

Volume 69 No. 6

# CITIZEN AIRMAN

December 2017



RESERVE CITIZEN AIRMAN HELPING LEAD

## THE WAR ON POACHING

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# FROM THE TOP

## Reserve Citizen Airmen Accomplishing Amazing Things

I hope everyone enjoyed a wonderful Thanksgiving, spending time with family and giving thanks. Command Chief Master Sgt. Ericka Kelly and I took the time to look back on what a remarkable year it has been for the Air Force Reserve and all the amazing people and places we have had the opportunity to visit.

As we continue to travel throughout the country, your professionalism, innovation and resilience inspire us as we work together to preserve, build and shape the Air Force Reserve of the future.

It has been a privilege to interact at each duty station and hear from hundreds of Reserve Citizen Airmen and their incredible families.

From visits to the 482nd Fighter Wing at Homestead Air Reserve Base, Florida, to the 910th Airlift Wing, Youngstown Air Reserve Base, Ohio, and, most recently, to the 315th Airlift Wing, Joint Base Charleston, South Carolina, the theme is always the same: amazing

Airmen working together accomplishing amazing things.

We are grateful for the feedback we have received as we continue to align ourselves with the Air Force priorities, primarily focusing our efforts on restoring readiness.

We continue to be in absolute awe of the work every one of you accomplishes on a daily basis. As I have stated time and again, we consider it an honor to serve side by side with such a tremendous group of Reserve Citizen Airmen.

Chief Kelly and I wish to extend our thanks to you and your outstanding family support networks, who encourage and continuously provide a stable foundation for our military members — making sure



Lt. Gen. Maryanne Miller // Commander // Air Force Reserve Command

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they are ready to accomplish the mission when called upon.

We thank you for ensuring the mission continues to be accomplished, and we understand in today's fiscally constrained environment the challenge now is greater than it historically has been.

Yet, each day you continue to answer the call. We wish to send a special thank you to your families for their continuous support and the multiple sacrifices each and every one of them is making.

The chief and I understand the importance of family and how precious time with family is, and we are forever grateful for you sharing your time to ensure the mission continues to



get accomplished. It is the greatest contribution you can make to our Air Force Reserve.

In addition to our multiple base visits this past year, Chief Kelly and I also had the honor of attending our very first Yellow Ribbon event in Baltimore. We had the privilege of welcoming approximately 500 attendees, of which half were dependents or the support network for military members who had recently returned from a deployment. We were in absolute awe of the stories of resilience and perseverance across the Air Force Reserve.

Deployments are never easy, but having the opportunity to interact and meet the many friends and family members of our Reservists helped us understand how remarkable each and every one of your family support networks are to you.

Being able to sit down and explore the mental, physical, social and spiritual balance as it related to military members and their loved ones was an amazing experience and solidified the value that

the Yellow Ribbon Program provides our military families.

Air Force Reserve families are critical to mission success. Achieving the proper balance between work and home life is essential to ensuring our military members achieve mission readiness and are prepared to answer our nation's call.

As we enter the heart of the holiday season, Chief Kelly and I wish you all the best. Take time to enjoy these treasurable moments with friends and family.

Wherever your travels may take you this holiday season, please be safe. Each of you is vital to mission success. We need you and your loved ones recharged and balanced as we enter 2018.



lead the way in 2018 and beyond. Our adversaries will not rest. Each of us must continue to ensure we are doing our part and maintaining our military readiness.

Chief Kelly and I stand side by side with each and every one of you. We have learned so much from our installation visits and look forward to future trips in the coming year. We are impressed with the work ethic and professional knowledge of every Airman we have had the opportunity to meet.

Continue to be the best Airmen this country puts forward. Chief and I thank you for your dedication to service and the sacrifices you and your families make every day. Happy holidays!

Maryanne Miller



Chief Master Sgt. Ericka Kelly // Command Chief Master Sergeant // Air Force Reserve Command

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*The Official Magazine of the Air Force Reserve*

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*(Left to right) Air Force pararescuemen Tech. Sgt. Chris Moore, Senior Airman Rory Whipple and Master Sgt. Brandon Dougherty survey a damaged vehicle during a casualty extraction scenario at the Guardian Centers in Perry, Georgia, in October. Members of the Air Force's 38th Rescue Squadron, Moody Air Force Base, Georgia, Air Force Reserve's 301st and 388th RQSs, Patrick AFB, Florida, and the Army's 20th Special Forces Group trained for five days at the Guardian Centers, a metroplex providing 80 structures, 16 blocks and 75 acres of realistic urban training to hone search-and-rescue skills. (Master Sgt. Stephen D. Schester)*



Cover: Reserve Citizen Airman Lt. Col. Faye Cuevas is using what she learned fighting terrorism as an intelligence specialist to help lead the war against elephant poaching in Africa. See her story on Page 8. (Photo courtesy of the International Fund for Animal Welfare)

# DUTY PLANNING FUSION

How AFRC is developing a better way to plan, schedule and track participation

By Bo Joyner



When then-Maj. Jason Reiss came off active duty in 2008 and joined the Air Force Reserve, he quickly learned how complicated the Reserve pay and participation process can be.

“My first job as a Reservist was director of operations for a new classic associate detachment standing up at Seymour Johnson Air Force Base in North Carolina (the 414th Fighter Group),” Reiss, now a lieutenant colonel who serves as special assistant to the commander of the 414th FG, said during a recent interview at Air Force Reserve Command headquarters, Robins AFB, Georgia.

“I was hired as an ART (air reserve technician) and was the first full-timer brought into that unit. The squadron commander told me to go learn how to be a Reservist and stand the unit up. He sent me on a whirlwind tour to benchmark how other Reserve units conducted their business.

“That’s when I had my first taste of how we do inactive and active-duty scheduling; how we do timecard management; how we de-conflict being in civilian status and military status. I was amazed at how complicated the whole process was and how much time and money we were spending on scheduling and managing participation — time we should have been spending getting the mission done.”

Over the next few years, Reiss became much more familiar with the various computer-based Reserve pay and participation tools, like the Air Force Reserve Order Writing System – Reserve, the Unit Training Assembly Participation System and the Air Reserve Component Network. But he couldn’t shake the idea that there had to be a better way of managing Reserve participation.

Not surprisingly, other people throughout AFRC were having similar thoughts. In 2011, the Directorate of Manpower, Personnel and Services assembled a team of about 25 experts from across the command for a process improvement event to discuss improving the military duty and participation process. Reiss was a part of that Air Force Smart Operations for the 21st Century event.

“We made a lot of progress at that event,” he said. “We identified numerous inefficiencies because we had all of these separate systems that don’t talk to each other. We also knew, anecdotally, that we were spending a lot of time doing participation management instead of our AFSC (Air Force specialty code) tasks. But we didn’t know exactly how much time.”

Reiss took it upon himself to research just how much time and money the Reserve was spending on participation management. While attending Air Command and Staff College in 2012, he wrote a master’s thesis titled “Parting the Administrative Red Sea: The Case for Revolutionizing the Air Force Reserve Command Pay and Participation Process.”

“Very conservatively, I found that AFRC could easily save 96,000 man-hours and between \$2 million and \$4 million each year just by bringing all of the data together into one easily digestible format,” he said.

Not long after AFRC finished its AFSSO21 event in 2011, the

Air Force announced it was creating the Air Force Integrated Personnel and Pay System, and this new system would simplify the Reserve’s pay and participation process.

“We were hopeful that AFIPPS was going to solve our problems,” Reiss said. “Unfortunately, the Air Force put a strategic pause on AFIPPS, so we in the Reserve went back to work to tackle this issue.”

In 2015, Reiss and a group of subject-matter experts briefed AFRC senior leaders on the problems with the pay and participation process and got their approval to work on attempting to fix those problems.

The command put together a 25-member team to analyze the problems and identify solutions. Reiss is serving as the requirements lead for that team. The solution the team has come up with is called Duty Planning Fusion.

“That’s how DPF was born,” he said. “Since then, the group has been following a six-step service development delivery process to identify the requirements and the best way to get to the desired end state.”

Reiss said the team has identified 19 total requirements to create the efficiency gains of 96,000 man-hours and monetary savings of between \$2 million and \$4 million per year.

“DPF centers around a single, intuitive calendar-based interface that you can go to and de-conflict active duty from inactive duty,” he said. “Supervisors and members can request duty or approve duty. You can put your civilian schedule in there. Reservists have to be able to marry manpower with money to accomplish the mission. DPF will allow you to do that in one location.”

“DPF will be a user-friendly and intuitive application containing all business rules dealing with every participation status our members encounter month to month all bolted onto AROWS-R and displayed on one singular calendar,” said Larry Lee, a Reserve participation manager in the Directorate of Manpower, Personnel and Services at AFRC headquarters, who serves as the DPF team leader.

“Because DPF will be attached to AROWS-R, members will easily be able to schedule and reschedule inactive-duty requirements along with their active-duty requirements,” Lee said. “Even better, all scheduled, approved and performed duty will be evident and auditable within the application, so many of the forms used today to secure authorization to perform duty will be embedded in DPF and sent directly to those officials who approve them.”

Lee said the DPF initiative is a collective effort between the personnel, financial management and communications directorates at AFRC headquarters with advisement and support from Command Enterprise Architects, and the government agency that provides development for the AROWS-R system.

“Our plan is to roll out DPF in four spirals with the first-phase deployment tentatively set for October 2018,” Lee said. “Be on the lookout for more information on DPF as we get closer to rolling out the first spiral next year.”

# THE WAR ON POACHING

Intelligence specialist uses what she learned fighting terrorism to help save elephants // *By Bo Joyner*



Satao was one of Kenya's most famous and beloved elephants. Standing nearly 13 feet tall, weighing close to 13,000 pounds and sporting ivory tusks 6 ½ feet long, the massive African bush elephant was a huge draw for tourists visiting Kenya's Tsavo East National Park.

Knowing he would be a prized target for poachers, park rangers kept a close eye on Satao, who usually stayed in a small, relatively safe area with four other bull elephants. But when heavy rains began to fall early in 2014, Satao's search for food led him to an expansive and hostile section of the national park known as a hot spot for poachers.

Authorities tried desperately to keep track of Satao, but they lost his trail as the rain continued to fall in May.

Under the cover of darkness on May 30, poachers shot a poisoned arrow into Satao's thick grey hide and waited for the majestic creature to die a slow, painful death. Once he fell, they hacked off his face to remove his massive tusks, leaving his disfigured carcass behind.

"It is with enormous regret that we confirm there is no doubt that Satao is dead, killed by an ivory poacher's poisoned arrow to feed the seemingly insatiable demand for ivory in far-off countries," the Tsavo Trust said in a statement at the time. "A great life lost so that someone far away can have a trinket on their mantelpiece."

Unfortunately, Satao's tragic death is not an isolated incident. Conservationists estimate that an elephant in Africa is killed for its ivory every 26 minutes. Twenty-three tons of illegal ivory were seized across the continent in 2016 alone. More elephants are poached than are born each year. In the 1930s and '40s, the African elephant population was estimated to be around 5 million. The Great Elephant Census completed in 2016 puts today's number at around 350,000.

As elephants struggle for their very survival across the Dark Continent, there are countless people who are fighting every day to ensure these majestic creatures aren't wiped off the face of the planet forever.

One of these people is Lt. Col. Faye Cuevas, senior vice president of the International Fund for Animal Welfare and an Air Force Reserve Citizen Airman. IFAW is a global nonprofit

organization that works to protect animals and their habitats around the globe. Its work links the value of the individual animal to the health of the population and ecosystem at large.

It's not uncommon for Air Force Reservists to take what they have learned during their military service and apply it to their civilian jobs. But it's safe to say that few have done this as successfully as Cuevas, who is currently assigned to the Joint Reserve Intelligence Support Element on the Joint Staff at the Pentagon.

As an intelligence specialist with the Reserve, Cuevas has spent more than half of her 19-year military career helping U.S. and allied forces track down terrorists in the Middle East and Africa, working with Air Force Special Operations Command and Special Operations Command Africa.

"I came off active duty in 2000, joined the Reserve and was going to law school at Florida State when 9/11 happened," Cuevas recalled. "I made two calls that day: one to my parents to let them know I was OK and the second to my Reserve element lead, saying, 'Where do you need me to go and when?'"

Over the next few years, Cuevas deployed to the Middle East several times in support of AFSOC and Air Force Reserve Command while also completing law school.



*Throughout Africa, countless people are fighting every day to save elephants and other endangered animals from poaching. Here, Kenya Wildlife Service workers practice tracking techniques.*

"I spent two tours in Baghdad in 2005 and 2006 and another in direct support of Air Force Reserve Command in 2008," she said. "I was embedded with the Iraqi special operations forces and learned a lot about how to work with a partner force."

Working with Special Operations Command Africa between 2010 and 2016, she led intelligence, surveillance and reconnaissance support for more than 100 special operations

missions in west, central and the Horn of Africa and developed an intelligence system tailored to operations on the continent.

As senior vice president for IFAW, she has taken what she has learned about counterterrorism and used it to help create an innovative new program designed to safeguard the iconic African elephant and other species living in the landscapes they call home.

While the similarities between terrorists and elephant poachers might not seem obvious to most people, it was crystal clear to Cuevas.

“Being an intelligence officer really shaped the way I think about everything, so it was only natural for me to take an analytical intelligence approach to things when I took this job with IFAW in 2015,” Cuevas said recently during a phone interview from her home in Nairobi, Kenya.

Cuevas is one of the architects behind a project called tenBoma, a cooperative effort between IFAW and the Kenya Wildlife Service that aims to protect elephants by stopping poaching before it happens. TenBoma takes its name from an old Kenyan community policing philosophy, which roughly translates to “10 houses.”

“Traditionally, tenBoma expounds the belief that if the people in 10 neighboring houses look out for each other, they are better off than if the people in each house only look out for themselves,” Cuevas said. “We’ve taken that basic concept of prioritizing community involvement and applied it to the big business of poaching because it really does take a network to defeat a network.”

“TenBoma embeds specialized advisors and mentors within communities who can observe illegal activity and create an integrated conduit for information, reporting and analysis, which drives highly effective enforcement operations to stop the wildlife trafficking cycle and dismantle criminal networks,” according to the IFAW website.

“We’re trying to do a better job of gathering information on indicators ‘left of the crime’ then aggregating and sharing that intelligence to stop poaching before it happens,” Cuevas said.

“It can be something as simple as using a satellite image to map local community reports of suspicious human behavior with elephant migration corridors established from GPS collar data. We know from past cases these movement patterns could be an early warning that poachers are in the area, so we can send rangers out to investigate.

“Sharing information is critical, and it allows us to identify the critical links within the poaching syndicates — those individuals, cells or businesses that, if removed from the network, will have the greatest impact in stopping these terrible acts of violence.”

Cuevas said she sees a lot of similarities between the work she is doing now and what she did during several deployments for the Reserve to Iraq and across Africa following 9/11.

“You have to go after the bad guys after they commit a crime — whether they’re terrorists or poachers — but you



*Lt. Col. Faye Cuevas is one of the architects behind a project called tenBoma, a cooperative effort between the International Fund for Animal Welfare and the Kenya Wildlife Service that aims to protect elephants by stopping poaching before it happens. TenBoma takes its name from an old Kenyan community policing philosophy, which roughly translates to “10 houses.”*

are far better off trying to disrupt their networks before the crimes ever happen,” she said. “That’s what we are trying to do with projects like tenBoma.”

Under tenBoma, IFAW and the Kenya Wildlife Service are trying to disrupt poaching networks by:

- predicting locations and communities most at risk from poaching;
- empowering communities at the source of wildlife crime through development, alternative livelihood projects, human-wildlife conflict mitigation, and trained, mentored and supported community rangers;
- prioritizing community involvement in stopping wildlife crime through local reporting networks (communities become the first line of eyes and ears against poaching); and
- building mutual trust between the communities and enforcement entities through key leader engagements and taking action toward addressing grievances about wildlife.

The early results from tenBoma are promising. There have been no poaching incidents in the IFAW tenBoma target areas in the two years since the program was implemented. Three major operations have uncovered new poaching networks and led to several arrests and further investigations. High-level U.S. and African military leaders are embracing anti-poaching

efforts as part of their counterterrorism mission. More than 70 intelligence and investigation officers in Kenya have been trained and equipped to carry out the tenBoma mission. The project is currently expanding across borders to include other conservancy and law enforcement partners.

“We are starting to see progress, and it is certainly encouraging,” Cuevas said.

An aerial census released June 21 reports the population of elephants in Kenya’s Tsavo ecosystem increased 15.1 percent between 2014 and 2017 — evidence that programs like tenBoma are working.

Unfortunately, the successes being experienced in Kenya aren’t being seen throughout all of Africa. Experts estimate between 30,000 and 40,000 elephants are still being killed every year on the continent. In the Congo forest area alone, the elephant population has been reduced by 60 percent in recent years.

“We have a lot of work to do, but we are on the right track with programs like tenBoma,” Cuevas said. “We have to attack these poaching networks at all levels, from stopping the demand for ivory in Asia and other places to denying operational space to poachers and dismantling wildlife crime trade syndicates connecting the two. Fortunately, there is a lot we have learned from the ongoing war on terror that we can use in our war on poaching.”



An aerial census released June 21 reports the population of elephants in Kenya’s Tsavo ecosystem increased 15.1 percent between 2014 and 2017 — evidence that programs like tenBoma are working.

## SPREADING THE WORD

IMA uses African masks collection to help tell his Air Force Reserve story // By Bo Joyner

An individual mobilization augmentee with a passion for Africa and the Air Force Reserve has come up with an innovative way to educate people about his adopted continent and why he loves serving there.

Lt. Col. Will Cambardella has served as an IMA public affairs officer at U.S. Africa Command, with headquarters at Kelley Barracks, Stuttgart, Germany, since 2010. He has been detached to Special Operations Command Africa since 2014.

“I get to spend five or six weeks a year in uniform, and my Reserve duty has given me the opportunity to travel extensively throughout Africa,” Cambardella said recently during a phone interview from his home in Birmingham, Alabama.

“As I traveled through Senegal, Chad, Niger, Ethiopia and other countries in Africa, I started picking up tribal masks at local markets off the beaten path.”

At the behest of his friends and family, Cambardella pooled all of his masks — at latest count 32 from 14 different countries — and decided to put them on display for people in the Birmingham area.

“My wife, Tara, and I traced the masks to tribe, region and country of origin, and I made arrangements with a friend of mine who runs a local African fair-trade store to put the masks on display there,” the lieutenant colonel said. “The masks exhibit was a huge hit. In addition to the general public, we had local students from elementary and middle schools and university students from Birmingham-Southern College and Air University come in to study the masks.

“It’s fun to see the looks on people’s faces when they see all of the different kinds of masks,” Cambardella said. “Their reactions range from intrigue to awe to puzzlement. You get the range of emotions and tons of questions, a lot of which we can’t answer, and that’s OK. What it does is open up a dialogue about diversity and the different types of people and tribes who exist together in Africa.

“It’s fun for me because I get to share interesting facts about the places where I picked up each mask and the people who live there, but I also get to share my experiences with the military, especially the Air Force Reserve.”

Cambardella began his military career with the Army in 1998 and was part of the initial invasion into Iraq with the 3rd Infantry Division. He transitioned to the Air National Guard in 2005 before making the switch to the Reserve in 2010.

“I’m a huge fan of the IMA program, and I take every opportunity I can to tell people about its benefits,” he said. “For me, I get to do all of my Reserve duty in one lump sum, and that’s not as disruptive for my employer as being gone for one weekend every month. Plus, where else would you get the



Lt. Col. Will Cambardella's collection of African masks draws a crowd at an African fair-trade store in Birmingham, Alabama.

chance to serve in Germany and Africa? I couldn’t ask for anything better.”

Cambardella said his current assignment is scheduled to end in January 2019, and he's looking for a new IMA position to move into. However, he plans on continuing his hobby into the foreseeable future.

“My goal is to collect a mask or similar artifact from each of the 53 African countries,” he said. “I’ve started down that path, and I want to stay on it. Putting the masks on display at the fair-trade store was such a hit that we are planning on doing it again in the spring.

“I love being able to tell the Air Force Reserve story through my overseas expeditions with my African masks and educate the local public, students and Airmen.”



# YOU CAN'T FLY THEM IF YOU CAN'T FIX THEM

AFRC working hard to ease aircraft maintenance shortage

By Tyler Grimes



Senior Airman Samantha Callaway of the 419th Aircraft Maintenance Squadron at Hill Air Force Base, Utah, performs a routine inspection on an F-35A's internal weapons bay. There is a shortage of maintainers, like Callaway, throughout Air Force Reserve Command. (R. Nial Bradshaw)

As it faces many challenges such as an increase in operations tempo, budgetary uncertainty and the Air Force-wide pilot shortage, Air Force Reserve Command is stepping up efforts to meet another difficult challenge: a shortage of much-needed Reserve Citizen Airmen in the aircraft maintenance career field.

Lt. Col. Daniel Posch, Maintenance Management Branch chief for AFRC's Directorate of Logistics, Engineering and Force Protection, known as A4, works on command-wide strategic maintenance policy and personnel initiatives. He explained how substantial the maintenance shortage is for the command.

"The shortage is significant on our full-time force, specifically within our ART (air reserve technician) program," Posch said. "We are facing critical shortages across the entire command with more than 1,400 vacancies currently."

ARTs serve in dual-status as civilian employees and traditional Reservists who perform military duty primarily during monthly unit training assembly weekends.

And while the shortage within the maintenance career field extends across AFRC's entire aircraft fleet, Posch said the fighter and bomber communities are the most undermanned, with more than 800 vacancies between the two.

AFRC predominantly relies on a combination of active-duty Airmen looking to transition to the Reserve and new accessions who do not have prior military service to meet its part-time and full-time manning requirements. However, due to increased competition from the commercial airlines,

private defense industries and other government agencies such as the Federal Aviation Administration — coupled with a high-demand for maintainers in the active-duty Air Force — the command is looking for new ways to recruit and retain full-time Reservists needed to perform the mission.

Posch and his organization are aggressively working with Reserve recruiters to focus on bringing people into the maintenance career field as ARTs. In fact, a group of 12 recruiters (see related story on Page 18) has been formed to address the maintenance shortage by focusing on recruiting people for the ART program and began working Oct. 1.

Chief Master Sgt. Scott Jongewaard is superintendent of the 944th Aircraft Maintenance Squadron at Luke Air Force Base, Arizona, where one of the 12 maintenance ART recruiters is located. He said his newly established unit is focused on building a sustainable maintenance Reserve Citizen Airman program to support the F-16 Fighting Falcon and F-35 Lighting II aircraft.

"We have set certain expectations with AFRC, AETC (Air Education and Training Command) and the 56th Fighter Wing (an active-duty organization at Luke) that now might not be able to be met due to hiring limitations," Jongewaard said. "The challenge was already existent before we had the requirement of the 242 more positions here at Luke AFB, but now it is more noticeable due to the large numbers."

Jongewaard's unit is attempting to address its shortage of full-time maintenance people by working closely with the base civilian personnel office to fill vacancies as well as promote openings to qualified candidates from the local area.

"We have always tried to capture the best and brightest from the 56th Fighter Wing and other active-duty locations for personnel who call Phoenix home," he said. "We have, thanks to AFRC/A4, enough money to put personnel on long-term orders until we are able to hire them. So far we have added 55 new ARTs to the fight. More than 50 percent of the personnel added are new to the ART program."

Jongewaard said he hopes that training and promoting ARTs instead of attracting Reservists from other units will help the overall AFRC shortage.

In an interview in September with the "Air Force Times," Lt. Gen. Maryanne Miller, AFRC commander, said that the situation with the maintenance shortage is similar in many ways to the pilot shortage.

"The issue and the challenge every day is that full-timer on the flight line or in the cockpit who provides training for that part-time force," Miller said. "We've had to gap those trainers, and we've gapped them with part-time Airmen or maintainers on orders. What we're also doing, in that realm, is providing monetary incentives, special salary rates and bonuses."

Miller said the financial increases are having a positive effect on retaining the full-time force in the command.

Maj. Gen. Kathryn "KJ" Johnson, director of Logistics, Engineering and Force Protection for AFRC, is heavily involved with developing solutions to the shortages.

"From the headquarters perspective, there are different policies and laws we are trying to address that will make it easier for people to get hired, stay and transition from other components into AFRC," Johnson said.

The initiatives Johnson and her team are focused on include streamlining and shortening the hiring process, providing re-enlistment bonuses for ARTs, establishing pay increases and expanding health care benefits to ARTs with TRICARE Reserve Select. This health benefit is a less expensive option but is currently only available to traditional Reservists.

"It takes a long time to train maintainers and to get them experienced; not just qualified, but competent at their jobs and current on their training," Johnson said.

There is significant emphasis on recruiting and retaining full-time ARTs because they serve as the backbone of the Reserve workforce, which is responsible for training and supporting traditional Reservists.

AFRC/A4 teamed with other AFRC directorates to strategize efforts as they face similar challenges in dealing with the pilot shortage.

One of the major issues with both the maintenance and pilot shortages is the pay gap between what AFRC and private industries can offer.

"We are trying to at least get close pay wise," Johnson said. "The best part of the Reserve is that you may join for the mission, but you stay for the people."

That emphasis on the Reserve as a community is part of the effort to retain the skilled workforce in maintenance.

For Jongewaard, in addition to being part of the maintenance community, having a positive impact on the growing Luke AFB mission is what keeps him engaged after years of service.

“We can make a difference here,” he said. “And even as an individual who comes out for one day, we can find something meaningful that needs to get done. I feel that we still have the best job in the Air Force and especially here at Luke AFB working on the latest and greatest aircraft, keeping older aircraft flying more often and having a global impact on producing sorties to train pilots.”

Although he said he loves his job, Jongewaard said he is apprehensive about the emphasis on hiring in maintenance possibly taking time away for other responsibilities.

“One of my biggest concerns is that most often new maintenance leaders are not having time to be mentored or to mentor others, and we seem to push a lot more on the front-line supervisors,” he said. “Our challenge is already in front of us, and I think it will get worse before it gets better. We can fix it, but it equals getting faces to places as fast as possible and making sure that everyone is on the same page in the hiring action.”

Another initiative Johnson and her team are developing to address issues like the one Jongewaard is concerned about is to shorten the time it takes to get Reserve Citizen Airmen the training they need to do their day-to-day job as well as deploy.

“We don’t want them to come join the Reserve and spend months waiting to go to basic training or tech school,” Johnson

said. “We need them trained and ready as quickly as possible so they are prepared for the wartime requirement we have.”

There is also a renewed focus on addressing the issues at the squadron level that play a factor in the shortages, she said. Many Reservists in the squadrons say they are frustrated with the large amount of administrative work as well as the required ancillary training unrelated to a specific job.

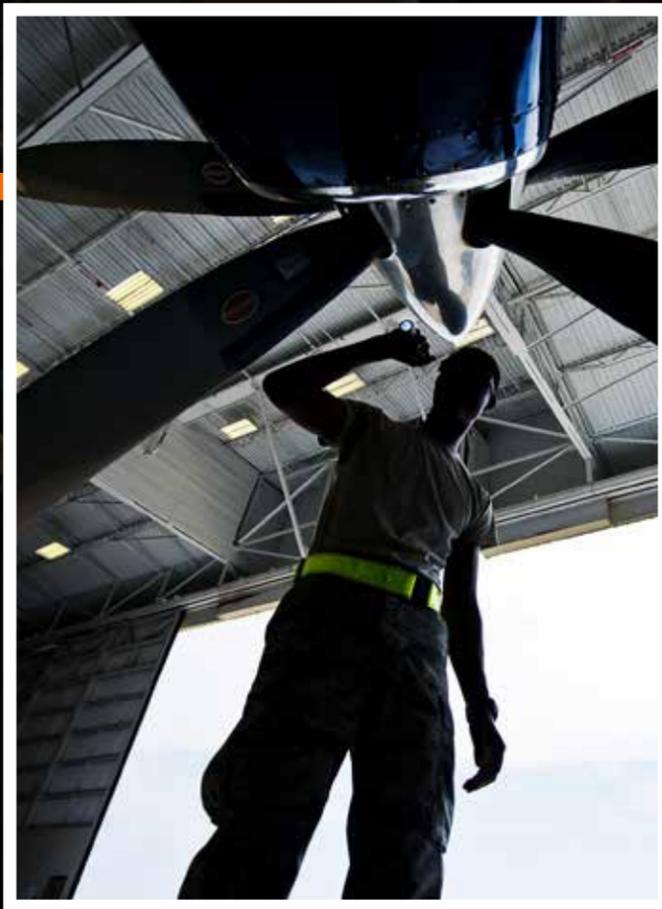
“The strategic purpose of AFRC is to have a trained and ready workforce,” Johnson said. “And that means everyone must be proficient at their core AFSC (Air Force specialty code). It is particularly important in the mission areas like operations and maintenance because you never know when we are going to need to go to war. So we must be ready every single day.”

To achieve that strategic purpose, Johnson tells commanders they need to prioritize AFSC-related training over the additional general training, especially for traditional Reservists who have very limited time on the job during UTAs.

“Our people want to do their job,” she said. “That’s why they join the Reserve.”

As the Air Force continues to operate under the budgetary uncertainty of a continuing resolution, the fiscal instability hampers AFRC’s ability to mitigate the shortages.

“I think what we really need is consistency with the budget



*Airman Mario Hill, 919th Special Operations Maintenance Group, checks the intake of an engine on a C-145 at Duke Field, Florida. (Tech. Sgt. Sam King)*

and delivered on time,” Johnson said. “This doesn’t just hurt the Air Force, Army, Navy or Marines. The uncertainty affects our industry partners as well because the uncertainty that we feel is translated to them.”

In addition to industry partners, the anxiety about the budget uncertainty is affecting all areas, down to individual Reservists.

“If you are on orders doing training that we want you to do on Sept. 30 and I can’t tell you whether on Oct. 1 that you are going to have orders to continue your training, how does that make you feel?” Johnson said. “First, it makes you feel very uncertain about your future. And, second, it makes you feel very devalued. It is no wonder that people are leaving us.”

AFRC’s Directorate of Manpower, Personnel and Services, known as A1, is taking the lead in building on the command’s existing capabilities to shape the future force and addressing the concerns of Reservists in maintenance, according to Col. Anne B. Gunter, the organization’s director.

“Since 2010, in response to fiscal pressures, the Air Force ‘force shaped’ or separated nearly 20,000 highly skilled Airmen,” Gunter said. “A1 is addressing personnel shortfalls in critical skills and is focusing on effective manning and training.”

Some of the things Gunter and the A1 team are working on in conjunction with A4 include special salary rates; retention, relocation and recruitment bonuses; restructuring of positions to make them developmental; testing a 90-day open continuous announcement; using direct hire authority; developing an intern program; and possible conversion of some ART positions to civilian positions.

Like Johnson, Gunter explained that focusing on the squadrons is critical to fixing the shortage.

“By strengthening the squadrons’ manpower needs and building, developing and maintaining a ready and responsive workforce, the Air Force Reserve will continue to meet the operational and strategic capabilities,” she said.

Also at the local level, AFRC will be bringing back career assistance advisor positions to the wings. These advisors will manage retention, incentive, bonus and re-enlistment programs. In addition, they will coordinate with wing leadership concerning retention issues related to loss trends and determine whether current efforts can support local retention goals.

“Our goal is to continue to recruit high-quality candidates into the Air Force Reserve and retain these members, ensuring our units are manned and ready for any worldwide contingency,” Gunter said.

# RECRUITING SERVICE ADDS PEOPLE TO ADDRESS MAINTENANCE SHORTAGE

By Master Sgt. Chance Babin

In a move designed to increase the number of maintenance air reserve technicians, the Air Force Reserve Command Recruiting Service and Directorate of Logistics, Engineering and Force Protection, known as A4, have teamed up to create a group of recruiters dedicated to the ART mission.

"Maintenance manning is the biggest issue we face right now in the A4 community of Air Force Reserve Command," said Maj. Gen. Kathryn "KJ" Johnson, director of logistics, engineering and force protection. "We have 12 recruiters in place, and we are really excited about that."

The new maintenance ART recruiters are located at Beale Air Force Base, California; Barksdale AFB, Louisiana; Davis-Monthan AFB, Arizona; Dobbins Air Reserve Base, Georgia; Naval Air Station Joint Reserve Base Fort Worth, Texas; Hill AFB, Utah; Homestead ARB, Florida; Joint Base San Antonio-Lackland, Texas; Keesler AFB, Mississippi; Luke AFB, Arizona; March ARB, California; and Nellis AFB, Nevada. Locations were selected based on the volume of maintenance ART vacancies in growing and mature missions critical to filling combatant commander requirements.

ARTs are full-time civil service employees who also serve in a dual status as traditional Reservists and perform their military duty on unit training assembly weekends. They are responsible for training and ensuring the Reserve provides combat-ready Reserve Citizen Airman.

"This is a three-year pilot program initiated to have a positive impact on the ART hiring process and help improve low ART manning levels, specifically in the ART maintenance units," said Master Sgt. Tracey Barry, AFRC Recruiting Service ART recruiting program manager. "The intent is for recruiter involvement to increase ART program awareness, promote ART opportunities, and provide application support and guidance, as well as help expedite the process."

One of the first steps the Recruiting Service took with the ART recruiters was to get them familiar with their new units.

"Each ART recruiter scheduled a meet-and-greet session during their October UTA in order to establish strong relationships across the wing, better broadcast who they are and what they bring to the table, and get information out to their wing, units and Reservists about themselves and available ART opportunities," Barry said.

She added that recruiters bring additional program awareness and advertising, processing and system navigation support, and they work closely with Reserve in-service recruiters worldwide to ensure maximum exposure and contact with fully qualified members leaving active duty.

From the A4 standpoint, building up the maintenance ART program is a priority, since there are currently more than 1,400 vacancies nationwide. The current average full-time

manning is approximately 77 percent, as opposed to 82 percent in 2012.

"In the past, we relied heavily on prior-service maintainers, those leaving active duty who wanted to continue to serve. However, we just aren't seeing the same numbers as in the past," said Lt. Col. Dan Posch, AFRC A4 chief of the Maintenance Management Branch. "We also build the bench from the non-prior service side. Our reliance on non-prior service (recruits) is continually increasing; we are up to approximately 38 percent new accessions. While active duty is growing and trying to increase its end strength, we are doing the same thing. So we are all fighting and trying to pull from the same pool of people."

Posch said part of the problem is it's a buyer's market right now. AFRC is competing for maintenance people not only with active duty, but also with private industry, government contractors and other government agencies.

While A4 initiated the request for ART recruiters, the Recruiting Service has been an eager and willing partner to get the job done.

"The Recruiting Service is just as passionate about this as we are," Posch said. "We thank them for taking on this initiative because we know it's not easy. It's a change, but it's the right change. We wouldn't be able to promote this program without the Recruiting Service. That's what they are about, and we really appreciate that."

The new ART recruiter program is already paying dividends, as the first technician was hired Oct. 5 at Luke AFB.

For information on becoming a maintenance ART, contact your local recruiter or Barry at [tracey.barry@us.af.mil](mailto:tracey.barry@us.af.mil).

*(Babin is noncommissioned officer in charge of public affairs for the Recruiting Service at Robins AFB, Georgia.)*



*Tech Sgt. Anthony White, an in-service recruiter, talks to a potential recruit during an event at Robins Air Force Base, Georgia. The Air Force Reserve Command Recruiting Service's 12 new air reserve technician recruiters, as well as in-service recruiters like White, are working to address the shortage of full-time ART aircraft maintainers. (Master Sgt. Chance Babin)*

# REVOLUTIONARY APP

## RIO Connect enables access to secured sites from mobile devices

By Senior Master Sgt. Timm Huffman

The latest release of the RIO Connect Individual Mobilization Augmentee Mobile Wingman application enables Reserve Citizen Airmen to access common access card-secured sites from their mobile devices when paired with a mobile CAC reader and associated software.

RIO stands for the individual Reservist Readiness and Integration Organization located at Buckley Air Force Base, Colorado. RIO Connect, first launched in February exclusively for IMAs, offers individual Reservists a mobile-friendly way to access the information they need to manage their careers. Now, with mobile CAC functionality, Reservists have the option to use the app to access additional resources like official webmail and human resource-related websites.

Lt. Gen. Maryanne Miller, Air Force Reserve Command commander, said she is excited about new ideas to help meet the unique needs of Reserve Citizen Airmen who are vital to both national defense and the health of their local communities.

"Air Force Reservists are extremely talented and incredibly busy people," Miller said. "Innovations like the RIO Connect app provide easier access to the resources they need to maintain combat readiness, reducing the impact their service has on the time they spend with their families, their civilian employers and their communities."

The RIO Connect app is free. However, to use the optional CAC feature, Citizen Airmen must purchase software and hardware at a cost of \$100 to \$140.

"Adding the CAC feature to the RIO Connect IMA Mobile Wingman app is another step toward eliminating the barriers individual Reservists face when managing their careers," said Col. Minh Tri Trinh, the lead customer advocate for the mobile CAC-enabling project. "Individual Reservists now have the option to access a host of web and personnel services anywhere, anytime."

Secured sites accessible through the RIO Connect app include webmail, the Reserve Management Vacancy System, the Air Reserve Component Network, the Individual Medical Readiness/Aeromedical Services Information Management System, myPers and the Volunteer Reserve System.

The RIO Connect IMA Mobile Wingman app is available at Google Play and the Apple App Store.

For instructions on setting up the mobile CAC feature, visit the RIO Connect home page at <http://www.arpc.afrc.af.mil/HQRIO/RIOConnect.aspx>.

The latest release of the RIO Connect app comes after months of collaboration among the Readiness and Integration Organization, Air Reserve Personnel Center and AFRC.



*The latest release of the RIO Connect IMA Mobile Wingman app allows Air Force Reservists to use a mobile CAC reader to access secured sites from a mobile device*

Maj. Robert Hill, an IMA who tested the CAC-enabled beta version of the RIO Connect IMA Mobile Wingman app, said it provides a digital community individual Reservists can lean on for help. The ability to connect with other IMAs, locate resources, and access CAC-secured sites in places where Wi-Fi isn't available allows Reservists to be more liquid in their ability to reach out for help and help others.

"I am already finding that I have a community and am not alone (in my IMA career)," Hill said.

He said his favorite app feature is "the ability to check my military email during lunch at my civilian job, without lugging my laptop around looking for Wi-Fi."

Fred Massey, chief of the Plans, Programs and Resources Division in the Directorate of Communications at Headquarters AFRC, said collaborating with HQ RIO on the mobile CAC feature energized conversations about mobile technologies.

"The ability to embed secured CAC access into the RIO Connect app has stimulated mobile conversations and paved the way for the Air Force Reserve to cross the mobile barrier toward expansive and exciting future mobile opportunities," Massey said.

In addition to testing the software for functionality, the team also reviewed the relative mobile-friendliness of each website the RIO Connect app accesses, ensuring the options available to Reservists are both useful and functional on a mobile device.

Innovation is an integral part of the Air Force Reserve's future, and it comes from the diverse experiences the nearly 70,000 Citizen Airmen bring to the mission from various communities and industries across the nation, said Col. Bruce Bender, AFRC director of public affairs. He added the mobile-CAC capability will change the way Reservists do business.

"This tool will provide ease of access, flexibility, streamlined workflow and reduced response time for time-sensitive information," Bender said.

*(Huffman is assigned to the HQ RIO at Buckley AFB.)*

# FULLSTEAMAHEAD

**Headquarters directorate partners with area schools to enhance students' knowledge**

**By Matt Ebarb**



An organization within Air Force Reserve Command headquarters at Robins Air Force Base, Georgia, is partnering with Middle Georgia high school students in an effort to foster a culture of innovation in the areas of science, technology, engineering, arts and mathematics.

As part of that effort, the Directorate of Logistics, Engineering and Force Protection, known as A4, in partnership with the Society of American Military Engineers, sponsored the inaugural Science, Technology, Engineering, Arts and Mathematics Challenge Nov. 8 at the base's Museum of Aviation.

"By partnering with local schools, we can reach out to youth and enhance their knowledge base in the fields of science, technology, engineering, arts and math and hopefully inspire them to pursue careers in those fields and potentially cultivate talented, engaged future Reserve Citizen Airmen," said Col. Jim Hickman, associate director of Logistics, Engineering and Force Protection and president of the local SAME organization. "Encouraging growth in those fields and igniting a spark in those students' minds will bolster the future defense of our nation, so it's a win-win for everyone involved."

The challenge brought in 25 students from Houston, Jasper and Macon counties. Participants focused on building rockets from paper and augmenting it with weight and materials like duct tape and paper clips to adjust the rockets' aerodynamics. To emphasize the addition of the arts to the STEM initiative, participants designed their own group mission patches and crafted a greeting message to the fictional planets toward which the rockets were launched.

In building and launching their rockets, students received mentorship from Citizen Airmen, Air National Guardsmen and civil engineers from Robins AFB. Jordan Greene, a junior from Veterans High School in Warner Robins, Georgia, was grateful for the guidance in the learning process.

"I came here excited to get to build and launch a rocket. I'm using it as an opportunity to expand my own knowledge," said Greene, a member of his school's robotics team. "Our mentors set us in the right direction and kept us on track."

One of the mentors, John Cockrell, who works in AFRC/A4, built the bicycle pump-powered rocket launcher the students used to launch their creations. Cockrell did his own part to incorporate the "A" in STEAM in his design concept.

"My motive for building the compressed air rocket launcher was to inspire the students. It is a functional engineering tool, but it was also designed to look over the top," said Cockrell, who also serves as a traditional Reservist — senior master sergeant — with the 916th Aircraft Maintenance Squadron at Seymour Johnson AFB, North Carolina.

He likened the mentoring process to his job as a Reserve Citizen Airman.

"As an NCO, you're always looking at training and developing the next generation," Cockrell said. "These students may have never been exposed to the opportunities in science and technology. We have to assure they get the understanding of what they can do with this knowledge and understand what their potential could be."

The shapes of the students' rockets varied from simplistic to ornate, and the launch results were equally as varied. Some exploded upon launch, while others almost hit a building nearly

a football field away. While the students found themselves nervous and frustrated with the trial-and-error process, they received a surprise visit from Warner Robins Mayor Randy Toms, who set a great example when he established the day's distance record when he launched his own duct tape-coated rocket.

"I think this event is a phenomenal thing," Toms said. "To know that the Air Force Reserve is reaching out to these people and trying to tap into the intelligence that they have and encourage them to get involved with STEAM ... it's awesome to be a part of that. I appreciate the opportunity to come out and see the young people who are our future, and I appreciate the partnership between the Air Force Reserve and our schools."

Though every school put up a commendable effort, the winner of the rocket launch competition was the first group to go. Team 2, consisting of Rickey Weston, Sean Pursley, Abrial Currie and James Laburda from Houston County High School, claimed victory after coming mere inches from their target planet. Pursley, who took charge early on, came in with a strategy and fended off the nerves.

"Getting the nose cone just right was a challenge, but I was waiting all day to test this rocket," Pursley said. "When we shot it, all I could think was, 'Don't miss! Winning felt awesome!'"

Hickman expressed great satisfaction and fulfillment with the outcome of the event, praising the collaborative nature of the high school students.

"A very positive aspect of the generations now is that they are not bashful about collaborating," he said. "They are not bashful about sharing information, throwing out a problem and coming together as a group to chip away at it. That culture will accelerate advancement."

Hickman said the A4 directorate hopes this inaugural event becomes an annual one and expands into several smaller collaborations involving the command, SAME and Middle Georgia schools.

"This is true mentorship where it counts, and this is what every American needs to be doing in some form or another," Hickman said. "The challenge I would throw out is if you don't think you have a place in STEAM, you're wrong. If you're an American citizen, we want you to contribute to the future of our country. Everyone has a place in STEAM."



*John Cockrell of Air Force Reserve Command's A4 directorate helps Jasper County High School students prepare their paper rocket for launch. (Matt Ebarb)*

# FAITH | works

AFRC chaplain corps uses scientific research to increase resiliency among Reserve Citizen Airmen // By Capt. Amanda Reeves

In December 2016, Chaplain (Maj. Gen.) Dondi Costin, the Air Force's chief of chaplains, launched a new campaign to encourage Airmen and their families to explore faith, not just as a religious option, but also as a health and resilience tool.

The campaign, Faith Works, is based on a body of research demonstrating the positive effects religion and spirituality can have on improving health in every domain: physical, mental, social and spiritual. Working hand in hand with the Air Force's mission to increase resiliency and health among the force, Faith Works offers a new perspective on an old technique, focusing on the tangible, earth-bound benefits associated with developing and practicing a strong faith, religion or spirituality.

To understand and bolster resiliency among Airmen, the Air Force developed the Comprehensive Airman Fitness framework, a model that recognizes four domains, or pillars, of individual personal health contributing to resiliency: physical, mental, social and spiritual. Although the foundations for each individual's pillars must be constructed internally, there are organizations in the Air Force to help Reserve Citizen Airmen strengthen each pillar; the chaplain corps and Faith Works do just that for the spiritual pillar. In fact, it might just strengthen the other pillars, too.

Faith Works is inspired predominately by the works of Dr. Tyler VanderWeele of the Harvard School of Public Health and

Dr. Harold Koenig of Duke University's Center for Spirituality, Theology and Health. Through their research, they have identified physical evidence linking the practice of faith and religion to individual resiliency.

One example from VanderWeele's research shows that Americans who attend religious services at least once a week have a 20 percent to 30 percent reduced mortality rate over a 15-year period. In terms of mental health, regular church-goers also demonstrate more optimism and lower rates of depression.

"As professionals in the chaplain corps, we have always known millions of anecdotes about how faith works," said Senior Master Sgt. Adam Swift, superintendent of the Chaplain Candidate Intensive Internship at Air Force Reserve Command. "Now we have the solid evidence to back up those stories."

Faith Works is not a program or an evangelical mission. Rather, it is a campaign providing chaplains, commanders and individual members a set of tools to discuss and research faith-based issues and to frame solutions to general life issues in a faith-based context.

Costin points out that Faith Works "gives commanders more of what they want for their Airmen (healthier relationships, coping skills, resilience, etc.) and less of what they don't want (sexual assault, domestic violence, suicide, etc.)."

Chaplain (Lt. Col.) James Danford, one of the chaplains at AFRC headquarters, Robins Air Force Base, Georgia, explained that discussing faith-centric issues via scientifically supported evidence removes much of the stigma surrounding discussions about religion. This allows the chaplain corps to engage with Reservists who may be more skeptical of religion and helps leaders and decision-makers understand the importance of the chaplaincy, especially in matters of resiliency.

The campaign also provides commanders a tool-set with which to engage their Reserve Citizen Airmen. By focusing on the research, commanders can address the positive aspects of religion without forcing a particular religion or viewpoint. In Danford's opinion, spiritually strong Airmen, in turn, tend to be strong assets to their units and commanders.

Within AFRC, chaplains have been using Faith Works to launch discussions with Reserve Citizen Airmen during drill weekends. Not only have they been able to engage with

individuals, but many have also been able to take time at unit training assemblies to talk about various issues from a faith-based perspective. And it appears to be working.

Since June, the AFRC chaplain's office has recorded 298 counseling cases in its traditional Reserve units alone. Ninety-two percent of these cases were self-referrals, and many of them were helped with only one counseling session. These high numbers reflect an increasing comfort Reserve Citizen Airmen have with religion and its potential to assist them in their everyday struggles.

Reservists who would like further information on Faith Works should contact their servicing chaplain's office. The #FaithWorksUSAF handle can also be searched and used on Facebook, Twitter and Instagram.

*(Reeves is assigned to the HQ AFRC public affairs office at Robins AFB.)*



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*Airmen position a K-loader carrying water and ready-to-eat meals behind a C-130 Hercules at Dobbins Air Reserve Base, Georgia, Oct. 4. A total of 23,390 pounds worth of items were loaded onto the Air National Guard aircraft, transported to Puerto Rico and distributed to those in need in the aftermath of Hurricane Maria. (Tech. Sgt. Kelly Goonan)*