



THE FUTURE TOTAL FORCE



RAISING THE BAR FOR FORCE INTEGRATION



"The Air Force was relevant in the old world order - we plan to be even more relevant in the future!"

-General Michael E. Ryan



The Air Force has enjoyed an unparalleled twenty five years of Total Force integration success, but the future demands we do better. Guard and Reserve forces are essential to nearly everything we do today, and we intend to do more. We are finding new and advanced ways to seamlessly link all our forces in both peace and war. In the Air Force, the reserve components don't just make us stronger; they make us better.

The Air Force is a team - we train together, work together, and fight together. Wherever you find the United States Air Force, at home or abroad, you will find the active, Guard and Reserve side-by-side. You can't tell us apart. That's the way it should be.

Although the Air Force has been the leader in the use of reserve forces, fiscal realities demand that we look at new ideas...and we're doing just that. Concepts like the Future Total Force unit and Expeditionary Air Force are being tested and implemented. We are excited about constructing a limitless future for our Total Air Force team.

We join together as the Chief of Staff of the Air Force, the Director of the Air National Guard and the Chief of Air Force Reserve in pledging to forge even stronger relationships in a bright future for a seamless Aerospace Force.



Paul A. Weaver, Jr.
Major General, USAF
Director, Air National Guard



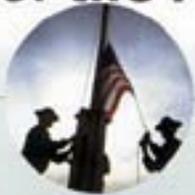
Michael E. Ryan
General, USAF
Chief of Staff



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Major General, USAF
Chief of Air Force Reserve

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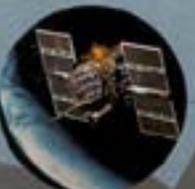
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total force policy



Total Force Policy provides a great deal of potential for all military services and the Air Force has made the most of the opportunity. In 1973, America was withdrawing from Viet Nam and the President was proposing an end to the draft. Tired of war, the nation wanted a smaller military and supported the idea of ending the draft...but the Cold War was still hot. To thwart that threat, the Department of Defense settled on twin solutions: the All-Volunteer Force and the Total Force policy. The Air Force proved itself ready for both.

The All-Volunteer Force provided the Air Force the highest quality and brightest force ever. The Total Force policy gave it both more strength than could otherwise be afforded, and a wealth of experience and capabilities. The Air Force was born out of the US Army, and perhaps because of this beginning, it learned early how to build great teams. All it needed was the leadership commitment necessary to make the "Total Force" idea click, and that is exactly what happened.



The Air Force has proven that force integration works and that the Total Force approach applies as well to peacetime demands and challenges as it does in wartime.

Twenty-five years experience has taught the Air Force that leadership integration is key to Total Force success. And improvement. It has proven many times that the three-component-team works as well in peacetime as it does in wartime. The components have years of building consensus on the details of mobilization and use of reserve components. Concepts and plans have withstood many tests and have the proven ability to sustain the integrated force.



There are substantial and important differences between regular and reserve forces. Blending disparate components into a single smoothly-running team is not easy. However, the Air Force holds a deep commitment to creative integration; and, the mission of the Air Force is particularly conducive to integration of reserve components. While the challenge regarding force integration is considerable, the sizes of Air Force units, the ability to disperse training, and the comparability of civilian to Air Force job skills all work to the advantage of force integration. Mutual respect between the three components is the true source of force integration success.

This success did not come easily, and it did not come without setbacks. The challenges of the future will require continued testing and the need to guard against complacency. New ideas will be needed to deal effectively with the future. While the Total Force Policy is only 25 years old, it has come a long way, and holds the promise for much more.



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1 INTEGRATION OF THE FORCE

*setting the
bar*



Coming out of the Vietnam era, reserve component capabilities in 1973 were still very limited. The deployment of the Total Force Policy allowed modern equipment to begin to move into reserve component units. With modern equipment came elevated training standards. With more capability came more responsibility. The Air Force "set the bar" of expectations for the reserve components higher. The reserve components were asked to step up to higher levels of readiness, training and quality. The response far exceeded the most optimistic expectations. Great things began to happen!

Today the United States Air Force integrates its three components into a single aerospace force that operates as one team, in both peacetime and wartime. Major capabilities have been assigned to and operate from both the Air National Guard and the Air Force Reserve. Today, all three components have significant capabilities and perform important missions.



Major capabilities have been assigned to both the Air National Guard and the Air Force Reserve.



Until now, integration has been achieved through strong leadership and teamwork, while each of the three components retained a clear identity. Now, the Air Force is beginning to experiment with blended

leadership, new designs for unit structures and better organizational structures with which to integrate and manage the entire force.

The Air Force is preparing to "raise the bar" again, to design and operate an aerospace force that will be able to meet the challenges of the next millennium, and remain full partners in the joint force that will *shape, respond and prepare*.

- *Shaping* the international environment to create conditions for peace throughout the world.
- *Responding* by deploying combat forces from all military services or projecting power anywhere on the surface of the earth.
- *Preparing* by training to ensure proficiency in required skills and modernizing the forces for the future.



Raise the bar... to meet the challenges of the next millennium, and remain full partners in the joint force.

where the bar
is today



The major challenges facing all the services today include the increasing difficulty of supporting high tempo peacetime operations around the globe, the challenge of modernizing aging equipment, and providing an acceptable quality of life. The Air Force is responding to these challenges with two major initiatives.

First, a new structure of Aerospace Expeditionary Forces (AEF) is redefining how the three aerospace components will train, deploy and operate together. The AEF will be key to these efforts. The AEF structures are designed to meet mission requirements while reducing personnel turbulence and relieving stress on the force through predictability and stability. The structure provides time for critical training and time for families without losing the ability to respond to the needs of the nation. These structures will optimize use of limited forces and resources. Critical to success of each AEF will be the active component forces and those of the Reserve components, including the Air National Guard and Air Force Reserve. All three components will need to operate in ways more integrated than ever before.



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Second, new Future Total Force (FTF) organizational structures will be needed to meet the personnel demands of extremely high value assets. Critical warfighting assets such as Space systems, the F-22 Raptor, the Joint Strike Fighter, and Information Operations will use these concepts in the next century to provide the required numbers of skilled operators and maintainers. Constrained resources will demand that Future Total Force organizations involve each component in critical missions, while maintaining the proper balance between regular and reserve component forces.



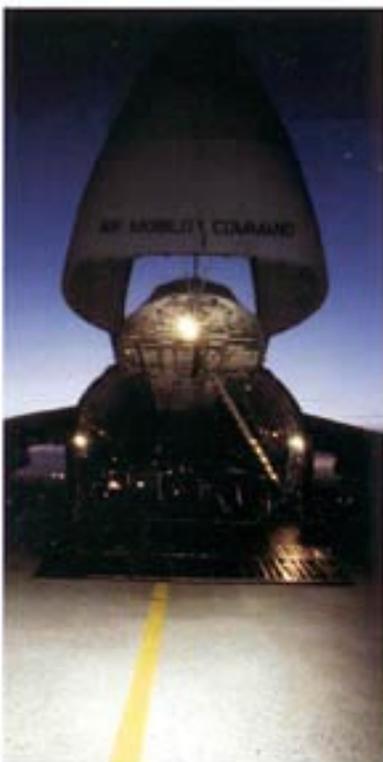
As a nation, we realize that cost efficiency is only one of many benefits that accrue from robust and vital reserve forces. The Guard and Reserve are Air Force ambassadors to the American people. Mobilization of the Guard and Reserve is a critical link that brings the nation together in times of major conflict. For these reasons, the Air Force is committed to having the right balance of regular and reserve component forces, managed through creative Air Force-wide organizations and new individual unit structures, to assure future aerospace force success.

The missions and resources assigned to the Air National Guard and Air Force Reserve are indicative of the level of confidence in the ability of these forces to perform seamlessly with the active components. To be prepared to respond immediately, the Air Force cannot afford to maintain its forces in any other mode than "fully ready" at all times, now and in the future.

The AEF is key to greater integration. Future Total Force unit structures will optimize use of limited forces and resources.



the expeditionary aerospace force



Being expeditionary frequently means moving units and personnel great distances on short notice to operate as part of a Joint Task Force. Deployments can last from days to months.

Deployment mechanisms that were the norm during the Cold War no longer meet the needs for flexibility. Now, the Air Force routinely joins the forces of other services, commands and countries in joint or combined operations.

Therefore, being expeditionary means that home station training must prepare the future aerospace force for everything from wing sized deployments in major theatre conflicts to very small deployments of people working together for the first time in joint or combined operations.



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Being expeditionary requires scheduling the force even-handedly and ensuring time for critical training and family life. A great deal of the work needed to make the Air Force expeditionary must happen at the flight and squadron level. The Air Force also needs an organizational structure that can manage the total force for effective employment. The system needs to be adaptable to major conflicts and small operations. It needs to be effective in helping train the force as well as in managing schedules. The model needs to satisfy many competing requirements.



In response to new requirements, the Air Force has organized into ten Aerospace Expeditionary Forces comprised of fighters, bombers, tankers and tactical airlifters. Strategic airlift, surveillance, reconnaissance, space, and command and control assets will support each. All will be assigned to an AEF. Each AEF will provide the

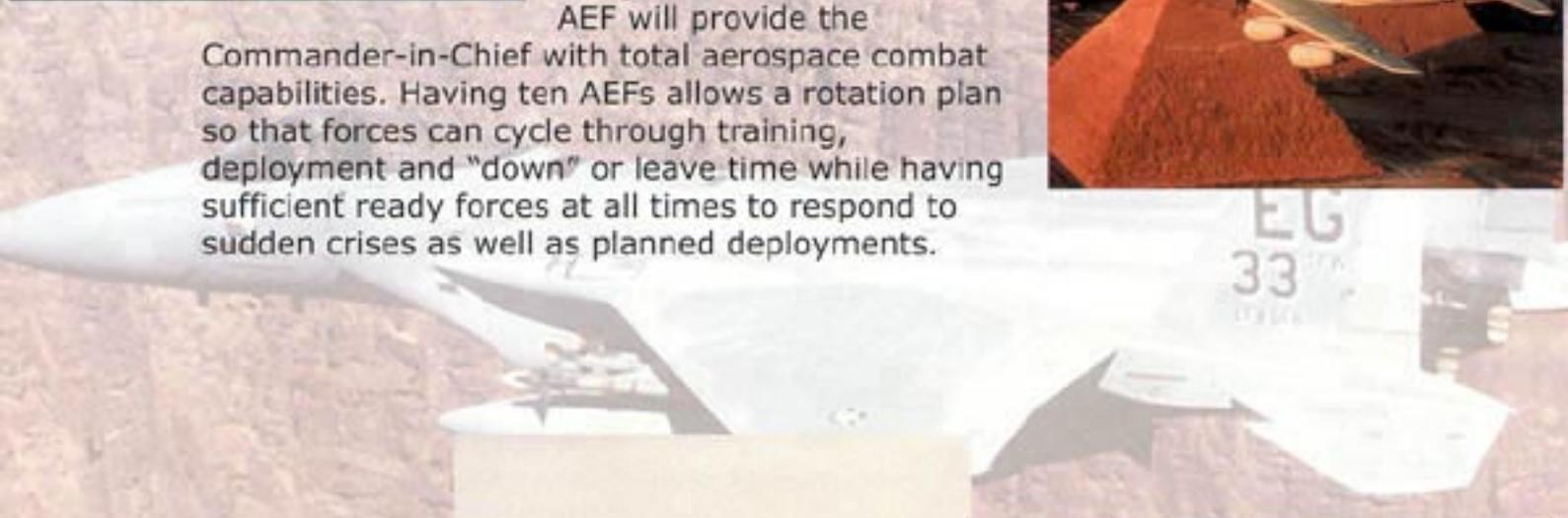
Commander-in-Chief with total aerospace combat capabilities. Having ten AEFs allows a rotation plan so that forces can cycle through training, deployment and "down" or leave time while having sufficient ready forces at all times to respond to sudden crises as well as planned deployments.



Aerospace power from above and beyond, freedom...

- *from* attack
- *to* maneuver
- *to* attack

...the medium in which we apply our core competencies.



history and heritage - together from the beginning



The Air Force has had three components from the very beginnings of aviation. The reasons for this deserve a book of their own. Suffice it to say that having three components has been a source of great strength for the Air Force. It is better and more resilient because of the intra-service competitions, debates and points of view. The proof is found in the product, the force it fields around the globe today. Each component has made immense contributions and will continue to do so.

Soon after the Wright brothers launched the world into powered flight, visionaries in the National Guard, as well as the US Army, started to advocate use of this new capability. In 1907, the cumulative effect of these voices resulted in establishment of a small office in the Signal Corps of the Army to develop military aviation. On November 1, 1915 the first aviation unit was organized in the 1st Battalion, Signal Corps of the New York National Guard. Captain Raynal Bolling, a prominent New York attorney for whom Bolling Air Force Base in Washington D.C., was later named, commanded this unit.



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In 1916, with the enactment of the National Defense Act, the Organized Reserve was born, the predecessor to today's Air Force Reserve Command. The 1st Reserve Aero Squadron was formed on May 26, 1917 in Mineola, New York, as the earlier Guard unit was disestablished. Most of the Guard personnel, including Capt. Bolling, transferred to the new unit. Thus occurred the first transfer of personnel between components of what would become today's Air Force. It would not be long before most of these same personnel were mobilized for World War I. These early movements between the three components established practices that continue today.



During World War I, the organized reserve program provided approximately 11,300 pilots, graduates of civilian and military flying schools, who served as Reserve Military Aviators. This critical growth in forces could not have occurred without a strong early understanding that citizen-airmen could and would do the job.

During the period between world wars, the "Organized Reserve" and the National Guard continued to slowly build. Many of the leaders during the period between wars were combat veterans of WW I who were interested in the ever increasing capabilities of aviation.



Errol Zistel's career began in 1917 when he enlisted in the aviation branch of the Signal Corps. He then transferred to the American Expeditionary Force as a Reservist and later joined the Ohio National Guard as commander of the 112th Observation Squadron.

During World War II he was recalled to active duty and after the war returned to the Guard. Zistel is an example of what the Air Force later became - a team - a family drawn together by their interest in aviation and meeting the needs of the nation.



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Other citizen-airmen continued to push aviation in the period between wars. It seems little has changed. Today's active, Guard and Reserve pilots are still joined by the bond of aviation and love of country.

Charles Lindbergh strongly believed in military aviation. Lindbergh cited the reasons he and others joined the Guard - "...because of the opportunity it offered to keep flying and training, and second, because they considered it a patriotic duty to keep fit for immediate service in case of a wartime emergency."

By September 1940, there were 3,000 reserve officers compared to only 2,270 regular officers in the Army Air Corps. By 1941 there were 1,500 Army Air Corps Reserve pilots. These numbers grew dramatically throughout World War II. At this time, the Guard had 29 observation squadrons, most of which were broken up and their personnel integrated into the rapidly expanding Army Air Forces as the war began.



A total force pioneer, James "Jimmy" H. Doolittle enlisted in the Army Reserve in 1917. He received his commission and served as a flying instructor in World War I. In 1920 he obtained a regular commission and in 1930, he resigned to enter commercial aviation. Just before the outbreak of World War II, he returned as a major. He led the most inspirational bombing mission of the war — "Doolittle's Tokyo Raid". Launching from an aircraft carrier, he led a flight of 16 B-25 bombers on the first strike of the Japanese homeland, just five months after Pearl Harbor. He went on to command the Twelfth, Fifteenth and Eighth Air Forces.



Addison Baker enlisted as a private in the Army Air Corp's 90th Attack Squadron in 1929. He subsequently received his wings and became a pilot in the Air Corps Reserve. He then joined the Michigan Air National Guard and was recalled to active duty in WWII where he earned the Medal of Honor during the raid on the Ploesti oil fields in Rumania. Doolittle and Baker were just two of the many patriots who served on active duty, then

in the Guard and Reserve - champions for aviation, building an Air Force.



The years after World War II were chaotic. The Navy was widely regarded as having the only effective reserve program. "Second best" did not match the self-image of the Air Force. It flirted briefly with the idea of combining the Guard and Reserve in pursuit of greater integration and efficiency. But when it all sorted out, the Air Force was in its current form with three components, and important improvements were underway in equipping and training the Guard and Reserve, improvements that would soon be tested.



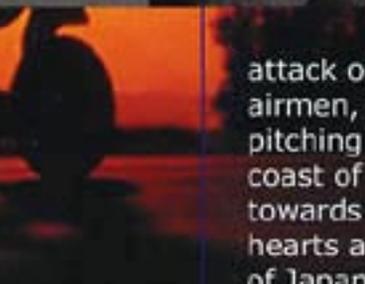
During the Korean War, the new United States Air Force recalled more than 45,000 Air National Guardsmen and 146,000 Air Force Reservists to active service ranging from one to three years each. The 452nd Light Bombardment Wing at Long Beach, California was

mobilized from the Air Force Reserve and into combat in Korea within 77 days.

As remarkable as this was by the standards of the day, the achievement pales in comparison to the more recent performance of Guard and Reserve units during the Persian Gulf conflict of 1990-91. Several of these units were flying critical missions within the first few hours and others were deploying within days of being alerted to go.



On December 21, 1941, two weeks to the hour after the news of the attack on Pearl Harbor reached Washington, President Roosevelt's top advisors met in his study to discuss the war in Europe and in the South Pacific. After General George Marshall concluded his report, President Roosevelt turned to his staff and demanded that they find a way to strike back at the land of the Rising Sun at the earliest date. "Bomb the home islands of Japan. We need to bolster the morale of our country and our allies" was Roosevelt's battle cry.



On January 10, 1942, a member of Admiral Ernest King's staff, Captain Francis Low, presented the Admiral with an idea of how a raid on Japan could be accomplished, using twin-engine medium bombers taking off from the deck of an aircraft carrier. One hundred and thirty-two days after the attack on Pearl Harbor on April 18, 1942, Lt. Col. Jimmy Doolittle and seventy-nine airmen, all volunteers, climbed into sixteen B-25C bombers and took off from the pitching deck of the aircraft carrier USS *Hornet*, nearly eight hundred miles from the coast of Japan. It would be a flight into history. It would also mark a turning point towards victory for us in the Pacific. It would be the mission that finally lifted the hearts and spirits of America and its allies around the world. The heart of the empire of Japan was bombed that day.

the modern air force



With lessons learned from Korea, the Air Force became serious about its reserve forces. These were the foundations of the current highly integrated team. The Air Force:

- formally included reserve force units in their war plans;
- involved them in real world missions such as the Runway Alert program;
- instituted the "gaining command" concept, ensuring active forces shared the responsibility for training the reserve components; and,
- began to provide more modern equipment, adequate funds and man-days to train, under the selected reserve program.

In 1958, the Air Force adopted the "Military Technician" program whereby management of the reserve units was given to reservists hired in dual civil service-military positions. This critical decision placed responsibility and accountability for reserve component quality upon the reserve components themselves. Importantly, training requirements and inspection responsibility stayed in the active components. This improved division of responsibility took advantage of each component's strengths.



With lessons learned from Korea, the Air Force became serious about its reserve forces. These were the foundations of the current highly integrated team.

In 1968, the Reserve Associate program was first established. Active and Reserve personnel were based together and assigned to fly the same set of aircraft. Today, approximately one-third of the Air Force Reserve is assigned to associate squadrons. These units and their parent wings have developed critical experience in management of integrated flying operations. They are now seen as pioneers, leading the way to more advanced structures in Future Total Force units.



In 1973, the draft was eliminated and the Department of Defense adopted both Total Force Policy and the All-Volunteer Force. The nation would once again rely on volunteers to fill the military forces. The Air Force had to make major adjustments to incorporate the

growing number of ready reserve components.

The implications for the Guard and Reserve were enormous. There would be no draft to support recruiting efforts. Guardsmen and Reservists would be the first and primary source of augmentation for the active component forces in a national emergency.

For the first time, Guard and Reserve men and women had to be ready on a moment's notice to deploy and fight. This required first rate equipment and a trained force that could fit seamlessly with the active component personnel. By the early 1980's both the Guard and Reserve were full partners and ready for virtually any mission. The test would come a decade later.



The modern Air Force really began in 1973 when the draft was eliminated and both Total Force Policy and the All-Volunteer Force were adopted.

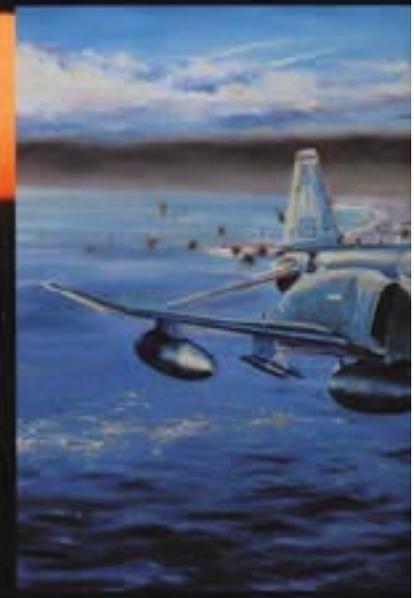


The Total Force Policy is combat tested...

The new policies would not be combat tested until the crisis in the Persian Gulf. The Air Force proved its total force integration to be superb. Thousands of Guardsmen and Reservists volunteered throughout the period, and blended seamlessly with the active forces to field an awesome team. Volunteers could not meet all requirements however, and the first reserve component mobilizations in twenty years were ordered by the President. When the reservists left their homes and jobs, national support for the military rose to highs that no one then in uniform had seen since WWII.



Nearly one of every five personnel of all services deployed to the Gulf was a Guardsman or Reservist. They went in units and as individual augmentees into provisional units. They comprised significant portions of the force structure in every mission area.



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More than 22,000 Air Force Reservists and 12,000 Air National Guardsmen who were mobilized during the period, plus thousands more volunteers for shorter duty periods, proved the wisdom of the Air Force approach to force integration. The Total Force worked in peacetime and now it had worked in wartime.



...the Air Force was seamless, just as planned.



Late in the afternoon of January 27, 1991, only ten days after the war between Iraq and the Allied Coalition Forces began, aircrews of the 192nd Reconnaissance Squadron, 152nd Reconnaissance Group, Nevada Air National Guard, were called upon to fly north to Kuwait. Their mission was to take pictures of open oil manifolds which were draining crude oil into the Persian Gulf at the order of Saddam Hussein. Equipped with sensors which provide highly detailed photographs from long distances, the two RF-4 aircraft from the 192nd took off from Sheik Isa Air Base, Bahrain, without fighter escorts. Relying only on their speed and the skills of the aircrews, the "Phantoms" had to enter enemy territory alone and unarmed. The target area was a 40 kilometer heavily defended coastline adjacent to Kuwait City. Arriving in the target area, the flight leader determined that due to heavy smoke cover from burning oil wells, the planned high altitude run would not work. To obtain usable photos of the area, the flight would have to approach the target area parallel to the coast and below the smoke cover. As the RF-4's approached the objective, they were fired on by the

anti-aircraft artillery and surface-to-air missiles. Low visibility required the flight to make another pass at the target to insure adequate coverage. Clear photographs were obtained by both aircraft. These photos were used by Allied fighter-bombers to attack the oil manifolds and stop the flow of crude oil into the Persian Gulf. During the Persian Gulf War, the "High Rollers" of the 192nd Reconnaissance Squadron added to its record of service in four wars and carried on the Air National Guard's proud tradition of service to the nation. Congressman Jim Gibbons, who was then a pilot with the National Guard, was one of the pilots on this mission.

air force and joint vision 2010



As space capabilities continue to grow, the Air Force is on a continuing journey to our seamless Aerospace Force. In the future, more will be done through and in space, seamlessly merging space capabilities with those of traditional aviation. All three components of the Air Force will continue to change, but the Air Force commitment to force integration and the fielding of seamless teams to perform mission tasks will not change.

Joint Vision 2010 describes the operational concepts for the global environment. No single military service has a monopoly on relevance in a global environment. All services are part of a joint team that provide national security for America. The Air Force, by its very nature, concentrates on air and space power. Accordingly, the Air Force supports Joint Vision 2010 through its six core competencies:

- Air and space superiority
- Precision employment
- Global attack
- Rapid global mobility
- Information superiority
- Agile combat support



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For the Air Force to provide its core competencies, it relies heavily on the Guard and Reserve forces. It has intentionally placed significant portions of its force structure in every major mission area into the reserve components. It is cost effective and dependable. Wherever and whenever the Air Force goes - to war, to contingencies, to exercises - the reserve forces will go also.

The Air Force used to be a service that was deployed forward - stationed worldwide at a series of global bases - poised to repel an attack by Soviet forces. Now overseas presence is drastically reduced. The Air Force is increasingly a CONUS-based force that has become expeditionary to enable it to respond globally.



Technology will soon enable the aerospace force to "find, fix, track, target and engage" any target in the atmosphere or on the surface of the earth, supporting the Joint Force commander. Appropriately applied aerospace power will bring new dimensions to the engagement of Joint Forces and as such aerospace power is a profound Joint Force enabler. It

is the one dimension of military power where the United States holds a substantial advantage over all potential adversaries.

The global environment demands new concepts for using aerospace power...**AND THE FUTURE TOTAL FORCE WILL BE INVOLVED !!!**

The **F-22** incorporates the latest technological gains in reduced observables, avionics, materials, engine performance and aerodynamic design. Knowledge gained from proven weapon systems such as the F-15, F-16 and F-117A formed the foundation for F-22 development. First look/first shot/first kill in all environments: a combination of improved sensor capability, improved situational awareness and improved weapons provides first-kill opportunity against the threat. The F-22 possesses a sophisticated sensor suite that allows the pilot to track, identify and shoot the threat before it detects the F-22. Significant effort is being placed on cockpit design and avionics fusion to improve the pilot's situational awareness. Advanced avionics technologies allow the F-22 sensors to gather, integrate and display essential information in the most useful format to the pilot. Reduced observables: advances in low-observable technologies provide significantly improved survivability and lethality against air-to-air and surface-to-air threats. The F-22's combination of reduced observability and supercruise accentuate the advantage of surprise in a tactical environment.



raising the bar, the future total force



An exciting new concept that holds great promise for the future is the *Future Total Force (FTF)* study. Future Guardsmen and Reservists will be flying new equipment, such as the F-22 and Joint Strike Fighter, with their active duty counterparts. In addition, the Air Reserve Component will play an increasingly critical role in space missions, such as missile warning, satellite operations and information operations. Experience has shown the extra value of having the Guard and Reserve involved in new missions and key mission areas as early as possible. Their experience and civilian job skills are often invaluable. For all these reasons and others, the Air Force is looking for new unit structures to help integrate the three components in support of the critical new missions coming in the 21st century aerospace force.

The vision of this study is of a unit, totally integrated with active, Guard, Reserve and contractor personnel (both flying and support). Operating the latest in frontline equipment such as the F-22 and the Joint Strike Fighter, these units would offer the highest levels of integration ever achieved in the Air Force. This concept holds great possibilities for reducing costs, allowing the Air Force to conserve scarce resources needed for modernization and further developing its Total Force team.



The vision of this study is of a unit, totally integrated with active, Guard, Reserve and contractor personnel (both flying and support).

These units will have an integrated command structure of active, Guard and Reserve members and will be ready to rapidly deploy worldwide for exercises, contingencies or war...designed to capitalize on the strengths of each component.



The FTF concept will be expanded into many other mission areas. It will capitalize on the experience built in the Reserve Associate program, the infusion of reserve instructor pilots into Air Education and Training Command units, and the operation of First Air Force and other command level headquarters. It will draw on Project Season that provided cockpit experience to active component pilots in Reserve and Guard cockpits, the Fighter Reserve Associate Test, and the assignment of an active component commander for the Air National Guard's 103rd Fighter Wing. In short, it will draw on the sum total of integration experience and step out to a new level, requiring the best efforts of everyone.



New "Associate" concepts may also be tested. New roles are being created for both the Guard and Reserve in space. Space missions are being assigned to reserve personnel, such as the Air National Guard's 137th Space

Warning Squadron that provides mobile space warning capabilities for the nation, and the Air Force Reserve's 7th Satellite Operations Squadron that operates satellites on a day-to-day basis for the Air Force.

The unique ties to the American public, civilian expertise and community contacts of the Guard and Reserve personnel, combined with the mission expertise, management and all around capability of the active Air Force is a powerful Total Force Team. This results in a team connected to the American people, fully capable in aerospace power and fiscally responsible.



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The Future Total Force Study provides a methodology and approach, plus criteria and measures of merit for better Total Force integration.

"In the future, we need to standup new missions with the FTF mindset, rather than later convert!"

-General Ralph E. Eberhart

summary

The future is bright for aerospace power in the 21st Century. The Air Force is committed to further integrating its active, Guard, and Reserve forces. It will build on its already enviable record integrating and employing the Guard and Reserve into a seamless force. The future will be guided by:

- Mutual Respect for the strengths and cultures of individual components and those of other Services
- Teamwork - providing a better Air Force for the nation
- Doing what is smart - trying new things if they make sense, not being afraid of change, and seeking innovation
- Readiness - being trained and ready to deploy worldwide on short notice
- Integration - fielding a seamless Total Force

The Air Force is living its future. It will remain the leader in Total Force integration.

YOUR AEROSPACE

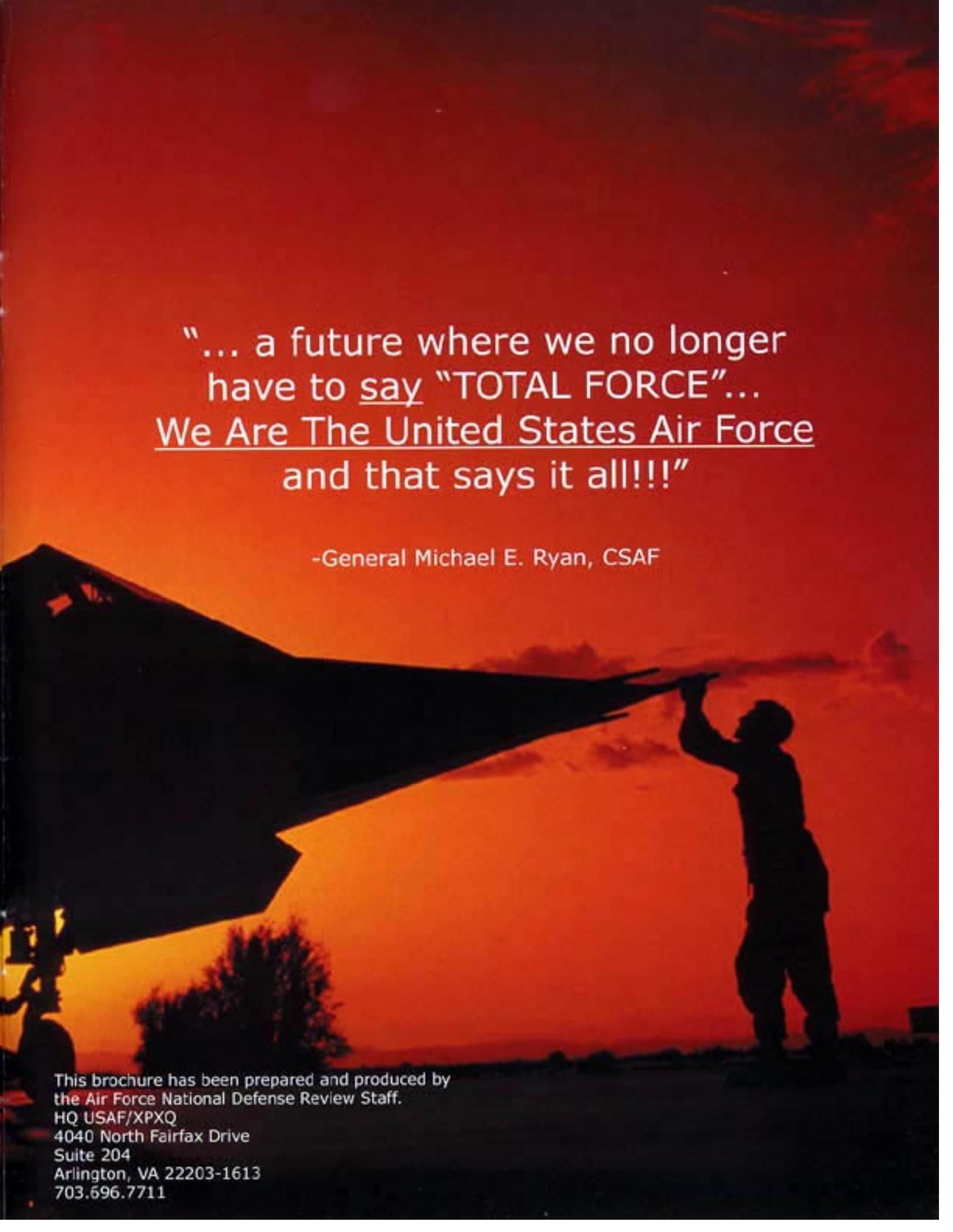
FORCE....

RAISING THE BAR

FOR THE 21ST CENTURY !!!

"The Future Total Force is clearly a key theme for updating the Air Force Vision and for the Air Force Future..."



A silhouette of a person holding a large flag against a sunset sky. The person is on the right side of the frame, reaching up to hold the flag. The flag is on the left side, extending towards the center. The sky is a gradient of orange and red, with some clouds visible. The overall mood is patriotic and inspiring.

“... a future where we no longer
have to say “TOTAL FORCE”...
We Are The United States Air Force
and that says it all!!!”

-General Michael E. Ryan, CSAF

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