419th Fighter Wing

In 2015, the 419th Fighter Wing (419 FW), Hill AFB, Utah, successfully transitioned to F-35 Lightning II operations along with their Total Force association partners in the 388th Fighter Wing (388 FW), also assigned to Hill AFB, UT.

On 21 July 2015, the 34th Fighter Squadron (34 FS) reactivated at Hill AFB. The event marked the start of the F-35 era for both the 419 FW and 388 FW. At the time of the 34 FS re-activation, the first group of F-35 maintainers from the 419 FW remained in training. In fact, Reservists served as the primary F-35 maintainers Hill AFB and at training units at Luke AFB, Arizona, and at test units at Nellis AFB, Nevada. By 10 June 2015, the F-35 maintainer schoolhouse at Eglin AFB, Florida, had trained 691 maintenance personnel.

The first two combat-coded F-35s arrived at Hill AFB on 2 September 2015. On 14 October 2015, the 388 FW and the 419 FW held a ceremony that formally welcomed the F-35.



Lt Col George Watkins, incoming 34th Fighter Squadron commander, returns from a training mission over Eglin Air Force Base, Fla., 4 June 2015. Watkins is one the first 388th Fighter Wing pilots to complete F-35 training. (US Air Force photo/SSgt Marleah Robertson)

Lt Col Watkins, who assumed command of the 34th Fighter Squadron on 17 July 2015, said the transition from the F-16 to F-35 was smooth. Watkins stated that "The training was incredible.

There are a lot of similarities to the F-16, but obviously it's much more technologically advanced. Its leaps and bounds above an F-16." Watkins also said that "But for an F-16 pilot to sit in the seat and have the side stick and the fly-by wire, it's pretty comfortable to make that transition." Watkins and the other F-35 pilots at Hill AFB traveled to Luke AFB, Arizona; Eglin AFB, Florida; and Nellis AFB, Nevada, to maintain pilot proficiency until the 388th Fighter Wing received its F-35s.

Pilots from the Air Force Reserve Command's 466th Fighter Squadron, 419th Fighter Wing (419 FW) flew the F-35 alongside the 34th Fighter Squadron.

The first 419 FW pilot to fly the F-35 started training in the fall of 2015. The 388 FW and 419 FW have shared Hill AFB's operational F-16 Fighting Falcon mission since 2007. The two units associated as part of the Air Force Total Force Integration initiative, which sought to capitalize on the strengths of each component.



Aircraft 79-123 is the first A-10 Thunderbolt II flying out of the 442d Fighter Wing at Whiteman Air Force Base, Mo., to receive teeth on 13 May. The design was initiated by SrA Spencer Stringer, an aircraft structural maintenance technician. The design was created by Stringer, and his supervisor MSgt Geary Rose.

442nd Fighter Wing

The 442nd Fighter Wing, Whiteman AFB, Missouri, completed a deployment for training (DFT) to Eastern Europe in order to demonstrate America's commitment to the safety of the nation's NATO allies. The Total Force team of more than 200 members, which included 45 active-duty Airmen from the 358th Fighter Squadron, deployed in support of Operation ATLANTIC RESOLVE for approximately 45 days. These Airmen showcased the A-10C Thunderbolt II joint force combat capability by working side-by-side with active-duty Air Force Joint Terminal Attack Controllers training Latvian, Lithuanian, and Estonian JTACs on NATO Close Air Support (CAS) procedures. The Airmen launched 203 sorties for a combined 550 flying hours with eight deployed A-10s. During their sorties, the members of the two units fired over 8,370 rounds

of 30mm ammunition, 360 BDUs and 5,000 M206 flares. By the end of 2015, members of the 442 FW produced over 600 JTAC training sorties, providing over 2,000 individual controls for JTACs (44 percent of entire USAF JTAC training).

At the end of 2015, the members of the 442 FW had flown 3,290 sorties over 6,800 flying hours. The 442 FW also participated in the JADED GAMBLER live-fire exercise, which tested the A-10's ability to land on desert terrain. Maintainers identified three separate equipment issues that prompted fleet-wide inspections, changes and upgrades; an oxygen system upgrade within the aircraft's life support system, a technical order discrepancy on a munitions trailer; and a critical deterioration of an egress component. Finally, the 442 FW secured 1.5 million dollars in additional funding for fiscal year 2015 through a military

personnel appropriation request from the Air Combat Command, which filled critical manning vacancies.

477th Fighter Group

The 477th Fighter Group (477 FG) sent 12 F-22 Raptor aircraft and personnel, which included both active-duty and Reserve Airmen, to Hawaii for their Annual Tour training. During their AT, the 477 FG Reservists worked with the Hawaii Air National Guard. The 477 FG team led both operations and maintenance activities while deployed.

In April 2015, Maj Chad Newkirk of the 477 FG's 302nd Fighter Squadron (302 FS) became the 11th pilot in Air Force history and fourth pilot in the 477 FG to reach 1,000 flight hours in the F-22. Newkirk spent eight years on active-duty flying the F-15 Eagle and the F-22 at JBER and Langley AFB, Virginia. After

AFRC A-10 Thunderbolt IIs in Latvia

The 442nd Fighter Wing (442 FW), Whiteman AFB, Missouri, played a major role in Operation ATLANTIC RESOLVE, a North Atlantic Treaty Organization (NATO) exercise initiated in response to Russian encroachments in Ukraine. For several days, members of the 442 FW's 303rd Fighter Squadron (303 FS) deployed from Whiteman AFB to Eastern Europe in support of the operation, demonstrating their A-10C Thunderbolt II combat capabilities as they collaborated closely with the USAF Terminal Attack Controller and trained Latvian, Lithuanian, and Estonian personnel on NATO close air support (CAS) methods. The 442 FW Airmen landed at Lielvarde AB, Latvia, in August and September 2015, bringing US aircraft into the country for the first time in its history. Operation ATLANTIC RESOLVE provided NATO with the opportunity to show how built up the facility was as a forward operating base and train Latvian military personnel in several useful maintenance and support skills, such as the safe handling of aircraft on the airfield, refueling, and emergency response.

During the exercise, the aviators from the 442 FW compiled 203 sorties in 550 flying hours with eight "Warthog" aircraft during the operation. In addition, the Airmen of the 442 FW employed more than 8,300 30-mm rounds, 5,000 M206 flares, and 360 training "dummy unit" bombs (BDUs). The A-10 pilots operated over the Adazi Range, where they helped train the Joint Terminal Attack Controllers participating in the exercise. Because the Latvian armed forces lacked attack aircraft, its personnel welcomed the opportunity to work with the A-10 in Close Air Support training that improved the skills, proficiencies, and operating procedures of the host nation Airmen.



Lt Col Kevin Boblet, an A-10 Thunderbolt II pilot with the 303d Fighter Squadron, 442d Fighter Wing out of Whiteman Air Force Base, Mo., talks with Latvian President Raimonds Vejonis about the functions and capabilities of the A-10 at Lielvarde Air Field Sept. 8. Boblet and his wingman Capt Nathan Bevis, flew a two-ship sortie to the air field to take part in the Distinguished Visitor event that is part of Operation Atlantic Resolve. (US Air Force photo by Capt Denise Haeussler)

separating from active duty in 2008, Newkirk joined the Air Force Reserve as a member of the 302 FS. The achievement reinforced the 302 FS's status as the most experienced F-22 squadron in the world.

In March 2015, Col David Piffarerio (477 FG/CC) traveled to the Combat Air Forces/Mobility Air Forces Spring Conference held at Headquarters, United States Air Forces in Europe (USAFE), to talk to United States European Command leadership. The Air Force hand-picked Piffarerio to present the Rapid Raptor concept to the delegation, which included seven four-star general officers and several three-star generals to include the AFRC/

CC. Utilizing Rapid Raptor, F-22's from ACC trained and deployed to the USAFE Theater during the summer of 2015.

The 477 FG's 477th Maintenance Squadron (477 MXS) won the Maintenance Effectiveness Award (MEA) at the Air Force level. The 477 MXS shared the accomplishment with their active-duty counterparts in the 3rd Maintenance Squadron and 176th Maintenance Squadron.

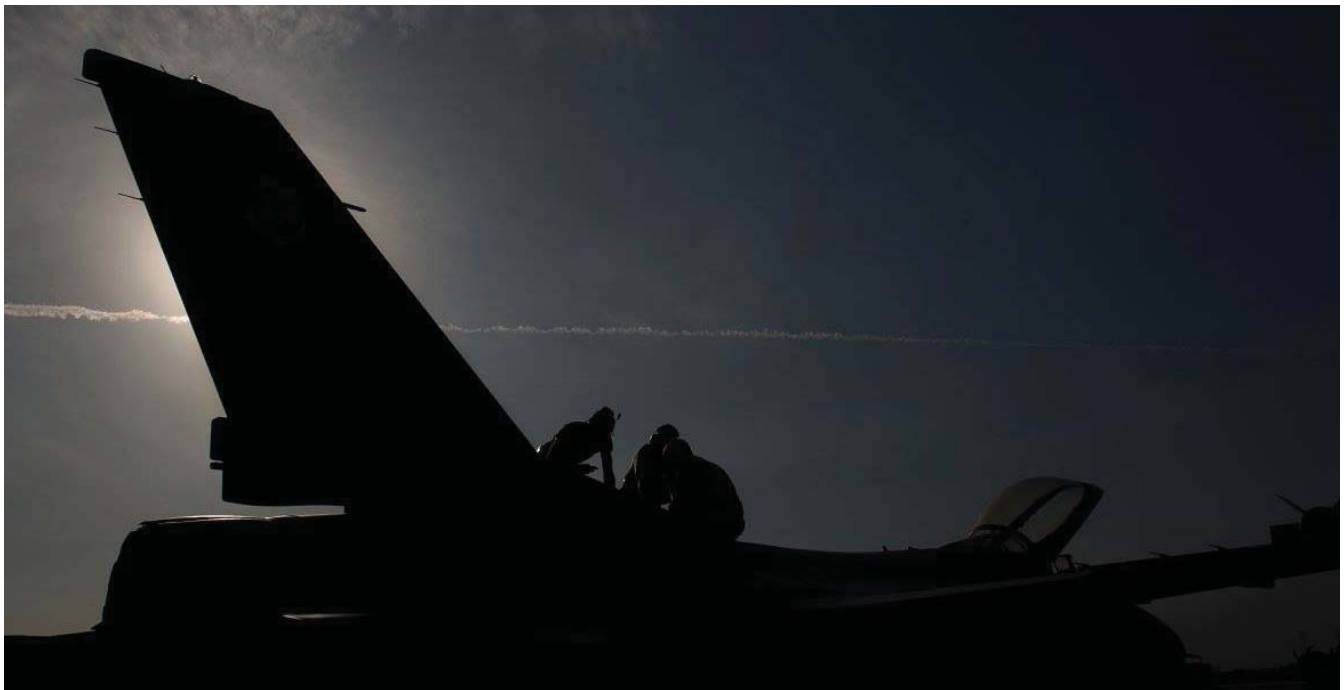
513th Air Control Group

During 2015, the 513 ACG provided the only E-3 Sentry (AWACS) to Joint Task Force Exercise 2015, which enabled pre-deployment training to Navy Carrier Battle Group 3 in preparation for

deployment to PACOM. On 19 July 2015, the 513th ACG provided familiarization opportunity and operational feedback to the E-3 Sentry Block 40/45 program developers from Hanscom AFB, Massachusetts.

655th Intelligence, Surveillance, Reconnaissance Group (655 ISRG)

From 17 February to 21 August 2015, seven CAU squadrons achieved new operational capability levels. This included initial operations capability for 28 IS and 49 IS, full operations capability for the 16 IS, 38 IS, 42 IS, 63 IS, and 71 IS. During 2015, mission support



Airmen assigned to the 455th Expeditionary Aircraft Maintenance Squadron, deployed from Hill Air Force Base, Utah, perform maintenance on an F-16 at Bagram Airfield, Afghanistan, 30 October. Airmen from Hill's active-duty 388th Fighter Wing and Air Force Reserve 419th Fighter Wing ensure the aircraft are prepared for flight and return them to a mission-ready state once they land. (US Air Force photo/TSgt Joseph Swafford)



The newest edition to the Duke Field flightline, the C-146 Wolfhound, touches down at its new home 5 January. The 919th Special Operations Wing will use the new dedicated aircraft to begin its maintenance training. Maintenance Airmen must create a complete the first-ever Air Force training plan, aircraft procedures and checklists for the Wolfhound. Previously, the aircraft was maintained by contractors. (US Air Force photo/Dan Neely)

was provided to nine mission sets and manpower support to eight named major exercises.

919th Special Operations Wing

In 2015, The 919th Special Operations Wing, Duke Field, Florida, expanded to include more than 200 Reservists, six different aircraft, and four different missions. The 919th Special Operations Group activated the 919th Special Operations Group/Detachment-1 to fly the C-146 Wolfhound. The 919 SOG/Det 1 stood up as a Non-Standard Aviation (NSAv) squadron that provided specialized SOF mobility to Special Operations Command (SOCOM). The 919 SOG/Det1

partnered as a classic equipped unit with the 524th Special Operations Squadron, Cannon AFB, New Mexico. The two units supported Special Operations Command South (SOUTHCOM) flying operations.

The 711th Special Operations Squadron passed the mid-way milestone in its conversion from the MC-130E Talon 1 to becoming a combat aviation advisor unit flying the C-145 Sky-Truck and other NSAv aircraft. The 711 SOS's new mission required them to build partnership capacity through fixed-wing special operations Aviation Foreign Internal Defense assisting and advising. During 2015, 711 SOS members flew and advised in

Afghanistan, Uganda, Mauritania, Kenya, Nigeria, Poland, and Panama.

The 2nd Special Operations Squadron (2 SOS) successfully stood up its new squadron operations center at Hurlburt Field, Florida. The unit also executed the first employment of the GBU-49 munition and maintained a combat effectiveness rating of greater than 97 percent—the highest in special operations. On 3 August 2015, Lt Col Eric Kos, who replaced Lt Col Randal Russell, assumed command of the 2 SOS. By the end of 2015, the 2 SOS had flown a total of 10,984 MQ-9 Reaper combat hours with 102 kinetic engagements that resulted in 232+ EKIA, and 7 EWIA.



A 920th Rescue Wing HH-60 Pave Hawk helicopter takes off from Nellis AFB, NV, 22 July 2015 during RED FLAG, an aerial combat exercise conducted three to four times annually. The 920th RQW participated in RED FLAG 13-31 July with more than 120 reservists and 3 HH-60s. (US Air Force photo/2Lt Anna-Marie Wyant)

Members of the 919 SOW also flew 2,360 formal training sorties over 5,540 flying hours. Lastly, Reservists assigned to the 919 SOW flew a combined 2,629 hours contingency/combat support hours in the U-28 *Slayer*, AC-130U *Spooky*, C-145A *Skytruck*, and the C-146.

920th Rescue Wing

In 2015, the 920th Rescue Wing, Patrick AFB, Florida, deployed Deployment of 78 individuals to seven different countries. Approximately 30

Reservists from the 920 RQW left Patrick AFB on 24 May 2015. They spent the next four months as part of Combined Joint Task Force - Horn of Africa (CJTF-HOA) where they conducted personnel-recovery operations.

The 920 RQW also dealt with the retirement of six HC-130 *Combat King* aircraft. The 920 RQW transported each aircraft, which all had some amount of corrosion due to environmental factors, to the Aircraft Maintenance and Regeneration Group, Davis-Monthan AFB, Arizona.

From 23-28 April, the 920 RQW successfully completed its first CAPSTONE inspection under the new AF inspection system. The Wing was evaluated as effective in all four major graded areas.

944th Fighter Wing

The arrival of the F-35 program returned the maintenance function to the 944 FW. Detachment 1 activated 30 July 2014 to prepare for the projected activation of a consolidated maintenance squadron to replace

the detachment. The wing plans to grow to 131 personnel in FY 2016 and 310 in FY 2017. One of the main factors leading to the return of the maintenance function to the 944 FW and its accelerated growth was continuing excellence with Total Force Integration.

The 414 FG executed the Total Force Enterprise at the USAFs only F-15E Formal Training Unit (FTU), the 4 FW at Seymour Johnson AFB, NC. During 2015, The Stingers executed 1188 upgrade sorties, 79 evaluations and 93 Operations Supervisory shifts; an unparalleled level of Total Force Integration. 414 FG personnel were selected by the host Active Duty wing to fill RegAF unit leadership positions. 414 FG personnel also commanded the only RegAF F-15E Intelligence

FTU. Their newly overhauled syllabus set an ACC benchmark and graduated 30 Intelligence Airmen to serve the combat air forces (CAF).

The 944 FW ended their 2015 UEI capstone with an overall inspection rating of effective. The 944 FW was also rated Effective in Managing Resources, Improving the Unit, and Leading People. For Executing the Mission, the unit was rated Highly Effective.

960th Cyber Operations Group

The 960th Cyber Operations Group (960 CyOG) activated on 1 March 2013. The 960 CyOG trained and equipped Citizen Airmen to extend, operate, defend and engage to fight and win... in, from and through cyberspace.

All operational Air Force Reserve cyber units were deployed in place, executing full-spectrum warfare ISO.

The 960th Cyber Operations Group, Detachment 2 (960 CyOG, Det 2) activated on 3 August 2015. The 960 CyOG, Det 2 became one of two new Reserve cyber operations units activated in 2015 and the first-ever Reserve unit contributing to the United States Cyber Command Cyber Mission Forces. The 960 CyOG, Detachment 1 also activated as a classic associate unit to the 26th Network Operations Squadron with oversight of all Air Force network gateways.



US Air Force Reserve aircrew, call sign "Chaos 43," the first Reserve aircrew to be certified with the latest modification to the B-52H Stratofortress, the combat network communications technology (CONNECT) on 28 July 2015 on Barksdale AFB, LA. The CONNECT modification upgrades and enhances the bomber's technology to include real-time communications uplinks, computer network servers, and color digital display screens. (US Air Force photo by MSgt Dachele Melville/Released)



Celebrating a bond that brings all Airmen together, World War II veterans from the 489th Bombardment Group gathered to pass the torch to today's Citizen Airmen at the group's reactivation at Dyess Air Force Base. One of the veteran B-24 pilots, Lt Col Wilmer Plate (retired), summed it up, "Now you must fight to keep up the heritage and integrity of the group that we are handing to you... from our hands into yours." The 489th Bomb Group's reactivation ceremony on 17 October 2015 was seventy years to the day of its inactivation. (US Air Force Photo/Jim Malachowski, AFRC/HO)



MSgt Paul Morales, 919th Special Operations Security Forces Squadron, discusses building clearing techniques with his team during the squadron's annual training at Camp Guernsey, WY, 3 August. More than 20 Airmen went out West to help train two other Reserve security forces squadrons in ground combat and field training. The 919th SOSFS Airmen lived in the makeshift camps and acted as opposing forces and local villagers interacting with the occupying security teams. (US Air Force photo/TSgt Sam King)

TWENTY-SECOND AIR FORCE

22 AF

*TACTICAL REACH,
COMBAT SUPPORT*



SrA Nathan Calloway, 53rd Weather Reconnaissance Squadron dropsonde operator, and Marine 2Lt Anthony Borrego, who just graduated from the Naval Academy and serving with the Naval Academy's Training and Research in Oceanic and Atmospheric Processes in Tropical Cyclones, or TROPIC, internship program, prepare Airborne/Air Expendable Bathythermograph, or AXBT, deep water buoys for a flight into Tropical Storm Guillermo off the coast of Hawaii 3 August 2015. Borrego flew with the Air Force Reserve's 53rd Weather Reconnaissance Squadron into Tropical Storm Guillermo in order to collect salinity and water temperature for research. The 53rd WRS "Hurricane Hunters" aircrew and 403rd Wing maintenance personnel deployed to Joint Base Pearl Harbor-Hickam, Hawaii to fly storm missions into Guillermo. (US Air Force photo/Maj Marnee A.C. Losurdo)

302nd Airlift Wing

The 302nd Airlift Wing, Peterson AFB, Colorado, activated approximately 84 Airmen and two C-130s for Modular Airborne Firefighting System (MAFFS) support. From 3 August 2015 to 2 September 2015, the 302 AW personnel deployed in support of California wildland fires, completing 338 drops that dispersed 842,979 gallons on more than one dozen fires.

From March 2015 to April 2015, the 302 AW also completed a first-time deployment to Poland in support of bilateral training and NATO's Operation ATLANTIC RESOLVE (2 C-130s, 52 Airmen).

403rd Wing

The 403rd Wing (403 WG), Keesler AFB, Mississippi, provided command and staff supervision to assigned squadrons and flights that support tactical airlift missions. Missions included airlift of personnel, equipment and supplies. Additionally, the 403 WG is the only unit in the Department of Defense tasked to organize, equip, train and perform all hurricane weather reconnaissance in support of the Department of Commerce.

The 403 WG's 53rd Weather Reconnaissance Squadron (53 WRS) flew 18 named storm missions in 2015. Of those 15 storms, ten developed into hurricanes. Five of those gained major hurricane status during the 2015 Atlantic, Eastern Pacific and Central Pacific hurricane season. The 53 WRS deployed five times to two different forward operating locations within a three month span. Three of those deployments were for multiple storms launching within a 36-hour notice. The 53 WRS flew a total of 85 operational missions totaling 917 hours operationally and in support of the hurricane mission. Finally, the 53 WRS recorded the highest ever surface and flight level winds during Hurricane Patricia off the west coast of Mexico in the Eastern Pacific. The winds on the surface topped out at 182 knots and flight level winds reached 192 knots gaining recognition as the strongest hurricane on record.

Fifty-five members of the 403 SFS deployed to the 405th Expeditionary Security Forces Squadron,

Thumrait AB, Oman. During their deployment they performed force protection duties for over 800 personnel and \$1.4 billion in US assets. Following the closure of Thumrait, the 403 SFS members relocated to Kuwait where they provided Force Protection to US and Coalition personnel and aircraft. Their efforts in providing flight line security enabled over 1000 sorties.

413th Flight Test Group

The 413 FTS activated an E-8 Joint Surveillance Target Attack Radar System (JSTARS) flight test mission at the 339th Flight Test Squadron, Robins AFB, Georgia, on 14 December 2015. The 413 FTS also created an E-8 flight within the 339 FLTS, identified manpower requirements and recruited Airmen to fill them. The E-8 represented the 15 distinct mission design series (MDS) that the 413th Flight Test Group operated across its enterprise of six geographically separate units that, together, perform 100 percent of the Air Force's depot flight test mission.

The 413 FTG achieved a major milestone with the completion of the first F-35B Lightning II functional check flight by a 514 Flight Test Squadron (514 FLTS) pilot on 16 June 2015 at Hill AFB, Utah. In total, the 514 FLTS released 13 of 13 F-35 aircraft back to the warfighter in 2015. The F-35B test proved to be a distinctive event because it marked the first time that a USAF pilot proved the airworthiness of a Navy/Marine STOVL variant F-35 aircraft.

The 413 FTG partnered with the Air Force Sustainment Center's commitment to deliver combat airpower. Overall, 22.5 million hours of production culminated in 2,220 mishap free flying sorties, the lion share of which was flown by the men and women of the 413th Flight Test Group. The 10th Flight Test Squadron, Tinker AFB, Oklahoma, had a record year with 70 KC-135 Stratotanker aircraft flown and released. The 514 FLTS exceeded production goals, releasing 451 of 450 aircraft on top of an additional 50 aircraft that underwent unscheduled depot level maintenance. The 339th Flight Test Squadron at Robins AFB, GA, increased overall production from last year, going from 202



Soldiers assigned to the 18th Airborne Corps, Ft. Bragg, NC, prepare for an airdrop while on board a 440th Airlift Wing aircraft. The 440th Airlift Wing provides airlift, airdrop and aeromedical operations with a fleet of C-130H aircraft in support of Department of Defense requirements. (Courtesy photo)

aircraft in FY14 to 217 aircraft in FY15.

440th Airlift Wing

In 2015, the 440th Airlift Wing (440 AW) Pope Airfield, North Carolina, provided significant support to the XVIII Airborne Corps, US Army Special Operations Command, 18th

Air Support Operations Group (18 SOG), 21st Special Tactics Squadron, and the Department of Defense's Global Response Force (GRF). Equipped with only three percent of the Air Force's C-130 inventory, the 440 AW airdropped 3,570 XVIII Airborne Corps jumpers (20 percent of their requirement); 12,920 82nd

Airborne Division jumpers (30 percent of their requirement); and 85 percent of 3rd Special Forces Group (Airborne) requirements (432 of 507). The 440 AW played an integral part in the multiple joint exercises. The exercises included Exercise DRAGON SPEAR, Exercise DRAGON STRIKE 15-01 (18th ASOG), and Warfighter Exercise 15-



Army and Marine paratroopers taking part in the airborne anniversary jump board the 908th C-130. (US Air Force photo by Lt Col Jerry Lobb)

02 (FORSCOM directed Airborne Operation at Fort Hood, Texas). The 440 AW's 440th Operations Group served as the lead Air Force partner for Exercise CAROLINA THUNDER, the first Joint Guard/Active Army exercise in North Carolina. The live fire exercise involved 50 rotary and fixed wing aircraft. The 440 AW also participated in Exercise CRIMSON GATOR (82nd Airborne Division Artillery – at Avon Park, Florida) and the Airborne and Special Operations Test Directorate drop for National Airborne Day at Fort Bragg, North Carolina.

In 2015, the 440 AW oversaw significant improvements to the condition of the airfield. The primary loading area for paratroopers, the Green Ramp, was repaired in a \$21 million project. The repair ensured the ability of the GRF to execute their critical mission. The 440 AW also managed and oversaw a seven million dollar construction project to refurbish Taxiway B and D, the Silver Ramp and the removal of trees encroaching in the safety zone at the south end of Pope Field.

The 440 AW became the

first Air Force Reserve Command unit to deploy as part of Reserve Component Period (RCP) 1, which ran from October 2014 to March 2015. The 440 AW's Security Forces Squadron (440 SFS) mobilized in support of Operation ENDURING FREEDOM and Operation INHERENT RESOLVE. During a seven month deployment, 35 members from the 440 SFS provided airfield and base security at Dhafra AB, United Arab Emirates.

908th Airlift Wing

The United States US Army Basic Airborne Course (BAC) se-

lected the 908th Airlift Wing's 357th Airlift Squadron (357 AS) to celebrate the very first air drop of American paratroopers during the 75th Anniversary of Personnel Airdrops at Fort Benning, Georgia. The 908 AW's participation was requested by Lt Col Korey Brown, Commander of the 1st Battalion, 507th Parachute Infantry Regiment, which executed the school's training mission. The event was featured in Air Force's renowned Citizen Airman Magazine. In addition, the 357 AS flew missions supporting JCSC airdrop to Gettysburg, Pennsylvania, dropping 50 troops.

The Air Force selected

SSgt Kresston L. Davis as one of the 12 Outstanding Airmen of the Year for 2015. Davis, a member of the 908th Security Forces Squadron, received the award at the Air Force Association's Air and Space National Aerospace Conference Awards ceremony held in September 2015 in Washington, DC. Prior to receiving this award, the Air Force Reserve Command honored her as their Outstanding Airman of the Year. During a 2015 deployment to Manas AB, Kyrgyzstan, Davis helped defend 34 rotator aircraft each carrying approximately 250 service members and safeguarded approximately \$2

billion in assets. Also, she led three squad expeditionary force missions and assisted with hand-to-hand combat skills training for 32 security forces members. In her role as a fire team member at the 908 AW, Davis ensured the safety of the installation and its people. In addition to her regular duties, she served as a member of the squadron's honor detail and participates in several local humanitarian and community service projects.

910th Airlift Wing

The 910th Airlift Wing's 757th Airlift Squadron (757 AS), Youngstown ARS, Ohio, complet-



SSgt Pat Englishby and SrA Ken Zidell, loadmasters, 328th Airlift Squadron, discuss procedures with jumpmasters from the 173 Airborne Brigade at Aviano Air Base, Italy, on 24 August 2015. Englishby and Zidell were preparing for Exercise Swift Response, a joint training exercise. (US Air Force photo by SSgt Matthew Burke/ released)



Maintenance Airmen from the 513th Air Control Group wait for an E-3C Sentry to complete shutdown procedures 24 August 24 after completing a training mission at Naval Air Station North Island in Coronado, CA. The 513th maintenance reservists accompany every off-station training mission to provide routine checks as well as repairs if needed. (US Air Force photo by SSgt Caleb Wanzer)

ed 21 aerial spray missions across the United States, spraying over 200,000 acres. During the year, the 757 AS completed 17 aerial spray tests, demonstrations, exercises, or training missions. From 9-20 March 2015, the 757 AS crews conducted 24 spray sorties and applied approximately 32,075

gallons of herbicide to more than 1,539 acres of ground to eradicate invasive weeds from bombing the bombing ranges at Hill AFB, UT. The 757 AS had the Department of Defense's only large-area, fixed wing aerial spray capability.

914th Airlift Wing

The 914th Airlift Wing (914 AW), Niagara Falls ARS, New York, operated eight Lockheed C-130H Hercules tactical airlift aircraft. The 914 AW trained and equipped Reservists to perform the combat mission of aerial re-supply.

From 7 August 2015 to 1

September 2015, members of the 914 AW's 328th Airlift Squadron (328 AS) participated in Exercise SWIFT RESPONSE 2015, a US Army Europe-led multi-national training exercise built around a multinational airborne joint forcible entry operation across four European nations. The exercise, part of the U.S. European Command's Joint Exercise Program designed to enhance joint combined interoperability with allied nations, prepared the brigade headquarters and participant units to conduct airborne joint forcible entry and follow-on missions. The 328 AS supported this exercise by employing two C-130Hs from the 914 AW and partnered with other AFRC, active-duty, US Army, and coalition countries contributing to the largest combined airborne training event on the continent since the end of the Cold War. The exercise featured 61 total aircraft, 245 sorties, 454,000 pounds of cargo airlifted, and 1,700 paratroopers dropped. The total package deployed from the 914 AW consisted of 57 members, flying 19 sorties, and 89 flight hours. The 328 AS airdropped a total of 83 personnel, five bundles, one Humvee, and airlifted 10 tons of cargo.

934th Airlift Wing

The 934th Airlift Wing (934 AW), Minneapolis-St. Paul ARS, Minnesota, completed a four-month deployment (September 2014-January 2015) to Al Udeid AB, Qatar. During that period, the 934 AW sent 162 operations, maintenance, and support personnel to the US Central Command (US-

CENTCOM) area of responsibility Operation ENDURING FREEDOM. The 934 AW delivered the first Joint Precision Air Drops System into Kobani, Syria, which helped keep ISIL forces at bay. The 934 AW also flew 1,209 Transportation Working Capital Fund hours and executed several short-notice humanitarian assistance airdrops in Iraq in support of Operation INHERENT RESOLVE.

From April 2015 to January 2016, the 934th Security Forces Squadron deployed a total of 68 members. Fifty-four members were deployed to Al Jaber Air Base, 13 were deployed to Al Dhafra AB, United Arab Emirates, and one was deployed to Al Udeid AB, all in support of Operation INFINITE RESOLVE. Their duties ranged from installation security to security forces manager duties. The group which deployed to Al Dhafra returned in October 2015, while those at Al Udeid returned in January 2016.

953rd Reserve Support Squadron

The 953rd Reserve Support Squadron (953 RSPTS) responded to two Global Response Force (GRF) missions, two Request for Forces missions, three bridging solutions and one Air Expeditionary Force mission. In addition the 953d deployed over 30 reservists in support of ten Combatant Command Exercises around the Globe.

Two 953 RSPTS members, as part of the Joint Enabling Capabilities Command (JECC), deployed to assist US Pacific Command (USPACOM) and III Marine Expeditionary Force (MEF) with human-

itarian assistance and disaster relief operations in support of the Government and Armed Forces of Nepal in the wake of a 7.8 magnitude earthquake that devastated many regions of the country on 25 April 2015.

From 28 October 2014 to 30 January 2015, the 953 RSPTS deployed members of the Joint Enabling Capabilities Command (JECC) to the USCENTCOM area of responsibility to assist in the establishment of Combined Joint Task Force - Operation INHERENT RESOLVE (CJTF-OIR), which directed coalition operations against the Islamic State in Iraq and the Levant (ISIL). The JECC members were dispersed throughout the CJTF-OIR staff to provide support and expertise to the service component headquarters, bringing joint doctrine expertise and joint process applications to each directorate within CJTF-OIR to synchronize operations.

One member of the 953 RSPTS joined two other Air Force Reservists to form USA Team 2. The three women, Lt Col Elizabeth Blanchford, Maj Melissa Tallent and SrA Andrea Uchiyama won gold in the Tactical Combat Casualty Competition in the *Confederación Interaliada de Oficiales de Reserva* military competitions in Bulgaria this summer.

AIR FORCE RESERVE COMMAND

CHRONOLOGY

1 Jan-27 Feb 15 The 315th Airlift Wing spearheaded the United States Total Force Integration response to the Ebola virus epidemic during Operation UNITED ASSISTANCE (OUA). AMC selected the 315 AES to stand up and staff USTRANSCOM's first OUA aeromedical evacuation operations team. This team was the first to use a double configuration of the Transportable Isolation Unit to transport nine non-governmental members out of Africa. In concert with the host base, the 315 AES developed Joint Base Charleston's DoD Ebola plan, and portions of the plan were subsequently incorporated into Air Force-level plans that established worldwide mission-capability for the Transportable Isolation Unit. The 315th Airlift Wing's aircrew launched the first sortie of 184 missions that were generated in response to the Ebola epidemic, culminating in the movement of 518 passengers and 1.3 tons of life-saving cargo.

16 Jan 15 Secretary of the Air Force Deborah James authorized the Humanitarian Service Medal for all military members assigned to Tinker AFB, including Air Force Reserve, National Guard, and active-duty members. The award recognized the efforts of the more than 600 Airmen who volunteered their skills in the aftermath of the devastating tornado that hit Moore, Oklahoma, on 20 May 2013.

16-19 Jan 15 The 932nd Airlift Wing, Scott AFB, IL, transported members of the US Congressional commerce committee, US Senator Patrick Leahy and US Senator Dick Durbin, to Havana, Cuba to open relations with the communist nation.

2 Feb 15 Airmen of the 45th Space Wing (45 SW) and the 920th Rescue Wing (920 RQW), Patrick AFB, FL, completed a pair of deck landing pads (DLP) on the east-west runway at Patrick AFB. The 920 RQW's 301st Rescue Squadron and other Air Force units used the DLPs to practice naval deck landings. The 45 AW Airfield Management Office secured design approval from Air Force Space Command Air, Space and Cyberspace Operations Directorate, and determined the proper placement for the DLPs. The wing noted that the DLPs helped the Air Force save approximately \$288,000 annually.

17 Feb 15 Col Keith Schultz, 307th Operations Group commander, flew a B-52H from the Aircraft Maintenance and Regeneration Group, Davis-Monthan AFB, AZ, to the 307th Bomb Wing, Barksdale AFB, Louisiana. The rest of the aircrew included Lt Col Darrell "Tim" Hines, 10th Flight Test Squadron, Tinker AFB, OK, and radar-navigator Capt Heath "Carl" Johnson, 2nd Bomb Wing, Barksdale AFB, LA. The aircraft replaced another B-52H (0049) that experienced a cockpit fire causing substantial damage to the aircraft. The flight represented the first time a B-52 had ever left the "Boneyard" and returned to active service.

Mar 15 Col David Piffarerio (477 FG/CC) traveled to the Combat Air Forces/Mobility Air Forces Spring Conference held at Headquarters, United States Air Forces in Europe (USAFE), to talk to United States European Command leadership. The Air Force hand-picked Piffarerio to present the Rapid Raptor concept to the assembled, which included seven four-star general officers and several three-star generals. Developed by the 477 FG, the unit had tested the Rapid Raptor concept for a few years in the Pacific Air Forces area of responsibility. The Hawaii Air National Guard and the 3rd Wing, the 477 FG's Total Force partners, also adopted the concept. In the summer of 2015, the 477 FG deployed F-22s in a Rapid Raptor concept from Tyndall AFB, FL to USAFE. During that deployment, the 477 FG trained and deployed with USAFE Airmen.

Mar 15-Apr 15 The 302nd Airlift Wing, Peterson AFB, CO, completed a first-time deployment to Poland in

support of bilateral training and NATO's Operation ATLANTIC RESOLVE (2 C-130s, 52 Airmen).

9-20 Mar 15 Aircrews from the 910th Airlift Wing's 757th Airlift Squadron conducted 24 spray sorties and applied approximately 32,075 gallons of herbicide to more than 1,539 acres of ground to eradicate invasive weeds from the bombing ranges at Hill AFB, UT.

Apr 15 Maj Chad Newkirk of the 477th Fighter Group's (477 FG) 302nd Fighter Squadron (302 FS) became the 11th pilot in Air Force history and fourth pilot in the 477 FG to reach 1,000 flight hours in the F-22. Newkirk had spent eight years on active duty flying the F-15 Eagle and the F-22 at JBER and Langley AFB, VA. After separating from active duty in 2008, Newkirk joined the Air Force Reserve as a member of the 302 FS. The achievement reinforced the 302 FS's status as the most experienced F-22 squadron in the world.

2 Apr 15 Members of the Air Force Reserve's 307th Bomb Wing, Barksdale AFB, Louisiana, joined their Total Force partners from 2nd Bomb Wing to complete a roundtrip sortie from the US to the Arctic. That same day, one B-52 from 5th Bomb Wing, Minot AFB, ND, completed a roundtrip sortie to the North Sea region. Both sorties supported the POLAR GROWL training mission, which allowed the aircrews to improve their navigation skills while simultaneously demonstrating US Strategic Command capacity. Each of the two legs of POLAR GROWL tested the bomber force's command and control apparatus' ability to support two synchronized flight paths. The bomber crews who flew the North Sea route participated in dissimilar air intercept maneuvers with fighter aircraft from the Royal Canadian Air Force, Royal Air Force, and the Royal Netherlands Air Force. Bomber crews on the Arctic leg of the mission transited around the North Pole in order to practice polar navigation.

14 Apr 15 Reservists from the 44th Fighter Group (44 FG) and active-duty Airmen from the 95 FS returned to NAS Fort Worth JRB after completing the

first F-22 combat deployment. Eleven Reserve Airmen from the 44 FG accompanied the more than 200 active duty Airmen deployed from Tyndall. Six F-22s and approximately 230 short tons of cargo accompanied the Airmen.

25 Apr 15 Disaster struck Nepal with a 7.8 magnitude earthquake, often referred to as the Gorkha earthquake, killing more than 9,000 people and causing major damage. Relief organizations estimated the disaster made hundreds of thousands of people homeless. Two days later at March ARB, CA, the 452d Airlift Wing supported a national support mission loading the Los Angeles County Fire CATF-2, part of the USAID Los Angeles County Urban Response Team, consisting of 59 passengers and 62.5 short-tons of cargo aboard a 437 Airlift Wing C-17. Aircrews later reported that the airport at Kathmandu had only one small forklift capable of carrying a maximum weight of 5,000 pounds. However, C-17 pallets were constructed at approximately 8,000 pounds. Loadmasters were forced to break the pallets apart by hand to get them light enough for the small forklift.

1 Jun 15 In order to develop, sustain, and utilize Air Force Reserve colonels, Gen Jackson tasked the Air Force Reserve Senior Leader Management Office (AF/REG) to manage and oversee all O-6 positions. The consolidation became effective on 1 June 2015 with a target FOC date of July 2016.

22-25 Jun 15 Sixty-five members of the 301st Medical Squadron attended the Expeditionary Medical Support-Health Response Team (EMEDS-HRT) exercise held at Camp Bullis in San Antonio, TX. The training included set-up/pack-out of field medical and operational support equipment. Training also included UTC-specific and AFSC core competencies. The training/exercise was the first time the unit worked with a large team.

24 Jun 15 Col Lindsey Graham, US Senator (South Carolina), retired from the Air Force Reserve after 33 years of service in a small ceremony at the National Guard Memorial Museum. It was attended by the Vice President of the United States, the Honorable

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Joe Biden, ten fellow Senators, Gen Dunford, the Commandant of the Marine Corps, and Gen (Ret.) David Petraeus. Lt Gen Christopher Burne, The Air Force Judge Advocate General, presided.

27 Jun-6 Jul 15 The 932 AW carried a US House Democracy Partnership team that consisted of US congressional representatives to evaluate the defense and intelligence posture in Ukraine and Georgia in Eastern Europe.

28 Jul 15 Reservists from the 343 BS became the first Air Force Reserve aircrew to qualify on the new combat network communications technology (CONNECT) modification on the B-52H at Barksdale AFB, LA. The aircrew, call sign "Chaos 43," made up part of a Total Force Enterprise with the 96th Bomb Squadron, which combined active duty and Reservists. The CONNECT modification enhanced the bomber's technology with real-time communications uplinks, computer network servers, and color digital display screens.

Aug 15-Sep 15 The 934th Airlift Wing, Minneapolis-St. Paul ARS, Minnesota, deployed 94 members to Ramstein AB, Germany, in support of Exercise SWIFT RESPONSE. During the deployment, 934 AW Reservists completed five missions and 55 sorties during which they airdropped 2,216 personnel and 66 Container Delivery System (CDS). The 934 AW also airlifted 321 people, nine tons of cargo, and executed 11 semi-prepared runway operations (SPRO) dirt assaults. The exercise represented the largest North Atlantic Treaty Organization airdrop since World War II.

2 Aug 15 The 307th RED HORSE Squadron, Barksdale AFB, LA, inactivated after 44 years of service, standing down as the longest continuously operational RED HORSE squadron in the Air Force.

17-28 Aug 15 Members of the 301 FW participated in Exercise RED FLAG 15-4. While there, they flew 28 range missions with 95 percent of sorties flown with a 75 percent effective rate. During the exercise, two mission commanders received continuity training, while another received mission commander upgrade training. In addition, three pilots from the 301 FW received real world survival training with Survival, Evasion, Resistance, and Escape specialist. During RED FLAG 15-4, over 130 maintainers from the 301 FW's 301st Maintenance Group supported eight aircraft and over 100 effective training sorties.

26 Aug 15 Two A-10 Thunderbolt II pilots assigned to the 442nd Fighter Wing, Whiteman AFB, MO, landed at Lielvarde AB, Latvia, to help support Operation ATLANTIC RESOLVE. The events marked the first time a US fighter aircraft landed in Latvia.

28 Aug -13 Sep 15 The 44 FG deployed with the 325 FW once again from 28 August 2015 to 13 September 2015. The two units completed the first F-22 deployment to the United States European Command. During their deployment, the units showcased the Rapid Raptor concept first developed by the Air Force Reserve Command's 477th Fighter Group, Joint Base Elmendorf-Richardson, AK. Funded by the European Reassurance Initiative, the deployment included "out and back" missions to Estonia and Poland.

2 Sep 15 Reservists from the 419th Fighter Wing formed a Classic Associate partnership with the 388th Fighter Wing. Reservists with the 419 FW's 466th Fighter Squadron trained to fly the F-35 alongside their counterparts in the 388 FW.

14 Sep 15 Lt Col John Marks, 303rd Fighter Squadron, Whiteman AFB, MO, received the Reserve Aircrew Award, and the President's Award. In 2014, Marks deployed in support of Operation ENDURING FREEDOM where he led combat missions, supported 132 ground operations, and 29 troops-in-contact situations without friendly or civilian casualties. He helped his squadron achieve a 99.7 percent weapons effectiveness rate.

During Operation DESERT STORM, then Lt Marks, flying A-10s with the 76th Tactical Fighter Squadron, 23rd Tactical Fighter Wing, England AFB, LA, and his wingman Capt Eric Solomonson destroyed 23 Iraqi tanks over the course of three separate missions.

14 Sep 15 Reservist Kresston Davis, a staff sergeant with the 908th Security Forces Squadron, Maxwell AFB, AL, was recognized as one of the Air Force's 12 Outstanding Airmen of the Year for 2015. Davis was a senior airman when she was nominated for the award by AFRC. She deployed overseas to Manas, Kyrgyzstan, in support of Operation ENDURING FREEDOM. She helped to defend 250 rotators on 34 aircraft and safeguarded \$2 billion in assets, including 40 million gallons of fuel, and 57 million pounds of cargo. Davis and her team provided security for 200,000 transients, executed 200 random anti-terrorism measures and conducted 11 off-base patrols.

28 Sep 15 The 2014-2015 season for Operation DEEP FREEZE, the Department of Defense's support of the US Antarctic Program and the National Science Foundation, began. Joint Task Force-Support Forces Antarctica, led by Pacific Air Forces at Joint Base Pearl Harbor-Hickam, HI coordinated strategic inter-theater airlift, tactical deep field support, aeromedical evacuation support, search and rescue response, sealift, seaport access, bulk fuel supply, port cargo handling and transportation requirements.

30 Sep 15 The Air Force Personnel Center launched the Voluntary Limited Period of Active Duty program. Under VLPAD, opportunities to serve an active-duty tour for a period of three years and one day are offered to Air Force Reserve members for certain Air Force specialties. During that time, selected Reservists received the same benefits as active component Airmen.

15 Oct 15 The 388th Fighter Wing and 419th Fighter Wing, both assigned to Hill AFB, UT, formally welcomed the arrival of the F-35 *Lightning II*. The event, hosted by Lockheed Martin, marked the beginning of F-35 operations at the active-duty 388 FW and Reserve 419 FW. The first two combat-coded F-35s arrived at Hill AFB on 2 September 2015. The "arrival ceremony" allowed Air Force leaders and elected state officials an opportunity to commemorate the historic event alongside the Airmen who fly and maintain the aircraft.

17 Oct 15 The Air Force Reserve reactivated the 489th Bomb Group as part of the 307th Bomb Wing. The 489 BG encompassed more than 250 Airmen across the 345th Bomb Squadron, 489th Maintenance Squadron, and the 489th Aerospace Medical Flight.

18 Oct 15 The flag ship of the 489th Bomb Group conducted its first flight after the reactivation of the Bomb Group from Dyess AFB, TX. The aircraft is a B-1 *Lancer* that carries nose art dedicated to the POW/MIAs of America's wars. The 489 BG was assigned to the 307th Bomb Wing at Barksdale AFB, LA.

28 Oct 15 Approximately 70 Reservists from the 419th Fighter Wing, Hill AFB, UH, deployed to Bagram AB, Afghanistan, for a six-month deployment. The Reservists joined nearly 330 other Airmen from the 419 FW and active-duty 388th Fighter Wing.

29 Oct 15 Air Force officials announced that Seymour Johnson AFB, NC, had been chosen as the preferred alternative for the first Reserve-led KC-46A *Pegasus* main operating base. Tinker AFB, OK; Westover ARB, MA; and Grissom ARB, IN, were alternative installations for the aircraft.

16-20 Nov 15 Members of the 303rd Fighter Squadron, 442nd Fighter Wing, Whiteman AFB, MO, participated in Operation WARSAW RESOLVE. Held near Warsaw, MO, the exercise allowed the 303 FS's A-10 pilots to work with Joint Terminal Attack Controllers (JTACs) during simulated battle scenarios.

19 Nov 15 Reservists assigned to the 315th Airlift Wing received the Fourth Air Force Aircrew Excellence Award for their efforts while on an airlift mission to the Central African Republic on 25 September 2015. As a part of Operation ECHO CASEMATE, the aircrew of REACH 356 delivered French peacekeeping soldiers and cargo to the Central African Republic. Recipients included Lt Col Scott Torrico (701 AS), Capt Andrew Bean (701 AS), Capt James Witherspoon Jr. (701 AS), 1 Lt Jordan Barnes (701 AS), TSgt Danny Esquibel (701 AS), SSgt Meghan Servais (701 AS), SrA Weldon Noble (300 AS), SSgt William Eason (437 AMXS), SrA Jordan Estes (628 SFS), SSgt Anthony Logan (628 SFS) and SrA Salvador Bonilla Jr. (628 SFS).

19 Nov 15 The 927th Mission Support Group, MacDill AFB, FL, received the TSgt. Anthony C. Campbell Jr. trophy in recognition of being the best mission support group in the Fourth Air Force during the Raincross Trophy Award Dinner. The Raincross Trophy was reinstated in 1998 after the Fourth Air Force headquarters relocated from McClellan Air Force Base, CA, to March ARB, CA.

4-5 Dec 15 The 440th Airlift Wing, Pope Army Airfield, NC, led the airborne portion of Operation TOY DROP, which served as one of the world's largest combined airborne operations. Hosted by the US Army Civil Affairs and Psychological Operations Command at Fort Bragg, the operation supported the local community by taking toy donations from paratroopers in exchange for a chance to earn foreign jump wings in a massive airborne training event. Aircraft used during the event included six C-130H, one C-17 *Globemaster III*, and two German Transall C-160 Aircraft. Over 100 Airmen from the 440 AW, the 910th Airlift Wing, Youngstown, OH; 145th Airlift Wing, Charlotte, NC; and 166th Airlift Wing, New Castle, DE, participated in the event. Those involved completed the successful outload and airdrop of 2,300 US Army paratroopers and foreign jumpmasters.

7 Dec 15 The Office of the Air Force Reserve unveiled 13 portraits of Air Force Reserve leaders during the Profiles in Leadership display ceremony. The display celebrated and honored citizen Airmen's contributions to their nation. Col Bruce Bender, AFRC/PA, spearheaded the project.

11 Dec 15 Maj Jayson Rickard, a Reservist in the 466th Fighter Squadron, 419th Fighter Wing, Hill AFB, UT, flew his first local sortie in the F-35 *Lightning II*. Rickard's flight marked the 100th sortie in the F-35 at Hill AFB since the first combat-coded aircraft arrived in September.

14 Dec 15 The 413 FTS activated an E-8 Joint Surveillance Target Attack Radar System (JSTARS) flight test mission at the 339th Flight Test Squadron, Robins AFB, GA. The 413 FTS also created an E-8 flight within the 339 FLTS, identified manpower requirements, and recruited Airmen to fill them. The E-8 represented the 15 distinct mission design series (MDS) that the 413th Flight Test Group operated across its enterprise of six geographically separate units that, together, perform 100 percent of the Air Force's depot flight test mission.

19 Dec 15 The Air Force Reserve (AFR) served as the title sponsor of the inaugural Celebration Bowl. The game, held at the Georgia Dome in Atlanta, GA, started the 2015 college football bowl season. The ABC network broadcast the game nationally. The AFR Celebration Bowl crowned the Historically Black College and Universities (HBCU) football champion. The teams involved were Mid-Eastern Athletic Conference, the North Carolina A&T Aggies, versus Alcorn State University, champions from the Southwestern Athletic Conference.

21 Dec 15 The 920 RQW cleared the range prior to the launch a SpaceX Falcon 9 rocket carrying 11 separate satellites. The launch, satellite deployment, and the return of the Falcon 9 marked the first time in history that a large-scale rocket returned safely to Earth after performing a mission.

HQ AFRC YELLOW RIBBON

The AFRC's Yellow Ribbon Program supported the United States Department of Defense-wide effort designed to "promote the well-being of National Guard and Reserve members, their families and communities, by connecting them with resources throughout the deployment cycle." Members could attend a pre-deployment event up to 120 days prior to the deployment and a post-deployment event up to 180 days after they returned from a deployment.

In 2015, AFRC hosted 61 Yellow Ribbon Program events comprised of 16 combined regional events, two wing events and 11 months of wing-post-deployment events with over 8,000 Reservists and their families in attendance. Results from over 3,500 SECDEF designed surveys of adult attendees of Yellow Ribbon Program events revealed 86 percent of service members are more willing to continue their military service and 85 percent feel better prepared to manage the stresses of deployments after their participation in the program.



Air Force Reserve families race to start an all-ages game where they cheered, supported and helped each other during a Family Fun Activity session Saturday during a Yellow Ribbon training weekend in Orlando, FL. The Yellow Ribbon Program promotes the well-being of reservists and their loved ones by connecting them with resources before and after deployments. (US Air Force photo by MSgt Shanda L. De Anda)

HUMANITARIAN SUPPORT



US Air Force Maj Tara Richards, 10th Air Force, Naval Air Station Joint Reserve Base Fort Worth, Texas, New Horizons exercise deputy commander and Warner Robins, GA, native, hands out humanitarian aid to Brisas del Mar residents at their community center in Brisas del Mar, Honduras, 21 July 2015. The aid was provided by multiple donors and the event was organized by the New Horizons Honduras 2015 training exercise's civil affairs team from the US Army's 81st Civil Affairs Battalion out of Fort Hood, TX. New Horizons was launched in the 1980s and is an annual joint humanitarian assistance exercise that US Southern Command conducts with a partner nation in Central America, South America or the Caribbean. The exercise improves joint training readiness of US and partner nation civil engineers, medical professionals and support personnel through humanitarian assistance activities. (US Air Force photo by Capt David J. Murphy)

A training mission doubled as a humanitarian relief effort for Reserve Airmen from the 439th Airlift Wing, Westover Air Reserve Base, MA, as 13 Airmen delivered 26 tons of cargo to Augusto Cesar Sandino International Airport, Nicaragua, 10 June. This Denton Amendment mission delivered one Ford Horton Ambulance, a Ford 8000 Pierce Pumper and a Ford C-8000 Pirsch Pumper on behalf of the Wisconsin/Nicaragua Partners of the Americas Inc. This organization supports programs in both Wisconsin and Nicaragua. SrA Michael Buchanan, 337th Airlift Squadron loadmaster, marshals a fire truck off a C-5 Galaxy, 10 June 2014, in Managua, Nicaragua. This Denton Amendment mission delivered an ambulance and two fire trucks to Nicaragua on behalf of the Wisconsin/Nicaragua Partners of the Americas Inc. (US Air Force photo/SSgt Kelly Goonan)



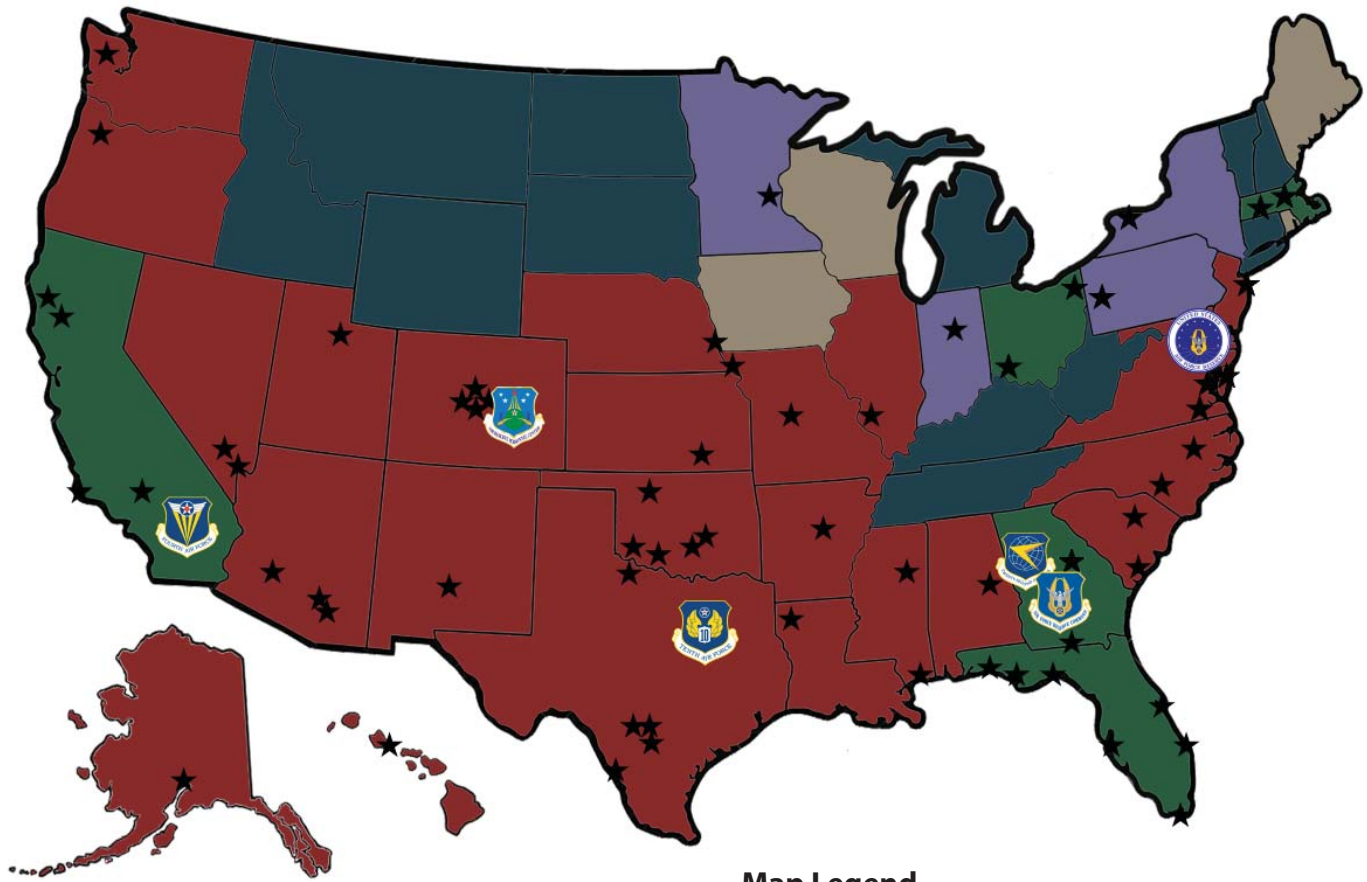


Maj Ashley Conner along with US Service members with Joint Task Force 505 and humanitarian aid organization workers unload an earthquake victim from an MV-22 Osprey at a medical triage area at Tribhuvan International Airport, Kathmandu, Nepal, after a 7.3 magnitude earthquake struck the country, 12 May. JTF 505 along with other multinational forces and humanitarian relief organizations are currently in Nepal providing aid after a 7.8 magnitude earthquake struck the country, 25 April. At Nepal's request the US government ordered JTF 505 to provide unique capabilities to assist Nepal. (US Marine Corps photo by MCIPAC Combat Camera SSgt Jeffrey D. Anderson)



Airmen from March Air Reserve Base, CA., and Joint Base Charleston, S.C., reposition a pallet of cargo on a C-17 Globemaster III aircraft at March ARB, CA, 26 April 2015. The equipment includes sonar detection devices, heavy concrete cutting equipment, generators and more that will be used by an elite 57-person team, known as the Urban Search and Rescue Task Force 2 (CA-TF2), in support of earthquake emergency rescue operations in Nepal. (US Air Force photo/SrA Russell S. McMillan)

AIR FORCE RESERVE SNAPSHOT



Map Legend



Reserve Tenant Installation

Reserve Host Installation

Reserve Tenant & Reserve Host Installation

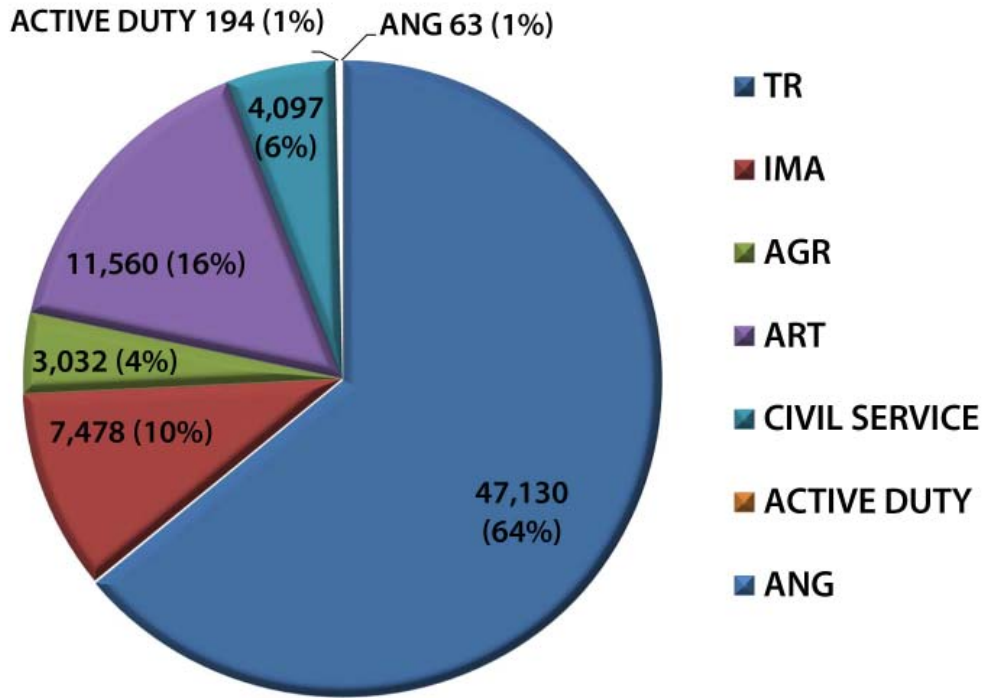
Individual Reserve (IMA) Only States

*IMAs located in 47 of 50 states

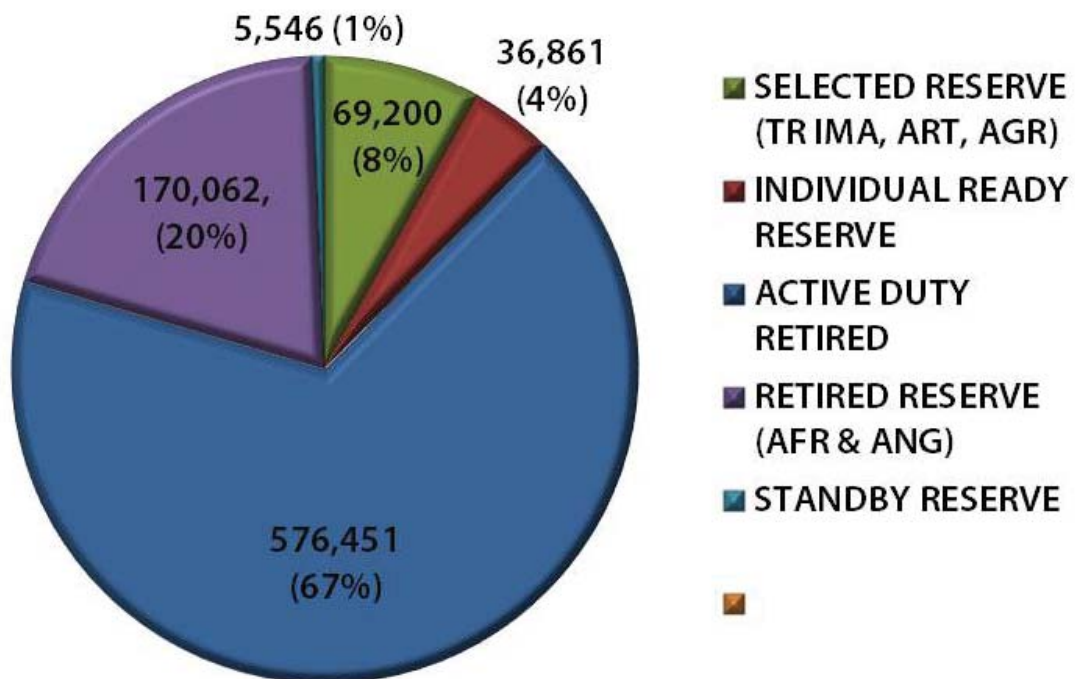
Acronym List

AAF	Army Air Field
AFB	Air Force Base
AFRC	Air Force Reserve Command
ANG	Air National Guard Base
ARB	Air Reserve Base
ARS	Air Reserve Base
IAP	International Air Port
IMA	Individual Mobilization Augmentee
JRB	Joint Reserve Base
NAS	Naval Air Station

AIR FORCE RESERVE TEAM



STRATEGIC DEPTH



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

Air Superiority & Global Precision Attack

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

Agile Combat Support

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

Command and Control

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

Cyberspace Superiority

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

Education & Training

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

Global Integrated Intelligence, Surveillance & Reconnaissance

- Acquisition Intelligence
- Airborn: Crypto-Linguist

- Distributed Common Ground System
- HUMINT, SIGINT, GEOINT, MASI NT
- Remotely Piloted Aircraft: MQ-1, MQ-9, RQ-4
- Targeting

Nuclear Deterrence Operations

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

Personnel Recovery

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

Rapid Global Mobility

- Aeromedical Evacuation
- Aerial Port
- Aerial Firefighting: C-130H MAFFS
- Aerial Spray: C-130H 2MASS
- Air Refueling: KC-10, KC-135R
- Contingency Response Mobile C2
- Hurricane Hunters: WC-130J
- Operational Support Aircraft: C-40C
- Strategic Airlift: C-5, C-17A
- Tactical Airlift: C-130H, C-130J

Space Superiority

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

Special Operations

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

UNITS BY STATE

Alabama

Maxwell AFB
908th Airlift Wing

Alaska

Joint Base Elmendorf-Richardson
477th Fighter Group

Arizona

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

Arkansas

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

California

Beale AFB
940th Wing
13th Reconnaissance Squadron
38th Intelligence Squadron
50th Intelligence Squadron
583rd RED HORSE Squadron
713th Combat Operations Squadron
Edwards AFB
370th Flight Test Squadron
March ARB
Headquarters, 4th Air Force
452nd Air Mobility Wing
AFR Western Recruiting Squadron
4th Combat Camera Squadron
701st Combat Operations Squadron
922nd Civil Engineer Squadron
Travis AFB
349th Air Mobility Wing
349th Memorial Affairs Squadron
23rd Combat Communications Squadron

Vandenberg AFB

9th Space Operations Squadron

Colorado

Buckley AFB

Air Reserve Personnel Center
310th Mission Support Group
8th Space Warning Squadron

Peterson AFB

302nd Airlift Wing
380th Space Control Squadron
731st Airlift Squadron (MAFFS)
960th Network Operations Squadron
Reserve National Security & Space Institute

Schriever AFB

310th Space Wing
26th Space Aggressor Squadron
U.S. Air Force Academy
70th Flying Training Squadron

Delaware

Dover AFB

Air Force Mortuary Affairs Operations
512th Airlift Wing
512th Memorial Affairs Squadron

Florida

Coral Gables, National Hurricane Center
0L-A, 53rd Weather Reconnaissance Squadron

Duke Field

919th Special Operations Wing

Eglin AFB

84th Test and Evaluation Squadron

Homestead ARB

482nd Fighter Wing

Hurlburt Field AFB

2nd Special Operations Squadron
5th Special Operations Squadron
556th RED HORSE Squadron
Det 1, 84th Test and Evaluation Squadron

MacDill AFB

927th Air Refueling Wing

Patrick AFB
920th Rescue Wing
Tyndall AFB
44th Fighter Group

Georgia

Atlanta
AFR Eastern Recruiting Squadron
Dobbins ARB
Headquarters 22nd Air Force
94th Airlift Wing
622nd Civil Engineer Group
Robins AFB
Headquarters Air Force Reserve Command
AFR Recruiting Service
Force Generation Center
Professional Development Center
413th Flight Test Group
55th Combat Communications Squadron
94th Aerial Port Squadron
Moody AFB
476th Fighter Group

Guam

Anderson AFB
624th Aerospace Medicine Squadron
44th Aerial Port Squadron

Hawaii

Joint Base Pearl Harbor-Hickam
624th Regional Support Group
Det 1, 701st Combat Operations Squadron
Det 1, 713th Combat Operations Squadron

Illinois

Scott AFB
932nd Airlift Wing
954th Reserve Support Squadron
12th Operational Weather Flight

Indiana

Grissom ARB
434th Air Refueling Wing

Kansas

McConnell AFB
931st Air Refueling Group

Louisiana

Barksdale AFB

307th Bomb Wing
307th RED HORSE Squadron

Maryland

Fort George Meade
16th Intelligence Squadron
Joint Base Andrews
459th Air Refueling Wing

Massachusetts

Westover ARB
439th Airlift Wing

Minnesota

Minneapolis-St. Paul IAP, ARS
934th Airlift Wing

Mississippi

Columbus AFB
43rd Flying Training Squadron
Keesler AFB
403rd Wing
53rd Weather Reconnaissance Squadron

Missouri

Rosecrans Memorial Airport
Advanced Airlift Tactics Training Center
Whiteman AFB
442nd Fighter Wing

Nebraska

Offutt AFB
49th Intelligence Squadron
960th Network Warfare Flight

New Jersey

Joint Base McGuire-Dix-Lakehurst
514th Air Mobility Wing
42nd Combat Communication Squadron
AFR Northern Recruiting Squadron

New Mexico

Holloman AFB
429th Air Combat Training Squadron

New York

Niagara IAP, ARS
914th Airlift Wing

Nevada**Creech AFB**

91st Attack Squadron
78th Attack Squadron
726th Group Det 1

Nellis AFB

926th Group
55th RED HORSE Squadron

Ohio**Wright-Patterson AFB**

445th Airlift Wing
655th ISR Group

Youngstown-Warren ARS

910th Airlift Wing
757th Airlift Squadron (Aerial Spray)

Oklahoma**Altus AFB**

730th Mobility Training Squadron

Fort Sill

Falcon Range, 301st Fighter Wing

Oklahoma City

1st Aviation Standards Flight

Tinker AFB

507th Air Refueling Wing
513th Air Control Group
10th Flight Test Squadron
35th Combat Communications Squadron

Vance AFB

5th Flying Training Squadron

Oregon**Portland IAP**

304th Rescue Squadron

Pennsylvania**Pittsburgh IAP, ARS**

911th Airlift Wing

South Carolina**Joint Base Charleston**

315th Airlift Wing
560th RED HORSE Squadron

Shaw AFB

5th Operational Weather Flight
Det 1, 482nd Operations Group

Texas**Dyess AFB**

345th Bomb Squadron

Joint Base San Antonio-Randolph

340th Flying Training Group
415th Flight Test Flight

Joint Base San Antonio-Lackland

433rd Airlift Wing
960th Cyber Operations Group
426th Network Warfare Squadron
433rd Training Squadron
733rd Training Squadron
854th Combat Operations Squadron
313th Flight Test Flight

Laughlin AFB

96th Flying Training Squadron

NAS Fort Worth JRB

Headquarters, 10th Air Force
301st Fighter Wing
610th Security Forces Squadron
AFR Central Recruiting Squadron
810th Civil Engineer Flight

Sheppard AFB

97th Flying Training Squadron

Utah**Hill AFB**

419th Fighter Wing
514th Flight Test Flight

Virginia**Joint Base Langley-Eustis**

42nd Intelligence Squadron
63d Intelligence Squadron
71st Aerial Port Squadron
710th Combat Operations Squadron
718th Intelligence Squadron
860th Network Operations Squadron
920th Aerospace Medicine Flight

Norfolk Naval Station

953rd Reserve Support Squadron

Washington**Joint Base Lewis-McCord**

446th Airlift Wing

KEY SPOUSES



David Craig, a key spouse trainee with the 433rd, Joint Base San Antonio-Lackland, TX, and Lisa Radliff, a key spouse mentor with the 419th Fighter Wing, Hill AFB, UT, adhere family photos to a pillowcase during a Yellow Ribbon event in FL, 1 April 2015. Key Spouse volunteers set up a table with sign-up sheets, hot presses and a tablet or laptop. Families can stop by to sign up for one or two pillowcases depending on if they are pre-deployment or post-deployment. (US Air Force photo/MSgt Chance Babin)



Key Spouses participated in an activity that helped them better appreciate their role and connectedness in a larger community of Air Force Reserve citizen Airmen and families. (US Air Force photo/TSgt Nicholas B. Ontiveros)



Mrs. Karen Breazeale, a Key Spouses member and spouse of Col John Breazeale, 301st Fighter Wing Commander, looks on during presentation of support provided to citizen Airmen. (US Air Force photo/TSgt Nicholas B. Ontiveros)

Family members, we've got your back! Key Spouses may pay special attention to the family members of deployed Reservists, but they are available to help anytime there is a need with a robust network of resources and tools to help families. The Key Spouse Program is an Air Force commander and family program designed to enhance readiness and ensure a sense of Air Force community. The key spouse volunteer is a spouse of a unit member, selected and appointed in writing by the unit commander, to act as an official unit representative and serve as a trusted agent between unit leadership and families. It is a great way for families to connect with others and to stay informed on activities and deployments while meeting other Air Force Reserve families. In 2015, AFRC Key Spouse program grew by more than 300 members and continued to provide valuable input to commanders throughout the Air Force Reserve. Key Spouse volunteers received training aimed at personal support to family members of unit personnel. In addition, each Key Spouse program had mentors who provided guidance to junior Key Spouses. For more information see: www.wingmantoolkit.org/key-spouse/



US Air Force Maj Warren Neary speaks during the Reserve Officers Association National Convention prior to the unveiling of his "Deterrence on Demand" painting, Washington DC, 27 July 2015. Neary is an artist and member of the Air Force Art program and the painting depicts Airmen of the 307th Bomb Wing generating a B-52H Stratofortress during a nuclear exercise, marking a milestone for the wing when it became the first unit in the Air Force Reserve to gain nuclear certification. (US Air Force photo by MSgt Greg Steele)



Detail of "Deterrence on Demand" painting by Maj Warren Neary



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