

AIR FORCE RESERVE COMMAND FORCE GENERATION CENTER



LINEAGE

STATIONS

ASSIGNMENTS

MISSION EQUIPMENT

COMMANDERS

HONORS

Service Streamers

Campaign Streamers

Armed Forces Expeditionary Streamers

Decorations

EMBLEM

Sable a demi-globe issuant from base Azure and Vert in pale conjoined wings erect attached by an arch at the tips and charged with a hurt where joined Or, over all a sword point up Argent details of the first blade shaded to sinister Silver Gray, all within a diminished bordure Yellow. Attached below the shield, a White scroll edged with a narrow Yellow border and inscribed "AFRC FORCE GENERATION CENTER" in Blue letters.

EMBLEM SIGNIFICANCE

Ultramarine blue and Air Force yellow are the Air Force colors. Blue alludes to the sky, the primary theater of Air Force operations. Yellow refers to the sun and the excellence required of Air Force personnel. The black background represents the night sky, symbolizing the 24-hour operations hallmark of the Air Force Air and Space mission. The globe signifies support of global force management. The wings, taken from the Headquarters, Air Force Reserve Command emblem, represent the execution portion of the unit's mission. The sword represents the strategic capability forces generated by the Force Generation Center.

MOTTO

NICKNAME

CALL SIGN

OPERATIONS

On the leading edge of AFRC Commander Lt. Gen. Charles E. Stenner's AFR 2012 initiative, the FGC began initial operations in October and is slated to meet full capability next March. AFR 2012 is a series of projects designed to establish a single organization to access Air Force Reserve capability, streamline the numbered air force management structure, and strengthen Headquarters AFRC expertise in a wide range of new and emerging Air Force missions. Already tested by military operations in Afghanistan, Iraq, Israel, Japan, Libya and, most recently, Mexico, the center is on speed dial for Air Mobility Command, Air Combat Command and Air Force Special Operations Command — AFRC's three major customers. Initial operations began in the FGC last October with the hiring of the command staff and division chiefs followed by the transfer of people and responsibilities from the command's already established air expeditionary forces cell. As with any new organization, the FGC has had its share of growing pains, but Brig. Gen. William "Blaze" Binger, the commander, Col. Dana Marsh, his deputy commander, and their team of dedicated professionals has hit the ground running, tackling the task of hiring the right mix of people from diverse career fields. General Binger's previous experience as a wing commander makes him eminently qualified to lead this unique organization, and he has selected only seasoned wing and group commanders as his key staff members. "We're about half manned in our full-time positions right now with about 45 people on board," General Binger said. "We are focused on finding the right people with diverse backgrounds in aviation and expeditionary support, preferably with deployed experience." Once fully manned, the FGC will have a little more than 100 people, with a mix of civilians, air reserve technicians, members of the active Guard and Reserve, and traditional Reservists. One example of the FGC's growing pains is the lack of office space. The general's temporary office on the second floor of the AFRC headquarters building at Robins Air Force Base, Ga., is no exception — it's a bit cramped these days with boxes stacked floor to ceiling with computers and other equipment until additional space opens up to accommodate his expanding staff. "One of the first things General Stenner told me was, 'Don't break what is already working well,'" General Binger said. "The AEF cell was doing a great job of handling our recurring deployment requirements, but that is only a part of what our Reserve forces do. AFRC receives about 30,000 line requirements per year. We have great visibility on about 10,000 of those." The FGC is working hard to get better visibility on all the others so it can reach its goal of becoming the single path to request and receive as well as oversee and deliver AFRC forces and capability, the general said. General Binger believes

communication is one of the keys for the FGC to reach this goal. The primary message that must be communicated to the requesting organizations, he said, is that the FGC exists to make things easier and not to simply add another layer in the process to generate Reserve forces. "We are here to expedite things and not be an impediment," the general said. "My job is to say yes. If we can support a request without endangering our Reserve volunteerism or overly taxing our career fields, we'll do it; and, using the FGC, we'll do it quickly and more efficiently, and we'll be able to give General Stenner a better overall picture of where his people are and how they are doing." That philosophy was put to the test in April when hundreds of wildfires were raging across northern Mexico. The Mexican government requested U.S. intervention. The State Department tasked U.S. Northern Command, which, in turn, contacted the FGC for fire suppression support. Within 48 hours of receiving the tasking from the FGC, the 302nd Airlift Wing at Peterson AFB, Colo., was airborne with two of its C-130s equipped with the modular airborne firefighting system. Crews used Laughlin AFB, Texas, to launch missions to quell the fires in the Mexican state of Coahuila. "In this case, the process worked perfectly," General Binger said. "Of course, this request was pretty cut and dried. When we receive a call for aerial firefighting support, we know we're going to look to the 302nd (the only Reserve unit with that capability). Airlift or expeditionary support requirements, for example, would require more of an enterprise-wide solution." Just two months into initial operations, the FGC received a call to assist with wildfires in Israel. Then came Operation Tomodachi, the tsunami and earthquake relief effort in Japan, closely followed by Operation Odyssey Dawn, which called for the protection of Libyan civilians and authorized the establishment of a no-fly zone over Libya. One thing General Binger said he learned from these early requests was the need for an around-the-clock presence in the FGC. "That's why we're establishing what we call the Battle Watch," he said. "It will be manned 24 hours a day, 365 days a year so we can respond immediately to requests." The Battle Watch is a branch within the Operations Division, one of the four new divisions comprising the FGC. The Ops Division has inherited responsibility for the deployment review board, mission planning and the threat working group, previously tasked to the AFRC Directorate of Operations. Another completely new organization for the Air Force Reserve and located within the FGC is the Security Cooperation and Exercises Division, which is responsible for keeping track of all Air Force and joint exercise opportunities that are available to Reservists. "I see this as our long-range division, to monitor all the Reserve-friendly exercises that are out there and to keep track of all of our units' ORIs (operational readiness inspections), UCIs (unit compliance inspections) and AEF rotations," General Binger said. "Again, the idea is to be the one-stop shop for finding the right people to take part in these recurring exercises." The Forces Division is already robust with the transfer of people from the command's former AEF cell. As the lynch pin of the mobilization process and AEF fills, this division validates and tracks roughly a hundred requirements each week during non-scheduled deployment periods. When AEF change out gets under way, this work increases by more than tenfold. Every career specialty at the command level has a functional area manager. FAMs are responsible for the management and planning of all personnel and equipment within their specific functional area to support wartime and peacetime contingencies. The command has about 55 active FAMs, but to provide a more comprehensive picture of deployments and everyday support to the regular Air Force, the Forces Division is hiring 16 functional area representatives who will liaison with the FAMs. The level of data tracking and analysis to support these three divisions is, without a doubt, complex and intricate, and it requires its own division. On any given day, the Support Division can drill down and track, by specialty code, any one of the thousands of Reservists serving in 50-plus countries

around the world. While General Binger is confident the FGC will achieve its goal of reaching full operational capability by next March, he knows he has his work cut out for him. “This is a fundamental shift in the way we do business that will require constant education and engagement for a long time,” he said. “We’ll keep telling our customers and our Reservists that the only thing we are taking away is work load. As a one-stop shop, the FGC will make it easier for everyone to get the exact manpower package to the exact requirement — on time, every time. And, it will help AFRC sustain the high-tempo battle rhythm we’ve been in for the past 20 years.”

Air Force Reserve Command’s newly established Force Generation Center is not scheduled to reach full operational capability until March 2012, but the organization is already taking center stage as the command’s one stop shop for generating Reserve forces and executing the mission.
2011

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Sources