



EYE IN THE SKY



New Reserve Predator squadron never blinks

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Not
Alone**

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Coming to
ABU, PT Gear**

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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

The coming year is full of challenges

It has been more than a year since I became chief of Air Force Reserve and assumed command of Air Force Reserve Command. As I did so, I made a number of commitments and asked that you do the same so the Air Force Reserve could help make the U.S. Air Force a more sustainable, capable and effective fighting force. Now is a good time to take stock in where we have been and where we are going in the next year.

From the outset, I emphasized the need to communicate. For that to happen, I stated, "It is essential that you are aware of these policies, benefits, incentives and protections affecting your service and that you provide me with feedback as to whether these are meeting your needs."

To the first end, you have probably noticed by now that you are receiving E-notes from me. I initiated the E-note program so I could communicate directly with you. I use it to provide timely information on the array of benefits and policies affecting your service. It also provides a unique open channel for you to ask questions and receive authoritative answers in a timely manner. Keep your comments and questions coming.

As for more statistically oriented feedback, we have adopted the Air Force internal communication assessment group processes through which 1,300 of you provide feedback on issues affecting your service, Air Force career, families and civilian jobs. Through this program, you have told us that your civilian employers are generally supportive of your military service but that relationships can be improved by routinely recognizing and thanking our employers. Equally important, about half of Reservists rate the impact of their absence for military service as causing substantial problems with their employers. In addition, the majority of you support surveying civilian employers, which we plan on accomplishing in the near future.

I thank you for your continued participation in this program. Your responses will help us help you meet the challenges you are facing in not only these important relationships but all aspects of your service.

I promised to create more opportunities for you to serve by expanding into all Air Force mission areas. I am advocating for more than 4,200 additional manpower positions over the next five years. Additionally, we are exploring dozens of association

initiatives that Reservists have suggested. Both the manpower increases and the association initiatives involve partnering with the regular Air Force and Air National Guard to perform conventional operations and increase involvement in nuclear, unmanned aerial systems/intelligence, surveillance and reconnaissance, space, cyber, irregular warfare, and building partnership capacity missions.

I promised to provide clear expectations and layout requirements to move along your chosen career path. To grow new leaders to manage this expanding force, I continue to stress force development for all our members: officer, enlisted and civilian.

Our officer corps is already benefiting from the guidance provided by the development teams. Our enlisted corps will begin to do the same now that I approved the enlisted force development concept of operations last month. Our air reserve technicians and Title V civilians already benefit from their well-established development programs.

In addition to force development guidance, I am taking steps to provide greater opportunities to serve while encouraging our members to gain a greater breadth of experience by pursuing jobs with increased responsibility.

The initial commitments I made last year are now part of a much larger initiative that I call "AFR 2012: Full Operational Capability." My goal is to restructure the Air Force Reserve to provide a more sustainable, capable and effective fighting force optimized for today's security and fiscal environments.

Creating these new structures requires doing away with outdated Cold War structures and management processes. This initiative seeks to retool the Air Force Reserve Command, Air Reserve Personnel Center and Reserve Air Staff to eliminate inefficiencies caused by redundant layers of management.

It has been a busy and, I believe, successful year, and I am grateful for your hard work. As I have outlined here, we have many challenges to meet and much work to do in the coming year. I ask that each of you continue to perform the mission in the excellent fashion you have always demonstrated and continue to provide us feedback so we can enable you to serve the way you desire. As always, I thank you for your service. ★

We are all servant leaders

I am honored and humbled to serve as the 14th command chief master sergeant of the Air Force Reserve Command. I take this responsibility very seriously and promise you that I will work every day to improve the lives of our Airmen and recommend improvements on how we accomplish our Air Force mission.

This responsibility has made me realize just how important leadership is in today's Air Force. As Citizen Airmen, we have a duty not only to be leaders in the Air Force but also in our communities, and many of you do just that every day. Every Airman is a leader in one way or another, and we should all dedicate ourselves to be the right kind of leader.

"Servant leadership" may not be a familiar term to most of us, but I think it says a lot about how we should all act as leaders. Leader and servant seem like an odd combination, but true leaders understand they must serve those they lead.

In May, I was honored to attend the memorial and interment of a true Airman hero, Paul Wesley Airey, the first chief master sergeant of the Air Force, at Arlington National Cemetery. Chief Airey set the example for all noncommissioned officers to follow. He didn't ask for praise and adoration, but he earned it by fighting for the Airmen he loved. He fought to stop unfair lending practices outside the gate and to initiate the Weighted Airmen Promotion System to name only two of many issues he tackled.

These initiatives protected our Airmen and provided a better system to recognize leadership potential through promotion to the next higher grade. In the almost 40 years between his retirement and passing, Chief Airey continued to work for all of us. He was a true servant leader.

The term "mission accomplishment" is often overused when we talk about situations that require getting the job done. Mission means much more than accomplishing a specific task, launching an aircraft or repairing a water line. Mission also

includes many other actions that lead to the desired result of putting bombs on target, transporting personnel and equipment to their destination, completing a personnel action leading to a deserved promotion or ensuring the dignified return of our fallen heroes.

As leaders it is our responsibility to provide our Airmen with the best training, equipment and organization possible so these outstanding professionals can accomplish the mission. We

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IN ONE WAY OR ANOTHER,

AND WE SHOULD ALL

DEDICATE OURSELVES TO BE

THE RIGHT KIND OF LEADER.

must prepare every Airman to perform not only technical aspects of their career fields but to mature as leaders in their own right.

Gen. Bill Creech, the father of Tactical Air Command, once said that it is the job of every leader to develop more leaders. We do that through offering increased responsibility, career enhancement, professional military education, and civilian education and experience. We must also recognize those who excel and are ready for more responsibility.

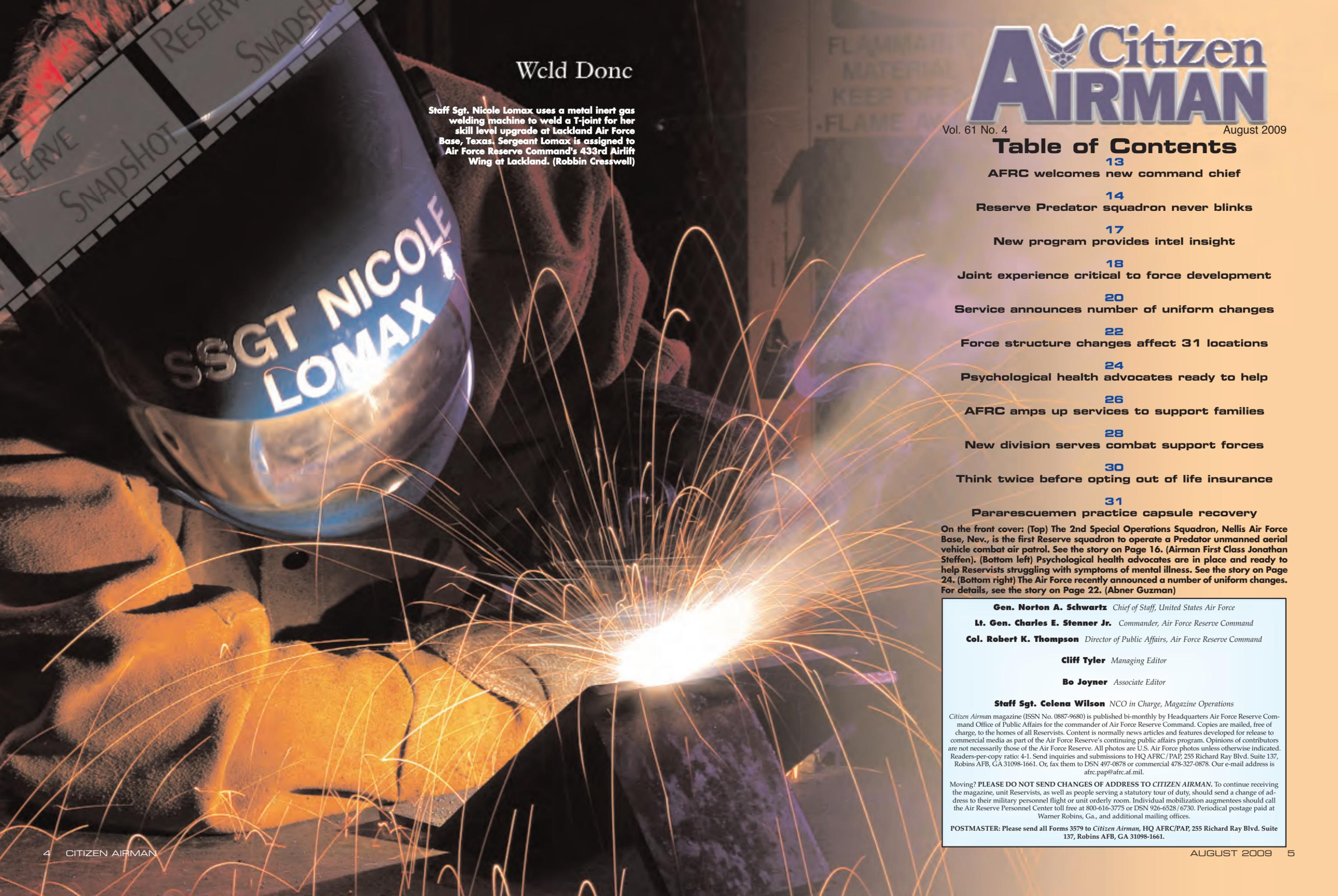
Praise is something that should not be withheld but given freely. We can all

remember a time when a respected leader praised us for a job well done, and we only wanted to do more. We should all be that person for our Airmen. You will make a difference.

While we are all leaders, we must also be followers and teammates. Our superiors will encourage us to embrace opportunities to excel, and we must be ready and willing to try new challenges.

Sometimes it might not be comfortable, but we can't expand our horizons if we continue to do the same things over and over. We must grow as leaders. A good friend of mine once said, what some people call luck is actually where opportunity meets preparation, and we should all be prepared to succeed.

I look forward to serving each of you as your command chief. Together we will take the Air Force and Air Force Reserve Command to new heights. I am proud to be an Airman and serve alongside so many great professionals. ★



Weld Done

Staff Sgt. Nicole Lomax uses a metal inert gas welding machine to weld a T-joint for her skill level upgrade at Lackland Air Force Base, Texas. Sergeant Lomax is assigned to Air Force Reserve Command's 433rd Airlift Wing at Lackland. (Robbin Cresswell)

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On the front cover: (Top) The 2nd Special Operations Squadron, Nellis Air Force Base, Nev., is the first Reserve squadron to operate a Predator unmanned aerial vehicle combat air patrol. See the story on Page 16. (Airman First Class Jonathan Steffen). (Bottom left) Psychological health advocates are in place and ready to help Reservists struggling with symptoms of mental illness. See the story on Page 24. (Bottom right) The Air Force recently announced a number of uniform changes. For details, see the story on Page 22. (Abner Guzman)

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

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All Accounted For

Senior Airman Fred Egan performs a daily tool inventory inspection at an air base in Southwest Asia. All tools are inspected within the tool shed prior to a shift change to ensure accountability. Airman Egan is an avionics technician deployed from the 910th Airlift Wing, Youngstown-Warren Air Reserve Station, Ohio. (Staff Sgt. Joshua Garcia)

Round the Reserve

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

Policy Helps Reservists Keep Per Diem, Avoid Paperwork

About 3,000 Air Force Reservists will not have to submit a waiver this summer to keep getting per diem.

The Air Force has authorized Reservists on active-duty orders for more than 180 days at one location supporting Operations Noble Eagle, Iraqi Freedom or Enduring Freedom to continue to get per diem until Sept. 30, 2009, without submitting a waiver.

Air Force Reserve Command has about 3,000 Reservists on extended orders supporting these contingency operations, said Chief Master Sgt. Beatriz Swann, chief of sustainment policy at the Pentagon.

Reservists on orders but not support-

ing one of the contingencies are not authorized per diem for tours exceeding 180 days at one location unless a secretary of the Air Force waiver is approved in advance. The 180 days could either be consecutive or cumulative within a 12-month rolling period and include travel time, Chief Swann said.

Reservists can obtain more information about the policy from their servicing finance office. (*Air Force Reserve Command News Service*)

Force Development Resource Guide Hits the Street

The force development folks at the Air Reserve Personnel Center in Denver are making strides to educate Citizen Airmen and increase the effec-

tiveness of their program.

One step in this process is the release of a new resource guide, geared toward providing a one-stop source of Reserve force development-related information.

"We've created an information resource covering several main content areas to pull together the various components of force development into one easy-to-use guide," said Maj. Eric Levesque, Force Development Division chief.

The guide can be accessed on the ARPC public Web site at www.arpc.afrc.af.mil or on the Air Force Portal in the Air Force Reserve Force Development Community of Practice. It includes information on force development, Reserve officer development plans, joint credit, promotions, developmental education and assignment facilitation.

Aerial porter loves the thrill of each skydiving experience

By Senior Airman Tabitha Dupas

Skydivers are often asked, "Why would anyone jump out of a perfectly good aircraft?"

With 1,363 jumps under his belt, Staff Sgt. Victor Myrick, a Reservist in the 41st Aerial Port Squadron at Keesler Air Force Base, Miss., can give a motive behind the thrill he gets with each skydiving experience.

"I love the feeling of being in a free fall," Sergeant Myrick said. "When you first jump, you move forward with the momentum of the plane. Then the momentum stops and the speed picks up as you start that free fall. It all happens within seconds."

Sergeant Myrick spent nine years in the Marine Corps and then decided to become a Citizen Airman with the 403rd Wing. When he is not serving his country, he jumps with the Gold Coast Skydivers as a licensed master skydiver and a member of the U.S. Parachute Association.

His first jump was so intriguing that he became more involved in the sport, he said. Not only does he jump from the plane, he films others on the way down.

"I film training videos for students," he said. "I film the team on the way up, the way down and then when they are back on the ground."

As if all that weren't enough, the thrill-seeking Reservist adds competition into the mix.

"I joined a skydiving team as the videographer," Sergeant Myrick said. "Every team has its own cameraman, who is an integral part of the team."

Of the nine members on a skydiving team, the videographer is responsible for keeping the other eight in the video screen.



Staff Sgt. Victor Myrick films a formation skydiving team called MP4 during a competition in Atlanta. Sergeant Myrick is part of the 41st Aerial Port Squadron at Keesler Air Force Base, Miss., and is a licensed master skydiver.

Every time one of the members slips off the screen, the team loses two points.

"I climb out of the aircraft and hang onto the side in order to film the guys about to jump," the sergeant said. "I look for my cue to jump, just a split second before the team jumps."

Upon exiting the plane, he uses his arms to position himself above the team to film the formation as the divers free fall.

The team has been successful in competitions, winning a gold medal at the 2005 USPA National Skydiving Championships in Georgia, and it holds the Tennessee state record for highest jump. ★

(Senior Airman Dupas is assigned to the 403rd WG public affairs office at Keesler AFB.)

Pope's Puns



"Over the past year, the force development community has been working hard to mature the program," Major Levesque said. "We've standardized and refined processes. We've involved leadership through the Air Force Reserve Command board of advisers and career field managers' forum. We're developing Air Force Reserve leaders."

The force development team has also added assignment facilitators as part of the maturing process. The facilitators help Airmen understand what opportunities are available and provide commanders a deeper candidate pool from which to choose when they have key positions to fill.

Assignment facilitators encourage officers in their assigned career field to complete the R-ODP. After a development team meets, the facilitators provide recommendations — called vectors — to the Airmen and then ask, "Do you understand your vectors?" Finally, they identify Airmen wanting to take action and help them make it happen.

In contrast to regular Air Force assignment officers, Reserve assignment facilitators do not force action; they only advise Airmen on options, matching their development team vectors.

Current facilitators and their corresponding Air Force specialty codes are:

- Lt. Col. Craig Shenkenberg, 303-676-7853 or DSN 926-7853: combat air forces, mobility air forces and special operations forces (lieutenant colonels); AFSCs 11X, 12X, 13B, D, M.

- Maj. Stacy Wharton, 303-676-5789 or DSN 926-5789: CAF, MAF, SOF (majors); AFSCs 11X, 12X, 13B, D, M.

- Lt. Col. Tavo Tripp (arriving soon), 303-676-6396 or DSN 926-6396: rated/joint; AFSCs 11X, 12X, 13B, D, M.

- Capt. Karen Maisel, 303-676-6532 or DSN 926-6532: space; AFSC 13S.

- Maj. Kurt Schuh, 303-676-7854 or DSN 926-7854: intel; AFSC 14N.

- Lt. Col. Patricia Pettine, 303-676-7854 or DSN 926-7854: civil engineering, security forces, contracting; AFSCs 32E, 31P, 64P.

- Lt. Col. Kim Wheeler, 303-676-7385 or DSN 926-7385: public affairs; AFSC 35B, P.

- Maj. Doreen Bronner, 303-676-7358 or DSN 926-7358: force support; AFSC 38F.

- Maj. Tammy Burtschi, 303-676-7853 or DSN 926-7853: medical corps, dental corps, medical services corps, biomedical sciences corps; AFSCs 41X-45X, 47X-48X.

- Maj. Colleen Kelly, 303-676-7854 or DSN 926-7854: nursing corps; AFSC 46X.

- Majors Trish Borsos and Ralph Giesler, 303-676-7854 or DSN 926-7854: financial management; AFSC 65X.

- Maj. Heather Morganstern (arriving soon), 303-676-7853 or DSN 926-7853: AFSC 33SX.

For career fields not listed above, contact Major Bronner. (*Senior Master Sgt. Kelly Mazezka, ARPC public affairs*)

Reservists Show Dignity, Honor, Respect at Port Mortuary

Dignity, honor and respect are more than words for two Reservists at Dover AFB, Del.

It's a motto Staff Sgts. Tracey Taylor and Christine Devera of the 512th Memorial Affairs Squadron live by every day at the Charles C. Carson Center for Mortuary Affairs, the military's only state-side mortuary.

"These service members gave their lives to protect me and you, so by working here, I do what I can to give back to

them and their families," Sergeant Taylor said. "This isn't a job that everyone can do, not everyone would want to do, but I love this job."

Sergeant Taylor's job involves augmenting all of the sections in the mortuary. Depending on the day, she can assist medical examiners and morticians with the processes of identification, autopsy, embalming, uniform preparation and casketing of fallen service members.

Sergeant Devera works in the autopsy section, helping pathologists and histologists gather evidence used to determine the cause of death.

"It's an honor to work here and prepare their remains with dignity and respect and get them home as quickly as possible to their families," Sergeant Devera said.

Both Reservists recently completed a five-month tour of duty at the facility, their fourth since 2006.

In civilian life, Sergeant Taylor is a full-time student and works as a customer service representative for Amerigroup Community Care. Sergeant Devera is also a full-time student and works as a chocolate adviser for Lindt Chocolates.

Almost 100 Airmen are assigned to the 512th MAS, a unit of the 512th Airlift Wing, which is the only Air Force Reserve Command unit in Delaware.

The squadron is unique because it's one of two AFRC units charged with the sole mission of preparing America's fallen for their final journey home, said Senior Master Sgt. Juan Hernandez, 512th MAS superintendent. The other squadron is the 349th MAS at Travis AFB, Calif. The regular Air Force and Air National Guard do not have memorial affairs squadrons.

Services units from throughout the Air Force send Airmen to work in the mortuary. The 512th MAS fulfills 60 percent of Air Force Reserve deployments to the Carson Center, Sergeant Hernandez said.

Reservists have worked at the mortuary since 1991. With their augmentation, the

mortuary staff can process up to 85 deceased members a day. Since the establishment of the Charles C. Carson Center in 1955, between 50,000 and 60,000 men and women have passed through the facility on their way to their final resting place.

Before people can start working at the mortuary, they must attend a three-day training course to become familiar with the facility's operations and processes before starting on-the-job training.

"I didn't know if I would make it the first time I volunteered at the mortuary in 2006," Sergeant Devera said. "But once you know what it's about, which is getting the fallen home to their friends and families, I got used to it."

To cope with the realities of the job, Sergeants Devera and Taylor said they put their emotions aside; otherwise, they couldn't do what they do on a daily basis. Despite this, their emotions sometimes surface.

"Participating in dignified transfers and saluting the fallen as they arrive here is touching," Sergeant Taylor said.

"I get emotional at the send-offs, which is when we stand in a formation and salute the fallen service members as they are transported to a plane or vehicle for their trip home," Sergeant Devera said. "When their families are there and they are crying, that's hard. My heart goes out to them."

Dealing with such harsh realities gives Sergeant Taylor a renewed regard for life.

"This job will bring you closer to your family and make you appreciate your life more because we have tomorrow," she said. (Capt. Marnee A.C. Losurdo, chief of public affairs for the 512th AW at Dover AFB)

Fort Bragg Honors Air Force Reserve Neighbor for Exceptional Support

Attending Army functions is part of the job for Col. Merle D. "Mad Dog" Hart, 440th Airlift Wing commander at Pope Air Force Base, N.C.

With Pope being located right next to Fort Bragg, home of the Army's 82nd Airborne Division, "it's kind of like visiting with your neighbors," he said.

During a recent visit, Colonel Hart was surprised when Maj. Gen. Mike Scaparrotti, the division's commanding general, called him to the stage in front of several hundred local and civilian leaders to bestow him with a rare honor by inducting him as an honorary member of the division.

General Scaparrotti presided over the ceremony April 24 and offered high praise for the exceptional support the colonel has provided to Soldiers at Fort Bragg.

"Colonel Merle 'Mad Dog' Hart has committed himself to building and maintaining a strong partnership between the 82nd Airborne Division and the U.S. Air Force," General Scaparrotti said. "For his leadership, vision and significant support of the division's paratroopers, we are honored to induct him as an honorary member of the 82nd Airborne Division."

The 82nd doesn't bestow this honor very often. Colonel Hart becomes only the 12th member of this exclusive group and the only one who is currently serving in the military. Also, he is the only member from another branch of the service.

"I was taken aback. ... what an unexpected honor for a newcomer to the community," Colonel Hart said.

Colonel Hart and the wing moved from Milwaukee, Wisc., to Pope AFB in June 2007 when Gen. Mitchell International Airport Air Reserve Station was closed as part of the 2005 Base Realignment and Closure Commission results.

When the first planes and Airmen began arriving at Pope, the colonel didn't waste any time connecting the wing with the local community. The 440th reached out to the region to fill 800 full- and part-time positions with North Carolina residents.

At the same time, Colonel Hart established a rapport with the Army by visiting his counterparts at the XVIII Airborne Corps and 82nd Airborne Division and becoming more familiar with how the Army does business.

"Colonel Hart has supported the 82nd Airborne Division by coordinating airlift capability and resources to support several joint force entry exercises at Fort Bragg," General Scaparrotti said. "This close relationship with the division has always been essential in maintaining an airborne forced entry capability. Colonel Hart has been a critical player in re-establishing this joint mission profile to our nation's global response force."

Guard, Reserve Test Center links mobility to 'boots on ground'

By Maj. Matt Baugher

In the Southern Arizona desert, three C-130s rumble over the saguaros and airdrop training bundles to a waiting combat controller. On the surface, it looks like a routine mission just like countless others performed on a regular basis.

However, this particular airdrop was unlike any other ever done in that it was conducted digitally with a tactical data link known as the situational awareness data link. It marked the first time that a C-130 aircraft, in cooperation with a joint terminal attack controller on the ground, used digital technology to work as a team.

The mission, which took place May 7, was part of an operational utility evaluation conducted by the Air National Guard/Air Force Reserve Test Center out of the Tucson International Airport to showcase the capabilities that a tactical data link brings to the mobility fight.

The Air Force Reserve's 910th Airlift Wing from Youngstown-Warren Air Reserve Station, Ohio, along with two Air National Guard units, participated in the evaluation. The mission served as the first step in fulfilling a combined Guard and Reserve requirement developed at the annual ANG/AFRC weapons and tactics conference where reserve component war fighters expressed the need for digital capabilities on mobility aircraft.

SADL is already available on all regular Air Force A-10s and all block 30/32 F-16s for the close-air support role, allowing Airmen in the air and on the ground to work more effectively together.

"The digital map display allowed me to track the location of the aircraft as it made its approach to the drop zone," said Senior Master Sgt. Nick Lowe, a combat controller assigned to the AATC. "This allowed me to better deconflict inbound



Air National Guard combat controllers plan an exercise to help officials test the situational awareness data link at the Air National Guard/Air Force Reserve Test Center in Tucson, Ariz. The tactical data link commonly used for close-air support promises to benefit mobility operations as well.

C-130s from other air traffic near the drop zone and prepare myself to receive the airdrop package. The potential effect SADL has on airlift operations is huge."

Installing SADL on C-130s means aircrews and combat controllers will be able to coordinate airdrops more effectively due to the range of the SADL network, the accuracy of position reporting and the ability to achieve all of this digitally without cumbersome voice communications.

Introducing this capability for C-130s and combat controllers in the field brings mobility aircrews into the common operational picture. Based on SADL's low cost, rapid distribution and compatibility, it's proving to be a functional alternative to more costly systems. ★

(Major Baugher is assigned to the Advanced Airlift Tactics Training Center.)

From the TRICARE Advisor

Check out the retiree dental program

When was the last time you thought about your dental benefits relative to your retirement from military service? Have you thought about what your needs will be or the cost of such coverage?

If you're not familiar with the Tricare Retiree Dental Program offered through Delta Dental, I'd like to invite you to examine the benefits it offers you.

If you are about to be a retired Reservist, the TRDP will cover you and other eligible family members like a spouse or child. Since its inception in 1998, there have been a number of improvements to the program. Over the years, Congress has authorized enhancements to the TRDP to provide a comprehensive scope of benefits that includes major services like crowns, bridges, dentures and orthodontics.

What I consider a unique aspect of coverage is the TRDP offers services worldwide, with benefits based on whether you are enrolled in the Enhanced TRDP or the Enhanced-Overseas TRDP. Check out the program Web site at <http://www.trdp.org> for detailed information to see if this may be an option for you and your family. ★

(Lt. Col. Alexander Alex is the Air Force Reserve Command health benefits manager. "From the Tricare Advisor" is a feature that runs periodically in Citizen Airman magazine.)



Colonel Alex

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www.trdp.org

The relationship between the two units is evident in everything the wing does and even extends to the new tail flash on its aircraft. The tail flash displays the words "BRAGG-POPE" in D-Day style black and white invasion stripes and includes the World War II airborne troop carrier patch. (Tommy Bolton, civilian aide to the secretary of the Army, contributed to this story)

Reserve Airmen Play Key Roles in New Human Intelligence Detachment

Since standing up a human intelligence detachment last August, the Air Force has looked to Reservists to play an integral role in establishing and expanding the organization's unique mission.

The detachment is part of the Air Force Intelligence, Surveillance and Reconnaissance Agency, headquartered in San Antonio, Texas. It is the first Air Force human intelligence or HUMINT detachment since 1995 and provides new means for the Air Force ISR Agency to accomplish intelligence missions.

"When most folks think of HUMINT, they think of cloak and dagger work of high intrigue," said Maj. Ellen Noble, an Air Force Reservist who serves as acting chief of standardization and evaluation for the detachment. "The reality of HUMINT is much more sedate. It focuses on gathering information from humans — the most traditional of all intelligence 'sensors' — on things like adversary capabilities, strength, and disposition of force and intent."

When the Air Force ISR Agency was charged with re-establishing HUMINT in the Air Force in May 2007, two Air Force Reserve officers were brought on active-duty orders to lead the team. One of those officers, Maj. Dianne Hickey, a prior enlisted linguist with HUMINT experience, served as the detachment's first commander.

Col. Robert Redwine, mobilization assistant to the Air Force ISR Agency commander, recognizes the significant contributions Reservists bring to the HUMINT community.

"The Air Force Reserve has a long and rich history with HUMINT," he said. "This fact, combined with the Reserve having a pool of folks with the right background and skills for this mission set, led the AF ISR Agency to kick off the rebirth of a service HUMINT program with Reservists. It has also led to the agency requesting additional future Reserve investments to deliver the optimal force capability for this mission set."

Today, the detachment is led by an active-duty officer and comprises contractors, civilians and regular Air Force members, in addition to Reservists.

Col. Mark Montee, Air Force Reserve Command's director of intelligence, surveillance and reconnaissance, said the HUMINT mission is a good fit for Reservists.

"We believe this is an exceptional mission area for the Reserve," he said. "We have the right skill sets and capabilities not only to enhance Total Force steady state capabilities, but also to provide a strategic Reserve that can be tapped into if necessary. We hope to grow our Reserve contributions to HUMINT in the future." (Capt. Karoline Scott, Air Force ISR Agency public affairs) ★

It's Your Money

By Ralph Lunt

What might 'different' look like?

In my last column, I addressed a question posed by my wife, Sherry: "What will the future look like?" I closed by saying that I thought our world, meaning America, was going to be OK, but different. This month I'll explain what I meant by "different." To do so, it's important for me to frame my perspective.

First, for the past 15 years or so, I've been deeply concerned about our national debt, a concern that understandably hasn't lessened in the last year. Second, my perspective is that of a husband and father. I'm a man humbled by the wonders, freedom and opportunity of this country made possible by the sacrifices and selflessness of its citizens and defenders. I want my kids to feel the same. Third, my clients include a smattering of working and retired folks: techies, manufacturers, nurses, carpenters, auto workers, military members, salespersons, lawyers, pilots, etc. The consensus? Nothing you don't already know. It's tough out there, and I'm not alone in my concern.

For the bulk of my active-duty career, I was a financial knucklehead and had too much of an ego to ask for help. This column is my "pay it forward" gig. So, no offense meant to anyone in my "different world." Let's face it. We are all in this together.

Ah, yes, my different world. A changing world that may very well see states go bankrupt, school levies fail and cities close recreation centers. A world where country clubs go public, pro athletes take a pay cut, we pay for all after-school activities, fund-raisers get cancelled, libraries have an entrance fee and colleges close. Retirement at age 70.

All of these scenarios are different and somewhat painful, brought on by a lack of ethics and a "get mine at the expense of others" mentality. Sooner or later we have to pay the tab.

Different doesn't have to be bad. As far as I'm concerned, an ethical common sense "reset" would be good for us. Our top military and civilian government leaders make about \$200,000. Yet, in 2008 the highest paid S&P 500 chief executive officer made \$112 million! Teachers can't get fired. Sue anybody you can. Please! It's time to rethink what's important and redefine "success."

Moving forward, our kids will be proud of us if we act in our family's and country's best interests. ★

(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.)



Ready to Lead

New command chief brings wealth of experience to position

By Tech. Sgt. Drew Nystrom

Chief Master Sgt. Dwight D. Badgett has held a variety of jobs on the way to becoming Air Force Reserve Command's new command chief master sergeant, including being a high school teacher.

Lt. Gen. Charles E. Stenner Jr., AFRC commander, selected Chief Badgett for the command's top enlisted post in May.

"Chief Badgett is exactly the type of person Air Force Reserve Command needs as our command chief," the general said. "He has a depth and breadth of experience that will allow him to relate to and understand the unique needs of our Reserve Airmen. I am confident he will help take us to the next level in caring for Reserve Airmen."

Chief Badgett is the sixth command chief since AFRC became a major command in 1997. His previous job was at AFRC headquarters where he was responsible for organizing, training and equipping more than 4,800 Reservists as the chief enlisted manager for civil engineers.

He views his duties as the command's senior enlisted leader as being pretty straightforward.

"I take the boss's (General Stenner) vision to people in the field, and I bring their concerns back to him," Chief Badgett said. "My concerns are supporting the Airmen, and, by that, I mean officers, enlisted and civilians. The other critical point is supporting the mission. If everything we do is geared toward those ends, then I'll have done my job."

Enlisted force development and grade structure at the unit level are two of the chief's priorities. He plans to examine these issues closely over the coming months to improve them and make them easier to achieve.

Chief Badgett enlisted in the regular Air Force after high school and started his military career as a traffic management specialist.

His first assignment was to Soesterberg Air Base in the Netherlands, and he and his wife "loved it."

"I think that assignment is one of the



Chief Badgett

reasons why we're still married 27 years later," he said. "As a young married couple, we were all we had. We didn't have the option to run home to mom or dad if something wasn't quite right. We had to work it out ourselves. It formed us into a team that we've been ever since."

In 1986, the chief retrained into civil engineering and took an assignment to Ellsworth Air Force Base, S.D.

After six years, he realized he wouldn't be able to finish a bachelor's degree in business while on active duty, so he decided to separate with 10 ½ years of service.

Separating in 1992 with so much time toward an active-duty retirement was not an easy decision, but it was the first in a long line of defining moments where he decided to operate outside of his comfort zone.

After completing his degree, Chief Badgett took jobs working in county government, as executive director of a chamber of commerce and as a project manager for a commercial construction contractor.

He describes his time in the civilian sector as challenging and professionally fulfilling but found the stress and pressure associated with concentrating solely on the bottom line as not truly rewarding.

"It was during this time that I realized something was missing. It took me a couple of years to figure out what I was missing, and that was the Air Force," Chief Badgett said.

The chief then learned about the indi-

vidual mobilization augmentee program, where a Reservist augments a regular Air Force unit and fills a position if an active-duty Airman is mobilized.

"There was a transition period there of moving from the civilian mindset back to the military mindset, but I enjoyed the flexibility the IMA program gave me," the chief said. "It is probably one of the reasons I'm still serving in the Reserve today."

Chief Badgett's next assignments included senior manager positions within Air Combat Command and a deployment to Southwest Asia to assist U.S. Air Forces Central Command developing master plans and programs for facilities and infrastructure in support of war fighters.

During this period, Chief Badgett's ability to step out of his comfort zone and try something entirely new made itself known once again when he became a North Carolina high school teacher. The decision resulted in almost a 50 percent pay cut but provided him the satisfaction that was missing in his professional life.

The Air Force called him back, and he served as the chief of the Geospatial Information Branch, managing the largest major command GeoBase program in the Air Force before being selected as the IMA to the manager of the Air Combat Command Rapid Engineer Deployable Heavy Operational Repair Squadron Engineers program in 2004.

Chief Badgett transferred to the full-time active Guard and Reserve program in July 2008 as the Air Force Reserve's Prime Base Engineer Emergency Force and RED HORSE manager and chief enlisted manager for AFRC civil engineers.

The command chief position opened up when Chief Master Sgt. Troy McIntosh took a position with the Office of Secretary of Defense's Wounded Warrior program to represent reserve interests in assisting Citizen Airmen returning home from the battlefield. ★

(Sergeant Nystrom is assigned to the HQ AFRC public affairs office at Robins AFB, Ga.)

EYE IN THE SKY

New Reserve Predator squadron
operating its own combat
air patrol 24/7, 365

By Bo Joyner

It doesn't matter what day of the week it is or the time of day: Air Force Reservists from the 2nd Special Operations Squadron at Nellis Air Force Base, Nev., are operating an MQ-1 Predator unmanned aerial vehicle as it soars over a war zone half a world away, providing critical real-time information and intelligence to special operations forces and other troops on the ground in Iraq and Afghanistan.

The 2nd SOS was officially activated June 6, but five days earlier, the 2nd became the first Reserve squadron to assume command of a UAV combat air patrol — a 24/7 orbit over a critical area of a combat zone.

"This is a great mission for the Air Force Reserve," said Col. Ray Pijma, 2nd SOS commander. "Unmanned aerial systems is a growing field — probably the fastest-growing in the Air Force — and we are proud to be a part of it."

As Colonel Pijma accepted the 2nd SOS banner from Maj. Gen. Frank Padilla, 10th Air Force commander, and officially assumed command of the squadron, three members of the new unit were missing. As the rest of the squadron stood in formation in a small theater on Nellis, a pilot, sensor operator and mission coordinator were holed up in a ground control station a few hundred yards away, maneuvering a Predator and pointing its on-board cameras at critical targets on the ground thousands of miles away.

"We operate this CAP 24 hours a day, seven days a week, 365 days a year," Colonel Pijma said. "It's a very demanding schedule, but we have some great volunteers here in the 2nd SOS, and they are committed to getting the job done."

"The 2nd SOS went from zero to hero in less than a year," General Padilla said. The squadron started June 1, 2008, as Det. 1 of the 919th Operations Group.

"They reached IOC (initial operational capability) by June 1 of this year and are already flying a combat air patrol. They wrapped their arms around this CAP and took it over as their own," the general said.

Part of the Air Force's Total Force Integration program, which is designed to blend together regular Air Force, Air Force Reserve and Air National Guard operations, the 2nd SOS is a classic associate Reserve squadron with a bit of a twist. It's geographically separated from both its parent unit, the 919th Special Operations Wing at Duke Field, Fla., and its host associate unit, the regular Air Force 3rd SOS at Cannon AFB, N.M.

It's also geographically separated from the aircraft it operates.

"All of the aircraft we operate are owned by the active-duty, and they're all downrange," Colonel Pijma said.

"We have Air Force personnel launching and recovering the vehicles in theater, and we pick them up via satellite control and run the mission once the Predator is up in the air," said Lt. Col. George Wilson, a Predator pilot assigned to the 2nd SOS.

Using satellite data links, pilots like Colonel Wilson use a computer keyboard and joystick to maneuver the Predator while sensor operators, like Senior Master Sgt. David Owens, control the variable-aperture TV camera, the variable-aperture infrared camera (for low-light and nighttime use) and other sensors as the mission requires.

"We also can use a laser to guide the Hellfire missiles," Sergeant Owens said. Predators can be equipped with laser-guided AGM-114 Hellfire anti-tank missiles for situations where immediate action against a target is required.

Colonel Wilson and Sergeant Owens are typical of most members of the 2nd SOS in that they have a wealth of experience in manned aircraft systems. And while operating an unmanned aerial system is very different from flying a C-130, for example, there are some similarities.

"There are a lot of things unique to operating a UAV, but basic aviation knowledge carries over," Colonel Wilson said. "Personally, I don't like the whole computer thing. It takes some getting used to. The aviation concepts are the same, but the dimensions of the mission and the machine are different."

While Colonel Wilson personally prefers the cockpit to a UAV's ground control station, he knows he is providing an invaluable service to America's war fighters.

An MQ-1 Predator unmanned aerial vehicle sits in a hangar at an overseas location. The 2nd Special Operations Squadron at Nellis Air Force Base, Nev., is the first Reserve squadron to assume command of a UAV combat air patrol — a 24/7 orbit over a critical area of a combat zone. (Airman First Class Jonathan Steffen)





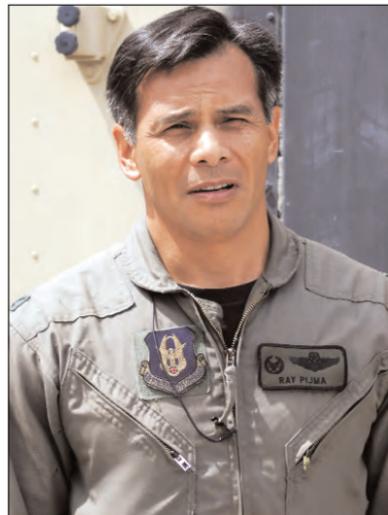
Lt. Col. George Wilson (left) and Senior Master Sergeant David Owens, pictured inside an MQ-1 Predator ground control station at Nellis Air Force Base, Nev., and Col. Ray Pijma (below) are three of the Reservists who played critical roles in the 2nd Special Operations Squadron reaching initial operational capability in one year.

"I'm here for one reason and that's to support the guys on the ground," he said. "What they are going through in theater is a lot tougher than anything we have to deal with here. I'll do whatever I can to help those guys."

A former loadmaster, Sergeant Owens, who serves as the 2nd SOS superintendent, also sees some similarities in flying manned and unmanned systems.

"One thing that is critical in both situations is communication," he said. "I'm constantly talking with the pilot, and we're communicating with the mission coordinator inside. The mission coordinator is talking with the customer on the ground. The pilot might have to turn the aircraft a certain way to get me a better picture for the troops on the ground, and I might have to change my picture view depending on how we have to fly. Also, you have different airplanes stacked up above you and below you that you have to keep in contact with. There is constant communication among everybody involved."

The past year has certainly been a busy one for the men and women of the 2nd SOS. And it doesn't look like there will be a slowdown anytime soon.



"Our next goal is FOC, full operating capability," Colonel Pijma said. "That will be achieved as we continue to grow and obtain the capability to conduct surge operations to support a second CAP."

The colonel estimates the squadron will reach FOC by the fall of 2010.

As they work toward FOC, the experienced and dedicated volunteers assigned to the 2nd SOS will continue to provide war fighters on the ground with intelligence, surveillance and reconnaissance support.

"Like many other UAV squadrons, the 2nd SOS is comprised of people with a wide range of experience: AC-130 gunships, MC-130 Combat Talons, A-10s, Harriers, F-14s, F-15s, F-16s, F-18s and Stealth fighters, bombers, tankers, airlifters, and even helicopters," Colonel Pijma said. "But the real strength of the squadron lies in the civilian backgrounds of our members: commercial pilots, general contractors, attorneys, med techs, software engineers, property managers and small business owners — volunteers all."

Reservists who might be interested in joining the groundbreaking 2nd SOS can contact Lt. Col. David Johnston or Sergeant Owens at DSN 682-9039. ★



AN INTEL OVERVIEW

New training program provides insight into host of agencies

In an effort to produce a more well-rounded enlisted force as well as promote mobility between the various Reserve programs, Air Force Reserve Command's intelligence community is offering a new training program in the national capital region.

The Reserve National Intelligence Training Program is designed to provide a "big-picture" overview of the national intelligence agencies as well as a career-broadening experience for enlisted Reservists in the intelligence career field, said Chief Master Sgt. David White. Chief White serves as the chief enlisted manager in the Intelligence, Surveillance, Reconnaissance Directorate at Headquarters Air Force Reserve Command, Robins Air Force Base, Ga.

Enlisted members serving in the intelligence career field in the rank of technical sergeant through senior master sergeant, to include traditional Reservists, individual mobilization augmentees, air reserve technicians and members of the Air National Guard, are eligible to participate in the five-day program. With visits to the National Security Agency, National Reconnaissance Office, Central Intelligence Agency, State Department, National Geospatial Agency, Office of Naval Intelligence and 480th Intelligence Wing at Langley AFB, Va., the program offers Reservists an unprecedented view

into the workings and mission of the intelligence community.

So far, the command has conducted three sessions involving more than 35 people.

"The program demonstrates senior leadership's commitment to networking across agencies for force development and providing mobility opportunities across the enlisted force," said Chief Master Sergeant Karen Kistle, a participant in the first course and superintendent of the 70th Intelligence, Surveillance and Reconnaissance Wing at Fort Meade, Md. Chief Kistle also serves as the National Security Agency Reserve program manager.

Each course includes one or two chiefs to serve as mentors and share their experience with students.

Members of the intelligence career field, as in other Air Force specialties, often become stove-piped or one-dimensional, familiar with only their piece of the intelligence mission, Chief White said.

"The RNIT provides the opportunity for our enlisted intelligence analysts to explore not only other missions but also the idea of cross-flowing between the IMA, unit and AGR programs," Chief Kistle said. "Each class, by design, includes people from every Reserve category in the hope that it will provide an

opportunity for cross-flow between programs as the attendees learn more about each other's organization."

Lt. Gen. Charles E. Stenner Jr., AFRC commander, is a big proponent of "portability" for all members of the Reserve. This idea promotes the movement of Reservists seamlessly between the different Reserve programs throughout their careers.

"Portability vastly improves members' expertise in the full complement of what intelligence professionals can offer the Air Force," said Senior Master Sgt. Angie Hanck of the Air Force Intelligence, Surveillance and Reconnaissance Agency at Lackland AFB, Texas.

With an already jam-packed schedule, the program is poised to grow, adding more locations for the participants to visit. In addition, there have been discussions about providing the course with a "joint" flavor by adding attendees from the Army and Navy.

The training program is conducted twice a year, in April and October. Enlisted intelligence professionals interested in competing for a spot in the next class should submit a resume and copies of their last two enlisted performance reports to the HQ AFRC/A2 chief enlisted manager for consideration. The Reserve Intelligence Enlisted Forum will review packages and select attendees. ★

(Staff reports)



THE BIG PICTURE

Joint experience critical to gaining strategic perspective

By Bo Joyner and Senior Master Sgt. Kelly Mazezka

(Editor's note: This is the second in a series of three articles on force management and development. It focuses on joint service opportunities available to Air Force Reservists. The final article in this series, scheduled for the October issue, will address portability among the various Reserve programs.)

In 2006, then-Col. Mark Kyle (now a brigadier general) was the commander of the 919th Special Operations Wing at Duke Field, Fla., when his military career took a rather unexpected turn. As he was preparing to go to Afghanistan to fill a vacant group commander position, he was instead selected to serve as the deputy director of operations for Headquarters U.S. Northern Command at Peterson Air Force Base, Colo.

After having spent his entire career in regular Air Force and Air Force Reserve rescue and special operations units, the general suddenly found himself in a joint assignment, working alongside civil service employees and uniformed members from all branches of the armed forces.

"It was definitely an eye-opening experience," said General Kyle, who now serves as Air Force Reserve Command's inspector general at Robins AFB, Ga. "There was a long learning curve when I got there, but it turned out to be a great assignment."

The general said that for months he carried a notebook with him everywhere he went just to keep up with all the different acronyms used by the different services.

Northern Command was established Oct. 1, 2002, to provide command and

control of Department of Defense homeland defense efforts and to coordinate defense support for civil authorities. Simply put, the command is in charge of defending America's homeland. To accomplish this mission, Northern Command brings together some of the best and brightest from the Air Force, Army, Marines, Navy and Coast Guard.

"Each service brings a unique strength to the fight," General Kyle said. "The synergy of these forces postures the Department of Defense for success. Of course, there is always the friendly rivalry, but when it comes to the business at hand, there is mutual respect across the board. In contingencies, whether at home or abroad, we rely on each other to get the job done."

After serving as Northern Command's deputy director of operations for a year, General Kyle moved into another joint assignment — deputy director of operations for North American Aerospace Defense Command at Peterson. NORAD is a bi-national U.S. and Canadian organization charged with the missions of aerospace warning and aerospace control for North America. He served at NORAD for a year before being assigned to AFRC headquarters in July 2008.

General Kyle said his experience at Peterson gave him a "big-picture" perspective of national defense that he didn't get in all of his years working in the Air Force Reserve's unit world.

"When you work at a unit, you're so focused on getting your particular mis-

sion done that it's hard to see how what you are doing fits into the overall picture," he said. "Joint assignments help give you that strategic perspective."

AFRC is making a concerted effort to ensure its senior leaders have experience working closely with other military services, both in the U.S. and abroad.

"It's a critical part of our efforts to get the right people in the right job at the right time," said Col. Connie Hutchinson, chief of the Personnel Division at AFRC headquarters. "We are trying to identify high-potential officers as early as possible in their career and get them the education, training and experience they need to fill key or command positions in the future. Working in a joint-service environment is a vital part of that experience."

"It is crucial that as our high-potential officers advance in rank and assume greater responsibilities that they are exposed to joint training, education and assignments," General Kyle said. "Today's Air Force has changed from what it was when I first joined. As we transition to a more Total Force environment, it will become increasingly important for reserve component officers to have the same qualifications as our active-duty counterparts. Joint experience adds to the 'whole person' concept and will likely have impacts on such things as assignments, possibly even promotions, in the future."

Officials at the Air Reserve Personnel Center in Denver estimate there are almost

800 Reserve officers currently serving in joint positions or joint activities around the world. Procedures are now in place to allow Reservists to self-nominate for joint experience credit.

The Joint Qualification System, which went into effect Oct. 1, 2008, "allows the Defense Department to better incorporate an officer's joint experiences and qualifications into assignment and development decisions," said Maj. Eric Levesque, chief of ARPC's Force Development Division.

Before JQS, only active-duty officers who were assigned to a full-time joint duty assignment could become joint qualified, but this changed with the National Defense Authorization Act of 2007.

To progress through the four levels of joint qualification, officers must complete the required joint education and fulfill the criterion of either the standard path or the experience path.

The standard path requires serving in a Joint Duty Assignment List position. For officers serving full time, the requirements are the same as for active-duty officers — 10 months for cumulative credit and three years for a full joint tour. Officers serving part time must serve at least 66 days a year in a JDAL position and must serve a cumulative total of six years for full qualification. Currently, none of the part-time reserve component positions are on the JDAL. ARPC officials said policy and procedures for inclusion of part-time positions on the JDAL will be forthcoming from the Joint Staff.

The experience path means service in a non-JDAL position for which an officer may request the experience be considered for award of joint experience points.

"This change makes reserve component participation in the joint community more feasible," Major Levesque said. "It's the way Citizen Airmen typically serve: a few months here, a few weeks there. Joint experience begins to accumulate."

Under the experienced-based path, joint experiences can begin to be accrued at the earliest stages in one's career because it also allows point accumulation through a combination of shorter joint assignments, exercises and training.

The experience-based path awards points through successive



Capt. Carla Gleason (center) and Lt. Col. Jamie Goodpaster (right) confer with Navy Capt. Michael Collins during a recent Joint Task Force Civil Support exercise. Colonel Goodpaster is still assigned to JTF Civil Support, a component of U.S. Northern Command, while Captain Gleason has since left the joint assignment and is now serving with the 433rd Airlift Wing public affairs office at Lackland Air Force Base, Texas.

qualification levels. A multi-service panel at the Joint Staff looks at an officer's experience and awards points based on the intensity, environment, duration and frequency of each joint activity. Once education and experience levels are assessed and joint experience points are awarded, an officer's record is updated in the joint management information system.

Joint experience must include duties related to the achievement of unified action by multiple military forces in the areas of national military strategy, strategic and contingency planning, command and control of operations under unified command, national security planning with other departments or agencies, and combined operations with military forces of allied nations.

JQS also includes a grandfather clause permitting retroactive point credit dating back to Oct. 1, 1986, for reserve component officers O-4 and higher who served in specific joint task force, joint staff, combatant command headquarters and other specified positions. The grandfather clause goes back to Sept. 11, 2001, for all other joint experiences.

Citizen Airmen can self-nominate at <http://www.dmdc.osd.mil/appj/jmis/JQSindex.jsp>. More information about joint credit is available on the ARPC Web site at <http://www.arpc.afrc.af.mil/library/jom/index.asp> or at unit military personnel elements. ★

(Master Sgt. Mazezka is assigned to the ARPC Office of Public Affairs.)

Uniform Changes Address Current, Near-Term Needs

Service seeks improvements in functionality, protection, comfort

The results of the latest uniform board focused on policies that improve existing uniforms rather than introducing new items to wear.

"We remain committed to fix, improve and upgrade uniforms in our current inventory," said Lt. Gen. Richard Y. Newton III, deputy chief of staff for manpower, personnel and services and chairman of the 98th Virtual Uniform Board. "Our goal is to provide the optimal uniform and equipment to Airmen in order to allow them to best carry out their mission."

General Newton announced the uniform board results June 10.

Following is a snapshot of changes approved by the board. Follow-on messages will be released that contain detailed guidance and instructions. All information will be incorporated into Air Force Instruction 36-2903.

Effective Oct. 1, 2010, trousers on utility uniforms will be tucked into boots and given

a bloused appearance. Tucking had previously been optional.

- The green fleece formerly worn only as the All-Purpose Environmental Clothing System liner is authorized Air Force-wide as an outer-wear garment. The addition of the name, rank and service designators to the green fleece when worn as an outer-wear garment is authorized.

- Airmen may use personal cellular telephones while in uniform and walking. Cell phones may be worn on either the left or right side; however, the cell phone must be a conservative color. Military customs and courtesies are required and take precedence. Talking on a phone is no excuse for not saluting. The wear of hands-free devices such as attachments worn on the ears is still prohibited.

- Enlisted chevrons will be worn on light-weight blue jacket sleeves instead of the metal rank insignias on the collar effective Jan. 1, 2010.

- The ends of boot laces must be tucked into boots. Wrapping the laces around boots is authorized.

- The length of the airman battle uniform lower leg pocket will increase by approximately 1/2 inch.

- Upper sleeve pockets are authorized on fire-resistant clothing authorized for the Central Command region.

- Airmen earning and awarded the Army Parachute Riggers

badge are authorized permanent wear on all uniform combinations. For the airman battle uniform and the battle dress uniform, the badge will be blue. On the desert combat uniform, the approved color is brown.

- Wearing the black Army Air Assault Badge on the battle dress uniform is authorized upon graduation from Air Assault School.

- Organizational ball caps are not authorized to be attached to either lower leg cargo pocket on the BDU trousers.

- The female ABU trouser fly buttons will be the same as on men's pants.

In addition to these new policies, other changes are in the works. Airmen describe the ABU as being too hot, so Air Force officials are planning to field a lighter-weight, more comfortable fabric for the ABU coat.

To further reduce weight, the improved ABU design will remove the inner coat liner and interior pockets. The lighter-weight ABU will replace the current ABU coat for both winter and summer wear. Prior to production, the Air Force Uniform Board staff will verify the fabric can be consistently manufactured to avoid color variation experienced with the initial ABU rollout. Projected availability date is summer 2010, and the improved ABU will be phased in as current inventories are exhausted.

Since introduction of the ABU, multiple variants of the sage green boots include standard issue, cold weather, hot weather, temperate weather, aircrew and steel toe, and each is certified and fielded to meet Airmen's needs.

However, Airmen working in maintenance, industrial and medical areas have reported difficulty in keeping the suede green boots clean. As an interim solution, General Newton recently issued a policy allowing commanders to authorize wear of black boots in specific industrial work areas.

The Air Force Uniform Office staff is investigating stain-resistant materials that facilitate boot care. The results of an initial test in March did not show marked improvement over the current design. As a follow-on effort, a second boot wear test is taking place this summer to evaluate alternative concepts from industry.

Air Force Chief of Staff Gen. Norton Schwartz said if the follow-on test "doesn't work, this will be the last test, and we'll go back to something that does work (in industrial areas)."

Airmen's feedback directly helped lay the groundwork for significant improvements to the physical training gear. The new PT fabric received positive response from test participants, and General Schwartz has approved it for production.

After extensive prototype design testing, the following changes are on track for fielding new PT uniforms in September:

- The improved PT running suit redesign includes a thinner, more flexible fabric to address common complaints about fabric "noise" and streamlines the design by removing the collar hood and shoulder vents. Also, the improved design reduces bulk by decreasing the amount of fabric in the running jacket mid-section and pants lower leg. A new liner includes antimicrobial properties and will shed moisture at a faster rate than the current version.

- Improved PT shorts to be introduced this year feature a



ABNER GUZMAN

softer, more flexible fabric, side-pockets, increased inseam length and redesigned inner liner.

- An improved PT shirt resembles the current short-sleeve shirt but will feature a lighter-weight, higher-performance fabric with moisture wicking properties and odor reduction.

- The Air Force has also authorized optional PT gear for wear. A new long-sleeve T-shirt and sweatshirt are now available for purchase through the Army and Air Force Exchange Service. In addition, optional running shorts will be introduced this summer.

And finally, over the past several years, Air Force leaders considered replacing the current service dress coat with a design similar to the version worn in 1949 when Gen. Henry H. "Hap" Arnold was chief of staff. Known as the "heritage coat," an evaluation was recently conducted to assess several prototype designs.

To keep the focus on near-term uniform needs, General Schwartz directed that work on the heritage coat be stopped. The complete project will be available to Air Force leaders should they deem implementation appropriate in the future. ★

(Information for this article taken from Air Force News Service stories written by Tech. Sgt. Amaani Lyle, secretary of the Air Force public affairs office in Washington, D.C., and Col. Steve Gray of the 77th Aeronautical Systems Group Human Systems Program Office at Wright-Patterson Air Force Base, Ohio.)

Among changes announced by the latest uniform board are provisions that trousers on utility uniforms will be tucked into boots and given a bloused appearance and the ends of boot laces must be tucked into boots or wrapped around the boot. The Air Force is also addressing complaints that the current ABU is too hot. In addition to ABU changes, there are a number of changes in store for the Air Force's physical training gear (upper right).

ROBBIN CRESSWELL

Force Structure

Changes on the way for 31 Reserve Command locations

The Air Force plans to change manpower authorizations and retire some of its older aircraft, according to a fiscal 2010 force structure realignment announced June 25.

The realignment supports the FY10 President's Budget Request. Unrelated to the FY 10 force structure realignment, the Air Force Reserve's end strength will grow from 67,400 to 69,500. This increase in manpower authorizations in FY 10 represents approximately 2,100 Airmen for emerging mission areas such as cyber, intelligence, surveillance and reconnaissance, unmanned aerial systems and the nuclear enterprise.

The Air Force outlined changes at 31 Air Force Reserve Command locations and said some of the numbers are subject to change. The changes by state are:

Arizona

Davis-Monthan Air Force Base — A minor administrative action will result in the Air Force Research Laboratory gaining one Air Force Reserve military position.



California

Beale AFB — The 13th Reconnaissance Squadron and 50th Intelligence Squadron, classic associate units, have an increase of 19 full-time Active Guard and Reserve Airmen and 19 traditional drilling reservists and decrease of 10 full-time Air Reserve Technicians (ART) for Distributed Ground Systems 2. ARTs are dual-status civil servants and reservists. The 13th Reconnaissance Squadron has an increase of 14 AGRs, 81 drill and 24 ARTs for Global Hawk. Total impact is an increase of 33 AGR, 100 drill and 14 civilian positions.



March Air Reserve Base — The 452nd Air Mobility Wing, a unit equipped with C-17s and KC-135s has an increase of 15 drill positions and one ART position as a result of the Airlift Control Flight restructure, has a decrease of seven drill and seven ARTs due to a C-17 crew ratio reduction and an increase of one civilian due to air traffic control automation. Total impact is an increase of eight drill positions and a decrease of five ART positions.

Travis AFB — The 349th Air Mobility Wing, a classic associate unit, has an increase of 11 drill positions and one ART as a result of the Airlift Control Flight restructure, an increase of 54 drill positions in aircraft maintenance resulting from a new manpower standard and a decrease of 21 drill positions due to a C-17 crew ratio reduction. Total impact is an increase of 44 drill positions and one ART position.

Colorado

Buckley AFB — The 8th Space Warning Squadron has an increase of two drill positions as a result of workforce reshaping.

Denver — The Air Reserve Personnel Center has a decrease of three AGRs and 26 civilians as a result of workforce reshaping.

Peterson AFB — The 302nd Airlift Wing, a unit equipped with C-130s, has a decrease of 12 drill and two ART positions as a result of the Airlift Control Flight restructure.

Schriever AFB — Detachment 8, 8th Space Warning Squadron has an increase of one AGR and one ART as a result of workforce reshaping.



Delaware

Dover AFB — The 512th Airlift Wing, a classic associate unit, has an increase of 13 drill positions and one ART as a result of the Airlift Control Flight restructure, an increase of 54 drill positions in aircraft maintenance and a decrease of 21 drill positions due to a C-17 crew ratio reduction. Total impact is an increase of one ART and 46 drill positions.



Florida

Duke Field — The 919th Special Operations Wing loses four MC-130Es due to scheduled retirements.

Eglin AFB — Detachment 4, 307th Fighter Squadron, a classic associate unit, has a decrease of three AGRs, three drill positions and one ART as a result of the end of Regular Air Force F-15 operations.

Homestead Air Reserve Base — The 482nd Fighter Wing, a unit equipped with F-16s, has an increase of one civilian due to Air Traffic Control automation.

Patrick AFB — The 920th Rescue Wing, a unit equipped with HH-60 helicopters and HC-130 aircraft, has an increase of eight AGR Guardian Angel positions.

Georgia

Dobbins ARB — The 94th AW, a unit equipped with C-130s, has a decrease of 12 drill and two ART positions as a result of the Airlift Control Flight restructure and has an increase of one civilian due to Air Traffic Control automation.

Moody AFB — The 476th Fighter



Group, a classic associate unit, gains 30 ARTs and 3 civilians for aircraft maintenance related to the A-10 Total Force Integration.

Robins AFB — Headquarters Air Force Reserve Command has an increase of 11 AGRs, one ART, and three civilians as a result of workforce reshaping.

Hawaii

Hickam AFB — The 624th Regional Support Group has an increase of five drill positions and four ARTs for proper support of subordinate units.



Indiana

Grissom ARB — The 434th Air Refueling Wing, a unit equipped with KC-135s, has an increase of one civilian due to air traffic control automation.



Louisiana

Barksdale AF — The 47th Fighter Squadron loses three A-10 primary aircraft authorizations as a result of the FY10 Fighter Force Restructure Plan.



Massachusetts

Westover ARB — The 439th Airlift Wing, a unit equipped with C-5s, has a decrease of 13 AGR and has an increase of 13 civilians as a result of regionalizing C-5 isochronal inspections.



Missouri

Whiteman AFB — The 442nd Fighter Wing, a unit equipped with A-10s, has a decrease of 90 drill and 11 ARTs. The 303rd Fighter Squadron loses three A-10 primary aircraft authorizations as a result of the FY10 Fighter Force Restructure Plan.



New Jersey

McGuire AFB — The 514th Air Mobility Wing, a classic associate unit, has an increase of 10 drill positions as a result of the Airlift Control Flight restructure and a decrease of 21 drill positions due to a C-17 crew ratio reduction and 53 drill positions in aircraft maintenance. Total impact is a decrease of 64 drill positions.



New Mexico

Holloman AFB — The 301st Fighter Group has an increase of 83 drill and 20 ARTs and 16 civilians as the F-22 classic associate unit expands.



Ohio

Wright-Patterson AFB — The 445th Airlift Wing, a unit equipped with C-5s, has a decrease of 12 AGRs and two ARTs as a result of the Airlift Control Flight restructure.



Oklahoma

Altus AFB — The 97th Air Mobility Wing has an increase of 29 drill and nine ARTs to initiate the stand up of a C-17 and KC-135 classic associate Formal Training Unit.

Tinker AFB — The 513th Air Control Group, a classic associate E-3 unit, has a decrease of 26 drill positions as a result of workforce shaping.



South Carolina

Charleston AFB — The 315th AW, a classic associate C-17 unit, has an increase of 14 drill positions as a result of the Airlift Control Flight restructure, a decrease of 105 drill positions in aircraft maintenance resulting from a new manpower standard, a decrease of 45 drill and six ART positions due to rightsizing to primary aircraft authorizations, and a decrease of 79 drill and two ART positions due to a C-17 crew ratio reduction. Total impact is a decrease of 215 drill and eight ART positions.



Texas

Lackland AFB — The 433rd Airlift Wing, a unit equipped with C-5s, has a decrease of eight AGRs and an increase of eight ARTs as a result of regionalizing C-5 isochronal inspections and has an increase of one ART as a result of the Airlift Control Flight restructure.



Utah

Hill AFB — The 419th Fighter Wing, a classic associate F-16 unit, has a decrease of 46 drill and 10 ARTs from a reduction of three Regular Air Force F-16 aircraft.



Virginia

Langley AFB — A yet-to-be-named intelligence squadron has an increase of 11 AGRs, 39 drill and 2 ARTs as a result of the stand up of the Distributed Ground Systems one associate unit.



Washington

McChord AFB — The 446th Airlift Wing, a classic associate C-17 unit, has a decrease of 13 drill and three ARTs as a result of the Airlift Control Flight restructure, decrease of 104 drill in aircraft maintenance resulting from a new manpower standard, decrease of 135 drill and 25 ARTs due to rightsizing to primary aircraft authorizations and decrease of 73 drill and four ARTs due to a C-17 crew ratio reduction. Total impact is a decrease of 325 drill and 32 ART positions. ★



(AFRC News Service)

You're Not Alone

Reserve establishes network of psychological health advocates

By Bo Joyner

Across the country, a new cadre of health-care professionals is working hard to make sure members of the Air Force Reserve Command team with mental health symptoms are getting the medical help they need.

As part of its Yellow Ribbon Reintegration Program initiative, AFRC has established seven regional psychological health advocate teams to serve as case managers and coordinate care between Reservists and active-duty Air Force medical treatment facilities.

Yellow Ribbon is a congressionally legislated directive that dictates "deployment support and reintegration programs shall be provided for National Guard and Reserve members and their families to minimize the stresses of military service, particularly the stress of deployment and family separation." Ensuring Reservists get the mental health treatment they may need is a big part of AFRC's Yellow Ribbon effort.

"Our new psychological health advocates are responsible for ensuring all AFRC Airmen within their region with mental health symptoms are assessed at a designated active-duty Air Force mental health clinic; a mental health record is established and maintained at the medical treatment facility; and, if a mental health condition is diagnosed, the Airman is assisted with obtaining optimal care, financing, line of duty determination and a positive treatment outcome," said Col. William Martin, AFRC's director of psychological health. "At

the end of treatment, the servicing Reserve medical unit will receive a summary of care from the active-duty medical treatment facility addressing fitness for duty."

Before PHAs, Reservists in need of mental health services were pretty much on their own.

"In the past, all we had was a patchwork system with no consistency or predictability," Colonel Martin said. "People could fall through the cracks because no one who was knowledgeable about mental health issues, treatment, care options and the challenges of America's mental health system had ultimate responsibility."

In addition to serving as case managers for AFRC Airmen needing mental health care, the advocates will also:

- Work with commanders in their region to conduct unit needs assessments and apprise commanders of the status of psychological health in their unit population;
- Ensure coordination of preventive psychological health support services with chaplains, Airmen and family readiness centers, Tricare, Military One Source, military family life consultants, Integrated Delivery System teams, sexual assault response coordinators, and others;
- Provide services, materials and command consulting tools that reinforce healthy, help-seeking behavior and address barriers to using mental health services; and
- Provide training and consultation to sexual assault response coordinators and unit mental health workers where present to develop and maintain expertise in population psychological health and command mental health consulting.

Colonel Martin gave an example of a recent case involving one of AFRC's PHAs. Soon after returning from a very stressful deployment, a female enlisted member volunteered to work man-days with a local active-duty unit. Suffering from depression and feeling suicidal, she failed to show up for work at her active-duty unit. She went and talked to a civilian therapist and was hospitalized. She did not inform her Reserve unit or active-duty unit of her hospitalization and was at first considered absent without leave.

When the PHA found out about the situation, she immediately stepped in and facilitated communication and coordination of services with the Reserve unit, the active-duty unit, the active-duty mental health clinic, the Reserve medical unit and the member.

She verified the health insurance needs of the member, kept in touch with the member while hospitalized and during her subsequent outpatient care, kept the Reserve and active-duty unit updated on her status, facilitated in the mental health evaluation following discharge from the hospital, ensured the Air Force had all of the necessary medical documentation from the active-duty and civilian hospital to start the line of duty process, and advised the member on treat-

ment options consistent with her military and civilian status.

"This was not the ideal way to handle a case, but the PHA was definitely able to help the situation," Colonel Martin said. "Ideally, the PHA will meet with the service member before treatment begins and provide patient education about the process, correct any misconceptions about Reserve members who require legal medication, discuss line of duty determinations if appropriate and advise the member on how to work with people involved in the process.

"When required, PHAs ensure the service member receives a timely and thorough evaluation with a privileged military mental health provider. If a mental health condition is diagnosed, they will work with that service member to find the best treatment option available. If there is no diagnosable condition, they assist the member in getting preventive help to keep the problem from escalating into a diagnosable condition. Throughout the course of care, they will follow up to ensure the service member is doing well and address any challenges that may arise."

At the end of care, PHAs ensure the service member is re-evaluated by the military mental health provider and

Psychological Health Advocates

Mid-East Region	Wright-Patterson AFB, Ohio
Col. Karen A. Nagafuchi Staff Sgt. Christy L. Carter Phone number: (937) 257-9900	
Mid-West Region	Scott AFB, Ill.
Capt. Jose R. Jasso Tech. Sgt. Timothy C. Ogier Phone number: (618)779-7221	
West Region	Travis AFB, Calif.
Lt. Col. Ray King Maj. Jennifer L. Burke Master Sgt. Robin L. Raine Phone number: (707)816-3645	
Northeast Region	Westover ARB, Mass.
Maj. Diane Baynon Master Sgt. Robert Preble Phone number: (413)537-6603 or (413)557-3565	
Southeast Region	Robins AFB, Ga.
Lt. Col. Ray Owens (reports mid-August) Vacant Phone number:	
South Region	Eglin AFB, Fla.
Vacant Vacant Phone number:	
Southwest Region	Lackland AFB, Texas
Vacant Vacant Phone number:	

issues such as fitness for duty, deployment options and current status are addressed.

"When the next deployment tasking comes around, the service member and his or her commander can look at options with full knowledge of where that service member is in terms of personal recovery and what is the best decision that can

be made regarding deployment at that time," Colonel Martin said.

Col. Karen Nagafuchi, based at Wright-Patterson Air Force Base, Ohio, is the PHA for the mid-east region. She has already helped a number of Reservists get the mental health care they needed, including two people who were returned from a deployment for mental health concerns and five who were hospitalized locally with mental health symptoms.

"Families, leaders and patients have continuously and wholeheartedly endorsed the PHA initiative," she said. "Since we present ourselves as advocates and case managers, neither rank nor position interfere with the development of a relationship with health care providers, leaders, troops and their families. Repeatedly, troops, leaders and providers have told me that the PHA initiative has filled the gap and is one of the best things AFRC has done."

The accompanying map shows the seven PHA geographical regions, the states included in each region and the base where the PHA team for each region is located. The accompanying list gives the members of each PHA team and a number to call to reach each one. Colonel Martin said the command is hoping to fill the vacant positions by Sept. 1. ★



Taking Care of Our Own

AFRC Services doing more than ever for family members

By Carlos Abalo

From free child care and special camps for teens to the Yellow Ribbon Reintegration Program, Air Force Reserve Command is doing more than ever to help take care of the family members of Reservists. Here's a quick look at some of the family-friendly programs being offered by AFRC Services.

Home Community Care

The HCCP is for Air Force Reservists and Air National Guard members with dependent children who need help with child care during unit training assembly weekends. The program provides free licensed child care for dependent children ranging from infants to 12 years of age at more than 30 locations nationwide.

"The Home Community Care Program provided 500 hours of free day care in 2004," said Stacey Young, AFRC's chief of family member programs. "That number grew to more than 20,000 in 2008." Since July 2008, the number of providers has grown from 21 to 43.

Providers must meet rigorous certification criteria, and their certification is reviewed every six months, Ms. Young said. A total of six children can be cared for at each provider location, and only two of those can be infants less than two years old.

Ms. Young said the program goes to great lengths to make sure providers are available where they are needed.

"The program is not dependent on where service members live but rather where they drill," Ms. Young said. "We contract with civilian providers within a 10-mile radius of where members drill."

The HCCP is available at locations where regular child-care



The Home Community Care Program assists Reservists who need help with child care during unit training assembly weekends.

services are not available on base. At bases where child care is provided, Reservists should use licensed providers who participate in the Extended Duty Child Care program.

"If an active-duty base does not have on-base licensed providers in EDCC, we will go out and find a civilian provider within 10 miles," Ms. Young said.

HCCP providers are available primarily on UTA weekends. However, arrangements can be made upon request for Reservists needing child-care services during a secondary weekend or annual tours. These arrangements are completely dependent on the availability of child-care providers.

During drill weekends, child care is available Saturday and Sunday from 6 a.m. to 6 p.m. Additional hours must be requested in advance and are dependent on providers' availability. No overnight stays are available through this program.

HCCP is fully funded by Headquarters Air Force, and it has the full support of the Department of Defense and Congress.

"The program is great for retention for those with families, and it is used by all ranks, ranging from lower enlisted to officers," Ms. Young said. "So far the biggest users have been E-4s through E-6s, although many officers have used the program as well."

Returning Home Care

The Returning Home Care program provides 16 hours of free child care after a deployment of 30 days or more. Care is provided in contracted HCCP homes or in EDCC homes on active-duty bases.

In addition, the National Association of Child Care Resource and Referral Agencies offers a pair of child-care programs to assist service members. Operation Military Child Care offers help in finding and subsidizing care for activated or deployed Reserve and Guard members. And the Child Care for Severely Injured Service Members Program helps severely injured military members and their families find and pay for up to six months of child care. More information on these programs is available on the Web at www.naccrra.org.

Teen Leadership Summit

The Air Force Reserve/Air National Guard Leadership Summit brings dependent children age 15-18 from all over the country together so they can bond with each other and learn how to be advocates for military families.

"The purpose of this program is to bring teens of Guard members and Reservists together to educate them on services and programs available to them as military dependents and to find out what their unmet needs are," Ms. Young said. "Special guests and our national community partners such as 4-H, Boys and Girls Clubs of America, American Legion and Military OneSource are invited to the camps to present information to the teens on how they are assisting Guard and Reserve families. We found this aspect of the camp to be especially well received



The Air Force Reserve/Air National Guard Leadership Summit brings military dependents from all over the country together to educate them on services and programs available to them and to find out what their unmet needs are.

by dependents who do not live near a military installation."

Ms. Young and Brandi Mullins, a 4-H Air Force specialist at Robins Air Force Base, Ga., designed the teen summit program. The first summit was conducted last summer at the University of Georgia's Wahsega 4-H Center in the Georgia mountains. One hundred teens from all over the country attended that camp.

This summer, there were two summits: one at Wahsega July 13-17 and one at the 4-H center at Jekyll Island, Ga., July 27-31. The camps were loaded with a wide variety of activities, including white water rafting, high ropes adventures, sea kayaking and island exploring. The theme for this year's summits was "Speak Out for Military Kids."

"The most important aspect of this program is military dependents will be able to interact with others facing similar issues," Ms. Young said. "The friendships formed from these programs are for life, and the general sense from dependents is overwhelmingly positive. The program allows teens to experience leadership courses and challenging activities. At the end of the courses, the teens are asked to provide feedback, and the information is used to prepare future camps."

Yellow Ribbon

The Yellow Ribbon Reintegration Program seeks to minimize the stresses of military service, specifically when a Reservist deploys and the family faces separation.

The focus of the YRRP is to provide support and outreach services to Reserve component service members, their families and communities throughout the deployment cycle. This program places particular emphasis on preparing service members and their families for the stresses associated with separation and deployment, educating members and families about resources available to assist them, and connecting members to service providers before and during deployments. The focus shifts to reconnecting service members with families and communities for successful reintegration after a deployment.

Bottom line: The intent of YRRP is to prepare Airmen and their families for deployment, sustain families during deployment, and reintegrate Airmen with their families, communities and employers upon redeployment.

"Members of Guard and Reserve units tend to disperse

much more widely upon their return than those in active-duty units, and it is more difficult to ensure they receive the services and benefits they need and have earned," said U.S. Rep. Harry Mitchell, chairman of the House Veterans' Affairs Oversight and Investigations Subcommittee, at a recent hearing on reintegration for National Guard members and Reservists.

"The need for DOD (Department of Defense) and VA to work together to assist returning Guard and Reserve members and their families is especially acute in today's environment, where the Guard and Reserve are serving at the same operational tempo as active-duty units," Representative Mitchell said. "Fully half of OIF and OEF veterans are members of the Guard or Reserve."

"Before YRRP, I saw many of our unit members and families slip through the cracks of total deployment cycle support," said Chaplain (Capt.) Jonathan Kollman of the 445th Airlift Wing at Wright-Patterson AFB, Ohio, who helps run Yellow Ribbon at his unit.

"As Citizen Airmen, they simply went from war to work," Chaplain Kollman said. "This was unacceptable. Now, because of YRRP, they are receiving vital information, resources and networking, and family members get wonderful care and support throughout the deployment cycle. The 445th Airlift Wing now has wonderful people on orders caring for families of our deployed members. It is a blessing to receive feedback and thankfulness from families and members saying, 'I left this event prepared for my husband or wife's deployment.' Reserve and Guard members in all military services need this support. Going from war to work is difficult, and YRRP is the bridge!"

"In the future, we envision the Yellow Ribbon program getting to the point where all our military members and their families are taken care of from pre-deployment through post-deployment," said Col. Mary Hill, director of AFRC's Office of Deployment Cycle Support. "All of the military services will work together to take care of each other. For example, Army soldiers can go to an Air Force Reserve Yellow Ribbon event or vice versa. It doesn't matter what service you are in, you will still be taken care of." ★

(Mr. Abalo is a Palace Acquire intern working in the Headquarters AFRC public affairs office at Robins AFB.)



Air Force Reserve Command's new Expeditionary Combat Support Division performs integration functions for in-garrison and deployed ECS forces, like these from the 386th Expeditionary Mission Support Group. Airmen in this organization, with its A7Z office symbol, have adopted the name "Zulu Warriors."



AFRC's Zulu Warriors



New division dedicated to serving expeditionary combat support forces

By Gene Vandeventer

There's a new organization at Headquarters Air Force Reserve Command, Robins Air Force Base, Ga., dedicated to supporting the command's in-garrison and deployed expeditionary combat support forces.

The men and women assigned to the Expeditionary Combat Support Division within the Installations and Mission Support Directorate are identified with an office symbol of A7Z and have become known throughout the headquarters as the "Zulu Warriors."

The ECS Division, established in 2008, supports more than 20 mission support areas — security forces, services, civil engineering, acquisition and logistics readiness to name a few. Doctrinally, the ECS focus is to open, establish, operate and close air bases and act as the single "belly button" for helping mission support forces meet their objectives.

In addition to working garrison support issues, like drafting and maintaining host-tenant support agreements, the Zulu Warriors also help with deployment planning and execution, working closely with specialists from the air and space expeditionary force deployment center as well as logistics and mission support staffs from the other major commands.

"Many mission support duties are cross-functional, which

can lead to misinterpretations, overlapping execution and accountability ownership issues," said Col. Max Mendoza, ECS Division chief. "The ECS Division identifies these areas and integrates cross-functional ECS policy and guidance to help our mission support group commanders in the execution of their duties, both in-garrison and deployed."

Within the ECS Division, the Operations and Planning Branch is responsible for developing, reviewing and ensuring compliance with concepts of operations (CONOPS) and doctrine affecting the mission supporter. Branch members are currently heavily focused on joint basing initiatives and Geographical Information Systems projects.

Throughout the Department of Defense, joint basing projects are under way to consolidate military in-garrison services at inter-service locations affected by base realignment and closure decisions.

"These initiatives look to see how we can do things more efficiently from a joint or purple perspective, saving dollars while focusing on support improvements," said Lt. Col. Harold "Bo" Newhouse, Operations and Planning Branch chief.

"From these consolidations, like the McGuire, Fort Dix and Lakehurst, New Jersey initiative, the Air Force will soon be developing common-level standards from the products and

memorandums of agreement already developed, facilitating host-tenant support decisions Air Force-wide."

In the GIS arena, branch members are involved in several projects designed to provide commanders and senior leaders with improved graphics and visual imagery.

The Garrison Support Branch, led by Maj. Steve Miner, "tackles the ever-changing deployment training requirements as mandated by the Air Force and Central Command.

"We definitely have a voice in the end-game and readily present our command's perspective," Major Miner said. "We seek standardization across the board to assist our deploying Airmen during this time of transition upheaval from home station, employer and, most of all, family."

The branch is also responsible for getting information pertaining to AF5021 initiatives, lessons learned and inspection results out to mission support group commanders to help them keep current and in-compliance with regulations.

One way the branch does this is through a mission support newsletter affixed to the A7Z community of practice Web site. Field commanders have responded favorably to the quick access to information provided by the newsletter.

The ECS Division is dedicated to supporting people like Lt. Col. Ted Dimitt, a Reservist assigned to 4th Air Force, March Air Reserve Base, Calif., who recently returned from serving as

the deputy commander of a forward-based expeditionary mission support group at a location in Southwest Asia.

"As a deputy expeditionary mission support group commander (and commander on several occasions during his deployment), I faced many real-world situations involving reception, staging and onward movement missions," he said. "As the EMSG representative on the wing commander's incident control center, I witnessed firsthand our Air Force Reservists providing world-class support in meeting our mission objectives. Whether aerial port technicians, civil engineers, security forces, contracting personnel or communicators, I was privileged to have served with these extraordinary Citizen Airmen."

Addressing cross-functional issues and concepts can be very challenging, but AFRC's Zulu Warriors are making a difference.

"We have got to get it right for our expeditionary combat support warriors as we meet Air Force and AFRC priorities," Colonel Mendoza said. "Our end-goal is to achieve in-garrison excellence and trained, combat-ready Reservists prepared to deploy anytime, anywhere." ★

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

Are They Covered?

More than 6,800 Airmen have opted out of the Servicemembers' Group Life Insurance program, declining to pay \$27 a month for \$400,000 in coverage.

Too many young Airmen opting out of life insurance program

For the price of a soda a day, a young Airman can avoid the financial hardship an unexpected death can have on a family.

Even though the \$27 a month Servicemembers' Group Life Insurance premium — providing \$400,000 in coverage — is automatically deducted from Airmen's paychecks, people are able to decline. Senior Master Sgt. Ramon Roldan, chief of entitlements and benefits at the Air Reserve Personnel Center in Denver, relayed the sad story of a young Airman who opted out of the coverage.

"It was tough. We discovered while handling the case for the grieving family that a recruiter or his unit had talked him into opting out of SGLI because he was single, not making much money yet and was so young," Sergeant Roldan said. "Unfortunately, neither knew his time would come sooner than expected. The consequence was the family missed the financial benefit that SGLI could have provided."

He pointed out that SGLI would have covered the Airman even though he was not on duty or deployed at the time of his death.

The truth is, talking about the SGLI benefit for Guard and Reserve Airmen can be uncomfortable. But whether you're pulling combat duty, kitchen duty or just driving around town, you never know when your time might come, Sergeant Roldan said. And the question is: Where would that leave your family?

ARPC officials are concerned that Airmen are not taking that question seriously enough. Airmen are opting out of SGLI coverage at an alarming rate; in fact, more than 6,800 people don't have any SGLI coverage, and many more carry only partial benefits. SGLI coverage is automatic from the time of enlistment. Airmen are not covered only if they submit a form declining the insurance.

Gloria Goodgain, deputy director of personnel programs management at ARPC, urges Airmen to "make an informed decision about SGLI coverage." For Ms. Goodgain, the legacy those who opt out leave their loved ones is not a happy one.

"When folks are young, they think they're going to live forever," she said. "But, of course, they don't. And all too often the tragedy we see here is that when a member passes away without any SGLI coverage, their loved ones are left with an expensive heartbreak on top of the loss of life."

Ms. Goodgain and Sergeant Roldan are both adamant about making sure all Airmen understand the consequences of terminating their coverage and the benefits of serving in uniform on or off duty with SGLI coverage.

"It's a mystery to me why you wouldn't want it," Sergeant Roldan said. "It's automatic when you are appointed or enlisted unless you otherwise decline. For just \$27 a month, you have \$400,000 in life insurance coverage. That rate rarely changes, and you're covered for your entire career."

He was quick to point out that in a typical 20-year hitch, an Airman will only pay about \$6,480 in premiums for life insurance that does not require a medical examination. He also said that \$1 of that monthly amount provides up to an additional \$100,000 in traumatic injury coverage. So whether an Airman dies or suffers a traumatic injury, either on or off duty, SGLI provides coverage.

Employees within ARPC's entitlements and benefits office are trained to answer any questions Airmen may have about the SGLI program. Ms. Goodgain said they serve as wingmen who have Airmen and their families' best interests in mind.

For information or to speak to a counselor, call toll free 800-525-0102 and ask for the entitlements and benefits office. ★

(This story was written by the ARPC public affairs office.)



Pararescuemen from the Air Force Reserve's 920th Rescue Wing prepare to deploy an inflatable flotation collar during recovery testing on a mockup of the Orion crew exploration vehicle at Port Canaveral, Fla., March 8. Orion is targeted to begin carrying humans to the International Space Station in 2015 and to the moon by 2020. (Tech. Sgt. Paul Flipse) In the inset photo, Air Force pararescuemen flank Astronauts Neil A. Armstrong and David R. Scott who are sitting in the Gemini 8 spacecraft after splashdown in the Pacific Ocean March 16, 1966. With the advent of NASA's new capsule-based manned-spaceflight program called Constellation, Air Force pararescuemen will once again greet astronauts on the high seas following splashdown. (NASA courtesy photo)

BACK TO THE FUTURE

Pararescuemen again practicing astronaut capsule recovery

By Tech. Sgt. Paul Flipse

With NASA on schedule to replace its fleet of space shuttles with a new crew exploration vehicle, an Air Force Reserve unit responsible for providing first-response medical, contingency, rescue and recovery for all shuttle launches is busy preparing for the changeover.

Six pararescuemen from the 920th Rescue Wing conducted recovery testing on a mockup of NASA's next-generation spacecraft at the Trident Turn Basin on Cape Canaveral Air Force Station, Fla., March 8.

Master Sergeants Robert Smith, Chris Seinkner, Matt Roche, Jeffrey McManus and Kenneth Surrey, along with Senior Airman Richard Boyd, deployed an inflatable flotation collar during the test of the Orion crew exploration vehicle, NASA's next-generation spacecraft.

The collar is designed both to stabilize the capsule after water landing and provide a platform for recovery personnel to

stand on during the operation.

The operation, called the Post-landing Orion Recovery Test, allowed the PJs to test the capsule in outside conditions. In addition, it gave NASA personnel an opportunity to discover what kind of motion astronauts can expect to experience after landing.

According to NASA, Orion is targeted to begin carrying humans to the International Space Station in 2015 and to the moon by 2020. Orion is part of NASA's Constellation Program.

Air Force pararescuemen have provided astronaut recovery support to NASA as far back as the Mercury program and were the first on scene to help legendary astronauts Neil Armstrong, Buzz Aldrin and Gus Grissom from their space capsules. ★

(Sergeant Flipse wrote this article while assigned to the 920th RQW public affairs office at Patrick Air Force Base, Fla. He is currently working for the Air Force Reserve Command Recruiting Service.)



A Helping Hand

Pilot-in-training Cooper Hirst of Ogden, Utah, gets a little help with the controls of a flight simulator from 466th Fighter Squadron pilot Lt. Col. Paul "Buster" Delmonte before the IMAX showing of "Fighter Pilot: Operation Red Flag" at the Clark Planetarium during Air Force Week: Salt Lake City in June. (Alex Lloyd)