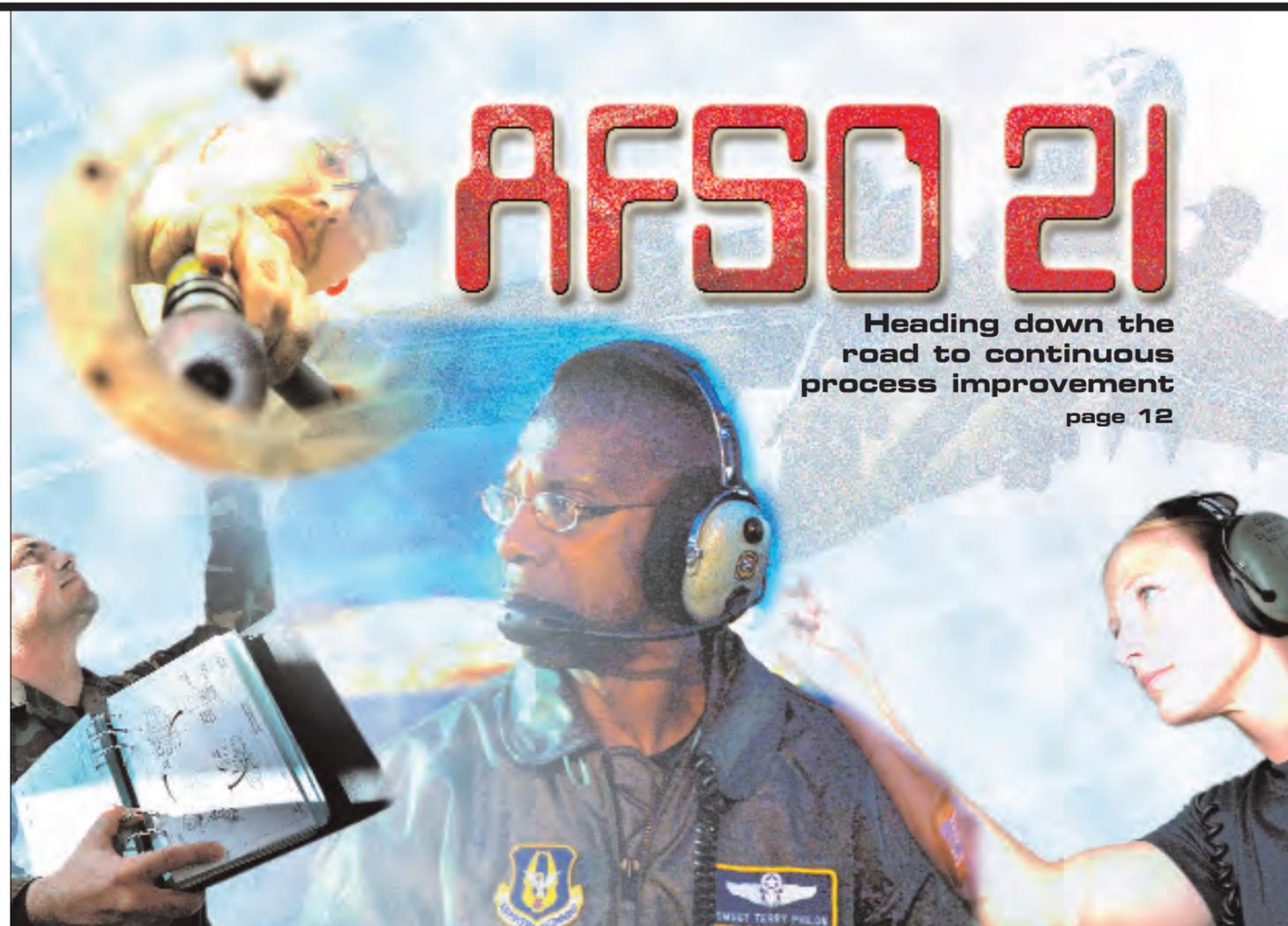


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Air Force Reserve



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## From the Top

By Lt. Gen. John A. Bradley  
Commander, Air Force Reserve Command



# Reservists continue to step up

**2**007 was a banner year for the Air Force Reserve and our Airmen. As we bring this year to a close, we should all reflect on what we have achieved together.

This year the number of Reservists who were mobilized decreased dramatically from 2006. However, the work load did not. Despite this fact, you stepped up.

The average number of volunteers per month in 2006 was 2,860. In 2007, you all volunteered to the tune of 3,875 people per month. That is a day-in, day-out commitment by you to the Air Force mission above the minimum training required by law.

More than 61 percent of you have deployed since Sept. 11, 2001. There are many ways of looking at deployments. From my perspective, when you get moved away from home to do your duty, whether it's inside or outside the United States, that's a deployment in support of the war on terror. When you spend a year or two loading airplanes headed to the area of responsibility from McGuire Air Force Base, N.J., Charleston AFB, S.C., or any other strategic mobility base, you're contributing to the effort.

Whether you're providing theater missile warning from Buckley AFB, Colo., or intelligence analysis to the Joint Space Operations Center, you're contributing to the war. And some of you are making a bigger sacrifice. This holiday season we have 300 security forces in Iraq, and they will be there for six months.

This level of commitment and professionalism draws a crowd. Based on the numbers I've seen, we recruited 108 percent of our goal for fiscal year 2007. People recognize us and want to join us. Our retention numbers reflect a similar sentiment — that people join the Air Force Reserve to stay.

And it is good that so many of us are willing to stay, because the Air Force cannot get enough of us. The joint world cannot get enough of us. There is no shortage of work out there.

We stood up an F-22 fighter association at Elmendorf AFB, Alaska, and will have another one at Holloman

AFB, N.M. We more closely aligned our officer commissioning program with the regular Air Force by moving all Air Force Reserve Command commissioning to Maxwell AFB, Ala. We stood up new units at Beale AFB, Calif., to fly Global Hawk and Creech AFB, Nev., to fly Predators. Our integration at Hill AFB, Utah, continues without a hitch and is being praised by all involved.

As we close out this year and look forward to the next, the future looks bright. In September, I had the pleasure of announcing, with Air Force Chief of Staff Gen. T. Michael Moseley, future active associations with our units at Naval Air Station Joint Reserve Base Fort Worth, Texas, and Homestead Air Reserve Base, Fla. These units will be yet another statement of our role as an unrivaled wingman.

I am truly humbled by your dedication, patriotism and willingness to sacrifice. When I have asked you to do more, you have done it. As mobilization authority runs out for most of our units and personnel, there is going to be an even greater demand for volunteers. I have no doubt you will continue to step up.

Your dedication and professionalism continue to keep us relevant and in demand. The upcoming year isn't without its challenges. The war on terrorism will continue. Demand for our participation will continue. But we will continue to be professional. We will continue to answer the call.

Again, I am proud to be your commander and represent you. You make my job a pleasure every day. Jan and I wish you a safe and most joyful holiday.

Continue to remember our brothers and sisters in arms who cannot be home with their families this year. I look forward to serving with you in 2008 as we celebrate the 60th anniversary of our Air Force Reserve. ★

This holiday season, 300 Reserve security forces specialists will be serving in Iraq, and they will be there for six months.



## Chief's View

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

# The outstanding Airmen of AFRC

**O**ur Air Force Reserve is full of outstanding Airmen! All you have to do is look around and you will see the most dedicated men and women this country has to offer, each one balancing family, civilian job and military career responsibilities.

Recently, my travels took me to South Korea where I teamed up with the 701st Combat Operations Squadron, commanded by Col. R.D. Johnson. This unit has a very diverse mission. Its area of responsibility includes the Pacific, where members support an annual exercise called Ulchi Focus Lens.

While in South Korea, I met two Airmen, Master Sgt. Eduardo Silva and Master Sgt. Bill White, who have been supporting the squadron

and exercise for many years. It was truly amazing to me how this Reserve team was the backbone of the exercise. The highlight of the trip was when the commander of the area of operations highlighted the commitment and continuity that the Air Force Reserve brings to the exercise to a group of distinguished guests.

My next trip took me to Elmendorf Air Force Base, Alaska. We traveled aboard a C-40 flown by members of the Air Force Reserve's 73rd Airlift Squadron at Scott AFB, Ill. Providing VIP airlift is one of the Reserve's new missions.

The crew members on this flight were all top-notch professionals. Their dedication to detail and customer service was outstanding. What I found interesting was the fact that the crew was made up of air reserve technicians, traditional Reservists and regular Air Force Airman. The operation was seamless, and unless you asked, you would not have known who was who. Truly one team one fight!

As we reach the end of another year, our recruiters find themselves, for the seventh year in a row, the best in the Department of

**RECRUITERS HAVE A TOUGH**

**JOB. THEY ARE SCATTERED**

**THROUGHOUT THE WORLD AND**

**OFTEN HAVE TO WORK ON**

**THEIR OWN. THEY MUST HAVE**

**THE HIGHEST LEVEL OF**

**MOTIVATION AND DISCIPLINE.**

Defense. Their dedication and commitment to excellence is noteworthy.

Recruiters have a tough job. They are scattered throughout the world and often have to work on their own. They must have the highest level of motivation and discipline.

At their deployment for training activity in Savannah, Ga., in October, recruiters focused on new training techniques, networking and enjoying good fellowship with their fellow Airmen. The training activity was culminated with an awards banquet where the recruiters recognized the best of the best. I had the privilege of assisting Col. Francis Mungavin, commander of Air Force

Reserve Command Recruiting Service, with handing out the awards.

The recruiters' level of accomplishment was amazing. For example, one Airman, Master Sgt. Kristyn Ervin, received her third pin recognizing her as a Century Club member. That's no small accomplishment, since it takes exceeding goal each year, a level that few people ever achieve.

A number of awards were presented that night. Among them was the first-ever "Colonel Mike Mungavin" Recruiter of the Year, which went to Master Sgt. Steven Fousek; IMPACT Senior Recruiter of the Year, Senior Master Sgt. Henry Lewis; and the Recruit the Recruiter Top Senior Recruiter, Senior Master Sgt. Scott Brewer.

These are just a few of the fine Airmen serving today in the Air Force Reserve. Their commitment and sacrifice to the Air Force and our country are noteworthy. We are all truly "unrivaled wingmen." Once again, it's truly my pleasure to represent you, our most valuable asset: our enlisted Airmen! ★

# Fighting Fires

Tech. Sgt. Lamont Wood checks the positioning of the nozzles on the modular airborne fire-fighting system prior to deploying 3,000 gallons of fire retardant from a C-130 aircraft over a wildfire in North San Diego County, Calif., Oct., 24. The C-130 aircraft and crew are assigned to the 302nd Airlift Wing, Peterson Air Force Base, Colo. The 302nd deployed two aircraft equipped with the firefighting system, which converts the C-130s from transporters to aerial tankers, and about 30 Reservists Oct. 23 to Point Mugu Naval Air Station, Calif., to help battle raging wildfires in Southern California. The deployed Reservists flew their first missions the next day. After about a week of battling the fires, the aircrews and maintenance people were replaced by other members of the wing. The 302nd is the only Air Force Reserve unit with the mobile aerial firefighting capability. It has been performing this mission for about 15 years. (Tech. Sgt. Roy A. Santana)



On the front cover: (Top) Air Force Smart Operations for the 21st Century is changing the way the service operates. To find out how Air Force Reserve Command is embracing AFSO21, see the story on page 12. (Bottom left) Reserve combat rescuers get in touch with their aquatic past. See page 18 for the story. (Master Sgt. Chance C. Babin). (Bottom right) The last in a series of seven articles on the Air Force Reserve's new vision, "One Air Force, Same Fight ... An Unrivaled Wingman," takes a look at clear participation expectations. See page 10 for the story.

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**Lt. Gen. John A. Bradley** *Commander, Air Force Reserve Command*  
**Col. Tom Deall** *Director of Public Affairs, Air Force Reserve Command*  
**Cliff Tyler** *Managing Editor*  
**Bo Joyner** *Associate Editor*

**Staff Sgt. Celena Wilson** *NCO in Charge, Magazine Operations*  
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# Round the Reserve

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

## BRAC Changes on Horizon for NC Refueling Wing

An air refueling squadron formerly based at Ellsworth Air Force Base, S.D., will make history next year when it becomes an active associate unit with the 916th Air Refueling Wing at Seymour Johnson AFB, N.C.

The association will mark the first time a regular Air Force unit, the 911th Air Refueling Squadron Red Eagles, has partnered with an Air Force Reserve

Command air refueling wing that owns KC-135 aircraft.

"This is the first tanker active associate unit in the Reserve Command, so we are going to ensure it's done right," said Col. Fritz Linsenmeyer, 916th ARW commander. "It's a great package that includes the necessary maintenance, support and ops pieces to ensure we and the active-duty forces can work side by side."

The association will come about as a result of recent base realignment and closure actions, which caused the inactiva-

tion of the 911th ARS in June 2007. An advance team of 19 people from the 911th traveled to North Carolina in October to help prepare for the transition.

"While significant numbers will arrive in February and March 2008, the majority of the new personnel will not arrive here until the summer of 2008," said Lt. Col. Eric A. Jorgensen, chief of 916th ARW plans.

The 911th ARS will officially reactivate at Seymour Johnson in April 2008, Colonel Jorgensen said.

## Units team up to upgrade GPS satellite constellation

The world's largest military satellite constellation received a critical upgrade to its aging command and control system in September thanks to the combined efforts of the regular Air Force's 2nd Space Operations Squadron and its Reserve associate unit, the 19th SOPS, both located at Schriever Air Force Base, Colo.

The Global Positioning System comprises 31 satellites that provide space-based positioning, navigation and timing services to more than a billion military and civilian customers around the world.

"The system touches almost every facet of our everyday lives," said Lt. Col. Pamela J. Lincoln, 19th SOPS commander. "Imagine not being able to get money out of an ATM, driving through town without operable traffic signals or not being able to use the Internet. More importantly, imagine trying to conduct a military operation without precise navigation information and communications. The timing signal from GPS is essential for all of these things and more."

Prior to the software upgrade, the GPS relied on 1970s-era mainframe technology to provide command and control over the satellite constellation. The upgrade, which was implemented Sept. 14, is the first step in an \$800 million Architecture Evolution Plan that will "make current and future GPS features available to users on the ground," said Maj. John Doucet, 19th SOPS modernization support officer.

"An immediate benefit is the ability to tie the control system into the Air Force Satellite Control Network, complementing an existing array of GPS ground control stations around the world," Major Doucet said.

The software is easier for space operators to use, offering a graphical user interface instead of the old system's command-line interface. The system is also more modular and designed for modern hardware.

"Maintenance will be easier," said Craig Alliett, chief of maintenance for the 2nd SOPS. "It runs on a distributed server: If a hard drive dies, we pull it out and swap in a new one."



STAFF SGT. DON BRANUM

**Tech. Sgt. Dana Ammend, a space systems operator with the 19th Space Operations Squadron at Schriever Air Force Base, Colo., works alongside other Airmen to upload navigation and timing data to Global Positioning System satellites as part of an \$800 million command and control system upgrade.**

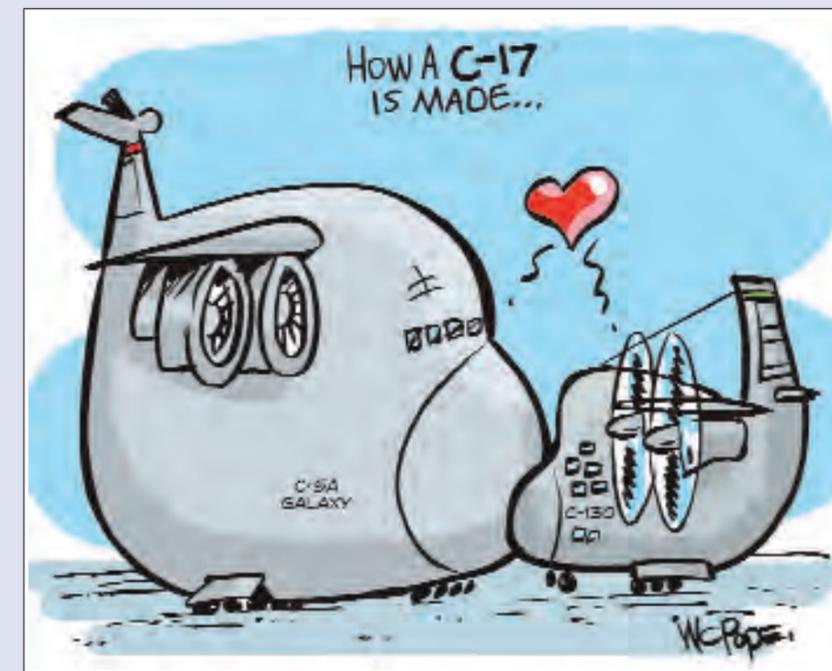
Mainframes are becoming increasingly difficult to maintain as fewer sources offer replacement parts, Mr. Alliett said.

What made the transition more impressive was the fact that the two squadrons accomplished it without interrupting the mission. War-fighters and civilian users were able to go about their business using GPS with the same quality signal they've always enjoyed.

"With more than a billion users out there, it had to be seamless, and it was," said Col. Ken Hawsegawa, commander of the Operations Control Segment Group of the GPS wing stationed at Los Angeles Air Force Base, Calif. "We changed the world, and no one noticed." ★

(Staff reports)

## Pope's Puns



CARTOON BY MASTER SGT. W.C. POPE, WESTOVER AIR RESERVE BASE, MASS.

Eight new KC-135R Stratotankers and the rest of the 911th ARS people are scheduled to be in place by September 2008.

The arrival of the aircraft will double the 916th's fleet to 16, but parking space won't be a problem, Colonel Jorgensen said.

"We already have space for all of the aircraft," he said. "What we don't have is office and back-shop space for the 260 additional active-component personnel who will be arriving here to form the 911th. To make room for them, we're beginning a \$26 million construction project."

The colonel said the 911th hopes to break ground on the project this month.

The transition may be new to the current staff, but the 911th's move to Seymour Johnson represents a homecoming of sorts for the unit. The squadron was originally formed at the base as the 911th ARS, Heavy, in 1958. It was part of the 4241st Strategic Wing, flying tankers as well as B-52 bombers.

After some reassignments in the early 1960s and supporting global operations throughout the 1980s and early 1990s, the 911th ARS returned to Seymour Johnson in 1991. Colonel Linsenmeyer flew KC-10s with the 911th for three years when the squadron was part of Seymour Johnson's 4th Operations Group.

"It is exciting to have the 911th Red Eagles back at Seymour Johnson," Colonel Linsenmeyer said. "We are all anxiously awaiting the arrival of the leadership and initial cadre later this year and then to having the main body in place by the summer of 2008." (Senior Airman Brandon Rizzo, 916th ARW public affairs)

## Reservist Organizes Marathon in Saudi Arabia

Despite temperatures reaching more than 100 degrees, 70 people, ranging in age from 20 to 47, turned out to participate in a marathon event Sept. 15 at Eskan Village, Saudi Arabia. The runners were supported by 40 volunteers.

The event was scheduled to coincide with the U.S. Air Force Marathon at Wright-Patterson Air Force Base, Ohio, where the temperature hovered in the upper 40's at the beginning of the race.

Chief Master Sgt. Jerry Delebrea, an individual mobilization augmentee

assigned to the 45th Security Forces Squadron, Patrick AFB, Fla., coordinated the event, which also included a half-marathon, and a 10K and 5K run.

"After seeing all of the smiles on the deployed troops' faces, whether they participated as runners or support staff, I'd have to say the event was a huge success," Chief Delebrea said. "I was extremely thrilled to receive the official Air Force Marathon medals to present to all 70 of our participants who ran their hearts out after a long, grueling day of work."

Staff Sgt. Robert D. Braaten of the 21st Civil Engineer Squadron, Peterson AFB, Colo., won the marathon in a time of 4:19:10. Second place went to Staff Sgt. Robert Cordova, also of the 21st CES, with a time of 5:29:50.

"This was my first full marathon attempt, and it was physically the toughest experience of my life," Sergeant Cordova said. "It was both miserable and satisfying at the same time."

In addition to serving as overall event coordinator, Chief Delebrea also competed in the half-marathon, winning the event in a time of 2:19. Tech. Sgt. Andrew Hindman of the 43rd Security Forces Squadron, Pope AFB, N.C., finished second with a time of 2:29:50.

Staff Sgt. Kristen Romani, 9th SFS,

Beale AFB, Calif., won the women's division of the half-marathon in a time of 3:23:20. Tech. Sgt. Terrie Welch, 82nd SFS, Sheppard AFB, Texas, finished second. Her time was 3:43:10. No women competed in the marathon.

In the 10K event, Amn. Joseph Perella finished first with a time of 54:38. He was followed by Master Sgt. Richard LaFranchise, 59:00.

Airman First Class Scott Wildenhain covered the 5K course in a time of 23:33. Staff Sgt. Melvin Underwood finished second in 23:47.

"The efforts and dedication of the whole support team and all the runners were phenomenal," said Lt. Col. John Brooker, 45th SFS commander. (Staff reports)

## AFRC Consolidates Officer Candidate Training at Maxwell

As of October, Air Force Reserve Command is sending all of its candidates for reserve line officer to the Officer Training School at Maxwell Air Force Base, Ala.

Rated officer candidates — pilots, navigators and air battle mangers — were already attending OTS at Maxwell. Previously, nonrated officer candidates

attended the Academy of Military Science, run by the Air National Guard at McGhee Tyson ANG Base, Tenn.

The last class of nonrated Reservists graduated from AMS Sept. 14. Upon completion of the class, 12 Reservists received their commission as second lieutenants.

Reservists first began attending AMS in 1994. Over about a 13-year period, the school was responsible for commissioning 996 Reservists in 65 classes. The final Reservist to receive a commission was 2nd Lt. Shawn M. Walleck of the 911th Airlift Wing at Pittsburgh International Airport Air Reserve Station, Pa. On hand to participate in the final commissioning ceremony was Brig. Gen. Richard Severson, Air Force Reserve Command deputy vice commander.

The first combined class of rated and nonrated Air Force Reserve officer candidates at Maxwell AFB started Oct. 11 and will graduate Jan. 18.

"In light of the ongoing Total Force

Integration initiatives, Air Force Reserve Command has secured enough OTS class seats to accommodate all Air Force Reserve line officer candidates," wrote General Bradley in a memo to his commanders in June.

Each year AFRC gets 155 officer candidate training slots for unit Reservists, individual mobilization augmentees, and active Guard and Reserve full-time Reservists.

In the past, the command did not send all of its officer candidates to OTS because of a lack of class seats available. Eighty of the candidates went to OTS, and 75 attended training at AMS.

General Bradley said sending all line officer candidates to OTS will standardize their training and enhance force development of newly commissioned officers.

One major difference between OTS and AMS is the duration of the training. OTS is 12 weeks; AMS was six.

During the first six weeks of OTS, officer trainees are "underclassmen." They

go to classes and focus on physical training, drill and ceremonies, and standardization. During the final six weeks of training, the "upperclassmen" develop as leaders and mentors for a new group of underclassmen. They attend field training exercises and perform projects and small arms training while building team skills by overcoming challenges in a simulated deployed environment.

Many of the officer candidates who attended AMS were prior enlisted. The only prior-enlisted people who were eligible to attend OTS were the ones applying for a rated position. (AFRC News Service)

### Chief of Staff Announces C-130 Force Changes

Changes are in store for Air Force Reserve Command's C-130 tactical airlift units in New York and Georgia.

Air Force Chief of Staff Gen. T. Michael

## New associate unit at Moody picks up Flying Tigers heritage

By Corey Dahl

The Air Force Reserve picked up a piece of Flying Tigers heritage in September with the establishment of a new associate unit at Moody Air Force Base, Ga.

During a ceremony Sept. 21 at Peterson AFB, Colo., the 76th Space Control Squadron relinquished its piece of the historic Flying Tigers heritage, which it had held since 1995, to the Reserve's new 76th Fighter Squadron. The 76th FS joins the 74th and 75th Fighter Squadrons, which also share the Flying Tigers heritage, under the 23rd Wing at Moody AFB, the same arrangement the original Flying Tigers shared in the 1940s.

Col. Steve Arthur, commander of the 442nd Fighter Wing at Whiteman AFB, Mo., which is supplying the Reservists for the new squadron, said the new unit is excited to be adopting such a historic piece of Air Force history.

The Flying Tigers heritage dates back to 1941, when a group of American volunteer pilots banded together under secret presidential sanction to defend China against the Japanese. The unit eventually became renowned for its combat successes as well as its distinctive Curtiss P-40 planes, which had shark-like faces painted on the front.

The unit was later split into the 74th, 75th and 76th Fighter Squadrons and fought the remainder of the war as part of the 23rd Fighter Group. Over the years, the units drifted apart and were deactivated and reactivated in numerous forms. In the process, the heritage all three carried was separated.

With the 76th FS preparing for stand up earlier this year, Air Force officials decided to reunite the heritage under the same wing once again.

"The Flying Tigers were an innovative group, and it is clear



A replica of the Curtiss P-40E Warhawk is part of the Peterson Air and Space Museum at Peterson Air Force Base, Colo. The P-40 was America's foremost fighter in service when World War II began and was flown by the Flying Tigers in China.

that the 76th SPCS, the Air Force's only counter-space unit, carried on that spirit of innovation," said Col. Jay Raymond, 21st Space Wing commander. "Over the past 12 years, the men and women of the 76th SPCS have taken great care of this lineage and have proudly carried the mantle of the Flying Tigers." ★

(Mr. Dahl is assigned to the 21st Space Wing public affairs office at Peterson AFB.)

Moseley announced Oct. 31 that Airmen in the New York Air National Guard will form an associate unit to partner with the Air Force Reserve's 914th Airlift Wing at Niagara Falls International Airport Air Reserve Station, N.Y.

And in Georgia, the general announced, the 94th AW at Dobbins Air Reserve Base will change from a C-130 formal training unit to a combat-coded unit. The change in status means the wing's C-130 aircraft, crews, maintenance professionals, etc., will deploy overseas on air expeditionary force rotations.

"Because today's strategic landscape is dynamic and threatening, we have to ensure that, as a Total Air Force, we continuously search for and find innovative ways to leverage the limited resources we have available to increase our combat and homeland defense capabilities," General Moseley said. "These initiatives will strengthen an already powerful partnership. I look forward to seeing the fruits of our collective efforts."

The 2005 Base Realignment and Closure Commission directed the realignment at Niagara Falls.

Under that realignment, the 914th AW will remain responsible for its C-130H airlifters. The Air National Guard's 107th Wing will become an air reserve component associate unit, flying and maintaining aircraft with the Air Force Reserve unit.

The ARC association at Niagara Falls will be the second of its kind in the Air Force. The first one involved an association between the Reserve's 507th Air Refueling Wing and the Guard's 137th AW, which converted from a C-130 Hercules to a KC-135 Stratotanker unit, at Tinker Air Force Base, Okla.

The Air Force Reserve has formed unit associations with the regular Air Force for the past four decades. Associate units save money because they share resources and reduce duplication of effort. They provide contingency surge capability, preserve needed experience, and enhance retention and recruitment for the Total Force.

The conversion at Dobbins ARB will increase the Air Force's in-theater airlift capability. At the same time, it will reduce the frequency of deployments for other Total Force C-130 airlift units.

The regular Air Force's Tactical Airlift Center of Excellence at Little Rock AFB, Ark., will not only absorb the domestic training done by the 94th AW but will also expand its C-130J training responsibilities, to include training international partners on the C-130J. (AFRC News Service) ★

# It's Your Money

By Ralph Lunt

## Dear Santa ...

Where do I start? Toys and "stuff" are not on my list anymore, replaced by curing cancer, ending world hunger, seeing our troops come home safe, and being a good dad and husband, to name a few.

That being said, if I could be so bold, I'd like to add a few things on the wish lists of my military brethren. First, I'd like all of the troops with credit card debt to make a focused effort to control their spending and make some real progress in eliminating bad debt and the stress that goes with it. Next up, how about lending a hand to those warriors who got mixed up in variable rate mortgages? Something in the fixed department, with payments that fit the budget, please.



I hope I'm not asking too much, but could you encourage our folks to make themselves as valuable to the outside world as they are to the Department of Defense? A nice, shiny "roundtuit" to remind them to take advantage of the educational benefits available to them would be good. It will help reinforce the fact that their educational opportunities and time in the military won't last forever.

I'd like to stuff our stockings, if I may. Let's start with a nice Roth Individual Retirement Account option to the Thrift Savings Plan. The kind that comes with no income restrictions allows us to put away up to \$15,500 in after-tax money and, if properly handled, never gets taxed again. Um, um good! Oh, and could you slip in a few more investment choices as well? We really love those five investment options you gave us back in 2000, and the lifestyle funds are nice, too. But a sprinkle of emerging markets, some real estate and a few other sector funds would be sure to delight.

Sorry, I almost forgot. Can I get that TSP turbocharged? Let's say we bolt on a nice dollar-for-dollar match for the first 5 percent of pay. That'll help fix up that old retirement plan of ours. I know this would mean that only those who contribute will get the match, but, truth be told, that's on my list, too.

You see, Mr. Kringle, as you know, I work with people and their finances, and the "I want it now" mentality, combined with "bigger, better, faster, stronger," has gotten some folks in real trouble. The present I really want is the one that drives us to take ownership of our financial future and reminds us that the benefits of financial freedom are well worth the time and effort.

Oh, and Santa, please let the troops know that I wish them and their families a 2008 full of health and happiness. Until next year. Cheers! ★

(Editor's note: This feature is designed to provide financial advice 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.)

Eliminating disconnects between what is required and what is expected

# Clear Participation Expectations

By Bo Joyner

*(Editor's note: This is the last in a series of seven articles on the Air Force Reserve's new vision, "One Air Force, Same Fight ... An Unrivaled Wingman." The subject of this article is Clear Participation Expectations, one of the six aimpoints contained in the vision document that are designed to establish markers to gauge the direction the Reserve is headed in the future. It is these aimpoints that make members of the Air Force Reserve unrivaled wingmen.)*

For today's Air Force Reservist, the idea of serving just one weekend a month and two weeks a year is as antiquated as watching a black-and-white television set. In the current high operations tempo environment, Reservists know that for Air Force Reserve Command to accomplish its mission, they must serve well more than the minimum number of required days every year. ... and they can expect to do so into the foreseeable future.

The problem for most Reservists, of course, is finding the time to fit more military duty into a schedule already crammed with civilian employment and family responsibilities. The first step to solving this problem is letting Reservists know upfront what their participation expectations are — eliminating the disconnects between what is required and what is actually expected.

"I think most Reservists are aware they are expected to do more than the bare minimum, and they have stepped up and shown they are willing to do what it takes to get the job done," said Col. Gary Crone, AFRC's director of strategic communication and chief architect of the Air Force Reserve vision document. "The key for us is to provide participation opportunities consistent with the reality of having a civilian job in addition to a Reserve commitment."

"Our Reservists must be focused, and they must be good at managing their time," said Carl Vogt, director of AFRC's Air Expeditionary Force Cell. "Air Force Reservists have been serving much more than the proverbial weekend warrior for a long time."

In recent years, Reserve aviators have averaged more than 100 days on duty, and Reservists in nearly all career fields have worn the uniform more than the 38 days required by law.

As it has always done, the command strives to fill most of its requirements with volunteers.

"We are keeping the bar high for voluntary participation in the future, and we anticipate our people will continue to meet expectations," Colonel Crone said. "Right now, Reservists should expect the level of involuntary activations to continue at about the same rate as in the past 15 years, but with a new administration just around the corner, our mobilization and participation requirements could change on a dime. That's why it is critical that we continue seeking ways to ensure we can sustain high levels of volunteerism without exhausting our people or resources. It is easier to shift participation gears if you are more 'volunteer-centric' than if you are into large-scale mobilizations."

As of Oct. 19, more than 3,500 Reservists were on volunteer military personnel appropriation orders and about 500 were mobilized under partial mobilization authority supporting the Global War on Terrorism. About 1,300 of these Reservists were deployed overseas on tours ranging from 30 days to one year.

Colonel Crone said command officials are aware that there may come a time when Reservists reach a point where they simply can't volunteer anymore.

"There is a point of maximum effort through Selected Reserve volunteerism, and we are pretty good at predicting it based on past performance," the colonel said.

Still, command planners know that if AFRC does approach the point of maximum effort, they may have to look outside the Selected Reserve to find volunteers.

"There are large pools of people outside of the Selected Reserve that could be available," he said. Chief among these, Colonel Crone said, are people in the Individual Ready Reserve, the category many Air Force members are assigned to when they leave the military but still have a service commitment remaining.

"We know there are people in the IRR who would be willing to volunteer given the right circumstances, and we need to be considering it in the future," he said.

There may come a point in time when the Reserve has to develop a more robust method for tapping into the pool of retirees as well. While retirees have never been involuntarily mobilized and could be mobilized only under "full mobilization" authority, they can be used on a voluntary basis to support daily Air Force operations.

"Currently we are not resourced or focused on fully tapping retiree volunteers, but if we start approaching our limits on Selected Reserve volunteers and we want to avoid mobilization, the IRR and retirees are logical places to look," Colonel Crone said.

While looking at alternative sources for volunteers, command officials are also looking at how they can better maximize Reservists' effectiveness during the time they are in uniform.

"By doing this, we focus on what makes Airmen passionate about their service and dedicated to serve," Colonel Crone said.

Toward this end, the command recently

announced the establishment of Annual Total Force Awareness Training. After months of development, officials have condensed nine ancillary training courses into three 30-minute blocks of training. The move is expected to free up Reservists to do the jobs they love and save the Air Force more than 6 million man-hours a year.

Officials are also looking at using telecommuting, alternative training assemblies and aligning annual tours with regular component mission needs to better utilize Reservists' time.

"We owe it to our people to maximize the ways they can effectively participate," Colonel Crone said. "By doing so, we will minimize the need for involuntary service." ★



**Our Future ... Each Airman will clearly understand his or her participation expectations.**



# AFSO21

## Tool enables Reservists to work smarter, continuously improve important processes

By Bo Joyner

“Continuous process improvement” is not a new concept for the Air Force. For most of the service’s 60-year history and especially in the last 15 years, members of the Air Force team have been encouraged to take a long look at the work they are doing and come up with ways of doing it better. But today, as the Air Force continues to fight the Global War on Terror amid manpower cuts and budget constraints, working smarter is more important than ever.

That’s why the Air Force has come up with a tool to help people strive for continuous process improvement in everything they do. It’s called Air Force Smart Operations for the 21st Century, or AFSO21 for short, and Air Force Reserve Command leaders are dedicated to making sure all members of the Reserve team know what it is and how to use it.

“Even the world’s finest Air Force can improve, and it is critical to the protection of our nation that we continually improve,” said Col. Eric Sitrin, director of analyses, lessons learned and AFSO21 at Headquarters AFRC, Robins Air Force Base, Ga. Colonel Sitrin is leading the effort to implement AFSO21 throughout the command. “It is essential to eliminate unnecessary work and barriers for Airmen so they can accomplish their most critical work.”

Lt. Gen. John A. Bradley, AFRC commander, is convinced now is the right time for AFSO21 in AFRC.

“Our Reservists are being asked to participate more now than they’ve ever been asked before,” General Bradley said. “It’s vital that we take a close look at everything we are doing, eliminate the things we don’t really need to be doing and find the most efficient way to do the things that are left.”

The general said “leveraging the process improvement experience many of our Reservists already possess as a result of their civilian employment should help the command put AFSO21 into practice.”

“The Air Force has been on a road of process

improvement for several years but with some key omissions,” Colonel Sitrin said. “Organizations operating separately may have used one program or another to continuously improve, but now with AFSO21, we have the commitment to utilize CPI from the highest levels of leadership in the Air Force.

“Additionally, our CPI activity will be strategically aligned to the command’s planning priorities and objectives that will underpin our new strategic plan. AFSO21 combines the best industry tools that facilitate Air Force-wide transformational change, not simply incremental change.”

In developing AFSO21, Air Force officials took some tried-and-true improvement methods used in commercial business and industry — like Lean, Six Sigma and the Theory of Constraints — and tailored them to fit the Air Force. Now, the task at hand for AFRC is to get the word out about AFSO21, train key members of the Reserve team and implement it across the command.

“AFRC is providing its senior leaders, including headquarters directors, numbered air force commanders and wing commanders, with training that will enable them to identify process improvement initiatives and deploy AFSO21 at their organizations, and align activity to our command’s strategic objectives,” Colonel Sitrin said.

Other key leaders from the headquarters and NAFs, as well as group and squadron levels, will receive training in the use of AFSO21 tools from trained Level 1 and 2 facilitators, enabling them to lead their organizations in process improvement activities. All members of the AFRC team will receive basic AFSO21 awareness training, explaining the purpose of AFSO21 and, hopefully, inspiring a desire to learn and do more, Colonel Sitrin said.

Finally, each wing will have one person trained to function as the AFSO21 point of contact. These wing process managers will be qualified to facilitate week-long rapid improvement events as well as conduct awareness education for organizations within their wings.

Once they are trained, Reservists will be looking to achieve results guided by AFSO21's five desired effects:

- Productivity — Encouraging all Airmen to continuously examine and improve the way they work. Doing more of the right things with the same or less effort.

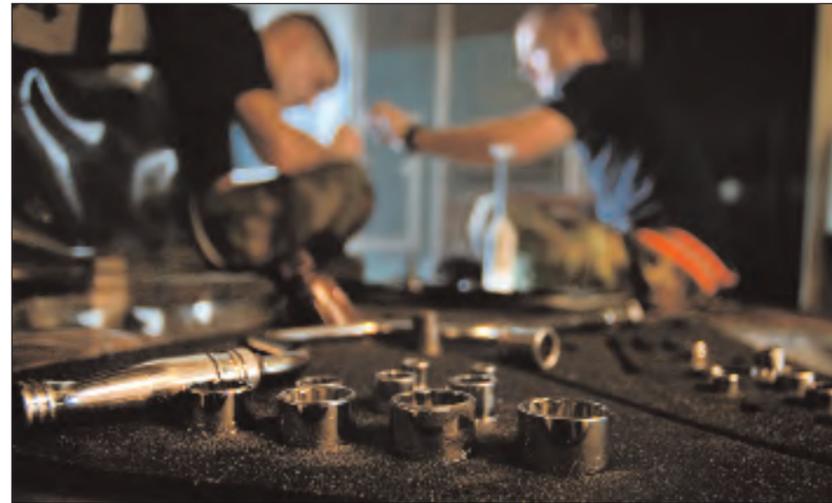
- Resource Availability — Creating a stronger Air Force by making sure equipment and people are mission ready and available more efficiently and effectively. AFSO21 seeks to improve all resource availability, from aircraft and information technology to range space.

- Agility — Improving response time to the war-fighter at all levels of the Air Force. A 50-percent reduction in process cycle times is the general goal.

- Safety — Sustaining and enhancing the safe use of all Air Force assets and promoting the safety of all Air Force people. AFSO21 seeks to help the Air Force achieve the secretary of defense's mandate to reduce injury rates by 75 percent by the end of fiscal year 2008.

- Energy Efficiency — Finding better ways to save energy, finding alternative forms of energy and encouraging a culture where Airmen make energy conservation a consideration in everything they do.

Throughout the Air Force, people have



**Airmen inspect a C-17 Globemaster III during a home station check in a hangar at Charleston Air Force Base, S.C. Charleston Airmen recently participated in a Lean event to eliminate waste and save time during the process.**

already started seeing how AFSO21 can help them eliminate wastes of time and resources in their daily jobs. At Eglin AFB, Fla., for example, members of the AIM-120D missile production team conducted an AFSO21 rapid improvement event and were able to cut their acquisition process time from 48 weeks to 20 weeks.

At Hanscom AFB, Mass., the 66th Air Base Wing and Electronic Systems Center discovered a potential annual savings of more than \$200,000 by simply tasking organizations to identify and turn in unused telephone lines across the base.

"After you've been through an AFSO21 event, you never look at things the same way again," said Scott Larkin, a director with Mainstream Management who is helping AFRC train its people in continuous process improvement.

"We had a Lean event at Hill AFB, Utah, in the landing gear wheels overhaul shop, and the culture totally changed. The people there have reduced the time the overhaul process takes from 47 days to 10 days, and they are constantly looking for ways to go even lower. Now, the shop is a benchmark for private industry to learn from."

At AFRC headquarters, AFSO21 has already started to produce rewards. Officials in the Manpower Personnel and Services

Division organized a rapid improvement event and were able to reduce the overall processing time for discharge packages by 30 percent and decrease the significant backlog of packages that already existed. Another team is looking at establishing an automated time and attendance record across the headquarters that should help reduce the timesheet error rate. In both of these instances, the benefits derived from AFSO21 can also be seen in improved customer service, Colonel Sitrin said.

"The command's strategic plan will provide a disciplined framework to meet Air Force priorities by leveraging cross-functional teams using AFSO21 tools," said Brig. Gen. Neil Rohan, AFRC's director of plans, programs and requirements. "The strategic plan aimpoint champions and objective process owners will shape the command's priorities, develop policies and more effective processes, and continually update objectives using AFSO21 practices. Providing support through efficiencies to our commanders and Airmen is key to moving our command forward."

Colonel Sitrin believes members of the Reserve team, guided by the new strategic plan and using AFSO21 tools, can make AFRC a more effective and efficient organization that continuously strives to improve.

"One of the best things about AFSO21 is it is based on the idea that process improvement will never be complete," he said, "and that we can always find ways to work smarter! ★"



## AFRC commander leading AFSO21 Caring for People process

By Maj. Heather Zwicker

Developing and caring for Airmen and their families is a top Air Force priority. However, many Airmen may not know there is an Air Force Smart Operations for the 21st Century process dedicated to this endeavor.

Caring for People, one of the 10 key AFSO21 processes, was established to encourage programs and initiatives that enhance the morale and quality of life for Airmen and their families.

Lt. Gen. John A. Bradley, commander of Air Force Reserve Command and chief of Air Force Reserve, not only works AFSO21 issues from a command perspective but is also actively involved in larger issues at the corporate Air Force level. As the Caring for People process owner, he believes taking care of Air Force people is more important now than ever before.

"To meet the mission of the Air Force, we need Air Force warriors ready to participate in the joint fight, anywhere and at anytime," General Bradley said. "And for Airmen to perform well under the stresses of a demanding operations tempo, they should not be preoccupied with their own basic well-being or that of their families."

To that end, Col. Colleen Steel, the Caring for People process team lead, contacted the Air Force Inspection Agency and asked the organization to craft a questionnaire to get insight into what quality of life issues might be on Airmen's minds.

The questionnaire was distributed through major command AFSO21 offices and garnered 15,000 responses from regular Air Force, Reserve and Air National Guard members. Groups surveyed included home station as well as deployed Airmen and their family members.

Some of the top issues identified by home station Airmen and their families were medical care and Tricare benefits, base exchanges and commissaries, and fitness centers. Deployed groups and their families identified communication, housing at deployed locations and family support programs as their primary concerns.

Reserve members singled out access to medical care and support to deployed members' families as areas of concern, said Ray Nishikawa, Air Force Reserve Family Matters chief.

"Even though there is room for improvement for most issues, more than 95 percent of Reservists surveyed are satisfied with their levels of support," Mr. Nishikawa said. "The satisfaction rate for medical and family support issues was

approximately 70 percent."

The Caring for People Executive Steering Group will soon identify key themes and potential follow-on actions. Then the process team will work with major commands and functional staff elements to align current and future process improvement efforts.

"Caring for People allows us the unique opportunity to facilitate full collaboration throughout the Air Force," General Bradley said.

An early success story in the Caring for People process is a big improvement in the way the Air Force handles legal claims for disasters and lost and damaged items people experience during permanent change of station moves, the general said.

In the past, these claims were handled at base level and would often take weeks or even months to get through the system, he said. A legal community process improvement initiative created the Air Force Claims Service Center in Kettering, Ohio, near Wright-Patterson Air Force Base.

The center, operational 24 hours a day, seven days a week, streamlines claims processing and has saved the Air Force both manpower and money.

"This is a perfect example of how we can improve the way we take care of our people," General Bradley said.

Chosen by the secretary of the Air Force because of his reputation for being a people person, the general said he's excited to lead this process.

"I'm honored the secretary selected me because there is nothing more important than the people we have working for us and their families," he said. "The Air Force is a high-technology force with a lot of great equipment and airplanes, but it's our people who make this the greatest Air Force in the world."

"The way we treat people has a direct impact on whether they stay with us for the long haul. If we take care of people, they will work harder for us and be happier."

"Airmen are the heart and soul of our business. The bottom line is we have to take care of our people, and AFSO21 provides us with some tools we can use to improve the way we do that." ★

(Major Zwicker is a member of the AFSO21 Caring for People process team at the Pentagon in Washington, D.C.)



**Air Force senior leaders take a tour of Boeing's 737 production facility in Seattle as part of the AFSO21 industry exchange program.**

PHOTO COURTESY OF THE BOEING CO.

# Saluting the Past



## New F-22 unit celebrates historic ties to Tuskegee Airmen

By Master Sgt. Chance C. Babin

**W**ith the activation of a new associate unit at Elmendorf Air Force Base, Alaska, Oct. 2, Air Force Reserve Command celebrated its future while saluting a famous part of its past.

Lt. Gen. John A. Bradley, AFRC commander, officiated a ceremony to activate the 477th Fighter Group, which is the command's first F-22 unit. On hand to help him celebrate the occasion were some of the original Tuskegee Airmen. The 477th FG, along with one of its subordinate units, the 302nd Fighter Squadron, traces its heritage back to the famous World War II unit.

"This is a most wonderful day for Air Force Reserve Command because we have officially stood up our first F-22 associate squadron and its group," General Bradley said. "I'm really proud of this day. This will be something that our command will be proud of for 50, 60, 70 years, I believe."

General Bradley said having the Tuskegee Airmen present added to the historic occasion.

"It's priceless, there's no other way to put it," he said. "This is their heritage; we're standing on their shoulders. We're very proud to have their name and heritage in our 477th Fighter Group and 302nd Fighter Squadron."

Col. Eric Overturf, 477th FG commander, said standing up the unit, which flies and maintains the Air Force's newest, most

technologically sophisticated aircraft, means the Reserve is going to be relevant in the fighter world for decades to come. It also means it's time for him and his people to get to work.

"Now we can go from the planning phase to the execution phase," Colonel Overturf said. "We can start acting like a group, and the first thing we're going to do is start flying airplanes, start fixing airplanes and start making the mission happen."

One of the commander's top priorities is recruiting highly qualified people. The 477th FG currently has approximately 35 people. By the end of fiscal year 2008, the colonel expects that number to increase to 163. By the end of fiscal 2012, plans call for a manning level of 426 people: 160 air reserve technicians and 266 traditional Reservists.

"Right now, we're right where we want to be," Colonel Overturf said. "We've got a lot of great people who are applying for the mission."

Colonel Overturf said hiring quality people will have a domino effect, allowing him to fill the group the way he wants.

One such person who is already on board is Tech. Sgt. Jessica Hennig, who won the Thomas N. Barnes Most Outstanding Crew Chief in the U.S. Air Force Award in 2004, back when she was on active duty. Sergeant Hennig was a Reservist at Langley AFB, Va., when she began hearing about plans to establish the

477th FG. The problem was her husband was on active duty at the time, and she thought convincing him to join the Reserve would be a daunting task.

"When I heard about this unit, I kept working on my husband to switch over to the Reserve," she said. "Because I was already a Reservist, I was able to show him how the Reserve worked."

"The Reserve Command is a family. The feeling is not just about your job, but the people and the unit you work for. It's so cool that you can now be an F-22 crew chief in the Air Force Reserve."

Once Sergeant Hennig convinced her husband that joining the 477th FG would be a good move for the couple, the unit not only gained a top-notch crew chief but also its first fully qualified F-22 crew chief in her husband, Tech. Sgt. Paul Hennig.

"I took this job because it was a great opportunity, and I love every minute of it," Sergeant Paul Hennig said. "We're all so excited about (the unit's activation). My wife's here with me. We're a team."

Because the 477th FG is an associate unit with the 3rd Wing, having a strong working relationship with the regular Air Force is integral to the unit's success.

"Our relationship with active duty is great," Sergeant Paul Hennig said. "Conversion training is totally integrated. We train active-duty guys alongside Reservists, and it's the same for them. We're all one team here."

While the unit is leaps and bounds



Tech. Sgt. Paul Hennig, an F-22 crew chief, unveils the newly painted 302nd Fighter Squadron tail marking during the 477th Fighter Group's activation ceremony Oct. 2 at Elmendorf Air Force Base, Alaska.

from where it started, it's still growing and learning what it takes to build something from scratch. No one knows about what that entails better than Chief Master Sgt. Charles Shaw, who was one of the 477th's first three members. Chief Shaw came to the 477th FG from AFRC headquarters at Robins AFB, Ga.

"Everything you usually have at a unit wasn't here," Chief Shaw said. "We have to build programs that didn't exist. Everything you take for granted, you have to build. It's been a huge challenge and tremendous learning experience."

Chief Shaw said the Airmen the unit is getting are super, and there are many more just like them applying for the organization's vacancies.

"The guys we're bringing in don't just want to be the example, they want to set the standard," he said. "They are young and energetic and want to learn about the aircraft."

Lt. Col. Michael Wood, 477th FG deputy chief of maintenance, another of the original three to start the unit, said that while there are many challenges to starting from scratch, there are also some advantages.

"We're hiring exactly the kind of people we want with the future in mind," Colonel Wood said, "What that's done for us is show the 3rd Wing first hand the quality and character of the people we're bringing in and are going to bring to the fight."

For the Tuskegee Airmen on hand, having this new unit with the Air Force's newest fighter is an honor in itself.

"The highlight of this is the continuation of our legacy we started in the '40s," said retired Tuskegee Airman Lt. Col. Robert Ashby. "To have our unit flying the newest, most sophisticated aircraft in the world and adopt the unit here is truly outstanding." ★

(Sergeant Babin is a traditional Reservist assigned to the 920th Rescue Wing public affairs office at Patrick AFB, Fla. He wrote this article while on a temporary duty assignment at Elmendorf.)



Retired Lt. Col. James C. Warren, a Tuskegee Airman, passes the 477th FG guidon to Lt. Gen. James A. Bradley, Air Force Reserve Command commander, during the unit's activation ceremony at Elmendorf AFB. Looking on is Chief Master Sgt. Charles Shaw, one of the group's first three members. Colonel Warren was a member of the 477th Bombardment Group, the 477th FG's predecessor, during World War II.

# FOUNDING FATHERS

**Air Force 'Sailors' give combat rescuers a history lesson**

Story and photos by Master Sgt. Chance C. Babin

**A**ir Force Reservists from the 304th Rescue Squadron at Portland International Airport, Ore., got an opportunity in September to get a first-hand look at a long lost piece of combat rescue history. But to do so they had to travel to an unusual location: a local marina.

The object of their interest was a restored World War II-vintage U.S. Army Air Force crash boat, P-520, which was docked on the Portland waterfront at the Riverside Marina.

As the Air Force celebrates its 60th anniversary, the sight of an Air Force crash boat put into context for the Reservists just how far the Air Force has come in the field of combat rescue and served as a valuable history lesson. The group of pararescue jumpers and rescue squadron members got the opportunity to lead the vessel up the Willamette River in downtown Portland along with a flotilla of six other boats.

As an added bonus, the Reservists got to meet three crash boat veterans.

"They are the great-grandfathers of rescue," said Staff Sgt. Josh Johnston, a 304th PJ. "These guys are so proud. It's really special to see how passionate they are about their rescues 50 years ago. I hope to be that way about my saves when I'm older."

P-520 is a fully restored, wooden-hulled 85-foot fast air/sea

rescue boat. Crash boats were used during World War II and the Korean War for combat rescue and recovery of downed aviators before being decommissioned in 1957.

For members of the 304th RQS, the visit provided a glimpse into the early years of combat rescue and an opportunity to see a piece of history seldom talked about these days.

"Until recently we were unaware of this direct link to our Air Force combat rescue beginnings," said Capt. Chris Bernard, a combat rescue officer. "These guys were the founding fathers of organized combat rescue and recovery. This is like finding a long lost ancestor. Their mission was the same as ours is now, except today we use helicopters and airplanes. They would be on alert, and if they got a radio call, they would rush out into the ocean and try to pick up a lost pilot before the sharks or the bad guys got him."

The boat was originally donated to the AAF-USAF Crash Rescue Boat Association in 1997. Bud Tretter, a Korean War crash boat veteran, stepped up to the table to refurbish the historic vessel.

"The two most expensive words in the dictionary are 'nostalgia' and 'restoration,'" Mr. Tretter said.

Mr. Tretter was the only member of the association who

owned a shipyard, so everyone else naturally looked to him to take on the project.

"What do you do?" Mr. Tretter said. "The association was talking about restoring it, and I reluctantly raised my hand."

Ten years and \$1 million later, Mr. Tretter, along with his sons and some old war buddies, completed the arduous task. What they had when the project was done was one of only 140 rescue boats to survive today in its original military form.

For Joe Placente, another Korean War crash boat veteran, his current "tour of duty" on P-520 has been an uplifting experience.

"It's opened all our eyes to what it meant to the World War II and Korean War veterans," he said. "Those who served, once they stepped back on board it's like they were home again, back being a 20-year-old."

Mr. Placente said when he was serving as a B-29 radio operator he had never heard of the crash boats.

"They sent me to the Far East and put me on a boat," he said. "After two years, they sent me back stateside, back to the B-29, and I never heard of the boats again."

That was until he reunited with the association that is now taking him on tour with P-520.

Mr. Placente said the crash boat veter-



(Left to right) Bud Tretter, a Korean War crash boat veteran, Capt. Chris Bernard, a 304th Rescue Squadron combat rescue officer, and Senior Airman Conor Westling, a squadron pararescue jumper, swap war stories aboard a restored U.S. Army Air Force crash boat. Mr. Tretter, along with two other crash boat veterans, brought the vessel to Portland, Ore., where they left it at Swan Island Harbor until they can find a permanent home for the vessel.

ans appreciated the fact that the Reservists came out to see them and their boat.

"We're sure glad those guys were here to receive us," Mr. Placente said. "They've really come a long way. They picked up the rescue ball and still have it bouncing."

"I think it's a continuation of what we started," said Don Lashua, a Korean War crash boat veteran. "I think it's great the way it is now. It was really crude when we did it."

The rescue pioneers' work is not lost on the modern-day combat rescue warriors, who had a chance to share war stories with these Air Force "Sailors."

"It's just amazing to see and hear the stories about how crude everything was and that they were able to do that for months at a time," said Tech. Sgt. Brian Nelson, 304th RQS radio maintenance technician. "I got a better understanding and appreciation for what we have now and how we do business."

Mr. Lashua said their missions were generally scheduled to last for two weeks but, because of a lack of boats, they usually ended up lasting two to three months. While their primary mission was rescue, during the Korean War the boats were more often used for "spook work" or spy missions.

Mr. Tretter said the association is planning to leave P-520 at Swan Island Harbor, Ore., next to a World War II Navy PT boat.

He hopes to find a museum to permanently house the boat. Mr. Tretter asks that if anyone knows of a museum that can house the boat in a building to contact his son, Jerry, at [mshydlb@aol.com](mailto:mshydlb@aol.com). He also has a Web site at [www.p-520crashboat.com](http://www.p-520crashboat.com). ★

(Sergeant Babin is a traditional Reservist assigned to the 920th Rescue Wing public affairs office at Patrick Air Force Base, Fla. The 304th RQS is assigned to the wing. He wrote this story while on temporary duty in Portland.)

(Left to right) Tech. Sgt. Brian Nelson, Senior Airman Joel Mack, Staff Sgt. Aron Finely, Tech. Sgt. Josh Johnston and Senior Airman Isac Blanton from the 304th Rescue Squadron, Portland International Airport, Ore., pose on the U.S. Army Air Force crash boat, P-520.



A World War II-era crash boat cruises up the Willamette River in downtown Portland, Ore., escorted by members of the Air Force Reserve's 304th Rescue Squadron. The boat was part of the Army Air Force's early rescue system that gave birth to the modern-day combat search and rescue field.

# AIR FORCE WEEK



**A**ir Force Week Atlanta may have formally taken place Oct. 8-13, but the celebration actually capped off of an almost year-long series of activities designed to celebrate the Air Force's "Heritage to Horizons" 60th anniversary and look forward to the Air Force Reserve's 60th anniversary, which is coming up in April. The 94th Airlift Wing at Dobbins Air Reserve Base started off the celebration with a Heritage to Horizons Georgia Kickoff event Feb. 12. In between then and the formal celebration, another dozen events, including Junior Reserve Officer Training Corps visits to Dobbins; a Stone Mountain "Salute the Troops" concert series; the Salute2America Parade and Peachtree Road Race; and a Centennial Olympic Park concert, took place across the metro Atlanta area. ★

(Right) Cadet First Class Chris Reynolds, Air Force Academy Wings of Blue parachute team member, demonstrates how to pack a parachute to Alyssa LeClaire, 9, from Peachtree City, Ga., at the Great Georgia Airshow Oct. 13.



STAFF SGT. CELENA WILSON

(Below) Cadet First Class Maximilian Hinton, Wings of Blue parachutist, hands the Air Force 60th anniversary commemorative baseball to Atlanta Braves Manager Bobby Cox and Georgia Gov. Sonny Perdue prior to the Braves game Sept. 18 at Turner Field.



DON PECK



DON PECK

Senior Airman Brenton Hinkle, 94th Security Forces Squadron, Dobbins Air Reserve Base, Ga., assists Joshua Green from Gadsdon, Ala., with one of the security forces displays set up at the Six Flags Over Georgia theme park July 7.



DON PECK

Senior Airman Mathew Halstead, a 94th Civil Engineer Squadron explosive ordnance technician, helps a curious Etowah High School student try on a protective suit.



DON PECK

Maj. Gen. Scott Hammond, Georgia Air National Guard commander, administers the oath of enlistment to eight new Air Force Reserve members as part of the Air Force Week Atlanta proclamation signing ceremony Oct. 8. The ceremony kicked off a week full of events highlighting the Air Force "Heritage to Horizons" 60th anniversary.



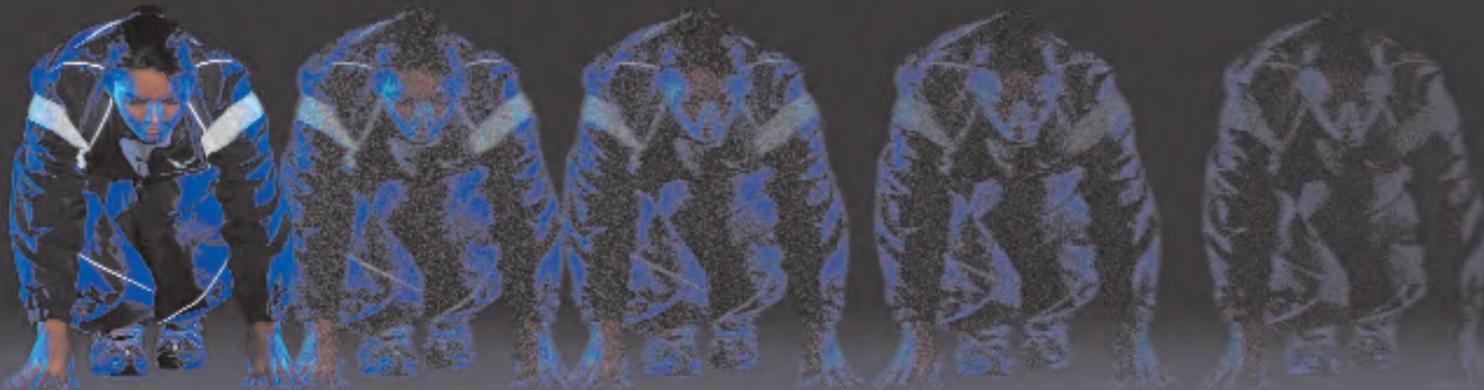
STAFF SGT. CELENA WILSON

Lt. Gen. John A. Bradley (left), Air Force Reserve Command commander; Edward Norton, a member of the Doolittle Raiders; and Senior Airman Anthony Toste, 94th Airlift Wing Airman of the Year, cut an Air Force birthday cake at the Air Force Ball Oct. 13. The ball was the culminating event for Air Force Week Atlanta.



DON PECK

Matthew Vroman, of Powder Springs, Ga., salutes after being given his honorary commission as a second lieutenant during a visit to Dobbins ARB April 26. Matthew, who has diamond blackfan anemia, received his wish of experiencing the life of an Air Force pilot through the Make-A-Wish Foundation.



# Focus on Fitness

## Officers find motivation to feel younger, stay healthier

By Nicole Singer

**C**ol. Mona Vollmer has scored 100 percent on her Air Force physical fitness tests for years. This year was no different. ... except she scored 100 percent in the women's under-25 age group.

Colonel Vollmer, an Air Force Reserve public affairs officer assigned to Air Force Materiel Command headquarters at Wright-Patterson Air Force Base, Ohio, previously had tested in her own 40-to-44 age range.

"I had been scoring 100 percent for the past few years, and I felt unchallenged, so I decided to set a new goal for myself," she said.

Colonel Vollmer joins another officer at Wright-Patterson who worked hard to achieve a similar goal. Lt. Col. Gary Hopper increased his physical training and lost 10 pounds, helping him score 100 percent in the men's under-25 category. Colonel Hopper was 50 at the time of his test.

"I divide up my training into three separate categories," Colonel Hopper said. He lifts weights three days a week to keep muscle strength. On the other days he runs 4 to 6 miles at a medium pace or does interval training.

"Interval training is the best workout you can do, even if it is only once every week or every other week," Colonel Hopper said.

He believes strength training is important but thinks many people overlook the overall training.

The colonel said he emphasizes the importance of fitness to his troops. He knows training will be the key if they find themselves in a high-stress event like a firefight.

All Airmen must take the Air Force physical fitness test, and they must meet



**Col. Mona Vollmer, who consistently scores 100 percent on the Air Force fitness test, said she tries to visit the gym about four times a week to work on her upper body. The colonel believes the key to success in fitness is persistence.**

the requirements for their gender and age group. Airmen are required to complete a 1.5-mile run or a bike test to assess their aerobic fitness. Their abdominal circumference is measured for body composition, and they must complete a specified number of push-ups and crunches in one minute.

The aerobic tests are worth a maximum of 50 points. Body composition is worth 30 points. Push-ups and crunches are each worth 10 points. Airmen must receive a 70 percent or above to pass the test. The ratings are split into four categories: excellent, good, marginal and poor. These categories determine how often the physical fitness test must be repeated.

"I took the test right after I returned from my deployment (to Southwest Asia)," Colonel Vollmer said. "I had a lot of time to work out, and it was easier to eat healthy."

Colonel Vollmer said she became more health-conscious after joining the Air Force. She became involved in weight lifting and gained more interest in fitness.

Other people saw the results she was getting so they started asking her for advice. As a result, the colonel decided to become a certified personal fitness trainer.

"Friends would ask me for help, so I figured I might as well get trained so I know what I'm talking about," she said.

An important component in Colonel Vollmer's success is a healthy diet. In addition, a regular workout schedule is essential to staying in shape.

"I try to get in three good runs a week," Colonel Vollmer said.

She switches between interval runs, pace runs and hill runs for aerobic exercise. In addition, she tries to hit the gym about four times a week to work on her upper body.

Colonel Vollmer said she believes the key to success in fitness is persistence.

"Set the goal in small, achievable steps and keep going," she said. "If you have a bad workout, it's not time to quit. The next day is a new day." ★

(Ms. Singer is assigned to the AFMC public affairs office at Wright-Patterson AFB.)

## Rescue commander represents Team USA in triathlon

By Master Sgt. Chance C. Babin

**T**homas Paine, one of America's Founding Fathers, once said, "The harder the conflict, the more glorious the triumph."

While he's far from a revolutionary, Lt. Col. Joel Kinnunen knows a little about conflict and triumph. As an accomplished triathlete, Colonel Kinnunen, who serves as commander of the 305th Rescue Squadron at Portland International Airport, Ore., had a goal of representing the United States in this year's World Triathlon Championships in Hamburg, Germany.

While attending the Combat Rescue Officer's Course at Kirtland Air Force Base, N.M., last December, his dream was dealt a crushing blow when he suffered a severe knee injury. Facing a long and very difficult recovery, and with the World Championships scheduled for Sept. 1, the prospects of attaining his goal weren't good.

In the world of sports, the difference between winning and losing often lies in how a person deals with adversity. Colonel Kinnunen decided to deal with the challenge he faced the way any world-class athlete would and the only way he knew how: by throwing himself 100 percent into his rehabilitation.

A little more than six months later, after spending countless hours getting his knee back into shape, the colonel found himself standing at the doorstep of achieving his goal. But to walk through that door and earn a spot on Team USA, he would first have to finish in the top 16 in his age bracket, 40-44, in the National Triathlon Championships in Beaverton, Ore.

Colonel Kinnunen finished the race in 19th place, just three spots away from automatically qualifying for the World



**Lt. Col. Joel Kinnunen overcame a severe knee injury to compete in the World Triathlon Championships in Hamburg, Germany.**

Championships. Despite his disappointment, the colonel still held out hope that he would make it.

Because the event is held in different locations around the world each year, and participating can be very expensive, many people who qualify choose not to compete. So, it was possible that enough people would decide not to participate to give Colonel Kinnunen a chance.

"I was kind of nervous about being 19th," he said. "But I figured I had a good shot at making it on the team."

He figured correctly.

At the World Championships Sept. 1, Colonel Kinnunen faced a field of 132 competitors in his age bracket. But, once again, his health proved to be a greater threat.

"I got food poisoning a few days before the race,"

he said. "I wasn't able to eat very well, and I got a little dehydrated. Come race day, I wasn't sure how I would do."

He said he started off a little slow in the first event, a 1,500-meter swim, to test his body. The colonel said he felt pretty good and got stronger as the other two events, a 40-kilometer bike ride and a 10-kilometer run, unfolded. He finished the competition in a time of 2 hours and 14 minutes.

"I finished 54th out of 132," Colonel Kinnunen said. "It was a little slower than I expected, but under the circumstances not too bad."

The colonel will have an opportunity to improve on his finish next year as he is already qualified for the event, which is scheduled to be held in Vancouver, Canada. ★

(Sergeant Babin is assigned to the 920th Rescue Wing public affairs office at Patrick AFB, Fla. The 305th RQS is part of the wing. He wrote the story while on a temporary duty assignment in Portland.)



**T**he résumé reads more like that of a presidential appointee than a doctor from Miami.

A cum laude graduate from medical school; a magna cum laude master's degree in business administration; a score of professional affiliations up and down the Eastern Seaboard; fluently speaks English, French and Spanish; runs her own successful business; and has built a personal bibliography that would make an experienced journalist blush.

Dr. Gabriela Cora's professional credentials include four separate listings in Who's Who and seats on editorial boards as well as a raft of television and radio appearances. Certainly, the compilation of knowledge and experience would have earned her a senior job at any top corporation, but she wanted more. So, instead of Fortune 500 luxury, she chose to join a company that delivers 500-pound bombs to the misfortune and discomfort of its enemies.

Dr. Cora has added "commissioned officer in the Air Force Reserve" to her list of credits. As a major, she'll fill a 4-year-old need for a psychiatrist on the medical staff of the 482nd Fighter Wing at Homestead Air Reserve Base, Fla.

She said this opportunity has been a long time coming.

"My driving force is the contribution I can make," Dr. Cora said. "I see myself as someone who will be able to provide guidance and leadership in psychiatry and psychology treatment."

Her appointment to the post isn't random. Her life's successes are not flukes, nor were any of them easy.

Dr. Cora and her family moved from a Brooklyn, N.Y., neighborhood that was getting "tougher and tougher" to chase business opportunities in Argentina. She attended British schools and regimented her time. English classes in the morning, Spanish in the afternoon. A day that started at 7:30 a.m. and ended at 5:30 p.m.; according to her Web site, she studied psychology, world religions, astrology and metaphysics on her own, as she continued to excel in her academic studies at school, graduating as class valedictorian.

"The academics were always very easy to me. I've always enjoyed the structured time," she said.

Dr. Cora was the first in her family — her father is an entrepreneur; her mother worked in banking — to attend college, also in Argentina. Her brother and sister followed. The question was never "if" she'd go, only "when."

"I was so driven, my parents often said, 'Sit back and calm down!'" she said.

Meanwhile, there was the question of what to do with her life? Dr. Cora said the choice was finding one profession where she could excel. So, she chose medical school, the Universidad de Buenos Aires School of Medicine, in 1989. An already difficult choice was made even harder by the fact that she had two children.

"Graduating medical school with two children was the toughest obstacle I've overcome," she said. "You just go go go. A lot of people asked, 'How can you?' I said, 'Why can't I?'"

Since then, she's criss-crossed the globe working with giants of industry like Coca-Cola, Pfizer, the World Bank and others speaking about performance and development, crisis leadership, crisis management, stress management, and other specialty areas. She's given presentations in the United States, the Americas, Europe, Africa and Asia.

Meanwhile, her life had not been without civil service, either. From 1995 to 1999, Dr. Cora served as a lieutenant commander and clinical research associate with the U.S. Public Health Service in Bethesda, Md. But getting back into public service hasn't been easy. She's sought an opportunity since 1999, when she moved from Maryland to Miami. Nothing concrete presented itself until a

mutual friend, an Air Force officer, pointed her toward the Air Force Reserve and Master Sgt. Michael Edwards.

Fortune smiled on Sergeant Edwards by delivering Dr. Cora to him. Homestead had the long-standing need, and recruiting psychiatrists is tough. In fact, just five psychiatrists serve in the entire Air Force Reserve, with another 140 on active duty, according to the Air Force Personnel Center. That means if the psychiatrists were to split the load evenly, each one would have 2,627 potential patients from both service components.

"A fellow recruiter worked for 12 years and never put in a psychiatrist," Sergeant Edwards said. "They are very hard to come by."

Dr. Cora recently had finished her master's degree in health administration and policy. Not long afterward, she knocked on Sergeant Edwards' door. Both leaped head first into the Reserve recruiting opportunity.

"Dr. Cora came to the recruiting interview well armed; totally prepared," he said. "She had all the documentation, and her organizational skills stood out. She's been ready and waiting for some time."

The full process of getting Dr. Cora her gold leaves took about eight months, with paperwork stops at Air Force Reserve Command headquarters, the Air Force Personnel Center and the Pentagon. All the while, Dr. Cora — who'd waited for more than 38 months to find the Air Force Reserve slot — sat patiently. So patiently, in fact, Sergeant Edwards gave her a nickname.

"Wonder Woman," he said, laughing. "For a lot of people, when the opportunity doesn't happen quickly, they just walk away. Not her. She was resilient and hung in there."

Col. (Dr.) Scott Howell, 482nd Medical Squadron commander, is also happy Dr. Cora "hung in there." He had no idea she so actively sought a position with the military for so long until Sergeant Edwards championed her commission. Dr. Howell said her education, enthusiasm and training stood out.

"Had I known about her earlier, I would have hired her in two minutes," he said.

Echoing Sergeant Edwards' sentiment, Dr. Howell said



**Dr. Cora fills a four-year need for a psychiatrist on the medical staff of the 482nd Fighter Wing at Homestead Air Reserve Base, Fla. Throughout Air Force Reserve Command, recruiting psychiatrists is very tough. Dr. Cora is one of only five in the command.**



**Senior Airman Latasha Chambers of the 482nd Medical Squadron, talks to Maj. (Dr.) Gabriela Cora during her in-processing Aug. 4. Dr. Cora said she intends to bring a full spectrum of support to the 482nd Fighter Wing, including building better ties with the Department of Veterans Affairs.**

recruiting mental health nurses and psychiatrists is always difficult, adding he's also losing a mental health nurse from his 120-person staff soon.

"If we didn't have Dr. Cora coming in now, we may have been stretched," he said.

Her vision of military service fulfilled, Dr. Cora's ready to get on with helping people at the South Florida military base.

"It's a very nice fit, given what I can contribute," she said. "I have a pretty good eye at anticipating things. One of those challenges will be to move things to the next level."

Dr. Cora intends to bring a full spectrum of support to the wing, including building better ties with the Department of Veterans Affairs.

"I'm already in touch with friends there to get that process started," she said.

Her first appointment lasts three years. Will she stay longer? If her career and standout résumé are any indication, the answer is easy.

"My driving force is the personal contribution I can make," she said. "I could see myself doing it again." ★

(Sergeant Tudor is a public affairs NCO assigned to AFRC Recruiting Service at Robins Air Force Base, Ga.)

# More Flexibility

Training Options Expand for Space Professionals

By Maj. Damon S. Feltman

**T**he Total Force's cadre of space professionals will soon have more flexibility in completing their space professional development continuing training.

The National Security Space Institute and associate Reserve National Security Space Institute prototyped their new Space 200-Distance Learning course this summer. Once formalized, a process Air Force Reserve Command officials expect to be completed sometime this fiscal year, this mid-level course will reduce the in-residence portion of training from four to two weeks.

Although the new course will benefit all Total Force members, the resident time reduction will enable attendance by more traditional Reservists and individual mobilization augmentees. In addition, the course will offer members of the Active Guard and Reserve and air reserve technicians an alternative to the traditional version of the course.

"Air Force Space Command's Space Professional Program requires its space personnel to receive continuing education at select points in their career," said Maj. Mark Hiatt, the NSSI/RNSSI's distance learning chief at AFSPC headquarters, Peterson Air Force Base, Colo. "The challenge Air Force Reserve Command has faced has been to establish a reasonable course length for TR and IMA schedules without sacrificing course quality.

"Once members complete their annual participation requirements with their units, many of them have a hard time breaking away from their civilian jobs for additional training. Bringing a Space 200-DL course online specifically addresses this issue."

Whereas the current version of Space 200 requires four weeks of in-residence training to complete, the new Space 200-DL course will require completion of non-resident/online material within 45 days of attending the two-week in-residence portion.

"The in-residence portion allows us to preserve two critical

aspects of valued training: providing classified lessons and student interaction," Major Hiatt said. "Students claim one of the best parts of the course is interfacing with their peers and the hands-on application with courseware (e.g., the in-class discussions and course simulations/exercises). The in-residence portion of Space 200-DL will allow for that interaction but reduce personnel time and financial commitments."

Space 200-DL will be available for officers of the 13S career field and selected people with 61, 62, 63 and 16G Air Force specialty codes. Officers must have at least 24 months space experience and be at the eight- to 10-year point in their career.

For enlisted members, participants will come from the 1C6 career field and selected people with 1N0, 1N2, 1N5 and 3C1 AFSCs. Enlisted members must have at least 48 months space experience and be at the nine- to 11-year point in their career.

Civilians in space operations or space acquisition units in the grade of GS-11 through 13 will also be eligible to attend.

HQ AFRC space/unmanned air systems operations functional managers will manage course announcements and the student selection process.

"TRs will be notified through their units, and IMAs will be notified through the Readiness Management Group," said Chief Master Sgt. Brad Schlenker, enlisted space functional manager at AFRC headquarters, Robins AFB, Ga. "Student nomination announcements will go to the numbered air forces and RMG about 60 days prior to the class start date. Once the nominees' names are returned, I will make sure the unit and IMA programs receive a fair distribution of seats."

Traditional Reservists and IMAs will be awarded points credit for their at-home participation, provided they are not in some other compensated status (Military Personnel Appropriation, Reserve Personnel Appropriation or annual tour orders) during that period of time. They will receive normal pay and benefits while on orders during the in-residence portion of the course.

For Total Force space professionals needing to complete Space 300, the current in-residence course is still the only option. Major Hiatt said that may partially change in the near future.

"Provisions are being made whereby all the prerequisites will be accomplished through a non-resident, online environment," he said. "Currently, we have three computer-based training modules available for our registered Space 300 students to take." ★

(Major Feltman is the command space/unmanned air systems operations functional manager in the Training Division, Directorate of Intelligence, Air, Space and Information Operations, HQ AFRC, Robins AFB.)

# Air Force Reserve:

*Flying and Fighting  
for More Than 60 Years*



By Lt. Gen. John A. Bradley

(Editor's note: The Air Force Reserve will celebrate its 60th anniversary April 14. On that date in 1948, President Harry Truman signed legislation formally establishing the Air Force Reserve as an organization separate from the regular Air Force. In creating the Air Force Reserve, he envisioned a program whereby Reservists would stand ready to serve as replacements for regular Air Force members during wartime. Since that humble beginning, the Reserve has evolved into an integral part of the Total Air Force, a single team fighting as a unified whole to help make the world a safer place. This team spirit goes to the heart of the Reserve's new vision: One Air Force, Same Fight ... An Unrivaled Wingman. In the following article, Lt. Gen. John A. Bradley, chief of Air Force Reserve and Air Force Reserve Command commander, hits the historical highlights of the Reserve's first 60 years.)

I am especially proud of our Air Force Reservists serving in Iraq, Afghanistan and around the world in full partnership with our regular component and sister services. Reservists are both civilians and Airmen, serving from where they live with their families, neighbors and employers. The contributions they are making today to the security of the United States and the world fulfills visions that began 100 years ago.

In 1907, Brig. Gen. James Allen established an Aeronautical Division in the Signal Corps, responsible for military "air machines." The preparedness movement and the efforts of "air-

minded" citizens and congressmen secured provisions in the 1916 National Defense Act for an organized Reserve Corps of 2,300 members. Thirty-two years later, on April 14, 1948, the Air Force Reserve was formally established as part of President Harry Truman's National Security Act of 1947 mandating the military services to revitalize their reserve programs.

The first test of the fledgling Air Force Reserve came in 1948 with the Soviet closing of access to Berlin. While still transitioning to new aircraft, five Reserve C-124 units, along with 5,613 Reservists, were mobilized for a year during the Berlin Airlift.

When the Korean War erupted in 1950, the Air Force Reserve consisted of more than 315,800 non-drilling and nearly 58,500 drilling Reservists in combat-sustaining units, namely 20 troop carrier wings outfitted with C-46s and C-47s (later C-119s) and five light bombardment wings of B-26s. Between July 1950 and June 1953, the Air Force mobilized nearly 147,000 Reservists to active service for periods ranging from one to three years. Five Air Force Reserve units remained on active service, while another 15 units were called up for replacing and filling out active units.

During the 1950s, several legislative acts addressed concerns with the national reserve program, establishing the Ready, Standby and Retired Reserve categories. These acts further



strengthened training and readiness and refined call-up procedures by providing units with full-time air reserve technician trainers and enabling the president to mobilize a portion of the Ready Reserve to active duty without advanced congressional notification. In the 1960s, the Air Force reorganized its management of the air reserve forces, making the gaining commands more responsible for the training and readiness of the units they would acquire during times of mobilization.

To support the Cuban Missile Crisis, the services relied once again on reserve forces. The "Ready Now" motto of the Air Force Reserve was tested again as the situation intensified.

At 5:42 p.m. on Oct. 12, 1962 (a Friday), the Tactical Air Command queried the Continental Air Command on how many transport aircraft were available the next morning. The answer was 328 — half of the Reserve transport fleet. By the end of that weekend, 80 C-119s moved materiel to Key West Naval Air Station and Homestead Air Force Base, Florida. Mobilizations followed with 14,220 Air Force Reservists and 422 aircraft being called to active duty by Oct. 28.

Three years later, the Air Force once again called on the Reserve, this time to participate in the Vietnam War effort. Our Reservists voluntarily provided direct and indirect support with few mobilizations. Needing more strategic lift into the Vietnam theater of operations, Military Air Transport Service Commander Gen. Joe Kelly sought assistance in 1965. The Reserve responded by flying C-124 missions until U.S. involvement ended. Reserve rescue and recovery professionals, intelligence and medical specialists, aerial porters, maintainers, lawyers, and chaplains comprised an entire range of support provided.

As Air Force leadership looked to the future with Vietnam ending, greater efficiencies could be had by a service whose members — regular and Reserve — trained to the same standards and utilized the same weapon systems. Desiring more augmentation from the Reserve and yet unable to procure enough new C-141s, the Air Force initiated in 1968 the associate concept whereby Air Force Reserve personnel would associate with a regular component unit equipped with new C-141s or C-9As, flying and performing maintenance together.

Additionally, a Rand study on air reserve forces in the late 1960s declared "the concepts of a regular force and a reserve force should be viewed as essentially complementary (rather than competitive) systems." In other words, as a total force. The challenge then, as it is today, was to find the right mix of forces for mission effectiveness. Secretary of Defense Melvin Laird adopted the Total Force concept in August 1970, and Secretary of Defense James Schlesinger declared it policy in 1973.

Through Total Force, the Air Force Reserve became a multi-mission force. The Total Force policy and the forward thinking of Air Force leadership are the reasons the Reserve program has been so successful and valued. With the same equipment and right budget authority, we became held to the same readiness standards and inspections as regular Air Force units. Special operations, air refueling, weather reconnaissance and fighter missions were added to the existing airlift, rescue and mission support roles performed by the Reserve.

The associate concept soon expanded to include the C-5 airlift aircraft. Reserve participation in Air Force exercises and deployments perfected its mobility capabilities as demonstrated throughout the 1970s, most notably during the Israeli Airlift of 1973 when some 630 crewmembers volunteered for Middle East missions, to include flying into Tel Aviv, while another 1,590 Reservists performed missions worldwide, freeing up more active crews for this airlift.

The 1980s saw the modernization and expansion of Reserve missions. KC-10s joined the associate force in 1981. Fighter units obtained the more modern A-10s and F-4s, and in 1984, the Reserve received its first F-16. Operationally, the Reserve returned American students from Grenada in 1983, performed air refueling of F-111 bombers during the El Dorado Canyon raid on Libyan-sponsored terrorists in 1986 and, as a full partner in Operation Just Cause, helped oust Panama's Manuel Noriega in 1989-1990 — all the while supporting humanitarian and disaster relief efforts around the globe.

In 1990, the Persian Gulf War marked another defining moment for the Air Force and Reserve, again affirming the Total Force policy. Reserve airlift and tanker crews were flying within days of Saddam Hussein's invasion of Kuwait, and by Aug. 20, more than 15,000 Reservists had already performed duty in support of what became Operation Desert Shield and Storm.

When ground operations commenced, Reserve A-10s operated close to the front lines along with Reserve special operations and rescue forces. A Reservist scored the first-ever A-10 air-to-air kill. Nearly 23,500 Reservists were mobilized, with another 15,000 serving in a volunteer capacity. "We could not have done it without them," remarked Gen. Hansford Johnson, commander of Military Airlift Command and U.S. Transportation Command.

In February 1997, the Air Force established Air Force Reserve Command as its ninth major command, with the responsibility for organizing, training and equipping Air Force Reserve forces. Major command status clearly signified the importance placed upon the Reserve's contribution. We had evolved from

the one-weekend-a-month, two-weeks-per-year Cold War strategic reserve label to contributing to Air Force missions every day of the week and being on the ready 24/7.

In support of Allied Force operations over Serbia and Kosovo, March through September 1999, Air Force Reservists answered the call again, either in volunteer or recall status. The recall marked the ninth time the Air Force had requested a mobilization of Reserve units and personnel since 1950.

When terrorists attacked the United States Sept. 11, 2001, Reservists immediately responded. Supporting Operation Noble Eagle, Reserve F-16 fighters flew combat air patrols protecting America's cities, while KC-135 Stratotanker and E-3 Airborne Warning and Control System aircraft supported efforts with air refueling and security. Airlift, medical and security forces also responded the same day.

In October 2001, the United States initiated its Global War on Terrorism with Operation Enduring Freedom as military forces entered Afghanistan in search of terrorist training camps and infrastructure, the capture of Al Qaeda leadership, and the cessation of terrorist activities in the country. Reserve MC-130 Combat Talons became the first fixed-wing aircraft to penetrate Afghani airspace, while Reserve F-16 crews, already deployed in theater for Operation Southern Watch, performed the first combat missions.

Air Force Reservists made significant contributions by flying close-air support, combat delivery, rescue, strategic airlift and air refueling missions supporting operations in Afghanistan. Efforts also included B-52, special operations, aeromedical, security forces and civil engineering support. Currently, our HH-60s and C-130s continue to perform rotational tours in Afghanistan. Air Force Reservists are also instrumental in building the Afghan national army air corps.

When Operation Iraqi Freedom began in March 2003, Reserve combat-ready A-10, B-52 and F-16 aircrews flew numerous strike operations during the first hours of engagement. It is notable that because of our Litening II-equipped F-16s, we flew 40 percent of the expeditionary wing's combat missions with 16 percent of the crews.

Our special operations folks served behind enemy lines during the initial phase of the campaign. Our rescue personnel were among the first into Tallil Air Base, Iraq, arriving March 29. Our A-10s provided close-air support around Tallil and Kirkuk Air Bases. Our tankers were part of the lead tanker force, offloading more than 21 million pounds of fuel to more than 1,000 aircraft.

Fifteen C-17 Reserve associate crews supported a C-17 air-

drop, opening up the northern front in Iraq March 26. Additionally, Reservists supported Air Force unmanned aerial vehicle missions and space-based operations in Southwest Asia, providing essential data to battlefield commanders.

During the combat phase of OIF, March 19 through May 1, Reserve aircraft and crews flew nearly 162,000 hours and deployed 70 aircraft in theater; aeromedical personnel provided 45 percent of the Air Force's aeromedical crews supporting a total of 3,108 patient movements.

To date, Air Force Reservists have contributed significantly to the more than 75,000 combat air support and fighter sorties, 328,600 mobility sorties, 41,000 air refueling sorties, 5.1 million troops airlifted, and 3.1 million tons delivered by the Total Force. Mobilized Air Force Reservists exceed 30,000, with many thousands volunteering to serve extended tours of active duty since September 2001.

In adapting and responding these past 60 years to ever-changing security requirements, the Reserve has evolved into an operational reserve force truly integrated with the regular Air Force. Our future will see even more integration. Currently, many initiatives are under way to ensure our future.

By embracing the integration of the Air Force Reserve and Air National Guard in planning, programming, equipping and training, the Air Force is leading the Department of Defense in Total Force Integration.

The cornerstone of TFI is the associate model. Based upon successes of the past, we are expanding the associate construct to units in mission areas such as space, fighters, trainers, special operations and unmanned aerial vehicles. Specific examples are the Reserve associating at Elmendorf AFB, Alaska, flying the F-22 and the regular component associating with us at Scott AFB, Ill., with the C-40C and at Lackland AFB, Texas, with the C-5. We will embrace the associate concepts in our new mission areas and weapon systems.

We have a proud heritage of Reserve aviation warriors. To build on that legacy and secure the next horizon requires leveraging all our assets in collaborative and integrated ways for greater effectiveness. With vast mission responsibilities, we must always be aware that our Air Force Reservists are both civilians and Airmen. We will continue to explore avenues for flexibility in service while maintaining the highest levels of combat readiness.

The Air Force Reserve is truly both a strategic and an operational reserve force, and its dedicated members support the Air Force and our joint partners — flying and fighting as unrivaled wingmen. ★



Chief Master Sgt. James Anderson epitomized the Air Force's core value of excellence in all we do.

# 'Mister Protocol'

Chief Anderson's talent, charisma led to success and praise

By Gene Vandeventer

*(Editor's note: In 2008, the Air Force Reserve will celebrate its 60th anniversary, having been established April 14, 1948, as an organization separate from the regular Air Force. This is the fourth in a series of six articles leading up to the 60th anniversary celebration that honor some of the people who are responsible for where Air Force Reserve Command is today and how it got here. The articles are based on the personal experiences and fond memories of Gene Vandeventer, who served as an aide-de-camp at Headquarters AFRC, Robins Air Force Base, Ga., from 1986 to 1990. Mr. Vandeventer currently works as a civilian in the Directorate of Historical Services at HQ AFRC. People of diverse ranks and grades are listed in no special order. By*

*telling these people's personal stories, Mr. Vandeventer hopes to recognize their outstanding sacrifice, determination and foresightedness while expounding upon the Reserve's prestigious history to the next generation of Citizen Airmen.)*

I remember the first day I met Chief Master Sgt. James Anderson. He introduced himself to me and my family at the "Trailers" (also known as family transient quarters) on a blistering hot summer day as we arrived at Robins Air Force Base, Ga., from merry ole England and entered the world of the Air Force Reserve or AFRES, as it was called back then.

I was active duty and knew absolutely nothing about the

Reserve, let alone my new duties as an aide-de-camp. It was going to be a learning experience; my family and I were full of jitters and unknowns. But there stood Jim (a senior master sergeant at the time) with a bowl of fruit and chocolates in his hands as a welcoming gift. When he spoke, it was "down-home country to the max."

Jim had a Southern temperament that soothed the very soul, no matter the uncertainties of the day. On that particular August day in 1986, we found Jim Anderson to be a kind and dedicated man and a true Air Force Reserve professional.

Jim was the senior NCO in the AFRES protocol shop, and he worked every detail to perfection. He seemed to know everyone on base, and with his Southern charm and gracious smile, he could work miracles with lodging, the enlisted and officers' clubs, transportation (base motor pool) — you name it. Jim was like the old Army supply sergeant that you read about in magazines or see in old World War II movies. If it could be gotten, Jim would get it by hook or by crook. Crook? Let's just say Jim knew how to "barter" quite well.

The protocol shop was, it seemed, always undermanned, especially when preparations for a major event came along. Jim would use his influence with senior leadership to get the needed manpower.

A lot of protocol work centers around knowing how to be a super diplomat and self-doer. In the protocol business, you will become acquainted with many splendid people with pleasing personalities. You can easily pick out those destined to be future leaders by their professional and common-sense approach. These ladies and gentlemen aren't always caught up in the expected "niceties" that their positions warrant. They are extremely aware of the professionalism and effort put forth by protocol specialists executing their high-profile and time-sensitive duties.

In the protocol business, it is quite easy to be "in-favor" one day and "on the dog's list" the next because of something you do or fail to do, be it a minor item or a major catastrophe. Unfortunately, in this business, you will also encounter a small number of personalities that seem more concerned with "me" rather than "we." These people are easily identifiable as well.

Protocol people work in a real pressure-cooker environment. However, Jim Anderson's talents and charisma brought success after success, praise upon praise. His warm Southern personality and attention to detail ensured positive results. Quite regularly, Jim spent from his own pocket to ensure an event was just right.

As he crafted the festivity, whether it was an official retirement or promotion ceremony, he ran the sequences in his mind, placed them on paper and practiced their execution, making

sure nothing was overlooked. Jim's precision planning and execution guaranteed a momentous occasion went off without a glitch and was, as he said, "something you could proudly put your name to."

Jim loved to cook, and in the protocol business, that special talent comes in very handy. Jim would entertain Saturday cook-outs around his pool inviting neighbors, friends, co-workers and their families. He did it not for show but for camaraderie.

My young son, David, learned to swim at Jim's house, encouraged by his insistence, "If you relax, you will float, and if you float, you can paddle."

What seemed impossible to a frustrated parent became second nature one summer day as David began to paddle and immediately took to the deep end of the pool. Jim's reassuring demeanor made things happen.

In 2004, I visited Jim in Atlanta's Piedmont Hospital. He was fighting many life-threatening ailments, including pneumonia and a blood clot that eventually caused the loss of a leg. At that time, we were both retired from the service, and our conversation eventually drifted from words of encouragement and optimism to the latest happenings within the Air Force Reserve.

Jim was quite drowsy from his medication that day. However, when I said to him that the Air

Force Reserve Command commander, Lt. Gen. James E. Sherrard III, who we knew quite well from our protocol days, was retiring soon but I didn't know who would be taking his place, his eyes became crystal clear. Jim responded without a blink. "It will be General Bradley (Lt. Gen. John A Bradley, a major general at the time)."

Before the official announcement ever came out, Jim somehow predicted with all certainty the next chief of Air Force Reserve and AFRC commander, just as he had done on four previous chief selections. This innate gift "protocolors" possess (and believe me they do have this gift) is based on nothing more than pure observation and a unique talent of recognizing the most effective leadership styles.

Jim now lies comfortably under the shadow of a huge shade tree in his hometown cemetery in Calhoun, Ga. The professional senior NCO with the warm Southern smile and down-home, simple country talk passed on to me and many others the worthiness of precision, the importance of planning and the blessings you receive by doing your best, even when in the limelight of others.

Chief Master Sgt. Jim Anderson was indeed "Mister Protocol." His life-long logic was simple and aptly applied in all he encountered: "If you relax, you will float, and if you float, you can paddle." Jim most definitely epitomized the Air Force's core value of excellence in all we do. ★

**JIM WAS LIKE THE OLD**

**ARMY SUPPLY SERGEANT**

**THAT YOU READ ABOUT IN**

**MAGAZINES OR SEE IN OLD**

**WORLD WAR II MOVIES. IF**

**IT COULD BE GOTTEN, JIM**

**WOULD GET IT ...**

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