

# CITIZEN AIRMAN



## CLASSROOM IN THE SKY

SHARPENING SKILLS AT THE ADVANCED  
AIRLIFT TACTICS TRAINING CENTER



- Click. [CITAMN.AFRC.AF.MIL](http://CITAMN.AFRC.AF.MIL)
- Tweet. [@CITIZENAIRMAN](https://twitter.com/CITIZENAIRMAN)
- Like. [@CITIZENAIRMAN](https://www.facebook.com/CITIZENAIRMAN)

# From the Top

 @AFRCCommander

## OPTIMIZING FULL-TIME SUPPORT TO ACCELERATE READINESS

Heroes of the Air Force Reserve: Our most important weapon system is you – our Airmen and your families. To ensure your readiness, we require adequate manning at each level of our organization and an optimal mix of full-time support and part-time personnel.

Over the last several years, the number and duration of full-time Air Reserve Technician vacancies has grown, impacting unit-level readiness and our capability to perform mission-essential tasks.

In an effort to positively impact readiness and lethality, and in alignment with the National Defense Strategy, the Air Force Reserve will convert approximately 1,200 ART positions to Active Guard/Reserve positions over the next three years. As the name implies, AGRs are Reserve members who serve in a full-time, active-duty status and receive the associated entitlements, including basic allowance for housing, subsistence allowance, health care and retirement benefits.

Converting select ART positions to AGR positions will enable us to fill vacancies in a more timely manner. The AGR hiring process is not only faster than the civilian hiring process, it is also much simpler for both the hiring authority and the applicant. The end result will be a decrease in the number and duration of vacancies and an increase in unit readiness, cohesion and morale.

Improving our full-time manning levels will boost our capability to generate combat-ready forces who can fly, fight and win. In addition, increasing our full-time support will ease the workload across the Air Force Reserve, giving Reserve Citizen Airmen additional time to devote to family, career, mission-essential training and individual wellness – one of our key focus areas.

Although some ART positions will convert to AGR positions, the ART program will remain a viable and important part of our full-time support. The conversion will only affect 13.5 percent of all ART positions.

We are still in the process of determining which ART positions will convert, but we will be targeting chronically vacant positions first. Therefore, only a small percentage of current ARTs will be affected and those conversions will be strictly voluntary.

If any ART position which is currently filled is selected, the incumbent will be given the option to change to AGR status.



Those ARTs who do transition to AGRs will have return rights to civil service.

Having been an ART for more than 10 years myself, I'm very familiar with the nuances of the ART program and I'm aware of the impacts of converting an ART position to an AGR position. I am committed to ensuring we provide excellent support to those ARTs who do convert to AGR status and to ensuring there is minimal impact on our units during the process.

I am also committed to providing you with clear guidance on the ART-to-AGR conversion, addressing any challenges that may arise and offering you updates.

There is a wealth of information on the myPers web page, including information about the AGR program and AGR job advertisements, recruitment, relocation and retention programs, and incentives for qualifying personnel. To view this information, visit <https://mypers.af.mil> and click on the Air Force Reserve Active/Guard Reserve hyperlink.

These select ART-to-AGR conversions will ensure every Air Force Reserve squadron is trained, equipped and optimally manned, enabling us to remain a lethal, flexible and combat-ready force. Maintaining robust full-time support will guarantee we continue to provide critical capabilities to our joint partners in support of our national security.

I thank you and your families for your service to this great nation!

**RICHARD SCOBEE**  
Lieutenant General  
Commander, Air Force Reserve Command

# Chief's View

  @AFRC.CCC  @AFRC\_CCC

## IT'S BEEN AN AMAZING JOURNEY

As I reflect on my career and prepare for retirement from my beloved Air Force Reserve, I am so thankful for having had the opportunity to serve my country and I am so excited to see what all of you will do in the future.

In my journey, I have laughed, cried and sang. My two amazing sons were born. I built friendships and found a family with all of you.

Throughout my career, it was always my desire to add value to everyone I came in contact with. This has been my guiding principle and I hope I have been successful along the way.

I'm grateful to all my mentors who encouraged me to grow and pushed me out of my comfort zone. Sometimes, this was painful, but I knew I needed this to keep growing in order to add value to others.

It was not always easy, but without you, my life would have been flat and boring. Because of you, I was able to reach all of my goals.

Because of your guidance, I was aware of my blind spots. This allowed me to see things from your perspective, to see what I was missing and learn how we could help each other. All of you made me stronger than I ever expected. You allowed me to learn, grow and change. You gave me opportunities to do my best and to serve better. You built security and confidence in me.

When I was a young Airman, you taught me the value of teamwork and what it meant to be a good Airman. When I faced toxic leadership, I was able to weather the storm because I knew what goodness looked like. You taught me that alone we can be good, but together, we can be great.

As an NCO, I learned my obligation to give back and develop the next generation of Airmen. I kept learning and being ready for the next opportunity. I was a very happy, engaged supervisor, peer and friend.

As a chief, I have done my best to give back, to push people out of their comfort zones to reproduce goodness in our force.

In this journey, I have been committed to my country, my fellow Airmen and military brothers and sisters. I cannot thank my civilian job enough for granting me the time to serve in this capacity. Thank you to my sons who have been my rock. Without them and their help, I would have stopped a long time ago.

Along the way, I have learned I need to be patient, persistent, mature and I need to always keep my eye on the big picture. I always need to be prepared for the next challenge.

Every step of my journey has given me a new version of me. We are constantly changing, and as we change, there is a new



level of understanding.

If I were to give you any advice, it would be to be secure in your journey, in your service and in your commitment to our country. Use your gifts and your strengths to find opportunities. Use your story to inspire others and to keep the uphill battle of self-discipline going. Make a commitment to grow yourself.

I leave with my heart full of happiness knowing the Air Force Reserve is in the best hands and that the future is bright.

What is next for me? I'm going back to my civilian job with the Department of Homeland Security in California. My sons will have me back and my brother will finally get a break from being the primary caregiver for our mother, who requires full-time care.

As I continue to grow, I will also start a business where I can continue to teach leadership, coach individuals to find their full potential and speak to audiences about resiliency and self-growth.

I have been amazed at how every step in my journey – good, bad or ugly – has brought me here. I thank all of you for allowing me to be part of your lives!

**ERICKA KELLY**  
Chief Master Sergeant  
Command Chief Master Sergeant  
Air Force Reserve Command

Reserve Citizen Airmen from the 419th Fighter Wing and their active-duty counterparts from the 388th FW taxi F-35As on the runway in preparation for a combat power exercise at Hill Air Force Base, Utah. During the exercise, the wings confirmed their ability to employ a large force of jets against air and ground targets, demonstrating the readiness and lethality of the F-35 Lightning II. Check out more images from the event on page 20. (Cynthia Griggs)



# Table of Contents

[www.citamn.afrc.af.mil](http://www.citamn.afrc.af.mil)

## Featured Stories

- 06** **Where the Sky is a Classroom**  
Reserve Citizen Airmen at the AATTC
- 12** **Shattering Myths**  
The Reserve's role in the nuclear enterprise
- 16** **Fit to Serve**  
Youngster drops 123 pounds to join the Reserve
- 18** **Air Force Reserve?**  
There's an app for that
- 19** **Community Action Plans**  
Wings put focus on supporting Airmen, civilians, families
- 20** **Show of Force**  
F-35 combat power exercise at Hill
- 22** **Special Homecoming**  
Deployed Reservist meets newborn son for first time
- 23** **Treacherous Trail**  
Citizen Airman helps rescue hikers

## CITIZEN AIRMAN

### Leadership Staff

**Gen. David L. Goldfein**

Chief of Staff, United States Air Force

**Lt. Gen. Richard Scobee** Commander, Air Force Reserve Command

**Col. Bruce M. Bender** Director of Public Affairs, Air Force Reserve Command

### Magazine Staff

**Bo Joyner**

Editor, Public Affairs, Air Force Reserve Command

**Tyler Grimes**

Staff Writer, Public Affairs, Air Force Reserve Command

**Anthony Burns**

Graphic Designer, Multimedia, Air Force Reserve Command

### Contributing Writers

**1st Lt. Christina Camp**//Nuclear Enterprise

**Master Sgt. Chance Babin**//Fit to Serve

**Staff Sgt. Jeramy Moore**//Rescue

**Staff Sgt. Xavier Lockley**//Homecoming

Citizen Airman magazine (ISSN No. 0887-9680) is published bi-monthly by Headquarters Air Force Reserve Command Office of Public Affairs for the commander of Air Force Reserve Command. Periodical postage paid at Warner Robins, Georgia, and additional mailing offices. Copies are mailed, free of charge, to the homes of all Reservists. Content is normally news articles and features developed for release to commercial media as part of the Air Force Reserve's continuing public affairs program. Opinions of contributors are not necessarily those of the Air Force Reserve. All photos are U.S. Air Force photos unless otherwise indicated. Readers-per-copy ratio: 4-1. Send inquiries and submissions to HQ AFRC/PAOM, 155 Richard Ray Blvd., Robins AFB, GA 31098-1661. Or, email them to [hqafrc.pa.citizenairman@us.af.mil](mailto:hqafrc.pa.citizenairman@us.af.mil). For questions about the magazine or its contents, you can call (478) 327-1771 or DSN 497-1771.

Moving? **PLEASE DO NOT SEND CHANGES OF ADDRESS TO CITIZEN AIRMAN.** To continue receiving the magazine, unit Reservists, as well as people serving a statutory tour of duty, should send a change of address to their military personnel flight or unit orderly room. Individual mobilization augmentees should call the Total Force Service Center-Denver toll free at 1-800-525-0102 or DSN 847-3294.

POSTMASTER: Please send all Forms 3579 to Citizen Airman, HQ AFRC/PAOM, 155 Richard Ray Blvd., Robins AFB, GA 31098-1661.



PAGE 22

STAFF SGT. XAVIER LOCKLEY

On the cover: Maj. James Hodgson, a Reserve Citizen Airman C-130 Hercules instructor pilot assigned to the Advanced Airlift Tactics Training Center, instructs during a local training sortie at Rosecrans Air National Guard Base, Missouri. For more on the role of Air Force Reservists at the AATTC, see the story on page 6. (Master Sgt. Erin Hickok)



a publication by the U.S. Air Force Reserve



# WHERE THE SKY IS A CLASSROOM

## Reservists critical to Total Force success at Advanced Airlift Tactics Training Center

By Bo Joyner

**H**igh above a small Air National Guard base in the north-west corner of Missouri, the sky is a classroom where Mobility Air Forces air crew members polish their skills until they are the best of the best at what they do.

Rosecrans Air National Guard Base in St. Joseph is home to the Advanced Airlift Tactics Training Center. Its purpose is to provide advanced tactical training to airlift aircrews from across the Air Force, the Marine Corps and 16 allied nations. “Advanced” is the operative word here. Think of it as grad school for airlifters.

About 105 of the Air Force’s best and most experienced airlift pilots, navigators, loadmasters and intelligence specialists comprise the faculty at the AATTC. The vast majority of AATTC instructors come from the Air Reserve Component, with 19 coming from the Air Force Reserve.

“The Total Force concept is definitely alive and well at the AATTC,” said Col. DeAnna Franks, a Reserve Citizen Airman who serves as the center’s vice commandant. “We have Guard, Reserve and active-duty instructors teaching students from the

Guard, Reserve and active duty Air Force, our sister services and a host of allied nations.”

The AATTC has been around for more than 35 years. It got its start when the ANG C-130 Hercules unit stationed at Rosecrans, the 139th Airlift Wing, tried its hand at Red Flag – the Air Force’s two-week aerial combat training exercise – in 1980. When the wing didn’t fare too well at the exercise, wing leaders came up with a training plan to increase the warfighting effectiveness and survivability of its own aircrews. They soon decided mobility forces throughout the Air Force could benefit from what they were teaching. The center officially opened its doors in 1983.

The Air Force Reserve is committed to developing future leaders and preserving a capable force for the defense of the United States. That’s just what the Reserve Citizen Airmen instructors at the AATTC are doing.

“Since it opened, the AATTC has been the mobility aircrew center of excellence for tactics training,” Franks said. “The majority of crews that come through here are C-130 crews, but we



*Above, Lt. Col. Erik Smith, a Reserve Citizen Airman C-130H Hercules instructor pilot assigned to the Advanced Airlift Tactics Training Center, operates the Hubbard landing zone during an Advanced Tactics Aircrew Course in Ft. Huachuca, Arizona. (Master Sgt. Erin Hickok) Below, a C-130H lands at the Hubbard landing zone during a mobility flying course conducted by the AATTC. (Master Sgt. Erin Hickok)*



train C-17 crews, KC-135 crews and foreign crews who fly a host of different planes.”

The AATTC currently offers six courses: the Advanced Tactics Aircrew Course, the Combat Aircrew Tactics Studies/Mobility Electronic Combat Officer Course, the Mobility Commanders Tactics Course, the Advanced Airlift Mobility Intelligence Course, the International Mobility Intelligence Course and the Mobility Datalink Managers Course.

The center is perhaps best known for the Advanced Tactics Aircrew Course – a two-week, intensive class where complete aircrews come to train together and learn the latest in tactical maneuvering and threat avoidance.

“ATAC is our bread and butter,” Franks said. “It’s great because entire crews can come and train together as a team. A lot of times, we’ll have crews come to ATAC just before they are scheduled to go on a deployment. They will have the opportunity to do things in the aircraft they have never done before. We get some experienced aircrews come through ATAC and I

guarantee there will be some people getting air sick before it’s all over with.”

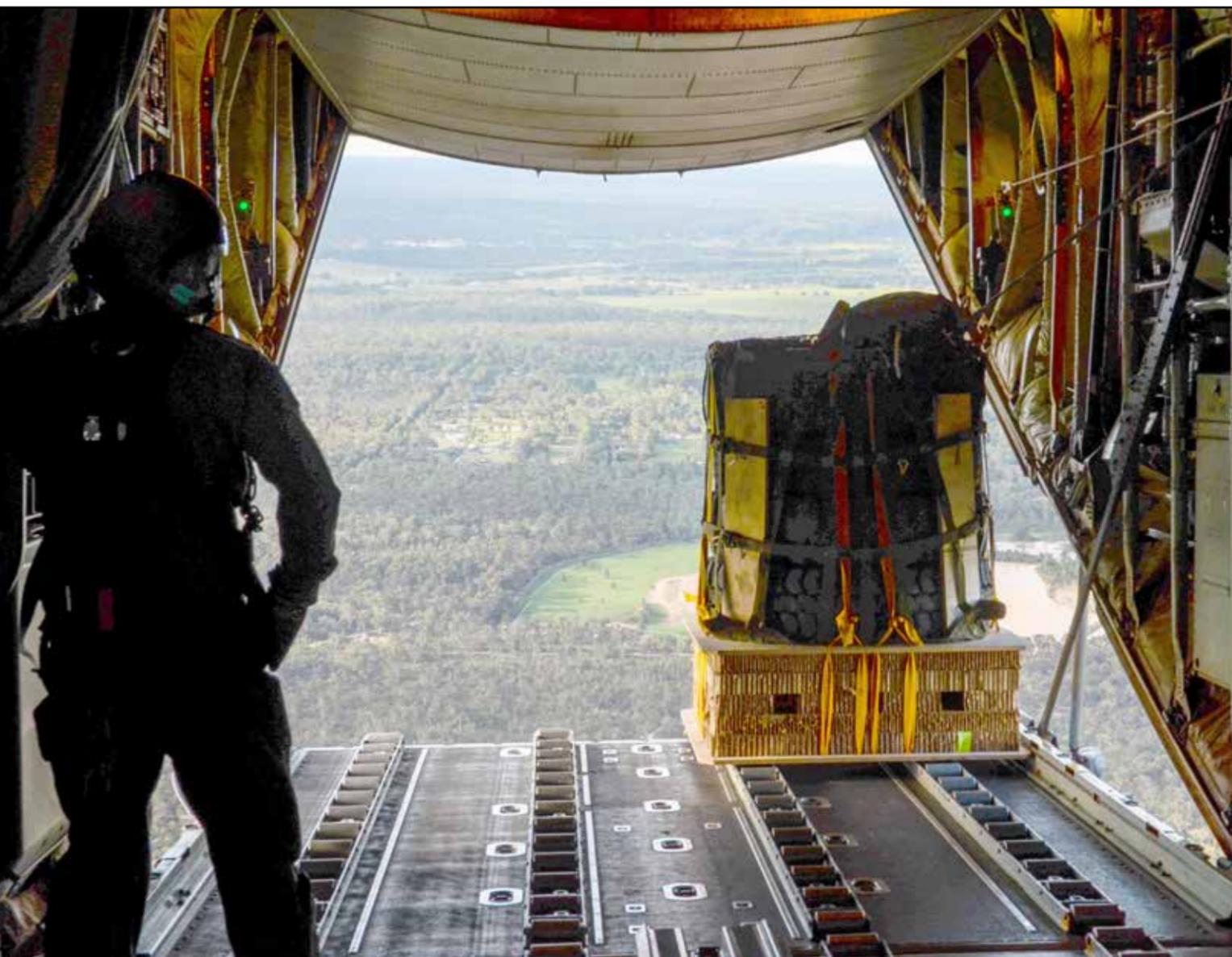
Air Force Reserve Maj. Edward Brennan is an ATAC instructor. Like all of his fellow instructors, he brings a wealth of experience to the position. An Air Force Academy graduate with experience in the C-130-E, -H and -J, he has piloted Hercules aircraft all around the world, in all kinds of conditions.

“I’ve deployed four or five times and I can say without a doubt that the training students receive here is very similar to what they will see when they deploy,” Brennan said, explaining that ATAC is taught using a crawl, walk, run philosophy.

“We start out giving the students some basic academics on how to survive and be effective in a complex combat environment,” the major said. “We start out with academics from both our intelligence folks and our flying instructors and then we’ll have them actually fly and have a chance to exercise those academics in the aircraft with an instructor right beside them.”

During the first week of ATAC, crews fly two sorties out of

*In 2017, AATTC instructors traveled to Australia to train Australian C-130 crew members. Here, an Australian Air Force C-130 crew drops cargo during an ATAC training flight. (Master Sgt. Erin Hickok)*



*Col. DeAnna Franks, vice commandant of the Advanced Airlift Tactics Training Center, welcomes members of the Republic of Korea Air Force during a flag raising ceremony, at Rosecrans Air National Guard Base, Missouri, in 2018. This was the first time the Republic of Korea Air Force sent a C-130 Hercules aircrew to an AATTC course. (Master Sgt. Erin Hickok)*

Rosecrans where they work on defensive maneuvers to survive throughout the entire ground threat arena, low-level navigation with an A-10 Warthog close air support mission, airdrops and landing zone work.

For the second week, the entire class deploys to Libby Army Air Field at Fort Huachuca, Arizona. That’s where things really get interesting.

“The terrain around Rosecrans is relatively flat,” Brennan said. “Arizona offers a much more mountainous terrain. It’s very similar to what our crews might see when deployed.”

In Arizona, crews take part in low-level navigation training, dissimilar air combat training (flying against an F-16 Fighting Falcon), hostile environment training and formation flight training, among many other things.

“A big part of what we teach is making sure all of the crew members are interacting the way they should,” Franks said.

Training flights start out with a specific objective, but instructors are constantly throwing monkey wrenches into the scenarios. For example, if an instructor sees one crew member is making most of the decisions or being relied on too heavily, the instructor will say that crew member has just been killed, “what are you going to do now?”

“We force people to get outside of their box and do multiple jobs,” Franks said. “It’s what they are going to have to do in a war-time situation, so it’s imperative that we practice it here first.”

“Crews will learn how to maneuver the aircraft in ways they have never done before. Going up to 45 degrees of bank in a

C-130 is pretty good. We’ll have them doing 60 degrees of bank while adding some other maneuvers up and down to defeat a threat. It is a truly advanced way for our mobility Airmen to test their tactical skills.”

For many crew members, ATAC is the first time they have the opportunity to fly against a fighter adversary – in this case an F-16. “C-130s aren’t fighters, but there are some things a C-130 can do to deter a fighter aircraft, and this training is really great because the F-16 pilots provide feedback right away – things like, ‘When you did your wing flash, I totally saw you from a mile out. You should hold your angle,’” Franks said.

ATAC is extremely popular with a host of allied nations. “Our allies will send their very best crews to ATAC,” Franks said. “We get the top crews from Germany, Italy, Australia. ... We recently had our first crew ever from South Korea. These fliers are dedicated and passionate about wanting to learn. It’s a pleasure to train them. I recently had the opportunity to watch a crew from Italy go through ATAC from start to finish and it was amazing to see the progression. The first flight I flew with them they weren’t comfortable at all. But the final sortie was totally different. They had a whole different attitude about how to maneuver their aircraft. They had truly gone full circle.”

## **THE C-130H WEAPONS INSTRUCTOR COURSE**

While everything taught at the AATTC is advanced, there’s one course offered at Rosecrans that takes things to a different level altogether – the C-130H Weapons Instructor Course. “The



*Maj. Sean Haugsven (right), a Reserve Citizen Airman C-130H instructor pilot, teaches two C-130 Weapons Instructor Course students. (Master Sgt. Erin Hickok)*

WIC is separate from the AATTC, but it's a critical component of the training that is offered here at St. Joseph," Franks said.

"In simplest terms, we're Top Gun for the Air Force," said ANG Lt. Col. Mike Brooks, the C-130H WIC course director.

"We bring in instructors who are already fully qualified in the aircraft, who are close to being experts in their respective crew position, and we hone that expertise," added Maj. Sean Haugsven, a Reserve Citizen Airman who serves as the director of operations for the WIC.

"The crux of the whole course is integration – how to basically take a mission, a national objective, and create a force package to get that mission accomplished," Haugsven said. "We teach crew members how to be able to execute in any type of threat environment and get the mission accomplished."

Capt. Ryan McDowell is a Reservist who serves as an intelligence instructor at the WIC. "It's extremely rewarding to see the aircrew members improve their skills as we prepare them for all of the threats in the spectrum," he said. "We start out with rudimentary threats and advance all the way to what our near-peers have and prepare them for all of the possible threats."

At five and a half months long, the course is comprehensive and extremely challenging. "It's like Undergraduate Pilot Training on steroids," said Maj. Jon Holland, an Air National Guard C-130 pilot with the 153<sup>rd</sup> Airlift Wing, Cheyenne, Wyoming,

who was midway through the WIC course when interviewed in October. "Honestly, I talked to my family more while I was deployed than I have talked with them during this course. It's the hardest thing I've ever done."

That said, Holland was confident he would be a much better crew member when the course was over.

"This class has turned out to be a solid test of the whole person concept," he said. "Your endurance is tested. Your ability to change the way you think about things and solve problems is tested. Your ability to maintain a positive attitude when nothing is going your way and shake off failure is tested. You're tested with adversity every day," he said.

"We teach our students how to take a complex problem and break it down into smaller, solvable chunks," Haugsven said. "Solve each one of those chunks and then integrate them into one solution and communicate that to other people. They have no idea that is what they are learning while the course is going on, but by the time they get to the end of the course, they realize this is a skillset they now have."

Traditional Reserve Citizen Airman Maj. Bryan Powell, a pilot with the 908th Airlift Wing, Maxwell Air Force Base, Alabama, was the top graduate from the first C-130H WIC of 2018, earning the C-130H Flying Award, the overall C-130 Academic Award and the overall C-130 Outstanding Graduate Award.

Like most other WIC graduates, Powell said the course was supremely challenging, but definitely worth attending.

"Looking back on it, it was a great course," he said. "It was extremely frustrating at times – lots of long hours, lots of hard work, but it certainly makes you a better crew member.

"Growing up as a young pilot, you're always told what to do and how to do it. The 'why' part tends to fall off sometimes. The WIC was very much about understanding why we do what we do. The thinking is that if the 'why' becomes second nature in the aircraft, everything else kind of falls naturally.

"Another great part of the course is the integration piece," he said. "You have the opportunity to work with almost every platform in the Air Force, getting to understand how they employ their weapon systems and how we all fit together into the big picture. You learn how to go into a battle space and be a smooth operating machine instead of a bunch of separate entities."

Maxwell has been without a weapons instructor since 2010. Powell said he is excited to be able share what he learned in the

WIC with his fellow Reserve Citizen Airmen at the Alabama base.

"The C-130 is such a unique airframe with incredible versatility," he said. "It's important to have the working knowledge of everything the aircraft can do to provide to our young crews before they head down-range. That's just some of what the WIC provides."

Franks said it can be difficult to find students to attend the WIC and made a plea to C-130 pilots and navigators to consider testing themselves at the Weapons Instructor Course.

"To be honest, we're struggling to get applicants," she said. "We need our strong future leaders in the C-130 world to come and earn their WIC patch. I know it's hard for units to give up their chief of tactics or their strongest C-130 members for a five-month period of time, but we're confident that units will see the value once they get the member back and see what they can pass on to all of their C-130 crews."

For more information on the AATTC or the C-130H WIC, check out [www.139aw.ang.af.mil](http://www.139aw.ang.af.mil).

*Maj. Bryan Powell, a Reserve Citizen Airman C-130 pilot with the 908th Airlift Wing, Maxwell Air Force Base, Alabama, proudly wears his Air Force Weapons School patch. Powell was the top graduate from a recent C-130H Weapons Instructor Course. (Courtesy photo)*



# SHATTERING MYTHS

How Reserve Citizen Airmen Enhance the Lethality and Readiness of the Nuclear Force  
By 1<sup>st</sup> Lt. Christina Camp

**T**here are a couple of common misconceptions frequently heard by people who work for Air Force Global Strike Command, headquartered at Barksdale Air Force Base, Louisiana. AFGSC is the major command that provides combat-ready forces to conduct strategic nuclear deterrence and global strike operations in support of combatant commanders.

The first is that nuclear weapons have not been used since World War II, when atomic bombs were detonated over Hiroshima and Nagasaki, Japan, in 1945. The second is that Reserve Citizen Airmen are only weekend warriors who train once a month, two weeks a year and deploy only to backfill stateside manning positions.

The truth is Reserve Citizen Airmen are impactful contributors to the lethal force of strategic bombers, the tankers that refuel them and the U.S. network of land-based intercontinental ballistic missiles, said Maj. Gen. Vito Addabbo, a Reservist who serves as Air Force Global Strike Command's deputy commander. On a daily basis, Reservists train active-duty air crew members and provide critical maintenance, bolstering a force that

makes being feared its No. 1 priority.

It's also the truth that the U.S. military, including Reserve Citizen Airmen, use nuclear weapons on a daily basis ... as an effective deterrent. Within the nuclear triad, a three-pronged arsenal operated by the Air Force and Navy, more than 2,000 Reserve Citizen Airmen support the nuclear mission every day.

This arsenal is operated under the exacting precision of assigned forces and supports 24/7 deterrence to prevent catastrophic actions from adversaries. The triad is comprised of the Air Force Minuteman III ICBMs providing ground-based, quick-response weapon delivery, Navy sea-based ballistic missile submarines providing survivability and the Air Force's bomber fleet providing a flexible weapon-delivery option.

Many Reserve Citizen Airmen live double lives, balancing their civilian careers with their Air Force commitment. Making up 14 percent of the overall force, many of them have day jobs as tradesmen – electricians, contractors, plumbers – while others may be college students, law enforcement members or small business owners.

They bring a wealth of experience to the country's nuclear force and magnify AFGSC's readiness, reach and lethality. Coupled with their formal military training, well-trained Citizen Airmen bring expertise in spades. They are force multipliers relied upon by the nation's allies and feared by the nation's adversaries.

"Approximately 70 percent of Air Force Reservists are

part-time," said Brig. Gen. Jonathan Ellis, mobilization assistant to the commander of Eighth Air Force, one of two active-duty numbered air forces in AFGSC. "Reserve Citizen Airmen come from all walks of life and are employed with many private companies around the country."

Master Sgt. Amber Perry, a command post controller, is a Reserve Citizen Airmen assigned to the Air Force nuclear enterprise.

"The nuclear portion is hard to explain because people don't understand it," Perry said. "Most people who are training for the nuclear mission will never see it happen, which is good. We don't want to see it happen."

Perry understands her role in the command post is the catalyst that sparks many other Reserve Citizen Airmen into action. When she engages the klaxon – the distinct audible alarm sounded across the base – she knows it'll only take a few minutes before a bomber is screaming to life and leaving four black trails of smoke as it climbs.

She actually had the opportunity to watch this in action during an exercise.

"We heard the klaxon and we just saw the crews run out to the flight line," she said. "You saw the cartridge start on the B-52. We got to see what we do (as command post controllers) all play out. We got to see from the aircrew running out to the jets, starting the airplanes and taking off within minutes, and to me, it was like 'okay, this is real.'"

It is as real as it gets for Reserve Citizen Airmen every single day working in the nuclear enterprise.

According to Addabbo, Reservists like Perry bring experience to the table and have a critical role in the Air Force's nuclear mission.

A traditional Reservist, Perry uses her unique experience to benefit the mission in both her military role and in her civilian job at the Air Force Nuclear Command, Control and Communications Center at Barksdale. In 2017, AFGSC created a new organization to oversee the NC3 weapon systems. The NC3 center streamlines the management of approximately 60 different systems as an advocate for the entire Air Force.

"When I work in my military role in the command post, I am an NC3 user. My civilian position at the NC3 center involves sustaining that same equipment," she said.

The NC3 ensures nuclear message delivery from national leaders to the warfighter. Perry said using the equipment in the command post aids her in identifying problems and developing solutions to the systems.

The command post is only one example of Reserve support to the nuclear enterprise. AFGSC leverages Reservists at all ranks and levels to carry out day-to-day operations.

Addabbo, a commercial airline captain in his civilian life, has 32 years of impactful experience in multiple roles, including his current position as the deputy commander of AFGSC. AFGSC is responsible for the Air Force's entire bomber force, the B-21

*Engines start on a B-52 Stratofortress at Barksdale Air Force Base, Louisiana. The B-52 is capable of delivering large payloads of precision nuclear or conventional ordnance over long ranges. Reserve Citizen Airmen work hand-in-hand with their active-duty counterparts throughout the nuclear enterprise on a daily basis. (Master Sgt. Laura Siebert)*



Raider program, the nation's three ICBM wings, the Air Force's NC3 systems, the National Airborne Operations Center and operational and maintenance support to organizations within the nuclear enterprise.

"We have some of the most experienced and capable crews in the Air Force," Addabbo said. "So they most definitely add to the overall lethality. They're among the best. There are very few who can touch their experience and their competence."

Addabbo's previous experience as a U.S. Strategic Command battle watch commander has also earned him the position of emergency action officer aboard the Boeing E-6B Mercury Airborne Nuclear Command Post aircraft. The ABNCP provides survivable NC3 for U.S. Strategic Command's mission.

Addabbo isn't the only Reserve general who plays an impactful role in the Air Force's nuclear forces. Ellis wears multiple hats in the nuclear mission too.

When mobilized, he serves the numbered air force responsible for the nation's entire bomber fleet and 20,000 Airmen. However, on a daily basis, he serves as the deputy commander of the Joint-Global Strike Operations Center, which is responsible for all Air Force nuclear assets during a nuclear war. In either position, Ellis has a finger on the pulse of all Reserve involvement for this area of the nuclear enterprise.

"They're creating the next generation of lethal, nuclear warriors," Ellis said.

One of these warriors is Lt. Col. Steven Smith. Smith is a full-time Reservist instructor in the 93rd Bomb Squadron who has more than 10,700 flying hours in the B-52 as a weapon systems officer, making him the only Airman with more than 10,000 hours in the air. Smith develops weapons and tactics curricula which are used to train every B-52 air crew in the Air Force.

"Anywhere they go, anything they do, every day, there is a Reservist involved," Ellis said, referring to the Reserve Citizen Airmen in the 307th Bomb Wing who work alongside Airmen from the 2nd Bomb Wing, an active-duty wing based at Barksdale.

Reserve Airmen also contribute to the nuclear force outside of being air crew members or training air crews. Many more give the aircraft the ability to fly, fight and win in support of mission requirements.

"We have maintenance personnel who pre-flight, launch and recover B-52 aircraft," said Chief Master Sgt. Jerry Rayborn Jr., 707th Maintenance Squadron maintenance superintendent. "We also have support personnel providing equipment in support of aircraft maintenance and specialists who perform an array of maintenance tasks to include fuel systems, hydraulic, electrical, avionics, fabrication, egress and weapons loading operations."



A B-52H Stratofortress pilot and copilot practice an aerial refueling with a KC-135 Stratotanker. The B-52 is assigned to the Air Force Reserve Command's 307th Bomb Wing, which hosts the only schoolhouse where Reserve and active-duty air crew members learn to fly the B-52. (Master Sgt. Greg Steele)



Above, Lt. Col. Steve Smith, 93rd Bomb Squadron flight instructor, boards a B-52 Stratofortress for a training mission. A Reserve Citizen Airman, Smith has more hours in the B-52 than any other aircrew member currently in the Air Force. (Master Sgt. Ted Daigle) At right, the wing of a B-52H Stratofortress is obscured by smoke after a "cart-start" of its engines at Barksdale. (Master Sgt. Greg Steele)



Both Addabbo and Ellis emphasized that, despite working significantly fewer hours in uniform than their active-duty counterparts, traditional Reservists have the exact same readiness and training requirements.

"Individual readiness is one of the most important things Reserve Airmen need to keep in mind as they consider readiness and lethality in their daily support to the nuclear mission," Addabbo said.

The generals recognize the experience and expertise of Reserve Citizen Airmen and their ability to supplement the active-duty force, making sure the nation's lethal nuclear assets stand ready to deliver a decisive response – anytime, anywhere.

"I don't want to brag and say they are the best, but they are the best," Addabbo said.

(Camp is assigned to the Air Force Global Strike Command public affairs office.)



# FIT TO SERVE

**Dedicated youngster loses 123 pounds so he can join the Air Force Reserve**

**By Master Sgt. Chance Babin/AFRC Recruiting Service**

When Florentino Concepcion III walked into the Air Force Reserve Recruiting Office in Philadelphia in March to ask about joining, he stood 5-feet, 8-inches tall and weighed 264 pounds. He was obviously over the weight limit, but the young man was not deterred.

“When Concepcion first came in, he was visibly over the maximum allowable weight, and in all honesty, I was looking to tactfully dismiss him fairly quickly,” said Master Sgt. Jared Lacovara, a line recruiter in Philadelphia, who is assigned to Joint Base McGuire-Dix-Lakehurst, New Jersey.

“My senior recruiter, Senior Master Sgt. Kenneth Bachman, who was here conducting an office visit, asked him to come in and began to ask him for more information. Once it was clear how motivated he was, and that he’d already taken steps to lose a significant amount of weight, I set up some future calls so we could stay in touch.”

Concepcion had already lost 33 pounds before even reaching

out to a recruiter. At his heaviest, he weighed 297 pounds.

“When I first walked in the recruiting office I weighed 264 pounds,” Concepcion said. “Master Sgt. Lacovara said he appreciated the fact that I wanted to join but at 5-foot 8-inches I would have to weigh 180 pounds or less. Senior Master Sgt. Bachman told me if I could get to 200 pounds, come back and see him.”

Now he knew what had to be done and nothing was going to stop him from losing the weight.

Before Concepcion left the recruiting office, Bachman explained the body fat measurement standards and told Concepcion if he was able to get within 20 percent, even if he was over the weight limit, recruiting could work with him.

“That seemed to give Concepcion a little spark,” Lacovara said.

His desire to join the military was based primarily on his desire to work in the medical field and his strong yearning to assist others.

*Florentino Concepcion III once weighed 297 pounds. When he enlisted in the Air Force Reserve in October, he tipped the scales at 174. For young, motivated people like Concepcion, the Air Force Reserve is a great opportunity to start their adventure.*

“I have a passion for helping others and giving the best health tips and advice,” Concepcion said. “I also want to strive for excellence in the health care field and in any other career I choose to pursue and keep that integral and excellent attitude with me.”

Additionally, the benefits of joining the Reserve and getting tuition assistance and quality training in the medical field drew him to the Air Force Reserve.

“I spoke to some military veterans and was told the best branch to join would be the Air Force. I also wanted to expand my career opportunities in the health care field by adding a military background to my portfolio,” he said. “I talked to an Army National Guard recruiter at the Army Reserve Office, but I turned down his offer to join the Air Force Reserve instead.”

Before he could do any of the training he desired, he first had to tackle the weight issues. He did so with a full-on assault.

“I purchased a gym membership and I decided to work out five days a week for two hours or more every day,” Concepcion said. “I also changed my diet drastically.”

Lacovara said Concepcion would call and text him every couple of months and give him progress reports.

About three weeks before his appointment with Lacovara, Concepcion called him and said he was down to 190 pounds, but wanted to be at 180 so there was no way he could be turned away at the military entrance processing station.

“We set up an appointment and when I saw him I was shocked,” Lacovara said. “His driver’s license picture was from his heavier days, so it was clear the transformation he’d made.”

From January to September, Concepcion stayed committed and determined to lose the weight needed to become a Reserve Citizen Airman. He had lost 116 pounds.

“He was amazed that I had lost so much weight,” Concepcion said. “We talked about how some people need to lose 15 pounds to join, but that I had actually lost 116 pounds and stayed committed through the entire process.”

After nine months of working out five days a week and adopting a very strict diet, Concepcion was ready to make the trip to MEPS and begin his path to becoming an Airman and chasing his dreams to work in the medical field. But Concepcion would have one last hurdle to leap before he could start his journey.

When he first went to MEPS on Oct. 4, he weighed in at 181 pounds, one pound over his limit.

“He was very positive,” Lacovara said. “He asked if he could come back the next day. I told him due to MEPCOM (Military Entrance Processing Command) regulations, he had to wait four days until he could return. He promised me that he would be 180 and ready to enlist. He kept that promise and then some.”

When he did return on Oct. 11, he was six pounds under the maximum allowable weight of 180. He had gotten himself down to 174 pounds. In nine months Concepcion had lost a staggering

123 pounds.

He enlisted with the 514th Air Mobility Wing, at the New Jersey base, as a medical technician.

While Lacovara was impressed with Concepcion for his commitment to lose weight, he found an even greater reason to respect the young man.

“Talking to him on the way home from MEPS is what really sold me on his dedication,” Lacovara said. “Yes, losing the weight alone is a feat that proves his desire to serve, but the conversation about wanting to help others and why he specifically wanted to be in the medical field was another level of humbling. He bettered himself for the sole purpose of helping others. He’s going to do great things.”

Concepcion shipped off to basic military training Dec. 5, excited and ready to get it done. Lacovara has great hopes for him and can see how he will benefit from the Air Force and how the Air Force will benefit from him.

“Not that he needs anymore motivation, but I think the Air Force Reserve is going to offer him the drive to continue doing great things,” he said. “The medical training, coupled with the physical training he’s going to receive, is going to enable him to spread his knowledge and message of hope to those around him.”

While Lacovara did gain Concepcion as an accession for AFRC Recruiting Service, he said he did learn a valuable and humbling lesson in the process.

“As excited and happy for Concepcion as I am, this story truly made me reflect on my own initial judgement,” Lacovara said. “I was ready to dismiss him. I can’t help but be disappointed in myself for not initially giving him the support I should have. I’m thankful for Senior Master Sgt. Bachman and his years of experience and his recognition of someone who just needed a chance. That’s what I take away from this entire process. We give people chances to be great, and Florentino Concepcion III is the living embodiment of that.”



*Reserve recruiter Master Sgt. Jared Lacovara said his first instinct was to dismiss Concepcion because of his weight. He’s glad he didn’t give up on the young man.*

# Air Force Reserve? There's an app for that!

By Tyler Grimes

The Air Force Reserve Command launched a feature on the new Air Force Connect mobile application in December allowing Reserve Citizen Airmen access to information and online tools on the go.

In typical Reserve fashion, Reservists are leading the way with the help of Col. Tri Minh Trinh, director of the AF Connect team and Senior Master Sgt. Timm Huffman, chief, content management and training of the AF Connect team. Innovation is in the Reserve's DNA, coming from the diverse experiences Reserve Citizen Airmen like Trinh and Huffman bring to the mission.

According to Trinh, the AF Connect app has its roots in the Reserve's RIO Connect app.

"In 2016, while we were exploring how to integrate Geospatial Information System technology into RIO Connect at a conference at Joint Base San Antonio, we came across Capt. Liaquat Ali and Maj. Gen. (Ret.) Vincent Mancuso who helped us accelerate the RIO Connect app development," Trinh said.

Trinh and his team then partnered with app developers as well as the AFRC Cyberspace, Technology and Information office to incorporate a mobile Common Access Card to gain access to secured Department of Defense and Air Force websites.

"From this evolution, we submitted AF Connect through the Airman Powered by Innovation program and made it as a 'wild-card' as one of the six finalists to compete at the February 2018 Air Force-wide Spark Tank competition," he said.

They were able to develop a demo and proposed integrating more than 250 agencies and wings under the AF Connect app's "Favorite" button. The team discovered the active duty Air Force, the Air National Guard and the Air Force Reserve independently had a variety of different apps for their respective Airmen.

"Funding, acquisition, approval and implementation processes were all different and cumbersome across and within the three components," Trinh said.

"We needed an out-of-the box app that could meet all our current total force requirements and be able to make user interface and experience enhancements quickly. The current app developer has been servicing the academic community for the past decade. So, we are benefiting from all the prior and current enhancements that are still being made today but also from another sector besides the military."

While challenges outside of the team's control such as mobile friendliness and conduciveness of government websites are negatively impacting the user experience, Trinh said he believes as the mobile user base increases, the voice of the customer will drive progressive improvements in the mobile space.

With the AFRC Favorite on AF Connect, Reserve Citizen Airmen now have access to a number of resources such as command news, information about services available to Reservists and their families, contact information for various Reserve

units, agencies and organizations, social media feeds, religious texts and fitness tools. While there are many things currently on the AFRC Favorite, AFRC plans to implement more enhancements throughout 2019.

"The biggest benefit to Reservists is that the app consolidates the information they need to manage their careers and perform duty into a package they can access from their mobile device," said Huffman, who oversees the content management and training for USAF Connect. "Being able to receive push notifications about important news and updates is also a huge plus."

Based on recent analytical user feedback, the majority of AF Connect users feel they get relevant information in a useful format from the app, believe the app helps them to be more engaged with their Air Force career and life, and that the app is easy to use and performs reliably.

The AF Connect team plans to include all Air Force units in 2019.

"Not bad for a bunch of Reservists leading the Air Force into the future with mobile apps technology," Trinh said.

The AF Connect app is available for download in the Apple App Store and the Google Play Store.



## Community Action Plans impact Citizen Airmen, civilians and dependents

By Bo Joyner

Across the country, Air Force Reserve Command organizations are using their Community Action Plans to help make life better for their Reserve Citizen Airmen, Defense Department civilians and their family members.

Senior leaders understand the sacrifices Citizen Airmen take on as they work to achieve harmony in their military service, their civilian jobs, their personal wellness and their family commitments. They also understand the importance of identifying ways to assist in reinforcing harmony and the need to preserve it. Leaders are committed to ensuring all Reservists, DOD civilians and their families have the support and resources they need. Creating and implementing well-developed Community Action Plans is a major part of this commitment.

"Community Action Plans are the roadmaps our units use to improve the support they provide to their Reservists, DOD civilians and their family members," said Brande Newsome, community support program manager at AFRC headquarters, Robins Air Force Base, Georgia.

Every other year, all 10 Reserve host installations are required to produce a CAP to spell out two or three actionable objectives they will focus on for a two-year period of time. These objectives center around helping Airmen improve their spiritual, social, mental and physical health. This is important because Reserve Citizen Airmen will be in the future fight, in any environment and will need comprehensive fitness to succeed..

"2018 was a little different because we used a new process, called Getting to Outcomes, to produce our Community Action Plans," Newsome said. "The Violence Prevention Integrators at our host units took the lead in the CAP process and they did a tremendous job of following the GTO program to produce meaningful and achievable Community Action Plan goals. Thanks to the VPIs, all of our host wings were able to complete their CAPS in time for 2019-2020 implementation and evaluation."

Newsome said all Air Force organizations were required to include interpersonal violence prevention as one objective in their CAP. Reserve wings were then encouraged to create two or three additional objectives targeted specifically at assisting their local populations with the challenges of striking harmony in their lives.

At the HQ AFRC level, Newsome and her team decided to focus on highlighting the work being done within the wings and improving communication and information sharing with spouses and civilian employees.

"Throughout the year, we will utilize the HQ AFRC Community Action Board as a forum to highlight what our wings are doing with their Community Action Plans to allow wings to learn and benefit from what their peers are doing to take care of Airmen and their families," said Maj. Gen. Ken Lewis, AFRC deputy commander.

"Using the 2017 Air Force Community Feedback Survey, we learned our spouses and civilian employees often feel excluded from what is happening on base, so we have made it a priority to improve communications with our spouses and civilians utilizing various initiatives and platforms," added Newsome.

Newsome said one of the great things about the GTO process is it encourages organizations to track their progress, determine where success is being achieved and course correct where needed as it relates to the implementation of their CAP goals. "In the past, CAPs would often be created in a vacuum and then put on a shelf somewhere until it was time to create a new one," she said. "Thanks to our work in GTO, measuring impact and results throughout the life cycle of the CAP is now key to the process."



### Combating the Evaluations Backlog

*(Editor's note: In an effort to ensure Reserve Citizen Airmen stay up-to-date on personnel information important to them, Citizen Airman will run regular features from the Air Reserve Personnel Center in the magazine. Look for the ARPC header (above) to identify important personnel news.)*

Headquarters Air Reserve Personnel Center strives to provide Reserve Citizen Airmen exceptional customer service throughout the Airman life cycle through innovation and process improvement.

On Aug. 1, HQ ARPC and the Air Force Personnel Center, Joint Base San Antonio-Randolph, Texas, centralized call center operations to provide Airmen of all components access to agents 24 hours a day. Not only did this reallocation of manpower reduce caller wait times, but HQ ARPC was able to focus resources on reducing the processing time for officer performance reports and enlisted performance reports.

Following the centralization, HQ ARPC has been able to process an average of 800 evaluations a week and has reduced the backlog of evaluations by more than 75 percent as of Dec. 31.

Prior to the centralization, more than 35 percent of evaluations were returned to the wings for corrections. In response to this, HQ ARPC encouraged specialists from the wing level to visit HQ ARPC, receive training from subject matter experts and process evaluations from their own wings. Thanks in part to this initiative, HQ ARPC has seen the number of returned evaluations reduced to 5 percent.

HQ ARPC also implemented an innovative new evaluation screening system created locally by the Future Operations and Integration Directorate. This automated system is able to scan all incoming evaluations for data errors before reaching a technician, creating a more efficient process by reducing the "touch time" spent on processing each evaluation.

Overall, the current initiatives have improved the capability to process evaluations in a timely and more efficient manner and better postures HQ ARPC for the upcoming workload surges due to static close-out dates in 2019.

As HQ ARPC continues to improve internal processes to combat the current backlog, priority processing will be applied to evaluations from members meeting promotion boards.

# SHOW OF FORCE



**Reserve Citizen Airmen from the 419th Fighter Wing and their active-duty counterparts from the 388th FW at Hill Air Force Base, Utah, conducted a combat power exercise recently and launched 35 F-35A Lightning IIs within about 11 minutes. Here are some of the best photos from the day.**

**As the Air Force's only combat-ready F-35A units, the 388th and 419th FWs must be prepared to launch any number of aircraft to support the national defense mission at a moment's notice.**

**The wings fly between 30-60 sorties per day from Hill's flight line. During the exercise, they launched roughly the same number of sorties, and aircraft took off in 20- to 40-second intervals.**

**Launching aircraft from multiple squadrons simultaneously presents various challenges and allows the wings to evaluate the capabilities of maintenance professionals, as well as pilots and command and control teams.**

**Hill AFB is slated to be home to three F-35 fighter squadrons by the end of 2019. The 419th FW and 388th FW will fly and maintain the jets in a Total Force partnership, which capitalizes on the strength of both components.**



TODD CROMAR

STAFF SGT. CORY D. RAYNE

TODD CROMAR

CYNTHIA GRIGGS

# Airman Returns Home to Meet First Child

By Staff Sgt. Xavier Lockley

When the KC-135 Stratotanker loaded with Reserve Citizen Airmen returning from a deployment touched down at MacDill Air Force Base, Florida, recently, Staff Sgt. Kyle Snodgrass was the first person off the plane.

There was somebody he couldn't wait to meet.

Snodgrass, an aircraft maintenance technician assigned to the Air Force Reserve's 927th Air Refueling Wing at MacDill, rushed off the plane to see his wife, Jahee, and his newborn son, Griffin. It was the first time he had the chance to see Griffin in person.

"This is such an overwhelming experience," the staff sergeant said. "Having been away from my wife and son for some time, I couldn't be happier to meet my son and be reunited with my wife. I really missed both of them."

Thanks to a spotty internet connection, Snodgrass was able to witness his son's birth from thousands of miles away, and for weeks he was able to see his child through photos and online chats. Still, there's nothing like seeing your child in person for the first time.

"I looked at those two at that moment and it was everything I could have ever imagined," he said. "I thought they were the most beautiful people I'd ever seen."

While Snodgrass will be adjusting to life as a new dad, Jahee said she's glad he's home and will help him adjust to being a new parent.

"I'm so happy to have him back. I really missed him," she said. "I'm going to let him get adjusted to being a new dad and to being back on U.S. soil. He's coming back to something new that he didn't have when he left, so that adjustment period will be good for him."

The Air Force Reserve is committed to fostering an environment of resiliency and providing the resources Reserve Citizen Airmen and their families need and deserve.

"The amount of support we've received from all of our base resources has been outstanding," said Snodgrass. "We couldn't be more thankful to the people around the wing who have helped us. Even when I was deployed, the people there were outstanding."

*(Lockley is assigned to the 927th ARW public affairs office.)*

*Staff Sgt. Kyle Snodgrass holds his young son, Griffin, for the first time at MacDill Air Force Base, Florida, while his wife, Jahee, looks on. The 927th Air Refueling Wing maintenance technician was deployed when his son was born. (Staff Sgt. Xavier Lockley)*



# TREACHEROUS TRAIL

## Reservist helps rescue hikers

By Staff Sgt. Jeremy Moore

On the morning of October 6, 1st Lt. Kirsten Kent, an intelligence officer with the 916th Air Refueling Wing's Operations Support Squadron, Seymour Johnson Air Force Base, North Carolina, and a group of friends were hiking in the mountains of New Mexico when they heard screams for help.

The group began to investigate the source of the screams.

Eventually, they came across a child who explained he was camping with his family nearby and a tree had fallen on his parent's tent.

Instinctively, Kent led the group over to the boy's campsite to assess the situation and provide aid.

"We found the mother and father pinned under the fallen tree and immediately began to consider ways to help. I knew we needed to move the tree and that the individuals underneath would definitely need medical attention. The question was just how much," said Kent.

After removing the tree with the help of the family's oldest daughter, Kent inquired as to the condition of the injured. The couple showed no signs of external bleeding. However, the mother reported a hip injury and the father complained of severe lower back pain.

Kent sent a runner down the mountain to call for help. She remained at the campsite and began to comfort and aid the injured couple.

"My Self Aid Buddy Care training was helpful, but so was all the other training I've undergone," she said. "Learning to keep a cool head under pressure, to assess the situation, make a decision and act was very helpful here."

Because hazardous conditions were still present, Kent sent the couple's children down the mountain to safety. When one of the daughters could not find her jacket, Kent gave hers to the youngster.

At the Citizen Airman's direction, the remaining children packed up their gear and evacuated the mountain with Kent's husband, Josh. Thanks to her training, she was able to determine the mother had gone into shock. Kent and her friend, Samantha, began to pile sleeping bags on the injured woman after she complained of chills.

Eventually, the runner returned after successfully reaching out to first responders, and the group started down the mountain to meet them. The couple's injuries and falling sleet and hail made the descent a dangerous task; but eventually, they all made it safely to the bottom.

Search and rescue teams met the group a half-mile from the trailhead and emergency personnel were able to evacuate the injured couple to a nearby hospital.

"I was not surprised to hear about Lieutenant Kent's selfless act and I am very proud to have her in my squadron," said Lt. Col. Amanda Person, 916th OSS commander. "I look forward to her safe return and the opportunity to watch the Air Force and all of society reap the rewards of such an outstanding Airman."

The family thanked Kent's group for its help.

"This solidified my belief that what we do in the Air Force Reserve is important," Kent said. "We are always on duty in our communities and beyond. We represent our branch in and out of uniform, and how we act and react is sometimes critically important."

*(Moore is assigned to the 916th ARW public affairs office.)*

*1st Lt. Kirsten Kent and a group of friends were hiking in the mountains of New Mexico when they heard screams for help. Kent and her crew performed a cliff-side rescue of a couple injured by a falling tree. (Courtesy photo)*



# Reader Survey

As an Air Force Reservist, you may be selected by the Air Force Survey Office to take part in a confidential *Citizen Airman* magazine survey. E-mail survey invitations are expected to be sent out in late February or early March. If you receive an invitation, please take a few minutes to complete the survey so we can improve *your* magazine!

*Staff Sgt. Belinda S. Son, right, a Reserve Citizen Airman aeromedical evacuation technician with the 514th Aeromedical Evacuation Squadron, 514th Air Mobility Wing, Joint Base McGuire-Dix-Lakehurst, New Jersey, and Senior Airman Stephanie Lezcano, a Reserve aeromedical evacuation technician with the 45th AES, MacDill Air Force Base, Florida, secure equipment prior to a joint training mission with the 514th AES, 45th AES and the 439th AES, Westover Air Reserve Base, Massachusetts, at the New Jersey base. (Master Sgt. Mark C. Olsen)*

