

# Citizen AIRMAN

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Official Magazine of the  
Air Force Reserve



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## From the Top



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



## Chief's View

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

### Post-9/11 GI Bill can help you and your dependents reach educational goals

In a climate of increased economic uncertainty and mounting security challenges, I am thankful for the ability to serve in such an important time in our history and thankful I am able to do so alongside such dedicated Citizen Airmen. Your continued service through these trying times has been truly remarkable.

I am not alone in recognizing your contributions. Apart from their many praises, members of Congress and presidents, both past and present, have enacted or improved many benefits in recognition of your sacrifices.

These underscore the importance of your service to our nation. I would like to address one of these benefits: the Post-9/11 GI Bill.

The Post-9/11 GI Bill dramatically expands the scope of education benefits. Reservists have always been eligible for education benefits, but not since World War II have these benefits been as great or as readily accessible as they are about to be.

Let me point out some of the highlights. The Post-9/11 GI Bill provides for:

- **Up to full tuition at the highest public institution rate in the state of attendance.** Those who have served at least 36 months of cumulative active-duty service since 9/11 are eligible for 100 percent of the payable benefit; the benefit is stepped down in 10 percent increments for each six months of active-duty service less than 36 months. Those serving at least 90 days cumulatively since 9/11 are eligible for 40 percent of the maximum benefit. Members who have served at least 30 days continuously and have been discharged or released from active

duty for a service-connected disability may be eligible for up to 100 percent of the payable benefit. The tuition benefit is **paid to the educational institution.**

- **A monthly housing stipend equivalent to the Basic Allowance for Housing rate of E-5 with dependents** in the military housing area in which the ZIP code of the education institution resides. The housing stipend is **paid to the individual.**

- **Up to \$1,000 for books, supplies, equipment and other costs — paid to the individual.**

- **Transferability of the benefit to dependent spouse or children.** Military members must have completed six years in the armed forces and agree to four more years of service. The Department of Defense is considering provisions to permit transfer of benefits by members whose continued service of four years would not be in the best interests of the military service. The spouse cannot use the benefit until the member has

completed at least six years of service; children cannot use it until the member has completed 10 years of service and the children have completed high school or equivalent, or reached 18 years of age.

The Department of Veterans Affairs plans to begin accepting applications of veterans and service members for certification for this program May 1, with the objective of determining their eligibility amount and notifying them within an average of 24 days. VA will announce later when dependents with transferred entitlement may apply. The VA will begin paying benefits for education

pursued under this program Aug 1. The DOD hopes to have a Web site available in June for members to certify eligibility for transfer of their Post-9/11 GI Benefits.

The Post-9/11 GI Bill does not replace other education programs available to Reservists; the Montgomery GI Bill, Montgomery GI Bill-Selected Reserve and Reserve Education Assistance Program are still available. You must determine which program is right for you. To help you do that, visit the Web site [www.GIBILL.va.gov](http://www.GIBILL.va.gov).

This Web site gives you side-by-side comparisons of the benefits available to you depending upon a variety of circumstances. It also provides the answers to many other questions you may have about VA education benefits. Knowing your circumstances and educational goals will help you determine which benefit is best for you.

Many Americans may now be wondering whether they will be able to retire, or afford health insurance or to pay for college. You may be among them.

You should know that a grateful nation — in recognition of your sacrifices and contributions to military service — has dramatically improved the benefits you are eligible to receive. In the past year, Reserve Airmen have become eligible to receive retirement pay before age 60; indeed, some may become eligible for retirement pay well below age 60. Moreover, Reservists now have the opportunity to purchase Tricare health coverage at dramatically reduced rates for themselves and their families. The Post-9/11 GI Bill can help you achieve your educational goals — whether for you or your dependents.

The nation continuously has been able to rely upon you for your service. In this climate of increased uncertainty, these are benefits you can count on to prepare you and your dependents for the future.

Only you can decide whether continued receipt of these benefits is worth your continued sacrifice. I, for one, can think of nothing more relevant — your service *is and has been* the difference. I thank you for your continued dedication; I highly encourage you to continue to serve and to begin exploring this program by visiting your wing training office.

To the degree you are able, I urge you to take advantage of this new and wonderful benefit you have so rightly earned. ★

### A final goodbye to my wingmen

It's hard to believe my time has come to an end as your command chief. It has been a pleasure and honor to represent you!

As with world events, I've seen many changes in the Air Force Reserve Command over the past two years. Our Airmen are being asked to volunteer now more than ever and are putting themselves in harm's way each and every day.

They stand up proudly and answer each call with valor and honor. There seems to be no end to your pride as Airmen, leaders and warriors, and I am in awe of your accomplishments.

During my trips to your wings, I've been blessed to meet young Airmen who have left a lasting impression on my life. Airmen like the young aircraft mechanic at Eglin Air Force Base, Fla., whose eyes teared up as he spoke with conviction about "his" plane. Then there was the security forces Airman who, although severely injured while on a deployment, spoke only of getting back to the fight to take care of her wingmen. And the technician at Hill AFB, Utah, who almost lost his leg in an injury but was most worried about getting back to his job. These experiences make me proud and confident that tomorrow's Air Force is in good hands.

Many command chiefs have come before me, and many more will follow, each wanting to do the same thing — leave the Air Force Reserve a better place. We have done this as a team, each providing input as to how and when you want it done. Some agreed and others didn't. But, at the end of the day, we worked as one!

I look forward to hearing about your continued successes as I move through my next journey with our Wounded Warrior program. Thank you again for being America's heroes and my wingmen! ★

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On the front cover: (Top) Staff Sgt. Steven Baugher, a security forces specialist assigned to the 610th Security Forces Squadron, Carswell Naval Air Station Joint Reserve Base Fort Worth, Texas, keeps a watchful eye over the city of Kirkuk during his recent deployment to Iraq. Since July 2007, Air Force Reserve Command has taken over the majority of security forces operations at Kirkuk. For the story, see Page 16. (Bottom left) To avoid serious injuries, runners need to take the time to listen to their bodies and know when it's time to slow down a little. For the story, see Page 26. (Bottom right) Senior Master Sgt. Kevin Zimmerman, a radio operator with the 920th Rescue Wing, Patrick Air Force Base, Fla., works in an incredible "office space." See the story on Page 28.

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

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### Checking the Boom

Staff Sgt. William Vansweden, a KC-135R crew chief, works with an aircrew to pre-flight the refueling boom on a 434th Air Refueling Wing tanker before an early morning flight during a recent alternate unit training assembly at Grissom Air Reserve Base, Ind. (Staff Sgt. Chris Bolen)



### Lighting the Way

Capt. James Ryan, 446th Aeromedical Evacuation Squadron, McChord Air Force Base, Wash., checks patient records with light from Master Sgt. Scott Wilkes' head lamp during an aeromedical evacuation mission over Iraq recently. Captain Ryan, a flight nurse, was one of eight McChord Reservists deployed with the 332nd Expeditionary Aeromedical Evacuation Flight. Sergeant Wilkes, a charge medical technician with the 332nd EAEF, was deployed from McGuire AFB, N.J. (Airman 1st Class Jason Epley)



**Presidential Salute**

From the presidential reviewing stand (left to right), First Lady Michelle Obama; Suzie Schwartz, wife of Air Force Chief of Staff Gen. Norton A. Schwartz; President Barack Obama; General Schwartz and Vice President Joe Biden salute Air Force Reserve Command's 459th Air Refueling Wing during the Presidential Inaugural Parade Jan. 20. Ninety volunteer members from the Andrews Air Force Base, Md., wing marched in the parade. (Tech. Sgt. Amaani Lyle)

# Round the Reserve

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

## Web Site Lists Colonel Job Vacancies

Certain qualified Air Force Reserve line colonels are now able to select from a list of job vacancies thanks to a new Web site that went online in January.

The Web-based job announcements are part of a program called the Reserve Line Colonel Assignments Game Plan 2009. The game plan is a first for Air Force Reserve Command.

"We've never had a Web site like this

before where people can see if they have qualifications for a job," said Billy Carroll, chief of the Senior Leader Management Division in Headquarters AFRC's Directorate of Manpower, Personnel and Services at Robins Air Force Base, Ga.

The purpose of the game plan is to offer maximum career opportunities by providing a centralized Web site for advertising open O-6 (colonel) billets worldwide. It is designed for line colonel-selectees, colonels not filling O-6 billets and colonels

assigned to the Participating Individual Ready Reserve program.

"The game plan centralizes vacancies and provides an opportunity for people who are looking for their first O-6 positions," Mr. Carroll said. "In the case of the Participating Individual Ready Reserve, it allows people to get back in the game because they lost a position."

Of the 220 to 250 people identified as being affected by the game plan, 124 are colonel-selectees or lieutenant colonels who have been selected for promotion

## Command ready to stand up second F-22A associate group

Air Force Reserve Command moved closer to launching its second F-22A associate group Jan. 7 when Col. Donald "Louie" Lindberg flew his first Raptor sortie at Holloman Air Force Base, N.M.

Colonel Lindberg commands Detachment 1, 301st Fighter Wing at Holloman. Plans call for the detachment to stand up as the 44th Fighter Group in late summer or early fall. The Air Force Reserve stood up its first classic associate F-22 unit, the 477th FG, at Elmendorf AFB, Alaska, in October 2007.

"It was a great mission," said Colonel Lindberg, describing his F-22A flight. "The weather was beautiful. It was a great ride."

Twenty-six other Reservists train with Airmen from the 49th Fighter Wing, the host regular Air Force unit at Holloman. Air Force Reserve officials expect the group to be fully operational and capable to deploy four pilots and 75-80 maintainers by November. The goal is to have 270 unit Reservists assigned in the next three years.

The fully manned unit will have about 195 aircraft maintainers, 12 pilots and about 25 people in a medical flight, Colonel Lindberg said.

"It will also include personnel support in areas such as communications, logistics, services and security," he said. "We have been hiring at a rate of seven to eight people per month and hope to have 90 by June."

The 44th mission is to develop and retain combat-ready Citizen Airmen. Many of the people joining the unit are highly experienced, prior-service Airmen. F-15 Eagle and F-16 Fighting Falcon maintainers with five and seven skill level certifications often fill maintenance positions. After being assigned to Holloman, they receive F-22 training from 49th FW people. A smaller percentage of Reservists will need to attend formal technical school training.

"We are getting a lot of spouses who are separated prior-service (Airmen) and some active-duty Palace Chase applicants (people who complete their service obligation in the National



Col. Donald "Louie" Lindberg will be commander of Air Force Reserve Command's second F-22A associate group, located at Holloman Air Force Base, New Mexico.

Guard or Reserve)," said Master Sgt. Valerie James, an in-service recruiter at Holloman. "There has also been a lot of interest from prior-service members in Albuquerque, N.M., and El Paso, Texas. I'm confident we will fill the unit."

The 44th FG is expected to be a full partner with the 49th FW in deployment taskings.

"We may not necessarily fully mobilize for deployment, but we expect at minimum an 80 percent volunteer rate for deployment taskings," Colonel Lindberg said. "We are planning to set ourselves up to be the second or third package to go to war, with the 49th FW." ★

(Air Force Reserve Command News Service from a 49th FW news release)

TECH. SGT. CHRIS FLAHERTY

and are waiting to pin on colonel.

"We have, over the last few years, had a backlog of colonel-selects, who in some cases had great difficulty finding a position," Mr. Carroll said. "This will facilitate the placement of those people into the jobs and give the command a better possibility of placing the right person in the right job."

With the click of a button on the Web site, individuals are able to easily view a list of positions by varying Air Force career specialties with minimum qualifications related to each specific job.

"The biggest difference is that, previously, you were on your own," said Capt. Phil Hathcock, deputy chief of the Senior Leader Management Division. "Now, colonel-selects can review all the vacancies. It's not a hit-and-miss game."

Eligible colonels are encouraged to participate in the game plan and apply for more than one position in order of preference.

After people submit their applications, the Senior Leader Management Division staff will determine if applicants meet minimum qualifications. Applicants who meet minimum qualifications are forwarded to hiring officials.

Once position owners nominate an officer for a position, the assignment request is forwarded through command channels to the Senior Leader Management Division. The vice commander of AFRC is the final approval authority.

Command billets are still managed by the Reserve Command Screening Board and are not part of the game plan.

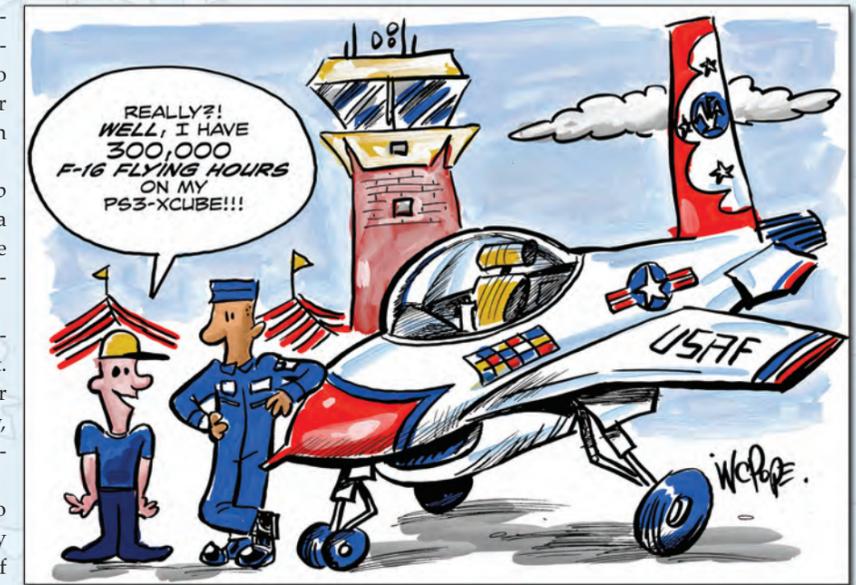
According to Mr. Carroll, eligible individuals were identified and received personalized e-mails from his division, outlining the game plan's process and timelines.

"I think the game plan really does give the command the best possible shot at getting the right person in the job, and for any one of these individuals, it gives them much more opportunity than they've had before," he said.

Game plan 2009 jobs can be accessed through the Air Force Portal under the Senior Leader Management AFRC/A1L site.

More information is available by calling Captain Hathcock at DSN 497-1354 or commercial 478-327-1354, or Senior Master Sgt. Ricardo Gamundi at DSN

## Pope's Puns



CARTOON BY RETIRED MASTER SGT. W.C. POPE

497-1347 or 478-327-1347. (Maj. Mikki Gilloon, AFRC public affairs)

## AFPC Transferring Health Treatment Records to VA

The Air Force Personnel Center has assumed responsibility for transferring the health treatment records of retired and separated Airmen — active, Guard and Reserve — to the Department of Veterans Affairs.

AFPC, located at Randolph Air Force Base, Texas, took on this new Total Force mission effective Feb. 1. The center's effort, which applies to the records of Airmen who retire or separate Jan. 1 or later, aids in the timely handling of disability claims.

In 2007, the Office of the Undersecretary of Defense directed all service branches to transfer health treatment records of retiring and separating military members to the VA from a "centralized personnel out-processing location." The nature of AFPC made it the Air Force solution.

"The personnel community has the experience in records management required to meet the OSD directive," said Sharon Hogue, AFPC Master Personnel Records Branch chief. "The Records Branch already had the infrastructure in place for the accountability and maintenance of centralizing Air Force personnel

records; we offered to help the medical community streamline this process."

Last October, AFPC started testing this new process as the transfer point for Air Force health treatment records sent to the VA using Randolph, Lackland and Laughlin AFBs in Texas.

The center collected the records from the base medical treatment facilities, performed an accountability audit, verified all components were included and researched those that were missing. It then transferred the records to the servicing VA location of retired and separated Airmen who left the Air Force between Sept. 1 and Nov. 1, 2008.

The field test allowed AFPC to evaluate the transfer process and see if it could accommodate the additional work load that would be generated by taking on the Total Force mission.

"The AFPC Centralized Processing Center took in the records and processed them according to the new directive," Ms. Hogue said. "Based on the findings of the field test, AFPC decided to bring on the entire Air Force at one time, rather than in stages, resulting in one-stop processing and streamlining the Air Force method."

Airmen do not have to wait until separation or retirement to file a disability claim with the VA. They can file up to six months in advance, provided they can be available for any requested VA medical appointments. In these cases, Airmen can

request a copy of their records from their servicing medical treatment facility to provide to the VA.

Following the new guidelines, the Airman's medical treatment facility holds the original record until 30 days after separation or retirement to ensure all documentation from medical or dental appointments and procedures toward the end of an Airman's service is captured. It then sends the record to the AFPC Centralized Processing Center. (Master Sgt. Kat Bailey, AFPC)

### Deployment History Removed From Promotion Documents

The Air Force recently announced a decision to no longer include 45-day deployment history data in duty qualification briefs (officer selection and pre-selec-

tion) and senior NCO evaluation briefs.

This initiative applies to all active-duty members, Air Force Reservists and members of the Air National Guard.

"These changes will impact management-level reviews, as well as officer and enlisted central selection boards," said Lt. Col. John Giles, chief of promotions and evaluations at the Pentagon.

The deployment data was removed from senior NCO evaluation briefs beginning with the February 2009 senior master sergeant promotion board. It will also be removed from the June 2009 lieutenant colonel (line of the Air Force) and medical service corps promotion boards when the system modifications are complete.

For Air Force Reserve, the change goes into effect with this month's (chaplain, line of the Air Force-judge advocate general) major and lieutenant colonel board. For the Guard, the change occurred with the

colonel's Federal Recognition Review Board that convened in March.

"Many factors led to the recent change in policy," said Colonel Giles, "especially since deployments now take many forms across the Air Force."

In addition to "traditional" deployments, such as long-term deployments to the area of responsibility, some career fields such as space and missile and unmanned aircraft system operators do not typically deploy, yet they provide daily support to the war on terrorism.

In addition, many global mobility Airmen, as well as Guard and Reserve Airmen, do not spend 45 consecutive days in the AOR (a minimum requirement for documentation), but often deploy for more than 45 cumulative days within a calendar year.

"All of these are valid and important deployments," said Colonel Giles, "but

they are documented elsewhere in officer selection records and senior enlisted selection records."

This documentation includes decoration citations, bullets on officer and enlisted performance reports, promotion recommendation form statements, and letters to officer promotion boards.

More information on this new policy is available by calling the Air Force Contact Center at 800-525-0102. (Richard Salomon, Air Force Personnel Center public affairs, Randolph Air Force Base, Texas)

### Service Center Receives New Toll-Free Number

The Air Force Personnel Center at Randolph Air Force Base, Texas, has established a new toll-free telephone number for regular Air Force, Air National Guard and Air Force Reserve Airmen and civilian employees to share when calling the Total Force Service Center to inquire about centralized personnel actions.

The number — 800-525-0102 — went into effect Feb. 22 and replaces the toll-free line for the Air Force Customer Service Center. The commercial phone number — 210-565-5000 — and the DSN number — 665-5000 — remain the same.

The new Total Force Service Center provides a virtual connection between AFPC and the Air Reserve Personnel Center (in Denver) contact centers. It gives Airmen seamless access to personnel information, services and tools. (Staff Reports)

### Air Force Reinstates Good Conduct Medal

A medal discontinued three years ago has been reinstated.

Air Force officials announced Feb. 11 the reinstatement of the Air Force Good Conduct Medal for enlisted members, effective immediately and retroactive to Feb. 6, 2006, when it was discontinued. Airmen who are eligible to receive the medal should see an update automatically in their records on the virtual military personnel flight Web site.

"The Air Force Good Conduct Medal has a positive impact on good order and discipline in the unit," said Chief Master Sergeant of the Air Force Rodney L. McKinley. "It's part of our history, and



Reservists with Air Force Reserve Command's 13th Reconnaissance Squadron look over an RQ-4 Global Hawk during their January unit training assembly weekend at Beale Air Force Base, Calif. Having Global Hawks available during weekend training will speed up Reservists' qualification training on the unmanned aerial reconnaissance aircraft.

### Gaining access to Global Hawks during weekends improves training process

By Tech. Sgt. Luke Johnson

The 940th Air Refueling Wing at Beale Air Force Base, Calif., has reached another milestone in its transformation to a reconnaissance mission. In January, aircraft maintainers in the 13th Reconnaissance Squadron trained for the first time during a unit training assembly weekend on an RQ-4 Global Hawk.

According to Lt. Col. John Welch, 13th RS commander, working on Global Hawks during UTAs will help traditional Reservists get the necessary instruction they need as maintainers on the unmanned aerial reconnaissance aircraft.

"This is a significant step forward for us," he said. "Most of our people have lots of experience with the KC-135 and no experience with the Global Hawk. Having access to the aircraft during UTAs will allow us to get our troops qualified and trained."

Colonel Welch said his Air Force Reserve Command unit "will never own" Global Hawk aircraft, so his people worked closely with the regular Air Force's 9th Maintenance Group to coordinate use of the aircraft on training weekends.

Before January the 13th RS Reservists depended on active-duty maintainers to sign off tasks for them. Now the squadron has enough main-

tainers to sign off tasks for Reservists during training weekends.

Since the Global Hawk is the Air Force's new high-altitude, long-endurance intelligence and reconnaissance aircraft, training Air Force Reserve maintainers to augment regular Air Force units is a top priority for Colonel Welch.

"The active-duty side is running 24-hour shifts for training to get people qualified on the Global Hawk," he said. "It is a challenge to get traditional Reservists trained during the week. Now that the 940th can use the aircraft during the UTAs, we can get our Reservists trained."

Staff Sgt. George Engleheart, a 13th RS avionics technician, said working on actual aircraft gives Reservists much more in-depth maintenance training.

"It is 100 times better to have a Global Hawk here during the UTAs," he said. "We now have more time to do hands-on training to get our maintainers qualified."

Colonel Welch said he hopes to get two jets for training weekends to "multiply our capabilities to support the total force initiative at Beale." ★

(Sergeant Johnson is assigned to the 940th ARW public affairs office at Beale AFB.)

### Training takes medical warriors to the next level

Maj. Bill Walsh

Aeromedical evacuation squadrons from six bases around the country trained together at Charleston Air Force Base, S.C., Feb. 14-15 as part of an annual aeromedical jamboree.

The 315th Aeromedical Evacuation Squadron was host for the event, which brought three different aircraft together to give crews the vital training they need to be qualified in each plane.

"We have to be 'tri-qualified,'" said Master Sgt. Willie Epperson of the 459th AES, Andrews AFB, Md. "Everyone has to be able to work on all three airframes: the C-130, C-17 and KC-135."

The medical crews consisted of teachers, evaluators and students. Each part of the mission is critical to moving wounded service members out of hostile areas such as Iraq and Afghanistan.

"It is important to bring us together in a central location where we can get many of our qualifications checked off on the same day," said Col. Dom DeFrancis, the Air Force Reserve's command surgeon. "We come under A3 (operations), and the job these AES crews do every day, around the world, is amazing."

Starting with static, non-flying training and ending with a flight up the East Coast is part of the jamboree.

"This takes a lot of coordination," said Col. Cherie Roberts, 315th AES commander. "There is a lot of adjusting to the different environments each airplane brings."

Members of Charleston's 317th Airlift Squadron flew the aircraft, also gaining valuable training and experience for pilots and loadmasters who airlift these medical professionals in and out of the different theaters of operations.

"We make it a team effort," said Staff Sgt. Lisa Hanes, a



Staff Sgt. Carl Stewart (left) and Master Sgt. Willie Epperson, medical technicians with the 459th Aeromedical Evacuation Squadron at Andrews Air Force Base, Md., survey equipment during the aeromedical jamboree Feb 14-15 at Charleston AFB, S.C.

medical technician from Andrews AFB. "We might have to deploy on short notice and have to be ready."

All the training and hard work pays off in a 95 percent patient survival rate.

"Getting them (patients) stabilized, to the stage and into the jets makes all the difference in the world," Colonel Roberts said. "We have to fly at least every 90 days, but this type of training lets us get a lot done in a short time." ★

(Major Walsh is assigned to the 315th Airlift Wing public affairs office at Charleston AFB.)

we needed to bring it back to where it rightfully should be, part of our enlisted heritage.

"When Airman are pinned with their first Good Conduct Medal, it's an event they will never forget. I still remember, vividly, receiving my first Good Conduct Medal."

The return of the medal comes after the secretary of the Air Force approved a rec-

ommendation from a January 2008 awards summit co-hosted by representatives of the Office of the Secretary of the Air Force for Manpower and Reserve Affairs and the Directorate for Manpower and Personnel.

Both organizations contended that the AFGCM, a military decoration that dates back to World War II, has a long-standing tradition in the Air Force and links Airmen

with those who served throughout the history of the service. In addition, Air Force officials solicited input from the field regarding the Good Conduct Medal.

For questions regarding updates to Air Force personnel records, Airmen should call the Air Force Contact Center at 800-525-0102. (Maj Paul Villagran, secretary of the Air Force public affairs, Washington, D.C.)

### Dover wing receives first Super Galaxy aircraft

By Capt. Marnee A.C. Losurdo

Reservists with the 512th Airlift Wing at Dover Air Force Base, Del., spent about a year working hard getting ready to receive a new and improved version of the C-5 aircraft. All their preparations came to an end in February with the arrival of the wing's first C-5M Super Galaxy.

Gen. Arthur J. Lichte, Air Mobility Command commander, personally delivered the aircraft to Dover Feb. 9. The base received its second C-5M four days later.

In addition to the C-5M training flyers and maintainers received at the Lockheed Martin Aeronautics plant in Marietta, Ga., they prepared for the aircraft's arrival by writing and validating operating procedures, manuals and technical orders.

Fourteen aircrew members have completed C-5M Type One training since January 2008. The 512th Aircraft Maintenance Squadron began sending people to training in May 2008.

"We learn about the aircraft's upgraded systems and how they operate," said Lt. Col. Mike Semo, manager of the C-5M integration project and chief pilot.

Chief Master Sgt. Fred Eason, 512th AMXS maintenance superintendent, said after the maintainers who received the training in Marietta returned to Dover, they began training others in the squadron.

A C-5 undergoes two upgrades to become a C-5M Super Galaxy. The first phase is the Aircraft Modernization Program performed at Dover and Travis AFB, Calif. The aircraft receives a modernized glass cockpit and avionics upgrade, featuring a digital all-weather flight control system and autopilot, a new communications suite, flat-panel displays, and enhanced navigation and safety equipment.

The second upgrade is the Reliability Enhancement and Re-engineering Program performed at the Lockheed Martin plant. This program replaces the old engines with quieter and more powerful General Electric CF-6 engines. The aircraft also undergoes 55 system and equipment improvements to increase the C-5's reliability. Some of the modifications include improvements to the airframe structure, flight controls, and hydraulic, electrical and fuel systems.



Chief Master Sgt. Donald Cunningham performs a preflight check on a C-5 Galaxy at Westover Air Reserve Base, Mass., that received a modernized glass cockpit and avionics upgrade through the Avionics Modernization Program. Chief Cunningham is the 512th Acceptance Check Flight superintendent at Dover Air Force Base, Del.

The Air Force Reserve's 709th Airlift Squadron and regular Air Force's 9th AS at Dover AFB will spend the next six months familiarizing themselves with the C-5M, training on aerial refueling and tactics, and maintaining currency, Colonel Semo said.

In August, the C-5Ms are scheduled to begin operational testing and evaluation. All C-5s in the Air Force inventory are undergoing AMP modifications.

After the C-5M aircraft at Dover are tested and evaluated, 51 more C-5s are scheduled to undergo the RERP upgrade to complete their conversion to the C-5M Super Galaxy. ★

(Captain Losurdo is chief of public affairs for the 512th AW at Dover AFB.)

### Air Force Offers Recall Program for Rated Officers

The rapid expansion of unmanned aircraft systems and other emerging missions as well as rated officer requirements has created an Air Force demand for experienced rated officers. To meet these critical shortages, the secretary of the Air Force has initiated a Voluntary Retired Rated Recall Program.

Pilots, navigators and air battle managers who retired as lieutenant colonels or below, and who are younger than 60, may apply for the program. Officers recalled under this program will be used in myriad positions including intelligence, surveillance and reconnaissance; rated staff; and other rated functions. Officers will be recalled for between 24 and 48 months depending on the requirement.

Officers recalled will not be eligible to receive aviator continuation pay. Also, by volunteering for recall, officers will become eligible for deployment. Retired regular and retired Reserve officers are eligible to apply, and officers who retired via a Selective Early Retirement Board also may apply. Officers permanently retired for a physical disability are ineligible. The application period runs through Dec. 31, 2009.

For details, go to the Air Force Personnel Center's "Ask" Web site at <http://ask.afpc.randolph.af.mil/> and enter "Retired Rated Recall Program" in the search function. Applicants having additional questions after reviewing this information should call the Air Force Contact Center at 800-525-0102. The commercial number is (210) 565-5000, while the DSN is 665-5000. (Headquarters AFPC)

### Fighter Detachment Reaches Operational Milestone

An Air Force Reserve fighter squadron detachment located at Seymour-Johnson Air Force Base, N.C., reached initial operating capability in February.

Detachment 3, 307th Fighter Squadron consists of full- and part-time Reservists operating the F-15E Strike Eagle in a joint mission with Air Combat Command's 4th Fighter Wing. The 307th FS is located at Langley AFB, Va.

The unit is one of four Reserve associate detachments affiliated with the 307th FS. The other detachments are located at Eglin AFB, Fla., 33rd FW; Shaw AFB, S.C., 20th FW; and Langley AFB, 1st FW.

"The Reserve is, in my mind, no longer solely a strategic Reserve," said Gen. John Corley, ACC commander. "That's old thinking. The Reserve is an equal partner and part of an operational Air Force.

"The associations have to be there. We are at a period when, to accomplish the mission with the level of intensity and demand that is on us, we have to turn to more associations."

"An integrated Air Force effectively pairs units of different components, sharing aircraft and equipment while taking advantage of the depth of experience that resides in the Air Force Reserve," said Col. Buck Waldrop, 307th FS commander. "This contributes to a more effective and capable total Air Force." (10th Air Force public affairs, Naval Air Station Joint Reserve Base Forth Worth, Texas) ★

## It's Your Money

By Ralph Lunt  
The art of the TSP transfer



Sure, I could write something about housing or the stock market, but to what end? It's a mess, and it's going to be that way longer than anyone wants!

That being said, a few of my Air Force brothers are retiring this year. How about we discuss retirement and the Thrift Savings Plan, instead?

I'll begin with full disclosure. I'm in the retirement planning business, so if someone asked me to help him or her with TSP, in most cases, I'd get compensated in some way. No matter what anyone says, nothing is "free."

Now that that's on the table, let's have an honest discussion about the options you have for your TSP balance when you retire or separate from service.

First, you do not have to do anything! You can keep your TSP right where it is. Investment returns and tax deferral will continue as before. ... until you reach age 70.5. Then it gets tricky.

There are several withdrawal options available within the TSP program. Space limits my ability to go into detail, but suffice it to say that if you decide to keep your money in the TSP, I would strongly recommend you have a real handle on your plan well before then. Penalties for taking money out prior to reaching age 59.5 and for not taking required distributions are severe!

You can also transfer your TSP into an IRA, an individual retirement account. A good IRA is loaded with features to include the ability to direct your money into virtually every asset class. The key is to open the IRA first and then have the money transferred directly into it. Doing this, commonly called a trustee to trustee transfer, keeps your money from getting hit by early withdrawal penalties and taxes.

As with any big financial decision, take some time and think things through. Enjoy your retirement, guys! ★

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

# BUYING 'THE BASE

**Taking over security forces operations at Kirkuk has led to more predictability and sustainability for AFRC and its Reservists**

**By Bo Joyner**

**A**ir Force Reserve security forces specialists have been heavily involved in supporting the Global War on Terrorism since Sept. 11, 2001, but a recent change in the way they are resourced to deploy is resulting in more predictability and sustainability for Air Force Reserve Command members, their families and their employers.

In the past, when Reserve security forces specialists deployed to the theater of operations, they would usually find themselves absorbed by the active-duty run security forces squadron at any of a number of locations — Balad Air Base, Iraq; Kirkuk AB, Iraq; or Bagram AB, Afghanistan. That all changed in July 2007 when AFRC mobilized 265 cops and sent them all to the 506th Expeditionary Security Forces Squadron at Kirkuk. In essence, AFRC “bought the base” in northern Iraq.

“Total security forces manning at Kirkuk is about 300 people; so we now command and man the security forces operation at Kirkuk with the exception of the specialties we don’t have in the Reserve, like military working dogs, snipers and large weapons teams,” said Col. Jeffrey Ippolito, AFRC’s director of security forces. “After we deployed, four-fifths of the security forces contingent at Kirkuk was from the Air Force Reserve, including the commander, the operations group commander, the first sergeant, and other senior officer and enlisted positions. That was a big change for us because there hadn’t always been a lot of leadership billets available for security forces Reservists.”

When the 265 Reservists from that initial deployment were nearing the end of their 179-day tour, a second group of 265 Reservists cycled in to take over security forces operations at Kirkuk.

“Now we’re on our fourth rotation, and Central Command and the Air Force are very pleased with how everything is working out,”

Colonel Ippolito said. “What this does is give the Reserve security forces mission more predictability and sustainability. Our people know exactly when and where they will be going, and we are able to provide them with site-specific training that allows them to hit the ground running at Kirkuk.”

The training Colonel Ippolito referred to is provided by AFRC’s 610th Security Forces Squadron at Carswell Naval Air Station Joint Reserve Base Fort Worth, Texas.

“The great thing is that nearly 100 percent of the instructors from the 610th are troops who have deployed to Kirkuk, some of them multiple times,” Colonel Ippolito said. “Our Reservists who are deploying to Kirkuk get 14 days of hands-on training from people who know exactly how operations there work. Site-specific training is the way to go.”

Lt. Col. Mary Ann Lutz, commander of the 610th SFS, was the security forces commander at Kirkuk during the Reserve’s first mass deployment to the base from July 2007 to

**Staff Sgt. Steven Baugher keeps a watchful eye over the city of Kirkuk during his recent temporary duty assignment with the 506th Expeditionary Security Forces Squadron. A member of the 610th Security Forces Squadron, Carswell Naval Air Station Joint Reserve Base Fort Worth, Texas, Sergeant Baugher was part of a mass Reserve deployment to the base in northern Iraq. Since July 2007, Air Force Reserve Command has taken over the majority of security forces operations at Kirkuk.**

SENIOR AIRMAN RANDY FLAUGH



**Security forces specialists train for an upcoming deployment to Kirkuk. Air Force Reserve Command's 610th SFS trains all of the security forces troops going to Kirkuk — active duty, Reserve and National Guard. Ninety-five percent of the 610th's instructors have deployed to Kirkuk in the last year and a half, so they are able to give their students valuable first-hand knowledge of the base and its operations.**

January 2008. Today, she and a team of instructors work hard to prepare the steady stream of security forces specialists heading to the Persian Gulf region.

"We train all of the security forces troops going to Kirkuk — active duty, Reserve and National Guard," she said.

They do this with a blend of classroom and hands-on training combined with a heavy dose of first-hand knowledge of what conditions are like.

"We can tell our students exactly how the base is set up and what it's like to patrol or work a tower because we've done it, and it's still fresh in our minds," Colonel Lutz said. "Ninety-five percent of our instructors have been to Kirkuk in the last year and a half."

Colonel Lutz said the memories of her

deployment to Kirkuk are definitely still fresh in her mind.

"It was a dynamic experience," she said. "At the time, it was extremely rare for a Reservist to have the chance to serve as the commander of a security forces squadron in the AOR. There were definitely some hurdles we had to overcome, but our Reservists did a wonderful job and gained some invaluable experience."

Now, they are determined to pass that experience on to their fellow Reservists.

Colonel Lutz was in charge when one of her Reserve troops, Senior Airman Diane Lopes, was injured in a rocket attack. The explosion snapped the tibia and fibula of her left leg, slashed through 80 percent of the tendons in her right

wrist, collapsed one of her lungs, burned the backs of her legs, perforated her right eardrum, and peppered her body with shrapnel. Airman Lopes was immediately flown to Balad AB for treatment. She was subsequently transported to Landstuhl Regional Medical Center in Germany and finally to Walter Reed Army Medical Center in Washington, D.C.

"Most of the people in the squadron had never seen one of their fellow Airmen injured like this in combat," Colonel Lutz said. "But they rallied around her to make sure she got the care she needed, and they kept performing the mission we were there to do."

On another occasion, right before their deployment ended, a young Reservist,

Senior Airman Thomas Benincosa from the 419th SFS at Hill AFB, Utah, was working in a tower when it was attacked by small arms fire.

"He didn't have a senior NCO or anybody else to ask what he should do," Colonel Lutz said. "He had to act based on his training. He took cover, acquired the targets and successfully returned fire."

"Security forces Airmen going to Kirkuk will have an opportunity to experience most facets of our job, whether it's in a tower, control room or personnel and vehicle inspection areas. It's our job to make sure they are as prepared as they can be when they arrive."

Chief Master Sgt. Wendell Peacock, security forces manager for the 94th SFS at Dobbins Air Reserve Base, Ga., participated in the third rotation to Kirkuk.

"The big thing for me was that I had the opportunity to deploy with my troops," Chief Peacock said. "For chiefs, there hasn't always been that opportunity."

While at Kirkuk, Chief Peacock served as the superintendent of anti-terrorism and force protection.

"Although the Reserve made up most of the security forces squadron, there was definitely a Total Force feeling to what we were doing," he said. "In anti-terrorism and force protection, we worked closely with security forces, OSI (Office of Special Investigations), intel and all the other organizations on base. There was definitely a sense of one-team, one-fight."

Chief Peacock said the training provided by members of the 610th really helped prepare him for what he would encounter at Kirkuk.

"What was really great was that some of our instructors actually deployed with us," he said. "They do an outstanding job of staying current with what is happening overseas and bringing that back to the training."

With the most recent Kirkuk rotation, AFRC made one small change, sending 196 people instead of 265.

"After doing this a few times, we now think this number is more sustainable for the Reserve," Colonel Ippolito said.

The other 60-plus positions are being filled by the Air National Guard.

"This template provides a Total-Force presence there," he said. "Three-fourths is still Reserve, but the other one-fourth



**Tech. Sgt. Chad Ralph opens a gate for a Humvee during his recent deployment to Kirkuk. Sergeant Ralph is assigned to the 944th Fighter Wing, Luke Air Force Base, Ariz.**

is now a mix of active duty and Air National Guard."

Brig. Gen. Robert Bailey, AFRC's director of Installations and Mission Support, believes the security forces operation at Kirkuk illustrates the Total Force at its best.

"The security forces mission at Kirkuk is an outstanding example of how active, Reserve and Guard components integrate into a fighting Air Force — all in to the joint fight," he said.

Colonel Ippolito said AFRC is already planning the fifth and sixth mass rotations to Kirkuk, but he knows those

plans may change. With the new presidential administration's plans for a deliberate drawdown from Iraq, Kirkuk's long-term future is uncertain.

"That's the big unknown right now," he said. "But whether it's still at Kirkuk or at another location, we hope we can continue to deploy this way in the future. The deployed location benefits because we are able to provide troops who are trained and ready to contribute as soon as they arrive, and the Reserve benefits because we end up with a stronger, more experienced force throughout all the ranks." ★



Faced with tight budgets and more demands on Reservists' time, command leaders are asking all members of the Reserve team to help ...

# Optimize Resources



By Bo Joyner

**F**aced with a challenging situation in which budgets are tightening while the demand on Reservists' time is increasing, the Air Force Reserve Command commander is encouraging all members of the Reserve team to think about how they can do their jobs better and then use any of a number of continuous process improvement tools to help the command in its effort to optimize available resources.

"Leaders at all levels must implement a culture that fosters innovation, encourages Airmen's ideas and focuses process improvement activities on eliminating waste and enhancing combat capability," Lt. Gen. Charles E. Stenner Jr. wrote in a recent letter to numbered air force commanders, wing commanders and other senior leaders. "I challenge each of you to look within your organizations to create better ways of doing business, utilize partnerships outside your organizations to share successes and adopt best practices of others. ... I solicit your help in optimizing our resources by applying AFSO21 tools, techniques and principles."

AFSO21, short for Air Force Smart Operations for the 21st Century, is the overarching initiative designed to transform the Air Force into a culture of continuous improvement.

"The Air Force has embraced AFSO21 tools to address demands to increase efficiencies of both time and resources," said Col. Eric Sitrin, director of Analyses, Lessons Learned and AFSO21 at AFRC headquarters, Robins Air Force Base, Ga. "We have talented resources in the Air Force Reserve to help all Airmen find innovative ways of improving our business processes."

To keep the momentum moving, Colonel Sitrin is encouraging all members of the Reserve team to take a minute and ask themselves a simple question: "What can I do to improve combat capability and the use of our time while reducing waste?"

There are a number of tools in the AFSO21 "toolkit" — everything from value stream mapping to statistical analysis — that can help Airmen answer this question and find better ways of doing business.

"I think some people get the wrong idea when they hear AFSO21," said Donna Watson, an AFRC senior change manager and AFSO21 facilitator. "They think of it as a very formal process where you have to have a huge team and weeks and weeks of meetings, but that's not the case. Process improvement concepts, tools and techniques are relatively easy to learn, and when internalized and employed will yield improvements every day, in all types of situations."

In fact, AFSO21 process improvements come in different

forms. Some processes are quick and simple fixes while others are more complex and may indeed require representatives from several organizations working over a long period of time. Process improvement actions under AFSO21 can be broken down into four main categories to solve problems from the most basic to complex:

• **"Just Do It"** — A Just Do It is a quick fix to a process irritant: a simple answer to an obstacle in an individual process. Just Do Its typically do not involve a formal process review team or an improvement event. On the contrary, they are process improvements that can quickly be put into action and yield immediate results.

• **Rapid Improvement Event** — RIEs usually last a week and apply a series of problem-solving steps to determine root causes of problems, eliminate waste, set improvement targets and establish clear performance measures to reach desired effects.

• **Value Stream Mapping** — A VSM is a simple diagram of every step involved in the material and information flows needed to bring a product from order to delivery. The maps can be drawn from different points in time

as a way to raise consciousness of opportunities for improvement. It also helps to create understanding of the flow of materials and information, and the value that is created.

• **High Value Initiative** — An HVI produces significant returns against key Air Force challenges. These processes are more complex and involve a cross-functional team to ensure that identified improvements are incorporated into the day-to-day operations of an organization. HVIs typically require four to six months in order to successfully define and implement the required process changes.

The Air Force Reserve has had a number of AFSO21 success stories at both the headquarters and wing levels. After a Rapid Improvement Event, the command recently created the Management Internal Control Toolset — an interactive information tool that helps leaders evaluate and maintain all of their programs and assists organizations in their quest to improve productivity, efficiency and communication. (*For the story on MICT, please see page 22.*)

The command also recently implemented the Aeromedical Initial Qualification course — a standardized basic aircrew qualification program that allows the command to train flight nurses and aeromedical evacuation technicians in about 24 days, down from the three to six months that used to be required for initial qualification training.

Another initiative is focusing on consolidating troop feeding facilities at a number of Reserve locations. The idea is to

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**"I CHALLENGE EACH OF YOU TO LOOK WITHIN YOUR ORGANIZATIONS TO CREATE BETTER WAYS OF DOING BUSINESS, UTILIZE PARTNERSHIPS OUTSIDE YOUR ORGANIZATIONS TO SHARE SUCCESSSES AND ADOPT BEST PRACTICES OF OTHERS."**

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Lt. Gen. Charles E. Stenner Jr.,  
AFRC commander

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combine military dining facilities and club facilities into a single community activity center, reducing infrastructure, maintenance and utility costs.

At the local level, Homestead Air Reserve Base, Fla., officials are working on an AFSO21 project to reduce telephone costs by converting the base from leased to government-owned telephone services. After an initial investment, the program could save the base hundreds of thousands of dollars a year.

"These are just a few of the projects in the works right now, and we know there are countless opportunities like these throughout the command for us to improve the way we are doing business," said Rob Laukaitis, chief process officer. "The key is there has to be a culture change in the way we operate day to day. We can no longer do things simply because, 'It's always been done that way.' We have to take a close look at everything we are doing so we can eliminate those things that don't add value and improve the way we do everything that is left."

To help bring about this culture change, Air Force Reserve has provided AFSO21 senior leader training to wing commanders and headquarters directors. Next, the command will focus on training group commanders and division chiefs.

To capture and address innovative ideas, the command has established a Process Council Working Group that meets regularly. The idea is to look at everything the Reserve does with an eye on opportunities for organizational process efficiencies that better align daily work with Air Force and Department of Defense core competencies.

"No process, mission or issue is beyond the scope of improving our combat capability, maximizing operational effectiveness while minimizing costs and risks." Colonel Sitrin said. ★



## New system helps streamline program oversight

By Carlos Abalo

**A**ir Force Reserve Command has a new system to help people manage its increasingly precious resources much more efficiently.

The Management Internal Control Toolset provides accurate and timely information through an automated process that monitors, evaluates and reports an organization's compliance with both AFRC and Air Force directives. It accomplishes these tasks by integrating command and local guidance checklists into a shared Web database accessible at all levels from any computer with Internet access.

"The system allows users to assign points of contact, track deficiencies and assign taskings with suspense dates," said Maj. Roberta D. Ernest, chief of the Analysis Branch in the Headquarters AFRC inspector general's office at Robins Air Force Base, Ga. "It also has the capability to generate appointment letters for Air Force programs."

Due to MICT's Web-based nature, command functional area managers can update their respective checklists online. Whenever a checklist is updated, an automatic e-mail notification goes out to everyone who is assigned a requirement on that particular list.

With 44 major wings, more than 120 units and 76,000-plus people in the command, this level of automation alone greatly enhances the ability to communicate checklist updates, Major Ernest said.

One unit in the forefront of using the MICT system is the 914th Airlift Wing at Niagara Falls International Airport Air Reserve Station, N.Y. Within AFRC, the unit is the leader in using the toolset and has successfully navigated the challenges involving the culture change necessary to implement it.

"The greatest challenge we faced was change," said 1st Lt. Gina Pizziconi-Cupples, 914th AW process manager. "Since there are many areas experiencing a great deal of change, initially, I think, there were some concerns that this change could be temporary.

"However, as soon as each area received a demo, they were able to adapt quite quickly. They realized the immediate gains in having one source to read and run a checklist requirement for self-inspection. Ironically, as soon as everyone worked through our 'change' challenge, the new challenge became fielding questions about when all major inspection types would be housed in MICT."

The 914AW has realized some significant benefits from using the system.

"One major benefit is MICT drives a cultural change toward improved accountability and defined responsibility, from the wing level through the major command level," Lieutenant Pizziconi-Cupples said. "Another is the system provides a great deal of convenience when it comes to self-inspection and program oversight.

"MICT was developed with the wing level as the primary customer. Therefore, many of the notification features and reporting features are developed from the field-user's perspec-

ive. However, MICT was also designed to have expanded trending capability from a major command perspective. While the benefits to the command may not immediately impact the wing level, I think it may assist in better identifying systemic challenges or waning programs."

Future users will have a positive experience using the system, the lieutenant said.

"In one place, they will have the published checklist standard for a requirement as well as the ability to self-inspect per the standard," she said. "They will be able to quickly assess the status of a checklist requirement from previous self-inspection, see when the self-inspection took place and identify who did it.

"In addition, changes to checklists are highlighted in red for 90 days, so wings can quickly ascertain what parts of the checklists are changed," Lieutenant Pizziconi-Cupples said. "This means no more side-by-side comparisons to identify changes on newly published checklists. ... a huge time and frustration saver."

Additionally, to make local management easier, supporting documents can be attached to each checklist item. The system uses a green, yellow, red compliance rating for each checklist. This allows local commanders to see how their unit is doing by area and for command-level managers to put together trend analysis reports for all of AFRC. The Web-based approach also makes the system easily expandable to incorporate new units/missions as they come online.

Eventually, the system could be expanded to incorporate multiple major commands and conduct Air Force-level program reviews. An Air Force Smart Operations for the 21st Century Rapid Improvement Event was conducted early on to map the existing work flow for the process improvement before a technological solution was derived. Using the spiral development model, customers participated in every stage of development, testing and implementation. This allowed the team to focus on not just getting the tools done right but making sure they were intuitive, user-friendly and easy to use while not compromising functionality.

"Quarterly meetings are being held to assess the pros and cons, fix any bugs, and identify new features that can be added to improve the system" Major Ernest said.

MICT replaces two legacy systems: the Inspection Management System and the Self-Inspection Tracking System. These systems previously managed the command's compliance inspection checklists and each unit's program management tool.

More than just combining the two systems, MICT includes the additional functionality of being able to inform all levels of the command regarding a unit's compliance with laws and Air Force policies, supply supporting documents, produce appointment letters, inform points of contact at all levels of changes made to guidance in real time, assign taskings, and maintain a historical record for trend analysis.

Not only does the tool record a unit's state of compliance, it

also can be used to validate the commander's yearly statement of assurance.

"There was a learning curve, and through continued use, we learned better ways to navigate through the program," Lieutenant Pizziconi-Cupples said. "In fact, we are still learning. But, personally, I think the ability to advance the toolset through learning is one of the stronger components of the program.

"As we learn more about the program and devise improved methods to document or track requirements, we are able to make recommendations to the program champions. In many cases, wing-level recommendations become new program features. This reinforces the concept and practice of continuous process improvement, which is critical, particularly during periods of great change or evolution."

The system was established using local resources and the ReserveNet common architecture. Since the infrastructure for supporting MICT was already in place, AFRC was able to hold costs for programming and instituting the new system to \$146,000. Because MICT eliminated the need to maintain the two previous legacy systems, AFRC saved \$452,000 in the first year alone.

The Directorate of Analyses, Lessons Learned and AFS021, together with the Directorate of Financial Management, validated that MICT produces an annual 38.7 percent improvement over maintaining and operating these legacy systems or an estimated \$12.1 million in valued efficiencies over the 880 units within AFRC. If implemented Air Force-wide, efficiencies could easily top \$100 million annually.

The system is accessible via the Air Force Portal with single sign-on capabilities from computers worldwide.

"MICT is a significant step in the right direction and an excellent tool for improved program management and oversight," Lieutenant Pizziconi-Cupples said.

"Today, MICT has initial operational capability for Air Force-wide use, as MICT houses the current published checklist standards for unit compliance inspections," she said. "Maintenance standardization evaluation program checklists are forecasted to be published in MICT in either the second or third quarter of this fiscal year. For the future, we estimate MICT will have full operational capability for Air Force-wide use in two years.

"Implementing a broad-based management program creates enhanced resource utilization at all levels while providing command leadership with visibility of internal compliance," the lieutenant said. "Commanders and inspectors now have a robust tool capable of providing detailed analysis of a substantial volume of data, thereby significantly improving the decision-making process."

This initiative was recognized and validated as an Air Force Best Practice by the Chief of Staff Air Force Team Excellence Award program. ★

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



# Keeping Things Orderly

Military personnel flights have changed a lot over the years, but commitment to customer service still remains

By Gene Vandeventer

From the days of manual typewriters and cork bulletin boards to virtual military personnel flights accessible via computers, much has changed when it comes to Air Force orderly rooms. What hasn't changed is the commitment to provide Airmen with top-notch customer service and personnel accomplishment. Above, Master Sgt. Daria Walker and Wil Foster work to provide that top-notch customer service in the 951st Reserve Support Squadron orderly room at Robins Air Force Base, Ga.

The virtual military personnel flight and virtual Personnel Center-Guard and Reserve self-service applications are extraordinary advancements affecting the Air Force and Air Force Reserve. The shift from providing personnel-related products and services through military personnel flights to making them available via individual users' computers represents a quantum technological leap forward.

This restructuring initiative, along with the creation of the force support squadron, was created to help improve upon the timeliness and execution of personnel actions while removing long-time administrative redundancies. The results save time and manpower while presenting customers with a "touch of the keyboard" instant response to personnel inquiries.

In addition, these technological nuances were in direct response to the 2007 Air Force personnel announcement indicating that the military personnel specialty would sustain a 40 percent reduction by the end of 2012. Air Force personnel specialist strengths were scheduled to drop from approximately 10,600 to 8,300 by the end of 2008 and to 6,400 by the close of 2012.

Of course, to an old orderly room chief clerk like me, these actions seem to spell the end or at least a major step toward the end of a professional corps of Airmen who prided themselves

on customer service and personnel accomplishment. Two former chief master sergeants of the Air Force (Chief Master Sgts. Donald L. Harlow and Eric W. Benken) were, at one time in their careers, squadron chief clerks. So, too, during World War II was a young Army Air Corps enlisted chap by the name of Lucius Theus. He went on to become a major general, serving as director of accounting and finance, Office of the Comptroller of the Air Force, and commander, Air Force Accounting and Finance Center.

Going back even further in history, Roman legions had a records office called a "tabularium" established with "personnel administrators" assigned. These specialists kept documentation on day-to-day activities such as duty rosters, service records, leave schedules and illness reports. Record keeping existed also for promotions, decorations, transfers and casualties. Information was maintained on a variety of media back then, including slate, wooden waxed tablets and papyrus.

Jumping some years forward to the typewriter age, when I entered the Air Force in the 1960s, I remember my orderly room being the "hub of my squadron's universe." The two sergeants who worked there had a lot of power, sometimes more power than the commander and first sergeant. We got paid, clothed

and fed because of those orderly room specialists. Once in a while, when we got into a little bit of trouble, they would save our bacon as well.

The orderly room included a "detail/information board," and anything worth noting was posted there. The first sergeant and commander accepted no excuses, save emergencies, for any missed formations. If anything happened, on or off the base, it was posted on that cork and chrome, thumb tack-laden bulletin board. Medical appointments, promotions, GI parties, retreat ceremonies, parades, military formations ... you name it, the board had it.

Everyone checked the board at least twice a day — as we departed the barracks in the early morning for our duty stations and when we returned in the evening. No-shows were nearly non-existent; we dared not face the wrath of the orderly room specialists that was sure to come.

But as much as people would sometimes complain about those orderly room folks for being so tenacious, no one could ever say they didn't take care of their troops.

With the creation of the consolidated base personnel offices in the early 1970s, orderly rooms lost some major responsibilities in addition to people. Large computer systems began spit-

ting out massive paper products for the orderly rooms' use. Personnel specialists moved out of the squadrons and into the CBPO, while administrative specialists with orderly room experience remained behind.

The evolution continued through the Personnel Concept (PC-III) years with some personnel specialist positions eventually rejoining the orderly room structure. Now, today, nearly 40 years later, it's the vMPF and vPC-GR that have come to serve Airmen.

Some may think this laudatory tribute to those who serve in orderly rooms a bit premature, while others might think it long overdue. Regardless, here is a well-deserved salute to the many people throughout our Air Force history who served or continue to serve proudly as orderly room specialists. You made your commanders' and first sergeants' days a whole lot easier over the years, and you have helped keep your fellow war-fighting Airmen "ready and relevant." Thanks for your service before self and for doing your best to keep things "orderly" through the years. ★

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

# No Pain, No Gain?

When it comes to running,  
it pays to listen to your body

By Maj. Kenneth Rose



It's 90 degrees outside. You're getting ready for your fit-to-fight test, but running just isn't your bag. You're in the middle of a Saturday morning run in your neighborhood, and things aren't going so well. You're hot, winded and sore. All things being equal, you'd just as soon be at home drinking coffee and reading the morning newspaper.

You ask yourself: Is this one of those no-pain, no-gain moments?

I'm a long-time runner, and occasionally I've asked myself this same question. Sometimes I wonder if humans were meant to run. Between varicose veins, bad knees, shin splints, heel spurs, Achilles tendinitis, stress fractures and any number of hernias, there seems to be an awful lot of human-specific ailments to suggest our bodies weren't made for a lot of pounding.

But, if the human body wasn't meant for running, why do so many people succeed at it? On any given weekend, thousands of amateur marathoners, many of whom are beginners, with as little as four months of experience, successfully plod their way through the standard 26.2-mile course on the very first try. There are failures, of course, but the disposition of the runners themselves, coming in all shapes and sizes and ages, clearly indicates one need not be an Olympian to run a marathon.

Further, biomechanical research points to the human anatomy as being particularly adept at running long distances, perhaps more so than any other animal. An article titled "Born to Run" on the *Discover* magazine Web site makes the case that the ability to pursue prey, such as antelope, to exhaustion over the course of two to six hours was the key to survival for early humans.

But running prey to exhaustion isn't the key to survival in your neighborhood or mine. And while you may have evolved sweat glands, gluteus muscles and naked skin, natural selection didn't provide you with shoes, knee braces and athletic support. Chances are also pretty good early humans didn't run down antelope on hard surfaces such as concrete. As runners, humans enjoy many advantages, but it's clear they suffer some disadvantages, too.

Injury prevention, it follows, is the practice of minimizing our body's biomechanical weaknesses while getting the most out of training. As anyone who's ever tried to improve his running knows, maxing out without getting hurt isn't easy to do.

It is absolutely true that running ought to be pain free, but if it weren't for pain, we'd all be champions, right? Consequently, we might as well agree every runner will experience a negative sensation, or pain, that will set the boundaries of his or her performance. To say otherwise is unrealistic. When it comes to running for endurance, pain is part of the bargain, and learning how to safely manage pain becomes an essential skill if one is to be successful.

The payoff for knowing the difference between good pain and bad is high. Runners who understand when pain is good are less likely to suspend their training unnecessarily. They'll meet their goals more quickly and be stronger as a result. Conversely, runners who can spot the warning signs and modify their training will avoid major injury and bounce back quickly to pick up their training where they left off.

In order to run safely, it is important to know which types of pain contribute to your training, which types threaten your well being and which types have little impact one way or the other. Runners and medical experts have provided some general rules-of-thumb to help runners make these determinations. (These generalities do not constitute actual medical advice. You should always consult a

physician before engaging in any exercise program.)

First, the location of pain is important. According to an article titled "Patient Guide to 'Good Pain' and 'Bad Pain' for Athletes" on the Johns Hopkins Sports Medicine Web site, soreness in the muscle is acceptable, as long as the soreness doesn't persist over a period of several days, as this could be an indication of mild to serious muscle damage. In general terms, however, temporary soreness in the muscle itself can safely be seen as normal for most runners.

Unlike muscle soreness, inflammation of the tendons (tendinitis) is not acceptable. Dr. Carol L. Otis, a sports medicine physician and author of *The Athletic Woman's Survival Guide*, recommends paying particular attention to any sharp, burning inflammation localized near joints as this could be a sign of tendinitis. Tendinitis in runners commonly occurs in the heel (Achilles tendon), above and below the kneecap (patellar tendon), on the side of the knee and on the side of the hip (iliotibial band).

Other pains near or inside joints are also unacceptable, especially if they persist after a run. This could be a sign of ligament or cartilage damage. As with tendons, ligaments and cartilage do not react well to sudden onsets of stress. Bone pain or pain along the bone may signal the beginnings of a stress fracture. As the fracture worsens, the pain will persist after running.

While it's good to know where it hurts, it's also good to consider when it hurts. The decision to run or not to run should be made with special consideration as when the onset of pain occurs: before, during or after the run.

**Before the run/starting the run:** If you're like me, some mornings nearly everything aches. What do you do? Joe Henderson of *Runner's World* advocates a plan he calls "The Trial Mile," and it applies to all ages, not just the old folks. The idea behind his plan is that after 8-10 minutes all minor aches and pains ought to have worked themselves out. If you've run a mile and your body still isn't cooperating, stop the run and give yourself a pass. Something's not right that day.

**In the middle of the run:** Another rule of thumb is any pain that gradually gets worse as the run continues is bad pain. If you're in the middle of a run and start to experience some pain, pay attention. You need not slam on the brakes that instant, but if the pain goes the wrong way, it's time to knock it off. If the pain is fleeting and starts to subside, it's probably okay to continue.

**After the run:** The experts agree that good pain subsides after a run and bad pain persists. Pain should go away with rest, not increase or remain the same. Dr. Otis says a big red flag is pain that doesn't go away 12-48 hours after icing, gentle stretching and rest, especially if it is sharp and localized to joints or near joints. Other red flags include pain that limits your motion or ability to walk normally and pain accompanied by swelling and numbness.

Finally, when it comes to deciding whether or not to run, there's one more factor that must be considered: you. Every runner is different, and each of us has his own set of tolerances. Nobody knows your pain as well as you. Having some insight into where and when it hurts will help you make better decisions about your training. You'll be in better shape and perform better on your physical fitness test, as you'll be more confident you're making the right call on those miserable weekend runs. ★

(Major Rose is an air reserve technician with the 84th Test and Evaluation Squadron, 926th Group, Eglin Air Force Base, Fla. He is a long-time running enthusiast and has a 100 percent lifetime average on the personal fitness test.)

# OFFICE SPACE

## Reserve radio operator has long history with NASA's shuttles

By Capt. Cathleen Snow

When Senior Master Sgt. Kevin Zimmerman, 920th Rescue Wing, Patrick Air Force Base, Fla., returned from a deployment to Iraq, he no longer had a taste for cigars.

Before leaving, he said he would "chew on them every now and then with my brothers."

But Sergeant Zimmerman left his affinity for tobacco at Tallil Air Base, where he served during the beginning of Operation Iraqi Freedom — March 19-June 2, 2003 — when ground fighting was at its height. This would be the first of three tours he would serve in Iraq.

Sergeant Zimmerman flies as a radio operator on a crew of an HC-130P/N Hercules aircraft. During his first 90-day deployment, the crew flew many life-saving rescue missions. He and other 920th RQW Reservists rescued at least 17 people during combat.

The sergeant was one of the first in the wing to be awarded the Combat Action Medal. He was honored for his actions during a flight that became the target of an enemy attack.

The medal is one of dozens of others, including the Bronze Star for meritorious service achievement in war that he received in 2005, that adorn his highly decorated uniform.

However, working with the Reserve is only his part-time job. When he's not flying with the 920th, he's serving mankind in a different way. He regularly contributes to space exploration as the mid-body electrical lead on NASA's Space Shuttle Atlantis, one of three orbiters he helps prepare for journeys into space.

Before stepping inside the capsule to go to work, he steps into a sterile suit. It's kind of like what a surgeon wears, but it's one piece and covers his whole body, including his blonde head of hair, exposing only his face — a face framed with rectangular wire-rimmed glasses and steel-blue eyes. The suit protects the capsule by keeping minute particles of hair and skin from contaminating the ship.

Sergeant Zimmerman explained that Atlantis' upcoming spring launch will be a historic fifth and final mission to service the Hubble space telescope.

Throughout his 23-career with United Space Alliance, NASA's lead contractor, he has worked on all five orbiters — including Challenger and Columbia, both of which were tragically destroyed with their crews during routine missions. He has also supported a long list of notable space missions, to include Atlantis's maiden voyage. He is a modern-day pioneer.

Despite his impressive credentials, he humbly downplays his role as he guides a small group on a tour of the orbiter processing facility. With a gentle smile, he answers the firing

line of questions thrown at him, and he treats the group to some behind-the-scenes shuttle stories, like the time an Atlantis launch was delayed due to a broken toilet or how Atlantis got the nickname "penguin" when it went several years without a flight.

To get into the orbiter, he crawls through a low opening, emerging on the other side to what looks like the inside of the human body — massive rolls of exposed wires and cables stretched out like tendons and muscles.

Sergeant Zimmerman described the inner workings of Atlantis and introduced fellow technicians as the group squeezed through the cramped quarters.

Although intense about his work, he takes a softer approach when it comes to the people he manages.

"It's not just punching a clock. It's making it fun," said Sergeant Zimmerman, whose pen for signing in and out of the controlled area emits a line from the comedy movie "Nacho Libre." "My daughter bought this for me."

Ironically, the movie's tagline — he's nacho average hero — can be used to describe Sergeant Zimmerman.

### A Massive Effort

Getting a shuttle ready for a launch is a massive group effort that requires thousands of moving parts to work perfectly.

"We cannot allow anything to impact the crew or the orbiter processing," said Bobby Pracek, the orbiter processing facility manager. "Six to seven lives rely on us to put a good vehicle on the floor."

The same holds true for a rescue mission. When Sergeant Zimmerman is flying in his role as radio operator with the 920th, his job is to handle all communications aboard the aircraft, which is a lot during a war environment.

Usually, multiple aircraft are involved, and vital information is coming from multiple sources. In addition, there's communications among the crew and maybe even an enemy threat to worry about. The radio operator has to take everything in and make sense of it all to allow the crew to make real-time, informed decisions. To provide the crew with this critical information, Sergeant Zimmerman monitors no less than nine aircraft radios while a rescue is under way.

"They all have the potential to fill your head with something," he said. "You learn to balance them, because when the plane is yanking and banking, you do whatever you can to help the guys flying it."

### Dropped Off On The Moon

Leading up to the war, Sergeant Zimmerman and his fellow

Airmen were sent to Ahmed Al Jaber Air Base, Kuwait, 75 miles south of Iraq, where they waited and did their best to be as useful as they could. They shuttled supplies and carried mail. If the helicopter crews did a rescue, the C-130 crews supported them by transloading people onto their aircraft. If someone got sick and needed to get to a hospital in Kuwait City, they provided the transportation.

"Everyone was very proactive," he said.

Puffing on cigars was a memorable pastime that brought him and his fellow Airmen together at the day's end. A laptop computer with a music CD served as their makeshift campfire, which they sat around talking about what they got for Christmas when they were kids or their favorite toys. The only topic of discussion forbidden at the campfire was work.

"You just didn't want to talk about it," he said.

Soon his unit moved forward to Tallil, where it was closer to the fight. The C-130 personnel moved in, while the HH-60G Pave Hawk personnel moved out and went to another location to be ready. Their new positions greatly improved their response times.

"It was kind of like being dropped on the moon," Sergeant Zimmerman said. "The buildings were burnt out or destroyed. Everything was in short supply. You built things to live."

They used a makeshift toilet, disposing of its contents by pouring in fuel and burning it nightly. He said the maintenance personnel were instrumental in making things better. They had an overwhelming ability to create things. One example was their "war shower." They filled a fuel bladder with water and created a solar-heating device to warm it. In this way, they were able to get clean.

Yet, communications was Sergeant Zimmerman's niche, and with no radio communications system in place, he went to work building one.



Kevin Zimmerman currently serves as the mid-body electrical lead on NASA's Space Shuttle Atlantis, one of three orbiters he helps prepare for journeys into space. As an Air Force Reservist, Senior Master Sgt. Zimmerman flies as a radio operator on a crew of an HC-130P/N Hercules with the 920th Rescue Wing, Patrick Air Force Base, Fla.

"He's a natural radio operator due to his work with NASA," said Chief Master Sgt. Donnie Rouse, 39th Rescue Squadron loadmaster. "The man is a master at what he does."

Sergeant Zimmerman began cobbling together a mixture of recycled equipment, some things they'd brought with them and other stuff he'd borrowed. By the time he finished, he'd built a radio system that allowed him to communicate with the helicopter folks.

"He's the hardest-working man I've ever seen," Chief Rouse said. "He's flawless. Very rarely do you go out with someone who's spot-on every time. He's a joy to fly with."

"He was climbing on top of the hangars to install antennas and get the 'comm' going," said Lt. Col. Jeff Hannold, 39th RQS commander. "And he did that before the communications specialist got there."

Over a two-year period, Sergeant Zimmerman deployed three times, twice for Operation Southern Watch and once for Operation Enduring Freedom, and later went on to deploy to Africa, calling it "a positive experience at a bad time."

### The Event

"We were getting shot at and would have to maneuver," Sergeant Zimmerman said. "I could hear the loadmaster yell out, 'Jink! Break!' — to get us to move away from the situation. Small-arms and rocket-propelled grenades were being used against us. If you weren't scared, you weren't normal."

To avoid the enemy, they practiced landing at night with night-vision goggles in total blackout conditions. Transloads were done while the engines were running to make for quicker turnaround times.

Sergeant Zimmerman said he couldn't count how many missions he flew abroad, "but that night the crew worked together to get our tails out of there," he said. "I was definitely in the zone that night. I'm on the radio, whatever radio I can get my voice across, relaying as much detail as I can so whoever comes to work the issue behind us ... can take appropriate actions."

Sergeant Zimmerman will never for-



A veteran of three tours in Iraq, Sergeant Zimmerman left his taste for tobacco at Tallil Air Base where he served during the beginning of Operation Iraqi Freedom.

get those times, but his best memories are of the people.

"The camaraderie was really great. I feel like I was unbelievably lucky," he said.

### The Flow

And so the countdown begins toward March 5, when Space Shuttle Atlantis rolls out of the orbiter processing facility to the vehicle assembly building. It's next launch is scheduled for May 12. The mission will be the 30th flight of Space Shuttle Atlantis and the last planned manned mission to the Hubble (with another shuttle ready to launch in case a rescue mission is needed).

"Every mission for us in the mid-body changes each flow," Sergeant Zimmerman said. "There are redundant tasks that are completed every processing schedule. But there are always challenges — things that may not fit just the way you had anticipated and require a team effort to resolve."

The upcoming mission, Space Transport System 125B, will be an 11-day flight featuring five spacewalks to extend Hubble's life into the next decade by refurbishing and upgrading the telescope with state-of-the-art science instruments and swapping old, failed hardware, according to NASA's

Web site.

Sergeant Zimmerman has worked on the ship his whole career and plans to stay until the end of the shuttle program, which is scheduled to wind down in 2010. As for his military career, he'll continue to serve until he reaches retirement age, which he says will happen on Halloween Day 2013.

### The Countdown

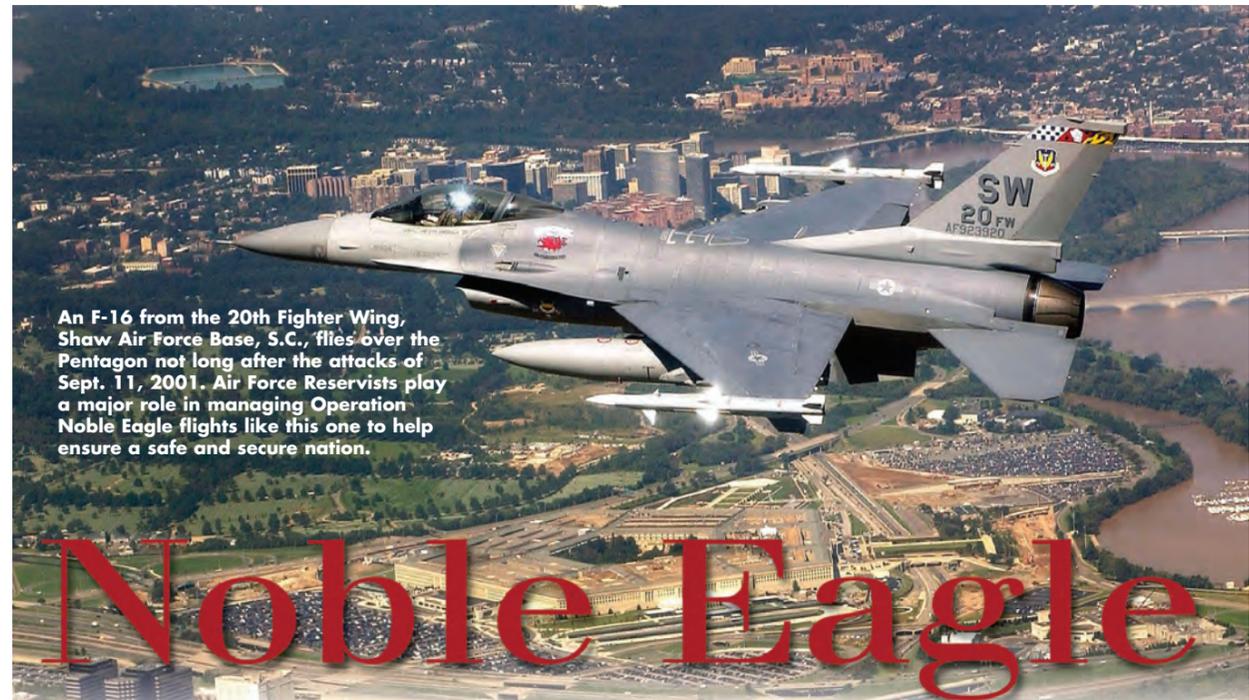
"On launch day, when your weeks of work lift off, your payload deploys, your systems work on orbit without incident, the crew comes home safely and then the orbiter rolls into the high bay again — you are ready to start all over. For all of us out here, we feel pretty darn good," Sergeant Zimmerman said.

And he said he couldn't have done it without the "great, great" support of his three daughters — Amber, 26; Ashley, 24; and Alicia, 20 — and wife Cheryl.

True to form, the humble man who works on the world's most legendary space vehicle describes his role, graciously, as being merely pedestrian.

"I feel lucky to be able to say I had a small part in all of this with a big team of good people." ★

(Captain Snow is the director of public affairs, 920th RQW, Patrick AFB, Fla.)



An F-16 from the 20th Fighter Wing, Shaw Air Force Base, S.C., flies over the Pentagon not long after the attacks of Sept. 11, 2001. Air Force Reservists play a major role in managing Operation Noble Eagle flights like this one to help ensure a safe and secure nation.

# Noble Eagle

Reservists contribute to round-the-clock watch of North American skies

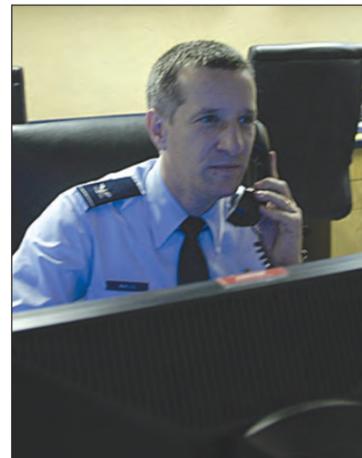
Since shortly after Sept. 11, 2001, Air Force fighter aircraft have flown more than 51,500 sorties over the continental United States, Alaska and Hawaii in support of local, state and federal law enforcement agencies to help provide a safe and secure nation.

The Continental U.S. North American Aerospace Defense Command Region, known as CONR, is responsible for a large percentage of these Operation Noble Eagle missions and represents a substantial contribution to homeland air defense. Occupying key positions on the CONR team, serving air expeditionary force rotations to help maintain a round-the-clock watch of North American skies, are members of the Air Force Reserve.

Col. Vince Mancuso recently deployed on an AEF rotation to serve as a chief of combat operations at the 601st Air and Space Operations Center at Tyndall Air Force Base, Fla. Colonel Mancuso is assigned to Headquarters U.S. Air Force as the mobilization assistant to the operations director and is also a pilot for a major international airline.

"It has been an honor and a privilege to be entrusted with this air defense responsibility," Colonel Mancuso said. "However, I must admit, as a newly qualified chief of combat operations, it's a bit daunting every time I settle into my duty station and see the massive wall of display screens showing the status of our nation's air defense alert assets that are ready to immediately respond to our call. The numerous hotlines to our nation's defense leaders also serve as a reminder of the role we play in preserving U.S. sovereignty and national security."

Maj. Gen. Hank Morrow, CONR commander, said the AOC combat operations team is a shining example of the Total Force in action.



Col. Vince Mancuso, mobilization assistant to the operations director at Headquarters U.S. Air Force, monitors Operation Noble Eagle missions during a recent air expeditionary force tour at the 601st Air and Space Operations Center, Tyndall Air Force Base, Fla.

"The AOC team includes professionals from every branch of the U.S. armed forces, and our air reserve component members serving on AEF rotations are an integral part of this team," General Morrow said. "The AOC is responsible for establishing operational control, assigning missions, and coordinating all air and space assets in the continental United States."

The senior operations duty officer is another key AOC position regularly manned by AFRC members on AEF rotations. Sitting immediately to the right of the chief of combat operations, the SODO coordinates all the operational aspects of the AOC air defense response.

"We apply our operational and tactical fighter experience to coordinate with key personnel on the AOC staff as well as our frontline air defense alert teams," said Maj. Jim Kline, a Reservist currently on an AEF deployment to Tyndall AFB. "We serve as a conduit between the CCO and the air defense teams to ensure the flow of relevant information."

Major Kline is assigned to the 97th Flying Training Squadron at Sheppard AFB, Texas, where he serves as a T-38 instructor pilot.

The 601st AOC is responsible for detecting, deterring, defending and, if necessary, defeating any aviation threat to the citizens of the United States and U.S. critical infrastructure.

"Participating in this AEF deployment in support of Operation Noble Eagle has been a very gratifying career experience," Colonel Mancuso said. "All the AFRC members deployed here are making a significant contribution to an important national security mission." ★

(First Lt. Andrew J. Scott, public affairs officer for the 601st Air and Space Operations Center at Tyndall AFB, contributed to this article.)

STAFF SGT. AARON D. ALLMON II

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