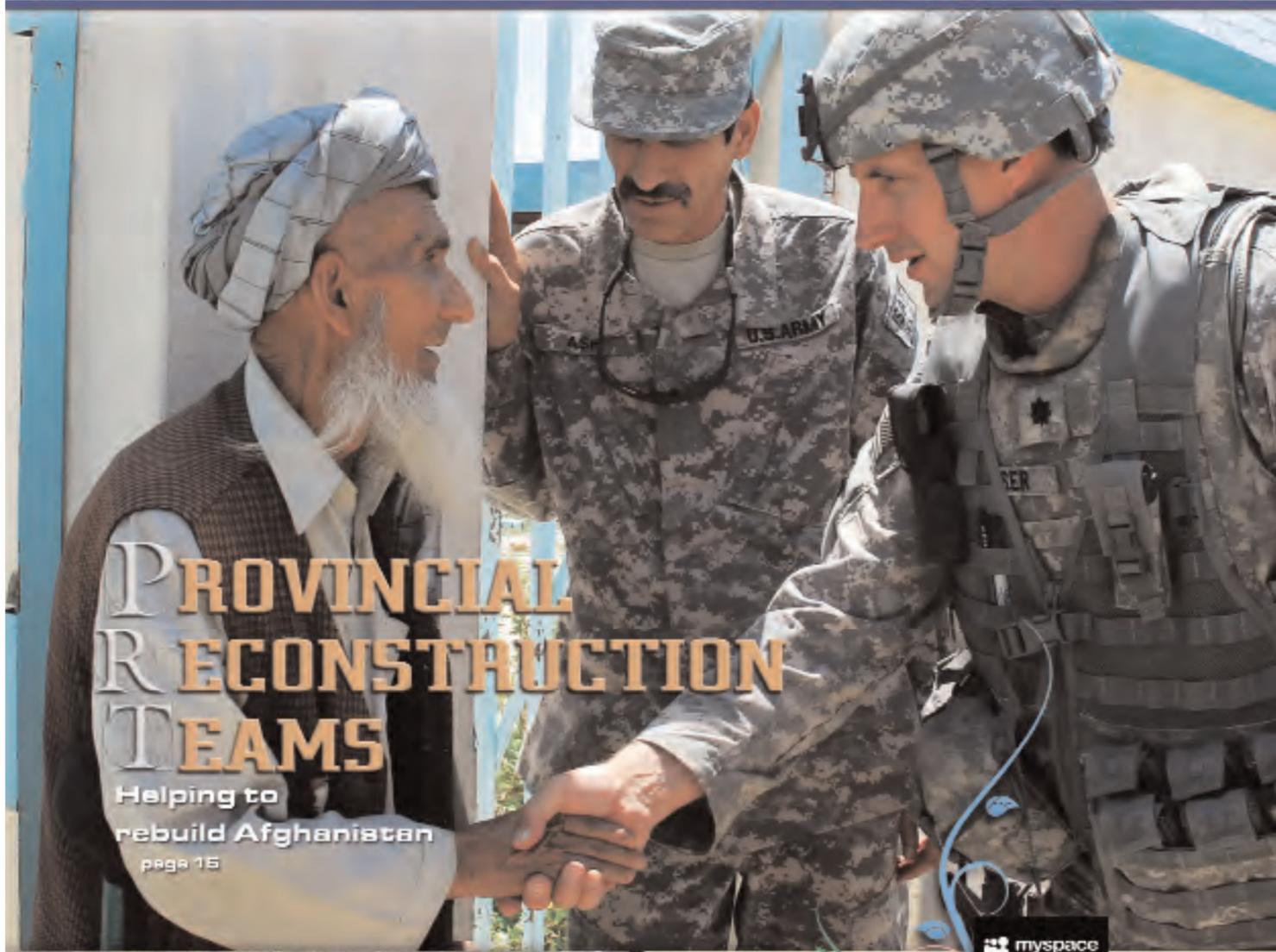


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October 2009
www.afrc.af.mil
Official Magazine of the
Air Force Reserve



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From the Top

By Lt. Gen. Charles E. Stenner Jr.
Commander, Air Force Reserve Command



Chief's View

By Chief Master Sgt. Dwight Badgett
Command Chief Master Sergeant,
Air Force Reserve Command

FOC: Initiative improves way we operate

The 21st century security environment requires military services that are flexible — capable of surging, refocusing and continuously engaging without exhausting their resources and people. Moreover, the 21st century fiscal environment is becoming ever-more constrained as rising nations and pressing national interests compete for limited resources.

In this challenging environment, the Air Force Reserve has never been more relevant. It has provided sustained operational capability for nearly 20 years — at high ops tempo for the past eight years. And the Reserve provides cost-effective Tier 1 readiness to the nation available for strategic surge or on-going operations.

However, we cannot take for granted the high level of commitment our Reservists have thus far demonstrated. We must do our best to ensure their continued service. Accordingly, we are undertaking enterprise-wide actions to make service more predictable for our Reservists.

The actions taken under AFR 2012 — Full Operational Capability will contribute to the overall health of the strategic reserve and improve the sustainability of Reserve and Air Force operational capability required by the war fighters of this new century.

Air Force Reserve Command FOC will improve the way the command manages and presents forces to the Air Force and force providers. Air Reserve Personnel Center FOC will improve Reserve and Air National Guard personnel administrative and management capabilities. And Office of Air Force Reserve FOC will improve Reserve interaction among the Headquarters U.S. Air Force staff to better support the chief of Air Force Reserve, chief of staff of the Air Force and secretary of the Air Force in discharging their service responsibilities.

Key elements of AFRC FOC

Under the FOC initiative, major commands will continue to support standardization of AFRC organizational, training and equipping activities. However, the administrative roles currently performed by gaining MAJCOMS related to sourcing and presenting AFRC forces will be performed by AFRC. AFRC functional managers will manage consolidated functional portfolios consisting of Reservists from unit, individual mobilization augmentee and Individual Ready Reserve programs.

To more efficiently meet combatant commander requirements, AFRC will assume full responsibility for identifying and scheduling

Reservist participation in aerospace expeditionary force requirements and mobilization/demobilization activities through the Air Force force presenter to the regional unified command force providers (Air Combat Command for U.S. Joint Forces Command, Air Mobility Command for U.S. Transportation Command and Air Force Special Operations Command for U.S. Special Operations Command).

Consolidating these functions within AFRC will make the job of presenting Reserve forces simpler, easier and faster for AFRC functional managers and more responsive to the Air Force force presenters (ACC, AMC and AFSOC). Moreover, centralizing enables AFRC managers to readily integrate both voluntary and involuntary participation into a single force presentation process.

Key elements of ARPC FOC

Through the ARPC FOC initiative, ARPC and the Air Force Personnel Center will become full partners — fully integrated in AEF cycles — providing customer service to all deploying Airmen. ARPC will be the central servicing facility for any type of mobility preparation all the way to post-mobilization follow-up. All services will become institutionalized in a force presentation model that includes all three staffs.

Key elements of AF/RE FOC

Through the AF/RE FOC initiative, the Office of Air Force Reserve staff will conduct an in-depth analysis of its structure, organization and processes to optimize the ability to support the chief of Air Force Reserve in carrying out his Title 10 responsibilities. The staff will assess all applicable mission directives, Air Force instructions and other publications to illuminate capability gaps between Title 10 responsibilities and current processes.

The staff will also assess opportunities to develop and publish standard operating procedures between AF/RE and other Air Staff offices, as well as AFRC and ARPC, to more clearly delineate duties of all Air Staffs concerning matters affecting the Air Force Reserve.

Under AFR 2012 — Full Operational Capability, the Air Force Reserve will not only be combat ready and responsive to daily operational needs, but service will become more predictable for Reserve Airmen and more sustainable in meeting the war-fighting demands of the 21st century. ★

Don't just meet, but exceed, standards

Our Air Force leadership is constantly looking for ways to ensure we comply with certain standards in security, safety, performance, fitness, uniform wear, etc. Standards by themselves only give us minimum guidelines to strive for, but compliance with these benchmarks can determine mission accomplishment or, in some cases, can mean the difference between life and death.

Over the past few months, we have heard a lot about standards. Recent news reports have highlighted the instances where we have not met our own standards, but these are exceptions and not the rule. One of the main reasons we are the best Air Force in the world is we don't just settle for meeting standards, we exceed them every day.

You maintain an aging fleet of aircraft with amazing mission-capable rates, ensure our Airmen are trained and equipped to deploy, keep older facilities and infrastructure functioning well past their expected lifespan, provide exceptional care for patients, secure our bases, protect our lives, and accomplish much more at exceptional levels. America's Airmen set the standard for our coalition partners and brothers and sisters in arms to follow, but we can do better.

Chief Master Sgt. of the Air Force Jim Roy recently told senior enlisted leaders that we talk a lot about getting back to basics but really shouldn't approach our challenges with this attitude. His comments reflect our expectations that, and I quote, "We should never go back to the basics." That implies we are failing on some level, and I know we are not. We should be executing "the basics," which is essential to a winning team."

As I travel to Air Force Reserve Command units, I am excited about the great things you are doing, but I am not surprised. You make "excellence in all we do" a way of life and not just a goal. We know we must follow technical orders, Air Force and Department of Defense instructions, and the orders of those appointed over us. You do just that the vast majority of the time.

But, one incident of failure to comply can cost a life or a valuable piece of equipment. In these cases, just one is too many. We must shoot for perfection in every task.

Throughout the history of the Air Force, we have always strived for excellence and continuous process improvement. Current Air Force Smart Operations for the 21st Century and Lean initiatives are just the latest efforts to ensure we are working smarter with the limited resources we have been allocated. You have learned some great lessons on how we can constantly work to improve processes that lead to projecting air power around the world while maintaining the highest levels of professionalism and competence.

Our next task is to share these lessons with other Airmen to guarantee we are all performing efficiently and effectively. Our goal should be that all 68,000-plus proud members of this command are in total compliance and that we make every effort to perform well above the bar.

One of the hardest parts of being a good leader is correcting those who don't meet minimum standards. But that is what leaders are expected to do. We must train to the same standards as our regular Air Force partners, and we should never settle for being "just good enough."

The air reserve component has become a full partner in defending this great nation, and we are held to a higher standard. Don't ever settle for meeting standards most of the time. That is not good enough, and you, as our country's best, are better than that.

Standards are a part of our lives from the first day of basic training when we learn to wear the uniform correctly until the day we take off the uniform to start another phase in our lives. The American people rightfully demand that we exceed standards every day, and everyone who wears Air Force blue owes it to those who support us to expect that of ourselves. Thank you for being a critical part of the Air Force team. ★

"DON'T EVER SETTLE FOR MEETING STANDARDS MOST OF THE TIME. THAT IS NOT GOOD ENOUGH, AND YOU, AS OUR COUNTRY'S BEST, ARE BETTER THAN THAT."



Staff Sgt. Channel Bolton-Scholl, a crew chief with the 446th Maintenance Squadron, McChord Air Force Base, Wash., is one of the Air Force's 12 Outstanding Airmen. Each year the Air Force picks its top Airmen from the regular Air Force, Air National Guard and Air Force Reserve for recognition based on superior leadership, job performance and personal achievements. Sergeant Bolton-Scholl embodies all the traits Air Force Reserve Command is looking for in its Airman of the Year, according to her supervisor, Master Sgt. Keith Chase, 446th MXS aero repair section chief. "She excels at her job and the task at hand," he said. "She is a very hard worker. I never have to tell her to get anything done after she is shown the job tasks for the day." Sergeant Bolton-Scholl is currently deployed to Southwest Asia in support of Operation Iraqi Freedom. This is her second deployment to U.S. Central Command's area of operations.

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On the front cover: (Top) Lt. Col. Mark Heiser, current commander of the Kapisa/Parwan provincial reconstruction team in Afghanistan, shakes hands with a village elder while his Army interpreter looks on. Reservists are major players in PRTs as they work to strengthen the reach and enhance the legitimacy of the central government in outlying areas. See story, Page 16. (Bottom left) The Air Force Reserve is running a new television campaign on the Armed Forces Network and local stations in select markets across the country. See the story on Page 30. (Bottom right) Public affairs professionals are increasingly using social media tools to communicate information about their organizations to a wide variety of audiences. For details, see the story on Page 20.

Gen. Norton A. Schwartz *Chief of Staff, United States Air Force*
Lt. Gen. Charles E. Stenner Jr. *Commander, Air Force Reserve Command*
Lt. Col. Leslie Pratt *Director of Public Affairs, Air Force Reserve Command*

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

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



Brayden Flink hugs his father, Staff Sgt. Jacob Flink, a 419th Aircraft Maintenance Squadron crew chief, upon his return to Hill Air Force Base, Utah. Sergeant Flink was among nearly 300 Airmen from the 419th and 388th Fighter Wings who were completing a four-month deployment in support of Operation Iraqi Freedom. (Staff Sgt. Kyle Brasier)



Tech. Sgt. Kevin Dillon, a structures technician with the 910th Civil Engineer Squadron out of Youngstown-Warren Air Reserve Station, Ohio, cuts a block during a construction project in Georgetown, Guyana, as part of New Horizons Guyana. The U.S. Southern Command-sponsored humanitarian event is intended to benefit thousands of Guyanese in Georgetown and its outlying areas. (Airman 1st Class Perry Aston)

Staff Sgt. Shane Olguin (right) and Airman 1st Class Chris Gonzalez, both from the aircraft pneumatics systems shop assigned to the 452nd Maintenance Squadron, check the fluid flow of an AV843 hydraulic test stand during an inspection on March Air Reserve Base, Calif. The stand is used for bench-checking hydraulic and pneumatic components. (Tech. Sgt. Carolyn Erfe)



A C-17A Globemaster III aircraft from the 729th Airlift Squadron refuels from a KC-135R Stratotanker aircraft with the 336th Air Refueling Squadron during a training mission July 7 over Lake Havasu in Arizona. Both squadrons are part of the 452nd Air Mobility Wing from March Air Reserve Base, Calif. (Master Sgt. Rick Sforza)



U.S. Air Force Tech. Sgt. Matt Couch, a loadmaster with the 53rd Weather Reconnaissance Squadron, communicates with the pilot as they prepare for a 10-hour mission into the remnant of Hurricane Felicia at Hickam Air Force Base, Hawaii, in August. Hurricane Felicia reached peak strength as a category 4 storm with sustained winds of more than 145 mph. (Staff Sgt. Mike Meares)



Members of Marine Air Group 29 out of New River, N.C., landed at Patrick Air Force Base, Fla., May 12 in three CH-53E Super Stallion Helicopters to iron out training issues for the week with Airmen from the 920th Rescue Wing. The unit will be deploying with wing pararescuemen later this year to the Horn of Africa to provide search and rescue support for the region. The two services honed their skills by conducting various types of training that will help them work in unison. The training also included some air-to-air refueling with the HC-130P/N Hercules squadron at Patrick. (Master Sgt. Chance Babin)



U.S. Air Force Master Sgt. Aaron Scott, a boom operator from the 336th Air Refueling Squadron, fills out paperwork during an aerial refueling mission in the skies over Arizona. The 336th ARS is part of the 452nd Air Mobility Wing at March Air Reserve Base, Calif. (Master Sgt. Rick Sforza)



Representing the 477th Fighter Group, the Double Deuces carry a 200-pound dummy during the litter carry event at the 2009 Hero Games in downtown Anchorage, Alaska. From left are Lt. Col. Dave Piffarero, Tech. Sgt. Jorge Mendoza, Staff Sgt. Spencer Walcott and Staff Sgt. Danielle Foster. The Air Force Reservists are assigned to Elmendorf Air Force Base, Alaska. (Staff Sgt. Andrea Knudson)



An aircrew from Air Force Reserve Command's 729th Airlift Squadron, March Air Reserve Base, Calif., prepares to off-load an FBI rapid deployment team and vehicles from a C-17A Globemaster III aircraft at Ramey Airfield, Puerto Rico. FBI agents took part in Patriot Hoover 2009, a large-scale air mobility exercise involving AFRC and Puerto Rico Air National Guard units. (Master Sgt. Rick Sforza)

Round the Reserve

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

Beale Unit Officially Named 940th Wing

Air Force Reserve Command has one less air refueling unit with the redesignation of the wing located at Beale Air Force Base, Calif.

Maj. Gen. Frank Padilla, 10th Air Force commander, presided over a ceremony July 11 re-designating the 940th Air Refueling Wing as the 940th Wing. He lauded wing Reservists for embracing their new mission and for their commitment to the Total Force Integration initiative.

"No one has been better than the 940th Wing, teamed with the 9th Reconnaissance Wing, to embrace change and to embrace the total force initiative," General Padilla said. "It has become AFRC's showcase for TFI."

The wing is the first in the command "to embrace the combat capabilities in four major core TFI areas: distributed ground system; high-altitude intelligence, surveillance and reconnaissance; air operations center; and Air Force forces operations."

General Padilla said the 940th WG will continue to evolve as mission requirements change.

"It was an act of wisdom to call it the 940th Wing instead of naming it a reconnaissance wing, command and control wing or ISR wing because we are not constrained by limitations," General Padilla said. "Our wing will be able to grow and respond to our country's Air Force missions and requirements, and I am very proud of that."

Col. Jeffrey Mineo, 940th WG com-

mander, thanked members of the wing for embracing the new missions.

"Today has a twofold purpose: One is to mark progress on the path to transformation, but we also have to recognize that today commemorates our proud heritage and traditions from over 35 years of history and of safe flying," Colonel Mineo said. "There has been no class A mishaps around the Sacramento area. That is a marvelous achievement."

Colonel Mineo asked Airmen who had served with the 940th when it was at both Mather and McClellan AFBs in California to stand and be recognized for their accomplishments and the tradition they bring to the new wing. The wing moved from Mather to McClellan in 1993 and from McClellan to Beale in 1998.

"These people have pioneered the change for us to get us to the point where we are today," Colonel Mineo said. "I relied on these people to carry us through a difficult time."

Although changing from a KC-135 air refueling mission has been difficult, Colonel Mineo said the 940th Airmen have stepped up to ensure success of the wing's new missions.

"In the year and a half that I've been here, I have seen the folks do some amazing things," he said. "I am truly humbled to be part of this major milestone in the history of the 940th." (Tech. Sgt. Luke Johnson, 940th WG public affairs)

Pope's Puns



CARTOON BY RETIRED MASTER SGT. W.C. POPE

Members of 477th Fighter Group connect with unit's past

By Maj. Cary McPartlin

Ten members of the 477th Fighter Group from Elmendorf Air Force Base, Alaska, met living history at the Tuskegee Airmen's 38th annual convention Aug. 6-9 in Las Vegas.

The Tuskegee Airmen were the first American black military pilots and crewmen to serve during World War II. They got their name from Tuskegee, Ala., where they received their training. Several of the original Tuskegee Airmen, who fought enemies overseas and discrimination at home, attended the convention.

The event proved to be an incredible opportunity to blend the 477th's rich history with its exciting future.

The 477th FG traces its heritage back to these heroic aviation pioneers. The group was activated in 1944 as a Tuskegee Airmen unit. Originally, the 477th was a bombardment group. Members were trained and ready to deploy when the war ended. In addition, the group's 302nd Fighter Squadron was part of the 332nd FG, known as "The Redtails," another Tuskegee Airmen unit.

The 477th and 302nd were reactivated at Elmendorf AFB in October 2007 when the group became the Air Force Reserve Command's first F-22 Raptor unit.

For two days, the Elmendorf team was able to reconnect with five of the seven original Tuskegee Airmen who attended the 477th FG reactivation ceremony in October 2007. These included retired Col. Charles McGee, who holds the record for most combat sorties in three wars; retired Lt. Col. Robert Ashby, the first black pilot hired by Frontier Airlines; and retired Lt. Col. James Warren, the group's honorary commander.

They, along with other Tuskegee Airmen, shared their stories of courage, determination and unwavering human spirit to overcome all obstacles with today's 302nd and 477th fighting force.

Though she officially donned her first star in April, Brig. Gen. Stayce Harris, mobilization assistant to the commander of U.S. Africa Command in Stuttgart, Germany, had her pin-



Retired Lt. Col. James Warren, one of the original Tuskegee Airmen, shares photos and stories with Lt. Col. Dave Piffarero of the 302nd Fighter Squadron, Elmendorf Air Force Base, Alaska, at the Tuskegee Airmen's 38th Annual National Convention in Las Vegas. Colonel Warren is the honorary commander of the 477th Fighter Group at Elmendorf.

on ceremony during the convention. General Harris is the Air Force's highest-ranking black female aviator.

The 477th FG members joined hundreds of other Airmen — regular Air Force, Reserve and Guard — weaving conversations of current and future operations while paying tribute to the Air Force's historic legacy.

"It was great to be around the original Tuskegee Airmen again and see how their service and heroism impacted the course of our country," said Staff Sgt. Justin Lunn, 477th Maintenance Squadron. "Their example is still shaping the lives of individuals today, with General Harris as a case in point."

(Major McPartlin is chief of public affairs for the 477th FG at Elmendorf AFB.)

Reserve Recruiters Shatter Enlistment Record

Air Force Reserve Command recruiters recorded their 8,800th enlistment of the year Aug. 3, breaking the record for reaching their annual recruiting goal the fastest — a full two months before the end of the fiscal year.

The more than 400 men and women assigned to AFRC Recruiting Service had until Sept. 30 to make the goal. The achievement marks the ninth straight year recruiters have reached their annual target number for accessions.

"Our Air Force Reserve recruiters are fantastic," said Lt. Gen. Charles E. Stenner Jr., AFRC commander. "They have no peer and continue to impress me time and time again. Not only have they reached their target two months ahead of schedule, but this is the earliest they have ever reached

their goal in a fiscal year. My heartiest congratulations to all of them on a job, once again, extremely well done."

Enlistee number 8,800 was Trahelle Miro of Abilene, Texas, who was put in by Master Sgt. Michael Nienhaus stationed at Dyess Air Force Base, Texas.

Col. Joe Wilburn, commander of the Reserve's recruiting force, also saluted the achievement, which he said reflected the hard work and talent of Reserve recruiters.

"I am extremely proud of the efforts put forth by the recruiting team," Colonel Wilburn said. "This achievement is a direct reflection of the hard work and talent they put toward the task at hand. This year our goal was 10 percent higher than the previous fiscal year, but our recruiters were able to deliver well ahead of schedule."

In addition to smashing this year's goal, Reserve recruiters have far outpaced the previous year's numbers. On Aug. 3, 2008, their accessions totaled 7,498, more than

1,300 behind this year's result.

According to Senior Master Sgt. David Pierson, NCO in charge of production analysis at recruiting headquarters, the success can be attributed to a number of tools employed to help recruiters put people in boots.

"The automated lead system, good training, putting offices in the right places, putting people in the right zones — it all helps," he said.

The goal for fiscal year 2010, which began Oct. 1, was scheduled to be finalized and released in early September. (Tech. Sgt. Paul Flipse, AFRC Recruiting Service public affairs)

Officials Break Ground on New ARPC Building

History was made as officials broke ground on the Air Reserve Personnel Center's new headquarters building July 23 at Buckley Air Force Base, Colo.

F-22 Unit in Alaska Provides Theater Security in Pacific

By Staff Sgt. Jennifer Redente

Members of the Air Force Reserve's F-22 Raptor unit at Elemendorf Air Force Base, Alaska, deployed to Andersen AFB, Guam, in August to support the U.S. Pacific Command commander's theater security package mission in the Asia-Pacific region.

The Reservists, assigned to the 302nd Fighter Squadron, which is part of the 477th Fighter Group, operate and maintain F-22 aircraft belonging to the regular Air Force's 3rd Wing under a classic associate unit construct.

Lt. Col. Hubie Hegtvedt, 302nd FS commander, is one of eight pilots who volunteered for the four-month deployment to integrate with regular Air Force Airmen.

"Our Reservists typically volunteer to participate in these types of deployments for 40 to 60 days," Colonel Hegtvedt said. "This amount of time, on a recurring basis, is sustainable over the long term for our Citizen Airmen, their families and their civilian employers. Reservists understand, however, that they can be mobilized — put on active-duty orders — at any time for a much longer period to support contingency operations."

The Reservists wear the same patches as their RegAF counterparts, seamlessly train together and, if required, will fly combat missions with them anywhere in the world.

"You wouldn't know that we're Reservists, and that's the way we want it," Colonel Hegtvedt said. "Our pilots and maintainers uphold the same stan-



STAFF SGT. ADAM RICHTER

Eight pilots from the 477th Fighter Group at Elemendorf Air Force Base, Alaska, one of two F-22 units within the Air Force Reserve, deployed to Guam in August for four months to support the U.S. Pacific Command commander's theater security package mission in the Asia-Pacific region.

dards of excellence as our active-duty partners. We bring experience and continuity to the fight. The vast majority of our Reservists have extensive active-duty experience, and we don't have the typical two- to three-year personnel turnover as the active-duty force."

The colonel said that being deployed in the Pacific region is a great training opportunity and provides a chance to build on the already strong relation-

ships that have been developed while working together at home station.

"The training air space here is ideal for us to exercise the full capabilities of the Raptor," he said. "We've also had the opportunity to get some night training, which is virtually impossible to get in Alaska this time of year due to the extended daylight hours." ★

(Sergeant Redente is assigned to the 36th Wing public affairs office at Andersen AFB.)

Realignment and Closure Commission in 2005.

ARPC was established in 1953 in Denver. In 1976, the center was moved to the former Lowry AFB, where it has been for the last 33 years.

"ARPC has been through a history of change," General Stenner said. "Throughout that history of change, you see a legacy of service at ARPC."

The new headquarters will allow ARPC's work force of more than 400 military and civilian employees to continue providing personnel services to nearly 1 million Air Force Reservists, Air National Guardsmen and retirees.

"What a good day for ARPC, AFRC, the Air National Guard, Buckley Air Force Base and the city of Aurora," said Brig. Gen. Kevin Pottinger, ARPC commander. "This is what we call total force." (Mike Molina, ARPC public affairs)

Survivor Benefit Plan Offers Financial Stability

In unsettled economic times, Citizen Airmen may be comforted knowing they have Reserve retired pay waiting for them and their dependents.

But unless Reservists elect to participate in the Reserve Component Survivor

Benefit Plan, retired pay stops upon their death.

The Air Reserve Personnel Center in Denver sends RCSBP information and election packets to Guard and Reserve Airmen with 20-year notification letters by certified mail. By law, Airmen have 90 days from receipt of the packet to make their election and return the form to ARPC.

"If they don't, we make the decision for them," said Senior Master Sgt. Teri Baty, ARPC's personnel program management superintendent. "We select option A for Airmen without dependents and option C for Airmen with depend-

ents. If that's not the selection for you, we must receive your election forms."

Sergeant Baty said she often sees situations in which Airmen fail to change their beneficiaries after a major life event such as marriage, remarriage, divorce, birth of a child or death of a beneficiary.

"After a major life event, they have one year to change their RCSBP election," Sergeant Baty said. "If they miss that window, their original election stands. We cannot change it."

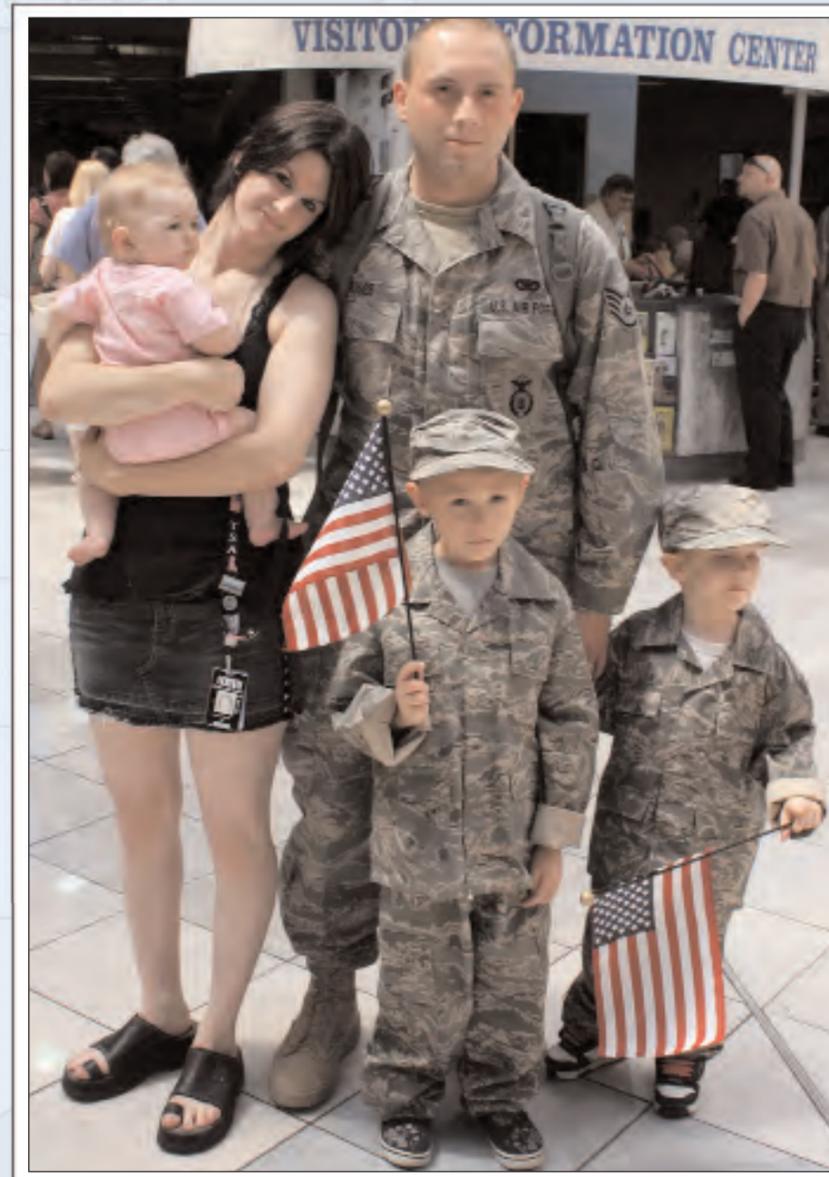
These scenarios happen way too often, she said. In fact, in July alone, Sergeant Baty's office received six inquiries from survivors who thought they would

receive some amount of the retired pay after an Airman died.

"It's tragic, but there's not much we can do for them," she said.

RCSBP provides three coverage options. Option A allows Airmen to not participate in the plan. If they live to draw retired pay, they are given another opportunity to enroll. Airmen can defer an election by selecting option A on Defense Department Form 2656-5, "Reserve Component Survivor Benefit Plan Election Certificate."

Option B is deferred annuity. This option provides coverage for an annuity to begin upon the member's original eli-



RETURNING HOME FROM IRAQ — Staff Sgt. Adam Moses of the 445th Security Forces Squadron waits in the baggage claim area at the Dayton International Airport, Ohio. Joining him are his wife, Sheila, and his children (left to right) Rayvin, Dante and Kain. Sergeant Moses was one of 12 Reservists from Wright-Patterson Air Force Base, Ohio, to return home after six months at Kirkuk Regional Air Base, Iraq. "Kirkuk is where the Air Force Reserve has been providing the majority of the security forces supporting the installation," said Master Sgt. John Koehl, 445th SFS first sergeant. The 445th Airlift Wing has about 100 Airmen deployed at any given time and about three-fourths of them are in Iraq or Afghanistan.

STACY VAUGHN

gibility to draw retired pay — usually at age 60 — if the Airman dies before the eligibility date.

Option C is an immediate annuity. It provides an annuity that begins immediately, regardless of the Airmen's age at the time of death. For example, if option C is elected at age 45 and the Airman dies at age 47, the beneficiary would receive the annuity effective the day after the Airman's death.

"It's a complicated decision," Sergeant Baty said. "Counselors are here to assist members in making the election that best suits their needs and circumstances. If they have any questions, they should call the contact center and ask to speak to an RCSBP expert."

More information is available at <http://www.arpc.afrc.af.mil/library/factsheets/factsheet.asp?id=8307>. Airmen are encouraged to contact their local military personnel flight or the contact center at 800-525-0102 with questions. (Senior Master Sgt. Kelly Mazezka, ARPC public affairs)

Conversion to Paperless Records Continues

The Air Reserve Personnel Center in Denver reached an important milestone Aug. 4 when the last paper copy of a unit personnel record from an Air Force Reserve unit was electronically scanned.

During the year-long conversion project, employees at the center scanned a

total of 54,649 paper records. The conversion means traditional Reservists and individual mobilization augmentees can view the documents from their unit personnel record group on the center's secure Web site.

"The advantage of this is that Airmen can see their own records online," said Master Sgt. Lina Revis, quality assurance evaluator in ARPC's Directorate of Records Quality Management. "Even if members are deployed, they have access to their records."

The records in the unit personnel record group are an Airman's history of personnel information, including awards and decorations, officer and enlisted performance reports, Servicemembers'

Group Life Insurance forms, and education information. Air Force Reserve units from 39 bases throughout the Air Force sent their records to ARPC.

Although the conversion of the unit personnel record group for traditional Reservists and IMAs is complete, the work at ARPC continues.

The next phase of record scans will include more than 100,000 records of individuals who have separated or retired or who belong to the Individual Ready Reserve.

"It's pretty significant," said Jackie Bing, director of ARPC's records quality management. "The electronic record is the goal. It's the future. ARPC is doing its part to address that goal." (Mike Molina, ARPC public affairs)

Reservist Gets Ball Rolling on Donations for Air Force First Sergeants Monument

The Air Force First Sergeants Academy at Gunter Annex, Ala., is in the process of developing a monument to honor the work and dedication of Air Force first sergeants, said the academy's director of education.

Senior Master Sgt. Michael Bellerose said the monument will consist of two life-sized statues of first sergeants, one male and one female, and the statues are currently being cast in Oregon.

They will cost \$40,000 each and will be placed on a granite diamond-shaped pedestal that will have the history of first sergeants engraved around the edge.

Sergeant Bellerose said an Air Force Reservist, Master Sgt. Charles Spruill of the 94th Airlift Wing at Dobbins Air Reserve Base, Ga., made the initial donation, in the amount of \$1,000, toward the monument in May while a student at the academy. As of Aug. 10, more than \$52,000 of the \$90,000 goal had been collected.

Sergeant Bellerose said the "lion's share" of money collected for the project has come from the sale of diamond-shaped bricks with the donor's name for placement at Gunter's Enlisted Heritage Hall museum. He said an e-mail to all first sergeant councils around the world asking them to purchase a single brick has been very successful with a "great response" from active-duty, Air Force Reserve and Air National Guard members. The bricks are sold in two sizes, small for \$300 and \$600 for large.

Bill Chivalette, the Enlisted Heritage Hall museum curator, said the museum has a nice spot for the monument next to the original Enlisted Heritage Hall museum sign, which already has lighting for night-time viewing. He said when Sergeant Bellerose first approached him about doing something for first sergeants, their discussion led to the monument.

"Sergeant Bellerose asked about raising money, and Chief (Rick) Fanning (Enlisted Heritage Research Institute director) and I gave him some tips," Mr. Chivalette said. "Of course, being a former first sergeant, Chief Fanning jumped at the chance to help."

For more information, or to make donations, call Sergeant Bellerose at DSN 596-2900 or e-mail him at michael.bellerose@maxwell.af.mil. (Carl Bergquist, Air University public affairs, Maxwell AFB) ★

It's Your Money

By Ralph Lunt

SGLI enrollment a no-brainer

I'm a financial guy, so when I see articles about investments and insurance, I typically read them. Recently I saw an article and a related e-mail about troops not participating in Servicemembers Group Life Insurance, SGLI.



My reaction to the headline was skeptical. I'm thinking to myself, whoever wrote this must have had to toss something together to meet a deadline.

I mean, for less than a buck a day, who wouldn't have SGLI? Then I saw the numbers!

You have got to be kidding me! According to the Air Reserve Personnel Center, there are thousands and thousands of Reservists out there who either don't have coverage or have something less than the full amount. What gives?

All of you who can guarantee your date and cause of death, please step forward. Seeing none, I'll ask that you report to my office with a letter detailing your reasons for not having SGLI. I will sign my concurrence to the following explanations:

- I am independently wealthy and have no debt. In the event of my untimely demise, my family will not have to move from our house, my children will not be denied education, and my parents or spouse will not suffer any financial hardship. I know this to be true, as I have spent numerous hours reviewing multiple Monte Carlo scenarios incorporating various growth and inflation rates.

- I have a substantial amount of life insurance purchased in the private market that will address all my families' insurance needs well into retirement. I have the premiums automatically paid from my bank account, and I have ensured that my policies do not have war clause exclusions.

Now, of course, I have no authority to have anyone report to my office, but I hope you get my point. SGLI is one of the best benefits we have as Reservists. It is a very low-cost, hassle-free way to offer your family protection and you peace of mind!

I urge you to ask your buddies if they have it. If they answer no, I'd come back with a why not? Our families put up with enough with our absence for duty. There is no reason they should suffer if we never come back. ★

(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.)

March Airmen participate in special 'Price is Right' show

By Master Sgt. Linda Welz

U.S. service men and women from all branches of the military formed up at CBS Studios in August for the taping of an all-military audience on "The Price is Right." This episode of the popular TV game show hosted by Drew Carey is scheduled to air on Veterans Day, Nov. 11.

Twenty-one Airmen from the 452nd Air Mobility Wing, 163rd Air Refueling Wing and 4th Air Force at March Air Reserve Base, Calif., joined Airmen from Los Angeles and Edwards AFBs to form Team Air Force.

The big prize winner on the show was 2nd Lt. Brandi Hicks, chief of personnel readiness for Los Angeles AFB.

"Even if I never made it on stage, the experience was great," she said. "For me, that was the icing on the cake."

When they arrived at the studios, the guests were served a Mexican-style buffet lunch by studio personnel. After lunch, they lined up according to the numbers they were given, filled out necessary paperwork and met the producer for a short screening.

Lieutenant Hicks said the producer asked her how she was.

"Outstandingly wonderful — a normal response from me, just ask," she said. "He asked me where I worked. We joked, and then he said, 'Everyone else should leave because it's all about her!' I said (with a big grin), 'Sir, now you



MASTER SGT. LINDA WELZ

Tech. Sgt. Freemont Dea completes a short questionnaire as he waits in line for the Aug. 11 taping of "The Price is Right" in Los Angeles. The show will air on Veterans Day, Nov. 11.

understand.' It was a fun conversation. I just never really thought it would get me picked!"

The guests were ushered into the studio and seated according to their service branch. After a few minutes for warm up by the announcer, Mr. Carey came out and the show began. Four names were called to "come on down" to be the first four contestants.

"I was ecstatic to be called, but trying to guess prices is harder than it seems,

especially when you are guessing for things you have no idea about," Lieutenant Hicks said. "And the wheel is as hard to spin as it seems, but I went there to have fun. If you can't have fun, what's the point?"

Tech. Sgt. Freemont Dea, NCO in charge of the immunization clinic in the Air Force Reserve's 452nd Aerospace Medicine Squadron, had fun, especially when they called his name. He jumped from his seat at the rear of the studio and made his way down to contestant's row.

"I was shocked and surprised since the odds were against me being picked," he said. "My eyes did a double-take when I saw my name on the cue card."

Although he didn't make it on stage, Sergeant Dea said his experience taught him he doesn't shop enough to understand how much things cost these days.

"My first bid was over," he said. "Hence, to my demise, I made the mistake of bidding too conservatively on the next three prizes. I should have gone with higher bids at the risk of going over."

In the end, Team Air Force had a lot to cheer about as one of its own won the final showcase. As Lieutenant Hicks climbed behind the wheel of her new car, all of Team Air Force flooded onto the stage to help celebrate her win. ★

(Sergeant Welz is assigned to the 4th AF public affairs office at March ARB.)

PROVINCIAL RECONSTRUCTION TEAMS

Reservists playing major role in effort to rebuild Afghanistan

By Carlos Abalo

In Afghanistan, a country that has been torn apart by wars for centuries, Air Force Reservists are major players on the provincial reconstruction teams that are helping to take this battle-torn nation from rubble and create a modern country — village by village, town by town and city by city.

PRTs are small, joint civilian-military teams that work with local leaders in various areas of Afghanistan. Their main objective is to strengthen the reach and enhance the legitimacy of the central government in outlying regions of the country. To achieve this objective, PRTs and local leaders work closely with the U.S. State Department, the United Nations Assistance Mission for Afghanistan, the U.S. Agency for International Development, and various non-government organizations and international associations.

The first PRT in Afghanistan was created in Gardez, about 60 miles from Kabul, in December 2002. Today, there are 20 teams, including six each led by the U.S. Air Force and Navy. Air Force Reservists serve on a number of these 60- to 90-person teams, providing a safe and secure environment to help facilitate rebuilding efforts.

“Our teams are making a difference every day,” said Maj. Gen. Alfred



(Above) Members of a provincial reconstruction team and volunteers unload a 5-ton truckload of humanitarian assistance food supplies near Abdara, Afghanistan. (Right) Air Force Reserve Lt. Col. Mark Heiser, current commander of the Kapisa/Parwan PRT, shakes hands with a village elder while his Army interpreter looks on.



Flowers, commander of 2nd Air Force, Keesler Air Force Base, Miss., the organization responsible for getting Air Force members trained for PRT missions. The 602nd Training Group (Provisional) at Keesler handles command and control for Air Force members. The Army's 189th Infantry Brigade at Fort Bragg, N.C., is responsible for providing all combat skills training. The 189th conducts much of the teams' pre-deployment training at Camp Atterbury in Indiana.

PRTs are critical to the successful reconstruction of Afghanistan, General Flowers said. They strive to strengthen the legitimacy of the central government by facilitating provincial development, establishing enduring security and working hand in hand with the Afghan people throughout the reconstruction process.

"PRTs are comprised of Airmen with various AFSCs (Air Force specialty codes), each with a specific task under a common objective," the general said. "The three service components, with active-duty, Reserve and National Guard personnel, join together to accomplish provincial goals. This is a synergistic organization where the whole team is greater than the sum of its individual parts."

PRTs serve as the "eyes and ears" and



Reserve Maj. Kurt Workmaster checks the blood pressure of an elder in the Paryan District during a recent PRT medical civic action program mission.

TECH. SGT. JOHN CUMMER

The varied PRT mission sets routinely take the teams "outside the wire" so they can interact with locals, train law enforcement officials, conduct quality control of construction projects, provide material assistance and humanitarian relief, perform information operations, mentor and partner with government officials to provide services to the people in the form of roads, schools, irrigation and health clinics, and deal with all aspects of civil society.

As part of a large international rebuilding effort, PRTs assist many agencies, but one in particular they work very closely with is the U.S. Agency for International Development. USAID is an independent federal agency dedicated to delivering services to the outlying areas of Afghanistan. USAID has built more than 680 schools and donated more than 60 million textbooks to Afghani schools. In addition, the organization has created an accelerated learning program that has helped educate more than 170,000 students.

"These interagency partners are vital to the success of the PRTs," said Air Force Reserve Lt. Col. Eric Hommel, commander of the PRT Panjshir. "Simply put, we could not do what we do without the talents we, both military members and

civilians, bring to the mission."

As a PRT commander, Colonel Hommel is responsible for building and leading a team made up of a diverse group of people.

"The PRTs are comprised of multiple operational specialties across the Air Force and Army," he said. "In addition, our teams are made up of Airmen and Soldiers from many different military bases. In essence, we have to take individuals, bring them together in an unfamiliar environment, teach them unfamiliar tasks and create a functioning team."

Colonel Hommel is one of three Reserve lieutenant colonels who have completed the rigorous training program required of PRT commanders.

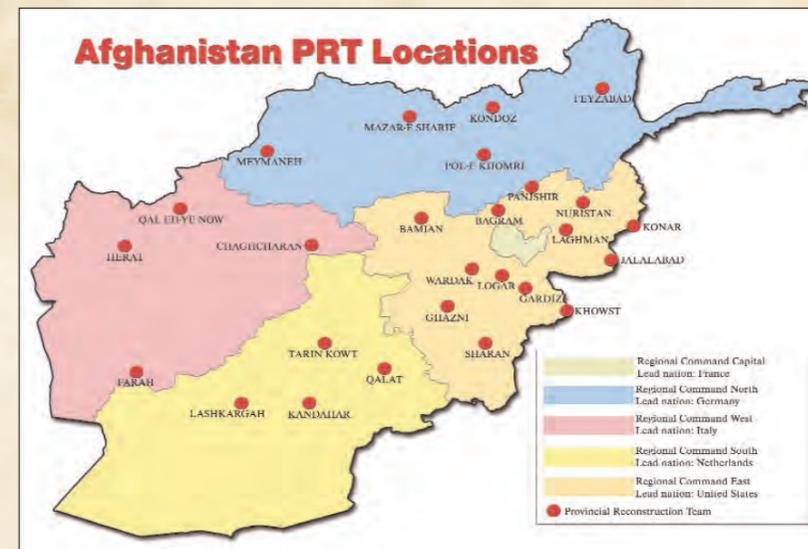
"I am proud we selected and trained three Air Force Reserve officers to serve as PRT commanders," General Flowers said. "This is a great example of Total Force Integration throughout the Air Force and armed services."

"You will see the same level of professionalism from these individuals as you would from any other deployed service member. They will receive the same support as any active-duty commander while in the AOR (area of responsibility). You will not be able to differentiate between teams with Reserve leaders and those with active component officers. As a Total Force, we are truly one team fighting one war."

PRT commanders must first go through an Air Education and Training Command-sponsored squadron commander's course before attending the Army's PRT commander's course. After finishing the Army course, they go to the AOR to shadow the commander they will be replacing and receive some hands-on training. They then return to the United States and train for three months with their team members at Camp Atterbury.

"What my team and I experienced during the training was a mixture of some excellent weapons and basic soldiering skills and some lackluster attempts at realistic training scenarios," Colonel Hommel said. "Many times the onus of training fell on the team itself. My team did a great job of taking the initiative and conducting hip-pocket training."

General Flowers and his team are constantly looking at ways to improve the training PRT members receive. One area



they are concentrating on now is the language barrier.

"Pashto and Dari are difficult languages for our Airmen to use and learn," the general said. "This is just one area we are researching to determine an appropriate way forward to better prepare our PRTs with language training."

"Additionally, we are moving to capitalize on experiences and lessons learned by embedding former PRT members in the cadre to train the next generation of PRTs. We are also working closely with the State Department to develop a program to individually interview key PRT team members, civilian and military, to refine training and improve effectiveness."

General Flowers and his team work so hard to improve PRT training because when they deploy, PRT members literally put their lives on the line every day. Throughout the years, several PRT members have lost their lives while helping to build a better Afghanistan.

"It is unfortunate when we incur losses," General Flowers said. "We do everything within our ability to minimize risks and take proper precautions while allowing the freedom to execute missions."

"The best thing we can do to protect our deployers is to ensure they are properly trained, equipped and prepared to deal with the most current enemy tactics, techniques and procedures. The 189th Infantry Brigade trains our PRT members, and they continue to do an outstanding job. Lessons learned from AOR

experiences have been incorporated into every new evolution of PRT training, and we can expect the same for future rotations."

Like with all Reservists who deploy, PRT members who leave home to perform a global humanitarian mission require family members with an open heart and mind. Families must be supportive and strong while service members are away for training and eventually deployment to a dangerous AOR.

"I'm very fortunate to have a family that understands the importance of the PRT mission and the reasons for the time and commitment to training," Colonel Hommel said. "As all of us know from previous deployments, the strength and the work of those left at home is essential to the success of deployments for the military members."

"My family has always served as my source of motivation. But, I also realize that I have other 'families' that motivate me during these times. I receive motivation from my Air Force Reserve family and as a citizen of the most benevolent country on earth. I'm truly honored and humbled to have this opportunity to lead some of the finest Americans on a mission to help the Afghan people take control of their lives in order to live free from fear and oppression." ★

(Mr. Abalo is a Palace Acquire intern working in the Headquarters AFRC public affairs office at Robins AFB, Ga. Also, Marco Finley, a summer intern at HQ AFRC, contributed to this story.)



Colonel Heiser and Lt. Col. John Pechiney, Kapisa/Parwan PRT commander from November 2008 through July 2009, pose with members of the Kapisa Provincial Council.



social networking

Reservists tweet, blog and post their way through cyberspace

By Lt. Col. Ann Peru Knabe

couple times a day, Master Sgt. Collen McGee logs onto the 433rd Airlift Wing's Twitter account and "tweets" updates to approximately 700 followers located throughout the world. Using the Twitter handle of "@AFRC_433," Sergeant McGee condenses messages to 140 characters, often including links to related Web sites.

Twitter is a free social networking and micro-blogging service that allows users to send and read tweets in real time. Sergeant McGee, who works in the wing's public affairs office at Lackland Air Force Base, Texas, has been tweeting, both personally and professionally, since February.

The Reservist's official wing updates vary. One day in early June, for example, she micro-blogged about the new command chief master sergeant, full-time jobs in the Air Force Reserve and ways to honor military dads on Father's Day. Each of her tweets included a link to a larger story somewhere on the Web. To further leverage the wing's messages, she provides an RSS feed of 433rd updates for her followers.

Sergeant McGee contends that using social media is a good way to reach audiences who are already interested in the wing.

"The mainstream media aren't always interested in what the Air Force thinks is cool," she said. "Many of these traditional media have taken hits in staffing, closed or simply aren't interested in our story. Social media give us a chance to talk directly to people who are interested. Social media also give us an opportunity to be real people with real personalities when we interact online."

Sergeant McGee isn't unique. Reflecting trends around the world, Air Force Reserve units and their Airmen are diving into the world of social media. Using Web 2.0 technologies as a backbone for communication, social media applications such as Twitter, Facebook, blogs and wikis emphasize two-way communication and relationship building. Many Airmen are recognizing the power of social media and taking advantage of their capabilities.

Facebook is one of the fastest-growing networks with more

than 200 million users around the world. The online community allows people to connect with others by sharing videos, pictures and updates. Reserve Airmen at all levels, as well as entire units, are using Facebook to build relationships and online communities. Reservists are connecting in Facebook's cyber realm on both a personal and professional level.

The 512th AW at Dover AFB, Del., recently started a "fan page" on Facebook. The page features photos from around the wing, 512th event notifications, notes and discussions. People who register as fans may post updates and comments. The fan page is open to anyone interested in what's going on with the wing. Still in its infancy, the site has about 80 fans but is growing daily.

"Our (Facebook) fan page is allowing us to connect with our Airmen in a less formal way," said Capt. Marnee A.C. Losurdo, wing chief of public affairs. "I think it also serves as a morale tool and is another way to get out the Air Force Reserve message."

Captain Losurdo said she plans on using the Web site to assist with recruiting.

"We'd like to interview Airmen in critical career fields and highlight

their service and why they serve," she said. "We're going to post two- to three-minute videos."

The public affairs officer said she weighed the merits of using Facebook and YouTube in her public affairs strategic plan.

"Our numbered air force public affairs team encouraged us to use social media and told us how we could use a broadband wireless internet card to access social media sites from the base," Captain Losurdo said, referencing current restrictions against accessing Facebook, YouTube and Twitter from most Air Force networks.

Other Reserve units, like the 403rd Wing at Keesler AFB, Miss., are embracing the use of social media. Lt. Col. Chad Gibson, the wing's public affairs officer, set up Facebook groups for the wing, the 53rd Weather Reconnaissance Squadron (home of the Air Force Reserve's Hurricane Hunters), the 41st Aerial Port Squadron, the 403rd Spouses Association and the 815th Airlift Squadron Flying Jennies. Each group also has a corresponding fan page on Facebook.

"THIS IS THE WAY TODAY'S GENERATION COMMUNICATES. IF WE WANT TO STAY RELEVANT AND IN THEIR LINE OF SIGHT, WE NEED TO JUMP INTO SOCIAL NETWORKING VENUES WITH BOTH FEET."

Lt. Col. Chad Gibson
403rd Wing public affairs officer

“This is the way today’s generation communicates,” said Colonel Gibson, as he explained his strategy to reach out to younger audiences. “If we want to stay relevant and in their line of sight, we need to jump into social networking venues with both feet. We live in an era of immediate response, and these social media venues offer instantaneous feedback. Air Force surveys show 93 percent of those Airmen born after 1990 have either blogged or have a Facebook page.”

The major’s wing commander, Brig. Gen. James Muscatell, encouraged him to explore social media tactics as a way to build communities and spread information. The general created his own Facebook site last fall after attending an Air Force conference on diversity. The general is also blogging on the 403rd WG group on Facebook.

Meanwhile, thousands of Reservists maintain personal Web sites, blogs and online community networks. While it is difficult to estimate the number of personal pages, it’s not easy to ignore the communication preferences of “digital natives,” or Airmen who are age 27 or younger.

To better reach these digital natives and other tech-savvy Airmen, Air Force Reserve Command is tweeting from the Twitter handle “@AFRC.” Updates include comments and related links on topical subjects like the new GI Bill, unit missions and other relevant information for Reservists.

Lt. Gen. Charles E. Stenner Jr., AFRC commander, is using social media tactics to reach new target audiences. The general

was a featured speaker during a bloggers’ roundtable coordinated by the Office of the Assistant Secretary of Defense for Public Affairs and Media Activity. He talked about his recent visits to Iraq and Afghanistan when he met with deployed Air Force Reservists. The conversation was reported in blogs and sites like Horizontal Rain and GlobalSecurity.org and is archived online at <http://www.blogtalkradio.com/bloggers-roundtable/2009/05/11/DoDLive-Bloggers-Roundtable-with-Lt-Gen-Charles-E-Stenner-Jr>.

In May, the 53rd WRS set a new standard in social media outreach with the Air Force’s first bloggers flight. Bloggers flew on one of the unit’s WC-130J Hercules aircraft. The flight was designed to give the bloggers a taste of what it’s like to fly on a military aircraft while educating them about the hurricane reconnaissance mission.

“The flight was a tremendous success,” Colonel Gibson said. “We had bloggers and national media cover our mission. It was really neat to build relationships with the bloggers — they were very bright individuals who had already studied our mission. All of the bloggers put their stories on Facebook and were tweeting before and after the flight. Because they are so connected to social networking, their stories spread to other Web sites. We expect to reap dividends in the years to come as we now have an ongoing communication and dialogue. The bloggers serve as a force multiplier, and their stories have an indefinite life span.”

guidelines for social media users

NO CLASSIFIED INFO Do not post classified or sensitive information (for example, troop movement, force size, weapons details, etc.). If in doubt, talk to your supervisor or security manager.

REPLACE ERROR WITH FACT, NOT ARGUMENT When you see misrepresentations made about the Air Force in social media, you may certainly use your blog, their’s or someone else’s to point out the error. Always do so with respect and with the facts. When you speak to someone with an adversarial position, make sure that what you say is factual and is not disparaging. Avoid arguments.

ADMIT MISTAKES Be the first to respond to your own mistakes. If you make an error, be up front about your mistake and correct it quickly. If you choose to modify an earlier post, make it clear that you have done so (such as by using the strike-through function).

USE YOUR BEST JUDGMENT Remember there are always consequences to what you write. If you’re still unsure, and the post is about the Air Force, discuss your proposed post with your supervisor. Ultimately, however, you have sole responsibility for what you choose to post to your blog.

AVOID THE OFFENSIVE Do not post any defamatory, libelous, vulgar, obscene, abusive, profane, threatening, racially and ethnically hateful, or otherwise offensive or illegal information or material.

AVOID COPYRIGHT Do not post any information or other material protected by copyright without the permission of the copyright owner. Also, consider using a Creative Commons license to protect your own work (see www.creative-commons.org for details).

TRADEMARKS — DON’T BREACH Do not use any words, logos or other marks that would infringe upon the trademark, service mark, certification mark or other intellectual property rights of the owners of such marks without the permission of such owners.

DON’T VIOLATE PRIVACY Do not post any information that would infringe upon the proprietary, privacy or personal rights of others.

AVOID ENDORSEMENTS Do not use the Air Force name to endorse or promote products, opinions or causes.

NO IMPERSONATIONS Do not forge or otherwise manipulate identifiers in your post in an attempt to disguise, impersonate or otherwise misrepresent your identity or affiliation with any other person or entity.

USE DISCLAIMERS Identify to readers of a personal social media site or post that the views you express are yours alone and that they do not necessarily reflect the views of the Air Force. Use a disclaimer such as: “The postings on this site are my own and don’t necessarily represent Air Force positions, strategies or opinions.”

STAY IN YOUR LANE Discussing issues related to your Air Force Speciality Code or personal experience is acceptable but do not discuss areas of expertise for which you have no background or knowledge.

LINK You may provide a link from your site to an Air Force Web site.
(Information taken from New Media and the Air Force brochure)

Video and photos are also being spread through social media networks. A quick search of YouTube reveals videos of the Air Force Reserve’s unique aerial spray and aerial firefighting missions. Reserve units and individuals have also posted thousands of videos on the free video exchange Web site. Flickr has also proven to be a popular venue for Reservists to post photos.

The 403rd has a Flickr site where Reservists have uploaded hundreds of photos about the wing’s unique weather mission. The 403rd’s Flickr series of Hurricane Ike photos was recently picked up by CNET and spread out from there to other online sources.

“This happened close to a year after the photos were posted,” Colonel Gibson said. “And once the photos were picked up on CNET, they became viral as other sites picked them up. And each time those images were posted, we had Air Force Reserve and our unit in the captions. That’s the exciting thing about social media — it’s sharing information with unlimited potential.”

Reserve units are also featured on wikis, which are community Web pages used to collect content about a particular subject. The most popular wiki is Wikipedia. AFRC has a Wikipedia entry, as do 38 individual units. The sites can be edited and modified by anyone with computer access and are

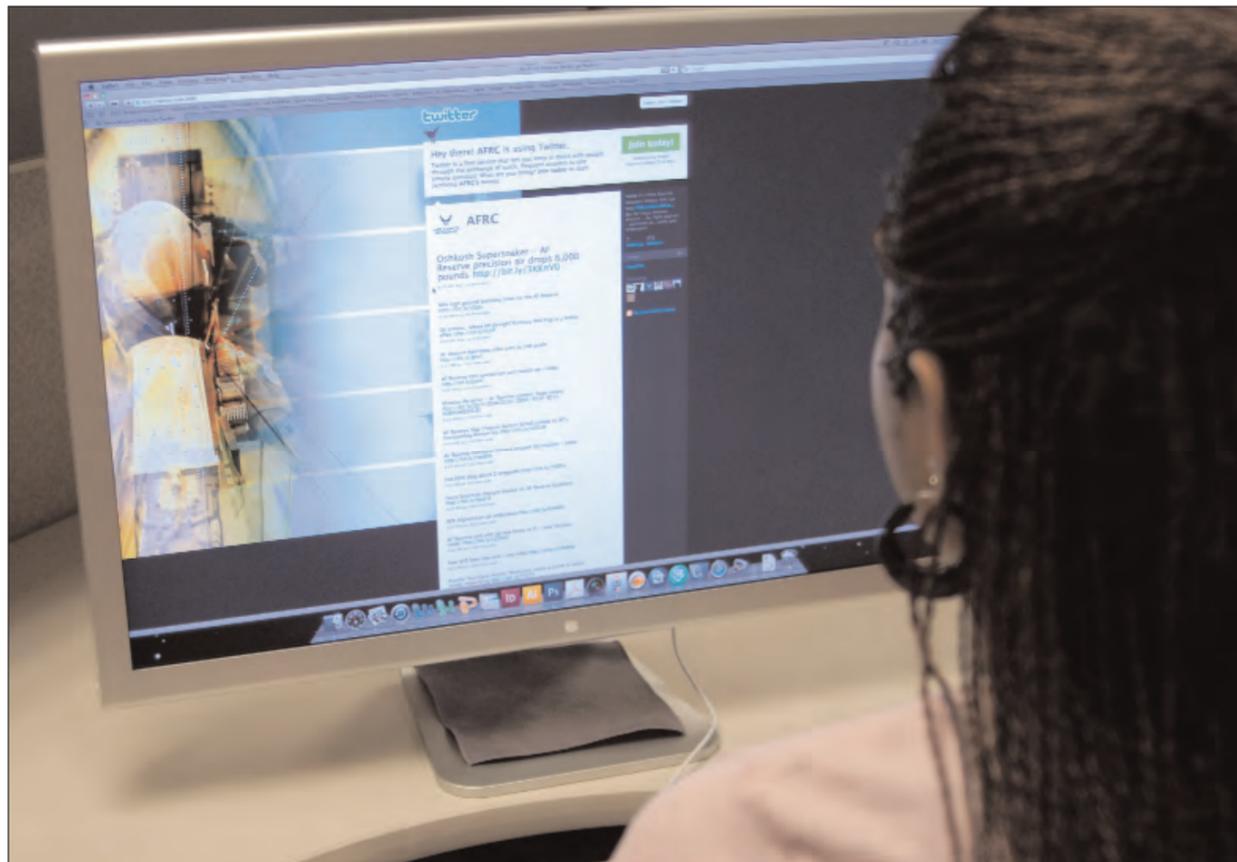
designed for knowledge sharing. The command’s Wikipedia site can be found at http://en.wikipedia.org/wiki/Air_Force_Reserve_Command.

LinkedIn, a career-focused networking site for professionals, provides a platform for Reservists to connect. Almost 2,000 LinkedIn users list either their past or present employer as the Air Force Reserve, and close to 5,000 users reference the Reserve on their profile in some way.

As Airmen continue to tweet away and post information online, the future looks promising for the Reserve’s use of social media.

“I don’t think social media is the answer to all of our communication problems, but they certainly can enhance other communication tactics and improve our ability to get the word out,” said Lt. Col Leslie Pratt, AFRC director of public affairs. “I think every Reservist, regardless of rank or status, can enhance the command’s messages to the public through social media.” ★

(This month, Colonel Knabe, who was formerly a traditional Reservist assigned to the 440th AW at Pope AFB, N.C., joined the individual mobilization augmentee program with an assignment in the Office of Air Force Reserve Directorate of Strategic Communication in the Pentagon.)



Reservists at a number of locations are using social media sites, like Twitter and Facebook, to spread information and reach new target audiences.

Following in His Son's Footsteps

Father of slain soldier volunteers to protect others who deploy

By Master Sgt. Shawn David McCowan

(Editor's note: This is the first of a three-part series about Staff Sgt. Francisco "Paco" Martinez, an Airman who's son was killed in Iraq, and how he plans to honor his son's life by protecting others who deploy.)

In June 2008, Air Force Reserve Staff Sgt. Francisco "Paco" Martinez was finalizing family arrangements before he was to deploy to Iraq. Deployments into strange and dangerous environments are difficult for any Airman. However, this deployment was going to be especially tough on Sergeant Martinez. He was about to go to the same place where his son had recently died.

His son, Francisco "Paquito" Martinez, was an Army sniper, and he was just days from being sent home from a deployment to Iraq. His unit was escorting a reporter when it came under fire from an Iraqi sniper. Paquito was mortally wounded in the attack.

In joining the Army, Paquito was following in his father's footsteps. Paco became a Soldier in 1982 and served for two years before transferring to the regular Air Force, where he worked as a security forces specialist until 1991. At that time, he separated and took a computer networking job with IBM.

Father and son were very close, and Paco found it hard to see Paquito deploy. But he understood his sense of duty to protect the country the way his father did.

"I spent a lot of time looking at pictures of my son when he first left, and we kept in touch as often as possible," Paco said. "We wrote quite a few letters and had many chats across the miles. When I lost him, I started looking at those letters and photos again, but in a different way. It was hard to accept."

Paco was in a daze for weeks after losing his son. They were like best friends and shared news from their day as well as a common interest in computer technology.

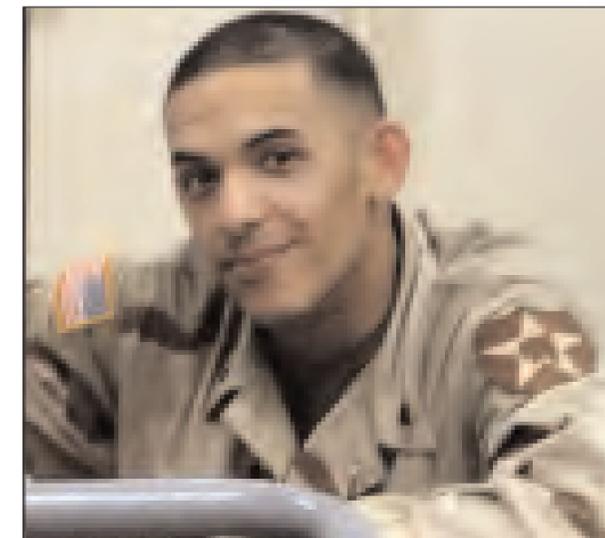
"Some weeks before he was scheduled to come home, he started getting quieter in our e-mails and chats," Paco said. "His time in a war zone was starting to get to him. He couldn't express it, but I could tell. It was time for him to come home."

His son's death was well-documented. A reporter was on the scene, and many news organizations contacted Paco soon after the story broke to the public.

"I could barely stand to think about it, let alone talk to the news people," he said. "But on the other hand, I wanted his story to be told so his death wouldn't be in vain. I know that God allows everything to happen for a reason. Other parents need to know the dangers and struggles their kids experience and how blessed they are when their children come back through the door."

That was when Paco had a revelation. He needed to go to Iraq in place of his son. At first his family wasn't supportive of his decision. But Paco knew what he had to do.

"Of course revenge crept into my mind," he said. "My son



Air Force Reserve Staff Sgt. Francisco "Paco" Martinez, left, volunteered to deploy to Iraq, the same place his son, Army sniper Francisco "Paquito" Martinez, above, was killed in combat. The elder Martinez chose to deploy to "make sure everyone else's sons and daughters come home safely."

was killed there. But revenge is God's job. I was blessed with a wonderful son who served his country and is now in Heaven. My job was not to hurt those who took him away. ...

"My job was different. I needed to do what other parents (in similar circumstances) couldn't do. I needed to go over there and, by doing my job, make sure everyone else's sons and daughters come home safely."

But leaving wouldn't be easy. Paco's daughter, Monica, was very nervous about her father leaving. She was deeply affected by the loss of her brother, since Paquito was many years senior to her. She knew her brother to be very gentle and caring and didn't understand why anyone would want to kill him.

"It was tricky explaining things to Monica," Paco said. "She was very afraid that she'd lose her father, too. When I went to training, she asked me if I would ever be coming home."

Despite the uneasiness his decision created among members of his family, Paco took comfort in the importance of his service.

"I knew the Lord would bring me home safely," he said. "I understood the cause of my son's death, and I knew some good could come of it. I just had to go there and do my job."

Paco deployed in early July 2008 and was scheduled to return in early January. ★

(Sergeant McCowan is assigned to the 301st Fighter Wing public affairs office at Naval Air Station Joint Reserve Base Fort Worth, Texas.)



ALL MAPPED OUT

Geographic software helping AFRC users make better decisions

By Gene Vandeventer

In the 1850s, London was hit by a huge cholera epidemic that was quickly spreading out of control. Thousands died, but thousands more were saved because of the quick thinking of a physician named John Snow.

In perhaps one of the earliest examples of the practical use of geographic information, Dr. Snow used a map to pinpoint the exact locations where new cholera cases were occurring and was able to quickly see where the majority of the cases were clustered. From this information, he was able to find the source of the outbreak, a contaminated water pump handle. He had the handle replaced and helped terminate the epidemic.

Throughout history, man has relied heavily on maps. Thousands of years ago, in Babylonia and China, primitives used crude maps to highlight animals that were hunted, crop field locations and irrigation sources. As man took to the seas, map makers were considered national treasures as their navigational charts and ocean maps led to new world discoveries. The map makers' drawings were highly valued items for both commercial and military purposes.

Today, technology has taken cartography from the primitive drawings and symbols on pre-historic cave walls to computer-based, multi-spatial presentations that can be shared by millions of people with the stroke of a key.

Throughout Air Force Reserve Command, workers are using maps in innovative and exciting new ways every day, thanks in large part to the Geographic Information System. GIS is com-

puter software that links geographic information — where things are — with descriptive information — what things are. Developed in the 1970s, GIS was mostly housed on large computers and not readily available to the general public.

However, beginning in the 1990s, with the explosion of personal computers in homes and internet availability, GIS software became readily available and is now used by businesses and governments all over the world.



Geographic Information System analyst Bill Moore provides customers with operational evaluations that help them make informed decisions. Here, Mr. Moore tracks Atlantic hurricanes and their projected routes.

With GIS, layers of information can be presented as particular themes or features on a map. For example, one theme may show all the railroads in a particular area. Another may show all of the airports, and yet another may show the area's electrical grid. These themes can be laid on top of each other or turned on and off depending on the user's needs.

At AFRC, civil engineers, recruiters, agile combat support specialists, members of the crisis action team and workers in a host of other divisions are using GIS on a daily basis to help them make educated decisions based on visual facts.

GIS technology helps civil engineers in just about everything they do, from construction planning and land surveying to analyzing environmental impact.

"AFRC is using GIS beyond the traditional two-dimensional workspace," said Sherman Green of AFRC's Installation and Mission Support Programs Division. "We're capturing and processing data in a three-dimensional environment."

Three-dimensional GIS products are helping AFRC's civil

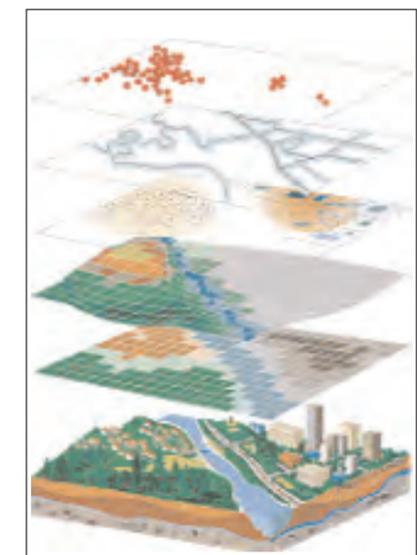
engineers more accurately calculate interior facility space within buildings. Square footage and cubic feet determinations can be easily calculated and displayed on a GIS map, helping painters, for example, determine how much paint will be needed for a particular interior space.

The command is also using GIS to capture horizontal and vertical data related to utility systems. With this 3-D analysis, engineers can more accurately calculate the length of water lines needed for a job or which heating and air conditioning system will work best in a particular space.

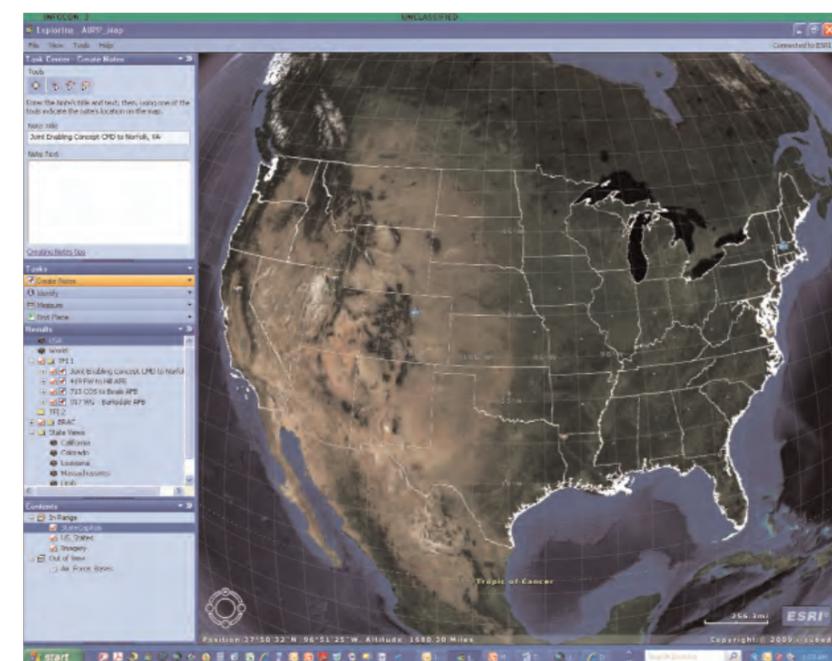
At Westover Air Reserve Base, Mass., Fire Chief Charles Van Gorden and officials from the state's regional fire departments use GIS to track equipment capabilities, water supply issues and terrain subtleties so they are better able to respond to fire emergencies.

At AFRC headquarters at Robins Air Force Base, Ga., members of the crisis action team use detailed GIS imagery that highlights such things as projected hurricane tracks, wild fire wind direction forecasts and flood zones based on elevation. These geographic illustrations help team members make more informed decisions regarding equipment and personnel evacuations.

But GIS is not just a management tool to be used by emergency responders and civil engineers, according to Lt. Col. Harold "Bo" Newhouse of AFRC's



With GIS, layers of information can be presented as particular features on a map.



Using powerful software like the Environmental Systems Research Institute's ArcGIS Explorer, an operator can visualize the relationship between many different features or data.

Installations and Mission Support Directorate.

"GIS has many applications," he said. "It can pinpoint the home addresses of Reservists for a commander's use in emergency notifications, or it can help identify population areas where recruiting leads are generated in substantial numbers."

Senior Master Sgt. Dave Pierson from the AFRC Recruiting Service is a big proponent of GIS.

"Recruiting uses a GIS mapping program that allows all leads received from the Web to be automatically routed to their local recruiter based on their address," Sergeant Pierson said. "Each recruiter has a specific area or zone he is responsible for. Also, the GIS program helps in evaluating a particular area for recruiting propensity and population information."

In the area of homeland defense, GIS has helped open up a connectivity that goes beyond the Air Force, Colonel Newhouse said. The Integrated Command Analytical Viewer united homeland security mission partners through an integrated, Web-based architecture for information dissemination, analysis and visualization. The iCAV suite of Web-based viewers, operated by the Department of Homeland Security,

provides a geospatial context for situational and strategic awareness across the nation and around the globe to help people better prepare for, prevent, respond to and recover from natural and man-made disasters.

The iCAV system exchanges static and real-time information between federal, state, local and other homeland security partners.

"We have made a quantum leap forward in this area — being able to share GIS platforms and programs already in existence throughout U.S. governmental services," Colonel Newhouse said.

Bill Moore is a GIS analyst at AFRC headquarters who is working to make access to the system as simple as possible for people throughout the command.

"We want the wing commanders and their units to be able to access information pertinent to their survivability and mission accomplishment in a quick and easy way," he said. "GIS technology has been out there for some years. Now it is time we make the best use of this decision-making enhancer for the betterment of the command." ★

(Mr. Vandeventer is assigned to the Expeditionary Combat Support Division of the Installations and Mission Support Directorate of Headquarters AFRC, Robins AFB.)

CONTINUUM OF SERVICE

Initiative seeks to facilitate movement within various programs

By Bo Joyner

(Editor's note: This is the third in a series of three articles on force management and development. Previous articles discussed education and training, and joint service opportunities. This article focuses on continuum of service.)

Dennis M. McCarthy, assistant secretary of defense for reserve affairs, uses the analogy of a circuit breaker to describe the Cold War approach to military service that is still being used to this day: The switch is either on or off, an individual is either active or reserve — on or off active duty. There is no in-between.

Carrying his analogy further, Mr. McCarthy's vision is to replace the outdated circuit breaker with a rheostat, a device that allows for easily adjusting the personnel flow among all of the Total Force components — regular, guard, reserve and civil service.

"We must replace today's blunt manpower instruments with a kit of flexible, precise tools that allows reserve members to move back and forth along a continuum of service that reflects both the needs of reservists and those who employ them," he said. "This continuum is a way of describing the full spectrum of availability, ranging from members of the Individual Ready Reserve who do not routinely train as members of units and who may never be recalled to active duty to individuals who perform short-term active service during the course of a year to reservists who volunteer for active duty for up to 365 days.

"It thus spans the range of possible employment up to a year and encompasses all categories of duty from drills to annual training to active duty in support of specific requirements and contingencies to full mobilization."

An Air Force talking paper says the purpose of continuum of service is to "maximize Total Force operational readiness, increase options for members to serve, maximize the availability of needed skills and experience levels, and facilitate the seamless movement of members across components."

"Continuum of service" is not a new concept for Air Force Reserve Command. For years, AFRC has been a logical choice for regular Air Force members who want to continue their military service but on a part-time rather than a full-time basis. And within the Reserve, it's common for people to switch among the various programs (unit, individual mobilization augmentee, air reserve technician, and active Guard and Reserve).

"For personal or professional reasons, a person may need to change status several times in his or her career," said Col. Connie Hutchinson, chief of the Personnel Division at Headquarters AFRC, Robins Air Force Base, Ga. "They may start out on active duty, then become a traditional Reservist after a few years, then switch over and become an IMA or an ART, and then move on to an active Guard and Reserve tour.

"What we are trying to do is make these transitions easier for military members because it helps us hold on to highly skilled and trained individuals who may otherwise decide to leave the service. And, it helps us meet our goal of getting the right people in the right job at the right time."

Portability and convertibility are two of the tools AFRC is using to execute the continuum of service concept. Portability is the ability for a Reservist to carry his status, and all of the benefits accumulated in that status, with him to a new position. Convertibility refers to the ability of the command to temporarily change a position from one status to another.

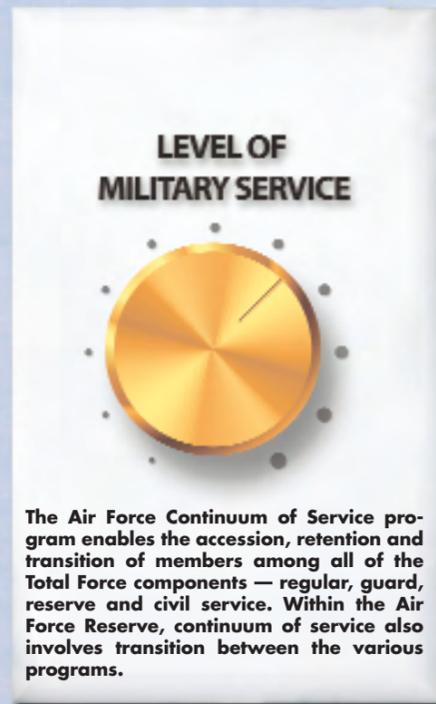
For example, Col. John Hart was recently chosen to be the Air Combat Command reserve advisor at Langley AFB, Va. Formerly an AGR position, the slot was converted to an ART position, allowing Colonel Hart to keep his ART status in his new job.

"In this case, portability and convertibility allowed us to get the best person for the job, not just the best person in a particular status," Colonel Hutchinson said. "Right now, this is something we are pressing forward with for our key command and joint billets, but our hope is to expand it even further in the future."

Outside of the Reserve, the Department of Defense has begun experimenting with a career intermission or sabbatical program that would allow military members to transition to minimal Ready Reserve participation and then return to active duty at a prescribed later date. Sabbaticals, portability and convertibility all fall under the continuum of service umbrella and create a win-win situation for both members and the services.

Not only do these programs allow members to serve in different capacities at different points in their lives, they improve the availability of needed skills and experience across the components and increase the propensity for members to volunteer for duty, Mr. McCarthy said.

According to the assistant secretary, continuum of service is an idea whose time is overdue.



"The post-Cold War reality of guard and reserve service is radically different — for the member, force provider and gaining commander, who will lead a joint and Total Force comprised of active, guard and reserve personnel in battle,"

he said. "It has become increasingly obvious that the guard and reserve cannot fulfill their potential as true partners in a Total Force with current manpower, personnel, and administrative policies and systems. The circuit breaker is worn out."

Course gives junior officers valuable coalition experience

By 2nd Lt Joe Simms

Thirty-nine Air Force Reservists joined 20 military members from Canada, the United Kingdom, Switzerland, the Netherlands, Germany and Sweden to participate in the 2009 International Junior Officer Leadership Development course held at the Canadian Forces College in Toronto, Ontario, Canada, Aug. 17-21.

"The IJOLD course offers junior officers a chance to work in a joint environment, meet other officers, exchange ideas and learn about the military of other countries," said Lt. Col. Beena Maharaj, chief of officer and civilian force development at Headquarters Air Force Reserve Command, Robins Air Force Base, Ga. "It is also a rare opportunity for lieutenants and captains to sit one-on-one with a seasoned wing commander or a general officer," she said. "The interaction with the senior leaders is just outstanding."

The Air Force Reserve Command-sponsored IJOLD course began in 1994 at the NATO school in Oberammergau, Germany, with 18 participants from five countries. Since then the course has expanded to include more than 60 students and lessons on international leadership, team building, cultural diversity, international relations and cross-cultural mobilization issues.

"Having a taste of what it is like to work in a coalition environment is exactly what this course is all about," said Brig. Gen. Dean Despinoy, 434th Air Refueling Wing commander at Grissom Air Reserve Base, Ind.

Creating the curriculum was a joint effort between the Professional Development Center at HQ AFRC and Lt. Col. Angelo Caravaggio, director of

research and symposium at the Canadian Forces College. Colonel Caravaggio is a frequent lecturer on executive leadership and military history and brought a wealth of information he accumulated while completing his two master's degrees and a doctorate in military history.

"My plan was to give the students a buffet of information on command leadership, responsibilities and a host of other issues. It was up to them to come up with a full plate at the end," Colonel Caravaggio said.

He said his hope is that by the end of each course, students are exposed to a different set of ideas or thoughts or maybe possible solutions to problems they face on a daily basis.

"I think the biggest point I want them to take away is as they progress up through the wing structure, how they lead and the skill sets they need must change," he said.

Some of the instructional activities included classroom lectures, small group discussion, a group exercise and structured social activities.

"What I took away from this course was new ideas on leadership at my level as well as what types of leadership will be necessary in the future," said Capt. Taylor Adams, a maintenance officer with the 315th Airlift Wing at Charleston AFB, S.C.

Some of the lessons officers learned will be put to use when training other military members.

Swiss Army Maj. Ulrich Price is assigned to the Command and Support Battalion 24 and works for the Swiss air forces' Electronic Warfare School as the commanding officer for the noncommissioned officer school.



It's time to install the rheostat.

The Air Force recently released a continuum of service video and posted it on the service's Web site. The address is <http://www.af.mil/news/story.asp?id=123147873>.

"Some of what I've learned here on leadership and decision making will be a valuable part of my course when training noncommissioned officers," he said.

Students were also tasked with working together in groups on a scenario requiring them to come to a consensus on an operational plan to attack a fictitious village. This scenario was taken from the curriculum of the Canadian Forces College designed for majors and lieutenant colonels in the Canadian armed forces.

For many students, the course marked the first time they collaborated with foreign military members in a coalition-type environment.

"We are all coming together and trying to solve common problems, but because of our different cultures and because of our service, and the constraints or methods that are used by individual countries, this becomes difficult," General Despinoy said.

Each year the AFRC Professional Development Center conducts the IJOLD course in a different country. Past courses have been held in Switzerland, England and the Netherlands. Next year, for the very first time, the United States will host the course at Randolph AFB, Texas.

The IJOLD course is available to company grade officers from each wing in the Air Force Reserve. Those officers interested in attending next year's course in Texas may contact Mickey McGalliard at DSN 497-0933 or commercial (478) 327-0933 for more information on nomination procedures. ★

(Lieutenant Sims is assigned to the 22nd Air Force public affairs office at Dobbins AFB, Ga., and was a participant in the IJOLD course in Toronto.)

Reserve Releases New Public Service Announcement

IT'S ABOUT MORE THAN BEING ON THE LEADING EDGE OF TECHNOLOGY;
IT'S ABOUT THE WELL BEING OF OUR LOVED ONES.

IT'S ABOUT MORE THAN UPHOLDING GLOBAL AIR SUPERIORITY;
IT'S ABOUT UPHOLDING CAREERS IN OUR OWN COMMUNITIES.

IT'S ABOUT MORE THAN OUR UNWAVERING MISSION TO RESTORE PEACE TO OUR WORLD NEIGHBORS;
IT'S ABOUT THE SECURITY OF YOUR NEXT-DOOR NEIGHBOR. ...

'NOW LET'S GO TO WORK'

With this strong message, Lt. Gen. Charles E. Stenner Jr., Air Force Reserve Command commander, reconfirms the vital role played by the approximately 68,000 officers and enlisted members under his command. It's also a message he delivers in a new television campaign running on the Armed Forces Network and local television stations in select markets across the country.

The public service announcement highlights the balancing act Reservists must successfully perform between their family and personal lives, civilian career, community participation and military commitment, said Col. Joe Wilburn, AFRC Recruiting Service commander.

"With his assessment of what the Air Force Reserve is all about, General Stenner honors the men and women who are doing just that every day," Colonel Wilburn said.

"Our Air Force Reservists continue to step up at home and abroad to make sure our mission is accomplished and we remain a strategic part of the total force," General Stenner said.

The message reflects what Reservists are all about by contrasting the duties that come from both their civilian and military lives, Colonel Wilburn said.

"While it is absolutely critical for the Air Force Reserve to be at the forefront of technology, there would be little reason for doing so without someone or something irreplaceable and invaluable to defend," he said. "Maintaining dominance of the skies and space over all other nations is at the heart of

the Air Force Reserve's mission, but it also provides education and training that improves the careers and lives of all American citizens. And now, in a time of armed struggle, the goal of bringing a peaceful end to current conflicts will most certainly strengthen the security of every citizen."

Achieving these objectives is no easy task, Colonel Wilburn said.

"So, perhaps, the most profound part of General Stenner's message — the words the television campaign is based upon — is the conclusion: Now let's get to work," the colonel said. "Because we are engaged with an unconventional enemy, the immediacy of the Air Force Reserve's efforts is paramount. The unique nature of this conflict includes never-before seen threats to homeland security.

"The Air Force Reserve's role in domestic defense, as well as overseas operations, underscores the critical part it plays. By broadcasting this information, General Stenner makes it perfectly clear to all who hear it that the Air Force Reserve is ready and willing to fulfill its duties with professionalism, enthusiasm and an eye on what makes it all so important.

"Further, it recognizes sacrifices made and the rare quality of the individuals who make them."

"Every day I continue to be amazed by our Air Force Reservists who maintain their civilian careers, care for their families and proudly serve our great nation," General Stenner said. "I'm excited to lead the finest group of warriors I have ever known." ★ (Staff reports)



Lt. Gen. Stenner says:

"NOW LET'S GO TO WORK"



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Staff Sgt. Kealvin Barnett, 403rd Security Forces Squadron, Keesler Air Force Base, Miss., motions the rest of his team forward during a combat physical training exercise. Squadron members participated in various patrol exercises during recent unit training assemblies to prepare them for a deployment in support of overseas contingency operations.