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From the Top

By Lt. Gen. John A. Bradley
Commander, Air Force Reserve Command



AFRC reacts to budget pressures created by global war on terrorism

You have likely seen in the popular press that there is immense pressure on the federal budget. The global war on terrorism is very expensive, and it comes at a time when we are trying to transform our military into a more lethal, agile and streamlined force.

There are three primary forces affecting how we plan and organize for the future. The first is base realignment and closure, where we were directed to close one base and five flying wings. Second, Total Force integration is the Air Force plan to optimize how the active duty, Air Force Reserve and Air National Guard are organized. Thirdly, the Department of Defense directed a reduction of 7,744 funded personnel positions and \$156 million in the Air Force Reserve. This was our portion of a total Air Force reduction of 57,429 positions and \$2.5 billion. All the while, the Air Force is trying to replace its aging aircraft with a smaller, yet more capable, fleet.

What this means to our Airmen is that the Reserve will be a smaller force with a sharper focus on operational capability. Our Air Force Reserve strategic planners have been wrestling with the difficult task of meeting these requirements, especially the reductions of our highly experienced people.

Air reserve technician, active Guard Reserve, traditional reserve and individual mobilization augmentee

THE 21ST-CENTURY AIR FORCE TRANSFORMATION IS NOW, AND THE AIR FORCE RESERVE IS AN INTEGRAL PART OF THE SOLUTION WITH NEW MISSIONS AND CRITICAL SUPPORT TO THE AIR FORCE. THE ACTIONS THAT ARE OCCURRING WILL HAVE VARYING DEGREES OF IMPACT ON NEARLY EVERYONE IN THE RESERVE. HOWEVER, WHEN THEY ARE COMPLETE, WE WILL BE A MORE CAPABLE, ACCESSIBLE AND RELEVANT FORCE.

positions were identified for reduction to meet this challenge.

Many of our traditional and full-time Reservists will be forced to commute, move or retrain in order to participate. Major commands will continue to main-

tain a robust cadre of experienced IMAs who fill critical positions, while others will transition to equivalent participating Individual Ready Reserve (Category E) positions. Category E IMAs, however, may continue to be paid, depending on military personnel account availability.

Additionally, there will be a variety of opportunities available for all categories of Reservists as mission areas move, grow and develop during the transformation process. We will continue to seek additional assistance from Congress for those members experiencing the stress of transition.

The 21st-century Air Force transformation is now, and the Air Force Reserve is an integral part of the solution with new missions and critical support to the Air Force. The actions that are occurring will have varying degrees of impact on nearly everyone in the Reserve. However, when they are complete, we will be a more capable, accessible and relevant force.

As I travel around the Air Force Reserve, I am continually impressed with both your dedication and professionalism. Additionally, your perseverance and ability to adapt and overcome are key strengths that will enable us to meet current and future challenges as we continue to engage as *unrivaled wingmen*. ★



Chief's View

By Chief Master Sgt. Jackson A. Winsett
Command Chief Master Sergeant, Air Force Reserve Command

Five behaviors critical to becoming a successful, effective leader

Have you ever wondered what the future holds? If it sounds too far off for you to be concerned about, take a look around your work area, squadron, wing, numbered air force and command. You'll see a lot of senior enlisted personnel preparing to leave the Air Force Reserve.

You may say, "Who cares?" People leaving will improve my possibilities for advancement and promotion. That's true; however, these Reservists will take with them a tremendous amount of experience and knowledge, some of that gained in combat. My question to you is, are you ready for the next step? If so, I'd like to discuss five behaviors that are critical to being a successful and effective leader.

A Take-Charge Attitude: The first leadership behavior is having a "take-charge" attitude. Essentially, this means, as leaders, we have the moral obligation to accept the authority and responsibility to command, whether it's assigned or unassigned. When you accept the stripe that promotes you to NCO status, you are at the same time accepting the legal and moral responsibilities inherent in that position.

One of those responsibilities is leading others. Sometimes the responsibility is formally assigned; for example, you're designated as the person in charge. In those situations, most of us are ready, willing and able to accept the responsibility confidently and enthusiastically.

At other times, we may be placed in a

position of authority only by virtue of the fact that we are the highest-ranking member of a particular group. In these cases, the leadership role isn't always easy or pleasant. Let's face it, many times it's easier to turn our heads the other way than it is to step up and take charge.

Risk Taking: All leaders must, from time to time, make decisions in the course of daily operations. Risk taking means we must sometimes make a decision under conditions where the probability of success is less than certain. One of the greatest challenges a leader faces is having the courage to take those risks, especially in those situations when it appears there may be an easier and safer way out.

Ensuring the Well-Being of Subordinates: This behavior is becoming an increasingly important factor in a leader's ability to influence others. Long gone are the days when subordinates willingly and enthusiastically complete a task just because "you tell them to."

Today's Airmen are more educated and aggressive than their predecessors. They have different goals, hold different values and look for different things from life. As leaders we can ensure their well-being by showing genuine interest and concern and helping them satisfy their physical and emotional needs. This is an awesome task, as it implies that we must take the time to get to know our subordinates.

A Total Air Force Commitment: Having a goal is necessary for leadership to exist. Most of us tend to think of that goal

in a short-term sense; that is, we equate it to the task or objective at hand. However, we must not sell ourselves or our subordinates short in believing in only tangible objectives.

Our ultimate goal — national security — is very much an intangible objective. Our ultimate reason for existence is to protect and defend our nation. Although accomplishing our particular tasks contributes towards that end, we must be totally committed to the Air Force mission.

If we as leaders can't show a total commitment to a belief in all we do, we can't expect subordinates to share our beliefs.

Leadership Role Model: By virtue of your rank and position as a leader, you are a role model. Whether you realize it or not, others are continually observing and imitating your behavior.

Acting as a leadership role model requires you to consciously and continually set a positive example. This behavior not only precludes the chance that others will learn less than desirable tendencies, but it also allows you to act as a mentor within your work group. In addition to observing and imitating your behavior, your subordinates will make the conscious decision to emulate you.

You might be asking yourself, "Why should I be concerned about leadership? It will be a long time before I'll ever be in a leadership position!" That may or may not be true. But the bottom line is if you want to be a good leader tomorrow, you must begin today! ★

CORE Cooking

Senior Airman Amanda Nelson of Air Force Reserve Command's 917th Wing serves food during a conventional operational readiness exercise, or CORE, March 7 at Barksdale Air Force Base, La. The CORE is a test of the wing's war-fighting capabilities. (Master Sgt. Michael A. Kaplan)



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Front cover: 746th Air Expeditionary Wing loadmaster Master Sgt. Ramon Feliciano loads humanitarian supplies on a C-130 in Djibouti. The supplies were later flown to Gode, Ethiopia. The humanitarian effort is part of the Combined Joint Task Force — Horn of Africa flex mission. For the story, see page 22. (Maj. Ann Peru Knabe)

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Citizen Airman magazine (ISSN No. 0887-9680) is published bi-monthly by Headquarters Air Force Reserve Command Office of Public Affairs for the commander of Air Force Reserve Command. Copies are mailed, free of charge, to the homes of all Reservists. Content is normally news articles and features developed for release to commercial media as part of the Air Force Reserve's continuing public affairs program. Opinions of contributors are not necessarily those of the Air Force Reserve. All photos are U.S. Air Force photos unless otherwise indicated. Readers-per-copy ratio: 4-1. Send inquiries and submissions to HQ AFRC/PAP, 255 Richard Ray Blvd. Suite 137, Robins AFB, GA 31098-1661. Or, fax them to DSN 497-0878 or commercial 478-327-0878. Our e-mail address is afrc.pap@afrc.af.mil.

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POSTMASTER: Please send all forms 3579 to *Citizen Airman*, HQ AFRC/PAP, 255 Richard Ray Blvd. Suite 137, Robins AFB, GA 31098-1661.

Weight Watching

Staff Sgt. Torrance Williams, an Air Force Reservist assigned to the 94th Airlift Wing, Dobbins Air Reserve Base, Ga., records the weight of loaded baggage bins at Manas Air Base, Kyrgyz Republic, in March. Sergeant Williams was deployed as part of the 376th Expeditionary Logistics Readiness Squadron. Weight and load balance are critical factors to consider for safe cargo aircraft operation. (Master Sgt. Lance Cheung)



Flying Free

Members of Air Force Reserve Command's 304th Expeditionary Rescue Squadron, based at Portland International Airport, Ore., jump out of an HC-130 Hercules operated by the 71st ERQS over the Gulf of Tadjoura, Djibouti, in March. The 71st is an active-duty unit from Moody Air Force Base, Ga. (U.S. Navy Petty Officer 2nd Class Roger S. Duncan)



Round the Reserve

A brief look at what's happening throughout Air Force Reserve Command

Reservists Earn Awards for Service in War on Terrorism

Air Force Reservists who deploy in support of the global war on terrorism need to ensure they receive credit for their service.

Since Sept. 11, 2001, nearly 30,000 Reservists have been mobilized, and thousands more have volunteered to serve at home and abroad. Many of them have served in combat, with virtually every unit seeing action in support of Operations Enduring Freedom and Iraqi Freedom. Expeditionary rescue and C-130 airlift units, in particular, have relied on Reservists and their equipment to perform the mission.

To ensure deployed people receive the awards they are entitled to, Central Air Forces, the Air Force component of U.S. Central Command, set up a Web site (<https://www.mil.centaf.af.mil/Directories/awards/A1/CENTAF%20AWARDS/main.htm>) listing individual and unit awards.

Reservists who have served in OEF or OIF can go to this site and select the "Unit Awards" button to review the approved awards, listed in unit order. If there is an award for the expeditionary wing or group they served with and the

award dates cover the period they were deployed in the combat zone, Reservists can print out the order and take it and other proof of deployment/assignment to their servicing military personnel flight. The MPF will then add the award to their personnel records.

CENTAF's unit award approval process is an on-going effort. Reservists who have recently deployed and do not see their unit listed should check this page periodically. Links to information for global war on terrorism service medals and individual decorations are also available on this Web site.

Several Air Force Reserve Command units have received recognition for their service in OEF and OIF.

Central Air Forces awarded the Meritorious Unit Award to the 919th Operations Group, Duke Field, Fla., for the period Oct. 19, 2001, to July 1, 2003. Members of the group, which includes the 5th and 711th Special Operations Squadrons and 919th Operations Support Squadron, flew more than 1,861 MC-130 combat missions totaling more than 5,000 hours in Iraq and Afghanistan.

They were among the first U.S. forces to conduct combat operations over both countries.

Reservists in the 446th Airlift Wing's 728th Airlift Squadron, McChord AFB, Wash., earned the same award between Feb. 14, 2003, and Feb. 13, 2005. One of the wing's many accomplishments was having three of the 15 crews in a historic C-17 combat airdrop over northern Iraq.

Two Air Force Reserve A-10 units — the 442nd Fighter Wing and its 303rd Fighter Squadron from Whiteman AFB, Mo., and the 926th FW and its 706th FS from Naval Air Station Joint Reserve Base New Orleans, La. — received the Air Force Outstanding Unit Award with a V device for valor. They got the award for service in Afghanistan as part of OEF for the period April 2, 2002, to July 31, 2002.

An AFOUA with V device also went to the 466th FS from Hill AFB, Utah, for the period Jan. 1, 2003, to May 21, 2003. As members of the only Litening-pod equipped F-16 unit in combat operations in Iraq, squadron pilots flew 40 percent of their wing's combat missions with only 16 percent of the wing's pilots and aircraft assigned.

Most recently, McChord's 446th OG was awarded an AFOUA with valor for Oct. 1, 2003, to Sept. 30, 2005, recognizing its work in supporting the global war on terrorism, especially in airlifting troops

and equipment into Iraq after the northern front was opened.

Anyone assigned to and deployed with these units, including the various support units, during these periods is entitled to these awards.

The Air Force Historical Research Agency at Maxwell AFB, Ala., will add these awards to the units' lineage and honors history. Units that receive these awards are authorized streamers for their flags and guidons.

As a new award, the Meritorious Unit Award streamer is not yet available in the supply system. However, procurement is in progress, and MUA streamers are expected to be available in the near future. (Jerry White, AFRC Historical Services, Robins AFB, Ga.)

Combat Search, Rescue Assets Move to ACC

A move to shift administrative control of select Air Force combat search and rescue assets from Air Force Special Operations Command to Air Combat Command did not affect Air Force Reserve Command CSAR units.

Air Force Reserve units remain administratively controlled by Air Force Reserve Command. However, the transfer, which took place April 3 as part of a realignment announced in February, does mean that, when fully mobilized, Reserve CSAR units are now gained by ACC instead of AFSOC.

The transfer of administrative control of active-duty units to ACC ensures the Air Force core competency of combat search and rescue is directly linked to the combat air forces and the personnel they support, ACC officials said. It consolidates the management of limited Air Force resources and provides a clearer presentation of force in theater.

Under ACC, CSAR assets can be mobilized faster during a national crisis, integrated into combat training, and tasked to support all air and space expeditionary force rotations, officials said.

The transfer affects most active-duty operational HC-130s and HH-60 Pave Hawks, and most combat rescue officers and pararescuemen, as well as the Air Force Rescue Coordination Center at Langley Air Force Base, Va. Units transferred to ACC will not relocate.



ISTIT: CAROLINE LORIMER

HUMANITARIAN AID — Lt. Col. (Dr.) Will Mosier of the Air Force Reserve's 459th Aeromedical Staging Squadron, Andrews Air Force Base, Md., feeds a malnourished 3-month-old baby during a two-week humanitarian mission to El Salvador in March. Colonel Mosier also provided medical counseling to the baby's mother. A total of 33 Air Force members, including doctors, nurses, pharmacists, physician assistants, optometrists, dentists, gynecologists and medical technicians, participated in the deployment. During their two-week stay, members of the team provided basic medical care to approximately 7,500 people. They were assisted by members of the El Salvadoran military and local health-care providers. "I was really poor growing up," said Senior Airman Kathleen Fowler, 349th AMDS, Travis AFB, Calif. "I was probably 8 or 9 before I saw a dentist, so I can kind of relate, and I want to be able to help people who are less fortunate."

MEDICAL CARE ON THE FLY — Maj. Gerard Hogan of the 315th Aeromedical Evacuation Squadron, Charleston Air Force Base, S.C., directs the movement of a wounded Soldier being transferred from Iraq to Germany aboard a C-17 Globemaster III. Air Force aeromedical evacuation crews have conducted more than 55,000 patient moves since the beginning of Operation Iraqi Freedom, caring for a wide range of ailments. Nearly 88 percent of the 400 aeromedical evacuation people working worldwide are in Air Force Reserve Command or the Air National Guard, said Lt. Gen. George Taylor, Air Force surgeon general. The 791st Expeditionary Aeromedical Evacuation Squadron at Ramstein Air Base, Germany, the hub for patient movements in Europe and Southwest Asia, is more than 50 percent manned by reserve component people.



ISTIT: WAYNE CARPIS

AFRC units affected by the transfer are the 920th Rescue Wing at Patrick AFB, Fla., and the 943rd Rescue Group at Davis-Monthan AFB, Ariz., and its subordinate squadron, the 304th Rescue Squadron at Portland International Airport, Ore.

CSAR assets and personnel assigned to PACAF and U.S. Air Forces Europe were not be affected by the transfer. (ACC News Service)

Reservists Go Online to Correct Duty History

Air Force Reserve members around the world can correct or change their duty history via the virtual Personnel Center Guard and Reserve, a 24/7 customer service Web portal operated by the Air Reserve Personnel Center in Denver.

Before the ARPC Personnel Service

Delivery system went online March 31, Airmen had to visit their local military personnel flight or call several agencies to correct their duty history. Now, no matter the time of day, Reservists can log on to the vPC-GR at <http://arpc.afrc.af.mil/support/default.asp>. If no account is established, they will have to answer a few questions to receive a user name and password.

After an account is established, Airmen just click on the "Correct Duty History" link and annotate their desired changes, attach any relevant supporting documentation such as enlisted perform-

ance reports, officer performance reports, special orders, general orders, etc., and click on the "Submit" button.

Once correction requests are submitted, customers will receive an e-mail containing a tracking number. Moreover, when the actions are completed, they will receive an e-mail letting them know.

The process for updating current duty information has not changed; it still must be done through the local commander's support staff or base individual mobilization augmentee administrators.

ARPC and the Air Force Personnel Center are working on centralizing and

automating many of their processes.

Some processes that have been automated or centralized at ARPC include the 20-year letter (re-issue), the mortgage letter, current points requests, promotion board counseling requests and electronic promotion letters to the board president.

In the future, automated and centralized services should account for nearly every aspect of every Airman's personnel actions, from initial enlistment to retirement and everything in between.

Between now and Sept. 1, 2007, ARPC, with assistance from Air Force Reserve Command Personnel Readiness and the

Air Force Reserve Active Guard Reserve Management Office, will work to automate or centralize retirements, separations, awards and decorations, evaluations, enlisted promotions, assignments, retraining, re-enlistments, duty status, classifications, adverse actions, and accessions. (*Tech. Sgt. Rob Mims, ARPC public affairs*)

Whiteman A-10 Pilots Capture Hawgsmoke Title

In what is the Air Force's version of the Olympic Games for A-10 pilots, the 442nd Fighter Wing's 303rd Fighter Squadron emerged as the gold-medal winner after competing against 19 other squadrons from around the world at Hawgsmoke '06.

Four pilots from the Air Force Reserve Command squadron at Whiteman Air Force Base, Mo., competed in the event March 22-25 at Davis-Monthan AFB, Ariz. Hawgsmoke is conducted every two years to test the mettle of A-10 operators and their lead-spitting, bomb-dropping close-air-support aircraft.

Lt. Col. Ronald Hankes, Lt. Col. James Mackey, Maj. Stephen Nester and Capt. Brian Leiter represented the 303rd FS at the competition. They captured the Hawgsmoke championship despite having to fly A-10s belonging to another unit because their own aircraft were being prepared for an overseas deployment.

"We had a good, solid tactical plan that led us through, and the guys were all able to execute as planned," said Colonel Hankes, the 303rd FS active-duty flight commander and flight lead for the Hawgsmoke team. "The fact we won means this squadron has a lot of talent."

"This is an outstanding testament to the training and skill of the pilots in the 303rd Fighter Squadron," said Col. Patrick Cord, 442nd FW commander. "By being named an Air Force outstanding unit earlier this year, we proved we are one of the best at supporting the A-10's mission. And, now, by winning Hawgsmoke, we have proved we are the best at executing the A-10's mission."

Colonel Hankes credits the wing's 442nd Maintenance Group with contributing to the outstanding showing at this year's competition.

"The maintenance group provided four

Pope's Puns



CARTOON BY MASTER SGT. W.C. POPE, WESTOVER AIR RESERVE BASE, MASS.

Reservist with 'career of firsts' enters hall of fame

Induction into a hall of fame usually represents the pinnacle of a chosen field, an emphatic period in the sentence describing a person's long, auspicious career.

For those inducted into a hall of fame, the honor is often a point of great personal pride.

But talk to retired Maj. Gen. Betty Mullis — the first woman to command an Air Force flying wing, the first female rated officer in the Air Force to become a general and



Retired Maj. Gen. Betty Mullis during the Women in Aviation, International Pioneer Hall of Fame induction ceremony.

ANNETTE CRAWFORD

to earn her wings and the first woman fixed-wing pilot in the Arkansas ANG.

As General Mullis forged ahead in her career, her list of accomplishments lengthened.

She flew her first operational missions in the KC-135 for the 154th Air Refueling Squadron at Little Rock AFB, Ark. When the unit transitioned to the C-130, she became one of the first women in the Air Force to fly the aircraft in an airlift role.

In 1988, General Mullis returned to the KC-135 in the Air Force Reserve's 336th ARS, March AFB, Calif. Within a year, she had become a chief pilot — a first for women in the Reserve.

In 1991, General Mullis was among the first group of women pilots to be awarded an Air Medal since World War II for her critical contributions to air refueling operations during Operation Desert Storm.

The "firsts" continued in 1993 when General Mullis became the first woman in the Air Force Reserve to command a flying squadron. Two years later she became the first woman to serve as vice commander of a Reserve wing.

In 1996, General Mullis reached the "pinnacle of her flying career" when it was announced that she would become the first woman in the entire Air Force to command a flying wing — the 940th Air Refueling Wing, McClellan AFB, Calif.

General Mullis continued her career of firsts by becoming the first female rated officer to be promoted to both brigadier general and major general.

"I don't look back at [my career] as things I've done. I look back on it as things 'we've' done," General Mullis said. "I don't think I've done anything. I happen to be the recipient of some accolades that other people deserve." ★

(AFRC News Service)

a recent addition to the Women in Aviation, International Pioneer Hall of Fame — and she will claim to be the "recipient of some accolades that other people deserve."

WAI inducted General Mullis into its hall of fame March 25 during its annual conference in Nashville, Tenn.

"I still can't believe it," she said. "There are so many women out there who have done so many wonderful things and opened so many doors for the rest of us that I'm absolutely flabbergasted that I was even being considered to be in that group."

During her 33-year career, General Mullis spent time in all three components of the Air Force — regular Air Force, Air National Guard and Air Force Reserve. She retired from the Air Force Reserve in September 2005.

The general started her Air Force career in 1972, when women were not allowed to fly in the military. Four years later, the Air Force allowed the first women into pilot training. In 1977, General Mullis — working as an administrative/public affairs officer — transferred to the Arkansas Air National Guard to pursue her dream of flying.

She applied for a coveted class slot at every opportunity. Her dream was finally realized when she was selected for pilot training in January 1979.

In 1980, she became only the third woman in ANG history

airplanes for an extra practice session on the Monday before the competition," he said. "If we hadn't had that, we wouldn't have had enough practice time to win."

"We appreciated it big time, especially given how busy maintenance is with preparing for deployment, accepting nine additional aircraft from New Orleans and modifying our jets with new multi-function color displays."

The competition is dubbed Hawgsmoke because, although it's officially called the Thunderbolt II, the A-10 is referred to as the "Warhog" by its pilots and maintainers. "Smoke" is a reference to an Air Force competition to test aerial dog-fighting skills known as Gunsmoke.

Pilots completed all four parts of the competition by flying from one area of the Barry Goldwater Range complex in Arizona to another, within the time limits imposed by Hawgsmoke officials. The four parts of the contest tested pilots' skill in long-range strafing, manual bombing, low-angle strafing and employing the AGM-65 Maverick air-to-ground missile.

"When we finished, we knew we had a solid performance," Colonel Hankes said. "By the time we got the final announcement, I had such a stack of awards on my

desk. I was kind of thinking we would be a player for the overall award."

The fruits of victory include the obligation to host the next Hawgsmoke competition scheduled for 2008. The 303rd FS is looking at having the event either at Whiteman AFB or in Salina, Kan, said Lt. Col. John Hoff, squadron commander.

As the 303rd prepares for actual combat operations with an overseas deployment scheduled for this summer, the victory at Hawgsmoke confirms that the unit has been training well, according to Colonel Hankes.

"The same talent, drive and dedication that served us well for Hawgsmoke will serve us well on our upcoming deployment," he said. (*Maj. David Kurle, 442nd FW public affairs, Whiteman AFB.*)

Program Allows Recruits to Attend Civilian Nursing Schools

The first non-prior service recruit to enroll in Air Force Reserve Command's Licensed Practical Nurse Education Assistance Program graduated March 24.

Senior Airman Elizabeth Quartullo received her diploma of practical nursing

from the ATS Institute of Technology, Highland Heights, Ohio.

LEAP is a new AFRC initiative that allows people entering the 4N0X1 career field the opportunity to attend an approved civilian licensed practical nurse school instead of attending 4N031 technical school. The command pays for tuition, books and other course fees. LEAP students must maintain satisfactory unit participation while attending a one-year school.

Airman Quartullo joined the Air Force Reserve Oct. 22, 2004. After three job layoffs in two years, she decided something needed to change.

"I really needed to find a more stable career path," Airman Quartullo said. "I had wanted to be part of the Air Force since I began college the first time but never quite knew how much of a commitment I could make to it."

Airman Quartullo said she's always been interested in a career in the health-care industry but didn't have the money to go back to school because she was still paying off student loans. She completed a master of business administration program at Pepperdine University, Los Angeles, in 2002.

She decided to investigate job opportunities in the Air Force Reserve.

"I was 34 at the time and knew it was now or never," Airman Quartullo said. "I looked at the medical field opportunities and found the 4N0X1 Air Force skill classification, medical technician.

"It was a perfect way to receive training to transition into a nursing career. I also found out that not only would I be eligible for GI Bill benefits to further my education, but there was a 'kicker' for nursing school, providing additional money for school."

Airman Quartullo credits Tech. Sgt. John Wood, her recruiter in Euclid, Ohio, with helping her achieve her goals.

"He was friendly, supportive, informative and so completely went the extra mile to help me through the LEAP application process," she said. "Sergeant Wood is as compassionate as he is capable, a really great person to have worked with."

LEAP provides new accessions and cross-trainees an alternative civilian training option. At the same time, it allows Air Force Reserve Command to improve its readiness capabilities while lowering training costs.

Each AFRC wing has established quotas for the program, and recruiters have more details about how to apply for it. (Master Sgt. Gary Johnson, AFRC Recruiting Service public affairs, Robins Air Force Base, Ga.) ★

It's Your Money

By Lt. Col. Ralph Lunt

Follow a few easy steps to avoid a financial disaster



I have been in the investment business since 1992. With one or two exceptions, everyone I have met has been honest and straight forward. That being said, in the last 14 years, I have witnessed multiple occasions where investors have given money to a "financial adviser" and lost every penny.

In April the *The Plain Dealer* newspaper in Cleveland, Ohio, ran an article detailing an investigation by the FBI and Securities and Exchange Commission. It seems a "financial adviser" is having a hard time explaining to authorities where \$31 million has disappeared to. Countless investors fell victim to this person's scheme.

Despite the horror stories like the one reported in *The Plain Dealer*, I still offer people the same advice: Unless you are 100 percent comfortable with making your own financial decisions, I would suggest that you work with a financial professional.

Before enlisting the help of a financial professional, however, there are some things you can do to prevent some "really nice person" from lying to you, falsifying statements and stealing your life savings.

First, everyone is nice when they are trying to get you to invest with them. They want you to believe and trust in them. I'd recommend you hire someone you like, but that alone is not enough!

Second, a properly licensed and trained investment adviser should be more than happy to show you any licenses or professional designations he has been awarded. If advisers you are considering say they can buy and sell stocks, bonds, mutual fund shares, etc, they need to be licensed with the National Association of Securities Dealers. Ask to see their license.

Third, do not "hire" a financial adviser or broker before you go to the NASD Web site (www.nasd.com) and check his or her record. Better yet, get the person to go on the Web site and do it for you.

Fourth, your account should be accessible via the Internet. If an adviser recommends an investment that does not have online access, I'd head for the door!

Fifth, ask about the broker's home office and who else you might call in the event your adviser is on vacation or otherwise not available. Without an alternate number, I'm looking for the exit.

Finally, before you write that check, be sure you know about the entity or company where the person is employed. In nearly every case, you should be able to find volumes of information about the person's investment company. The Internet is a perfect tool for this! I'd really hesitate to write a check to a "small company," and I'd run for the nearest exit if the person were to tell me to just "make your check out to me."

Follow these simple steps to avoid falling victim to an unscrupulous financial adviser. And remember the old adage: If it sounds too good to be true, it is! ★

(Editor's note: This feature is designed to provide financial advice of a general nature. Individuals should conduct their own research and consult a financial adviser before making any financial decisions. Based in Cleveland, Ohio, Colonel Lunt is the reserve forces director for the Great Lakes region of the Civil Air Patrol advisers program. He is also a certified financial planner and vice president of a financial planning and consulting firm.)

Reserve Reflections

Moments in time captured by the HQ AFRC History Office

0s • 1950s • 1960s • 1970s • 1980s • 1990s • 2000s

June



1 The 434th Wing becomes the first composite wing in the Air Force Reserve under the new Air Force reorganization structure. (1992)

Reserve C-130s depart Rhein-Main Air Base, Germany, ending their involvement in humanitarian airlift missions to Bosnia. (1994)

Reservists from the 932nd Airlift Wing, Scott Air Force Base, Ill., provide relief assistance to victims of the Red River flood. (1997)

AFRC activates the 1st Aviation Standards Flight in Oklahoma City. The unit is the first of its kind in the command. (1998)

Air Force Reserve mobilization in support of America's war on terror reaches its peak with more than 13,000 Reservists called to active duty. (2002)

9 Maj. Gen. David R. Smith assumes the position of commander, Air Force Reserve Command. (1998)

24 The Senate confirms Maj. Gen. John A. Bradley as chief of Air Force Reserve and AFRC commander and appoints him his third star. (2004)

July



1 The first post-war air reserve flight takes place at Memphis, Tenn. (1946)

The Reserve receives its own C-141 Starlifters at the 459th Tactical Airlift Wing, Andrews AFB, Md. (1986)

The 944th Tactical Fighter Group is activated at Luke AFB, Ariz., and is equipped with new F-16C/Ds. (1987)

The 445th Military Airlift Wing, Norton AFB, Calif., flies the first humanitarian aid mission to Mongolia, airlifting 20 tons of medical supplies. (1991)

Air Force Reserve Command security police units are redesignated security forces units. (1997)

9 The Armed Forces Reserve Act standardizes pay and training categories and establishes Ready, Standby and Retired mobilization categories. (1952)

August

1 Headquarters Air Force Reserve, a field operating agency, replaces Continental Air Command as the field agency for the unit program. (1968)

3 The Total Force Concept is elevated to the Total Force Policy, integrating the active, Guard and Reserve into a homogeneous whole. (1973)

21 Defense Secretary Melvin Laird announces the Total Force Concept, making reserve components the initial source of augmentation for the active force rather than the draft. (1970)

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Chief Master Sergeant of the Air Force Gerald Murray honors (left to right) Senior Master Sgt. Kathleen Buckner, Air Force Reserve Command First Sergeant of the Year; Master Sgt. Renee Williams, Senior NCO of the Year; Staff Sgt. Conrad Dawes Jr., NCO of the Year; and Senior Airman Eric Pena, Airman of the Year, during ceremonies April 20 at the Museum of Aviation at Robins Air Force Base, Ga.

Change and Challenge

AF's top NCO sees a lot of both in the years to come

By Master Sgt. Jason Tudor

Challenge and change were the key messages the Air Force's top enlisted person brought to members of Air Force Reserve Command while visiting the headquarters at Robins Air Force Base, Ga., during week-long activities to honor the command's Outstanding Airmen of the Year and First Sergeant of the Year.

Chief Master Sergeant of the Air Force Gerald Murray said April 20 that the Reserve is shouldering work like never before. Meanwhile, the Total Force, numbering some 700,000 strong, is facing efforts to cut and reorganize existing levels of people, equipment and other resources.

"We've been keeping everyone busy," what with responses to hurricanes and earthquakes as well as the fights in Afghanistan and Iraq, Chief Murray said. He said today's Air Force mission could not be done without the reserve components.

"We found after the Cold War that we had to change our thinking about reserve forces," the chief said. "We wanted to think of (Air Force Reservists) as active participants, and they signed up for that. They are unrivaled wingmen."

Chief Murray said the Air Force has

gone through a lot of changes in recent years, and more are on the way. One significant change will involve a reduction in the number of Airmen over the next five years, he said, adding that 10,000 Airmen cost approximately \$1.5 billion per year to fund. With progress, technology and streamlining of services, jobs can be reduced in favor of recapitalization of resources.

"We're not broken in any way, just imbalanced," he told approximately 250 Airmen during a town hall meeting. "Over the next five years, we're going to cut 57,000 people. We've got to shrink the size of our force in order to keep up with other efforts."

Just because manpower will decrease doesn't mean AFRC's level of involvement in the Air Force's day-to-day activities will slow down. Since Sept. 11, 2001, about 24,000 Reservists have deployed to help fight the global war on terrorism, with 15,000 of those volunteering for duty. That level of involvement is expected to continue.

In addition, the Reserve is expanding its role in some missions — space and unmanned aerial vehicles, for example — and is preparing to get involved in

some new mission areas.

"We are facing some big changes, and I need everyone to work together to emerge better equipped and more ready than ever to confront the current and future enemies that threaten our nation," said Lt. Gen. John A. Bradley, AFRC commander, in a recent *Citizen Airman* magazine commentary.

Chief Murray also praised the sacrifice Reservists make.

"Many of you are public servants outside of our military realm — firefighters, police officers, medical personnel, clergy and others," he said.

"You regularly trade one uniform for another. There's a sacrifice that comes with that trade, but we enjoy the fringe benefits when you blend into our active-duty units. We share talents and experiences that further our cooperation and understanding."

Meanwhile, the 14th chief master sergeant of the Air Force said while the maelstrom of change swirls, active-duty and Citizen Airmen have not lost a step while flying and fighting.

"It's just been phenomenal to watch," he said. "None of our missions could be done without teamwork." ★

War-Time Ready

New organization improves the way command oversees IMAs

By Bo Joyner

Col. Roxane Towner said the first time she heard Lt. Gen. John A. Bradley, Air Force Reserve Command commander, talk about his vision of the Air Force Reserve being an unrivaled wingman, she knew exactly what he was talking about.

As commander of AFRC's new Readiness Management Group, Colonel Towner leads an organization that serves as an unrivaled wingman to the active duty on a daily basis.

The RMG stood up last year to align administrative control of the command's 15,000 individual Reservists (both individual mobilization augmentees and participating Individual Ready Reserve members) within AFRC. Previously, IMAs were assigned to active-duty organizations, but their personnel processes were shared by the active duty and the Air Reserve Personnel Center in Denver. Now, administrative control of all individual Reservists falls under the RMG, located at Robins Air Force Base, Ga.

"Our mission is to ensure individual Reservists are war-time ready," Colonel Towner said. "In that role, we fly wingman with the active duty every day, but sometimes the flight plan calls for us to take the lead."

"When an IMA requires formal training, for example, we take the lead to make sure that individual is fully trained and ready to do the job. Once the individual is ready to be mobilized, the active duty once again takes the lead, and we assume the role of wingman. During an IMA's career, the flight lead will change several times between us and the active duty."

Individual Reservists are war-time ready when their medical, dental and security clearance records are current and they are fully qualified in their duty Air Force specialty code. It is the RMG's responsibility to keep track of which individual Reservists are ready to be mobilized and to help those who aren't update their records and receive the necessary training.

The fiscal year 1997 National Defense Authorization Act established AFRC as a major command and called for the organization to assume administrative control of all Air Force Reservists. But the real impetus for establishing the RMG came after 9/11 when the command could not easily identify which individual Reservists could or could not be mobilized.

"No one within AFRC could provide a 'ready' number to our commander," Colonel Towner said.

In December 2003, the command approved the IMA

Readiness Enhancement Plan, which established the RMG. The RMG establishes a clear administrative control chain of accountability for individual Reservists that flows from the AFRC commander through the RMG commander to program managers in the field. Operational control remains within the active-duty chain of command.

About 190 people are working full time under the RMG umbrella. That number includes those assigned to the headquarters, those working at the IMA travel pay office at Dobbins

Air Reserve Base, Ga., those assigned to the Reserve pay office in Denver and the program managers working in the field.

"The RMG is a shining example of Total Force integration," Colonel Towner said. "We have active-duty members, ARTs (air reserve technicians), IMAs, AGRs (active Guard and Reserve) and civilians working together to get the job done."

They work hand-in-hand with the active duty to make sure IMAs have the proper training. One way to accomplish that is through a new concept called common training assemblies — a method of consolidating training for large groups of IMAs. In March, more

than 200 IMAs assigned to Air Force Space Command gathered at Patrick AFB, Fla., to complete more than 20 hours of training and readiness requirements over a three-day period.

"In three days we are able to do everything from awareness briefings to hands-on buddy care training to physical fitness testing and health assessments," said Lt. Col. Doug Young, program manager for RMG's Det. 4 at Peterson AFB, Colo.

"CTAs are an outstanding way to partner with the active duty to ensure training is accomplished in an effective manner," Colonel Towner said. "Our Reservists are not simply receiving standardized training, but a sense of camaraderie and esprit de corps develops when they get together for a common purpose."

Space Command has also embraced the CTA concept. Instead of 700 IMAs attempting to arrange their training individually, the command is offering four CTAs a year and directing all of its augmentees to attend one.

Improving IMA readiness is what the RMG is all about.

"The people assigned to the RMG have put in a lot of long hours to get this organization up and running, but all of that hard work is paying off," Colonel Towner said. "We are doing a better job of preparing war-time ready individual Reservists to support and defend the United States." ★

"OUR MISSION IS TO ENSURE INDIVIDUAL RESERVISTS ARE WAR-TIME READY. IN THAT ROLE, WE FLY WINGMAN WITH THE ACTIVE DUTY EVERY DAY, BUT SOMETIMES THE FLIGHT PLAN CALLS FOR US TO TAKE THE LEAD."

**COL. ROXANE TOWNER,
READINESS MANAGEMENT GROUP COMMANDER**

Ready to Go

New Airman battle uniform revealed; available in 2007

By Master Sgt. Mitch Gettle

The new Airman battle uniform is ready for production and will be available in fiscal 2007, said the Air Force deputy chief of staff of personnel.

Many factors were considered in developing the final uniform selection, with concern for Airmen being at the top of the list, said Brig. Gen. Robert R. Allardice.

"We were looking for a uniform that would be easier to maintain," he said. "We wanted to provide a uniform that the Airmen wouldn't need to spend a lot of out-of-pocket expenses to maintain."

Also, Airmen's feedback throughout the process was beneficial in adding new pockets on the uniform.

"We listened to the Airmen's requests where they wanted pockets to hold small tools and when they wear body armor the existing shirt pockets are not accessible or usable," General Allardice said. "It will have the four pockets on the front of the shirt and also a small pencil pocket on the left forearm and two pockets on the lower legs. In addition, inside the side pockets and inside of the breast pockets there will be smaller sewn-in pockets to hold small tools, flashlights or cell phones."

The new uniform design is a pixilated tiger stripe with four soft earth tones consisting of tan, gray, green and blue. The ABU will have a permanent crease and will be offered in 50-50 nylon-cotton blend permanent press fabric, eliminating the need for winter and summer weight uniforms.

Will the new ABU need to be starched and pressed?

"Absolutely not," General Allardice said. "Our uniform requirement is we want a uniform that you wash, pull it out of the dryer and wear it. This requirement meets the ease and cost effectiveness needs in maintaining a uniform."

He speaks from personal experience and added that in the long run it will save Airmen money on dry cleaning costs.

"I tested this uniform. I wash it, take it right out of the dryer and wear it," General Allardice said. "We don't want people putting an iron to it."

The fit of the uniform was also a concern for Airmen.

"We're making them available in more sizes to fit the body better," he said. "We've taken the time to produce more sizes and tailored them for men and women."

Some other ABU accessory items:

- A tan T-shirt will be worn; Airmen will be required to maintain one tan T-shirt with an Air Force logo on the front and "Air Force" written on the back.

- Suede cowhide boots in matching green-gray color; like the desert boot, these will be polish-free and available in men's and women's sizes.

- The word color for the name "U.S. Air Force" and rank is midnight blue; nametapes and rank insignia background will be tan and will be sewn on using a matching tan-colored thread.

- The ABU adopts the battle dress uniform hat style for primary use, and the floppy hat design will be used in some deployed areas.

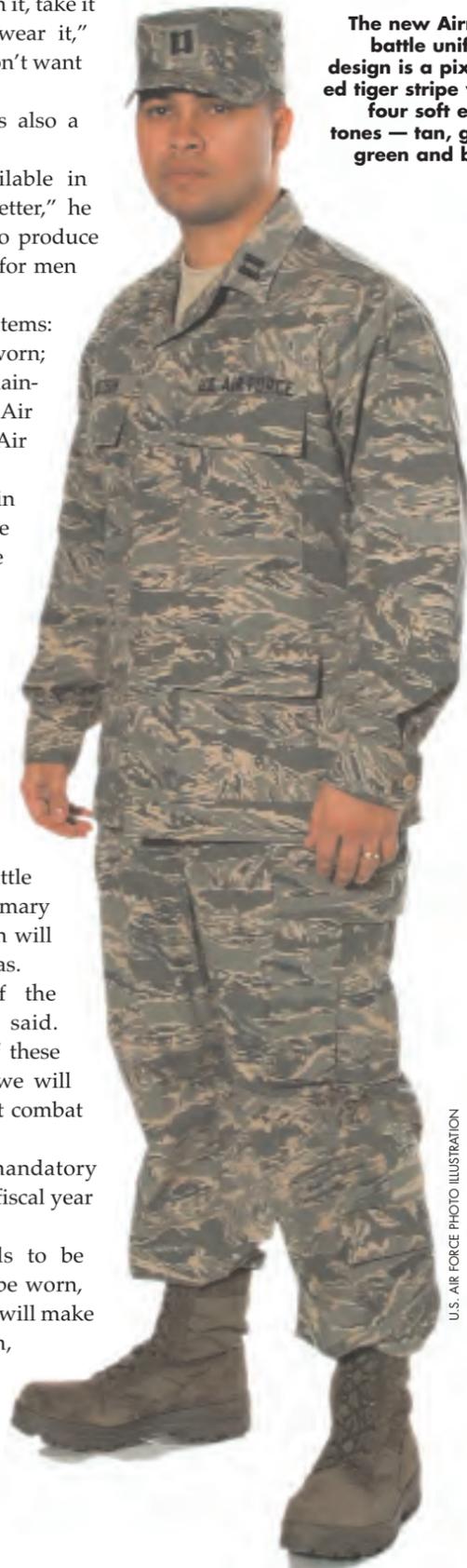
"This is the uniform of the future," General Allardice said. "Eventually, when enough of these uniforms are manufactured, we will phase out the BDU and desert combat uniforms."

The current projected mandatory wear date for the new ABU is fiscal year 2011.

The only thing that needs to be determined is if patches will be worn, and the Air Force chief of staff will make that determination soon, General Allardice said. ★

(Sergeant Gettle is assigned to Air Force Print News in Washington, D.C.)

The new Airman battle uniform design is a pixilated tiger stripe with four soft earth tones — tan, gray, green and blue.



U.S. AIR FORCE PHOTO ILLUSTRATION

Charting the Course

Force development initiative kicks off this summer

Teams of senior leaders from each career field will meet this summer to help chart the careers of Air Force Reserve officers. These force development teams are the centerpiece of the long-awaited Reserve force development initiative.

According to the 2006 U.S. Air Force posture statement, the purpose of force development is to "produce leaders at all levels with the right capabilities to meet the Air Force's operational needs by leveraging deliberate training, education and experience opportunities."

Lt. Gen. John A. Bradley, Air Force Reserve Command commander, made clear his desire for deliberate force development in the 2006 Air Force Reserve Vision pamphlet.

"We will provide deserving Reservists access to developmental opportunities so they are competitive for increased leadership responsibilities — including command," he said.

All the pieces are in place for the Reserve to fully embrace General Bradley's force development vision. Initial efforts will focus on officers, although the Reserve Personnel Directorate at the Pentagon and the personnel staff at AFRC headquarters, Robins Air Force Base, Ga., are working closely with Chief Master Sgt. Jackson A. Winsett, command chief master sergeant, to consider better ways to develop the enlisted corps of the future.

Reserve functional development teams, representing all position categories (individual mobilization augmentee, traditional Reserve, air reserve technician and active Guard Reserve) will meet at least once a year at the Air Reserve Personnel Center in Denver to review the personnel histories and career aspirations of their respective officers, lieutenant colonel and below. Their objective will be to help officers identify future career development goals.

The vectors, or recommendations for achieving career goals, these teams prescribe will run the gamut from simply completing the appropriate level of developmental education to pursuing a particular career broadening position. Officers will receive their individual vectors so they can then make

informed career decisions.

As development teams mature, they will begin taking on additional roles, which may include such things as providing lists of officers certified for potential command and stratifying nominated officers within their career field for consideration for in-residence developmental education opportunities.

"The point of force development is to put the right person in the right place at the right time," said Col. Rebecca Lewis, director of personnel for the Office of Air Force Reserve at the Pentagon. "That's why we have strategic-minded senior leaders on our development teams. They know where officers

should be for development, and they will vector accordingly."

Because of the voluntary nature of the Reserve, not all officers will act on the vectors they receive from the force development teams.

"For those who do, we've got some exciting, challenging opportunities in and, sometimes, outside the career field, at all command levels," Colonel Lewis said.

The colonel said officers benefit from force development by having a more deliberate, inclusive and informed process to chart a career path that fits them. The Reserve benefits by having Reservists with the skills and experiences they need to execute the full spectrum of changing Air Force missions, she said.

Officers should hear from their respective functional development teams in the coming months with instructions for getting involved. They can take the first step by completing a Reserve Officer Development Plan online at <https://afrc tools.afrc.af.mil/>. The Web site is available from any military computer.

Once a person completes a plan, it is routed electronically, via e-mail, to the first O-6 in his or her chain of command. The O-6 adds his or her comments and then forwards the plan to the appropriate development team.

Information about the command's force development initiative is available in the Air Force Reserve Force Development Community of Practice on the Air Force portal (<https://afkm.wpafb.af.mil/ASPs/CoP/OpenCoP.asp?Filter=OO-DP-RC-01>). ★

"WE WILL PROVIDE DESERVING RESERVISTS ACCESS TO DEVELOPMENTAL OPPORTUNITIES SO THEY ARE COMPETITIVE FOR INCREASED LEADERSHIP RESPONSIBILITIES — INCLUDING COMMAND."

LT. GEN. JOHN A. BRADLEY, AIR FORCE RESERVE COMMAND COMMANDER

Staying Connected

Reserve advisers make Total-Force integration work

By Master Sgt. Jason Tudor

In a poetic sense, they are like Gandalf from "The Lord of the Rings" advising the King of Rohan of what to do about the impending approach of Orcs from the mountains of Mordor.

More realistically, reserve advisers are senior Air Force officers who advise a major command, agency or unified command leader about matters concerning the Air Force Reserve. They are direct links between the needs of the major commands to Lt. Gen. John A. Bradley, Air Force Reserve Command commander.

Much like Gandalf's wizardry, they must be able to weave a wealth of information, interpret policy, sort through strategy and provide guidance. In short, according to Col. Nancy Robinson of the office of the Air Force Reserve at the Pentagon, reserve advisers make total force integration work.

At various major and unified commands, reserve advisers provide varied advice on the same topic. Col. Harold "Max" Maxwell advises the commander of Air Force Special Operations Command. The 27-year veteran and helicopter pilot said he faces new challenges every day.

"We have to get the active component to understand that we're a part-time force, not a full-time presence," Colonel Maxwell said. "The active component has come to rely on the 'full-time' use of Reservists. Our value is (derived) not from being available on a day-to-day basis but from being ready, trained and able to step up to the plate when crisis strikes."

Crisis found Colonel Maxwell's command after Hurricane Katrina slammed the Gulf Coast last August. Reserve rescue helicopters flew missions alongside active-duty counterparts. When Hurricane Rita followed, Reserve rescue crews were there again.

With more than 4,000 Reservists supporting Air Education and Training

Command's mission, the organization's reserve adviser said he strives to shape "win-win" situations.

"I serve as an information conduit between AFRC and AETC," said Col. Ron Farris. "I strive to represent AFRC as an unrivaled wingman within the total-force team."

A recent beneficiary of the information flow that Colonel Farris seeks to create is Maj. Randy Cason. The major begins training in July to become the first Reservist to pilot an F-22A.

"This opportunity could have withered several times, but timely and accurate communications on numerous levels between AFRC and AETC kept the process moving," Colonel Farris said.

In addition to work being done at the Air Force major commands, reserve advisers are also embedded with unified commands. Col. Mark Culbertson's role at U.S. Strategic Command happens "in a fast-paced environment."

"There are many critical operational issues being worked with aggressive timelines," he said. "In this environment, a slow answer is no better than no answer."

Colonel Culbertson said on any given day, he can visit any office in his building and find both low- and high-ranking Reservists fully integrated. From technical sergeant to major general, Colonel Culbertson said the myth of Reservists being only "part-timers" gets debunked quickly.

"Reservists are readily accepted as full-team members," he said.

"The proper use of Reservists can be confusing," Colonel Maxwell said. "Recent changes allow for 'war effort' days for Reservists to support contingencies and other events related to Operations Iraqi Freedom and Enduring Freedom. Fortunately, reserve advisers, reserve program managers and active-duty functional area managers have a good grasp of the situation."

To make sure reserve advisers offer the right advice, AFRC is emphasizing a training program. Introduced in November 2005, the program offers advisers a chance to become acquainted with key AFRC directors and their mission areas.

Added training will include introduction of advisers to the Pentagon-based Reserve staff along with deeper planning, budget and Congressional study.

General Bradley said the training, coupled with the work advisers do now, is vital to ensure continuity across the Reserve spectrum.

"Reserve advisers are constantly working closely with commanders to offer pinpoint advice when and where it's needed," he said.

"They are unrivaled wingmen doing important work every day in our quest for Total-Force integration. We are all part of one Air Force and share the same fight."

Colonel Farris said he's able to measure his effectiveness two ways.

"First, if the AETC commander and directors include me in discussions at the operational, tactical and strategic levels, then I'm being effective," he said. "Second, when I became the AFRC adviser to AETC, I was told that AFRC leadership would rather have to rein me in than shove me forward — therefore, I measure effectiveness with AFRC by the yank-to-kick ratio."

Even if they are not as poetic as Gandalf staving off a hoard of orcs, reserve advisers help ensure commands run more efficiently through the use of reserve forces, said Col. Tim Cahoon, reserve adviser to the Air Combat Command director of plans and programs branch.

"The Reserve is playing a bigger role with ACC and in a much closer manner than in the past," Colonel Cahoon said. "There is almost nothing ACC does today that doesn't somehow touch AFRC." ★



Healthy Living

Web-based program can help Reservists get a handle on fitness

By Lt. Col. Tim Bennett

Since the advent of the new fitness program in 2004, overall Air Force Reserve fitness statistics have been on a steady decline.

In 2003, 76 percent of unit Reservists took the fitness test, with 98.9 percent of those passing their assessment. In 2005, only 68 percent tested, with 7 percent falling into the marginal category and 12 percent in the poor category. The Reserve's failure rate in this category was six times higher than the rate for active-duty members.

The numbers for individual mobilization augmentees, who recently came under Air Force Reserve Command management, are slightly better. In 2005, only 4 percent scored in the marginal category, and 6 percent were classified as poor.

Under the previous fitness program, if a person failed the three-mile walk assessment, he or she simply took it again a few months later and generally passed. However, with more stringent force-wide fitness standards in place, AFRC officials recognized that this approach to fitness testing wasn't good enough anymore and that a comprehensive education and intervention program was needed to help Reservists improve their overall fitness scores.

Col. Jim Collier, AFRC surgeon, directed a working group to develop an intervention program for those Reservists who scored in the marginal and poor categories on their fitness assessment. The group, consisting of experts from Reserve units across the country, met in December to tackle development of a Reserve intervention tool for those needing information, encouragement and a plan to improve.

Members of the group were orthopedic surgeon Col. Mark Hopkins, commander of the 944th Aeromedical Staging Squadron at Luke Air Force Base, Ariz.; Maj George Kolo, a sports medicine expert and flight surgeon assigned to the 442nd Medical Squadron at Whiteman AFB, Mo.; dietician Lt. Col. Shelly Pino, an IMA assigned to AFRC headquarters at Robins AFB, Ga.; and Capt David Tharp, a behavior modification and clinical psychology expert from the 433rd MDS at Lackland AFB, Texas.

The result of their meeting is an intervention program titled Healthy Living Program for Reservists. In addition, the group developed a tri-fold brochure, which highlights the fitness program requirements and helpful Web resources, to give to all Reserve members.

Totally Web based, the new Healthy Living Program for Reservists will be posted on the Air Force portal under the Air Force Fitness Management System. It is divided into three instruction modules, each focusing on a specific topic.

The fitness module takes a comprehensive look at the frequency, intensity, length and type of exercises required to

develop strength, endurance and flexibility. Also, it discusses ways to avoid injury and provides warning signs to look for.

Secondly, the nutritional module discusses not only the basics of a healthy diet, but also provides helpful hints for portion control and eating out.

The behavior modification module takes a different approach and uses the "Top 10 Reasons for Not Exercising" to teach participants how to make proper choices while keeping them entertained. This module encourages participants to change their behavior and take control of their lives, and it shows them how to get started.

Have you ever been to an active-duty health and wellness center? These centers provide a big bang for the buck by way of one-stop shopping to help military members achieve a high level of wellness. Among other things, they provide smoking cessation, weight management, fitness, nutrition, and health education and intervention programs. And most centers perform fitness testing and offer exercise and nutrition prescriptions for those who need professional oversight.

Unfortunately, health and wellness centers are only located on active-duty bases and may not be available to Reservists on weekends or after regular duty hours. One of Colonel Collier's goals for the future is to establish a centralized virtual health and wellness center with a full-time staff available to provide Reservists, via the Web, personalized exercise and nutrition prescriptions. Although still in the formative stages, Colonel Collier's vision is for the virtual health and wellness center to serve as a resource for those who need help but don't have access to health and wellness or fitness centers where they live. If approved, the colonel hopes this resource will be up and running in the 2008 timeframe.

The hardest part of exercise for some people is just getting started. The statistics clearly show that many Reservists have yet to incorporate fitness as in integral part of their lifestyle.

Retired Gen. John P. Jumper, former Air Force chief of staff, said in the July 2003 Chief's Sight Picture that "the amount of energy we devote to our fitness programs is not consistent with the growing demands of our warrior culture. It's time to change that."

Fitness is so much more than passing a fitness test once a year. It's about embracing a culture of fitness that can enhance all aspects of your life.

Are you fit? Are you ready to change? If you haven't started developing your own personal culture of fitness, here's some gentle advice: Start slowly, start safely but start now! ★

(Colonel Bennett serves as the AFRC command public health officer/health promotion director. He is assigned to Air Force Reserve headquarters at Robins AFB.)



Thanks to a pump delivered by the 746th Air Expeditionary Wing, Ethiopians in the village of Gode can now irrigate the land and grow corn for the first time in years.

Lifeblood of Africa

Airlift missions provide much-needed humanitarian assistance

Story and photos by Maj. Ann Peru Knabe

The 120-degree heat, dusty wind and 4,500-foot dirt runway seemed worlds away from snowy Pennsylvania, the home of Capt. Pat Stafy.

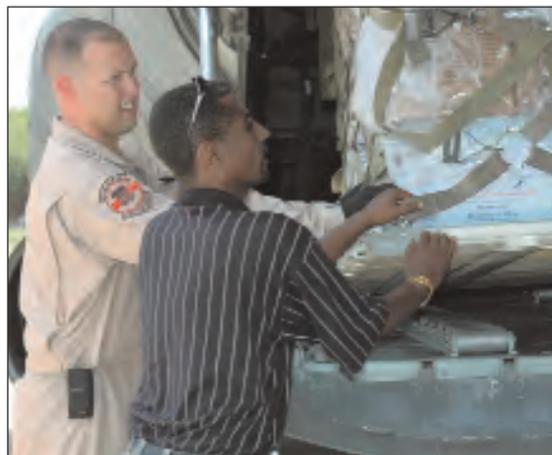
The Air Force Reserve pilot, activated to fly with the 746th Expeditionary Airlift Squadron in Southwest Asia, was flying his third mission to Bilate, Ethiopia.

From nearby trees, monkeys watched Captain Stafy and the rest of the C-130 crew members on the barren runway. More than 50 hungry children anxiously waited in the bushes for the loadmasters to hand out candy and snacks. When the treats were thrown, they rushed forward, grabbing anything they could get their hands on.

"This part of the mission doesn't fall under any operational order," said Lt. Col. Brian Kraemer, a 746th EAS navigator. "But, it still fits in nicely with the overall concept of the HOA (Horn of Africa) 'flex' mission, because it focuses on winning the hearts and minds of the people through goodwill gestures and humanitarian work."

The C-130 crew is deployed from the 913th Airlift Wing based at Willow Grove Air Reserve Station, Pa., one of three different Reserve units flying weekly channel missions in support of Combined Joint Task Force — Horn of Africa. Based at Camp Lemonier, Djibouti, CJTF-HOA relies on the support of C-130s assigned to the 379th Air Expeditionary Wing based in Southwest Asia.

Crews deploy from Southwest Asia for several days, flying a



746th AEW crew chief Senior Airman Chris Sutton helps a local man unload humanitarian supplies in Kenya.

variety of missions out of Djibouti. Most of the missions involve humanitarian airlift and transport of military personnel and senior government leaders. They are known as "flex" missions because of their flexibility.

"It's all about planting the seeds of goodwill," said 1st Lt. Justin Botts, a co-pilot serving in the area of responsibility for the first time. "Our missions are much more than carrying food and water. Humanitarian assistance operations deepen trust and cooperation between U.S. forces and citizens in the region."

Each C-130 aircraft carries up to 42,000 pounds of cargo or 92 passengers. Typically, it's a mix of both as the flights meet the needs of multiple missions throughout Africa, ranging from Kenya to Ethiopia.

Lieutenant Botts explained the simple act of carrying cargo on a C-130 aircraft affects thousands of people.

"On our last mission, we carried thousands of pounds of equipment needed to dig a well in a small Ethiopian community," he said. "Once the well is built, it will do more than bring fresh water to the people. It will become a gathering spot, and the whole area will become a location that encourages education and positive community growth."

The well mission in Gode, Ethiopia, required three days of multiple C-130 flights to deliver the equipment. On each flight, the aircrew members were greeted by the same airport manager. By the third trip, he could no longer contain his gratitude.

"When I filed the flight plan on the third day, he hugged me because he was so grateful," Captain Stafy said. "We had become friends; they trusted us, and they knew we wanted to help them and their community."

Other missions are people focused. Maj. Mohamed Golle, an Ethiopian army liaison officer for CJTF-HOA, is a frequent traveler on the C-130 channel missions. He recently traveled from Djibouti to Bilate to work ground operations in the remote town with limited access to the outside world.

"These planes are a critical link to getting the mission done," he said. "They allow us to travel around Africa, allowing us to be mobile in our work."

U.S. Marine Sgt. Mark Girgis, agreed. The first-generation American whose parents are Egyptian has found himself a hot commodity in CJTF-HOA missions around Africa because he is fluent in Arabic. He serves as a contractor at Camp Lemonier, and the C-130 is his primary means of travel within Africa.

Other "frequent flyers" include embassy officials, counter-terrorism personnel and special operations Soldiers. The aircraft can also be configured to transport medical patients on litters.

However, the HOA mission goes beyond moving just people and humanitarian supplies. Every flight carries fresh water and food, the lifeblood of service members throughout the region. Other cargo includes generators, aircraft parts, medical supplies and even mail.

Despite the 12- to 15-hour days, Captain Stafy finds the HOA run one of the most gratifying missions in the AOR.

"There's no doubt we're making a difference," he said. "We're touching the lives of our own service members and thousands of Africans every day." ★

(Major Knabe, a traditional Reservist assigned to the 440th Airlift Wing, Gen. Mitchell International Airport Air Reserve Station, Wis., wrote this article while deployed to Southwest Asia as a member of the 379th AEW public affairs office.)

Airmen play key role in joint task force mission

The mission of Combined Joint Task Force — Horn of Africa is to provide African host nations with a stable and secure environment where all people have the freedom of choice. The CJTF-HOA vision is one where education and prosperity are within each person's grasp, and terrorists do not enslave nations by infringing on their right to self-determination.

The combined force is comprised of Airmen, Marines, Soldiers, Sailors, civilians and representatives from partner nations dedicated to seeking out and destroying the terrorist social infrastructure by taking away terrorists' safe havens and driving them out of the region. There is a history of Al Qaeda operating in this region, seeking ungovernable spaces. CJTF-HOA focuses on eliminating the terrorist threat while offering growth opportunity to the people in the area.

Mission strategies focus on developing conditions for economic growth, establishing enduring relationships and creating a secure world for the children in the affected region.

The Air Force plays a key role in CJTF-HOA as airlift transporters of humanitarian aid in the form of food, water, medicine and other critical supplies. C-130s also transport civil affairs teams, medical groups and other service members dedicated to the mission.

Airlift missions are flown exclusively by C-130 aircrews assigned to the 746th Expeditionary Airlift Squadron based in Southwest Asia. ★



Members of the 746th AEW pose with some of their new friends in Ethiopia.

A Watchful Eye



In addition to providing accurate environmental data so military commanders throughout the world can plan and execute their missions, the Defense Meteorological Satellite Program also collects weather data, including images like this one of Hurricane Dennis taken July 8, 2005, and provides it to civilian weather forecasters. (Below, left to right) Maj. James McCormack, Maj. Michael Figurski and Tech. Sgt. Ron Malone, all traditional Reservists assigned to the 6th Space Operations Squadron, track a hurricane from their home at Schriever Air Force Base, Colo.

Hurricane Hunters aren't the only Reservists keeping track of deadly storms

By Senior Airman Erik Hofmeyer

Millions of people around the world have read about and seen the exploits of the Air Force Reserve's Hurricane Hunters and the mission they perform each year tracking hurricanes in the Gulf of Mexico and Atlantic. However, they aren't the only Air Force Reservists who are involved in keeping a watchful eye on

these powerful and deadly storms.

Operating in relative obscurity from their home at the base of the Rocky Mountains at Schriever Air Force Base, Colo., members of the 6th Space Operations Squadron also play a major role in this high-profile operation. Instead of flying C-130s directly into the eye of the storms, these Reservists con-

duct their business using satellites orbiting the Earth hundreds of miles in space.

But the 6th SOPS is about so much more than tracking hurricanes. The squadron's overall mission is to provide near real-time environmental data to strategic and tactical military commanders. In addition, the unit serves as an alternate command and control organi-

zation for the National Oceanic and Atmospheric Administration's Defense Meteorological Satellite Program.

DMSP is a long-term U.S. effort in space to monitor the meteorological, oceanographic and solar-geophysical environment of the Earth in support of Department of Defense, Department of Commerce and NASA operations, said Capt. Sheila Demboski, 6th SOPS chief of standardization and evaluations.

Ten active Guard and Reserve members and 22 traditional Air Force Reservists are prepared to take over the program's operations at a moment's notice to ensure continuous, 24-hour collection and dissemination of atmospheric data.

"We have to be prepared for anything to go down," said Tech. Sgt. Christy Gravitt, 6th SOPS NCO in charge of initial upgrade training.

Normal operations consist of a crew of five to seven mission-ready personnel who perform all tasks on the program such as monitoring sensors, gathering and transmitting data, troubleshooting any potential anomalies, and knowing where the satellites are sitting in space, Sergeant Gravitt said.

Military commanders worldwide are dependent upon accurate environmental data to plan and execute their missions. The forecasts built from DMSP data are essential for the Federal Aviation Administration and the U.S. military to maintain safe aircraft travel, Captain Demboski said.

The satellite program has collected weather data for U.S. military operations for more than four decades. The mission was born under a cloak of extreme secrecy in the early 1960's, shortly after the Russians launched the very first satellite (Sputnik) into space in 1957. In December 1972, DMSP data was declassified and made available to the civil/scientific community, Captain Demboski said.

By serving as the "hot back-up" to NOAA, the squadron collects vital weather data from the DMSP. Military and civilian forecasters use this data to monitor and predict regional and global weather patterns, including the presence of severe thunderstorms, hurricanes and typhoons. The data helps save lives and minimize potential property damage by aiding in the planning of evacuation directives, the captain said.



An artist's rendition of a DMSP satellite orbiting Earth.

As a primary source of data for the National Hurricane Center, DMSP tracked 26 named storms and seven major hurricanes during the 2005 Atlantic hurricane season.

Environmental data is gathered from tracking stations around the world utilizing large antennas that "talk" to the satellites. The mission data is then relayed from the tracking stations to the Air Force Weather Agency at Offutt AFB, Neb., and to the U.S. Navy's Fleet Numerical Meteorological and Oceanographic Center at Monterey, Calif. Captain Demboski explained that the colorful weather graphics people see on television are generated at the California facility.

The data that DMSP provides is very valuable in the aftermath of natural disasters. For example, program data was critical in determining the extent of damage and coordinating disaster response efforts after the December 2004 tsunami that struck in Indonesia, Captain Demboski said.

Every 101 minutes, the Reservists capture and deliver an entire orbit's worth of Earth and atmospheric data to the Air Force Weather Agency within 10 minutes of ground station receipt, said Senior Master Sgt. Troy Wilds, 6th SOPS operations superintendent.

The primary weather sensor on DMSP records pictures of visible light and heat, infrared imagery, in an area that measures 1,600 nautical miles wide as it orbits the Earth. Additional satellite sensors

provide data on air temperature and its moisture content, Sergeant Wilds said.

At first glance, information on moisture content wouldn't seem to be significant. However, prior to Operation Desert Storm, the program provided data on the soil/moisture content of the desert sand in the Middle East. Tests were then performed to determine if it was safe to transport tanks, service members and equipment across the desert, the sergeant said.

In addition to predicting weather patterns, the program's infrared imaging pinpoints fires in both populated and isolated areas, and predicts the impact of wind conditions. The program is also used in analyzing and predicting volcanic ash distribution in major eruptions and to monitor polar ice growth and reduction, Captain Demboski said.

Through the satellite program, Reservists can help monitor compliance with international treaties designed to minimize human impact on the environment. For example, to ensure certain areas are not over-fished, the program can observe the activity of fishing boats casting light on the ocean's surface. International treaties also govern drilling for oil and natural gas; the gas flares that accompany these activities are readily detectable by the satellites, Captain Demboski said. ★

(Airman Hofmeyer is a traditional Reservist assigned to the 919th Special Operations Wing public affairs office at Duke Field, Fla. He wrote this story on assignment for Citizen Airman.)



PHOTO COURTESY OF JESSICA E.H. EATON

As a show of support for 6-year-old cancer survivor Ciara Fleming and to raise money for cancer research, Maj. David Rodberg agreed to have his head shaved at Underground Atlanta during St. Patrick's Day celebrations.

A Close Shave

Major loses his hair to show support for young cancer patient

By Master Sgt. Ellen Hatfield Wilt

In a public show of support for a 6-year-old cancer victim, a Reservist from Dobbins Air Reserve Base, Ga., shed his hair while shedding light on a nationwide organization dedicated to raising money for cancer research.

During St. Patrick's Day celebrations in Atlanta, Maj. David Rodberg, an executive officer with the 22nd Air Force Crisis Action Team, had his head shaven

on a stage by his wife, Lorna, at Underground Atlanta.

Major Rodberg sacrificed his hair on behalf of Ciara Fleming, daughter of friends Donal and Karen Fleming, and to support the St. Baldrick's Foundation.

At 23 months of age, Ciara was diagnosed with a rare form of cancer. After aggressive treatment, she is celebrating more than three years of remission.

"She's an amazing little girl and is doing really well," thanks to help from St. Baldrick's, Major Rodberg said.

According to the foundation's Web site, St. Baldrick's is a "whimsical twist" on St. Patrick's Day, when volunteers agree to shave their heads bald for children's cancer research. The organization began in 1999 as the brainchild of a group of businessmen in New York City

who decided to switch the focus of their annual St. Patrick's Day celebration from partying at their favorite pub to helping young children diagnosed with cancer.

Because cancer treatments often cause victims' hair to fall out, the businessmen decided to recruit volunteers to have their heads shaved in public in return for pledges of financial support. The first event was held in 2000. In 2005, the founders formed an independent, non-profit organization. In its first five years, the group raised nearly \$7 million.

The foundation's biggest benefactor is the Children's Oncology Group. Last year, Mr. Fleming said, "more than 64 percent of the money raised (by St. Baldrick's) went directly to research, with an additional 25 percent held back for future grants."

According to the St. Baldrick's Foundation, the Children's Oncology Group comprises more than 2,000 childhood cancer experts working at 230 leading childhood cancer institutions throughout the world. This cooperative research group leads the world in finding new treatments. Its members treat more than 90 percent of all children with cancer in North America.

The premise of St. Baldrick's fund-raising effort is simple: Potential "shavees" sign up on the foundation's Web site (<http://www.stbaldricks.org/#>) to "lose" their hair voluntarily, through public shaving events. Volunteers line up people who are willing to pledge donations to the organization in their name. Barbers as well as shavees can be sponsored.



Major Rodberg's wife, Lorna, puts the finishing touches on her husband's new hair style.

ing effort is simple: Potential "shavees" sign up on the foundation's Web site (<http://www.stbaldricks.org/#>) to "lose" their hair voluntarily, through public shaving events. Volunteers line up people who are willing to pledge donations to the organization in their name. Barbers as well as shavees can be sponsored.

Major Rodberg is a flight nurse evaluator with the 94th Aeromedical Evacuation Squadron. His military job mirrors what he does in civilian life as a trauma flight nurse.

The major began his Air Force career in 1981 as a veterinary technician, working with parade horses at Royal Air Force Lakenheath, England. He later became an environmental health technician, leaving active duty in 1987 and joining the Air National Guard.

Major Rodberg earned a bachelor's degree in nursing in 1989 from the University of Massachusetts. He joined the Reserve as a flight nurse at Westover ARB, Mass., and became a member of the 94th AES in 1998.

St. Baldrick's is near and dear to his heart not only because of his friendship with the Flemings, but also because he has dedicated his life to saving lives.

"My sister was diagnosed with Hodgkins disease at age 19, and she just celebrated her 50th birthday," the major said. "Knowing what she went through made me want to get involved more.

"When you deal with children, it touches your heart. As adults, we've had a life, we've lived, and they haven't. I want to help give them a chance, because I've had a great life so far." ★

(Sergeant Wilt is assigned to the 622nd Reserve Support Group public affairs office at Dobbins ARB.)

Reporter joins in head-shaving festivities

During the course of their work, reporters get to meet many people and are often moved by individuals and events to do something more than just write about them. Such was the case with a public affairs specialist who was assigned to interview a Reservist who agreed to publicly have his head shaved to benefit child cancer victims.

While covering the story during St. Patrick's Day celebrations in Atlanta, Master Sgt. Ellen Hatfield Wilt of the 622nd Reserve Support Group at Dobbins Air Reserve Base, Ga., decided to also get involved with the cause by having her head shaved.

"I couldn't help but be inspired," Sergeant Wilt said. "It was with no hesitation whatsoever that I sat on the stool, donned the cape and let Major Rodberg shave me. I was the only woman that day, and the final 'shavee.'"

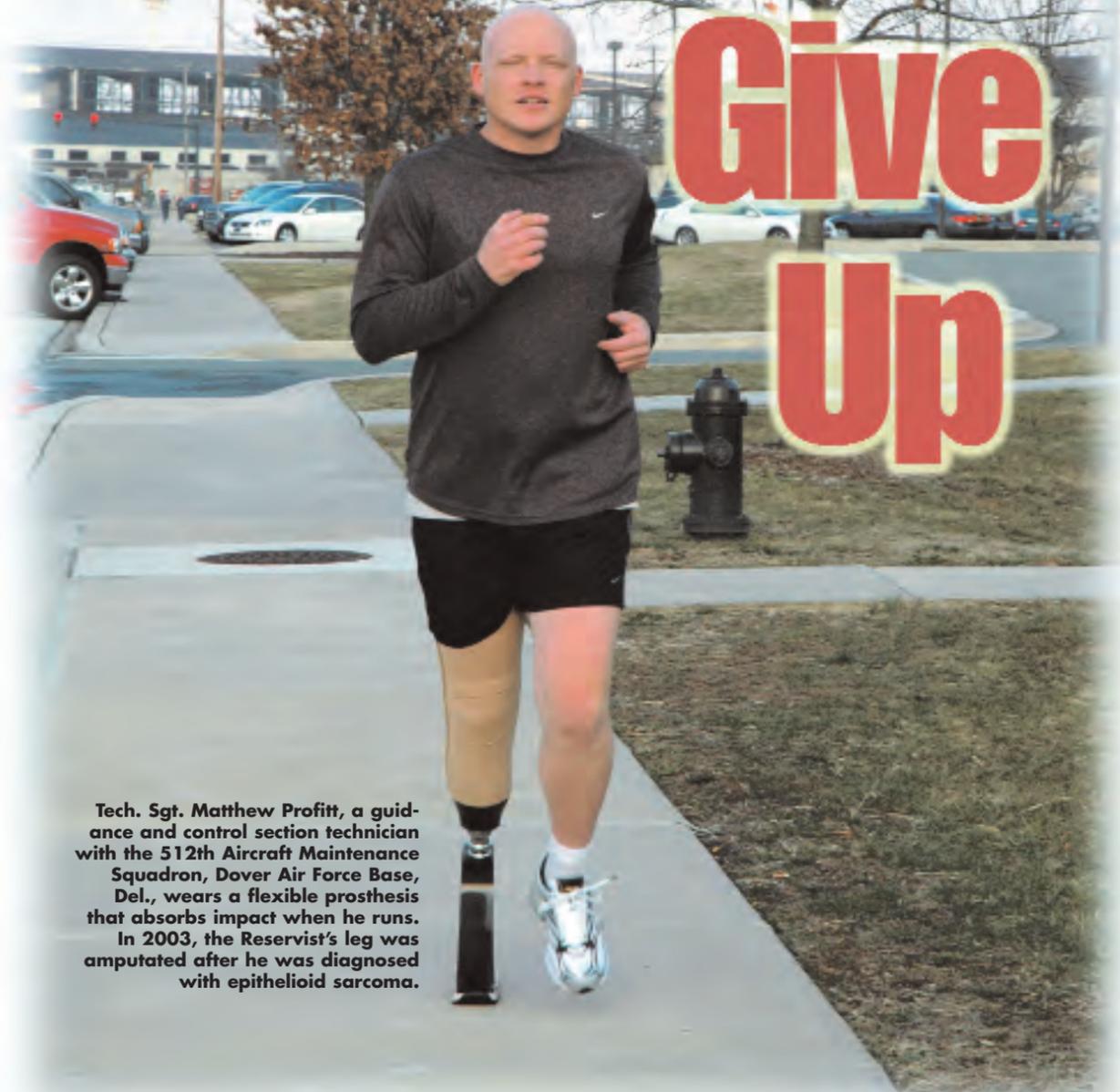
People who would like to show their solidarity with young cancer victims by



Reporter Master Sgt. Ellen Hatfield Wilt was inspired to have her head shaved while covering Major Rodberg's story.

volunteering to shave their heads, as well as those interested in donating money to help fund cancer research, can get more information on the Web at <http://www.stbaldricks.org/#>. ★

Never Give Up



Tech. Sgt. Matthew Profitt, a guidance and control section technician with the 512th Aircraft Maintenance Squadron, Dover Air Force Base, Del., wears a flexible prosthesis that absorbs impact when he runs. In 2003, the Reservist's leg was amputated after he was diagnosed with epithelioid sarcoma.

Amputee overcomes cancer, maintains active lifestyle

By 1st Lt. Marnee A.C. Losurdo

In 2005, he ran the New York City Marathon and skied down the Rocky Mountains. He also regularly enjoys playing racquetball, bobsledding, canoeing and cycling.

Like thousands of other Air Force Reservists, Tech. Sgt. Matthew Profitt is an avid sportsman who leads an active lifestyle. What makes Sergeant Profitt's

involvement in these activities special is the fact that he only has one leg.

Despite the numerous challenges his physical condition poses, he doesn't let anything get in his way or slow him down. On the contrary, the 38-year-old Reservist enjoys life to its fullest.

That wasn't the case three years ago when Sergeant Profitt's world was turned

upside down and he wasn't even sure if he was going to live.

Deadly diagnosis

In June 2003, while activated a second year to support the global war on terrorism, the sergeant said he noticed an ulcer on his right shin.

"It wouldn't heal," said the guidance

and control section technician with the 512th Aircraft Maintenance Squadron, Dover Air Force Base, Del.

The problem raised a red flag because of his recent medical history. He had had a non-cancerous ulcer removed from the same area in 2002.

Sergeant Profitt wouldn't be as fortunate this time around. At the Bethesda Naval Hospital, Bethesda, Md., a doctor delivered the bad news. The tumor was malignant. Sergeant Profitt was suffering from epithelioid sarcoma, a type of cancer that typically develops in tissues under the skin of the hands, forearms, feet or lower leg.

He went to Johns Hopkins Hospital in Baltimore for a second opinion, and doctors there recommended that his right leg be amputated to get the rare and aggressive cancer away from his body, he said.

"As soon as they told me, I was in shock," Sergeant Profitt said. "To be told it's malignant, that I have a 20 percent survival rate and that they have to amputate ... after leaving the hospital, I pulled over to the side of the road and broke down."

Two weeks later, Sergeant Profitt was on the operating table at Bethesda, where doctors amputated his leg at mid-calf.

"I woke up and felt fine. Within three to four days, I was up and moving around with a walker," he said.

While in the hospital, the sergeant met several combat veterans from Iraq who were there recovering from war wounds.

"I made a lot of friends," Sergeant Profitt said. "It made me realize I wasn't the only person going through this. Some people had three limbs missing. It was inspiring for me to see them overcome their experiences."

The sergeant was transferred to Walter Reed Army Medical Center in Washington, D.C., and within three weeks was learning how to use a prosthesis. Because a variety of high-tech artificial limbs are available, doctors asked him about his favorite activities. They then fitted him for different devices specifically designed to meet his various needs. For example, when he runs Sergeant Profitt wears a flexible prosthesis, a C-sprint, which absorbs impact.

It took him a month to learn how to walk again, but that was only the first battle in his war against cancer. After healing from his operation, Sergeant Profitt went through four months of chemotherapy sessions. He received his last checkup in October and is cancer-free today.

Throughout his ordeal, the one thing Sergeant Profitt didn't worry about was his job, he said. A 2005 medical evaluation board recommended his continued service in the Air Force Reserve.

"Through it all, there was never any question that I could come back to my job," he said. "My unit commander, first sergeant and section chief would visit me and make sure I wasn't having any issues. They lent an ear and were there for support."



Sergeant Profitt inspects a TTV-205 pressure tester that checks the C-5's pitot-static system for leaks.

His supervisor, Senior Master Sgt. Fred Traute, said he watched Sergeant Profitt's recovery and was impressed by his attitude.

"Through all of this, he maintained a positive outlook and was an inspiration to those who had knowledge of it," Sergeant Traute said. "He didn't walk around complaining about it."

New beginnings

A traumatic life situation can change a person's outlook on life. Sergeant Profitt's ordeal with cancer has him living every day like he's dying. The doctors gave him a one-in-five chance of surviving five years after the surgery and chemotherapy, he said.

"It's changed me a lot. I'm a better person," he said. "I don't want to take a moment for granted or waste

my days. I didn't want to be on my death bed saying, 'I wish I had gone to Park City (in Utah) to snow ski or run a marathon or bobsledded.' I'm willing to try anything. I'm not afraid of failure."

He quit his civilian job, where he had worked 10 years, and moved to Park City last fall. He volunteers with Disabled Sports USA, the Challenged Athletes Foundation and the National Ability Center. These organizations fund sporting events and offer sports opportunities to people with disabilities. They also provide training and opportunities to potential U.S. Paralympians. The U.S. Paralympics is a division of the U.S. Olympic committee.

"I know how important sports have been for me as far as goals and a sense of accomplishment. I want to transfer that to the kids," said Sergeant Profitt, who volunteers about seven hours a week assisting with the NAC skiing and bobsledding programs.

"I recently worked with a 12-year-old amputee, and seeing him have the opportunity to go out on the slopes is rewarding," said the sergeant, who works out three or four times a week. "I like to see young people come back pumped up and smiling. It's an opportunity for them not to think about medical issues going on in their lives. It's so important for the psyche of people."

The 20-year Air Force veteran plans to retire in October; however, his future career goals include earning a degree in teaching, or special education, and becoming more involved with the NAC, he said. His long-term goal is to become a member of Utah's first disabled bobsled team for the 2014 U.S. Winter Paralympics.

The past few years of Sergeant Profitt's life can be compared to running the New York City Marathon. Despite the hardships, he keeps pressing on, never giving up, unknowingly serving as an inspiration to those watching on the sidelines. ★

(Lieutenant Losurdo is assigned to the 512th Airlift Wing public affairs office at Dover AFB.)

Searching for Savings

At March Air Reserve Base, Calif., solar panels, similar to these, placed on the roofs of new covered parking facilities will generate electrical power for the base.

Command committed to conserving energy wherever possible

By Bo Joyner

With fuel prices soaring higher and higher and an increasing concern for protecting precious natural resources, energy conservation is a hot topic for just about everyone these days, including a group of civil engineers assigned to Air Force Reserve Command.

"We've had an Air Force Reserve energy conservation program in place since the early 1970s," said Tom Hovey, chief of the Operations Branch in the Civil Engineering Division, Headquarters AFRC, Robins AFB, Ga. "And we are still constantly looking for ways to drive down our energy consumption and use more efficient, renewable sources of energy to run our facilities."

One of the first things the command did to reduce energy consumption was switch to more efficient fluorescent lighting at Reserve locations throughout the country.

"That was part of the low hanging fruit — changes that were relatively easy to implement that helped us cut consumption right away," Mr. Hovey said.

From there, the command has had to dig a little deeper to reduce the amount of energy it uses every year. A major success story has been AFRC's effort to improve the heating systems at Reserve-owned facilities.

"We found that the central heating plants at four of our bases were old and inefficient," Mr. Hovey said. "Replacing these with decentralized heating systems has been our single biggest energy-saver to date."

New, decentralized heating systems at Gen. Mitchell International Airport Air Reserve Station, Wis.; Grissom Air Reserve Base, Ind.; Westover ARB, Mass.; and Dobbins ARB, Ga.; are saving AFRC more than 20 percent. These systems achieve their savings by being more effi-

cient than the older units they replaced and by utilizing natural gas as an energy source instead of higher-priced fuel oil.

In addition to saving energy, AFRC's energy program managers are committed to utilizing renewable sources of energy that are better for the environment.

At March ARB, Calif., for example, construction is under way on two photovoltaic projects. Solar panels placed on the roofs of new covered parking facilities will generate electrical power for March, which is AFRC's second largest energy consumer. Funded by the Air Force, the projects will cost about \$4.1 million when completed in December and will provide March ARB with nearly 8 percent of the electricity it needs to operate its facilities.

Other Reserve facilities may be in line for solar energy systems in the years to come. The Energy Policy Act of 2005,

signed by President Bush Aug. 8, 2005, requires the installation of 20,000 solar energy systems in federal buildings by 2010. The Energy Policy Act also calls for:

- the government to improve its energy use measurement and accounting practices by using advanced meters in all federal buildings by Oct. 1, 2012;
- federal agencies to purchase Energy Star and Federal Energy Management Program-designated items when procuring energy-consuming products;
- federal agencies to increase their renewable electricity consumption — to at least 7.5 percent of total consumption by 2013; and
- a study to examine the potential of developing wind, solar and ocean energy on federal lands.

"The key to cutting energy consumption is to chip away at it a little at a time," said Roy Locke, AFRC's energy program manager. "We try to save energy everywhere we can, even if it's a small amount. A lot of small savings can add up over time."

Mr. Locke tracks the command's progress in the area of energy reduction. And the numbers show that AFRC has done well in reducing the amount of energy it uses every year.

Between fiscal years 1985 and 2000, AFRC cut its facilities energy consumption by 24 percent, beating the federally mandated goal of a 20-percent reduction. The command also met the fiscal 2005 goal of achieving a 30-percent reduction in million British thermal units used per square foot based on a 1985 baseline.

The goal now is to reduce energy consumption 2 percent each year through fiscal 2015, using 2003 as the baseline year.

While AFRC was able to reduce facilities total energy consumption by more than 30 percent between 1985 and 2005, from .1562 MBTUs/SF to .1048 MBTUs/SF, the command's total energy bill actually increased, from \$6.5 million in 1985 to \$9.2 million in 2005. These figures do not include Grissom ARB, Homestead ARB, Fla., and March ARB, which AFRC gained through base realignment and closure actions in the mid-1990s. The transfer of these bases added another \$4.5 million to the command's energy bill.

"Energy prices during the past several

years have increased at a faster rate than our reduction efforts," Mr. Hovey said. "For example, AFRC has cut the amount of heating energy consumption it uses per square foot by 20 percent in recent years, but the cost of heating energy went up 40 percent just this past winter."

"With energy prices going up the way they are, it's more important than ever that we keep looking for ways to cut energy consumption."

He provided a list of simple things members of the Reserve team can do to help the command conserve energy:

- Always use compact fluorescent light bulbs in desk lamps as opposed to incandescent light bulbs.
- Switch off all unnecessary lights.
- Use natural lighting when possible.
- When working late, use task lighting to directly illuminate work areas.
- Unplug equipment that drains energy even when not in use (for example, cell phone chargers, fans, coffeemakers, desktop printers and radios).
- Turn off office equipment and/or computer monitors at the end of the work day, especially on Fridays.
- Use efficient Energy Star products and make sure the energy-saving feature is enabled.

• Close or tilt window blinds to block direct sunlight to reduce cooling needs during warm months.

In addition to pursuing facilities energy conservation, AFRC is also looking at alternative fuel options for its fleet of ground vehicles. For years, the command has operated vehicles that run on compressed natural gas. Now, the emphasis is to switch to vehicles that use E85 (85 percent ethanol and 15 percent petroleum) and B20 (80 percent diesel and 20 percent bio-diesel soybean oil or other vegetable oils).

Construction is currently under way or planned at eight Reserve locations to upgrade fueling stations to accommodate these new fuels. Over the past five years, AFRC has requested 111 alternative fuel vehicles and received 35.

Whether in its facilities or vehicles, AFRC is committed to reducing energy consumption and using renewable, environmentally friendly sources of energy to the maximum extent possible.

"Energy conservation is an ongoing project," Mr. Hovey said. "Getting the mission done is still our No. 1 priority, but as technology changes, we will continue to look for the most efficient ways to operate our facilities." ★



Larry Ventura, environmental flight chief for the 482nd Fighter Wing, Homestead ARB, Fla., shows off the base's first solar-powered golf cart. Homestead's year-round weather permits extensive use of carts to provide personnel transportation. A solar panel is also shown in the background.

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