

# Air Citizen AIRMAN

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## Saying goodbye

Master Sgt. Kara B. Stackpole, a medical specialist with the 439th Aeromedical Staging Squadron at Westover Air Reserve Base, Mass., gives her daughter, Samantha, a final hug and kiss before leaving for Iraq. Sergeant Stackpole was among about 60 members of the 439th ASS who deployed to Iraq Jan. 8. About 125 more Reservists from Westover were scheduled to deploy to Iraq at a later date. The Airmen will serve tours ranging from four to six months. They represent about 10 percent of the 439th Airlift Wing's total population and are the largest group of wing members to serve overseas in the Global War on Terrorism. (Senior Airman Michael Lanza)

# Airman Citizen AIRMAN

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On the front cover: The Air Force Reserve is celebrating its 60th anniversary this month. On April 14, 1948, President Harry Truman signed legislation formally establishing the Air Force Reserve as an organization separate from the regular Air Force. See related stories beginning on Page 14. (Graphic created by Bo Joyner)

**Gen. T. Michael Moseley** *Chief of Staff, United States Air Force*

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

**Col. Tom Deall** *Director of Public Affairs, Air Force Reserve Command*

**Cliff Tyler** *Managing Editor*

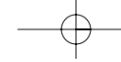
**Bo Joyner** *Associate Editor*

**Staff Sgt. Celena Wilson** *NCO in Charge, Magazine Operations*

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## Like mother, like son

Senior Airman Derrick Johnson teaches his mother, Staff Sgt. Tammi Johnson, base defense practices at Kirkuk Regional Air Base, Iraq, in January. In an unlikely twist of fate, Sergeant Johnson was randomly selected to relieve her son when his deployment ended in late January. When Airman Johnson visited his local Air Force recruiter in March 2006, his mother went along. Both ended up joining the Air Force Reserve. Sergeant Johnson is assigned to the 507th Security Forces Squadron at Tinker Air Force Base, Okla., while her son serves with the 610th SFS at Naval Air Station Joint Reserve Base Fort Worth, Texas. (Senior Airman SerMae Lampkin)





## Integrated Raptor unit soars in Florida

A 90th Fighter Squadron F-22 takes part in Combat Archer, an assessment conducted to prepare and evaluate an operational fighter squadron's readiness for combat operations.

The regular Air Force 3rd Wing from Elmendorf Air Force Base, Alaska, and its Air Force Reserve Command associate unit, the 477th Fighter Group, combined for their first F-22A Raptor deployment to Tyndall AFB, Fla., for Combat Archer. The successful integration of both Reserve and active-duty Airmen was showcased Feb. 2-17, when approximately eight aircraft and 132 Airmen took part in the weapons system evaluation program training. In the inset photo, Maj. David Pifferario (left) of AFRC's 302nd Fighter Squadron and Capt. Ryan Pelkola of the 90th FS walk out to their Raptors. (Scott Wolfe)



# Round the Reserve

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

## Policy Changes to Delay Some Field Grade Officer Promotions

Changes to some Air Force Reserve personnel policies are going to result in some officers having to wait longer before becoming eligible for promotion.

One major policy change requires lieutenant colonels to serve four or more years time in grade before meeting the colonel board. The Reserve will phase in this change starting with the October 2008 board. To meet this board, officers will need 3 1/2 years or more time in grade.

Another change affects position vacancy promotions to lieutenant colonel and major. Promotion boards will look at the records of majors and captains only once: at the five-year time-in-grade point.

Lt. Gen. John A. Bradley, chief of Air Force Reserve and Air Force Reserve Command commander, said the changes were driven by the Reserve strategic vision, operational reserve force policy, senior leader philosophy, force development and total force integration.

Lieutenant colonels meeting the October 2008 colonel promotion board will need a date of rank of March 31, 2005, or earlier. Those seeking promotion to colonel in October 2009 will need at least four years time in grade with a date of rank of Sept. 30, 2005, or earlier.

Changes in position vacancy promotion to lieutenant colonel will start with the April/June 2008 board. Changes to the major position vacancy board will begin in February 2009.

In July 2006, General Bradley appoint-

ed a general officer to lead a promotion working group comprised of representatives from different functional areas.

"Their job was to develop a broad range of force management initiatives to more effectively manage our force, better develop our officers and take care of our people," he said. "These changes are designed to ultimately ensure we will have the right people doing the right jobs at the right time."

General Bradley said the time-in-grade eligibility changes were the last initiatives from the 2006 working group to be implemented.

"We had to be extremely careful in making these TIG changes," he said. "Therefore, I asked my Air Staff personnel directorate team to brief these changes to the Air Force Reserve Senior

Steering Group, which includes the AFRC vice commander and numbered air force commanders, in March 2007 for further approval. The group unanimously supported the changes.

"I then chartered another cross-functional working group in August 2007 to build an implementation plan for the TIG changes. The phased implementation approach was the best recommendation the group proposed and the right thing to do for our force."

Other policy changes recently implemented as a result of the 2006 working group discontinue selective continuation for lieutenant colonels beyond 28 years commissioned service, combine reserve categories into one promotion board and reduce the retirement time-in-grade requirement for colonels from three years to two years. (AFRC News Service)

## Beale Unit Begins Transfer of KC-135 Stratotankers

The 940th Air Refueling Wing at Beale Air Force Base, Calif., began transferring its KC-135R tanker aircraft to another Air Force Reserve Command unit Jan. 29.

The first two of eight aircraft left Beale for the 916th ARW at Seymour Johnson AFB, N.C., as directed by the 2005 Base Realignment and Closure Commission. The remaining six aircraft will transfer to Seymour Johnson by Sept. 30.

After more than 30 years of aerial refueling, Beale's Air Force Reserve unit will transition to emerging missions in command and control, intelligence, surveillance, and reconnaissance, including support for the RQ-4 Global Hawk unmanned aerial vehicle. (Air Force Reserve Command from a 940th ARW news release)

## Test Pilot Class Names IMA Top Instructor

Graduates of the most recent class at the U.S. Air Force Test Pilot School at Edwards Air Force Base, Calif., provided a Reserve instructor at the school with an early retirement gift.

Members of class 07A, which graduated in December, chose Lt. Col. Mary Manning, an individual mobilization augmentee, as the most outstanding academic instructor and recipient of the



COURTESY PHOTO

**RESERVIST ATTENDS PRESIDENTIAL ADDRESS** — Senior Airman Diane Lopes, a security forces specialist with the 920th Rescue Wing, Patrick Air Force Base, Fla., was chosen to represent the Air Force at President George W. Bush's final State of the Union address Jan. 28. She sat in the audience with First Lady Barbara Bush and other special guests. Airman Lopes, who was selected for the honor through a nomination process, was injured in a rocket attack Sept. 21 while deployed to Kirkuk Air Base, Iraq. She is currently receiving outpatient therapy for her injuries at Walter Reed Medical Center.

## Reserve Airmen in Alaska train Guardsmen on Raptor

By Airman 1st Class David Carbajal

Reservists assigned to the 477th Aircraft Maintenance Squadron at Elmendorf Air Force Base, Alaska, are training members of the Air National Guard as part of Total Force Integration.

The Reservists conducted a training session Jan. 13 for 13 Airmen from the Alaska ANG's 176th Wing, located at nearby Kulis ANG Base. The training covered take-off and recovery procedures for the F-22 Raptor to prepare for the possibility of an aircraft being unable to land at Elmendorf and needing to divert to an alternate airfield.

"During extreme winter conditions, Elmendorf's airfield can become too hazardous to land on for short periods of time," said Lt. Col. Gator Platt, the 477th AMXS commander. "In these times, Elmendorf's aircraft could be airborne, requiring divert fields, like Kulis, in which to recover."

With the varying experience levels of the Kulis Airmen, the Elmendorf crew chiefs went through detailed step-by-step instructions to ensure safety of the maintainers and pilot.

"We're teaching them the exact procedures used after a Raptor lands on our runway," said Staff Sgt. Wesley Corroero, a 477th AMXS crew chief. "After these (unit training assemblies), they will have ample training needed to recover the aircraft."

Some of the Guardsmen have been trained on recovery of heavy aircraft such as the C-130 and C-17.

"Some of our guys have prior-service experience and had the opportunity to handle some of the aircraft, but the Raptor is one we haven't had first-hand experience with," said Senior Master Sgt. Kerry James, lead Guardsman who attended the training.



SENIOR AIRMAN GARRETT HOTHAN

Senior Master Sgt. Michael Barnett, a member of the Air National Guard's 176th Wing, directs questions to crew chief Staff Sgt. Jon Brisendine, 477th Aircraft Maintenance Squadron, during a training session to learn recovery procedures for the F-22 Raptor.

Beginning the training early, the crews worked until late afternoon.

"The Airmen of the 477th AMXS are some of the best around," Colonel Platt said. "I am confident these opportunities will provide the Guard the training to help fulfill our mission at Elmendorf."

Airmen with the 477th AMXS conducted another training session in March. ★

(Airman Carbajal is assigned to the 3rd Wing public affairs office at Elmendorf AFB.)

Robert L. Wenning Award.

"This was her sixth (Robert L. Wenning) award," said Brig. Gen. Jim Hogue, mobilization assistant to the Air Force Flight Test Center commander. "Six wins is a record for any instructor since the inception of the award, beginning with class 78A."

Colonel Manning, a flight test engineer and a 1991 TPS graduate herself, previously received the award in 2000, 2001, 2002, 2005 and 2007.

The colonel, a Whitefish Bay, Wisc., native, attributes some of her success as an instructor to one of her TPS instructors, Col. Raymond Jones.

"Colonel Jones was an excellent instructor," she said. "I borrowed many of his teaching techniques when I began teaching."

Colonel Manning began teaching Equations of Motion to class 98B.

"The goal of this course is to help students grasp the basic equations of motion of aircraft and also understand why airplanes fly the way they do," she said.

For 15 years, until the day she retired from the Air Force Reserve, Colonel Manning spent her annual training and inactive duty training periods at TPS.

"I started out in curriculum development and then became an instructor," she said. "I loved teaching. It was an enjoyable experience to interact with these sharp, motivated students. Moreover, it was gratifying to overcome the challenge of presenting complex materials in a way that makes sense to them."

Colonel Manning currently works on

designing test equipment used by flight test engineers in the private sector in Seattle, Wash.

"It was absolutely bittersweet to leave TPS and its amazing people," she said. "The staff and students are top-notch and dedicated to do their job, no matter how tough it may be."

The decision to retire was difficult to make, but looking back, the colonel said she had a fulfilling career.

"Thanks to the IMA program at Edwards, as well as its strong leadership and support, Reservists like me have the opportunity to serve and do what we love to do," Colonel Manning said. (Capt. Hien Q. Vu, 95th ABW public affairs office at Edwards AFB)

## DOD Officials Select New Government Travel Charge Card

Department of Defense officials announced the selection of Citibank to provide travel charge card services for its members under the General Services Administration's umbrella SmartPay(r) 2 master contract Jan. 16.

The new official travel cards will activate on Nov. 30, 2008. DOD currently has 1.2 million card holders who accounted for 61 percent of total government-wide travel spending in 2006.

The estimated value of the DOD travel card task order over a 10-year period is \$40 billion, based on projected travel card spending.

The mandatory travel charge card provides travelers with many benefits such as no interest charges, delayed late fees and insurance benefits.

The Defense Travel Management Office was established in 2006 to serve as the focal point of contact for commercial travel within the DOD. The DTMO establishes strategic direction and centrally manages commercial travel programs, including the travel card program.

The DTMO will work closely with the current vendor, Bank of America, and Citibank to minimize any unforeseen interruption in travel card services leading up to the new card activation. Prior to the switch, card holders will receive frequent communications about what to expect and individual requirements. *(Air Force Print News)*

### C-130 Swap Gives New York Unit Full Complement of Aircraft Sooner

**A**ir Force Reserve Command will swap C-130s to accelerate the consolidation of missions and equipment at Niagara Falls International Airport Air Reserve Station, N.Y.

Beginning this spring, the 914th Airlift Wing at Niagara will exchange its eight C-130H3 airlifters for eight C-130H2 aircraft from the 934th AW at Minneapolis-St. Paul IAP ARS, Minn. Another four C-130H2 aircraft will arrive at Niagara from the Air National Guard's 118th AW in Nashville, Tenn.

When the transfers are complete sometime this summer, the 914th AW and Air National Guard's 107th Air Refueling Wing at Niagara will share 12 C-130H2s under an air reserve component associate structure. The 914th will own the aircraft, with the Guard providing aircrews and maintainers in the associate relationship.

The swap will leave Niagara with an earlier version of the venerable C-130. However, the unit will get the planes two years ahead of schedule. Original plans were for the 914th AW to operate with eight planes for the next two years. The swap will give the unit the full complement of 12 planes sooner than expected.

Additionally, the base will operate with one type of cargo plane, instead of two, which Air Force officials said will reduce training and maintenance costs.



TECH. SGT. RUSSELL E. COOKEY IV

**Air Force Reserve Command is providing dedicated aircrews from the 514th Air Mobility Wing, McGuire Air Force Base, N.J., and C-17 aircraft from the 315th Airlift Wing, Charleston AFB, S.C., to fly airlift missions in Europe and Africa.**

### C-17 crews volunteer to support missions in Europe, Africa

**I**n a coordinated effort with U.S. Air Forces in Europe and Air Mobility Command, the Air Force Reserve is providing dedicated aircrews to fly C-17 airlift missions in Europe and Africa.

The first group of Reservists to arrive at Ramstein Air Base, Germany, includes aircrew members, a mission commander, an NCO in charge and a crew chief from Air Force Reserve Command's 514th Air Mobility Wing, McGuire Air Force Base, N.J. They will serve on a rotational basis with Reservists from other units replacing them.

"All of the Reservists are here on a volunteer basis, not as mobilized Reservists," said Lt. Col. James Fryer, commander of the Reserve's 732nd Airlift Squadron from McGuire AFB. "Our unit was tasked with the first rotation since it was our (turn in the aerospace expeditionary force) bucket, but we all volunteered to come."

The C-17s will come from various bases on a rotational basis. The first C-17 arrived at Ramstein AB from Charleston AFB, S.C., Jan. 29. A second C-17 is due to

arrive in mid-to-late spring with two more aircrews.

While deployed, the aircrews and aircraft will be assigned to the 779th Expeditionary Airlift Flight. They will provide global airlift in support of the U.S. European Command mission as well as augment the global mobility fleet.

Ramstein's 723rd Air Mobility Squadron maintains the visiting C-17s.

"The maintenance support from the 723rd has been outstanding," Colonel Fryer said. "They are true professionals, and we couldn't do this without them."

Reservists flew the first C-17 rotational airlift mission Jan. 25 in support of Operation Iraqi Freedom's NATO training mission in Iraq.

"This is a great partnership and a first step toward better utilization of our assets and support to the global airlift mission," said Colonel Fryer. "We look forward to supporting the strategic airlift requirements not only in Europe and Africa, but worldwide." *(Air Force Reserve Command News Service from a USAFE news release)*

The 107th ARW is in the process of transferring its KC-135 Stratotankers elsewhere and taking on the C-130 mission. The wing's first aircraft departed in January. *(AFRC News Service)*

### Officials Delay Basing Decision for Air Force Cyber Command

**T**he decision for the final location of the Air Force Cyber Command was expected to be finalized before the official Oct. 1 stand-up of the command, but Air Force leaders now say it will not be made until closer to the end of the year.

"This is to give us additional time to carefully review all the locations under consideration," said Maj. Gen. William T. Lord, AFCYBER (Provisional) commander.

"We are currently reviewing how well the locations that have been identified to us match up to the needs of the Air Force," General Lord said.

Because of the sensitivities and classifications of portions of the command's mission, and to ensure fairness in the process, officials are not releasing the specific criteria being used in this process.

"You can be assured that each location is receiving a careful and thorough review, but in the end, the needs of the Air Force will carry the day," he said.

The general said officials still anticipate narrowing down the choices to the top four places that best meet Air Force needs so the initial site surveys and additional environmental studies may begin. Once the environmental studies are completed, which usually take six to eight months, the secretary of the Air Force will announce the final location.

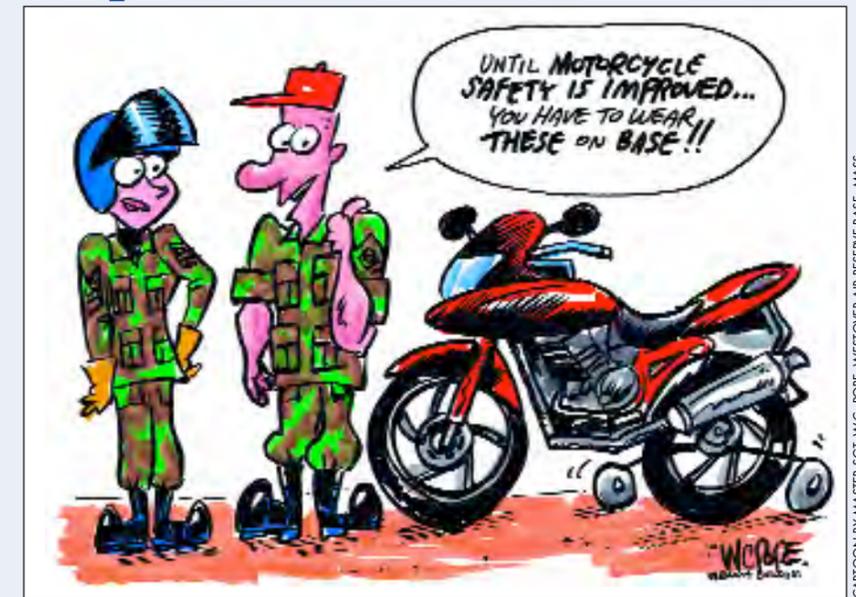
In the meantime, AFCYBER still has a stand-up date set for Oct. 1, and it will be assigned an interim location until the final location is announced. *(Air Force Print News)*

### C-5 Galaxy Modernization Program Certified

**O**fficials in the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics have certified the C-5 Reliability Enhancement and Re-engineering Program for 49 additional aircraft.

The C-5s approved include 47 C-5Bs

## Pope's Puns



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

used for inter-theater airlift and two C-5Cs used primarily for domestic missions supporting the space program. Three C-5s already have been modernized. The restructured program did not include the 62 C-5A models.

"It makes sense to not RERP the A-models from a stewardship perspective, since the A-models are the oldest, least reliable and most costly to maintain," said Gen. Arthur J. Lichte, Air Mobility Command commander. "There's no guarantee we'd get a return on investment with them."

Continuing the C-5B RERP allows Air Force people to modify aircraft with better, newer structures and defensive systems at an overall savings to the taxpayer. The overall objective of the RERP is to improve C-5 fleet reliability and availability, and aircraft performance.

"The Air Force is obligated to provide the best fleet mix for the nation's strategic airlift needs, while ensuring a reasonable return on investment to the taxpayer," General Lichte said. "We support this decision to ensure we can continue to provide essential inter-theater, out-sized airlift capability to the joint war-fighter."

The program has been re-designated as an Acquisition Category 1D, and the Department of Defense will have executive oversight. All C-5s are still programmed to receive the Avionics Modernization Program modification, which replaces

obsolete navigation, communication and surveillance equipment. AMP provides the digital architecture backbone needed for RERP.

C-5s are operated by active-duty, Reserve and Air National Guard crews. They are currently assigned to Dover Air Force Base, Del.; Travis AFB, Calif.; Lackland AFB, Texas; Stewart Air National Guard Base, N.Y.; Martinsburg ANGB, W.Va.; Memphis ANGB, Tenn.; Wright-Patterson AFB, Ohio; and Westover Air Reserve Base, Mass. *(Air Force Print News)*

### Barksdale Reservists Share B-52 Pod Knowledge

**A**irmen at Barksdale Air Force Base, La., are putting the total force initiative into practice by working together to equip B-52 bombers with advanced targeting pods.

"The concept we are working on is that our most proficient instructors provide dedicated training to a selected group of active-duty instructors," said Lt. Col. William Floyd, B-52 weapons officer in Air Force Reserve Command's 917th Wing. "We're training the trainer."

The training includes improving the integration of the jet; upgrading the pod controllers and display; writing or updating academics, training and lesson plans;

and developing tactics and techniques.

Capt. Scott Biggs of the regular Air Force's 20th Bomb Squadron flew his first pod sortie Jan. 24.

"It (the Litening AT targeting pod) brings a tremendous advantage to the fight," he said. "With the combined ability to identify and laze our own targets, coupled with our loiter time and massive payload, the B-52 will continue to be the most demanded striker in the combat Air Force."

Once qualified, Captain Biggs and his pod-trained counterparts will conduct the initial qualification for each of the active-duty bomb squadrons. To date, instructors from the Reserve's 93rd BS have qualified flyers from Barksdale's 49th Test Squadron, 340th Weapons Squadron and 2nd Operations Support Squadron.

Colonel Floyd said the Reserve began the groundwork and has been participating in the integration effort since 1998. Shared resources, time, effort and, most of all, experience have been "key" in this process, he said.

"The primary reason that 93rd Bomb Squadron instructors have been used to begin the initial qualification training

with the 2nd Bomb Wing is experience and resources," the colonel said.

With the co-location of Reserve and active-duty forces at Barksdale, this process has worked out well, Colonel Floyd said.

"The Reserve units have always been the front-runners in testing new technologies on the B-52," Captain Biggs said. "These Reserve men and women have thousands of hours of operational experience in the weapons system. Integrating them as instructors with active-duty flyers is as seamless as it is beneficial." (*Master Sgt. Sherri Bohannon, 917th WG public affairs*)

### Doctor Moves to South Dakota to Help Lakota Sioux

**T**he desire to serve and make a positive impact on humanity has been a common theme throughout the life of a 512th Airlift Wing flight surgeon.

This desire is what motivates Lt. Col. (Dr.) Matthew J.G. Cazan to travel 1,600 miles from South Dakota to Dover Air Force Base, Del., to fulfill his Reserve duties.

It's also what originally prompted the 512th Aerospace Medicine Squadron flight surgeon to move from the East Coast five years ago to South Dakota to provide health care to the approximately 21,000 Lakota Sioux who live on the 922,759-acre Rosebud Indian Reservation.

The "Sicangu Lakota Oyate" or "Burnt Thigh People" roamed and hunted the Great Plains for centuries, but since the 1880s they've resided on the Rosebud Indian Reservation in south central South Dakota, according to the Rosebud Sioux Tribe Web site.

"As a people, they suffer from social ills such as unemployment, poverty, alcoholism, and drug and domestic abuse," Dr. Cazan said. "It's one of the most impoverished of all Indian reservations in the country, and they need a lot of assistance."

Nationwide, American Indians and Alaska Natives die at higher rates than other Americans from tuberculosis, alcoholism, motor vehicle crashes, diabetes, homicide and suicide, according to a Indian Health Services January 2006 fact sheet.

This is where Dr. Cazan said he hopes

to make a difference. He is one of the senior doctors at the Rosebud Indian Health Service, a hospital funded by Indian Health Services, an agency within the Department of Health and Human Resources.

The Washington, D.C., native began his medical career after graduating from the Virginia Commonwealth University School of Medicine in 1982.

The doctor participated in several hospital-based group practices for more than 10 years in the capitol region, where he worked as an anesthesiologist and provided critical care and family practice medicine.

Dr. Cazan said a desire to serve his country led him to join the Air Force Reserve in 1995. In his youth, he wanted to be a pilot. And while he never became a military aviator, he does have a private pilot's license and serves as a Liberty Wing flight surgeon, which gives him an opportunity to be part of the flying mission.

In fact, it was the Reserve that introduced the doctor to the Rosebud Reservation. While on a two-week annual training tour in the mid-1990s, Dr. Cazan accompanied several 512th AMDS members on a mission to the reservation. From 1995 to 2001, the squadron assisted the Indian Health Services by providing health care to the Lakota tribal members.

The trip impacted him so greatly that in addition to his Reserve trips with the squadron, he volunteered his own time each year to fly to the reservation and provide health care to the Sioux tribe, he said.

The events of 9/11 changed some of the focus for the medical squadron, and Dr. Cazan began to volunteer for overseas missions in support of the Global War on Terrorism. He eventually left his practice in Washington to take on more commitments with the military.

In the summer of 2000, he said his priorities once again changed when he met his wife, Mary, a South Dakota native who worked in Dover for the Department of Education. Five years ago, the couple moved to South Dakota to be closer to her family, and he began working full time at the Rosebud Indian Health Service.

Dr. Cazan's commitment to serve the Sioux nation as well as his country keeps him busy as ever, as he now travels to Delaware every two months for a week to fulfill his military obligations.

The doctor said making the 3,200-mile round trip is worth it.

"I'm making a difference and doing my part to preserve and maintain the American heritage that we all hold near and dear," he said. (*Capt. Marnee A.C. Losurdo, 512th AW public affairs, Dover AFB*) ★

## It's Your Money

By Ralph Lunt

### Two is more than enough

**I**n case you missed it, the Thrift Savings Plan is in the process of limiting the number of monthly TSP interfund transfers participants can make to two.

The TSP board is imposing this limit because a few thousand of the 3.9 million TSP participants have been engaging in what it calls "excessive frequent trading," and this trading is having a detrimental effect on fund performance and transaction costs. The limit on interfund transfers is expected to take effect this month.

Rather than getting all wrapped up in how many trades you should make, I'd like to talk about the TSP and where it fits in my financial plans.

In a nutshell, the TSP affords Reservists the ability to defer up to 100 percent of their pay pre-tax, subject to an annual cap of \$15,500. As many of you know, this annual cap includes deferrals to other employer-sponsored plans.

This money then grows tax-deferred — no 1099s — until you withdraw it. Your withdrawals are taxed at ordinary income rates and, in most cases, if taken before age 59 1/2, penalized 10 percent. Given the penalty-free withdrawal age and taxation characteristics, I consider TSP funds long-term retirement money, and I hope you agree.

It's no accident I haven't spoken about investment options yet, given the fact that as Reservists we receive no match. I first wanted to refresh the reasons why we would defer money into the TSP. For us, it's easy and affords some tax benefits. It also has very low-cost investment options.

Before I forget, the best investments in the TSP are ... heck, I don't know. It's different for everyone! We all have different goals, risk tolerances and opinions. My approach with the TSP is long-term. I defer some income and split it among a few options that make sense to me. I take a look at it every so often, and, occasionally, like a farmer, I prune a limb and pull a weed.

I have never even thought about "trading" my TSP. Quite frankly, I haven't met anyone who has had any success "day trading." That being said, if I were to day trade, my TSP account is the last thing I would trade. There's not enough movement one way or the other.

From everything I've seen, there's no secret sauce or magic formula to investing. It's a rough game, and building wealth takes time, not timing. So, for me, two trades a month are more than enough. How about you? ★

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



### Deployed active-duty, AFRC

### C-130 squadrons combine

By 2nd Lt. Tania Bryan

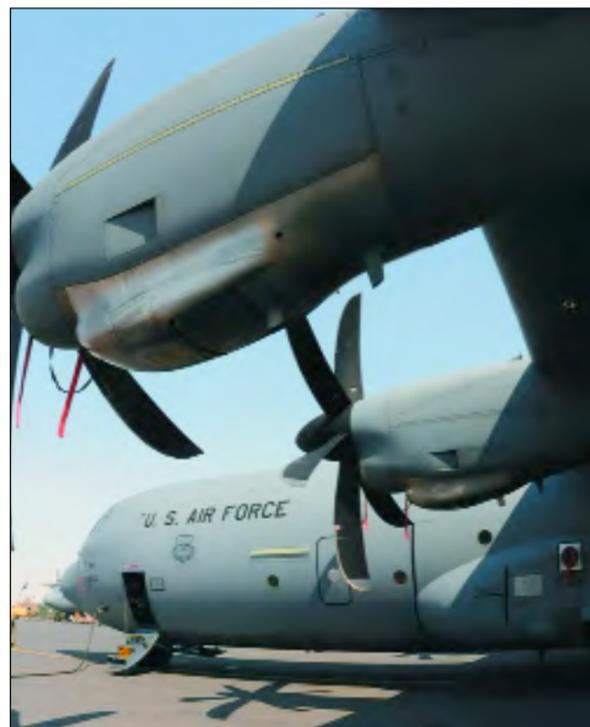
**T**he 379th Air Expeditionary Wing in Southwest Asia combined its active-duty and Air Force Reserve C-130 assets in February to form a new squadron.

Active-duty C-130J models from the 41st Airlift Squadron and C-130Es from the 61st AS and 2nd AS combined with Reserve C-130Hs from the 357th AS to form the new 746th AS. The 41st and 61st are deployed from Little Rock Air Force Base, Ark., while the 2nd AS is from Pope AFB, N.C. The 357th hails from Maxwell AFB, Ala.

Combining the Reserve and active-duty squadrons into one cohesive unit creates a unique opportunity for the crews to learn from one another, said Lt. Col. Dan Tulley, 41st AS commander. Taking four distinct squadrons that don't normally work together at their home stations and uniting them in a deployed environment may seem like a daunting task, he said. But the strengths each of them bring to the fight far surpass any challenges they will have to overcome.

"We get to play off of the strengths of each other," Colonel Tulley said. "AFRC brings a lot of experience, and working together should be a great opportunity to share knowledge and expertise on handling a C-130 in combat." ★

*(Lieutenant Bryan is assigned to the 379th AEW public affairs office.)*



Active-duty C-130s, like this J-model from Little Rock Air Force Base, Ark., combined with Air Force Reserve Hercules to form a new combined unit, the 746th Airlift Squadron

SENIOR AIRMAN DOMONIQUE SIMMONS

## From the Top

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



# For 60 years, AFRC has been the unrivaled wingman

**H**appy 60th anniversary, Air Force Reserve! We have a long and proud heritage carrying us into the future. We have been in the fight since the day we stood up. From the Berlin Airlift to Korea to the Cuban Missile Crisis; from Vietnam to Grenada; from Desert Storm to Enduring Freedom to Iraqi Freedom — we have been the unrivaled wingman.

We have been in the fight alongside our brothers in arms. Sometimes we've led them, but we have always been there, and we will continue to be there.

I am proud of our heritage. But I am more proud of how we meet the needs of our nation now. Today's Air Force Reserve is not the same one I joined more than 30 years ago — it's better! The nation asks more of you today than was ever envisioned by the founders of our component in 1948. Yet, you continue to answer the call. Thank you.

It's a good time to celebrate our past and enjoy the accolades we have so rightly earned. But it is also a time to look forward, to look to whom and where we want to be in 10, 15 or even 20 years. The Air Force chief of staff, Gen. T. Michael Moseley, is looking that far ahead in his recently issued White Paper and the roadmap of potential beddown locations for future weapons systems, and he has included the Air Force Reserve from the start.

Another major look at the future of the Reserve is the Commission on the National Guard and Reserves' final report to Congress published at the end of January. This is a very important report to the Air Force Reserve, both for what it says and what it doesn't say.

At first glance a Reserve Airman can be proud of what the CNGR says about the Air Force Reserve. In its basic premise that the nation can't afford not to have an operational reserve, it acknowledges that the Air Force components are the most

integrated and most operational of all the services. That is true. We have been integrating with the regular Air Force since our first associate units at Norton Air Force Base, Calif., in 1968. And we haven't looked back.

While we can pat ourselves on the back for a little while, we must look forward to how we are going to maintain our edge and continue to lead the other reserve components in integrating with our parent service to meet the nation's security needs. We need to look at ways to sustain this operationally-centered Reserve.

How do we continue the tempo we have been operating at since 9/11 while refocusing, reconstituting and recapitalizing our force? I call a force that can do this "a viable force." A viable force is sustainable, flexible, responsive and predictable. I have been spending some time thinking about this. In fact, you can read my thoughts on the subject in the latest edition of Joint Force Quarterly (available online at [http://www.ndu.edu/inss/Press/jfq\\_pages/i49.htm](http://www.ndu.edu/inss/Press/jfq_pages/i49.htm)).

The recommendations from the CNGR are going to take a while to trickle down to our units. They will be debated and studied in the

halls of the Pentagon and Congress. But I believe we need to be postured to move on the recommendations when asked. We must be prepared to change those things that hinder our ability to perform our missions. We also need to be prepared to defend those traits that allow us to participate in a manner that is compatible with our families, employers and communities.

Your Air Force Reserve leadership is posturing us for the future through our Air Force Reserve vision document, the Air Force Reserve Command strategic plan, and our forward-looking policy statements and papers. You can help us by continuing to meet the call today and looking toward the next horizon.

The future is closer than you think. The last 60 years have gone by quickly. Thank you, again, for all you are doing for us. ★

**THE NATION ASKS MORE OF YOU TODAY THAN WAS EVER ENVISIONED BY THE FOUNDERS OF OUR COMPONENT IN 1948. YET, YOU CONTINUE TO ANSWER THE CALL. THANK YOU.**

## Chief's View

By Chief Master Sgt. Troy J. McIntosh  
Command Chief Master Sergeant, Air Force Reserve Command



# Over the years, enlisted Reservists have proven mettle

**S**oon after the Air Force was established in 1948, more than 22,000 enlisted Reservists were assigned to Reserve units across the country. They comprised more than half the Reserve unit strength, which stood at 43,320. Today, the combined Air Force Reserve enlisted strength is 52,976.

Enlisted Reservists have proven their mettle in various operations during the past six decades. Here are just a few of their stories.

Staff Sgt. Robert Bradley, an aeromedical evacuation technician with the 34th Aeromedical Evacuation Squadron based out of Yokota, Japan, was instrumental in the unit airlifting patients from Vietnam to the United States. His unit was also responsible for caring for the USS Pueblo crewmembers after their release. Other medical enlisted Reservists included Staff Sgt. John Belz and Airman First Class Larry Maschhoff of the 52nd Medical Services Squadron, who transported patients to a casualty staging unit ward at the U.S. Air Force hospital at Scott Air Force Base, Ill.

On Aug. 29, 1990, a C-5A Galaxy transport (aircraft 68-0228) took off from Ramstein Air Base, Germany, in support of Desert Shield. On board was a crew of nine Reservists, who had all volunteered to fly the mission, from the 68th Airlift Squadron, 433rd Airlift Wing, at Kelly AFB, Texas. As the aircraft started

to climb off the runway, one of the thrust reversers suddenly deployed, causing the aircraft to lose control and crash. Eight of the nine crew members, along with five passengers, were killed in the crash. The four people who survived the crash were all

in the rear troop compartment. The sole crewman to survive, Staff Sgt. Lorenzo Galvan Jr., was awarded the Airman's Medal for his actions in evacuating the survivors from the wreckage.

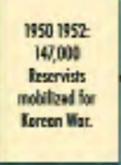
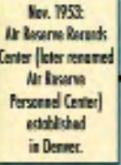
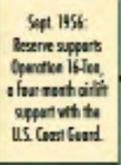
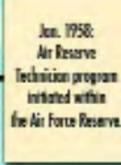
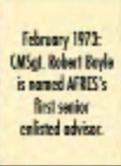
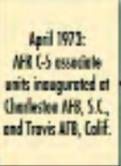
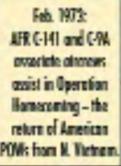
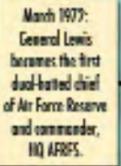
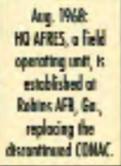
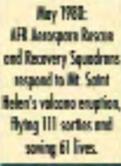
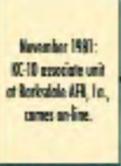
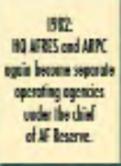
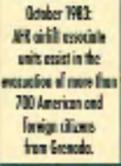
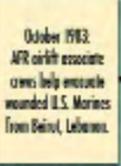
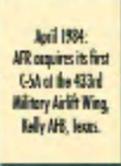
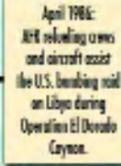
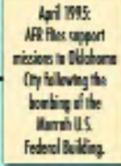
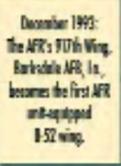
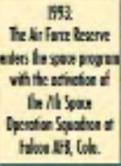
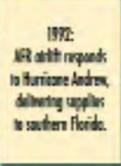
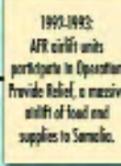
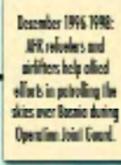
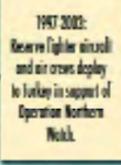
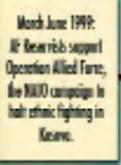
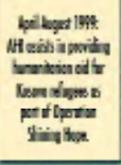
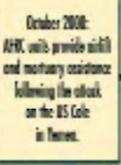
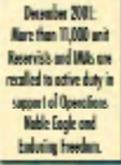
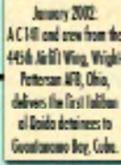
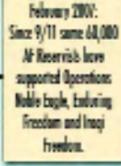
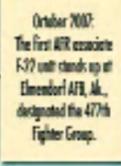
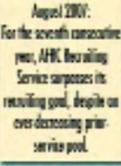
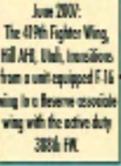
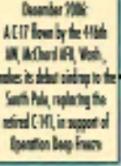
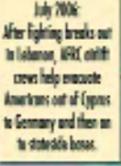
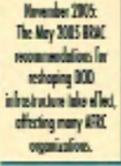
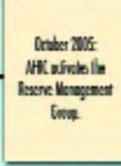
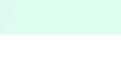
On Aug. 1, 2003, while leading 11 munitions specialists on an explosive ordnance demolition team at Kirkirk AB, Iraq, Master Sgt. Robert Jackson noticed smoke coming from a 120 mm projectile in a munitions stockpile. Realizing the material was white phosphorus and extremely flammable, he quickly ran to the stockpile, removed the projectile and immediately submerged it into a fire fighting pool. His superb actions prevented the serious injury and possible loss of life of all of his team members and 14 other military personnel in the immediate area. For his heroic actions, Sergeant Jackson

received the Airman's Medal on Oct. 23, 2003. He is assigned to the Reserve's 442nd Munitions Flight at Whiteman AFB, Mo.

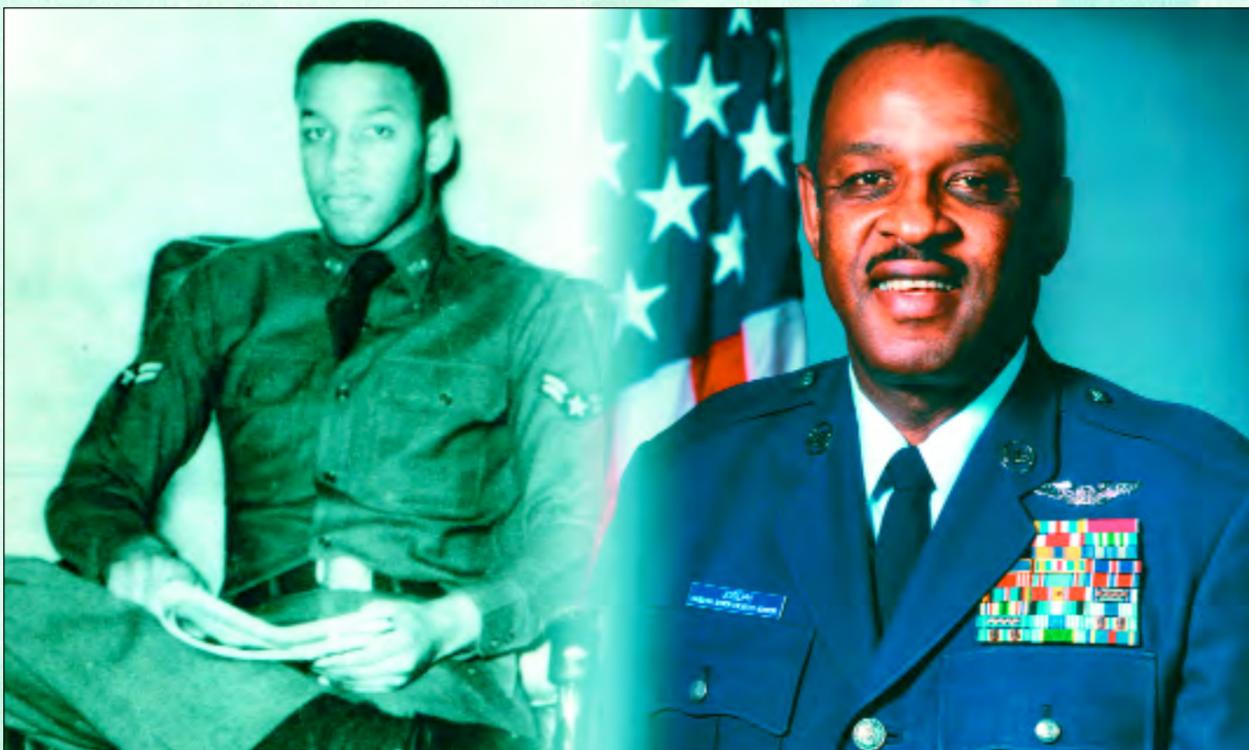
Our Reserve enlisted force is filled with heroes. As we commemorate our 60th anniversary, enlisted Reservists continually serve as the foundation of our Air Force and Air Force Reserve. It's truly my pleasure to represent each of you, our most valuable resource — our Airmen! You are all unrivaled wingmen! ★

**OUR RESERVE ENLISTED FORCE IS FILLED WITH HEROES. AS WE COMMEMORATE OUR 60TH ANNIVERSARY, ENLISTED RESERVISTS CONTINUALLY SERVE AS THE FOUNDATION OF OUR AIR FORCE AND AIR FORCE RESERVE.**

# AFR SENIOR LEADERS, SIGNIFICANT EVENTS

<p><b>April 14, 1948:</b> The U.S. Air Force Reserve is officially designated.</p>  <p><b>Lt. Gen. George I. Stratesmeyer</b> 1st CONAC commander, Dec. 1948-April 1949</p>	<p><b>1950-1952:</b> 147,000 Reservists mobilized for Korean War.</p>  <p><b>Lt. Gen. Frank Whitehead</b> CONAC commander, April 1949-Dec. 1950</p>	<p><b>Nov. 1953:</b> Air Reserve Records Center (later renamed Air Reserve Personnel Center) established in Denver.</p>  <p><b>Maj. Gen. William Hale</b> CONAC commander, Dec. 1950-Feb. 1952</p>	<p><b>1950-1952:</b> 147,000 Reservists mobilized for Korean War.</p>  <p><b>Lt. Gen. Leon Johnson</b> CONAC commander, Feb. 1952-Dec. 1955</p>	<p><b>Sept. 1956:</b> Reserve supports Operation 16-Ton, a four-month airlift support with the U.S. Coast Guard.</p>  <p><b>Lt. Gen. Charles B. Stone III</b> CONAC commander, Dec. 1955-Jan. 1957</p>	<p><b>Jan. 1958:</b> Air Reserve Technician program initiated within the Air Force Reserve.</p>  <p><b>Lt. Gen. William F. Hall</b> CONAC commander, July 1957-Sept. 1961</p>	<p><b>Oct. 1961:</b> 5,500 Reservists mobilized during the Berlin Crisis.</p>  <p><b>Lt. Gen. Gordon A. Blake</b> CONAC commander, Oct. 1961-June 1962</p>	<p><b>Oct. 1962:</b> 14,200 Reservists and 400 aircraft mobilized during the Cuban Missile Crisis.</p>  <p><b>Lt. Gen. Edward J. Timberlake</b> CONAC commander, July 1962-June 1965</p>	<p><b>Oct. 1962:</b> 14,200 Reservists and 400 aircraft mobilized during the Cuban Missile Crisis.</p>  <p><b>Maj. Gen. Albert T. Wilson</b> CONAC commander, June 1965-Aug. 1965</p>	<p><b>Oct. 1962:</b> 14,200 Reservists and 400 aircraft mobilized during the Cuban Missile Crisis.</p>  <p><b>Lt. Gen. Cecil H. Childre</b> CONAC commander, Aug. 1965-May 1966</p>
<p><b>October 1949:</b> HQ AFRES reactivates 146, 188 and 4th numbered Air Forces. Before this, the AFR had aligned its forces under three geographic regions.</p>  <p><b>Maj. Gen. William Lynn</b> AIRLS commander, Chief of AFR, April 1975-April 1979</p>	<p><b>October 1973:</b> AFR C-141 associate crews fly hundreds of missions into Israel and the Middle East during the Arab-Israeli War.</p>  <p><b>Maj. Gen. Ivan E. Marchbanks</b> 1st chief of AFR, Jan. 1968-Feb. 1971</p>	<p><b>February 1973:</b> CMSgt. Robert Boyle is named AFRES's first senior enlisted advisor.</p>  <p><b>Lt. Gen. Henry Wiczelia Sr.</b> CONAC commander, Aug. 1966-July 1968</p>	<p><b>April 1973:</b> AFR C-5 associate units inaugurated at Charleston AFB, S.C., and Travis AFB, Calif.</p>  <p><b>Maj. Gen. J.S. Haltoner</b> CONAC commander, May 1966-July 1966</p>	<p><b>Feb. 1973:</b> AFR C-141 and C-9A associate crews assist in Operation Homecoming - the return of American POWs from N. Vietnam.</p>  <p><b>Brig. Gen. Alfred Verhaust</b> AFRFS commander, Jan. 1972-Mar. 1972</p>	<p><b>March 1977:</b> General Lewis becomes the first dual-hatted chief of Air Force Reserve and commander, HQ AFRES.</p>  <p><b>Maj. Gen. Homer L. Lewis</b> Chief of AFR, April 1971-April 1975</p>	<p><b>Aug. 1968:</b> HQ AFRES, a field operating unit, is established at Robins AFB, Ga., replacing the discontinued CONAC.</p>  <p><b>Maj. Gen. Rollin B. Moore Jr.</b> 1st AFRES commander, Aug. 1968-Jan. 1972</p>	<p><b>March 1968:</b> 755 Reservists are mobilized to support the Air Force in Southeast Asia.</p>  <p><b>Maj. Gen. Roger P. Schwarz</b> AFRES commander, Chief of AFR, Nov. 1984-Oct. 1990</p>	<p><b>March 1968:</b> First AFR associate airlift program (C-141) initiated at Norton AFB, Calif.</p>  <p><b>Maj. Gen. Richard Bodycombe</b> AFRES commander, Chief of AFR, April 1979-Nov. 1982</p>	<p><b>Jan. 1968:</b> More than 4,800 Reservists and 52 aircraft placed on active duty in support of the Pueblo incident.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>
<p><b>July 1978:</b> HQ AFRES becomes a direct reporting unit and AFRC, an organizational element of the Air Force Reserve.</p>  <p><b>Maj. Gen. Sloan R. Gill</b> AFRES commander, Chief of AFR, Nov. 1982-Oct. 1986</p>	<p><b>1980:</b> AFR fighter force modernizes with the A-10 Warthog.</p>  <p><b>Maj. Gen. John A. Bradley</b> AFRC commander, June 2004</p>	<p><b>May 1980:</b> AFR Aerospace Rescue and Recovery Squadrons respond to Mt. Saint Helens's volcano eruption, flying 111 sorties and saving 61 lives.</p>  <p><b>Lt. Gen. James E. Sherrard III</b> AFRC commander, Chief of AFR, Sept. 1993-May 2004</p>	<p><b>November 1981:</b> KC-10 associate unit at Barksdale AFB, La., comes on-line.</p>  <p><b>Maj. Gen. David R. Smith</b> AFRC commander, June 1998-Sept. 1998</p>	<p><b>1982:</b> HQ AFRES and AFRC again become separate operating agencies under the Chief of AF Reserve.</p>  <p><b>Lt. Gen. James E. Sherrard III</b> AFRC commander, Chief of AFR, Sept. 1993-May 2004</p>	<p><b>October 1982:</b> AFR airlift associate units assist in the evacuation of more than 700 American and foreign citizens from Grenada.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>October 1983:</b> AFR airlift associate crews help evacuate wounded U.S. Marines from Beirut, Lebanon.</p>  <p><b>Maj. Gen. John A. Bradley</b> AFRC commander, June 2004</p>	<p><b>April 1984:</b> AFR acquires its first C-5A of the 433rd Military Airlift Wing, Kelly AFB, Texas.</p>  <p><b>Lt. Gen. John A. Bradley</b> AFRC commander, June 2004</p>	<p><b>April 1986:</b> AFR refueling crews and aircraft assist the U.S. bombing raid on Libya during Operation El Dorado Canyon.</p>  <p><b>Lt. Gen. John A. Bradley</b> AFRC commander, June 2004</p>	<p><b>July 1988:</b> AFR rescues unit-equipped C-141s at the 459th Tactical Airlift Wing, Andrews AFB, Md.</p>  <p><b>Lt. Gen. John A. Bradley</b> AFRC commander, June 2004</p>
<p><b>December 1985-1986:</b> AFR flies support missions for Operation Joint Endeavor in Bosnia-Herzegovina.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>April 1995:</b> AFR flies support missions in Oklahoma City following the bombing of the Murrah U.S. Federal Building.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>Sept. 1994-March 1995:</b> AFR airlift and refueling aircraft participate in Operation Uphold Democracy in Haiti.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>July-September 1994:</b> AFR airlift and refueling air crews assist in Operation Support Hope in Rwanda.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>December 1993:</b> The AFR's 707th Wing, Barksdale AFB, La., becomes the first AFR unit-equipped B-52 wing.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>1993-1995:</b> AFR fighters and air refuelers participate in Operation Deep Flight over Bosnia-Herzegovina.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>1993:</b> The Air Force Reserve enters the space program with the activation of the 14th Space Operations Squadron at Falcon AFB, Colo.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>1992-2002:</b> AFR aircraft, along with the active duty and Guard, participate in Operation Southern Watch in the Iraqi area of responsibility.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>1992:</b> AFR airlift responds to Hurricane Andrew, delivering supplies to southern Florida.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>1992-1993:</b> AFR airlift units participate in Operation Provide Relief, a massive airlift of food and supplies to Somalia.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>
<p><b>1992-1996:</b> AFR C-130s and air crews participate in Operation Provide Phoenix delivering essentials to war-torn Sarajevo and Zagreb.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>1991-1994:</b> AFR units contribute to Operations Provide Comfort and Provide Comfort II, delivering relief supplies to Kurdish refugees.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>Jan.-Feb. 1991:</b> At the height of Operation Desert Storm, nearly 20,000 AF Reservists have been called to active duty.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>August 1990:</b> The president authorizes the call-up of 90,000 Reservists for 90 days for Operation Desert Shield.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>1991-1994:</b> AFR units contribute to Operations Provide Comfort and Provide Comfort II, delivering relief supplies to Kurdish refugees.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>1992-1994:</b> AF Reservists deliver tons of food and life-sustaining supplies to the former Soviet Union in support of Operation Provide Hope.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>1991-1994:</b> AFR units contribute to Operations Provide Comfort and Provide Comfort II, delivering relief supplies to Kurdish refugees.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>1991-1994:</b> AFR units contribute to Operations Provide Comfort and Provide Comfort II, delivering relief supplies to Kurdish refugees.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>1991-1994:</b> AFR units contribute to Operations Provide Comfort and Provide Comfort II, delivering relief supplies to Kurdish refugees.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>1991-1994:</b> AFR units contribute to Operations Provide Comfort and Provide Comfort II, delivering relief supplies to Kurdish refugees.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>
<p><b>June 1996:</b> AFR medical evacuation crews and aircraft deploy following the explosion in Dhahran, Saudi Arabia that killed and wounded American service members.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>December 1996-1998:</b> AFR refuelers and airlifters help allied efforts in providing the skies over Bosnia during Operation Joint Guard.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>1997-2002:</b> Reserve fighter aircraft and air crews deploy to Turkey in support of Operation Northern Watch.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>Feb. 17, 1997:</b> AFR is redesignated Air Force Reserve Command, the Air Force's ninth major command.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>March-June 1999:</b> AF Reservists support Operation Allied Force, the NATO campaign to halt ethnic fighting in Kosovo.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>April-August 1999:</b> AFR assists in providing humanitarian aid for Kosovo refugees as part of Operation Shining Hope.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>October 2000:</b> AFR units provide airlift and monetary assistance following the outbreak on the IS Cole in Yemen.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>December 2001:</b> More than 10,000 unit Reservists and IMAs are recalled to active duty in support of Operation Noble Eagle and Enduring Freedom.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>January 2002:</b> A C-141 and crew from the 445th Airlift Wing, Wright-Patterson AFB, Ohio, delivers the first tubular of人道 to Guatemala Bay, Cuba.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>January 2002:</b> AFR mobilization in support of the Global War On Terrorism reaches its peak with more than 13,000 Reservists called to active duty.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>
<p><b>March 2002:</b> Reservists, both volunteers and those who are mobilized, respond to Operation Iraqi Freedom. Westover and March ARBs support the air bridge.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>September 2004:</b> AFR crews deliver more than 38,000 pounds of medical and humanitarian supplies to Belarus, Russia, after a terrorist attack on a school there.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>October 2004:</b> AFR provides ground and air support moving supplies into Sudan's Darfur region.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>April 14, 2008:</b> The Air Force Reserve celebrates its 60th anniversary.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>February 2007:</b> Since 9/11 some 68,000 AF Reservists have supported Operations Noble Eagle, Enduring Freedom and Iraqi Freedom.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>October 2007:</b> The first AFR associate F-37 unit stands up at Chendorf AFB, Ala., designated the 477th Fighter Group.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>August 2007:</b> For the seventh consecutive year, AFR Beowulf Service surpasses its recruiting goal, despite an ever-decreasing prior-service pool.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>June 2007:</b> The 479th Fighter Wing, Hill AFB, Utah, transitions from a unit equipped F-16 wing to a Reserve associate wing with the active duty 388th FW.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>February 2007:</b> AFRC receives its first C-40 aircraft under the associate unit structure of the 932nd Airlift Wing, Scott AFB, Ill.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>December 2006:</b> A C-17 flown by the 414th AW, McChord AFB, Wash., makes its debut landing to the South Pole, replacing the retired C-141 in support of Operation Deep Freeze.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>
<p><b>July 2006:</b> After fighting breaks out in Lebanon, AFR airlift crews help evacuate Americans out of Cyprus to Germany and then on to strategic bases.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>June 2006:</b> AFR A-119s participate in Operation Mountain Thrust, the longest and most frequent operation in Afghanistan since October 2001.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>November 2005:</b> The May 2005 BRAC recommendations for reshaping 300 infrastructure take effect, affecting many AFRC organizations.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>October 2005:</b> AFRC activates the Reserve Management Group.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>September 2005:</b> A C-141 from the 445th AW flies the Shuttle's last combat mission on the airlift leaves the Reserve inventory.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>August-November 2005:</b> More than 1,400 AFR members are deployed following Hurricanes Katrina, Opalika, Eiko and Wilma.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>August 2005:</b> March ARB, Calif., receives its first C-17, unit-equipped aircraft, named the "Spirit of California."</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>February 2005:</b> A Reserve crew from the 932nd Wing, Keesler AFB, Miss., circles the globe in a C-130J Hercules, a first for the new airlifters.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>Dec. 2004-Jan. 2005:</b> Reserve air crew and support personnel take part in Operation Unified Assistance to provide assistance following a tsunami in Southeast Asia.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>	<p><b>December 2004:</b> AFR's 11 Col. John Bredeen is the first Reservist to command a permanent active-duty squadron, the 11th Reconnaissance Squadron.</p>  <p><b>Maj. Gen. John J. Clesner</b> AIRLS commander, Chief of AFR, Nov. 1990-Oct. 1994</p>

Information provided by the Air Force Reserve Command Directorate of Historical Services



From his days as a young airman through his tenure as Air Force Reserve Command's senior enlisted advisor, Charles Freeman Joseph lived by the creed: **Excel to your highest potential, and seek excellence in all that you do.**

# Chief 'Charlie Joe'

**Mentoring champion always saw glass as half full**

By Gene Vandevanter

*(Note from the author: This month the Air Force Reserve is celebrating its 60th anniversary, having been established April 14, 1948, as an organization separate from the regular Air Force. Following is the last in a series of six articles — honoring some of the people who are responsible for where Air Force Reserve Command is today and how it got here — written in commemoration of this historic milestone. As much as it has been my pleasure to write these articles, it has been my honor to personally know these proud citizen airmen. By writing these articles, I re-discovered each person's importance to me and how they are imbued with the Air Force core values of integrity, service and excellence. I am certain you can just as easily identify several significant people who have positively influenced your life, as well. The key, I believe, is to recognize and salute these outstanding performers while they are still among us or, if that's not possible, to share their legacies with the generations that follow. By adding a dash of humility, ethics, unselfishness, professionalism and courage to this recipe of life, we have all the necessary ingredients to make our Air Force and Air Force Reserve much more than just military organizations. For, indeed, we are families within families. ... families of proud patriots and unrivaled wingmen.)*

**C**hief Master Sgt. Charles Freeman Joseph was our command's seventh senior enlisted advisor, known today as command chief master sergeant.

Chief "Charlie Joe" served many Air Force Reserve years as a first sergeant before being selected to the most prestigious position within the Air Force Reserve's enlisted corps. Before becoming a first sergeant, Chief Joseph was a C-119 loadmaster, and, back in 1952, he was one of the first African-Americans assigned to the air traffic control and warning career field. In 1987, the chief came to Robins Air Force Base, Ga., as the command SEA from the 928th Tactical Airlift Group at O'Hare International Airport in Chicago.

Appointed to the SEA duty by Maj. Gen. Roger P. Scheer, chief of Air Force Reserve and commander, Headquarters Air Force Reserve, Chief Joseph was the first African-American to hold this position. As the senior NCO working directly for the commander, Chief Joseph had the awesome responsibility of advising General Scheer in developing vision and "people" policies while at the same time balancing his daily duties as the spokesperson for the Air Force Reserve enlisted force, some 65,000-plus Airmen.

During his tenure as SEA, Chief Joseph initiated many enlisted leadership endeavors that increased the corps' knowledge and effectiveness to perform at higher levels of responsibility. Beginning in 1989, he sponsored an annual command-wide First Sergeant Conference that provided a direct communica-

tions setting with the chief of Air Force Reserve. This forum allowed people in the field to voice concerns and issues that were either resolved on-the-spot or identified as "open items" to be addressed by the headquarters staff for possible future policy changes.

Perhaps the most significant personnel achievement during Chief Joseph's tenure as the SEA was implementation of a high year of tenure program for the enlisted corps. This program was designed to improve grade ratios, sustain promotion opportunities for lower-grade personnel and increase readiness by providing a force fit for the "rigors of war."

If anyone thought this program would be an easy sell with those senior in rank, they were sorely mistaken. Although many enlisted members felt there might be sound reasons for looking into such a venture, they questioned why this would have to happen during their "shift" or time in service.

NCOs with 20-plus years of credible service who enlisted when they were in their early 20s asked why they should be identified to leave the Air Force Reserve in their 40s when retirement benefits would not apply for another 20 years or more. As much as this endeavor would create significant opportunities for younger Air Force Reservists, it would drastically affect the career plans and aspirations for many who were presently serving.

General Scheer and Chief Joseph saw the necessity of HYT during their travels to Air Force Reserve units. One of the things Chief Joseph heard over and over again was promotion opportunities for junior NCOs were limited in scope. This issue was one of the major concerns identified on exit surveys by those leaving the Air Force Reserve earlier than anticipated.

The chief knew if HYT was to happen, it would need the support of the command's top enlisted corps as well as the senior officers. However, both groups were split over the issue. Some believed HYT would increase promotion potential for those in the middle grades, while others feared a great loss of knowledge and proven ability with the earlier-than-expected departure of seasoned Airmen.

Through extensive give-and-take consultations, Chief Joseph helped devise a plan that eased implementation with grandfathering clauses to address the concerns of mid- to senior-level NCOs. Although the baby was eventually born, it was not as pretty as hoped nor did it come at a time when most people wanted it. However, the HYT program became effective under his term as senior enlisted advisor and provided a major cultural shift, allowing greater promotion opportunities for all enlisted specialties.

I worked daily with Chief Joseph in the command section. He was an intuitive thinker. As the chief traveled around the command visiting troops at their duty locations, he constantly ascertained what was working for their benefit and what was not.

"Tell me what's on your mind," he could often be heard telling Airmen in their work areas. He would jot down their comments and work the issues hard when he returned to the headquarters.

I think Chief Joseph would be the first to admit his organizational skills, at times, weren't his strong suit. He had a very creative mind. But, unfortunately, some of his ideas went unfulfilled because a few supporters who he entrusted to complete

the tasks failed to follow through on them.

On the other hand, his trust in others was key to his success, as he empowered those around him to greater heights of responsibility. Chief Joseph gave many people the opportunity to excel; an opportunity that perhaps others had withheld. He trusted people to a fault. No one could ever say he didn't give every Airman the benefit of the doubt.

Chief Joseph knew a lot of people, including some very famous ones. One weekend in 1988, while we were visiting the 910th Airlift Wing in Youngstown, Ohio, he told me he asked his wife, Donna, to call a few families in Warner Robins (mine included) to come over to their quarters on Chief's Circle. He said Mohammad Ali was stopping by his home for some ice cream before heading to Fort Valley State University for a speech.

Right, I thought. Mohammad Ali coming to visit Chief Joseph's family on Robins AFB! When we came back to Robins late Sunday evening, my wife and family emphatically described their meeting with Ali and his entourage of escorts. The Josephs knew him from their days in Chicago. In fact, Ali was like a godfather to the Josephs' son, Bradley.

Ali put on a magic show for the 25 or so children who came to the chief's house that night. Leave it to Chief Joseph and his gracious family to put together a short-notice visit for the children with a very famous and child-loving celebrity. This story is indicative of how Chief Joseph enjoyed making things happen, profoundly influencing the lives of others for the better.

Chief Joseph held many positions and achieved many "firsts" in his adult life. Perhaps one of his greatest joys was being the first African-American to hold the honorable title of Mayor of Benton Harbor, Mich. (1971-1976). In 2005, the Benton Harbor mayor's office and city council dedicated a new bridge, the Charles Freeman Joseph Bridge. The bridge connected two towns on opposite sides of the Paw Paw River.

As he tells the story, this bridge helped bring openness and understanding to both communities that had not existed for years. Marking another first, Chief Joseph came to be a builder of bridges between people right there in his hometown.

Although most will remember him as the Air Force Reserve's first African-American SEA, I believe he will best be remembered for his creative mind and foresight, looking years ahead in developing program initiatives for those who hadn't yet joined the Reserve. In addition, Chief Joseph possessed a determined tenacity, always leaning forward to help provide Airmen with the opportunity to excel through increased accountability and responsibility.

"We need to build a strong team of capable NCOs today, not tomorrow, able to assume senior noncommissioned officer positions at a moment's notice," he often said.

Chief Joseph was a mentoring champion, encouraging younger NCOs to step up to the plate and take charge. To this optimistic leader, the glass was always half full and not half empty. Chief Joseph's legacy and creed will always be: Excel to your highest potential, and seek excellence in all that you do! ★

*(Editor's note: Now retired, Chief Joseph presently resides in Michigan and is a civil servant at Selfridge Air National Guard Base, where he performs managerial duties in the Office of Equal Opportunity for civilian employees.)*

# THE STRATEGIC PLAN

Document translates Reserve's vision into executable tasks

By Col. G. Richard Freeman

Over the last year and a half, "One Air Force, Same Fight ... An Unrivaled Wingman," has become a familiar phrase to people throughout Air Force Reserve Command.

Much more than a simple phrase, however, the words represent AFRC Commander Lt. Gen. John A. Bradley's overall vision of how the command will meet new challenges and embrace new opportunities in an era when the country is asking more of its Air Force Reservists, along with their families and civilian employers, on a daily basis.

As a companion to his new vision, General Bradley formally unveiled the AFRC Strategic Plan 2007-2009 during a senior leadership conference in February.

"Every day we call upon our Airmen to do more and give more — and their contributions are invaluable," General Bradley wrote in the new plan. "Last year I articulated my vision for providing the best mutual support to the Air Force and our joint partners — flying and fighting as an unrivaled wingman. We are now taking deliberate action through this strategic plan to realize that vision."

"The vision sets a clear direction for the command, identifies critical reserve component attributes, and ensures unity of effort as we allocate resources and implement change," said Brig. Gen. Neil Rohan, director of the Directorate of Strategic Plans, Programs and Requirements at Headquarters AFRC, Robins Air Force Base, Ga. "It defines our future at a time when the Air Force Reserve is looking toward a 'new horizon.'

"The new strategic plan takes this overall vision and translates it into actionable or executable tasks," General Rohan said. "It provides the vehicle to assure resources are best aligned to support these required tasks. And the plan creates a simple way for leadership to monitor performance of these tasks."

Essentially, what the strategic plan does is take the "aimpoints of an unrivaled wingman," which are identified in the vision document, and link them to various specific strategic objec-

tives. The aimpoints are Operational in Peace and War, Combat Ready, Proactive Force Planning, Flexible in Participation, Clear Participation Expectations and Leveraged Community Connections.

The objectives, in turn, drive specific actions or tasks that are designed to achieve the strategic intent of the assigned aimpoint. The results of these efforts yield outputs in the form of products or services, which, when measured against associated targets and thresholds, define performance.

Performance levels that don't measure up to desired levels represent "gaps." When performance gaps are identified, senior leadership will get involved to assess what caused the problems and come up with solutions to eliminate the gaps. These solutions may result in the requirement to expend additional resources.

The method for translating the overall Air Force Reserve vision into a strategic plan with specific tasks for Reservists to perform on a day-to-day basis and measurable results is called "vision to task." The actual method AFRC senior leaders used to successfully achieve vision to task was a disciplined six-phase strategic planning and execution process that relied heavily upon the "balanced scorecard process."

This process specifically and purposefully links performance measurement to strategic objectives and, in turn, to the resource allocation process. Using this process, performance gaps are proactively addressed through the AFRC corporate governance structure, which oversees the various resource requests and resource allocation processes.

"This linkage assures leadership involvement in process improvement initiatives and associated efforts under Air Force Smart Operations for the 21st Century and simultaneously links initiatives designed to close strategic performance gaps to the strategic plan, internal execution processes and resource allocation process," said Col. Eric Sitrin, director of analyses, lessons learned and AFSO21 at Headquarters AFRC. "This is the first time in the command's history this firm linkage has been present."

"Our people are the foundation upon which the strategic plan is based," said Maj. Gen. Allan R. Poulin, AFRC vice commander. "Of the 23 objectives listed in the plan, 10 are specifically dedicated to supporting Reserve members, families, employers or communities.

"Take family support, for example," General Poulin said. "AFRC is committed to taking care of the family members of our Reservists. We have spelled that out in the strategic plan and have begun initiatives to improve our family support."

"We will never take for granted the role families play in



FLYING AND FIGHTING AS AN UNRIVALED WINGMAN

enabling our members to serve," the strategic plan states. "With higher service expectations driving longer times away from home for Reservists, we will enhance the support available to families, emphasizing the support available through on-base agencies while also serving the families of personnel who do not live close to their unit."

Under the direction of General Bradley, the Air Force Inspection Agency and AFSO21 managers throughout the Air Force recently conducted a survey to identify administrative or support services and processes that may be causing stress for Airmen and their families. Taking the results from this survey, Air Force officials determined that support provided to family members of deployed Airmen is not standardized throughout the Air Force and family members of deployed Reservists or Guard members do not get adequate support.

Using the AFSO21 process, Air Force officials are currently addressing these two issues. In addition, AFRC has a host of programs already under way to improve family support. Among these:

- Airman and Family Readiness offices conduct pre-, during and post-deployment briefings for deploying Reservists and their families and make personal contacts with families of deployed members.
- Military OneSource, a resource contracted by the Office of the Secretary of Defense, helps reach geographically diverse Reservists and families by offering information and resources on a multitude of topics 24 hours a day, seven days a week. Topics include deployment, education, elder care, finances, moving, parenting, recreation, tax preparation and transition. MOS can also provide a referral to in-person counseling. When there is a need, a consultant can refer a service member or eli-

gible family member to a licensed professional counselor in the local community for six sessions per issue at no cost to the military or family member.

- The AFRC Airman and Family Readiness Office is working with East Carolina University, North Carolina State University and the University of North Carolina at Chapel Hill to implement a 12-hour workshop series for Reserve and National Guard couples called Essential Life Skills for Military Families. Workshops are planned to be offered in each state by county cooperative extension programs.

- The Air Force Home Community Care program provides quality child care services for Air Force Reserve members during their primary unit training assembly weekend. Care is provided at no cost to Reservists for children age 2 weeks to 12 years in a state-licensed family child care home or an on-base Air Force licensed family child care home. The program is available at all active-duty installations with an FCC program and the following Reserve bases: March Air Reserve Base, Calif.; Minneapolis-St. Paul International Airport Air Reserve Station, Minn.; Niagara Falls IAP ARS, N.Y.; Pittsburgh IAP ARS, Pa.; Portland ARS, Ore.; and Westover ARB, Mass.

- The Returning Home Care program provides 16 hours of free child care after deployments of 30 days or more. For activated or deployed members, Operational Military Child Care offers child care referral and fee assistance through the National Association of Child Care Resource and Referral Agencies and Department of Defense.

- Operation Purple Camps, offered through the National Military Family Association, are free summer camps for children whose parents are or will be deployed. The Youth of the Year program recognizes outstanding young people for their contribu-



**Air Force Reserve Command's strategic plan puts Reservists and their families first and reflects leadership's commitment to providing the support required for each member to be an unrivaled wingman.**

tions to home, family, community, school and youth programs.

- Fit Factor is a Web-based program to encourage young people to have daily physical activity and make healthy nutrition choices. For AFRC, the program was piloted at Niagara Falls and expanded to Minneapolis-St. Paul in 2007.

- Through community partnerships, many additional opportunities are available to the children of Reservists. Mission Youth Outreach provides a free year's membership in the local Boys and Girls Club of America for Reservists' children. The facilities, programs and activities provided by this national organization are designed to help young people reach their full potential and cope with the everyday pressures of unique family situations.

The 4-H partnership has established specific 4-H military liaisons in each state to help link military youngsters to local clubs.

In addition, a 4-H youth specialist is assigned to AFRC headquarters to assist units and families with 4-H opportunities promoting leadership, citizenship and life skills.

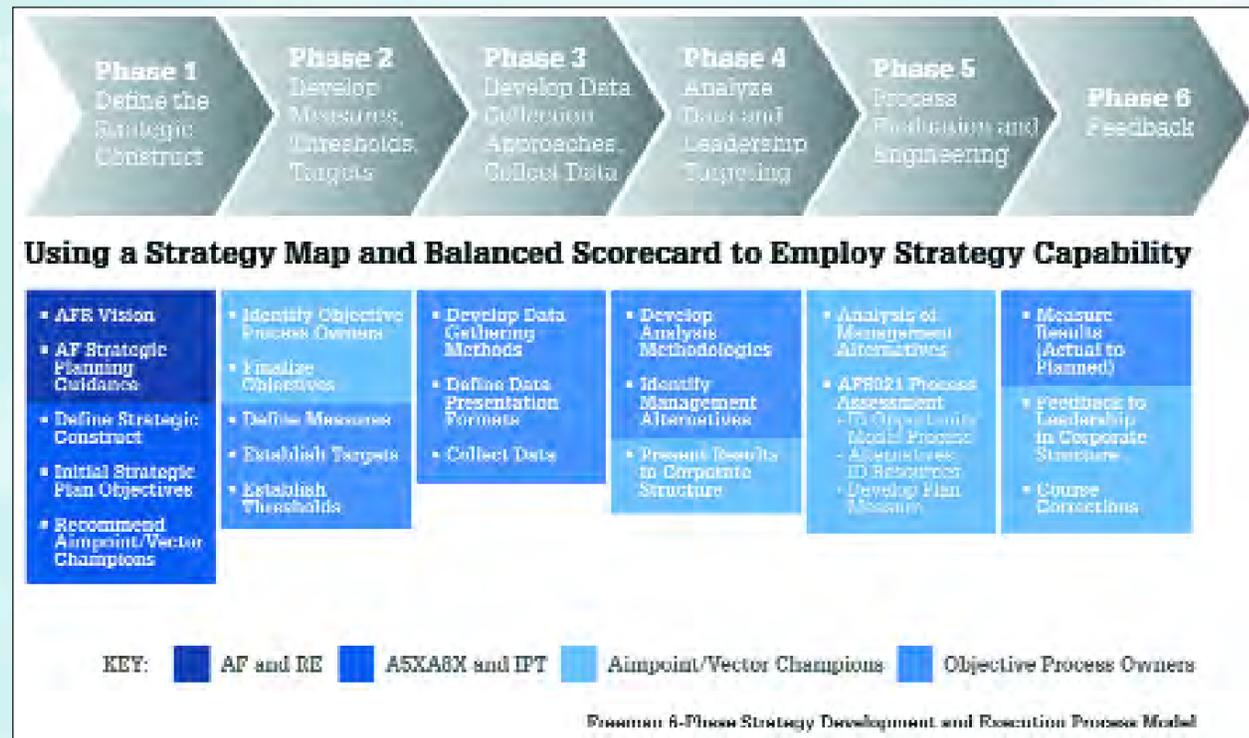
"The strategic plan puts our people and their families first and recognizes that civilian employers and local communities play a critical role in enabling and supporting our members," General Rohan said. "The plan demands that we build and maintain strong mutual support between the Reserve and the employers and communities that directly impact our members' ability to participate."

"This total triad of support from family, employer and community is vital to obtain the high levels of volunteerism we rely upon. The newly issued plan clearly reflects leadership's commitment to providing the support required for each member to be an unrivaled wingman."

The new strategic plan is available for downloading and viewing on the AFRC limited access Web site at [https://wwwmil.afrc.af.mil/Bradley/AFRC\\_strategic\\_plan\\_2007-2009.pdf](https://wwwmil.afrc.af.mil/Bradley/AFRC_strategic_plan_2007-2009.pdf). It's also available on the Air Force Portal. After logging in, click on "MAJCOM A-Z Listing" and then "AFRC" to find the link.

Finally, a limited number of printed copies have been distributed to the headquarters, individual mobilization augmentees and units in the field. ★

*(Colonel Freeman is the mobilization assistant to the director of strategic plans, programs and requirements at HQ AFRC, Robins AFB. As a civilian, he serves as technical director of the Air Force Center of Systems Engineering, located at the Air Force Institute of Technology at Wright-Patterson AFB, Ohio. Colonel Freeman led the effort to produce the command's strategic plan.)*



**AFRC senior leaders used this process model to cascade vision elements in a manner that results in performance of executable tasks.**

# Sweeping Changes

## Commission recommends big shakeup for Reserve, Guard

The Department of Defense needs to make sweeping changes to the way U.S. military reserve forces have been structured and have operated for more than a half century, according to a report issued by a congressional commission.

The Commission on the National Guard and Reserves delivered its findings to Congress and Pentagon officials Jan. 31. The report (available at <http://www.cngr.gov>) includes 95 recommendations on how to transition the reserves into a feasible and sustainable operational force. Among the members of the commission was retired Lt. Gen. James E. Sherrard III, former Air Force Reserve Command commander and chief of Air Force Reserve.

Today's reserve components were designed as a strategic reserve during the Cold War era, said retired Marine Maj. Gen. Arnold Punaro, commission chairman.

"The Guard was part of that surge force that would be dusted off once in a lifetime," he said. "That is absolutely not the situation we have today."

Nearly 100,000 reserve troops are currently on active duty, according to DOD reports. In 2006, reserves forces provided 61 million "man-days," or single days of duty, in support of the Defense Department.

It would not be feasible to add an equivalent number of forces to active duty, General Punaro said in a news conference at the National Press Club. He called increasing active forces so significantly an "economically unaffordable option" that would cost "a trillion dollars."

Right now, for about 9 percent of the DOD budget, the National Guard and reserves provide 44 percent of manpower available to the Defense Department, General Punaro said. "You've got high quality. You've got great reliability and dependability. You've got significant affordability and availability," he said.

Air Force Reserve Command officials don't have to be sold on the idea of creating a feasible and operational force. It's something they already fully embrace and have been working on for the last 10 to 15 years.

"Quite some time ago, the Air Force saw the value of having Reservists training and working alongside their regular component counterparts," said Col. Gary Crone, director of strategic communications for the Air Force Reserve.

Since Desert Shield and Desert Storm, and Operations Northern and Southern Watch, Air Force leadership has sought to better integrate the experience and skills Reserve Airmen offer into daily operations, Colonel Crone said. This shift in philosophy from a force in reserve to an operational force continues today.

The Reserve's new vision document and strategic plan strongly reinforce this philosophy. Both documents stress the operational culture of the Reserve, in both peacetime and during war.

"In today's Air Force, the role of the Reserve component is considered critical in almost every mission area," said Lt. Col. David

Hembroff, a member of Colonel Crone's strategy team and key architect of the vision document. "Reservists, literally by the thousands, all over the country have risen to meet the challenges associated with the operational demands on our Air Force.

"Unlike any other time in our nation's history, Reserve Airmen are performing operational missions in large numbers as unrivaled wingmen to our Air Force counterparts."

Six conclusions serve as the foundation for the 400-page report, which is based on 163 findings, 17 days of public hearings, testimony of 115 official witnesses, and 800 interviews and site visits by commission members. It is the most comprehensive, independent review of the Guard and reserves in 60 years, General Punaro said.

The commission proposed changes in laws and regulations that govern the reserves, as well as how reserve forces train, equip and approach medical readiness. The commission proposed an "integrated continuum of service" between reserve and active forces, offering the same pay, personnel, promotion and retirement systems.

The changes would allow a seamless transition by service members over the course of a military career to transition from active to reserve and to even leave the service temporarily for child rearing or to pursue higher education.

Now, when reservists move from one duty status, such as from active duty to state duty, they sometimes face pay problems and delays. The commission recommended moving from the current 29 duty statuses to only two: active duty or not.

For health care, a hot-ticket item for activated reservists, the commission proposed more specific, targeted information geared to reservists and their families.

In personnel changes, the commission recommended a competency-based promotion system that recognizes civilian skills and recruits and retains accordingly.

Many of the changes could be implemented this year if supported by Congress and the DOD, General Punaro said. Some, though, could require years to debate and implement.

The commission also called for better support programs, funding and resourcing for families. In addition, it calls for defense officials to have an open dialogue with employers who suffer when employees depart on multiple deployments. The commission recommended expanding the role of the National Committee for Employer Support of the Guard and Reserve, which advocates on the behalf of service members.

"We thank the Commission on the National Guard and Reserves for their diligence in preparing this important report," said Thomas F. Hall, assistant secretary of defense for reserve affairs. "We look forward to reviewing the entire document put forward by the commission and will carefully study the feasibility of each proposal contained within their report." ★

*(Information for this article compiled from staff reports and a story written by Fred W. Baker III, American Forces Press Service in Washington, D.C.)*

# The Way Ahead

## Air Force looking at 16 sites for future weapons systems

Air Force officials will evaluate 16 Air Force Reserve Command sites as potential locations for basing future advanced weapons systems.

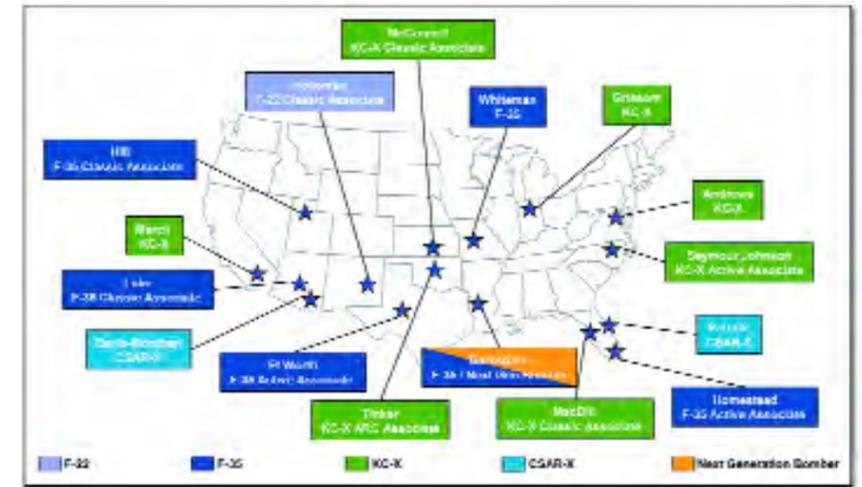
The AFRC sites are identified in a long-term plan or "roadmap for the future" that Air Force Chief of Staff Gen. T. Michael Moseley announced Jan. 16. The plan is a collaborative effort that involved senior leaders from the regular Air Force, Air Force Reserve and Air National Guard. Its purpose is to project what Air Force capabilities the nation needs in the 21st century to meet threats to the nation's security.

"Our nation's competitors know that our Air Force provides America its decisive advantage," General Moseley said. "We need to prepare today for tomorrow's challenges. We need one vector to best meet the war-fighting requirements of our nation."

The roadmap is designed to meet one of the nation's most pressing needs: recapitalization and modernization of its aging Air Force fleet, the general said. It calls for Air Force officials to evaluate installations that currently house legacy weapon systems that are forecast for replacement by future systems.

Following is a list of AFRC locations identified in the plan along with the types of missions being considered for each site:

- Andrews Air Force Base, Md. — Reservists flying unit KC-X air refueling aircraft.
- Barksdale AFB, La. — Reservists flying unit F-35 fighter and next-generation bomber aircraft.
- Davis-Monthan AFB, Ariz. — Reservists performing combat search and rescue mission in unit CSAR-X aircraft.
- Grissom Air Reserve Base, Ind. — Reservists flying unit KC-X aircraft.
- Hill AFB, Utah — Regular Air Force unit sharing F-35 fighters with a Reserve classic associate unit.
- Holloman AFB, N.M. — Regular Air Force unit sharing F-22 fighters with a Reserve classic associate unit.



**Air Force Reserve potential beddown basing of future weapons systems.**

- Homestead ARB, Fla. — Reservists sharing F-35 fighters with a regular Air Force active associate unit.
  - Luke AFB, Ariz. — Regular Air Force unit sharing F-35 fighters with a Reserve classic associate unit.
  - MacDill AFB, Fla. — Regular Air Force unit sharing KC-X aircraft with a Reserve classic associate unit.
  - March ARB, Calif. — Reservists flying unit KC-X aircraft.
  - McConnell AFB, Kan. — Regular Air Force unit sharing KC-X aircraft with a Reserve classic associate unit.
  - Naval Air Station Joint Reserve Base Fort Worth, Texas — Reservists sharing F-35 fighters with a regular Air Force active associate unit.
  - Patrick AFB, Fla. — Reservists flying unit CSAR-X aircraft.
  - Seymour Johnson AFB, N.C. — Reservists sharing KC-X aircraft with a regular Air Force active associate unit.
  - Tinker AFB, Okla. — Reservists sharing KC-X aircraft with an ANG air reserve component associate unit.
  - Whiteman AFB, Mo. — Reservists flying unit F-35 fighters.
- "We're simply promising a look at these systems and installations as our planning continues," General Moseley said. "This is the Air Force's planning process for the future, for providing the required force structure that will give our nation capabil-

ity for vigilance, reach and power across the globe, to reassure allies, to deter, dissuade and defeat adversaries, and to protect the homeland."

General Moseley said the roadmap represents a more efficient and flexible force structure. Although the Air Force will have a smaller total aircraft inventory, overall capabilities will increase with each next-generation weapon system. In many cases, the potential locations will capitalize on Total Force Integration efforts, creating innovative organizational arrangements among the regular Air Force, Reserve and ANG.

Installations that meet preliminary objective requirements will then undergo thorough environmental studies in accordance with the National Environmental Policy Act. NEPA mandates environmental analyses and impact studies. These are critical factors in determining final beddown bases in the United States as suitable locations for weapons systems.

These major studies take time. One study may involve one or more installations. Some locations may not require a review.

The findings of these environmental studies, along with the results of required fiscal and operational analyses over the next several years, will determine the final beddown plan and phasing. *(Staff reports)* ★



The reserve component provides about 56 percent of U.S. Transportation Command's personnel, 57 percent of continental United States surface lift capability and 59 percent of airlift capability. In addition, the air reserve component operates 30 percent of the outsize/oversize airlift fleet — C-5s and C-17s, like those shown here.

# One Team, One Fight

**TRANSCOM exemplifies principle of unity of effort**

By Maj. Gen. Harold L. "Mitch" Mitchell

In football, the quarterback invariably is the player who captures the lion's share of the attention. He is the guy at the center of the action.

But football is a team sport, and without the dedicated and coordinated efforts of the rest of the team, a quarterback couldn't survive, much less win a game.

America's continued security depends on that same sort of seamlessly integrated effort involving all levels, branches and components of its armed forces — one team, one fight.

A great example of this principle of unity of effort in action is the U.S. Transportation Command, Scott Air Force Base, Ill.

Commanded by Air Force Gen. Norton A. Schwartz, USTRANSCOM is one of the Department of Defense's 10 combatant commands and is responsible for creating and implementing world-class global deployment and distribution solutions in support of the president, secretary of defense and combatant commander-assigned missions.

Along with Strategic Command, Joint Forces Command and Special Operations Command, USTRANSCOM is a functional COCOM. Among the COCOMs, USTRANSCOM is unique because none of the others can execute their plans without its mobility assistance.

General Schwartz is fond of saying that, unlike the geographic COCOMs such as Central Command and European Command, USTRANSCOM is a "supporting" rather than a "supported" command. Continuing with the football analogy, USTRANSCOM doesn't get to make any touchdowns, but it does the blocking and tackling that make those touchdowns possible.

In addition to its mission to provide air, land and sea transportation to the DOD, both in times of peace and war, USTRANSCOM is the single entity to direct and supervise execution of the strategic distribution system. The command also manages the supply chain related Automated Information Technology systems and has the authority to establish a contracting activity for procurement of commercial transportation services.

During an average week, USTRANSCOM and its component commands — the Army's Military Surface Deployment and Distribution Command, the Navy's Military Sealift Command and the Air Force's Air Mobility Command — operate in 75 percent of the world's countries, conduct more than 1,900 air missions, including medical air evacuations and transportation for the president and other VIPs, have 25 ships under way and track 10,000 ground shipments.

This critical worldwide mission of moving troops, equipment and supplies to the right place at the right time requires a high level of coordination and cooperation between the Soldiers, Sailors, Airmen, Marines and Coast Guardsmen of this joint command and its service component commands.

And, thoroughly interwoven into the work force, at every level within the COCOM and its components, are the dedicated men and women of the reserve components of all the services.

Fully 56 percent of USTRANSCOM's total force structure, to include its component commands, lies in the reserve components. And of that, 95 percent belongs to either the Air Force Reserve or the Air National Guard.

The changing role of the reserve components and the ever-increasing needs of USTRANSCOM for unique skill sets have allowed the RC to become completely integrated into the day-to-day operations of USTRANSCOM.

The Reserve Component Directorate is a force provider to USTRANSCOM, responsible for controlling all extended duty tours. The directorate serves as the "one-stop-shop" for the commander to access reserve expertise.

Another vital part of USTRANSCOM is the Joint Transportation Reserve Unit, the first DOD-authorized "joint" reserve unit. This organization provides USTRANSCOM with trained, ready and relevant mobilization assets and fully integrates reserve component members into the command's daily activities.

"More than any other COCOM, USTRANSCOM relies on the reserve component for peacetime responsiveness and wartime capability," said General Schwartz in a statement before the Senate Armed Services Committee Seapower Subcommittee in April 2006. "The reserve component provides approximately 56 percent of USTRANSCOM's personnel, 57 percent of continental United States surface lift capability and 59 percent of airlift capability. In fact, the air reserve component operates 30 percent of the outsize/oversize airlift fleet (C-5s and C-17s), owns more than 62 percent of the KC-135 force and over 61 percent of our fleet of C-130s."

The commander's choice for the newly created position of deputy director of USTRANSCOM's Joint Distribution Process Analysis Center illustrates how integral reservists have become to every aspect of the command's operations.

When fully operational, the JDPAC will combine both military art and science to yield fact-based products that provide leaders sound decision-making tools. Chosen to assist the JDPAC's civilian director in bringing this critical capability to fruition is Air Force Reserve Col. Scott Cusimano.

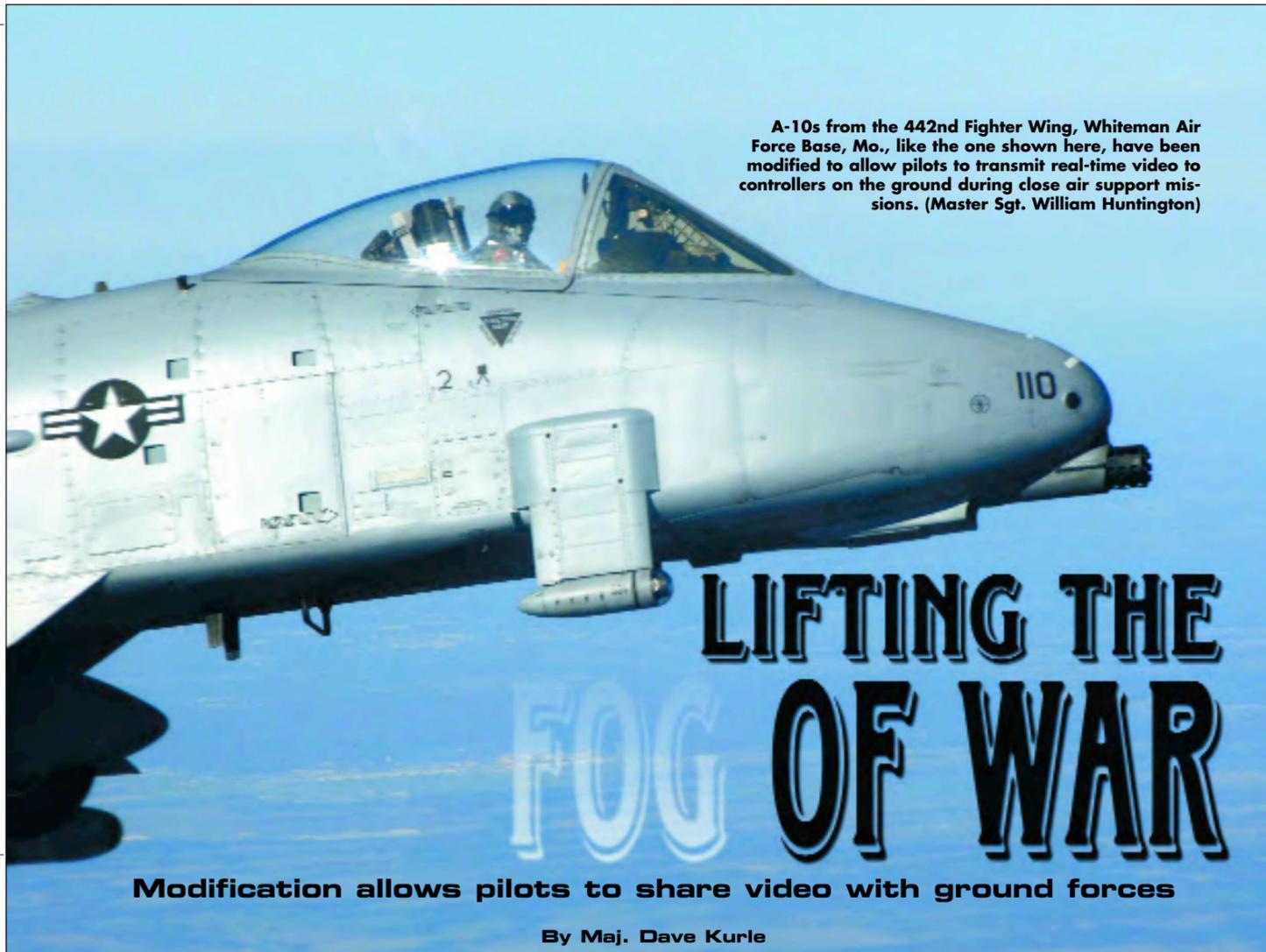
While Colonel Cusimano's assignment to the full-time position of JDPAC deputy director is exciting and challenging, it is not unique or even unusual at USTRANSCOM. Many key positions are held by people from the reserve components, including the chief of staff, Maj. Gen. William H. Johnson, on long-term loan from the Army Reserve.

In fact, Colonel Cusimano isn't just keeping a seat warm for the active component; the JDPAC deputy director position is a reserve component position that will rotate among the services.

This approach to reserve/active integration is part of General Schwartz's long-term initiative to develop USTRANSCOM's human capital to ensure a ready and capable work force of joint logisticians, trained and experienced to manage deployment and distribution for war-fighters in joint, interagency and multinational environments.

Going back to the football analogy, if you're wondering why USTRANSCOM is able to so seamlessly integrate reserve component personnel into its daily operations, the answer is simple: Our "coach" has decided his team doesn't have any slots for bench-warmers. ★

(General Mitchell is director of the USTRANSCOM Reserve Component Directorate and commander of the Joint Transportation Reserve Unit)



**A-10s from the 442nd Fighter Wing, Whiteman Air Force Base, Mo., like the one shown here, have been modified to allow pilots to transmit real-time video to controllers on the ground during close air support missions. (Master Sgt. William Huntington)**

# LIFTING THE FOG OF WAR

**Modification allows pilots to share video with ground forces**

**By Maj. Dave Kurle**

**W**hen A-10 pilots from Whiteman Air Force Base, Mo., deploy to Afghanistan this spring, they will share a better picture of the battlefield with troops on the ground.

An improvement to the Litening-AT targeting pods, known as the remotely operated video enhanced receiver, lifts some of the fog of war by allowing 442nd Fighter Wing pilots to transmit real-time video to people on the ground during close air support missions.

"The most difficult part of close air support was having a guy on the ground describing a target to a guy in the air," said Col. Steve Arthur, 442nd FW commander and veteran fighter pilot. "What he sees on the ground is totally different from what you see at 10,000 to 15,000 feet.

"It's so much easier to see a picture. It really clarifies the discussion between the pilot and the ground."

ROVER is not new to the wing's 303rd Fighter Squadron pilots. They have flown in combat with the modifications but had to give them up to units deploying to Operations Iraqi and Enduring Freedom.

The wing is receiving new kits for its targeting pods, and 303rd pilots are getting another chance to train with ROVER before deploying to Afghanistan.

The modifications use the existing imagery system in the Litening-AT pod, which boasts daylight as well as night infrared video cameras.

ROVER processes the video and transmits it to receivers on the ground carried by joint terminal attack controllers. JTACs are responsible for coordinating airstrikes and advising ground commanders about when and where to use air power in the heat of battle.

"When the signal from the pod hooks up with the JTAC, he can see on his display exactly what I'm seeing in the cock-

pit," said Maj. Tony Roe, an A-10 pilot and 303rd FS tactics officer. "So, all the things we see for target 'talk-ons' he sees right there on his video screen."

Talking an aircraft onto a target involves a radio conversation between a pilot and JTAC. Because the two people involved have to ensure they are seeing the same thing, these talks use up valuable time.

"Talk-ons can be long and painful," Major Roe said. "ROVER has the capability to hasten finding the target, resulting in faster bombs on target."

Before an aircraft can execute an air strike during a close air support mission, the pilot receives permission from a JTAC or commander on the ground to ensure minimal collateral damage and avoid injury to friendly forces.

Senior Airman Zach Laird is a JTAC with the 10th Air Support Operations Squadron, based with the Army's First Infantry Division at Fort Riley, Kan. He

used ROVER to coordinate airstrikes and advise ground commanders during a deployment to Iraq.

"ROVER definitely makes it safer because it gives everyone on the ground a 'warm-fuzzy' about what the pilot in the aircraft is seeing," he said. "I could sit there with ground commanders and see exactly what the pilots were seeing."

Airman Laird and other JTACs operate the ground stations that receive the video from the Litening-AT pods slung underneath Air Force strike aircraft. The whole set-up consists of a receiver with an antenna to receive and process the digital video, which is then displayed on a rugged version of a laptop computer.

"The only downfall to it is that you're not going to put it in your pack and hump it somewhere," Airman Laird said.

JTACs usually set up the system in a tactical operations center or a vehicle.

In addition to close air support missions, ROVER can turn an A-10 into a "non-traditional intelligence and surveillance" platform, according to Major Roe.

"In other words," he said, "the JTAC can be miles away and looking at real-time video of activity at another 'named area of interest.'"

If ground forces are elsewhere, they can look at video transmitted from ROVER and keep an eye on what is happening in a location they have visited before or will visit later, Major Roe said.

The airborne component of ROVER is a video link module — a black metal box a little smaller than a shoe-box — that fits neatly into an existing space in the Litening-AT targeting pod. It transmits through a small round antenna that sticks out about an inch from the bottom of the pod and has the diameter of a silver dollar.

"As long as the Litening pod is ROVER-capable (meaning it is equipped with the antenna), all we do is insert the box," said Master Sgt. Daniel Thessen, an avionics technician in the 442nd Aircraft Maintenance Squadron's Specialist Flight. "It works with the Litening pod's existing cameras. They just run a video line and tap off of the existing video to transmit it."

"Litening is constructed in modules, so it's designed to be 'plug-and-play,'" said Master Sgt. Daniel Abrams, another avionics technician. "As long as the pods are configured for ROVER, we don't have a problem updating them."

Sergeants Thessen and Abrams agreed that the biggest impact to maintenance is switching the few ROVER-equipped pods in the 442nd inventory between aircraft each day so more A-10 pilots can train with them.

As the Global War on Terror evolved into counter-insurgency operations, the importance of hyper-precise airstrikes and minimizing collateral damage demonstrated the need for a tool like ROVER to aid in the decisions to release weapons from aircraft, Colonel Arthur said.

"I think ROVER got funded just because of the nature of what we're doing," he said. "When you look at battles like Fallujah, it's door-to-door combat, and being able to better coordinate with forces on the ground is crucial." ★

*(Major Kurle is chief of public affairs for the 442nd FW at Whiteman AFB.)*



**Joint terminal attack controller Master Sgt. Chris Thompson communicates via a remotely operated video enhanced receiver recently in Southwest Asia. The ROVER, a small laptop with an external antenna, allows the JTAC to see from the eyes of the pilot, ensuring minimal collateral damage.**

STAFF SGT. ANGELOQUE PEREZ

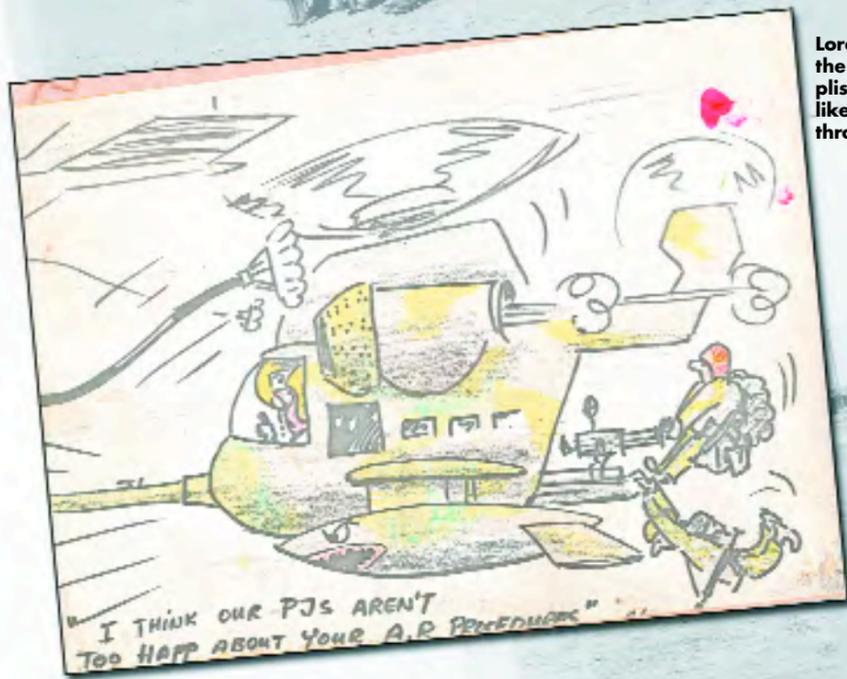
# Home at Last

Pararescue jumper's art finally comes to rest at Patrick AFB

By Master Sgt. Chance Babin



Lorenzo "Tony" Willis was a pioneer in the pararescue field and an accomplished artist. His paintings and cartoons, like the one at left, can now be seen throughout Patrick Air Force Base, Fla.



It's every garage sale junkie's dream: finding a special hidden treasure and perhaps sharing their good fortune with millions of others on an episode of the "Antiques Roadshow."

For Capt. Cathleen Snow, chief of public affairs for the 920th Rescue Wing at Patrick Air Force Base, Fla., and an admitted garage sale fanatic, that dream came true on a recent Saturday morning in nearby Satellite Beach.

After begging her husband, Kevin, who does not share his wife's passion, to stop at several yard sales on the way home from breakfast, she finally talked him into pulling over for a quick "fix." Not long after she started perusing through piles of what her husband considers junk, she stumbled upon a picture.

"This picture caught my eye. It was a picture of a helicopter," Captain Snow said. "I started studying it and realized it was a cartoon depicting PJs (pararescue jumpers). I figured it must have been done by someone in the rescue field."

As the captain was admiring the artwork, which was a cartoon drawing of a helicopter performing an air refueling mission with PJs hanging out the back of the chopper, the man conducting the yard sale, Dan Clermont, came over to talk to her. She told him she works at the rescue wing at Patrick AFB and asked if he knew who had drawn the picture. She was about to experience her "eureka" moment.

The man told her the artwork was done by a legendary PJ pioneer named Lorenzo "Tony" Willis, who had joined the Army in 1946 and transitioned to the newly formed Air Force in 1948. As a PJ, he served at approximately 20 assignments in the United States, Africa and Asia, including three combat tours of duty in Southeast Asia.

In the early days of the U.S. space program, Mr. Willis participated in NASA's spacecraft recovery program. As a member of PJ teams, he traveled to the farthest reaches of the globe to cover a great range of possible splash-down locations.

"I was thrilled (with the discovery)," Captain Snow said. "It was a lucky coincidence."

And how did Mr. Clermont happen to know so much about Mr. Willis? It turns out that his wife, Julie, was Mr. Willis' step-daughter. Mr. Clermont invited



Capt. Cathleen Snow, chief of public affairs for the 920th Rescue Wing at Patrick, discovered Mr. Willis's art at a garage sale.

Captain Snow to tour their house. Inside she found countless more drawings, paintings and other forms of art.

"They took me room to room showing me Tony's artwork," Captain Snow said. "He was larger than life. I was ready to buy everything."

After finishing the tour, the family told Captain Snow they would be honored to donate Mr. Willis' entire art collection to the 920th RQW.

"It would mean so much to Tony," Mrs. Clermont said. "He lived and breathed the Air Force; that was his life. He always told stories about being a PJ. It would mean so much to him. He's smiling from heaven."

Although Mr. Willis retired in 1973, Mrs. Clermont said he was "all military, all the time."

"He never left the military — 24 hours a day, seven days a week he'd talk about the military. Everywhere he went he'd tell people he was a PJ," she said.

"People would tell him there's more to life than the military, and he'd say, 'But this is my life.' No matter what a conversation was about, it would eventually lead back to the military."

Mrs. Clermont said on numerous occasions the family tried to talk Mr. Willis into showing his art, but he always shrugged off such suggestions. He preferred to just share it with his friends.

Captain Snow plans on reframing and

matting many of the pieces for her office and will give the remaining pieces to the rest of the wing.

"Some of Tony's art is a little horrifying; not what you expect to see in art," the captain said. "But art is an expression of the feelings he was going through. Much of Tony's art, especially the cartoons, was based on his time in Vietnam and Thailand, but he also had a softer side doing paintings of wildlife and nature."

"So much was built up inside that he had to get rid of it by talking or making art," Mrs. Clermont said. "The art was his way of dealing with it."

"His art represents what he went through: his life and what he endured," Captain Snow said. "It's a big piece of PJ history that this unit is proud of."

In a strange twist, when Mr. Willis passed away several years ago he requested his ashes be scattered over the Banana River, which runs along Patrick AFB. The Reserve unit that scattered his ashes was the 308th Rescue Squadron at Patrick.

"He relocated here because he loved Patrick," Mrs. Clermont said. "This was where he wanted to be. Knowing his ashes are here in the river, his final resting place, and his art is on base gives us great comfort." ★

(Sergeant Babin is a traditional Reservist assigned to the 920th RQW public affairs office at Patrick AFB.)

# THE STRATEGIC PLAN

Document puts command's  
vision into action  
See story on page 20

AIR FORCE RESERVE COMMAND  
**STRATEGIC PLAN**

2007-2009

FLYING AND FIGHTING AS  
**AN UNRIVALED WINGMAN**

 AIR FORCE  
RESERVE

