

Citizen AIRMAN

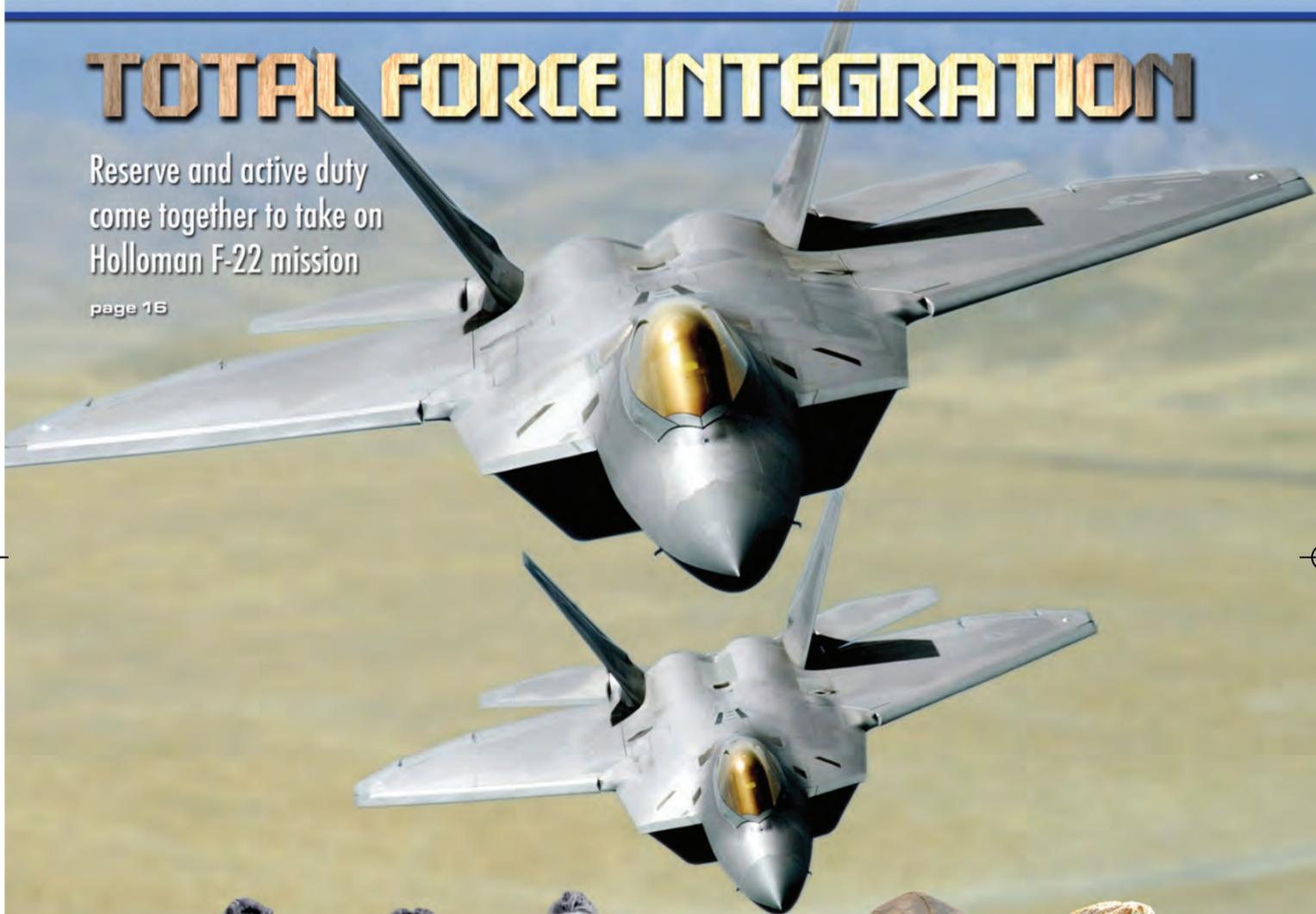
Vol. 62 No. 3
June 2010
www.afrc.af.mil
Official Magazine of the
Air Force Reserve



TOTAL FORCE INTEGRATION

Reserve and active duty
come together to take on
Holloman F-22 mission

page 16



A LONG OVERDUE THANK YOU

Women pilots receive medals
65 years after service

page 26



Behind the Lens

Combat cameramen capture
critical time in history

page 22

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

Holloman association is latest in long line of Total Force Integration successes

I am extremely proud of our command's outstanding progress in building new associate units that are on the leading edge and expected to be more cost-effective and efficient for our Air Force.

This issue of *Citizen Airman* (Page 16) features the stand-up of our new F-22 fighter associate unit at Holloman Air Force Base, N.M. Also, the story announces plans for our Reservists and regular Air Force Airmen to share the MQ-1 and MQ-9 remotely piloted aircraft missions at Holloman.

Called "Total Force Integration," there are more than 100 initiatives under way that involve the regular Air Force, Air Force Reserve and Air National Guard. More than 50 of these feature our units and Reservists.

Although the big push for Total Force Integration began during the 2005 base realignment and closure process, the Air Force Reserve has a long history with associate units. The very first was a C-141 airlifter unit started at Norton AFB, Calif., on March 25, 1968. The success of this model unit bred many more such units in Military Airlift Command, the forerunner of today's Air Mobility Command.

However, these partnerships are not just about using the same equipment. Associate units are an effort to have equal partners playing roles that leverage their strengths and find the right balance between reserve and regular components, developing better capabilities and better uses of our Total Force resources.

"Classic associate" units are those in which the regular Air Force has principal responsibility for the aircraft and equipment infrastructure and shares operation and maintenance duties with the Reserve. The opposite is true in "active associate" units, with the Reserve having principal responsibility for the aircraft and equipment and sharing operation and maintenance duties with the regular Air Force.

And then there are our Reserve associations with the Air National Guard at Niagara Falls International Airport Air Reserve Station, N.Y., and Tinker Air Force Base, Okla. These are air reserve component associations, with the Reserve maintaining principal

responsibility for the aircraft — C-130s at Niagara and KC-135s at Tinker — that capitalize on and utilize the vast experience of both organizations to form a lean, effective combat force.

As these units continue to develop, our lessons learned team is measuring their performance. Through the use of analytical tools, our command is developing new insights into the proper configuration of associate units.

As a repository of airpower expertise, our Citizen Airmen are among the most experienced professionals in the Air Force. Our officers average about 18 years of experience, while our enlisted members have been in the service an average of 13 years. That is compared to 11 years and eight years for regular Air Force officers and enlisted members, respectively.

In fact, roughly 64 percent of our Citizen Airmen are veterans from regular active-duty service. Because of this wealth of experience, Citizen Airmen are ideal mentors in an associate unit for the often younger regular Air Force Airmen.

Citizen Airmen provide excellent continuity to associate units. "Live locally, serve globally" is often the hallmark of Reserve service. Reservists are embedded in the fabric of American life. They often pursue full-time civilian careers in their communities and hometowns. Their employment mirrors our society and includes jobs such as neighborhood police officers and firefighters, teachers, doctors, lawyers and many other civilian specialties.

When Citizen Airmen are not training or performing operational missions, they provide valuable services in local communities while always maintaining the same readiness as regular Air Force Airmen. This full-time readiness effectively supports our national defense.

This is an exciting time to be in the Air Force. Our Reservists are engaged in all Air Force missions and working with the latest leading-edge equipment. I congratulate the men and women of our new F-22 fighter unit at Holloman and look forward to the new pages of history they and all of our associate units will inspire in the years to come. ★

The secret to our success: Training, training and more training

Our competence and qualifications make us unique in the world of reserve components. You are qualified because you are trained to the same rigorous standards as our brothers and sisters in an active status.

We have to ensure that we maintain these high standards because you are an important part of our nation's defense. Yes, we have many demands on our training time, especially the requirement to complete ancillary training on a periodic basis. Sometimes it seems like we can't do it all. However, our technical, leadership and basic military skills must be maintained, and we do that through training.

Basic military training at Lackland Air Force Base, Texas, is the cornerstone that we use to build our Air Force careers. Airmen leave BMT with a basic knowledge of what it means to be an Airman and a desire to contribute to the greatest Air Force in the world. It is our job as leaders to make sure we cultivate that desire and improve on the knowledge and skills.

I had the honor of visiting BMT in April with a group of Air Force Reserve Command command chiefs, and I can tell you that our Airmen are being well prepared for the Air Force that we live in today.

Most Air Force leaders have not experienced the changes to BMT and would be amazed at the contingency skills taught in the first 8 1/2 weeks of our warriors' careers.

Contingency training is incorporated into every aspect of the first six weeks of BMT, culminating in a week-long exercise known as the Beast. After this training, Airmen can operate in a contingency environment as well as most seasoned leaders.

I would encourage all senior leaders to arrange a trip to Lackland to witness the Beast, as well as the Airmen's run, coin ceremony, retreat and the parade and graduation that takes place during the last week of an Airman's life in BMT. It will change your outlook on the future of our Air Force and the great young men and women who join every day.

After completion of BMT and technical school, our Airmen depend on us to train them to be proficient in their chosen

career field. It is critical that we continue the level of training that they received from Air Education and Training Command professionals and challenge them to continually improve.

One way we do this is by getting our Citizen Airmen into the Seasoning Training Program when they arrive back at their unit. STP is having a positive impact on our readiness and retention. Airmen tell me they feel more competent and a part of the team because we get them involved early in their career. We have cut upgrade training time in some career fields by more than half using STP and are preparing warriors to deploy much earlier.

Whenever graduates from technical school can participate in STP, we should encourage them to take advantage of this valuable tool to not only expedite their proficiency training but also to immerse them into our Air Force culture on a daily basis.

Once our Airmen are upgraded, the next challenge is to make sure we keep them proficient in their career field and contingency skills. One way we can do this is through the Innovative Readiness Training Program. IRT allows Airmen to train in their speciality, sometimes in a contingency environment, and help our citizens at the same time.

Operation Arctic Care is one of the many IRT projects that the Defense Department sponsors each year. This year, 200 Airmen from all statuses traveled to northern Alaska to provide medical and dental care for thousands of Americans who desperately needed their help. As I talked to these Airmen, I found that they received more from the experience than they gave. If you have a chance to participate in an IRT project, it just might be a life-changing event.

Initial and continuous training ensures our Airmen are prepared for their wartime taskings. In addition, through programs like STP and IRT, we can help them keep those skills sharp. We owe it to all of our Airmen to prepare them with everything we have to excel in their jobs and careers. We do that by training, training and then training some more. ★



Senior Airman Zachary Mabes of the 919th Security Forces Squadron at Duke Field, Fla., secures an area after his squad was attacked during a training scenario March 6 at Eglin Air Force Base, Fla. The scenario was part of a field training exercise for the 919th SFS during a unit training assembly weekend. The security forces also participated in tent building, land navigation, self-aid and buddy care, and prisoner search exercises. Twenty Airmen were split into four- and five-person squads and worked together to complete timed objectives. (Tech. Sgt. Samuel King Jr.)

Citizen AIRMAN

Vol. 62 No. 3

June 2010

Table of Contents

10
Round the Reserve

16
Total Force Integration: Holloman style

21
AFRC makes advancements in ART hiring process

22
Combat cameramen capture critical time in history

24
Reservists love full-time gigs at the 'boneyard'

26
Women receive medals 65 years after service

30
Financial managers major contributors to the fight

On the front cover: (Top) The Air Force Reserve has its second F-22 associate unit with the stand-up of the 44th Fighter Wing and 301st Fighter Squadron April 9 at Holloman Air Force Base, N.M. The 301st FS unit designation, which traces its heritage back to the Tuskegee Airmen of World War II, transferred to Holloman from Luke AFB, Ariz. See the story on Page 16. (Photo illustration) (Bottom left) Sixty-five years after the Women's Airforce Service Pilots organization was disbanded, the United States officially recognized the remaining members' service by presenting them with Congressional Gold Medals. Read about the nation's salute to the WASPs on Page 26. (Bottom right) Master Sgt. Robert Carreon shows some video footage to an Afghan student at the Bazaar school in Hatal, Afghanistan. Sergeant Carreon was one of nine members of the 4th Combat Camera Squadron who deployed to Afghanistan. See the story on Page 22. (Staff Sgt. Dayton Mitchell)

Gen. Norton A. Schwartz *Chief of Staff, United States Air Force*

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

Lt. Col. Leslie J. Pratt *Director of Public Affairs, Air Force Reserve Command*

Cliff Tyler *Managing Editor*

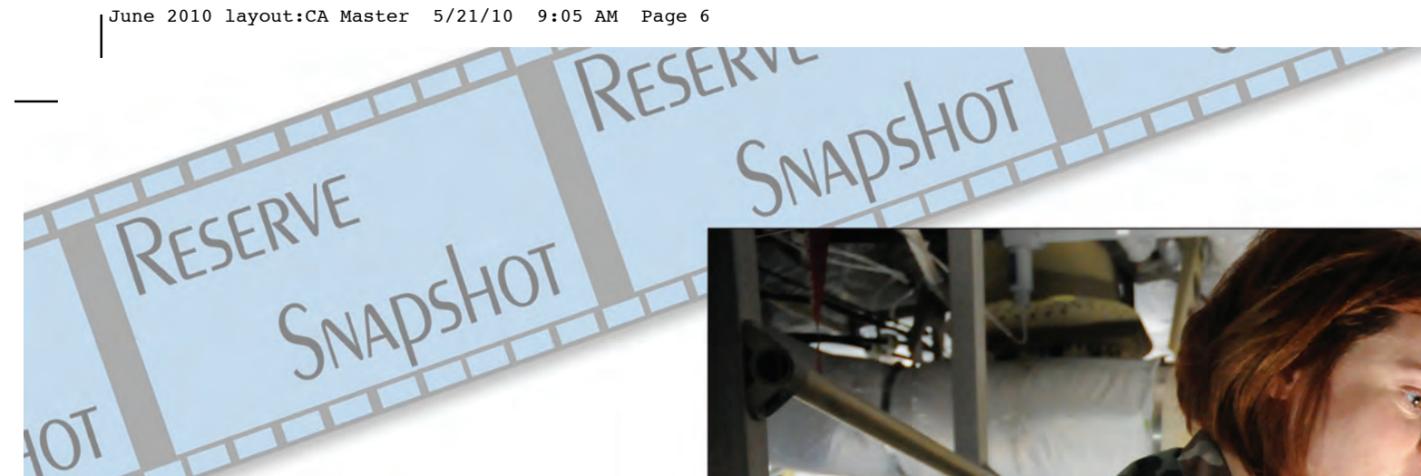
Bo Joyner *Associate Editor*

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

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

Moving? PLEASE DO NOT SEND CHANGES OF ADDRESS TO CITIZEN AIRMAN. To continue receiving the magazine, unit Reservists, as well as people serving a statutory tour of duty, should send a change of address to their military personnel flight or unit orderly room. Individual mobilization augmentees should call the Air Reserve Personnel Center toll free at 800-616-3775 or DSN 926-6528/6730. Periodical postage paid at Warner Robins, Ga., and additional mailing offices.

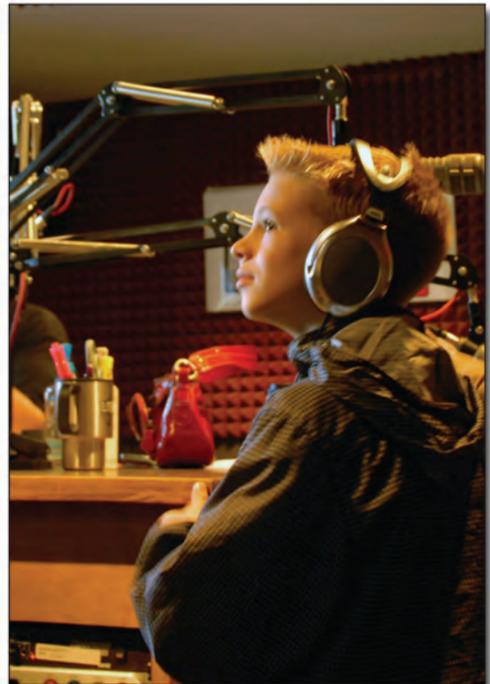
POSTMASTER: Please send all Forms 3579 to *Citizen Airman*, HQ AFRC/PAP, 255 Richard Ray Blvd. Suite 137, Robins AFB, GA 31098-1661.



Master Sgt. Daniel Lawlor, a Reservist with the 42nd Aerial Port Squadron, Westover Air Reserve Base, Mass., free-falls with a U.S. Army Golden Knights parachutist over Florida. Sergeant Lawlor deployed to Florida with 15 other Westover Airmen in support of Haiti relief missions. All of the Reservists had an opportunity to fly with the Golden Knights, who were in Florida conducting their winter practice drills. Sergeant Lawlor was one of four people who got to jump with the parachute team. (Photo courtesy of the Golden Knights)



Tech. Sgt. Karla Rust of the 512th Airlift Wing, Dover Air Force Base, Del., inspects communication cables aboard a C-17 Globemaster III during the wing's March unit training assembly. Sergeant Rust is a communication and navigation systems specialist who works for the Navy in her civilian career. (Staff Sgt. Steve Lewis)



Teddy Fussell, 8, waits to hear his dad's voice during a KFAT 92.9 FM Morning Chaos radio interview. His dad, Tech. Sgt. Ted Fussell, 477th Civil Engineer Squadron, is deployed to Kirkuk Regional Air Base, Iraq, with other members of the 477th Fighter Group, Elmendorf Air Force Base, Alaska. (Donna Gindle)

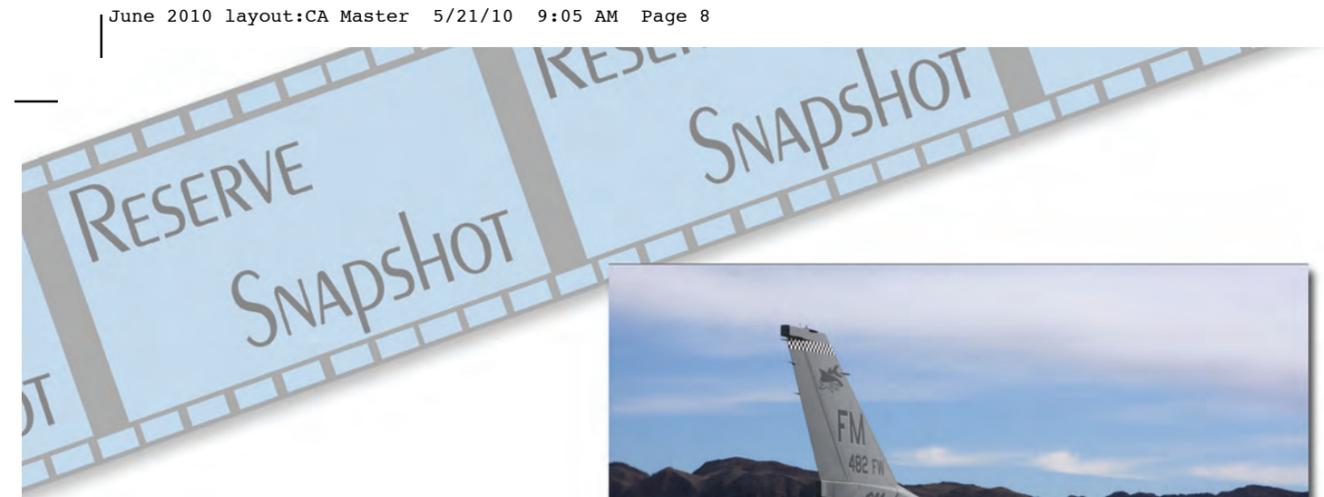


Airman First Class Joshua Krug exhales during combat arms training at McConnell Air Force Base, Kan. Airman Krug and six of his fellow Reservists from the 931st Civil Engineer Squadron braved temperatures in the single digits while firing M-16A2 rifles at the base range in January. (Master Sgt. Jason Schaap)

Airman First Class Jill Diem and Master Sgt. Aaron Miles, both deployed from the Band of the Air Force Reserve, sing during a Reserve Generation concert for service members at an undisclosed location in Southwest Asia. (Senior Airman Kasey Zickmund)



Staff Sgt. Lindsey Armstrong and Airman First Class James Bradshaw install probe covers on one of the 932nd Airlift Wing's C-9 aircraft at Scott Air Force Base, Ill., during a rainy day in February. (Maj. Stan Paregien)



An F-16 "Mako" from the 482nd Fighter Wing, Homestead Air Reserve Base, Fla. taxis onto the runway at Nellis Air Force Base, Nev., to participate in the advanced aerial combat training exercise Red Flag. This was the first time in 16 years that Homestead has participated in the exercise. (Tech. Sgt. Bucky Parrish)



Master Sgt. Erika Bueno of the Air Force Reserve Command Recruiting Service speaks to an attendee during the Women in Aviation International conference at the Walt Disney World Resort in Orlando, Fla., in February. The purpose of the yearly conference is to encourage the personal development of women interested in the aviation field or currently in the field. (Master Sgt. Dawn Price)



C-130 Hercules loadmasters with Air Force Reserve Command's 302nd Airlift Wing activate a modular airborne firefighting system II unit April 22 during a MAFFS wet-fire test at Peterson Air Force Base, Colo. The Airmen tested the new "MAFFS II" system in preparation for the U.S. Forest Service's upcoming MAFFS certification week in Greenville, S.C. (Staff Sgt. Stephen J. Collier)

Tech. Sgt. Peter Pavenski, an HH-60G Pave Hawk helicopter aerial gunner from the 920th Rescue Wing, Patrick Air Force Base, Fla., throws a rope ladder to awaiting pararescuemen below so they can climb into the hovering helicopter during a water training scenario being conducted in the Banana River. (Staff Sgt. Leslie Kraushaar)



Second Lt. Christopher Geary, a B-52 Stratofortress navigator with the 93rd Bomb Squadron at Barksdale Air Force Base, La., educates a group of students from Starbase with facts and figures about the aircraft. (Senior Airman Crystal Marie Jordan)



Round the Reserve

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

C-17s to Replace C-5s at Wright-Patterson AFB

The Air Force will begin next year replacing 10 C-5 Galaxy aircraft belonging to the 445th Airlift Wing at Wright-Patterson Air Force Base, Ohio, with eight C-17 Globemaster III aircraft.

The secretary of the Air Force and the Air Force chief of staff approved the change March 12.

Air Force officials anticipate that the first four C-17s will arrive at the 445th in fiscal year 2011 after five of the C-5s are retired from service. They expect delivery of four more of the newer aircraft in FY 2012 after the remaining C-5s are retired.

From a manpower standpoint, replacing the C-5s with C-17s will result in the wing gaining 29 traditional Reserve officers, losing 111 enlisted TRs and gaining 21 full-time air reserve technicians, for a

net loss of 61 positions. (*Air Force Reserve Command News Service*)

DOD Officials Identify More Phases for Iraq Medal

Department of Defense officials announced March 10 that additional campaign stars are authorized for wear on the Iraq Campaign Medal.

The campaign stars recognize a service member's participation in DOD-designated campaigns in Iraq.

Airmen who have qualified for the ICM may display a bronze campaign star on their medal for each designated campaign phase in which they participated. The stars will be worn on the suspension and campaign ribbon of the campaign medal. One bronze service star shall be worn for each campaign served. A silver service star will be worn instead of five bronze stars.

The additional campaign phases and associated dates established for the ICM are:

- Iraqi surge, Jan. 10, 2007, to Dec. 31, 2008.
 - Iraqi sovereignty, Jan. 1, 2009, through a date to be determined.
- Four other phases, previously identified, include:
- Liberation of Iraq, March 19, 2003, to May 1, 2003.
 - Transition of Iraq, May 2, 2003, to June 28, 2004.
 - Iraqi governance, June 29, 2004, to Dec. 15, 2005.
 - The "national resolution" phase, which began Dec. 16, 2005, has been determined to have ended Jan. 9, 2007. (*Courtesy of Air Force Retiree News Service from a DOD news release*)

Automation to Improve Post-9/11 GI Bill Processing

With 153,000 veterans enrolled in the Post-9/11 GI Bill during spring semester and new automation tools implemented to improve processing procedures, the Veterans Affairs secretary declared the program "on track" and headed toward greater efficiency.

Secretary Eric K. Shinseki acknowledged that the Post-9/11 GI Bill got off to a rocky start after it took effect Aug. 1.

He said he was surprised when many colleges and universities took months to submit the student enrollment certificates VA needed to begin cutting checks to the schools as well as enrollees.

"They must be well-endowed," he said referring to those schools that covered the up-front costs of students' tuition, room and board without seeking prompt reimbursement. "But because I don't have that certificate, I haven't paid them

Pope's Puns



CARTOON BY RETIRED MASTER SGT. W.C. POPE

New F-15E group stands up at Seymour Johnson AFB

By Tech. Sgt. Tammie Moore

To keep up with the demand for F-15E Strike Eagle pilots and weapon systems officers, a new group is standing up at Seymour Johnson Air Force Base, N.C.

The 414th Fighter Group may only have a handful of assigned people right now, but about 340 Reservists will fall under the group, which will include the 307th Fighter Squadron and 414th Maintenance Squadron, by September 2011.

"We currently have 21 personnel and are actively hiring aircrew, intelligence and maintainers for our organization," said Lt. Col. Kevin Fesler, 307th FS Detachment 3 commander and 4th Operations Group deputy commander. "All of the full-time personnel are stationed at Seymour Johnson. The part-time traditional Reservists live within driving distance of the base to fulfill their drill period requirements."

The role of the new group is to help Seymour Johnson produce more qualified F-15E aircrew members.

"The Total Force Integration initiative was directed by a chief of staff of the Air Force and secretary of the Air Force memo in 2007 to utilize AFRC aircrew to produce more F-15E aircrew graduates," Colonel Fesler said. "The success of the initial TFI plan was realized, and the 4th Fighter Wing requested a phase II expansion, which includes maintenance and intelligence personnel with a plus-up of instructor air-

crew also. All of these personnel will functionally integrate with the 4th FW and be leveraged to produce more world-class F-15E graduates."

The AFRC maintainers arriving at the new units are fully qualified with 5-, 7- and 9-skill levels. They will work hand in hand with the base's regular Air Force Airmen.

"The 4th Maintenance Group will have operational direction over the maintenance personnel. That means they will decide their day-to-day duties," Colonel Fesler said.

"Air Force Reserve Command and Air Combat Command signed memorandums of agreement and understanding regarding the utilization of the personnel to maximize their

experience within the 4th FW," he said. "The 414th FG will maintain administrative control for reporting, etc."

Many of the Reservists were in the regular Air Force before joining the Air Force Reserve.

Senior Airman Bobby Kerr, a 307th FS crew chief, is one of the first Reservists assigned to the unit.

"I had no learning curve coming here," he said. "I worked on the F-15 for four years at Langley (AFB, Va.) before joining the Reserve." ★

(*Sergeant Moore is assigned to the 4th Fighter Wing public affairs office at Seymour Johnson AFB*)



SENIOR AIRMAN WHITNEY LAMBERT

Senior Airman Bobby Kerr, a 307th Fighter Squadron F-15 crew chief, closes the lid of a joint oil analysis program sample. Crew chiefs take an oil sample after an aircraft lands to ensure the engine is working properly.

follow in July, November and December. By year's end, Secretary Shinseki said, the system will be fully automated.

"I think we are on a good track," he said. "Now, when automation comes, we are going to have a tremendous gain." (Donna Miles, *American Forces Press Service*)

March ARB Welcomes First Full-Time Chaplain

Standing in front of a wooden altar, leather-bound Bible in hand, Chaplain (Maj.) Craig Benson looks like any other chaplain in the sanctuary of the chapel at March Air Reserve Base, Calif.

What sets Chaplain Benson apart is his status. He is the first of six full-time chaplains the Air Force Reserve is placing at six of its busiest locations. In addition to March, the locations are Naval Air Station Joint Reserve Base Fort Worth, Texas; Lackland Air Force Base, Texas; Patrick AFB, Fla.; Schriever AFB, Colo.; and Westover ARB, Mass.

According to Chaplain (Col.) Don Smith, Air Force Reserve Command command chaplain, March and the other locations were chosen because of high deployment rates and operational tempos. The idea is that full-time chaplains will help people better deal with major stresses in their lives.

In his new position with the 452nd Air Mobility Wing, Chaplain Benson augments five Reserve chaplains and provides full-time support to the base.

He's excited about serving as a trailblazer in this developing program.

"I feel like this is a great opportunity and something that is very rewarding," Chaplain Benson said. "It's a new position, and we are creating it as we go. We really don't know how it will change or what it will look like two years from now.

"At a Reserve base, people don't live on the base or close by. The chaplains are part-time, and they are here only during that one weekend a month. But stuff happens during the week, not just on the drill weekend. You need someone full-time to work those issues, get coordination going and be there for the air reserve technicians, the civilians and the Reservists who are on two- or three-day tours, and we can provide that help," he said. (2nd Lt. Zach Anderson, 4th Air Force public affairs)

Maj. (Dr.) Gene Delaune and an Iraqi doctor analyze the CT scan images of a 12-year-old boy as they diagnose a vision problem. Major Delaune is an individual mobilization augmentee assigned to the 89th Medical Group at Andrews Air Force Base, Md.



IMA program provides Reservists options for career flexibility

Need more flexibility in your military career? Try taking a look at the individual mobilization augmentee program.

The Air Force Reserve IMA program has a goal of hiring 1,600 people by September. Positions are available worldwide in all career fields, and members have flexibility to decide when and where they want to work.

"We're hiring, and that is terrific news on several fronts," said Col. Nancy Zbyszinski, commander of the Readiness Management Group.

Located at Headquarters Air Force Reserve Command, Robins Air Force Base, Ga., the RMG oversees the Air Force's 8,700 IMAs and 1,500 participating individual ready Reservists.

"The IMA program offers a unique opportunity to serve in Reserve status for those who are not located near a traditional (Air National) Guard or Reserve unit, for anyone who cannot commit to one weekend every month, or for anyone who wants to participate in new Air Force missions," the colonel said.

The IMA program is one of several Reserve categories in the Air Force. IMAs do not serve in Reserve organizations but instead are assigned to active component units — either Air Force or joint. Rather than serving one weekend a month and two weeks a year, IMAs have flexibility in scheduling their annual training requirements each year. They coordinate with their active component supervisors to arrange duty dates according to the needs of the Air Force and the IMA's civilian schedule.

"IMAs are fully integrated into opera-

tions of the active component and are assigned to more than 40 major commands, combatant commands and defense agencies," said Lt. Gen. Charles E. Stenner Jr., AFRC commander. "We want to maintain the right people with the right skill sets in the right places, and the IMA program, along with our other Reserve categories, allows us to do that."

Flexible duty dates and the chance to work in active-duty organizations are just a couple of advantages of the IMA program. There is also the chance to participate in emerging Air Force missions.

Like other Reserve or Guard members, IMAs can volunteer for man-day tours or deployments. Base IMA program management staffs can provide more information about man-day opportunities. Active-duty functional managers and IMA program management staff can provide information on deployment options.

Another benefit of the IMA program is the potential to get paid for travel as well as annual duty.

"Inactive duty training travel can be funded," said Maj. Chuck Pittman, RMG director of personnel. "We want to get the word out about that, since many members are used to IDT travel being at the members' expense."

Anyone interested in learning more about the IMA program may do so online at <http://www.afrc.af.mil/shared/media/document/AFD-090326-113.pdf>. To find vacancies visit <https://w20.afpc.randolph.af.mil/RMVSNet20/SelectVacancies.aspx>. ★

(Information for this article provided by the RMG public affairs office at Robins AFB.)

Air Force Officials Announce Uniform Policy Changes

Air Force officials announced April 12 uniform policy updates resulting from recent Air Force Uniform Board decisions.

The following policy modifications are effective immediately unless otherwise stated and will be incorporated into Air Force Instruction 36-2903, Air Force Uniform Dress and Appearance.

The tucking of trousers on utility uniforms into boots will remain optional. This reverses a mandatory tuck-in requirement previously announced by the 98th Air Force Virtual Uniform Board. When tucked in or bloused, the trouser must be even and draped loosely over the top of the combat boot to present a bloused appearance.

The green fleece watch cap is approved for wear with the all-purpose environmental clothing system,

improved rain suit, cold weather parka, sage green fleece and physical training uniform.

Air Force officials encourage all Airmen to affix name, rank and service designator tapes instead of waiting for the Oct. 1 mandatory wear date. However, officers wanting to wear a watch cap with the sage green fleece must now have their name, rank and service designator tapes affixed to the fleece effective immediately.

Other authorized cold weather items remain unchanged. They include the black or sage green leather, suede or knit gloves; black scarves that are tucked in; and black earmuffs.

Uniform officials remind Airmen that the sage green fleece can still be worn as a liner for the APECS without name, rank and service designator tapes. The black fleece will no longer be authorized for wear as an APECS liner on Oct. 1.

Air Force officials also modified the

97th AFUB decision that stated the women's A-line skirt would become the primary mess dress skirt for the Air Force. The change allows the side-slit mess dress skirt to continue to be worn as an optional item.

For more information on uniform policy changes, contact your chain of command or call the Total Force Service Center toll free at (800) 525-0102. (*Air Force Personnel Center public affairs*)

Westover Tests Communications Package

Reservists at Westover Air Reserve Base, Mass., conducted field exercises in April using a new mobile communications package.

The 439th Communications Squadron is the first Air Force Reserve Command unit to receive the Joint Incident Site Communications Capability system, said Capt. Jeremy Downer, the organization's

Reservists mobilize to support Afghanistan surge ops

By 1st Lt. Candice Allen

More than 1,600 Air Force Reservists went on active duty April 5 to support the Afghanistan surge operations.

Aircrew members, aircraft maintainers, aerial porters and base operating support forces are among the Reservists supporting the movement of an additional 30,000 U.S. troops to Afghanistan. President Barack Obama announced in December that he would be sending more troops to Afghanistan.

About 900 of the Air Force Reservists were mobilized. The other 700 volunteered to support surge operations on Military Personnel Appropriation orders. Plans call for them to be on active duty for at least six months.

"I wanted to be here, and I'm proud to be able to contribute to the war effort by supporting our fellow service members who are in theater," said Maj. Jeff Snyder, a 326th Airlift Squadron pilot from the 512th Airlift Wing, Dover Air Force Base, Del.

The primary airlift units supporting the Afghanistan surge operations are the 439th AW, Westover Air Reserve Base, Mass.; 445th AW, Wright-Patterson AFB, Ohio; 315th AW, Charleston AFB, S.C.; 452nd Air Mobility Wing, March ARB, Calif.; 512th AW, Dover AFB; 446th AW, Joint Base Lewis-McChord, Wash.; 514th AMW, Joint Base McGuire-Dix-Lakehurst, N.J.; and 349th AMW, Travis AFB, Calif.

Mobilizations and volunteerism are nothing new for Air Force Reserve Command units. McGuire's 514th AMW had more than 100 Reservists called to active duty to support the surge.

Although this is the 514th AMW's largest group mobilization since the early periods of Operation Enduring Freedom, the wing averages more than 100 Airmen mobilized and



C-17 crews and maintenance personnel are among more than 1,600 Air Force Reservists who went on active duty April 5 to support the Afghanistan surge operations.

deployed in support of global military operations at any given time, said Linda Winn, chief of personnel readiness, 514th Force Support Squadron.

In addition to the surge to Afghanistan, AFRC units will continue to support other missions overseas and in the continental United States. On any given day, Reservists provide 46 percent of the Air Force's strategic airlift and 21 percent of its theater airlift. ★

(Lieutenant Allen is assigned to the Air Force Reserve Command public affairs office at Robins AFB, Ga.)

Pilots, controllers provide close-air support to civilian aviator

By Senior Airman Danielle Wolf

The A-10's primary mission is close-air support. Pilots from Whiteman Air Force Base, Mo., added a little twist to that mission when they helped a civilian pilot in a potentially life-threatening situation.

Maj. Steve Nester of the 303rd Fighter Squadron was heading from Whiteman AFB to Springfield, Mo., on a routine training mission March 11 when he got word from fellow A-10 pilots Maj. Dax Hayes and Todd Riddle that a civilian pilot was in trouble. The civilian aircraft was low on fuel, and the pilot, who was literally lost in the clouds, was inexperienced with instrument flight.

Switching radio frequencies, Major Nester heard Major Hayes talking to the civilian pilot.

"When I started talking to him, he was pretty worried," Major Hayes said. "He had been on the radio with the controllers at Whiteman, who were trying to find good weather for him to land, but there wasn't really good weather anywhere."

It was at that point that Major Hayes assessed the situation by asking the pilot about his plane's instruments and his flying experience.

"He said he only had about one hour of instrument flight time," Major Hayes said. "I'm not sure how he got that high in the first place, but it is possible he was flying and then the clouds moved in below him."

Major Hayes had also been on a training mission that day, but it was one where he was acting as an instructor, working with Major Riddle in the new A-10 Thunderbolt II C-model aircraft.

"I decided to get Major Nester on the radio, too. It made more sense for him to escort the pilot so I could finish my upgrade training," Major Hayes said. "But for a while, the pilot did have three A-10s flying with him to help."

Back at Whiteman, the control tower and operations group were working to help the pilot, searching for clear skies and runways in the nearby area. Springfield was determined the best place to land because it had the best weather and offered the best chance to help the pilot down, Major Nester said.

The major and his fellow A-10 pilots and ground controllers worked with the civilian pilot to prepare for the approach and landing.

"We practiced descents in the clear skies at about 6,000 to 8,000 feet," he said.



Maj. Steve Nester helped lead a civilian pilot to a safe landing after the pilot told air traffic controllers he was low on fuel and unable to make a landing due to the weather.

Major Nester was able to give the pilot accurate approach information so he could line up with the runway coordinates from 50 miles out, all while still above the clouds.

"I was trying to stay right there with him, but it was hard because the fastest he could go was about 160 knots (184 mph), and the slowest an A-10 can go is about 130 knots (150 mph)," Major Nester said. "My plan was to stay on his wing, close to him, in case he accidentally turned into the clouds."

Once he was ready for his first descent, the major realized the pilot would need a little more coaching.

"He was only going about 100 knots, and that can be really dangerous," Major Nester said.

The pilot accidentally pulled up while turning and was back above the clouds and no closer to a safe landing.

"I coached him back to the runway, and eventually he got through the clouds. He had to descend through about 3,000 feet of weather, which normally isn't that bad. Eventually he made it to the runway."

With the assistance of the A-10 community at Whiteman, the pilot was able to make a safe landing. ★

(Airman Wolf is assigned to the 442nd FW public affairs office at Whiteman AFB.)

During the field exercise, JISCC proved its value by providing for the constant flow of vital information in a seamless manner, Captain Downer said.

Its radio systems are compatible with those of other military and government agencies. In addition, the package provides local area networking capability for laptop computers to access the Internet and other key networks. It comes with everything necessary to make JISCC completely self-sufficient in the field.

Plans call for 11 other AFRC bases to eventually receive the mobile communications package, Captain Downer said. (Andre Bowser/Tech. Sgt. Andrew Biscoe, 439th Airlift Wing public affairs, Westover ARB)

Persistence Pays Off in Selection for Tops in Blue Team

After years of dedication and determination, Tech. Sgt. Katie Badowski of the 446th Services Flight at Joint Base Lewis-McChord, Wash., made her dreams a reality.

Sergeant Badowski saw *Tops in Blue* — the Air Force special unit made up of 35 vocalists, musicians, dancers, comedians, magicians and dramatists — perform while she was in the Washington Army National Guard. She was immediately hooked. Sergeant Badowski said she started her Air Force career with every intention of joining *Tops in Blue*. She achieved her goal this year.

"You can't knock down someone who has a dream," said Lt. Col. Patricia Keenan, 446th SVF commander. "When you have something inside of yourself that you want to express, it's bigger than you are."

Applying for the entertainment group involves filling out a long application, providing an audition video and, if selected, participating in an arduous 10-day competition at Lackland Air Force Base, Texas.

Two other Air Force Reservists also made the 2010 *Tops in Blue* tour. They are Master Sgt. Robert Clark, a vocalist from the 482nd Fighter Wing at Homestead Air Reserve Base, Fla., and Tech. Sgt. Kevin McGovern, a vehicle operator from the 910th Airlift Wing at Youngstown Air Reserve Station, Ohio.

Tops in Blue is celebrating its 56th year as the Air Force's premiere entertainment showcase. Sergeant Badowski reported to Lackland AFB in early March to begin a 45-day training period to prepare for the 2010 show season. The schedule of performance dates and locations was supposed to be released in May. (Staff Sgt. Elizabeth Moody, 446th Airlift Wing public affairs) ★

It's Your Money

So many choices, so much to learn

By Ralph Lunt

My column in the April issue was about getting started as an investor. This month, I'll address different investments and touch on how you would go about acquiring them.



To do this, I'll first say thank you to the folks at the Financial Industry Regulatory Authority, who's website (www.FINRA.org) I both recommend and credit for the excellent definitions that follow. Before you invest one dime, it's critical that you understand the risks of your particular investments.

- **Certificates of deposit:** CDs are time deposits. When you choose a CD, the bank accepts your deposit for a fixed term — usually a preset period ranging from six months to five years — and pays you interest until maturity. At the end of the term, you can cash in your CD for the principal plus the interest you've earned. The Federal Deposit Insurance Corp. insures these to a limit.

- **Stocks:** When you invest in a stock, you buy ownership shares or equity shares in a company. Your return on investment, or what you get back in relation to what you put in, depends on the success or failure of that company.

- **Bonds:** A bond is a loan that an investor makes to a corporation, government, federal agency or other organization. Consequently, bonds are sometimes referred to as debt securities.

- **Mutual funds:** Like investing in any security, investing in a mutual fund involves certain risks, including the possibility that you may lose money. When a fund is actively managed, it employs a professional portfolio manager, or team of managers, to decide which underlying investments to choose for its portfolio. All mutual funds charge fees.

Still interested? Here's an overview of acquisition costs.

- **Stocks:** To buy and sell stock, you usually need to have an account at a brokerage firm, also known as a broker-dealer, and give orders to a stockbroker at the firm. This stockbroker will execute those instructions on your behalf.

- **Bonds:** Like other types of bonds, corporate and municipal bonds may be purchased, like stock, through a broker. Treasury and savings bonds may be bought and sold through an account at a brokerage firm or by dealing directly with the U.S. government.

- **Mutual funds:** When you buy mutual fund shares from a stockbroker or other investment professional, you might have to pay sales charges, called loads, which are calculated as a percentage of the amount you invest. Like commissions on stock or bond transactions, these charges compensate the broker for the time and effort of working with you to select an appropriate investment.

If you are a beginning investor, there's a lot to learn, and it's difficult to know where or how to start. Next issue, I'll tie it all together. ★

(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 on 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.)

officer in charge. He and a group of communications Airmen started the field exercise the morning of April 1 by rolling out components of the mobile communications kit, all of which fit inside of a 19-foot trailer and on the back of two flat-bed trucks.

The National Guard developed the system in the aftermath of Hurricane Katrina to address the problems military and other

government agencies who responded to the disaster encountered in communicating with one another, Captain Downer said. AFRC is adapting the capability to provide its bases with flexible emergency response communications.

Captain Downer said the package will allow Westover communications Airmen to respond to a man-made or natural disaster on site with a "command post in a box."

"Hurricanes, floods — whatever we would be asked to do inside or outside the wire, we can do with this system," he said.

JISCC includes satellite equipment, communications terminals, a 30-foot antenna, a trailer and a tent. The entire package costs more than \$300,000 to field, but the capability it provides, in terms of saving lives and property, is immeasurable for organizations responding to disasters.

TOTAL FORCE INTEGRATION

Reserve and active duty join forces in the New Mexico desert to take on F-22 mission

By Bo Joyner

Two years ago, Col. Donald "Louie" Lindberg came to Holloman Air Force Base, N.M., with a small crew and a huge challenge. The colonel and his initial three-person team were tasked with creating from scratch an F-22A Raptor associate unit that would integrate with the regular Air Force's 49th Fighter Wing at Holloman.

Having been involved with Total Force Integration initiatives at Langley AFB, Va., Shaw AFB, S.C., Tyndall AFB, Fla., and Luke AFB, Ariz., during his active-duty and Reserve career, Colonel Lindberg knew that TFI initiatives in the fighter world have not always gone as smoothly as the regular Air Force and reserve component might like. Knowing he was facing an uphill battle, the first thing Colonel Lindberg did was set up a meeting with the 49th FW's commander.

Luckily, that commander was Col. Jeffrey "Cobra" Harrigian, an old friend and former student of Colonel Lindberg's when he was an F-15 instructor pilot. During that initial meeting, the two colonels vowed that, no matter what it might take, TFI would be a suc-

cess at Holloman. Two years later, it's obvious that Colonel Lindberg and Colonel Harrigian have delivered on their promise.

On a Friday afternoon in April, Colonel Lindberg officially assumed command of the Reserve's 44th

Staff Sgt. Scott Mitchell, an Air Force Reserve F-22 crew chief, checks over a Raptor piloted by regular Air Force pilot Capt. Ryan Pelkola after a recent flight at Holloman Air Force Base, N.M. The active-duty 49th Fighter Wing and the Reserve's 44th Fighter Group are combining to take on the F-22 mission at Holloman. (Bo Joyner)



Fighter Group — the first F-22 associate unit in Air Combat Command. There is one other Air Force Reserve F-22 TFI initiative — a partnership with Pacific Air Forces at Elmendorf AFB, Alaska.

On hand to participate in the assumption of command ceremony at Holloman in April were most of the 155 Reservists who Colonel Lindberg had personally interviewed and hired to be part of the 44th FG.

“It’s a tremendous honor to command the 44th Fighter Group,” Colonel Lindberg said. “We have a bunch of great Air Force Reservists who are working hard every day to mesh successfully with their active-duty counterparts.”

Also at the activation ceremony, Lt. Col. Kent Furman officially assumed command of the 301st Fighter Squadron, and Maj. William Magee took command of the 44th Aircraft Maintenance

Squadron. When fully manned, the 44th FG will be home to about 330 Reservists, including F-22 pilots, maintenance workers, medical specialists, and support and administrative staff members.

The group will also be home to Reserve unmanned aerial system pilots, sensor operators and maintainers. In addition to flying the F-22, the 49th FW also has an MQ-1 Predator and MQ-9 Reaper unmanned aerial system training

mission, and the 44th FG has been asked to partner in this mission as well.

Although it hasn’t been easy, Colonel Lindberg believes TFI is really taking hold at Holloman. And he’s quick to give much of the credit for the successful partnership to the men and women of the 49th.

“They have really bent over backwards to make this association work,” he said. “They’ve provided us with facilities when we’ve needed them, and they’ve made the effort to learn how the Reserve world operates so we can bring two good organizations together to make one great one.”

At times, Colonel Lindberg said educating his regular Air Force counterparts on how the Reserve works has “been kind of like dancing with a partner who doesn’t know the dance. You’re just trying not to step on each other’s toes.” But as time has gone by, both partners have gotten more in step.

“I think we have a great partnership building here,” Colonel Harrigian said. “The 44th Fighter Group has some very talented people with a great deal of experience in the fighter world, and we’re excited to have them as part of our team at Holloman.”

Colonel Lindberg said he believes several factors have led to the early success of the TFI association at Holloman. The first is hiring the right people.

“When a Reservist wants to work at the 44th, I interview that person and talk to his or her spouse to make sure they



An MQ-1 Predator returns to Holloman Air Force Base, N.M., after a recent flight. In addition to the F-22 association, the Air Force Reserve and regular Air Force are teaming up to provide MQ-1 and MQ-9 Reaper training at the New Mexico base.

SENIOR AIRMAN MICHAEL MEANS

301st Fighter Squadron carrying on rich Tuskegee tradition

By Bo Joyner

Even though there are no F-22s with brightly painted red tails at Holloman Air Force Base, N.M., (the red paint is not good for the Raptor’s stealthy profile), there is a fighter squadron there that is carrying on the tradition of the Tuskegee Airmen and their red-tailed P-51 Mustangs of World War II fame.

Air Force Reserve Command’s 301st Fighter Squadron and its parent organization, the 44th Fighter Group, have formed a classic association with the regular Air Force’s 49th Fighter Wing and its 7th and 8th Fighter Squadrons at the desert base in Alamogordo.

Originally activated in 1942, the 301st FS was one of four African-American fighter squadrons to enter combat during World War II. The 301st was assigned to the all African-American 332nd Fighter Group in North Africa and Italy.

During the war, the men assigned to the 332nd Fighter Group, who were trained at Tuskegee Army Air Field in Alabama, were credited with flying more than 15,000 combat sorties and destroying 111 German fighters in the air and another 150 on the ground. Pilots from the 332nd earned 150 Distinguished Flying Crosses, 744 Air Medals, eight Purple Hearts and 14 Bronze Stars.

The Tuskegee Airmen stationed in northern Italy never lost a single bomber they escorted during the war. Proud of their service, Tuskegee Commander Col. Benjamin O. Davis had the vertical stabilizers of their P-51s painted red, bringing

a dash of style and leading to the group’s signature nickname, the “Red Tails.”

When Lt. Col. Kent Furman took command of the 301st FS during an activation ceremony at Holloman in April, a red-tailed P-51 Mustang sat just outside the hangar where the ceremony was taking place, and three of the original Tuskegee Airmen had front-row seats.

“It’s an honor and privilege to carry the banner of the 301st Fighter Squadron,” Colonel Furman said. “These great pioneers not only had to fight the Germans, but they also had to overcome the widely held belief at the time that an African-American couldn’t fly a fighter or any military aircraft. We’re proud to carry on the tradition of the 301st Fighter Squadron as we fly America’s newest frontline fighter.”

Like its flying squadron, the 44th Fighter Group also carries a name with a rich military history. The group traces its history back to the 44th Bomb Group — the premier B-24 heavy bombardment group within the Army Air Corps immediately prior to and during World War II.

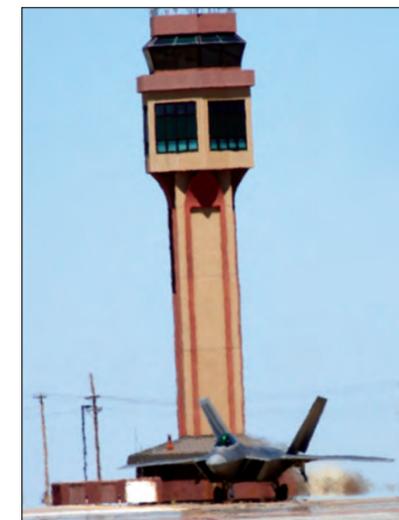
The 44th Bomb Group was activated in early 1941 and flew its first combat mission Nov. 7, 1942. Before the war was over, the 44th would fly a total of 344 missions and 8,400 individual combat sorties against the Axis powers. As a result of these missions, the group lost 850 of its brave young patriots and nearly 200 of its sturdy B-24s.

The 44th was a major player in the bombing of the Ploesti oil fields in Romania in August 1943 that inflicted serious damage to the facilities that were supplying 60 percent of Germany’s crude oil requirements. While overall damage to the target was heavy, the cost was high. Of 177 planes and 1,726 men who took off on the mission, 54 planes and 532 men failed to return. ★

Original Tuskegee Airmen (left to right) Robert Ashby, Buford Johnson and Dr. Thurston Gaines talk to members of the media at the 301st Fighter Squadron activation ceremony at Holloman AFB, N.M., in April. Above is the historic 301st FS logo that can still be seen on 301st patches today.



BO JOYNER



An F-22 taxis in front of the control tower at Holloman.

BO JOYNER

Reserve signs on to help with remotely piloted aircraft mission

By Bo Joyner

As combat commanders continue to call for more and more remotely piloted aircraft combat air patrols over the skies in the Middle East, the Air Force is working hard to keep up with the demand.

Recently, the Air Force announced it would be moving the training mission for the MQ-1 Predator and MQ-9 Reaper remotely piloted aircraft from the 432nd Wing at Creech Air Force Base, Nev., to Holloman AFB, N.M. The move is designed to allow Creech to concentrate on flying CAPs (24/7 orbits over a critical area of a combat zone) while Holloman focuses on training.

“In the long run, it’s going to create a lot more pilots and sensor operators than we would have had at Creech,” Col. Greg Christ, vice commander of the 432nd Wing, said in a recent news release.

Holloman reached initial operational capability with the MQ-1 in September and is planning on training more than 80 Airmen to be combat ready on the Predator this fiscal year. The long-term plan is for all MQ-1 and MQ-9 training to take place at Holloman by fiscal 2012.

“Combat commanders are requiring more CAPs, and they need them yesterday, so we want to be able to increase that pipeline of students to get them to the fight as quickly as we can,” said Lt. Col. Ryan Sherwood, commander of the 6th Reconnaissance Squadron at Holloman.

Air Force Reserve Command’s 44th Fighter Group, a classic associate unit with the 49th Fighter Wing at Holloman, will be involved in the MQ-1 and MQ-9 training effort.

“We came to Holloman to be an F-22 associate unit with the 49th Fighter Wing, but we’re excited that the opportunity to expand into the remotely piloted aircraft arena came up,” said Col. Donald “Louie” Lindberg, 44th FG commander. “The nature of Reserve service fits well into the remotely piloted aircraft training mission.”

Colonel Lindberg has already hired two Reservists to work the MQ-1 and MQ-9 piece of the associate puzzle with the 49th FW and plans to eventually hire about 60 more.

The MQ-1 Predator’s primary mission is interdiction and conducting armed reconnaissance against critical, perishable targets. When the MQ-1 is not actively pursuing its primary mission, it acts as the joint forces air component commander-owned theater asset for reconnaissance, surveillance and target acquisition in support of the joint forces commander.

MQ-9 Reapers provide the joint forces commander a persistent hunter-killer able to strike emerging targets. The MQ-9 also acts as an intelligence, surveillance and reconnaissance asset, employing sensors to provide real-time data to commanders and intelligence specialists at all levels. ★



The 44th Fighter Group is officially activated during an April ceremony.

know what is expected of them. You have to have the right people to make this kind of association work," he said.

Like with other Reserve associate units, Colonel Lindberg is able to bring into the 44th FG operators and maintainers with a great deal of experience who are leaving active duty but still want to maintain at least a part-time tie with the Air Force.

"That's one of the great things about the associate program," he said. "We're able to capture that experience and that expertise before it walks out the door."

One of the first people Colonel Lindberg

hired was Staff Sgt. Scott Mitchell, an air reserve technician and F-22 crew chief who had worked at Holloman on the F-117 Nighthawk while he was on active duty.

"I had ties to Holloman and wanted to come back here," Sergeant Mitchell said. "We have a great relationship with the active-duty maintainers. Most of the people I work with on the flight line don't even know I'm a Reservist."

Like the other ARTs assigned to the 44th FG, Sergeant Mitchell wears his uniform every day. That's another reason for the TFI success at Holloman, Colonel Lindberg said.

"It's imperative that we blend in seamlessly with the active-duty folks," he said. "Having our ARTs wear their uniform, even when they are in civilian status, is one way of doing that."

A final reason for the successful start-up of TFI at Holloman is both the 44th FG and 49th FW are new to the F-22 mission.

"We both got into this at about the same time," Colonel Lindberg said. "In the past, it wasn't always easy to bring a Reserve associate into an active-duty fighter wing with an established mission. We've been able to grow into this new Raptor mission right along with the 49th Fighter Wing."

The first two F-22A Raptors with Holloman AFB tail markings were welcomed during an arrival ceremony June 6, 2008. At that same ceremony, former Air Force Chief of Staff Gen. T. Michael Moseley formally announced that the 44th FG would be partnering with the 49th in its new F-22 mission.

Today, Holloman AFB is home to 24 F-22s, and regular Air Force and Reserve Airmen work hand in hand every day to keep them flying and fighting.

"We have a great partnership with the active duty here," Colonel Lindberg said. "Our goal when we started was to set the benchmark for future TFI initiatives in the fighter world, and I think we're making it happen." ★

The ART Program

Improvements made; more on the way

By Tech. Sgt. Christian J. Michael

(Editor's note: This is the final installment of a three-part series of stories on the air reserve technician program and the ART hiring process.)

The air reserve technician hiring process has come a long way since its inception only a decade after the birth of the U.S. Air Force and Air Force Reserve. Recently, Air Force Reserve Command has made advances in the process, both at the ground level and in leadership.

Recent improvements to the process

Traditionally, employee turnover at AFRC headquarters and the Air Force Personnel Center has hurt the efficiency of the ART hiring process. Recently, that problem has been addressed with the hiring of ART recruiters and the creation of an "ART Cell" at AFPC.

"AFPC has been able to establish an ART Cell to help streamline the process from selection to hire," said Master Sgt. William Hose, ART recruiter for Westover Air Reserve Base, Mass. "Our recruiters have gained valuable relationships with AFPC members and those at the Special Examining Unit (at Robins Air Force Base, Ga.). I believe these relationships have helped us understand the process better and allowed us to better serve our applicants."

According to Sergeant Hose, program strengths have grown and exist for several reasons.

"First, we (were) able to streamline portions of the (hiring) process for the wing hiring officials, allowing them to concentrate on running the day-to-day operations of their units," he said. "Applicants now have someone who understands the process and helps them achieve a good rating based on their experience."

ART recruiters have been instrumental in the newest evolution of the process.

"(We) have played a vital role in helping to identify and eliminate bottlenecks,"

Sergeant Hose said. "For example, there have been times when a hiring official selected a member to be an ART only to find out that the person is ineligible to join the Air Force Reserve. Just by ensuring our applicants are militarily pre-qualified has saved countless man-hours and eliminated delays in the hiring process."

What can improve?

While the hiring process has come a long way, additional improvements are on the horizon.

Pat Gorman, a human resources specialist in the Special Examining Unit, said the process for receiving ART application packages needs to be updated. Currently, applicants can only mail or fax the appropriate forms.

Electronic submission would greatly improve the speed and efficiency of ratings, she said. The SEU is working on a new electronic submission process, though it's still in the testing phase.

"A few things can help improve the program," Sergeant Hose said. "Increasing wing and community awareness would go a long way. Also, a larger staff at the Special Examining Unit would probably help. The people at the SEU are great at what they do, but they are forced to process a large number of applications in a short period of time."

The ART program has been the backbone of the Reserve for more than 50 years. ARTs keep the Reserve battle-ready and prepare Citizen Airmen across the country to stand the line with their active-duty counterparts on any land in any conflict worldwide.

Those seeking to join the ranks of the ART work force today will benefit from recent improvements to the process. Once in place, these Citizen Airmen will help ensure the continuation of Air Force and U.S. operations for years to come. ★

(Sergeant Michael is assigned to the 22nd Air Force public affairs office at Dobbins Air Reserve Base, Ga.)

For the Lindbergs, flying is a family affair

By Bo Joyner

With a last name like Lindberg, it's not surprising that the commander of Air Force Reserve Command's 44th Fighter Group at Holloman Air Force Base, N.M., chose aviation for his career. In fact, you can say that Col. Donald "Louie" Lindberg has flying in his blood.

Colonel Lindberg's father, retired Lt. Col. Robert Lindberg, was the second cousin of Charles Lindbergh, the world-renowned 20th century aviator who thrilled people in Europe and America with his solo, non-stop flight from Long Island, N.Y., to Paris, France, in the single-seat, single-engine Spirit of St. Louis in May 1927.

And although Robert Lindberg didn't choose a career in aviation (he was an Air Force dentist), the flying bug bit all three of his sons — Carl, Larry and Donald — who are Air Force pilots. In addition, both of Robert Lindberg's daughters married Air Force pilots.

"Growing up, I wasn't that interested in flying," Colonel Lindberg said. "I wanted to be a dentist, like my dad. But then when my brothers started coming home on leave and talking about flying, I got interested and went out and got my pilot's license."

With two brothers and two brothers-in-law serving as mentors, Colonel Lindberg entered the Air Force Academy in 1979. After graduating in 1983, he has gone on to have a successful career both in the regular Air Force and the Air Force Reserve.

He led and flew combat missions over Bosnia in support of Operations Deny Flight and Decisive Edge in 1996, Operation Northern Watch over Iraq in 1998, 1999 and 2000, as well as Operation Iraqi Freedom in 2005. He is a command pilot with more than 3,800 flying hours in the F-15C, F-16C and F-22A.

Today, he is leading the effort to integrate the Reserve's 44th Fighter Group with the regular Air Force's 49th Fighter Wing at Holloman in the first F-22 Total Force Integration initiative between AFRC and Air Combat Command.

And when he has the time, he likes to stop by the active-duty 49th Maintenance Group building on base to chat with 2nd Lt. Jennifer Lindberg, an F-22 maintenance officer who



Second Lt. Jennifer Lindberg, 49th Maintenance Group, is the niece of Col. Donald Lindberg, 44th Fighter Group commander. She maintains and he flies the F-22A Raptor. The two Lindbergs have been stationed together at Holloman Air Force Base, N.M., since 2008. However, they were not the first Lindbergs to serve at Holloman. Lieutenant Lindberg's father, then 2nd Lt. Carl Lindberg, spent his first assignment as an F-15A pilot in the 8th Fighter Squadron at the base. The Holloman Lindbergs are direct descendants of the famed aviator, author and inventor, Charles Lindbergh.

just happens to be his niece.

Although she's not a pilot, Colonel Lindberg said his niece is definitely carrying on the family's proud legacy in aviation, and he couldn't be more proud.

"She's a tremendous officer who is doing a great service to her country by making sure these jets are maintained and ready to fly," he said.

Colonel Lindberg is equally proud of his own daughter, Sarah, who has really bucked family tradition. ... She is currently enrolled at the U.S. Naval Academy in Annapolis, Md., preparing for a life not in the air, but at sea. ★



Tech. Sgt. Efen Lopez plays with Afghan children during a medical capabilities operation in Zakuzi Village, Zabul province, Afghanistan. Operations such as these provide medical treatment to local Afghans as part of Operation Enduring Freedom. Sergeant Lopez is a photographer with the 4th Combat Camera Squadron at March Air Reserve Base, Calif. (Tech. Sgt. Efen Lopez)

Behind the Lens

Combat cameramen capture critical time in history

By Staff Sgt. Christine Jones

Seconds can feel like hours: pulse racing, heart pounding, hands shaking uncontrollably, as all around lives are changed forever in the blink of an eye.

But in that blink, time doesn't stop. For combat cameramen in the thick of the action, life is still happening around them, and it is their mission to photograph every part of what is happening in that moment. Even after an explosion.

That is their job. And for members of the Air Force Reserve's 4th Combat Camera Squadron deployed to Kandahar, Afghanistan, it's their mission.

Images and video by 4th CCS Airmen have been viewable worldwide in publications and media outlets since their arrival in October. As the end of the deployment drew near in early April, the Reservists,

who all volunteered to deploy from their home at March Air Reserve Base, Calif., and capture a critical time in history, paused to reflect on their experiences.

The team was attached to the 5/2 Stryker Brigade Combat Team from Joint Base Lewis-McChord, Wash., and they lived together with Soldiers at forward operating bases and combat outposts throughout southern Afghanistan for the deployment.

For Tech. Sgt. Rudy Castro, a videographer, the lens acts as a buffer when the world seems out of focus.

"It's easy to separate yourself from the trauma behind the lens of the camera, but if you pull your camera away for a second, you realize the severity of what's going on," Sergeant Castro said. "At that point, you just have to get back behind your camera."

For another team member, Tech. Sgt. Francisco Govea, a photographer attached to 1st Battalion, 17th Infantry Regiment and the 8th Squadron, 1st Cavalry Regiment, the work he did made things real for him and the American public.

"If there is not a photo of a humanitarian mission, then it didn't happen. The photos are proof for the Americans that the humanitarian missions take place," Sergeant Govea said.

Combat camera teams went out on missions with Army infantry Soldiers, on both mounted and dismounted patrols, throughout their six-month deployment. It didn't take long for these visual imagery specialists to understand that every time out could be a life-or-death situation.

"The first mission was a real wake-up call," said Master Sgt. Juan Valdes, a

videographer attached to 1st Battalion, 17th Infantry Regiment and the 8th Squadron, 1st Cavalry Regiment. "As I looked at my teammate, I emphasized words I learned at combat skills training: 'Watch where you step and keep your situational awareness up.' As moments grew closer to gunfire, I realized this wasn't a movie; this was real life. People were dying, and it was my job to document."

But it wasn't all about combat for the Airmen living with Soldiers.

"I was out there on the ground with the infantrymen seeing what they do on a daily basis," said Staff Sgt. Dayton Mitchell, a photographer.

The teams covered all aspects of daily life for service members in Afghanistan. Joint patrols with the Afghan National Army and Afghan National Police, humanitarian missions, meetings with village elders, small-arms combat with insurgents, improvised explosive device detonations, and documentation of the aftermath of suicide bombers were just some



Sergeant Lopez photographs a U.S. Soldier interacting with children in the village of Shabila Kalan.

STAFF SGT. CHRISTINE JONES

of the moments captured by the lenses of combat cameramen.

During Operation Moshtarak in Marjah, both Sergeant Castro and Tech. Sgt. Efen Lopez were attached to 4th Battalion, 23rd Infantry Regiment. They stayed with the unit for almost a month, without showers, sleeping outside on the ground and living as Soldiers live in combat. They both ended up capturing imagery during firefights with the enemy.

"We went over a wall and into a ditch; bullets were flying overhead. I took cover and took pictures of the Army as they were engaging the enemy," Sergeant Lopez said. "To document combat was both exciting and a little bit scary. It goes through your mind when you're in a combat environment that I might get shot or an IED could go off next to me."

Knowing when to put down the camera and pick up a weapon is an important moment when a combat cameraman must react. On Feb. 13, Sergeant Castro engaged the enemy during a firefight he was in, helping Soldiers suppress enemy fire.

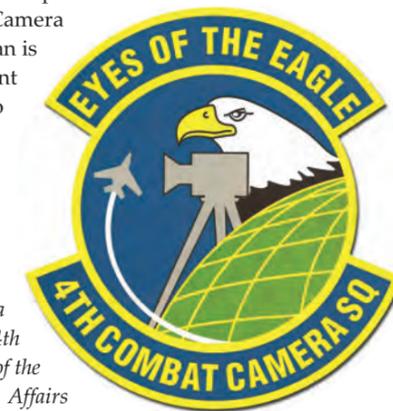
"The feeling of getting to be part of the first 4th Combat Camera team to go into Afghanistan is a great feeling," Sergeant Castro said. "I wanted to earn the name combat cameraman, and I think we all did. This was an eye-opening and life-changing experience for me." ★

(Sergeant Jones, a Reservist assigned to the 4th CCS, deployed as a member of the 22nd Mobile Public Affairs Detachment in Kandahar, Afghanistan.)



Tech. Sgt. Rodolfo Castro documents Soldiers conducting a foot patrol in Helmand province, Afghanistan.

TECH. SGT. EFREN LOPEZ



Three Reservists are loving their full-time assignments at ...

THE BONEYARD

By Staff Sgt. Todd Pruden

One could walk for miles to get from one end to the other in the desert heat. There seems to be infinite rows, one after another. It is the final resting place for some, but a re-birth for others.

Welcome to the "boneyard" run by the 309th Aerospace Maintenance and Regeneration Group based at Davis-Monthan Air Force Base in Tucson, Ariz. This is the home to more than 4,000 retired aircraft from all branches of the U.S. military.

Aircraft nearing the end of their service life are flown to the Arizona desert to either retire or be retrofitted to return to service for the Department of Defense or a country deemed friendly by the United States government. Once retired, the aircraft are kept on premises and either properly disposed of or stripped of their parts on an as-needed basis.

"There are aircraft out here that are stored in case of being needed again or getting ready for disposal," said Tech Sgt. Lucas Avery, radiation safety officer, 309th Aerospace Maintenance and Regeneration Group. "And when they are disposed of, they are chopped up and chipped, and the aircraft aluminum or aircraft metals are used again on other aircraft."

Sergeant Avery is one of three Air Force Reservists serving on active-duty tours who are assigned to the boneyard. They work side by side with a work force made up of mostly civilians.

Brought onto active duty through Personnel Force Innovation, these Airmen support the group by bringing their expertise in various fields in order to help get the mission accomplished.

PFI is an undersecretary of defense initiative to obtain and place reserve service members on active-duty tours with Department of Defense organizations for one to three years. DOD officials said when active-duty members are not available for a particular job or mission, PFI reservists can be more cost-effective than civilian employees or contractors.

Customers fund the reserve members' active-duty costs with working capital funds on a Military Interdepartmental Purchase Request. In addition, they are responsible for paying an 8 percent surcharge for administrative expenses. Reservists can qualify for vacancies based on their military job experience, their civilian education and skills or both.

Sergeant Avery's job at Davis-Monthan is to ensure all radioactive materials contained on a retired aircraft are properly removed and disposed of before it is stripped for parts or scrapped.

"Many of the components on the aircraft have different parts to them that do have radioactive materials," the sergeant said. For example, he said, some dials have radium 226, which makes them glow. "And on some of the bigger aircraft, there is some depleted uranium on the ailerons and stabilizers. We cut those off and store them before disposal of the aircraft."

When an aircraft is slated for regeneration for a second life, Maj. Shirley Mercier, director of operations for the 576th Aerospace Maintenance and Regeneration Squadron, is there every step of the

way to make sure it is retro-fitted to meet standards for flying again. Major Mercier said the squadron handles regeneration for seven different types of aircraft.

"They're in some stage of regeneration or production overhaul, and our squadron handles all of the active aircraft that come here to AMARC," she said.

Sergeant Avery said planes are overhauled for a variety of uses, including hauling cargo and serving as target drones for weapons training. Also, some planes are overhauled so they can be sold to friendly foreign governments.

Maj. Adairiz Yazno has the responsibility of storing and maintaining everything used to assemble the aircraft that are put back into service.

"I supervise 14 individuals," Major Yazno said. "We have carpenters, material handlers, fork lift operators and painters. We also have some administrative folks."

All three Air Force Reservists voluntarily applied for their active-duty tours through the PFI's Web site (<http://pfi.dod.mil>). And while all were selected for their jobs based at least in part on their Reserve experience, they said the jobs they hold are great learning experiences for them.

"It's provided me with doing something a little different and a little bit out of the scope and learning more about what AMARC does," Sergeant Avery said.

Major Yazno had similar feelings.

"I was in the medical field the whole time, and I did not realize the immensity it takes to maintain these airplanes," she said. "Every day I come here, I learn something new. I learn about the aircraft that our services use and how they store their equipment."

Major Mercier was already attached to the group through her position as an individual mobilization augmentee. She said the full-time work experience has been very beneficial.

"It has given me the opportunity to get more in-depth experience here at AMARC and to be more productive," she said.

If given the opportunity, all said they would extend their tours to the maximum allowable, which is three years. In addition, the potential to do the same job as civilians after their tours are up is a possibility.

"I'm going to try to stay on PFI as long as I can because it has worked out for me so well," Sergeant Avery said. "It has given me the opportunity to possibly get a federal civil service position here at AMARC doing the same work."

"I'd love to continue to the maximum — the three years," Major Mercier said. "I just think this is a great way for us to come on full time and to help a unit that needs some assistance."

All three said they would recommend PFI to other Reservists. For more information about PFI and current active-duty tours available or to apply for a tour, visit the PFI Web site. ★

(Sergeant Pruden is assigned to the public affairs office at Fort Huachuca, Ariz.)

Reserve Tech. Sgt. Lucas Avery makes sure all radioactive materials on a retired aircraft are properly removed before it is stripped for parts. In the background, a retired A-10 awaits its fate at the "boneyard" at Davis-Monthan Air Force Base, Ariz.



A LONG OVERDUE THANK YOU

Four Women's Airforce Service Pilots during training to ferry the B-17 Flying Fortresses.

Women pilots receive medals 65 years after service

By Megan Just

It's been 65 years since Margo deMoss received the heartbreaking news that she and more than 1,000 other Women's Airforce Service Pilots were no longer needed. Not considered veterans, Ms. deMoss and the others were released the same day they received the news and, without benefits or recognition, were left to find their own way home.

Despite their treatment, the women didn't complain.

"It was an absolute privilege to fly," said Ms. deMoss, who lives with her husband, retired Navy Cmdr. Charles deMoss, in a military retirement community across the highway from March Air Reserve Base, Calif.

"What a wonderful group of gals," she said of her fellow WASPs. "We were going to help win the war no matter what!"

Betty Wall Strohfus, a Women Airforce Service Pilot from Minnesota, displays her copy of the Congressional Gold Medal.



STAFF SGT. J.G. BUZANOWSKI

On March 10, the WASPs received recognition for their trailblazing service to the United States in a time of war. Ms. DeMoss was among more than 200 WASPs who went to Washington, D.C., to accept the Congressional Gold Medal.

The Congressional Gold Medal is the highest award Congress can award to a civilian or group of civilians. The process to approve the medal was introduced and approved in record time last year.

Each WASP received a smaller version of the medal to keep. The original medal will be donated to the Smithsonian Institution for display later this year with the "Women in Aviation" display at its Udvar-Hazy Center in Chantilly, Va.

While Ms. deMoss said she was honored to receive the same award presented to Rosa Parks, Neil Armstrong and the Tuskegee Airmen, she is quick to point out that everyone made sacrifices during World War II.

"After Pearl Harbor, everybody who could move was volunteering," Ms. deMoss said.

She recalls young boys scouring their neighborhoods to make sure no lights were showing at night and elderly women knitting scarves and rolling

bandages for the troops. Even her parents conserved gasoline by riding their bicycles instead of using the car.

"Everybody was involved in that war," she said.

Cpts. Mary Guest, Kim Link and Jennifer Phillips, all KC-135 pilots with the 336th Air Refueling Squadron at March ARB, traveled to Washington, D.C., to serve as escorts for the two days of events, including the medal ceremony. Before she left, Captain Phillips visited Ms. deMoss to learn more about what it was like to be a WASP.

"You're doing what we all would have loved to have done," Ms. deMoss told Captain Phillips when they met. "It was terrible when they told us we had to go."

TRAINING

Ms. deMoss flew for the first time with the boyfriend of one of her girlfriends who owned his own airplane.

"It was so wonderful," she said. "We flew under bridges, and we flew over my family's house. We landed, and I signed up right then to take flying lessons."

Ms. deMoss learned about the WASP program from an article in the *Boston*

Herald newspaper. With so many male pilots being killed in Europe and the Pacific, renowned pilot Jacqueline Cochran was desperately seeking women with private pilot licenses to lend a hand stateside. Both Ms. deMoss and a friend jumped at the opportunity to help. They weren't the only ones. More than 25,000 women also applied for the program. A little more than 1,000 were accepted, and only about 300 are still alive.

"We ran out and got more flying time in just in case there was a limit to how much flying time you had to have," Ms. DeMoss said.

Her mother was hesitant about the idea at first, but her father was able to change her mother's mind.

"Women just weren't supposed to do those things, but the war made all the difference," Ms. deMoss said.

Ms. deMoss and her friend were both accepted into the program and embarked on a grueling train ride from Boston to Sweetwater, Texas, for the seven-month ground school and military pilot training. Ms. deMoss was 22 years old at the time.

"Sweetwater was out in the boon-docks," she said. "It was an isolated place. And it was the rattlesnake capital of the world."

Ms. deMoss said the training, specifically learning Morse code and systems nomenclature, was the most challenging part of being a WASP. The living conditions were challenging as well.

The women were crammed into barracks that were not air conditioned, with 12 people sharing one bathroom. Without uniforms, the women had to get by with "zoot suits," men's discarded flight suits the women belted and rolled in order to make them fit.

DUTY

After graduating as part of Class 44-5, Ms. deMoss was stationed in Texarkana, Texas, where she was assigned to fly the AT-6, an advanced two-seat trainer aircraft. Her main duty was to fly brand-new AT-6s from the factories to bases that needed them the most. The problem was never getting there, but rather getting back, since transportation wasn't provided for the women pilots.

"You'd get home anyway you could," Ms. deMoss said.

She would try to tag along with other pilots heading in her direction, but if there was nobody flying, she'd have to take trains and busses.

Another of her duties was towing targets. She'd fly a target about 300 feet behind her AT-6, and fighter pilots would shoot at it with live ammunition.

"Each pilot's ammo was tipped with a different color paint. That way you knew who got what hits," said Mr. deMoss, who was a fighter pilot instructor during some of his years in the Navy.

Captain Phillips asked Ms. deMoss if she had any close calls.

"Not that I know of!" Ms. deMoss laughed, but added, "You always found yourself going a little faster so they wouldn't hit you."

Ms. DeMoss once had a close call when, while delivering a new AT-6 to a base in Texas, the engine caught fire. After attempting all the emergency procedures, she radioed her operations people, and they recommended that she bail out.

Bailing out in an AT-6 would have involved untangling from the seatbelt, crawling out the window and stepping out onto the wing.

"Then, it's one, two, three jump," Ms deMoss said.

Not wanting to ruin the beautiful new AT-6 or to be stranded in desolate rattlesnake country, she decided to glide the plane in. Fortunately, she was flying at a high enough altitude to see the control tower far off in the distance.

"I made it to the end of the runway. I mean just made it. The fire trucks all came out and sprayed everything, including me," she said. Ms. deMoss told the operations commander, "It (the aircraft) is a bit scorched, but it's OK."

Another time, she was dispatched to fly a badly injured Airman to San Antonio, Texas.

"They brought him out, and he was all bandaged up and looked just awful," she said.

She recalls the patient passing out right after he learned that a woman was going to be the pilot.

"All the way there, I was looking at him in the rearview mirror, and I was thinking, 'Please don't let him die,'" she said.



Deanie Patrick, one of the World War II Women Airforce Service Pilots and associate director of Wings Across America, accepts the Congressional Gold Medal on behalf of her fellow WASPs during a ceremony at the Capitol March 10. Presenting the medal are Speaker of the House Nancy Pelosi and (left to right) Rep. John Boehner, Sen. Harry Reid and Sen. Mitch McConnell. More than 200 WASPs attended the event, many of them wearing their World War II-era uniforms.



Womens Airforce Service Pilot Margo deMoss shows Capt. Jennifer Phillips photos in a WASP reunion program. Captain Phillips, a KC-135 pilot with the 336th Air Refueling Squadron at March Air Reserve Base, Calif., visited Ms. deMoss at her home near the base March 5.

said. "I was so sad."

Not long afterward, a Guadalcanal B-17 pilot Ms. deMoss had met in Texas while he was recovering from dengue fever and malaria traveled to Boston to marry her.

Since her years as a WASP, Ms. deMoss has had occasional opportunities to fly. She accompanied her second husband and a pair of friends in a partial circumnavigation of South America. She's also had the opportunity to fly a glider and observe a refueling mission from the boom pod of a KC-135.

When the bill for the Congressional Gold Medals for the WASPs was first introduced, Ms. deMoss didn't think much about it because she thought it would never happen.

"It was so long ago," she said of her service as a WASP. "So many people don't even know about the WASPs."

"Now they will," said Captain Phillips. "Thank you for paving the way for women and for doing what you could for the war, too." ★

(Ms. Just is assigned to the 452nd AMW public affairs office at March ARB. Some information in this article was taken from a story written by Staff Sgt. J.G. Buzanowski, secretary of the Air Force public affairs.)

PASSING THE BUCK

Financial managers make major contribution to the fight

By Gene Vandeventer

With all the different types of pay — overseas, combat, hostile fire, separation, etc. — and pay statuses within Air Force Reserve Command, financial managers have their hands full managing the system that serves more than 70,000 Reservists.

In addition to the many military pay and travel issues, financial managers are also responsible for the processes of planning, budgeting and executing the command's fiscal year budget and programming initiatives. Financial managers, military and civilian, at the wing and headquarters levels are the gatekeepers of the funds, working in concert with commanders and resource managers to help keep people and equipment functioning and contributing to the fight.

Automation and computer technology make it possible for financial managers to do their jobs. But it takes a human touch to ensure quality and timeliness in correctly accounting for and distributing a person's pay. At finance disbursing offices in Southwest Asia, some U.S. military members may still be receiving their pay at a teller's window. But they are the exceptions, as automation and direct deposits clearly are the dominant avenues for payroll disbursement today.

Looking back at how and when members of the U.S. military used to receive their pay and allowances makes people appreciate current processes. The Air Force's roots are intrinsically linked to its Army beginnings. In 1775, the second Continental

Congress created a government finance corps with the paymaster general of the Army as its lead. Throughout the early Revolutionary War days and into the mid-19th century, military members were paid every two months. However, during wartime, the troops weren't always as lucky, as paymasters often found it difficult keeping up with the ever-mobile field deployments.

In the 1800s, paymasters went to the field with money boxes and armed guards to make sure the troops received their wages. Transforming through the years until World War II, the Finance Corps would be known as the Pay Department, Quartermaster Corps, Finance Service, Finance Department and, finally, the Fiscal Director, Army Services Forces.

During these re-organizations, the duties and responsibilities of the financial system expanded to incorporate much more than just military pay and travel expenses. Financial activities dealing with centralized disbursing, auditing and budgeting also developed.

Some "old-timers" might remember the base comptroller's early Air Force automation days that helped keep finance records in order. In the 1950s and '60s, punched card accounting machines were used to assist the logistics field's UNIVAC 1050-II computers. At the same time, the key-punched card sorters provided the Burroughs 3500 mainframe computers in the accounting and finance, personnel and civil engineer functions with automated data inputs.

In the 1970s, automatic data processing was placed under the auspices of the comptroller in an effort to centralize and coordinate all ADP design efforts.

The Air Force Finance Center, Air Force Accounting and Finance Center, and, up until 2007, the Defense Finance and Accounting Service had the responsibility to maintain and enhance finance support for both in-garrison and deployed locations serving military members, Department of Defense civilians and their families. Today, the Air Force Financial Services Center at Ellsworth Air Force Base, S.D., has the responsibility for most travel pay duties.

Within Air Force Reserve Command, traditional Reservists, active Guard and Reserve members, individual mobilization augmentees, air reserve technicians and civilians have the responsibility of performing financial and budgetary duties every day of the year.

"We have a very talented and dedicated cadre of financial managers," said Michael Holmes, Comptroller Plans Division chief at

Headquarters AFRC, Robins AFB, Ga. "Currently, we have just over 1,000 personnel throughout the command. These include about 330 officers and enlisted members (TRs, IMAs and ARTs) and almost 700 civilian employees."

These financial experts perform daily at the wing, numbered air force and headquarters levels. They also participate in air and space expeditionary force deployments by providing finance, budgeting and accounting duties to all DOD services.

In the past two years, nearly 20 Air Force Reserve financial managers have been deployed overseas to work both inside and outside base perimeters making disbursement to DOD and, in some cases, host-nation employees. Since 2001, Reserve financial managers have deployed to the U.S. Central Command area of responsibility more than 125 times, with another 150 deployments to other destinations.

"We have come to understand the different DOD finance instructions and that money truly has a 'purple' color," said Chief Master Sgt. Michael Ward, the command's financial management functional manager. "When dealing with payments to host-country nationals for services and products, our Airmen have developed a very good understanding of foreign currencies."

Today, Air Force Reserve financial managers, also known as "combat comptrollers" when deployed, are extremely mobile and truly in the fight. "FMers" continually practice their wartime skills during contingency training periods, operational readiness exercises and unit training assemblies. Their participation in these readiness training events helps hone their skills in preparation for real-world air expeditionary force deployments.

Technological advances continue to improve the way financial managers do business in a contingency/war-time environment. Some of these advances include more robust use of electronic banking, such as the International Treasury Service. This particular service has vastly improved financial processes and transactions at overseas locations.

Eagle Cash cards (debit cards) continue to reduce the need for large amounts of cash at forward-deployed installations, providing Airmen with a payment system for instant computerized financial transactions at base exchanges and associated on-base establishments. Most all AOR finance offices provide extended operating hours to ensure all shift workers get quality service and receive immediate responses to their financial questions.

Chief Ward said the various financial advancements help reduce the FM footprint in hostile areas while eliminating lost man-hours waiting in pay lines and providing war-fighters with increased quality service and financial peace of mind for family members back home. However, when there is a need for cash (U.S. or foreign), the finance office can issue cash from the card in nearly a third of the time it takes to process a check.

John McLaughlin, the command's Financial Analysis Division chief, said AFRC operates on an annual budget exceeding \$4.6 billion. Congress provides funding for defense

programs in large part in annual appropriations acts. The vast majority of AFRC funds are supplied within two annual appropriations: the operations & maintenance appropriation and the Reserve personnel appropriation.

The AFRC fiscal year 2009 budget authority for O&M totaled \$3,185.1 million, and the FY09 budget authority for Reserve personnel was \$1,450.7 million. The O&M appropriation covers all daily operating and support costs primarily consisting of civilian payroll and flying operations/weapons system sustainment.

Other FY09 funding received included \$81.9 million in Air Force O&M, which included \$71.8 million of overseas contingency operations funds for support of AFRC depot maintenance requirements, and \$62.4 million in the National Guard and Reserve equipment appropriation, including \$25 million in overseas contingency operations funding, to provide equipment necessary to maintain the readiness of the Reserve units.

To ensure the command's financial managers are in compliance with governing instructions pertaining to all these different financial categories, the AFRC inspector general performs inspections at both tenant and host-base locations. Chief Master Sgt. Ray Sturm, a career financial manager, has been inspecting the units' financial management systems for the past 12 years as an IG augmentee and a directorate team member.

"Under the quality Air Force assessments, the main IG inspection process used during the 1990s, and unit compliance inspections, we inspected accounting liaison offices and financial services offices throughout the Air Force Reserve," Chief Sturm said. "Effective oversight of monetary processes has always been critically important to our Air Force Reserve mission."

Commanders are responsible for myriad programs and processes involving funds. The list includes military, civilian and travel pay; non-appropriated funds financial analysis; government purchase and travel cards; and the management control program, to name just a few.

"From resource advisers to purchase card holders, funds accountability is paramount to the success and well-being of a unit," Chief Sturm said.

Today's financial manager is not attired solely in a blue uniform or civilian attire. Financial management Airmen possess expeditionary training skills and utilize them in practical deployment environments around the globe, in Airman battle uniforms and full field regalia. These Airmen continue the U.S. military tradition of ensuring the troops receive their proper pay and allowances for supporting our national defense, just as the colonial paymasters did in 1775.

The cliché "passing the buck," in this case, describes the commitment and success of a corps of professionals performing with zeal and noteworthy service for all Citizen Airmen. ★

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

OUTSTANDING AIRMEN OF THE YEAR



FIRST SERGEANT
Senior Master Sgt. Mark E. Barber
81st Aerial Port Squadron,
Charleston Air Force Base, S.C.

SENIOR NCO
Senior Master Sgt. Steven S. West
Operations superintendent
349th Security Forces Squadron,
Travis AFB, Calif.



NCO
Tech. Sgt. Stephen R. Hunter Jr.
Explosive ordnance disposal craftsman
944th Fighter Wing,
Luke AFB, Ariz.



AIRMAN
Staff Sgt. James M. McKeown
Operations intelligence journeyman
42nd Attack Squadron
Creech AFB, Nev.



Air Force Reserve Command's Outstanding Airmen of the Year will now compete against representatives from other major commands and agencies in the Air Force's annual 12 Outstanding Airmen of the Year competition. Results will be announced this summer.