

A/TQ

AIRLIFT/TANKER QUARTERLY
Volume 21 • Number 4 • Fall 2013

*Mobility Air Forces:
Powered by Airmen,
Fueled by Innovation*

Pages 10-14

A Salute to the A/TA's Industry Partners

Pages 50-60



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Volume 21 • Number 4 • Fall 2013

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The Airlift/Tanker Association is a non-profit professional organization dedicated to providing a forum for people interested in improving the capability of U.S. air mobility forces.

The Founding Members of the Airlift/Tanker Association (*Deceased) are: General Bill Moore, MajGen Jim "Bagger" Baginski, MajGen Tom Sadler, BrigGen Mal Hooker, Col Bob Ellington, Col Jimmy Maturro, Col Bill Bailey,* Col Ken Chatfield,* LtCol Hank Van Gieson and Mr. C. W. Scott.*

Membership in the Airlift/Tanker Association is \$40 annually or \$110 for three years. Full-time student membership is \$15 per year. Life membership is \$500. Industry Partner membership includes five individual memberships and is \$1500 per year. Membership dues include a subscription to *Airlift/Tanker Quarterly*, and are subject to change.

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Airlift/Tanker Quarterly accepts advertising for the inside front and back covers for the Winter, Spring and Summer Editions; and for throughout the Fall Convention Edition.

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TABLE OF CONTENTS

Association Business

2013 A/TA Board of Officers & Convention Staff.....	2
Chairman's Comments.....	4
President's Message.....	5
Secretary's Notes.....	5
Lost Member List.....	47
Association & Chapter Contacts.....	68

Features

Cover Story

Mobility Air Forces:

Powered by Airmen, Fueled by Innovation 10-14

A Welcome Message from General Selva..... 8-9

Airlift/Tanker Hall of Fame 16-20

2013 A/TA Awards

2013 A/TA Hall of Fame Inductee..... 22-24

2013 A/TA Young Leadership Award Winners..... 25-29

2013 A/TA General Robert E. "Dutch" Huyser Award Winners..... 30-31

2013 A/TA General P. K. Carlton Award for Valor Winner..... 33

2013 A/TA Colonel Gail S. Halvorsen Award Winner 36

2013 A/TA Specialized Mission Award Winner 39

2013 A/TA General Ronald Fogleman ASAM Award Winner..... 40

2013 A/TA Key Spouse of the Year Award Winner 43

2013 A/TA LtGen James E. Sherrard III Award (AFRC) Winner..... 44

A Salute to the A/TA Industry Partners..... 50-60

Mobility History & Heritage 62-67

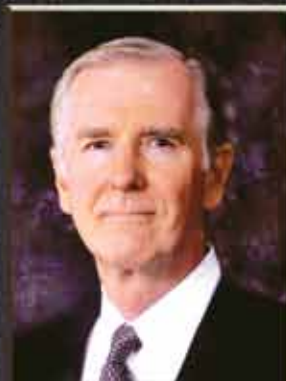
Alphabetical List of Advertisers

Air Compassion for Veterans (courtesy ad).....	46
AMC Museum (courtesy ad).....	61
ARSAG.....	32
A/TA Enlisted Education Grant Program.....	7
BOEING.....	34-35
Bose.....	45
CAE.....	37
Coastal Aircraft/Oregon Aero.....	Back Cover
David Clark.....	38
EADS North America.....	48-49
FlightSafety.....	Inside Back Cover
Gulfstream.....	42
JLG.....	41
Lockheed Martin.....	3
Parker Aerospace.....	Inside Front Cover
Pratt & Whitney.....	15
Snowball Express (courtesy ad).....	64

ON THE COVER: A photographic montage symbolizing our Mobility Air Forces' innovativeness featuring a KC-10 Extender aircraft refueling a C-17 Globemaster superimposed with hands holding a lit light bulb. (The image features a U. S. Air Force photo by Master Sgt. Cecilio Ricardo and an A/TQ photo by Collin Bakse).



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Into the Wild Blue

Just as this edition of A/TQ was going to press, one of the Airlift/Tanker Association's most esteemed members, Maj Gen James I. "Bagger" Baginski, passed away in late September, having lived a legacy of 50+ years of service to America. Bagger was a Founding Member of the Association and an inductee to the Airlift/Tanker Hall of Fame.

I will miss Bagger's great handshake, his remarkable memory, his ready smile and his desire to be of help to others. When my relationship with the A/TA, then the Airlift Association, began, Bagger took time to prepare a contacts list for my use in collecting material for the magazine. Gathering information back in the day was much more complicated than typing a phrase into a web browser and clicking the mouse a few times. You had to establish and maintain telephone and snail-mail relationships and connections with Public Affairs personnel at various units, commands, air force bases, etc. The contacts and information Bagger provided helped me immeasurably.

A sentiment and anecdote shared with me following Bagger's passing illustrates the type of guy he was. Frank Rideg, an Air Force civilian working in Requirements for the MAC Staff when Bagger was stationed at Scott AFB in Illinois, recounted the following:

"Boy did the Bagger have some life – never a dull moment. I really enjoyed working with him at MAC and after he retired. He used to tell me when I jogged on our business trips – 'you only have so many heart beats and you don't want to use them up to fast.'

"Also, did you know he saved my life in the Scott AFB Officers club. I was eating chicken and it got stuck. I stood up and pointed at my mouth and he walked behind me and got me breathing again. We sat down just like nothing had happened. I was a dead chicken if it wasn't for Bagger. The Airlifters will never be the same. I will miss him."

Bagger was like that – he looked for ways to help and took action to make things happen – and expected nothing, save respect and friendship, in return.

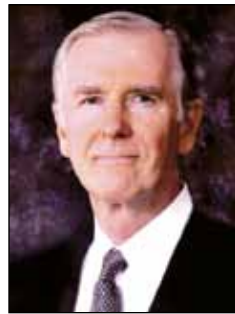
Always the advisor, General Baginski selected Major General Buck Marr to succeed him as Chairman of the Board of Advisors. Accordingly, the A/TA Board of Officers met by teleconference on 25 September 2013, and following the Association By-Laws, Maj Gen Marr, a member of the Board of Advisors, was nominated and unanimously elected by voice vote as the new Chairman of the Board of Advisors.

Upon his election, General Marr thanked the Board for the confidence in him to succeed General Baginski, and went on to say that "the significance of Bagger's loss to our Association will be felt for a long time to come."

There will surely be many a glasses raised to honor The Bagger at this year's convention. He will really like that. **"Here's to The Bagger!"**

Collin Bakse, editor

Chairman's COMMENTS



**Gen Walter Kross
USAF, Ret**

Welcome members, guests, and friends to A/TA's 45th Annual Gathering here at the Marriot World Center in Orlando.

Over the years, our "convening" has taken many forms. Our early conventions began as little more than yearly get-togethers in Nashville and Las Vegas in the late 1960s. Over the years between, our annual meetings have been affected by military operations and the national tragedy of 9/11. Yet, by the Millennium, we had grown into the Air Force's largest Convention, Symposium, and Technology Exposition.

The growth of air mobility as a broad, inclusive Air Force core mission certainly lifted the A/TA's boat. The decisive, all-in co-sponsorship of the Symposium and awards program by Air Mobility Command allowed us to create a valuable professional development conference at the core of our convention. Just as importantly,

our industry partners enabled our exhibit halls to grow into a full-fledged technology exposition—a real professional boon to all attendees.

The ability to transform and adapt are the keys to growth and sustainment in today's challenging world. In the past 18 months, DoD policies and fiscal constraints have altered our A/TA operating environment quickly. And these alterations have been quite dramatic. Most notably this year, AMC was unable to co-sponsor the Air Mobility Symposium. As a result, AMC could not provide MILAIR support or expend other funds and resources beyond narrowly-defined limits.

So our 45th gathering is indeed a transitional one. Everything is smaller and more intimate than in recent years. In the past, our uniformed attendees comprised by far the largest part of our overall attendance. Collectively, our uniformed members and first-time attendees served as the engine that created the energy that only youth can bring to any such professional event. This year, uniformed attendance is markedly lower than in recent years.

While smaller and more intimate, this year's gathering will still have all the elements of our recent Conventions and Symposia: keynote speakers, panels seminars, award presentations, special and open receptions, and even Crud (think Crud Lite). Our Technology Exposition continues to offer the opportunity for attendees to observe first hand the innovation and creativity that our aerospace partners bring to the air mobility mission and specifically to Mobility Airmen.

You should specifically note the appropriate and added emphasis on heritage this year in nearly all our events. And for the second year, we recommend that you take advantage of our A/TA application for your smart phones and the app's connection to social media.

And this year we will honor General Ronald R. Fogleman as our 2013 A/TA Hall of Fame inductee. General Fogleman's contributions to modern air mobility are manifest and widely applauded. But few people know of his decisive and early vision for A/TA as a truly professional organization, and the singular role he played in making the co-sponsorship role of AMC an important and vibrant reality for 20 years. We encourage you to join us in honoring General Fogleman at the HOF Banquet Saturday night and to participate in all of this year's activities.

Walt Kross, Chairman

*"Here's a toast to the host, Of those who love the vastness of the sky,
To a friend we send a message of his brother men who fly. We
drink to those who gave their all of old, Then down
we roar to score the rainbow's pot of gold.
A toast to the host of men we boast,
the U.S. Air Force!"*

—To The Bagger

President's MESSAGE



CMSgt Mike Reynolds
USAF, Ret

Welcome to Orlando and the 45th Annual Airlift/Tanker Association Convention/Symposium & Technology Exposition. Our theme for this year is, "Mobility Air Forces: Powered by Airmen – Fueled by Innovation." I believe our theme says it all—Our Airmen form the most powerful Air Force in the world and innovation is what helped make us so!

In spite of numerous obstacles such as sequestration, budgets, and other, our Convention/Symposium & Technology Exposition promises to be one of the best to date. Our capstone event will be the banquet Saturday night when General Ron Fogleman will be inducted into the Hall of Fame. Don't miss this event—I understand there will be a special treat for everyone?

As is every year, a highlight of the convention is the presentation of awards where we recognize recipients of our General Huyser,

General Fogleman, General Carlton, Colonel Halvorson, Young Leadership, Specialized Mission, AMC Key Spouse, the Outstanding AFRC and ANG Awards and the President's Awards. I would like to personally congratulate our 2013 A/TA Award recipients and their families.

I say this often, however, I don't think I say it enough – this organization is run by volunteers – from the Board of Officers and Advisor to the folks who work registration, run the crud tournament and organize the banquet plus much more, and I thank you all. You are the success of A/TA. There is another group that we cannot forget – our Industry Partners. We would not be the successful organization we are without great Industry Partners, so thank you so much for what you do to support A/TA.

For those that don't know this will be Colonel Dan Penny's last convention as our National Secretary. Dan will be missed, but knowing Dan as I do, I can assure you that he will remain involved at the national and local level. Dan has done a phenomenal job as our secretary and has been a great sounding board and friend for me personally. Thanks for your dedication, support and friendship Dan! We do have other members retiring from our board this year, but I will have more to say about those people in a later article.

This has been a very unusual year, not just for A/TA, but for most professional organizations. Working through the difficult times has certainly gone better than expected thanks to phenomenal support from the AMC Commander, General Selva, Command Chief, Chief Kaiser and their staffs. Thanks to all for your support and for always answering the many phone calls we (A/TA) placed asking very difficult questions.

I would like to give a loud thank you for the local chapter presidents and officers. You make A/TA and words could never thank you enough for what you do. I feel comfortable speaking for our Chairman, General Kross, and the entire Board; **WE APPRECIATE EACH OF YOU!!!**

I look forward to seeing everyone here in Orlando. Please keep in your daily thoughts and prayers all of the men and women serving around the world that will not have the luxury of attending our A/TA Convention.

Mike Reynolds, President

Secretary's Notes

Welcome to the 45th Airlift/Tanker Association Symposium and Technology Exhibition. This has been, and continues to be, a challenging year, but as I look at the political scene in DC, I venture to say that what we've seen in 2013 is not an anomaly, but may actually be the "new norm."

The Board of Officers, and in particular, the programs committee has worked very hard to present a symposium and exhibition that you will find informative and enjoyable.



Col. Dan Penny
USAF, Ret

For 2014, send your suggestions and ideas to us, so we know what you're thinking. Use A/TA's social media sites on Facebook, Twitter, and LinkedIn to communicate with us. Use the A/TA App to provide us instant feedback while you are here in Orlando.

To serve you better, we've managed to digitize all the Board's minutes since 1979 to the present. We're now in the process of executing the same digitization process with the chapter records. If your chapter would like its original documents, please let me know at secretary@atalink.org. We'll send your records to you, recognizing the fact that the national secretary will have a digitized copy.

As always, we're here to serve you.

Dan Penny, Secretary

Future Convention Locations

Note: Convention Start Dates historically have ended up October 31 plus or minus a week or so. While nothing is "guaranteed," that bracket is a reasonable aim point.

2014:
Opryland Hotel, Nashville

2015:
Marriott World Center, Orlando

2016:
Opryland Hotel, Nashville

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CONVENTION/SYMPOSIUM &
TECHNOLOGY EXPOSITION

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A/TA ★ 2013

Airlift/Tanker Association Saddened by Loss of Founding Member Major General James I. “Bagger” Baginski

Major General James I. “Bagger” Baginski, a Founding Member of the Airlift/Tanker Association died on 23 September 2013, in St. Louis, Missouri, finally losing a long and courageous battle with cancer.

General Baginski was born in Baltimore, Maryland, in 1932. He graduated from Towson (Md.) High School in 1948 and from the University of Maryland in 1954. General Baginski earned a master's degree in public administration from The George Washington University, Washington, D.C., and graduated from the Air Command and Staff College at Maxwell Air Force Base, Alabama, and the National War College, Fort Lesley J. McNair, Washington, D.C.

He was commissioned a second lieutenant through the Reserve Officers' Training Corps program in February 1954 and entered active duty in April 1954. He attended flying training at Stallings Field, North Carolina, and Webb Air Force Base, Texas.

His first assignment in June 1955 was with the 314th Troop Carrier Group at Sewart Air Force Base, Tennessee, where he flew C-119s. During this tour of duty, General Baginski attended the personal equipment and survival training course at Chanute Air Force Base, Illinois, and the Air Force survival training course at Stead Air Force Base, Nevada, and became 61st Troop Carrier Squadron personal equipment and survival training officer.

In May 1958 he joined the 483rd Troop Carrier Wing, Ashiya Air Base, Japan, and later transferred to the 21st Troop Carrier Squadron, Naha Air Base, Okinawa, flying C-130A's. While at Naha General Baginski was a transport movement control duty officer until he became director of current operations. The general returned to Sewart Air Force Base in June 1962 as training officer for the 314th Troop Carrier Wing. During this assignment he completed the Army parachutist course at Fort Benning, Georgia.

From August 1964 to July 1965, General Baginski attended Air Command and Staff College where he also participated in the advanced degree program through The George Washington University, earning his master's degree in public administration. From Maxwell he was assigned as an operations staff officer at Headquarters Tactical Air Command, Langley Air Force Base, Virginia.

In August 1966 General Baginski left for the Republic of Vietnam as a tactical airlift liaison officer with the 1st Cavalry (Air Mobile) Division at An Khe. In September 1967 he joined the Crew Control Branch of the Military Personnel Center at Randolph Air Force Base, Texas. While there he participated in the Corona Harvest personnel study at Maxwell Air Force Base.

From August 1970 until July 1971, General Baginski attended the National War College.

Upon graduation he returned to the operations career field as the deputy chief of staff for operations, 63rd Military Airlift Wing, Norton Air Force Base, California, and in May 1972 became vice commander.

He served as director of assignments at Headquarters Military Airlift Command, Scott Air Force Base, Illinois, from July 1972 until May 1973 when he took command of the 374th Tactical Airlift Wing at Ching Chuan Hang Air Base, Taiwan.

In February 1975 the general went to U-Tapao Royal Thai Naval Airfield Thailand, for duty as the Southeast Asia airlift commander in charge of project SCOOT-CE. After the fall of Cambodia, he moved to Saigon and when that city was evacuated was assigned to Clark Air Base, Philippines, in May 1975.

Reassigned to Military Airlift Command headquarters in September 1975, General Baginski served initially as assistant deputy chief of staff for operations. In June 1977 he was named deputy chief of staff for personnel and in March 1979 became the command's deputy chief of staff for operations.

General Baginski's final assignment was as director of deployment, Joint Deployment Agency, MacDill Air Force Base, Florida, which he assumed in August 1981. He directed worldwide joint service mobilization deployment planning and coordination for the Joint Chiefs of Staff.

The general was a command pilot with more than 5,000 flying hours. His military decorations and awards include the Distinguished Service Medal, Defense Superior Service Medal, Bronze Star Medal, Meritorious Service Medal with oak leaf cluster, Air Medal with oak leaf cluster, Air Force Commendation Medal and Army Commendation Medal. He is a recipient

of the Order of the Sword.

He was promoted to major general October 1, 1979, with date of rank December 1, 1975.

“The Bagger,” as he was fondly and widely known, played a major role in establishing policy that made air mobility the global force recognized today, and as its role continued to increase, Baginski recognized the importance of improving technology to maximize airlift capabilities.

To meet the need of testing and developing the latest technologies, he fought for and established the U.S. Air Force Airlift Center at Pope AFB, North Carolina.

Throughout his career, he was instrumental in directing several of the Military Airlift Command's airlift operations and as such was a key player in the disaster relief responses to earthquakes in Guatemala, Indonesia, Turkey, and Romania; typhoons in Guam; and the operation Snow Blow airlift response to Buffalo, New York; delivering supplies to an under-siege Zaire; and providing aeromedical evacuation of Americans for the Tenerife jet collision incident. Baginski was also involved in removing human remains of American service members from Hanoi.

During his career in the Air Force, Baginski had a major influence on more than just airlift. He was instrumental in the implementation of several programs that boosted the quality of life for servicemembers.

Baginski was the key supporter for the Nunn-Warner Amendment of 1981, an 11.7 percent pay increase, improved travel benefits, and allowed for mid-level management positions to be retained. Additionally, he fought for the Variable Housing Allowance and equalized per diem rates for officers and enlisted.

General Baginski's involvement with the Air Mobility community did not end with his retirement from the Air Force. He went on working as a consultant/advisor on air mobility matters for the aerospace industry until his passing – accruing an impressive 50+ years as an air mobility warrior.

As a Founding Member of the Airlift/Tanker Association, and in his role as A/TA Board of Advisors Chairman for the last couple of decades, he had a enormous impact on the creation, sustainment and growth of the Association. He was inducted into the Association's Airlift/Tanker Hall of Fame in 2005. The Association has named an A/TA ROTC Scholarship in his honor – the Major General James I Baginski Scholarship will be awarded each year at the Arnold Air Society and Silver Wings Convention.

Major General James I. “Bagger” Baginski lived the life of a true patriot. He is a *guimaine* American hero. ■



"I have known the Bagger for over fifty years; we served together at four different locations, including Viet Nam and worked together after retirement. He was like a brother to me and was my best man at my wedding. His integrity, honesty, care for people, love of family and country was unparalleled. As a co-founder and former chairman of the A/TA, along with Bagger as co-founder and chairman of the board of advisors, I can say, without a doubt, he was extremely proud of the organization. Old friend, you will be missed, but not forgotten. God bless to his family."

—Bob Ellington, Former A/TA Chairman

★ ★

"Each of us owes God a death. In over 40 years of friendship and almost daily contact, The Bagger took on, in my eyes, an almost bulletproof persona. They say integrity is doing the right thing when no one is looking. Bagger lived by that in his active military days and his post retirement life. From golf course to board room you could count on him. His unique ability to make friends, provide accurate guidance, and still never say a bad word about anyone stand at the top of my memories. Fond farewell and good flight old friend. Soar with the eagles without burning any MAC gas."

—Bob Patterson, former A/TA Chairman

★ ★

"The Bagger" is one of the greatest Americans I have had the pleasure of knowing. He was a true and loyal friend and always provided me straight forward advice. He is a legend in the Air Mobility business and one of the most steadfast founding members of A/TA.

I will miss his friendship, smile and handshake. Bagger; your time to buy when we meet again!"

—Mike Reynolds, A/TA President

★ ★

"I had the honor of serving as Executive Officer for Maj Gen Baginski when he was MAC's Director of Operations and it was the beginning of a 30+ year friendship. I will always remember Bagger as one of the true architects of mobility airpower who put airmen and their families before everything else.

Thank you for all you did for the Murphys, for The Airlift/Tanker Association, for the United States Air Force, and for this Great Nation!

You have left an indelible mark on all who knew you."

—Col (Ret) John Murphy, A/TA Treasurer

★ ★

"Bagger will be missed by more people than we will ever know; he impacted a lot of lives and careers – he was almost a pied piper to the enlisted troops."

—George Dockery, original "Voice of A/TA"

★ ★

"Major General James I. "Bagger" Baginski was an air mobility icon, extremely admired and loved by so many people. General Baginski was extremely supportive of the enlisted warfighter – a true Airman's Airman. Bagger was always willing to listen, providing valuable insight and assistance in a very personable, easy going, fun way. I'm sure Bagger has already organized an Airlift/Tanker reunion with many of our friends that we miss today...and tomorrow.

General Baginski was a leader, a mentor, and a friend – Godspeed Bagger!!"

—Mark Smith, A/TA Immediate Past President

The A/TA
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- ★ Enlisted Member in Grades of E-1 through E-9
- ★ Commander's Recommendation
- ★ Assigned in an air mobility operational and/or support function (an augmentee on a mobility or maintenance support team, for example), OR, anyone directly or indirectly supporting the USAF Airlift or Air Refueling mission.
- ★ Must be a current member of Airlift/Tanker Association during the entire course which you are using to apply for the grant.
- ★ Checks will be issued upon completion of a course with proof of a grade of C or better in an accredited degree program
- ★ Application must be postmarked within three (3) months of course completion.
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MISSION-FOCUSED TOTAL FORCE AIRMEN TAKING AMC TO NEW HEIGHTS POWERED BY AIRMEN, FUELED BY INNOVATION

By Gen. Paul J. Selva, Air Mobility Command commander

To say the past year has been a challenge is an understatement. Between the ongoing conflict in Afghanistan and the automatic spending cuts known as sequestration, mobility forces continue to face a demanding operational tempo amidst fiscal uncertainty.

Whether it is missions bringing a helping hand to fellow citizens following Super Storm Sandy or airlifting French forces into Mali, Mobility Air Forces must maintain a high level of readiness to respond to our nation's call, in peace or war. Our Total Force Airmen continue to demonstrate their ability to succeed in these demanding times.

The Air Force we know today was born from Airmen overcoming obstacles and challenges through new ideas and innovative solutions. In light of all the budgetary turmoil and mission demands, I am proud to say the more than 132,000 Active Duty, Guard, Reserve and civilian members of our mobility team carry on that tradition. Mobility Airmen continue to prove that no obstacle is insurmountable.

As I travel around the command, I have personally witnessed Airmen who are overcoming challenges head-on and striving to find new ways to accomplish tasks more efficiently and effectively.

Airmen like Staff Sergeants Alex Aguayo and Michael Rogers from the 6th Maintenance Squadron at MacDill Air Force Base, Fla., found ways to dramatically improve the anti-corrosive painting processes for KC-135 wheels. As aircraft metal technicians, these innovators took a time intensive process and cut it in half by designing and building a 360-degree plane rotation, turn table wheel stand called a wheel-wheel station. Because of the success of the new station, this could become a new benchmark Air Force wide.

Technical Sergeant Richard Wixon, 105th Airlift Wing aircraft hydraulic systems technician from Stewart Air National Guard Base, N.Y., came up with an innovative way to repaint the C-5M fleet. His "Wixon Wash" panel wash concept completely removes grease, strips paint and prepares more than 400 aircraft interior trim panels for repainting during C-5M restoration. The new process and customized equipment eliminates more than 16 gallons of hazardous alcohol application, leading to a \$3,300 per aircraft or \$171,631 cost avoidance for the entire C-5M fleet. The process also reduces the number of man hours required from 700 to 168, or 20 work shifts to eight using half the number of staff.

Another great initiative from Peoria Air National Guard Base, Ill., is the isochronal inspection process for C-130H models. The 182nd Airlift Wing from the Illinois Air National Guard has developed a "What can I do" culture to help reduce non-mission capable aircraft time. The 182nd Maintenance Group reduced the process from 27 working days to 15, maximizing the time aircraft is available to operators.

From Joint Base Charleston, S.C., the 81st Aerial Port Squadron was recently selected as a 2012 National Defense Transportation Association Military Unit (Air Reserve Component) after compiling a list of impressive accomplishments. Some of the many innovations this squadron masterminded include: instituting a process to airlift 400,000 pounds of blood and plasma to 14 deployed locations within 30 minutes of receiving it; planning the movement of 36 helicopters from Bagram Air Base, Afghanistan, to other in-country locations to provide ground medical evacuation and combat supply; and resolving 108 aircraft load issues with the 618th Air and Space Operations Center (Tanker Airlift Control Center), Air Mobility Division and U.S. Transportation Command - increasing combat airlift support by 40 percent.

Improvements to intra-theater airlift processes in Afghanistan are saving taxpayers almost \$400 million a year. A team of air transportation professionals found a way to streamline predictive models to reduce the need to contract commercial aircraft to augment military airlift.

Theater Express, a program that goes back as far as 2006, pays commercial partners to airlift supplies and equipment in support of Operation Enduring Freedom on a daily basis. In the past, commercial carriers would bid on the rights to move the cargo each day. The "best value" proposal - the lowest cost and best past performance - would be awarded a contract for each day's cargo. The program reached its peak in 2012 at a cost of more than \$400 million annually.

New ideas developed as a team of Airmen researched, analyzed and updated military airlift cost data compiled during Operation Iraqi Freedom. More accurate numbers allowed the team to build a simulation model to predict military cargo space availability up to five days in advance. The model allows aerial ports in Afghanistan to use otherwise empty cargo space on C-17s and C-130s when possible rather than paying commercial carriers.

Today, we project Theater Express cargo costs to be about \$2 million a year - a nearly 99 percent reduction from the previous year. These efficiencies will be important as we continue Afghanistan retrograde operations over the upcoming months.

Additionally, KC-135 units have saved roughly 1,864 flying hours at a cost of \$10,191 per hour, and realized a cost avoidance of roughly \$19.0 million dollars. Through strategic reorganization, the units have flown more than 460 sorties offloading 21 million pounds of fuel to 2,654 receivers in support of combat operations throughout Afghanistan.

We continue to look for opportunities to incorporate cost-saving measures into scheduled maintenance. In our KC-10 fleet we use an innovative approach to clean the engines, a method which saves us 1.5 percent in fuel consumption. While 1.5 percent might not sound big, multiply that by 59 jets that burn roughly 56,000 gallons of fuel crossing the Atlantic, and the number quickly grows. The non-abrasive cleaning process uses a coal-based powder to clean the aluminum coating of the engines and blades to create better airflow. Since the tankers are cleaned once every two years, Air Mobility Command averages the fuel savings to 1 percent per year, which amounts to \$2 million.

It's also worth noting the first of 1,440 new upgraded engines for the decades-old KC-135 was installed at MacDill Air Force Base Jan. 15. Upgrading 1970s engine parts with modern technology, the engines will burn less fuel and run longer without repairs. This milestone culminates almost three years of work between Air Mobility Command, Air Force Material Command, the Navy and the original equipment manufacturer, CFM International.

Another example of meeting the mission through innovation is by going paperless in our cockpits. In an effort to reduce the weight and bulk of paper manuals aircrews carry in their flight bags out to their aircraft for each mission, every day, Airmen in Air Mobility Command tested new Electronic Flight Bags at Little Rock Air Force Base, Ark.

After six months of trials, these folks determined converting flight bags to electronic tablet computers could have a cost avoidance of up to \$50 million for the Air Force and free up hundreds of pounds in airlift weight at home and on the front lines, while dramatically reducing printing and paper costs normally required to keep the manuals up to date. Based on that business case, we decided to buy 18,000 iPads for less than \$10 million to potentially save five times that amount every year. We are also turning to Mother Nature to help us conserve resources.

During test flights this summer from Edwards Air Force Base, Calif., to Joint Base Pearl Harbor-Hickam, Hawaii, two C-17s employed a concept, called Surfing Aircraft Vortices for Energy, or \$AVE. The technique, which imitates methods used in nature by geese and other birds, conserves fuel by using the updraft off the wingtips of planes flying in formation. It

promises to save the Air Force eight to 12 percent of the fuel burned by the trailing aircraft, which can be used in other missions.

With minor software changes from previous tests involving fighter aircraft, a C-17's autopilot sustains the flying formation at safe distances ranging from 3,000-6,000 feet between the lead and trailing aircraft. We are excited by the potential of this program to conserve fuel and cut costs while maintaining our mission success rate.

Devising better processes helps save lives on the battlefield with recent aeromedical evacuation advances. Not satisfied with a survival rate for patients in the mid-90 percent range, our medical Airmen are now getting top-level care to victims even before they can get to a care facility or board an aircraft to head out of theater, significantly increasing the chances of survival for even the most seriously injured patients.

First our medical teams developed Critical Care Air Transport (CCAT) and now they have implemented nine Tactical Critical Care Evacuation Teams (TCCET), which bring to the point of injury medical practitioners with life-saving skills.

Since their implementation, eight TCCETs in theater have successfully performed more than 1,570 patient movements with more than 310 patients from the point of injury – ensuring our wounded get the treatment they need.

Additionally, we have rolled out a new capability called TCCET Enhanced – a five-person team with the capability of conducting actual surgeries during flight. These units are currently based at Ramstein AB, Germany.

We take very seriously our responsibility to continue support for our mission and constantly improve how we deliver rapid global mobility for the Air Force. Altogether, Mobility Airmen have transported more than 20 million passengers and seven million tons of cargo since Sept. 11, 2001. Air refuelers have delivered nearly 16 billion pounds of fuel to U.S. and coalition aircraft.

As part of this journey we've created the position of Chief Learning Officer to head up the Enterprise Learning Office to truly become a learning organization by not just innovating, but also learning how to continuously improve and build on our success in navigating the world of leadership and training assisted by technology.

Air Mobility Command has also jumped into the 2.0 world of virtual meetings and conferences with both feet. By making the most of Defense Connect Online, we are charging ahead to determine how best to lead in a web 2.0 world, training and managing more efficiently in a resource-constrained environment.

Although we make every effort to preserve and protect the lives of our Airmen through combat readiness and comprehensive resiliency programs, we mourn the loss of those who have served our great nation.

We are deeply saddened by, and pay tribute to, the Mobility Airmen who lost their lives this year while serving at home and abroad. Tragically, nine of our Airmen have been lost in fatal incidents this year. We continue to honor the selfless sacrifice made by these Airmen and their loved ones:

Three Airmen from the 92rd Air Refueling Squadron perished May 3, near Chon-Aryk, Kyrgyzstan, in the crash of a KC-135 aircraft – Captain Victoria A. Pinckney, Captain Mark Tyler Voss and Technical Sergeant Herman Mackey III.

Staff Sergeant. T.J. Lobraico, 755th Expeditionary Security Forces Squadron, deployed to Bagram Air Field from Stewart Air National Guard Base, was killed by small-arms fire when his unit came under attack Sept. 5 in Parwan Province, Afghanistan.

Staff Sergeant Emily Clayburn, 6th Logistics Readiness Squadron at MacDill, and Senior Airman John King II, 89th Aerial Port Squadron at Joint Base Andrews, were both fatally injured earlier this year in separate warehouse accidents during duties at their home stations.

Airman 1st Class Chad Boles, 736th Aircraft Maintenance Squadron, at Dover; Technical Sergeant David Fernandez, David Grant Medical Center, at Travis; and Staff Sergeant Shaun Fischer, 621st Contingency Response Wing, Joint Base McGuire-Dix-Lakehurst, all lost their lives in off-duty motorcycle accidents this year.

These Mobility Airmen leave behind a profound legacy of protecting our nation and the world.

This summer we were given a stark reminder of our proud heritage when we sadly lost an air mobility pioneer, retired General Robert L. Rutherford, Air Mobility Command's third commander.

Rutherford simultaneously served as the U.S. Transportation Command commander-in-chief while restructuring the Defense Transportation System following Desert Storm. His accomplishments vastly improved this organization's ability to provide sustainment, refueling and air evacuation capabilities that live on with today's Mobility Airmen.

Finally, let me reflect on a bittersweet moment Sept. 12, when we celebrated the delivery of the Air Force's 223rd and final C-17 Globemaster III after more than 20 years. Ironically, the first production C-17 made its maiden flight the same year as Operation Desert Storm, and the delivery of the last aircraft comes as we begin to draw down operations in Afghanistan.

In the years since 9/11, C-17 aircrews have flown more than 550,000 missions, logged more than two million flight hours and moved nearly six million passengers and four million tons of cargo in support of operations worldwide. Although production of the C-17 may have come to an end, it will continue to be an invaluable asset within the Air Force inventory for decades to come.

On the flipside, there is exciting news regarding the KC-46A tanker program. Boeing officials announced that assembly of the first KC-46A Engineering and Manufacturing Development aircraft started in July. The development timeline, test planning and initial bed down, training and sustainment planning is well underway as we anticipate the first fully equipped aircraft to fly its first sortie in early 2015.

In all, 179 KC-46A Tankers are slated to replace the more than 50-year-old KC-135 Stratotanker fleet with initial delivery of 18 tankers expected by 2017. KC-46A tankers are to be delivered through 2028. In the meantime, we will continue to modernize our fleet of KC-135, and KC-10 aircraft to meet the evolving Air Force mission.

I am immensely proud of our present and our past. As we look to the future, it still remains true that all the technology, innovation and countless mission accomplishments would not be possible without well-trained and hardworking Airmen from our Total Force. ■



General Paul J. Selva is Commander, Air Mobility Command, Scott Air Force Base, Illinois. Air Mobility Command's mission is to provide rapid, global mobility and sustainment for America's armed forces. The command also plays a crucial role in providing humanitarian support at home and around the world. The men and women of

AMC - active duty, Air National Guard, Air Force Reserve and civilians - provide airlift, aerial refueling, special air mission and aeromedical evacuation.

General Selva graduated from the U.S. Air Force Academy in 1980, and completed undergraduate pilot training at Reese AFB, Texas. He has held numerous staff positions and has commanded at the squadron, group, wing and headquarters levels. Prior to his current assignment General Selva was the Vice Commander, Pacific Air Forces, Joint Base Pearl Harbor- Hickam, Hawaii.

General Selva is a command pilot with more than 3,100 hours in the C-5, C-17A, C-141B, KC-10, KC-135A and T-37.

COVER STORY

The army of the Kingdom of Macedonia was among the greatest military forces of the ancient world. It was created and made formidable by King Philip II of Macedon – previously the army of Macedon had been of little account in the politics of the Greek world, and Macedonia had been regarded as a second-rate power.

The latest innovations in weapons and tactics were adopted and refined by Philip II, and he created a uniquely flexible and effective army. By introducing military service as a full-time occupation, Philip was able to drill his men regularly, ensuring unity and cohesion in his ranks. In a remarkably short time, this led to the creation of one of the finest military machines of the ancient world.

Tactical improvements included the latest developments in the deployment of the traditional Greek phalanx made by men such as Epaminondas of Thebes and Iphicrates of Athens. Philip II improved on these military innovators by using both Epaminondas' deeper phalanx and Iphicrates' combination of a longer spear and smaller and lighter shield. However, the Macedonian king also innovated, he introduced the use of a very much longer spear, the two-handed pike. The Macedonian pike, the sarissa, gave its wielder many advantages both offensively and defensively. For the first time in Greek warfare, cavalry became a decisive arm in battle. The Macedonian army perfected the co-ordination of different troop types, an early example of combined arms tactics — the heavy infantry phalanx, skirmish infantry, archers, light and heavy cavalry, and siege engines were all deployed in battle; each troop type being used to its own particular advantage and creating a synergy of mutual support.

Philip was also an early adapter of the Total Force concept – the new Macedonian army was an amalgamation of different forces – Macedonians and other Greeks, especially Thessalian cavalry, and a wide range of mercenaries from across the Aegean and Balkans were employed by Phillip. By 338 BC, more than a half of the army for his planned invasion of Persia came from outside the borders of Macedon — from all over the Greek world and the nearby barbarian tribes.

Philip changed Macedonia forever and made it a superpower of the ancient world. Within a year, he neutralized the four threats facing him at the time of his accession. He began a reform of the army and defeated the Illyrians and Paeonians in battle, absorbing their lands into his kingdom and forcing them to recognize his kingship. He united Upper and Lower Macedonia for the first time, with Pella as the single capital. He exploited the country's natural resources, stimulated its economy, and secured its borders against foreign invasions. His military reforms produced the most feared pre-Roman armed force in European history: a professional army with a career ladder, adequate pay, first-class training and equipment, effective new battle tactics, and better weaponry, including the deadly sarissa and the torsion catapult.

By the time Philip died at the hands of an assassin in 336, both the area and the prospering population of Macedonia had doubled and he had established its hegemony over Greece. Plans for his next great venture, an invasion of Asia, were in place. His son, Alexander, who became king immediately on his father's death, inherited a stable, united, secure, and wealthy kingdom, a first-rate, battle-proved army – all primed for the projected Asian campaign. Alexander himself was an innovator. He believed mobility was important and took steps to greatly increase the speed and agility of the Macedonian army.

Innovation – ideas put into action – allowed Alexander to fulfill his father's goal of conquering Asia.

Mobility Air Forces: Powered by Airmen, Fueled by Innovation

“THERE'S A WAY TO DO IT BETTER—FIND IT.”

— THOMAS EDISON

The short history lesson serves to highlight the role that innovation plays in the success of military endeavors. Thankfully America's Mobility Air Forces encourage and embrace creative thinking and act quickly to put good ideas into action.

At the beginning of this year, 18th Air Force commander Lt. Gen Darren C. McDew, in a New Year's commentary, challenged mobility airmen to be "Bold, Innovative, Risk-Taking Airmen." General McDew sees the air mobility mission as leading "our Air Force toward the solution to our greatest challenges." Pointing out that America's global mobility enterprise has been extremely successful throughout the years because mobility warriors consistently look beyond the horizon to tomorrow's challenges, General McDew told airmen, "you not only hold the keys, but the responsibility, to build tomorrow's Air Force and posture it for success...Be bold! Don't be afraid to take intelligent risks to make things better. Be innovative! Help us find unique solutions to problems before they become problems..."

Following a visit to Fairchild Air Force Base, Washington, by General McDew later in the year, Major Sean Goode, 92nd Maintenance Squadron commander, explained in a commentary that explains how to encourage boldness, innovation and risk taking in aircraft maintenance, "an inherently dangerous and very tightly regulated business." His commentary follows, along with several stories about creative thinking and innovation in our Mobility Air Forces –

Bold, Innovative and Intelligent Risk Takers

by Maj. Sean Goode, 92nd Maintenance Squadron Commander

4/17/2013 - FAIRCHILD AIR FORCE BASE, Wash. -- When Lt. Gen. Darren McDew visited Fairchild, I observed briefings by 92nd and 141st Airmen. A repeating theme caught my attention.

After Airman 1st Class Jessica Huckabee's Total Force Enterprise and Innovation briefing, the 18th Air Force commander asked how she became an Aircraft Generation Equipment Technician. She came in the Air Force to do something else. Her career field changed after enlistment. Yet, here she was wowing him with the successes of her flight and squadron.

Tech. Sgt. Gregory Kirchner, an Aircraft Metals Technology Craftsman, also briefed Lt. General McDew on the innovations from his section over the past year. The general was impressed with both the innovation and Tech. Sgt. Kirchner's presentation. The conversation went something like this (and I paraphrase):

"Tech. Sgt. Kirchner, how do we find Airmen like you?"

"I don't know, sir, I love what I do. I'm a doer, not a talker."

"How did you get into doing this kind of work?"

"Sir, by accident. I was disqualified from another career field, and the career classifier transcribed the wrong AFSC on my paperwork when I was re-assigned. So here I am."

Like so many people that join the Air Force, Airman 1st Class Huckabee and Tech. Sgt. Kirchner joined not knowing what they would ultimately be doing. They're not only at the top of their game, but they are doing something extraordinary. They're not just serving, they're showing the way!

But what makes our Airmen and their results extraordinary?

I spent the last few weeks trying to understand how our Airmen become extraordinary. What makes them bold, innovative, risk-taking Airman, particularly in the business of Aircraft Maintenance? We usually don't encourage risk taking while working on the airplane, because it is already an inherently dangerous and very tightly regulated business.

How do we cultivate an environment for bold, innovative and

risk-taking Airman to thrive? It is what we do with the challenges we face. It is pure magic to most people, but to our Airmen, it is business as usual. It is a culture, empowerment and flow.

What makes bold, innovative risk takers, especially the type that can conform to military standards? Is it talent? It could be, but did we pick Tech. Sgt. Kirchner for his talent or for something else? Let's not underestimate the value of talent, but I think it is more than that. After picking through my leadership books and some of my favorite web sites, I came up with a list.

These are my top five characteristics of a successful, bold, innovative, risk-taking Airman:

Being there – Woody Allen once said, "80 percent of success is showing up."

A willingness to serve and hit challenges head on. When called, ready, willing and well-trained Airmen step to the head of the line.

Curiosity – An insatiable desire to understand. The ability to ask why not or what is wrong with this? How does it work or can it be improved? Who do I know that might have experienced this that can help me?

Creativity – An ability to take an idea or problem and find a solution.

Persistence – A willingness to stick with it

when the problem and solution are tough. When others say it can't be done, bold Airmen affirm it can.

Resilience – The innate ability to bounce back from failure, set-backs or other challenges. Risk-taking Airmen persevere.

Our job as trainers, supervisors and mentors is to give the Airmen that exhibit these traits room to take intelligent risks. When you don't see these traits, foster growth in these areas, ask questions, provide some guidance and create a little space for future bold, innovative risk takers to excel.

In my own personal experience, risk taking has become a way of life. At some point, I have to make a choice. I have to trust that I am making the right decision. Sometimes, it is a gesture as small as speaking up, by asking a question or showing another option based on my perspective. Other times, it is on a larger scale, like trying something new when someone tells me it can't be done. There are even times when I have to make a split second decision. I weigh the consequences as I act on my choice.

Failure is a reality of risk. If you don't try, you won't fail. But giving it a shot is what counts. You learn and you can try again.

Innovative Thinking: 19th OG Converts to 4-day Fly Week, Increases Training

by Staff Sgt. Jacob Barreiro, 19th Airlift Wing Public Affairs

1/31/2013 - LITTLE ROCK AIR FORCE BASE, Ark. -- Nearly a year ago, the 19th Operations Group at Little Rock Air Force Base, Ark., truncated their fly-week from five days to four, leaving one day a week explicitly dedicated to training. Group leaders said the switch has led to increased training rates and improved deployment readiness, while saving taxpayer dollars.

Lt. Col. Toby Sernel, 19th OG deputy commander, said the change came about after examining the efficiency of the group's five-day flight week.

"What we saw with the five-day fly week, was...our flying and training was not as efficient as it could be," said Sernel.

The group determined that with a little flexibility they could simultaneously improve their training and make more efficient use of their flying hours, and thus the four-day fly week, with every Friday dedicated to training, was born.

"What we wanted to do was come up with a way to improve our deployment readiness," said Sernel. "We wanted to improve the training that our C-130 members were getting at our four flying squadrons here."



A C-130 aircraft from the Air Force Reserve Command's 302nd Airlift Wing prepares to land on an unimproved runway during training at Red Devil tactical airstrip at Fort Carson, Colo. These landings cause rocks and other debris to hit the underside of the aircraft. The 302nd Maintenance Group started adding protective tape to the struts to alleviate the damage. (U.S. Air Force photo/Chief Master Sgt. James Riley)

Previously the 19th OG dedicated just one day to training a quarter, which led to bloated schedules and a dearth of time, said Sernel.

"They (the old 19th OG's training days) were jam-packed with stuff," he said. "Maybe we got 30 minutes to do two hours of training on top of 30 minutes to do another four-hour training block. It really wasn't very efficient or effective."

Allowing for a training day every Friday has led to more relevant, focused and thorough training for the 19th OG, from the group level to the squadron level down to the individual, said Sernel.

"We've increased training 12 to 14 fold of what we had before," he said. "The benefits extend to everyone throughout the group."

While more time for training and interaction at a ground level is a good thing for Airmen and their supervisors, decreasing the flight week from five to four days means packing what was previously five days of work into four. To execute this plan required innovation and focused planning, and it's a challenge the 19th OG met, said Sernel.

"What we did was pack five days worth of flying into four days," he said. "To do this we had to focus on certain events on certain days. In a lot of ways this made us improve our planning because a four-day fly week requires greater focus and planning at the group and squadron level."

After nearly a year of flying one less day a week, Sernel said he thinks the Airmen of the 19th OG are even better prepared to go to war than they were before, while saving time and money.

"We're getting the same, if not more focused, training in those four days," he said. "Our crews are more prepared for CENTCOM AOR now than they were a year ago. We've saved 640 flight hours in calendar year 2012. We're doing what we can to make more effective and efficient use of our flying training hours; those are expensive hours."

Sernel said the 19th OG typically completed 95 percent of their training requirements in years past. From July - Dec 2012 the group produced a 98 percent completion rate. He credits this to increased focus in training.

"We're getting more precise, more focused, more realistic training on par with previous year's completion rates in four days," said Sernel. "That's a good thing."

The benefits from the four-day fly week extend from the top down, said Sernel. 19th OG Airmen, at the group and squadron level, are getting more time for professional development. Another added bonus is the group is able to maximize the use of the flight simulators on base, a move that allows flyers to log realistic training while saving taxpayer dollars.

While the move to a four-day fly week has benefited the 19th OG immensely, Sernel said the innovative program extends benefits to other groups on base as well.

"The Maintenance Group and the Mission Support Group reap benefits," he said. "They have more time to take care of training, more time to take care of airplanes. They have more time to focus on what they need to do on that day."

More time for training, improved efficiency of mission and training time, and helping their Airmen improve their careers is what the move was all about, said Sernel, and nearly a year into the switch, the plan appears to be working.

"There are benefits at all levels," he said. "Commanders get more time with their people. Supervisors get more time with their flights, whether they're loadmasters, or pilots or (Aircrew Flight Equipment) technicians. There are a lot of support agencies in the ops group that get time with their supervisors they wouldn't get every week if we flew five days a week. By taking a break, I think everyone would say it's a good thing to get more time with their leadership, getting more time to do what we call unit maintenance."

C-130 Squadron First to Perform New Airdrop Method **by Capt. Brian Maguire, 451st Air Expeditionary Wing Public Affairs**

5/8/2013 - KANDAHAR AIRFIELD, Afghanistan (AFNS) -- The 772nd Expeditionary Airlift Squadron executed the first combat Extracted Container Delivery System, or XCDS, airdrop April 29, successfully

demonstrating the increased accuracy that this new technology provides.

The new airdrop method is designed to pull the bundles out of the aircraft at a faster rate than the current airdrop process, which improves the overall accuracy of the drop itself.

"Normally a bundle falls out of the aircraft due to gravity, with the speed mostly dependent on the deck angle of the aircraft," said Capt. Rae-anna Elms, 772nd EAS. "With XCDS, there is an additional parachute attached to a group of bundles, that pulls them out of the aircraft together and at a faster speed, resulting in a smaller dispersion area on the ground."

For the loadmasters working with the CDS bundles, the new method adds more complexity to the rigging inside the aircraft, said Senior Airman Marisa Powers, 772nd EAS loadmaster.

Because of the added complexity, Powers and her fellow loadmaster on the mission were very thorough in their preparations.

"We needed to seriously hit the books more than usual, get in there and read everything a million times and understand," said Powers, who is a Coventry, R.I., native and deployed from the 143rd Airlift Wing of the Rhode Island National Guard. "My partner and I felt like we did a great job, sitting there for a solid two hours and highlighting, saying 'This is what I feel like is important and we'll go over it again tonight.'"

Crews with the 772nd EAS received some XCDS training back at home station before deploying. For Powers, the training included one flight back in the states, plus ground qualification. They came qualified, but the new procedures still had a learning curve.

"It was definitely a little more complicated of a drop," Powers said. "Because it was the first time in theater we obviously didn't want to mess it up, but we went line by line, sentence by sentence to double, triple check that every tie was made right, that every knot was in place."

In the end, it's the mission the crews look toward, she said.

"It's the safety of the guys on the other end receiving it," Powers said. "It's all about helping the guys downrange."

Seeing the bundles pulled out of the back of the aircraft, rather than trickling out as usual, was an unusual sight, Powers said. After the bundles had landed, however, the accuracy of the XCDS drop was proven -- the dispersion of the bundles on the drop zone was about two-thirds smaller, highlighting the value of the XCDS method in having the best placement for the Soldiers.

"Our goal is to get the people on the ground what they need, where they want it," said Elms, who is deployed from Little Rock Air Force Base, Ark. "Plus, since we're trying to build a positive relationship with the local people, we want a more accurate airdrop method that reduces the risk of a stray bundle damaging their homes and crops."

Exercise Innovation: Efficiency Key ***to Tanker Training In Sequester***

by Senior Airman Taylor Curry, 92nd Air Refueling Wing Public Affairs

6/4/2013 - FAIRCHILD AIR FORCE BASE, Wash. -- Sequestration has cut the Air Force's flying budget, but tanker aircrews are finding new ways get more training and experience out of each minute in the air.

The tactics and employment flight here at Fairchild has teamed up with Travis Air Force Base and Joint Base Lewis/McChord to participate in quarterly Advanced Combat Operations Training (ACOT) exercises. The latest exercise occurred May 31, when a Fairchild associated unit from March Air Force Base sent two aircraft and crews that coordinated mission planning in what's called a large formation, consisting of four KC-135 Stratotankers.

These four tankers met large formations of C-17 Globemaster IIIs and KC-10 Extenders in the skies above Western United States to refuel. While this is the task that tanker crews perform every day all over the world, these rendezvous and refuelings were done without radio communication between the refuelers or the receivers.

KC-135s have electronic instruments that help them accomplish maneuvers in radio silence, but Fairchild crews are also practicing how to accomplish the mission even without those electronic aides, added Capt.

Dana Stockton, 92nd Operations Support Squadron chief of employment and tactics flight.

"This exercise packs several valuable training events into one flight," said Capt. Mitch Ehresman, 92nd Operations Support Squadron exercise coordinator. "It also provides a mission planning cell opportunity wherein members get experience in leading a group to accomplish flight planning, briefing, and instruction."

While declining budgets and flight hours have made these exercises essential to maintaining aircrew qualifications this year, exercises like this have been a common occurrence here for the past two years. This time, both March and Fairchild crews received valuable experience in large formation procedures, radio silent rendezvous and contingency air space procedures.

"This quarter is focused on conducting large formation air refueling in environments that prevent the open use of radio communication," Stockton said. "The tanker community at large has focused a lot of energy on refining radio and formation discipline. Fairchild has been and will continue to be on the leading edge of this effort."

Maintenance Innovation Has Potential to Save Time, Money

by Master Sgt. Daniel Butterfield, 302nd Airlift Wing Public Affairs

6/11/2013 - PETERSON AIR FORCE BASE, Colo. -- Rocks kicked up when landing a C-130 on unimproved runways can damage the fuselage of the aircraft.

To combat this problem, maintainers in the 302nd Maintenance Group here began putting tape on the plane's belly.

In January, they took another step by applying protective tape to the forward landing gear in an effort to extend the life cycle of the struts and in turn save the Air Force money in repair costs.

"The tape was originally approved to help prevent rock damage from unimproved landing strips," said Senior Master Sgt. William Harris, 302nd Maintenance Squadron fabrication flight chief. "The landing gear takes as much or more impact from rocks. We want to prevent as much damage as possible to the main landing gear by applying the tape."

According to Harris, the main landing gear struts cost about \$100,000 each and are rated for a four-year lifespan. Getting that much service out of the landing gear struts is rare because of the aircraft frequently deploy to Southwest Asia.

Two years is a more realistic life expectancy of the parts. Harris believes the protective tape will extend the life of the parts to four years and save money by reducing the frequency of replacements.

"To replace a single strut, it takes a two-person team from the Repair and Reclamation section eight hours," Harris said. "That does not take into account all of the scheduling, hangar time and down time that pulls an aircraft off the flying schedule."

The tape is an industrial product made of 36 mm thick abrasion resistant polyurethane elastomeric that resists punctures, tearing and erosion. It comes in a 24-inch by 36-yard roll which is enough to cover 108 struts. It is easy to apply and creates no hazardous air pollutants.

The estimated cost of materials and labor to install the tape on one strut is \$100. Unless punctured by rocks, the tape remains in place until the complete serviceable life of the strut. If there is a hole in the tape, maintenance will remove it and then inspect the strut. The tape does not have a designated or set lifespan.

The 302nd MXG has approval from the C-130 Systems Engineering Program Office to apply the tape to the forward struts of aircraft tail No. 7319.

Maintainers will inspect the struts after the first and 10th unimproved runway landing to evaluate the success of the procedure. If successful, the program office will determine the feasibility of adding the tape to the aircraft's rear struts, as well as other aircraft.

"The only issue is that the tape can only be installed on new struts," Harris said. "If it was applied on struts with existing damage, we would only be covering up issues and could result in future mishaps."

Col. James Van Housen, 302nd MXG commander, said, "This operational test is the result of an idea that originated here in the 302nd from our own mechanics and took steadfast determination to bring it to fruition. The first-class care we give our aircraft is not just aimed at extending their life span, but at making ours the best fleet of C-130s in the Air Force."

Every \$398 Million Counts – Airlift Scheduling Changes Ring Up Big Savings

by Roger Drinnon, Air Mobility Command Public Affairs

7/11/2013 - SCOTT AIR FORCE BASE, Ill. -- Analysts here took the spirit of "Every Dollar Counts" seriously - more than 395 million times over.

Improvements to the way intra-theater airlift is done in Afghanistan are saving taxpayers between \$300 million and \$398 million a year after a team of air transportation professionals found a way to realize gigantic savings, and fast.

The team of analysts from Air Mobility Command, U.S. Transportation Command and U.S. Central Command found stunning efficiencies by developing better predictive models that reduce the need for commercial aircraft to augment U.S. military planes.

Here's what they were dealing with.

To augment limited military airlift capacity, what's called the Theater Express program has been paying commercial companies to airlift supplies and equipment in support of Operation Enduring Freedom on a daily basis. Each day, commercial carriers will bid on the rights to move the cargo. The carrier providing the "best value" - low cost and best past performance - is awarded that day's cargo.

To realize the huge cost savings, the team had an idea. First, the team researched and updated military airlift cost data, which previously were based on oftentimes more expensive operations in Iraq. Better numbers allowed them to then take the next step and build a simulation model to predict military aircraft cargo space availability up to five days in advance. This simulation model now allows aerial ports in Afghanistan to use cargo room on military C-17s and C-130s when it is more cost effective to do so, rather than having to pay commercial carriers.

These changes "allowed us to have a more accurate estimate of military airlift costs and increased the amount of cargo transported by regularly-scheduled military aircraft without sacrificing effectiveness," said Donald Anderson, assistant director of analysis for Headquarters AMC. "The increased visibility of costs-per-route also drove down average commercial bids by 50 percent or more."

The Theater Express program was launched in 2006 to allow commercial airlift companies to help reduce the number of ground convoys because convoys were always at risk of insurgent attacks. More cargo flown meant fewer soldiers on the road.

"At its peak in 2012, 45 percent of all CENTCOM cargo was moving by Theater Express program at a cost of more than \$400 million annually. We now project the cost to be about \$2 million a year, due to efficiency initiatives identified and implemented by the improvement team," said Anderson.

"The Theater Express is a great program that balances efficiency with effectiveness," said Col. Dennis King, Air Forces Central Air Mobility Division chief. "When the demand for retrograde increases, we capitalize on efficiency by tasking the lowest-bid [commercial] carrier with eligible cargo, freeing our [military] airlift assets for priority cargo not qualified for Theater Express commercial bidding."

King said balancing the allocation of cargo between military and commercial aircraft enables Air Forces Central Command and AMC to meet presidentially-mandated timelines to complete the withdrawal of U.S. forces from Afghanistan in 2014.

The Theater Express airlift improvement team included more than 20 people from the theater's Air Mobility Division, CENTCOM's Deployment and Distribution Operation Center, and the Joint Distribution Process Analysis Center, comprising AMC and TRANSCOM analysts.

Nature Model For Innovative C-17 Flight Tests To Save Air Force Millions

by Roger Drinnon, Air Mobility Command Public Affairs

8/15/2013 - SCOTT AIR FORCE BASE, Ill. -- AMC's chief scientist credited birds, dolphins and surfers for the success of recent ground-breaking C-17 flight tests expected to save the Air Force millions in annual fuel costs.

Dr. Donald Erbschloe flew aboard the test flights involving surfing aircraft vortices for energy - or "\$AVE" - from Edwards Air Force Base, Calif., to Joint Base Pearl Harbor-Hickam, Hawaii, and back, July 9-11. Afterward, he explained how nature provided inspiration for one C-17 aircraft to trail behind another and recapture energy that would otherwise be lost. This allows the trailing aircraft to use less fuel in a time when aviation fuel costs are soaring. Data from the tests promise savings of up to \$10 million a year.

"Creatures in the wild do this all the time - exploiting conditions which give them an energetic advantage - just that slight edge," said Erbschloe. "Dolphins and human surfers ride the 'bow waves' off ships, hawks circle in thermals to gain altitude and energy, and geese fly in V-shaped formations to reduce their exertion during long migrations."

He said during a recent ferry ride in Washington State, he mused at how seagulls employed the method.

"I observed seagulls riding the air bow wave off the top of a ferry" said Erbschloe. "Just as we were starting our crossing, a seagull positioned itself and established a sustained glide - it never flapped its wings once during the entire 20-minute transit. Only when the ship slowed and maneuvered to dock did the bird start to fly on its own."

AMC aircrews and 412th Test Wing personnel, along with Boeing researchers, were on the two C-17 aircraft in the \$AVE configuration. The July flights followed previous test flights at Edwards in October, which proved the science behind the concept. Results from those tests were compelling enough to warrant the follow-on tests on an actual operational mission, which also included flying at night.

"We were very pleased with the results of the long range demo. We demonstrated in-flight rendezvous, day and night operations, and flew several hours in each direction in our \$AVE formation," said Bill Blake, the Air Force Research Laboratory \$AVE Program Manager. "With only minor changes, we were able to attain double-digit fuel savings, which exceeded what we measured during our 2012 proof-of-concept test."

Erbschloe said other tests in years past involved fighter aircraft, which had to fly closely at "fingertip" intervals for any benefit, requiring a lot of pilot effort for what he described as "white-knuckle" flying. Not the case with the larger C-17. With minor software changes, the C-17's autopilot sustains the \$AVE position at safe distances ranging from 3,000-6,000 feet between the lead and trailing aircraft, so the aircrew workload is minimal. He said in addition to confirming the fuel savings, assessing how \$AVE affected the aircrew was an important part of these latest tests.

"Maintaining position in the \$AVE formation is no more task-saturating for the aircrew than flying at cruise on any other worldwide mission," said Maj. Kyle Clinton, director of 62nd Airlift Wing weapons and tactics from Joint Base Lewis-McChord and one of the pilots who flew the trailing C-17 during the tests. "Across the board, I believe the potential benefits could be worthwhile for the aviation community - not just for C-17 formations but also for mixed formations, such as tankers (accompanying) fighters."

The tests are done, and the concept is validated. The next step involves funding for a DoD Advanced Technology Demonstrator to fig-

ure out the exact procedures and processes needed to introduce this fuel-saving concept to other Air Force aircraft. The two- to three-year project could begin as early as next year, Erbschloe said.

\$AVE is the culmination of an ongoing, combined effort between AMC, the AFRL, the 412th TW, the Air Force Life Cycle Management Center, the Defense Advanced Research Projects Agency, the Boeing Company, and NASA Dryden Flight Research Center.

Two Ingenious Craftsmen Co-Engineer One-Of-A-Kind Cost-Saver

by Staff Sgt. Brandon Shapiro, 6th Air Mobility Wing Public Affairs

8/27/2013 - MACDILL AIR FORCE BASE, Fla. -- As two of MacDill's aircraft metals technicians pondered the awkward, lengthy four-part paint process of the KC-135's main landing wheel, it happened; it was a "eureka moment!" A sudden, unexpected, triumphant discovery that only occurs on rare occasions.

Alex Aguayo and Michael Rogers, staff sergeant aircraft metals technicians from the 6th Maintenance Squadron, doing as seasoned Air Force metals technicians are trained to do, co-engineered a way to centrifugally mount a KC-135's nose and main landing wheel on a rotating base - thus, allowing the entire part to be painted in one fell swoop.

"As we watched how a wheel was painted during a routine corrosion preventative process, we both knew that there had to be a better way," commented Aguayo. "Only being able to paint one side at a time, with 13 hours of cure in-between, is just not effective." That is when Aguayo and Rogers got to work.

Knowing that the wheel would need a 360-degree plane of rotation for even and efficient paint application, the two started with the construction of a heavy-duty, ball

bearing mounted turn-table.

Once the turn-table prototype met their strength and operational standards, they moved on to the second most important part - the wheel mounting stand.

"We observed the paint process [of the wheel] and knew then, that the part needed to be up and off the ground," commented Aguayo. "A solid, yet functional stand, needed to be implemented."

That being said, the two crafted an angular, tri-point mounting bracket to hold the wheel. At that point, there was only one thing to do--weld a base that was sturdy enough so that they could double the proficiency by adding a second "wheel workstation."

After hours of planning and multiple prototypes, the new wheel workstation was finally complete.

"This is the kind of thing we do all the time. We think up designs that can simplify a process and we build them," commented Aguayo, as he chuckled. "I'm just glad that we could do our part to save the Air Force money, by reducing man-hours."

When the first wheel workstation, called a WWS, rolled off the assembly line and over to the paint crew, it was received with arms wide open.

"The stand is amazing; it works great," commented Staff Sgt. Braden Foley, 6th MXS aircraft structural technician. "Before the WWS we were stuck painting one side at a time, now we paint both sides and have cut out 13 hours of cure time. The process has been cut in half."

Because of the success that the wheel workstation is having at MacDill, other KC-135 bases have taken notice in Aguayo and Rogers design. It is quite possible that the WWS could become a newly benchmarked painting aid AF-wide.

Apparently creative thinking and innovation are alive and thriving in our Mobility Air Forces!




Staff Sgt. Alex Aguayo 6th Maintenance Squadron aircraft metals technician inspects a newly fabricated wheel workstation, Aug 20, 2013 at MacDill Air Force Base, Fla. Aguayo co-engineered a stand to hold the wheel, which reduces the man hours needed to paint by 26 man-hours per set. (U.S. Air Force photo/Staff Sgt. Brandon Shapiro)




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HALL OF FAME

“THE MEN AND WOMEN OF THE UNITED STATES AIR FORCE AND OUR MOBILITY FORCES, ARE TRAINED AND READY TO DEPLOY ANYWHERE IN THE WORLD IN DEFENSE OF OUR COUNTRY. IT IS THEIR UNSELFISH SACRIFICE, UNTIRING EFFORTS AND OUTSTANDING ACHIEVEMENTS THAT HAVE CONTRIBUTED IMMENSELY TO THE ESTABLISHMENT AND TO THE MAINTENANCE OF PEACE IN THE FREE WORLD. NOT ONLY ARE THEIR EFFORTS AND ACHIEVEMENTS ATTAINED DURING TIMES OF CONFLICT, BUT THEY ALSO OCCUR DURING ACTS OF NATURAL DISASTER AND HUMANITARIAN RELIEF EFFORTS. THE BALANCE OF POWER AND OUR FREEDOM HAS BEEN AND WILL CONTINUE TO BE ACHIEVED AND BUILT ON THE “WINGS OF FREEDOM.” THE AIRLIFT/TANKER ASSOCIATION WISHES TO RECOGNIZE AND HONOR THOSE MEN AND WOMEN WHO HAVE DISTINGUISHED THEMSELVES BY OUTSTANDING PERFORMANCE ABOVE AND BEYOND THEIR DUTIES AS MEMBERS OF THE UNITED STATES AIR FORCE. IT IS FOR THIS PURPOSE THAT THE “AIRLIFT/TANKER HALL OF FAME” HAS BEEN ESTABLISHED.”



LT GEN WILLIAM H. TUNNER
(1906-1983)

His vision for airlift's role in national defense earned him recognition as “The Father of Military Airlift Command.” During World War II, he commanded the India-China division of the Air Transport Command, which was responsible for supplying China by air across the Himalayas. He also commanded the Combined U.S. Air Force/Royal Air Force Berlin Airlift Operation and during the Korean War, the Combat Cargo Command, Far East Air Forces. From July 1958 to May 1960, he served as Commander, Military Air Transport Service. Later assignments included Commander in Chief, United States Air Forces in Europe and Deputy Chief of Staff for Operations, Headquarters U.S. Air Force. **INDUCTED 1989**



GEN LAURENCE S. KUTER
(1905-1979)

Commanding the Atlantic Division of the Army Air Force's Air Transport Command (ATC) in 1945, he oversaw the consolidation of resources from several of ATC's wartime divisions into a new Atlantic Division responsible for the airlift service between the United States and Europe, Africa, and the Middle East. As the first Commander, Military Air Transport Service (MATS), June 1948- to November 1951, he consolidated under MATS assets from ATC and the Naval Air Transport Service and he defined and interpreted the future airlift role for the Department of Defense. **INDUCTED 1990**



DONALD W. DOUGLAS
(1892-1981)

Engineer, visionary, and entrepreneur, his aircraft designs revolutionized commercial and military air transport. While the Douglas DC-3 and DC-4 passenger carriers became the C-47 and C-54, the workhorse transports of World War II, it was his C-124 that provided Military Air Transport Service, and later Military Airlift Command, with the first aircraft designed specifically for strategic military airlift. With its ease of loading, heavy lift capacity, and trans-ocean delivery capability, the C-124 made its mark during the Korean War. The Douglas Aircraft military legacy lives on in the McDonnell Douglas-designed, Boeing-built C-17 Globemaster III. **INDUCTED 1990**



LT GEN HAROLD L. GEORGE
(1917-1986)

Recognized as the “First Leader of Airlift,” he commanded the Air Corps Ferrying Command from April 1942 to June 1942 and its successor organization, the Air Transport Command, from June 1942 to September 1946. In those positions, he directed the wartime movement of planes, passengers, and supplies from the United States to combat units around the world. Air Force Chief of Staff Gen Carl A. “Tooe” Spaatz remarked in 1947 that Gen George's “masterful, diplomatic and successful operation of the Air Transport Command gained (for) the Army Air Forces an international reputation for the ability to accomplish the seemingly impossible.” **INDUCTED 1991**



MAJ GEN CYRUS R. “C.R.” SMITH
(1899-1990)

In April 1942, he resigned as President and Director of American Airlines to enter the Army with a commission as colonel in the Air Corps Ferrying Command, which two months later became the Air Transport Command (ATC). As ATC's Chief of Staff and Deputy Commander, he applied his commercial air transport experiences to the wartime, worldwide expansion of military airlift operations. He was principally responsible for convincing the War Department to make ATC the agent for strategic airlift. As a result, by the end of 1943 the Command was operating over air routes in the United States and overseas totaling more than 130,000 miles. **INDUCTED 1992**

“THERE IS NO QUESTION
WHAT THE ROLL OF HONOR IN
AMERICA IS. THE ROLL OF HONOR
CONSISTS OF THE NAMES OF THOSE
WHO HAVE SQUARED THEIR
CONDUCT BY IDEALS OF DUTY.”

—WOODROW WILSON



LT GEN IRA E. EAKER
(1896-1997)

Airpower visionary and pioneer, he secured approval of the Chief of the Air Corps, refined air refueling procedures, and selected planes and crews for the "Question Mark" record-setting endurance flight of 150 hours, 40 minutes in January 1929. Serving as the mission's chief pilot, he took air refueling to the next step by conceiving, organizing, and conducting, from August to September 1929, the "Boeing Hornet Shuttle," the first nonstop transcontinental flight sustained solely by air refuelings. Through those two flights, he significantly advanced the development of air refueling and greatly expanded the possibilities of airpower. **INDUCTED 1993**

**THE WARRIOR WHO ADVANCES
WITHOUT COVETING FAME AND RETREATS
WITHOUT FEARING DISGRACE,
WHOSE ONLY THOUGHT IS TO PROTECT
HIS COUNTRY AND DO GOOD
SERVICE FOR HIS SOVEREIGN, IS THE
JEWEL OF THE KINGDOM.**

—SUN TZU



GEN ROBERT E. "DUTCH" HUYSER
(1924-1997)

Although a bomber pilot most of his career, he became - as Commander in Chief, Military Airlift Command from July 1979 to June 1981 -- the Air Force's primary advocate for airlift modernization and a visionary for mobility forces. He pushed forward the C-5 wing modification, C-141 stretch, air refueling modernization, and Civil Reserve Air Fleet enhancement programs. He also championed and helped define the Future Airlift Aircraft Program that would eventually become the C-17. In retirement he continued to support the mobility community through the Airlift Association serving as its chairman from November 1985 to November 1992. **INDUCTED 1994**



NANCY HARKNESS LOVE
(1914-1976)

An aviation pioneer, she earned her pilot's license in 1930 at the age of 16 and her air transport rating in 1933. In 1942 she was instrumental in establishing, under Air Transport Command (ATC), the Women's Auxiliary Ferrying Squadron, a predecessor unit to the Women's Airforce Service Pilots, the WASP, serving with the ATC Ferrying Division, she oversaw the training, planning and operations of six WASP ferrying squadrons. Under her leadership the WASP moved during World War II, thousands of aircraft between factories and operational units, thus freeing their male comrades for combat duty. She received the Air Medal for her wartime service. **INDUCTED 1996**



LT GEN JOSEPH SMITH
(1901-1993)

Although he served in the U.S. military for 35 years, from 1923 to 1958, it was not until 1948 that he began to make his mark as an Airlifter. As commander of the Berlin Airlift Task Force, he established the airlift flow into and out of the city. In November 1951, he took command of the Military Airlift Transport Service (MATS) where, over the next six and one-half years, he oversaw establishment of MATS as the single manager operating agency for airlift service, the Civil Reserve Air Fleet, and the Airlift Service Industrial Fund. Under his command, MATS supported the Korean War, the Suez Crisis, and the Hungarian Refugee Evacuation. **INDUCTED 1995**



GEN WILLIAM G. MOORE, JR.
(1920)

A veteran of three wars - World War II, Korean, and Southwest Asia - with nearly 40 years of military service, he conceived, planned and directed a wide variety of combat aerial delivery methodologies. While commanding the 314th Troop Carrier Wing and the 839th Air Division (AD) from 1962 to 1963, he conducted project "Close Look," which set the foundation for many of today's airlift tactics and procedures. As commander of the 834th AD, he was responsible for tactical airlift in Vietnam, and from April 1977 to June 1979, he commanded the Military Airlift Command. He is the Airlift/tanker Association's senior founding member. **INDUCTED 1997**

A/TA Hall of Fame Continues >



COL JOE M. JACKSON
(1923)

Mobility warrior and national hero, he was awarded the Medal of Honor for his actions on 12 May 1968 at Kham Duc, South Vietnam, a U.S. Special Forces camp near the Laotian border. Piloting his C-123 at 9,000 feet over the camp, he descended at 4,000 feet per minute to rescue three combat controllers who had been in charge of evacuating the camp earlier in the day. Encountering intense enemy fire at 4,000 feet that followed the aircraft down the runway, and narrowly avoiding a hit from a 122-mm rocket, he turned for take-off as the three-man team jumped aboard through the open rear cargo door. Again, on ascent, his aircraft encountered heavy enemy fire. **INDUCTED 1997**

“GREAT MEN, UNKNOWN TO THEIR GENERATION, HAVE THEIR FAME AMONG THE GREAT WHO HAVE PRECEDED THEM, AND ALL TRUE WORLDLY FAME SUBSIDES FROM THEIR HIGH ESTIMATE BEYOND THE STARS.”

—HENRY DAVID THOREAU



SGT JOHN L. LEVITOW
(1945-2000)

He received the Medal of Honor for his selfless heroism on the night of 24 February 1969 while serving as loadmaster on an AC-47 gunship over Long Binh, South Vietnam. An enemy 82-mm mortar shell landed on top of the gunship's right wing. Exploding inside the wing frame, the blast raked the fuselage with shrapnel severely wounding him and three other crew members in the rear of the aircraft. Weak from loss of blood and with only partial use of his legs, he pulled an unconscious crew member away from the open cargo door and then grabbed a loose, burning flare and threw it overboard seconds before it exploded. **INDUCTED 1998**



MAJGEN WINSTON P. "WIMPY" WILSON
(1911-1996)

He rose from an aircraft mechanic in the Arkansas National Guard in 1929 to lead the Air National Guard (ANG) from 1953 to 1963 and the National Guard Bureau from 1963 to 1971. By insisting on realistic training for the ANG, according to active duty Air Force standards, and equipping it with modern-day transports, tankers, and fighters, he transformed the Air Guard from a flying club into a prized, combat-ready component of the Air Force. His initiatives led directly to the Defense Department's Total Force policy. **INDUCTED 2000**



COL GAIL S. HALVORSEN
(1920)

During the Berlin Airlift, also called Operation Vittles, he instituted Operation Little Vittles by dropping small parachutes laden with candy from his C-54 aircraft to the children of Berlin. While motivating Berliners to never give up hope, his self-initiated act of kindness - which earned him the nickname "Candy Bomber" -- also became a symbol of U.S. resolve during the Cold War. Receiving in 1949 the prestigious Cheney Award for his actions during the Berlin Airlift, he has continued to serve as a national ambassador of goodwill. For airlifters he epitomizes their humanitarian spirit and continues to inspire us all to serve others. **INDUCTED 1999**



MSGT ROY W. HOOE
(1892-1973)

An aviation pioneer of huge historical stature, he served as aircraft mechanic for Billy Mitchell during aerial gunnery and bombing tests in 1921; Charles Lindbergh for the "Spirit of Saint Louis" goodwill mission to Mexico City in 1927; and Carl Spaatz and Ira Eaker on the "Question Mark" record-setting endurance flight in 1929, for which he was awarded the Distinguished Service Cross. During his 3-year aviation career, he also served as crew chief for other aviation heroes, including Lester Maitland, Albert Hagenberger, and Amelia Earhart. **INDUCTED 2001**

“THE TALENT OF SUCCESS IS NOTHING MORE THAN DOING WHAT YOU CAN DO WELL, AND DOING WELL WHATEVER YOU DO WITHOUT THOUGHT OF FAME. IF IT COMES AT ALL IT WILL COME BECAUSE IT IS DESERVED, NOT BECAUSE IT IS SOUGHT AFTER.”

—HENRY WADSWORTH LONGFELLOW



GEN CARL A. "TOOEY" SPAATZ
(1891-1974)

World War I fighter pilot, World War II Commander of Air Forces in Europe and the Pacific, first Chief of Staff of the U.S. Air Force in 1947, and air refueling pioneer, he commanded the "Question Mark" - a U.S. Army C-2A Fokker transport aircraft - in its record-setting endurance flight of 150 hours, 40 minutes in January 1929. This mission proved that aerial refueling was safe and practical and earned him the Distinguished Flying Cross. The flight also helped prove that airpower was no longer a barnstorming sideshow but a serious component of national defense. **INDUCTED 2002**



GEN DUANE H. CASSIDY
(1933)

Instrumental in establishing the United States Transportation Command, he was Commander-in-Chief (1987-1989) of the new joint command, while serving as Commander-in-Chief of Military Airlift Command (1985-1989). The first "dual-hatted" Commander-in-Chief for these two commands, transforming the transportation and air mobility mission, culture, and history. Responsible for military airlift and global land, sea, and air transportation for all US fighting forces and also commanded special operations, rescue, weather, and aeromedical evacuation in his role as the executive director of the Single Manager Operating Agency for Department of Defense Airlift. During his 35 years of honorable service, he lent support to a broad spectrum of initiatives that included improved quality of life, aircrew retention, and spearheading the acquisition of the C-17 Globemaster III aircraft. **INDUCTED 2006**



JOHN F. SHEA
(1919-1996)

Serving as Assistant Deputy Chief of Staff for Plans, Headquarters Military Airlift Command (1960-1983), he helped conceive, develop, and bring to fruition numerous airlift enhancement and modernization programs including the C-5 wing modification, the C-141 stretch, and the addition of emergency cargo conversion features to wide-bodied commercial passenger aircraft in the Civil Reserve Air Fleet, additionally, his vision and expertise in air mobility helped shape the National Airlift Expansion Act, which provided the legislative foundations for joint - military and commercial - aircraft development. **INDUCTED 2003**



**AEROMEDICAL EVACUATION
LEGACY TEAM**

Aeromedical Evacuation is a core mission of the Air Mobility Command and a major component of its proud heritage. Evacuating injured personnel using fixed and rotary wing aircraft revolutionized the rapid transport of casualties from areas with inadequate or no medical care. The Aeromedical Evacuation Legacy Team exemplifies this vital mission and the total force concept transparent in today's mobility air forces. Lt Gen Paul Carlton, Col Dennis "Bud" Traynor, Col Regina Aune, Col Robert "Bob" Brannon, Col Jay Johannigman, Lt Reba Whittle, CMSgt Rodney Christa and MSgt Mark McElroy epitomize the thousands of AE professionals who continue to give hope to all in harm's way. The vision and dedication exhibited by these individuals advanced performance to a level where "No One Else Comes Close." **INDUCTED 2007**



MAJ GEN JAMES I. "BAGGER" BAGINSKI
(1932-2013)

In his 30 years in the Air Force (1954-1984), he served in a variety of leadership roles, from commander, 374th Tactical Airlift Wing to HQ Military Airlift Command Deputy Chief of Staff for Operations and Personnel. He had a direct, pervasive, and long-lasting influence on air mobility, from the C-5 modernization and C-141 stretch programs to enhanced aircraft and aircrew air refueling capabilities. As Director of Mobility, Joint Deployment Agency, he advanced the services' joint transportation planning policy, systems, and procedures. An Airlift/Tanker Association (A/TA) founding member and Board of Advisors Chairman, he helped lead the A/TA in transitioning from a reunion type airlift organization to a professional air mobility association. At his induction into the A/TA Hall of Fame, he had dedicated 50 years service to the air mobility mission. **INDUCTED 2005**

**"A LIFE LIVED WITH INTEGRITY -
EVEN IF IT LACKS THE TRAPPINGS OF
FAME AND FORTUNE IS A SHINING STAR
IN WHOSE LIGHT OTHERS MAY FOLLOW IN
THE YEARS TO COME."**

—DENIS WAITLEY

A/TA Hall of Fame Continues >

MAJ GEN ROBERT B. PATTERSON
(1933)



A champion for special operations and realistic combat training, General Patterson played an integral role in shaping Air Force Special Operations. As the first commander of MAC's 23rd Air Force, he transformed the Air Rescue and Recovery Service into a highly skilled special operations force. Through a number of groundbreaking events, he integrated night vision capabilities into combat rescue, took the first C-130s and C-141s to Exercise Red Flag, and included the first international teams in Volant Rodeo, the command's airdrop competition. As 21st Air Force commander, he played a key role in Operation Urgent Fury, the rescue of U.S. medical students from Grenada. A visionary leader and aviator, General Patterson made impressive contributions to the advancement of air mobility and special operations. **INDUCTED 2008**

GENERAL THOMAS M. RYAN, JR.
(1928)



General Tom Ryan was a natural leader known for his integrity, selfless commitment to the mobility mission and his people and their families. During his leadership tours as Vice Commander (1977-81) and then Commander (1983-85) of the Military Airlift Command, General Ryan presided over mobility operations in support of many significant national and international crises and humanitarian and disaster relief efforts. He oversaw the codification of Airlift Doctrine in support of the combatant commands. General Ryan drove the development and publication of the first U.S. Air Force Airlift Master Plan. He was a huge proponent of increasing the role the Air Reserve Component and worked to transfer C-5 and C-141 aircraft to Air Reserve units. A selfless leader and mentor, he was always the first to highlight the accomplishments of his commanders and airmen. His behind-the-scenes leadership and advocacy helped bring about mobility cultural changes that we take for granted today. **INDUCTED 2011**

PIONEERS OF AERIAL REFUELING

Two aviation events during the 1920s had a significant impact on air mobility. During June 1923, U.S. Army Air Service aviators flew two Dehavilland DH-4 aircraft on four missions designed to prove the viability of air-to-air refueling. The first mission lasted 6 hours and 38 minutes and transferred 75 gallons of fuel. The third mission involved 14 air refuelings, with the Receiver aircraft staying aloft for 37 hours and 20 minutes. The final flight on October 25 involved an operational mission covering 1,280 miles from Suma, WA to San Diego, CA. The Airlift/Tanker Association proudly honors these aviators for their efforts proving the feasibility of air refueling: Tanker Crew #1: 1 Lt Virgil Hine and 1 Lt (Col) Frank W. Seifert; Tanker Crew #2: Capt Robert G. Erwin and 1 Lt Oliver R. McNeel; Receiver Crew: Capt (Col) Lowell H. Smith and 1 Lt John Paul Richter. **INDUCTED 2009**



SERGEANT WILLIAM H. PITSENBARGER
(1944-1966)



Sergeant Pitsenbarger exemplified the highest professional standards and tradition of military service. In 1965, he was assigned as a pararescue crew member to Det 6, 39th Air Rescue and Recovery Squadron, Bien Hoa Air Base, Vietnam. He participated in almost 300 rescue missions. On April 11, 1966, then Airman First Class Pitsenbarger took part in a rescue mission to extract Army casualties pinned down by intense enemy fire. Arriving on scene, he volunteered to be hoisted down from the rescue helicopter to the ground in order to organize and coordinate rescue efforts, care for the wound, and evacuate casualties. During an enemy assault, he repeatedly exposed himself to enemy fire to care for the wounded. While resisting the enemy attack he was fatally wounded. For his conspicuous gallantry, Airman Pitsenbarger was awarded the Medal of Honor. **INDUCTED 2012**

PIONEERS OF AERIAL REFUELING

The second significant air refueling event occurred January 1-7, 1929, with the flight of the Question Mark. The Question Mark, a U.S. Army Air Corps Fokker C-2A aircraft and two Douglas C-1 Aircraft took to the skies to prove that aircraft range and endurance was only limited by aircrew endurance. Utilizing both tanker aircraft, the Question Mark completed 43 refueling contacts, unloaded 5,660+ gallons of fuel and stayed aloft 150 hours and 40 minutes. The Airlift/Tanker Association proudly honors these aviators for their efforts proving the feasibility of air refueling: Tanker Crew #1: Capt Ross G. Hoyt, 1 Lt Aubrey C. Strickland, and 2 Lt Irwin A. Woodring. Tanker Crew #2: 1 Lt Odas Moon, 2 Lt Joseph G. Hopkins, and 2 Lt Andrew F. Salter. Question Mark Crew: Major Carl A. Spatz, Capt Ira C. Eaker, 1 Lt Harry A. Halverson, 2 Lt Elwood R. Quesada and Sgt Roy Hooe. **INDUCTED 2009**



"FAME IS LIKE A SHAVED PIG WITH A GREASED TAIL, AND IT IS ONLY AFTER IT HAS SLIPPED THROUGH THE HANDS OF SOME THOUSANDS, THAT SOME FELLOW, BY MERE CHANCE, HOLDS ON TO IT!"

—DAVY CROCKETT

2013

A/TQ AWARDS

...EXTRAORDINARY SERVICE TO
THE AIR MOBILITY COMMUNITY,
THE UNITED STATES AIR FORCE
AND OUR NATION...

THE ACTIONS OF THE MEN, WOMEN AND/OR ORGANIZATIONS INDUCTED INTO THE AIRLIFT/TANKER HALL OF FAME AND THOSE AWARDED THE COVETED ANNUAL AIRLIFT/TANKER ASSOCIATION YOUNG LEADERSHIP AWARDS, HUYSER AIRCREW AWARDS, P.K. CARLTON AWARD FOR VALOR, HALVORSEN AWARD, SPECIALIZED MISSION AWARD, FOGLEMAN ASAM AWARD, KEY SPOUSE OF YEAR AWARD, AFRC OUTSTANDING UNIT AWARD, AND THE ANG OUTSTANDING UNIT AWARD*

ALL HAVE EXEMPLARY RECORDS OF PERFORMANCE DETAILING NUMEROUS INSTANCES OF THEIR OUTSTANDING PROFICIENCY AND EXCELLENCE – FAR TOO EXTENSIVE TO FULLY COVER IN THE PAGES OF A/TQ. THE EXAMPLES USED IN EACH OF THE FOLLOWING SHORT BIOGRAPHICAL DESCRIPTIONS SERVE ONLY TO HIGHLIGHT THEIR EXTRAORDINARY SERVICE TO THE AIR MOBILITY COMMUNITY, THE UNITED STATES AIR FORCE AND OUR NATION –

*Circumstances dictate that the 2013 ANG Outstanding Unit Award not be Awarded.

2013 AIRLIFT/TANKER ASSOCIATION HALL OF FAME INDUCTEE

THIS YEAR'S INDUCTEE INTO THE AIRLIFT/TANKER HALL OF FAME DISTINGUISHED HIMSELF THROUGHOUT A LONG AND DISTINGUISHED U. S. AIR FORCE CAREER SPANNING 34 YEARS. HIS VISION TRANSFORMED THE AIR FORCE TO BE THE PREMIER AIR AND SPACE FORCE OF THE 21ST CENTURY. HIS FORESIGHT WAS CRITICAL IN INTEGRATING SPACE AND INFORMATION BASED CAPABILITIES INTO THE DEFINITION OF GLOBAL PRESENCE. HIS EXEMPLARY LEADERSHIP SHAPED THE WAY TODAY'S MOBILITY AIR FORCE DIRECTS GLOBAL AIR MOBILITY OPERATIONS IN SUPPORT OF NATIONAL OBJECTIVES. HE WORKED TIRELESSLY TO STRENGTHEN JOINT RELATIONSHIPS WHILE ASSERTING AIRMEN SHOULD BE PROUD OF THEIR SHARED HERITAGE. GENERAL RONALD R. FOGLEMAN'S CHARACTER, VISION, ACCOMPLISHMENTS AND LASTING LEGACY ON AIR MOBILITY IMPROVEMENTS AND SUCCESSSES MAKE HIM THE RIGHT CHOICE FOR THIS PRESTIGIOUS AWARD AND INDUCTION INTO THE AIRLIFT/TANKER ASSOCIATION HALL OF FAME.

GENERAL RONALD R. FOGLEMAN

General Ronald R. Fogleman's selfless devotion and advocacy of the profession of arms and the defense of the United States of America are without equal. He was the driving force behind developing the Air Force's core values of integrity first, service before self, and excellence in all we do. He lived by these values and expected all Airmen to do the same. His advancement of air mobility enabled the development of today's unrivaled United States' (U.S.) mobility air forces. As the Commander in Chief, United States Transportation Command, he was responsible to the Secretary of Defense for the nation's defense transportation requirements. He exercised peacetime and combat command over service components from the Army, Navy, and Air Force. Commander, Air Mobility Command (AMC), he provided operationally trained, equipped and mission-ready air mobility forces to support U.S. requirements and the warfighting commanders. He was instrumental in constructing AMC's core capabilities of aerial refueling, airlift and aeromedical evacuation as well as many other innovative programs. General Fogleman's visionary leadership established the framework necessary for U.S. Air Forces to provide a global, long-range plan to transform the U.S. Air Force into the premier air and space force of the 21st century.

LEADERSHIP, JOB PERFORMANCE, AND NOTEWORTHY ACCOMPLISHMENTS

On September 12, 1968, during his initial operational assignment with the 510th Tactical Fighter Squadron at Bien Hoa Air Base, South Vietnam, General Fogleman was shot down by multiple hits while conducting operations. He ejected over hostile territory and evaded enemy capture for hours, hiding from enemy patrols that approached as close as 20 yards to his position. General Fogleman was picked up by a Cobra helicopter in the area of his crash site. Lacking internal seating to carry passengers, he rode on the outside of the helicopter until reaching the safety of a Special Forces camp many miles away. Unaffected by this ordeal, General Fogleman flew one of his 240 Vietnam combat missions the very next day. In total, General Fogleman flew 315 combat missions and acquired over 800 combat hours as an F-100 Forward Air Controller and F-4E pilot. His exceptional courage in the face of hostile forces was recognized with the award of the Silver Star and two Distinguished Flying Crosses.

General Fogleman also received the Purple Heart for injuries he received while ejecting from his crippled aircraft.

He continued this type of outstanding performance throughout his career. He was responsible for many firsts and role model programs and operations. For example as the Commander, United States Transportation Command, he developed the command's Joint Transportation Reserve Unit (JTRU), the first multi-service reserve unit established within the DOD into a "role model" for other commands to achieve Total Force integration. General Fogleman pioneered the initiative of joint service reserve training within USTRANSCOM that ultimately qualified many JTRU reserve members for full participation in USTRANSCOM Command Center activities. This innovative approach set a new standard of excellence and enabled reserve personnel to work side by side with their active duty counterparts as required by the Goldwater-Nichols Act. General Fogleman also directed and shepherded the establishment of the Joint Intelligence Center Transportation (JICTRANS). This consolidated intelligence facility produced tightly focused, predictive intelligence to meet critical joint planning and execution community needs. His leadership enabled United States Transportation Command to increase responsiveness to warfighters during the crises in Bosnia-Herzegovina, Somalia and Rwanda.

General Fogleman also led DOD efforts to develop and establish joint and service intermodal container doctrine. Analyzing the Mobility Requirements Study (MRS) and MRS Bottom-Up Review, he directed the development of containers uniquely required for the DOD container fleet. General Fogleman is also credited with USTRANSCOM's design and development of a versatile joint container adaptable for all services. Working with the chief executive officers of the maritime industry, he began the process of reengineering and reinvigorating the Sealift Rediness Program to ensure a more orderly transition from peacetime contingencies to wartime. In addition, General Fogleman laid the foundation for a new era of DOD-civilian cooperation by initiating a program to develop a military/civilian, joint-use, intermodal facility to enhance commercial operations and be available for force projection in contingencies. Combining resources of the military and commercial industry benefitted



“...THE TWO YEARS I SPENT AS COMMANDER OF AIR MOBILITY COMMAND AND COMMANDER IN CHIEF OF US TRANSPORTATION COMMAND WERE THE MOST REWARDING OF MY CAREER. I HAD THE CHALLENGE OF LEARNING A NEW BUSINESS, AND WHILE I MAY BE OVERSTATING MY ACCOMPLISHMENTS, I THINK I LEARNED A LOT ABOUT TRANSPORTATION...”

- GEN. RONALD R FOGLEMAN



the Defense Transportation System (DTS), and it served as a model for joint-use activities into the twenty-first century. Through his direct involvement, General Fogleman solved one of the major force projection deficiencies identified in the MRS. He identified the requirement for a West Coast Containerized Ammunition Port to the Office of the Secretary of Defense (OSD) as one of the critical elements for timely force projection. His hands-on involvement ensured its funding throughout the Program Objective Memorandum (POM) process. He fostered closer working relationships with the Maritime Administration, raising the readiness of Ready Reserve Force vessels to its highest level in history.

General Fogleman's vision and understanding of the significance of ITV in movement of cargo and passengers resulted in his declaration of 1994 as the "Year of In-Transit Visibility." His perception of the need for In-Transit Visibility (ITV) became the catalyst for development of a DOD plan that spelled out an operational concept based on customer ITV requirements. These concepts form the basis for the blueprint in the design of an automated ITV capability at the "ready" for use in peace or war.

He elevated to the warfighting CINCs' attention the paramount importance of Joint Logistics Over-the-Shore (JLOTS) as a capability necessary in the absence of fixed or degraded port facilities. Until then, JLOTS operations planning and training were receiving marginal attention. As a result of General Fogleman's involvement, warfighting CINCs could now identify their operational plan requirements for JLOTS, and a five-year JLOTS exercise plan was incorporated in the JCS Joint Training Master Schedule.

General Fogleman was in the forefront of identifying and resolving funding issues crucial to the DTS. He was given the responsibility for total financial control of all common user transportation assets. This meant he had to create a joint financial structure from three service-specific financial operations. He faced four immediate leadership and managerial challenges: integration of programming, budget formulation, budget organization development, and staffing the budget execution. He met these challenges brilliantly, and his efforts resulted in submission of the first-ever DBOF-T budget and Program Objective Memorandum. He institutionalized a logical, solid system of program analysis and financial management that became well respected throughout the defense transportation industry.

General Fogleman was also the first Commander of Air Mobility Command and Air Force Academy graduate to achieve the position of Chief of Staff of the Air Force. As CSAF, General Fogleman worked tirelessly to strengthen Joint relationships while asserting Airmen should be proud of their shared heritage. He fervently communicated the message of being part of a "team within a team." Through his leadership he inspired, created and hosted the first world-wide conference of air chiefs, bringing together 87 air chiefs to discuss how air and space forces could create a more stable and peaceful world.

Focused on the future, he decided how the U.S. Air Force would engage emerging global threats. Moreover, General Fogleman expanded the definition of global presence to include not only air, land and sea forces, but space forces and information-based capabilities. In addition, he recognized the fundamental need for a reaffirmation of the Air Force to its core values. With the publication of *The Little Blue Book*, General Fogleman began a concerted campaign to reshape the organizational environment to be more responsive and

accountable. The construct of the new environment was specifically designed to assist in traversing stressful and turbulent times characterized by significant force structure reductions and increased operations tempo following the end of the Cold War. His shrewd leadership still spans the spectrum of current Air Force and Air Mobility Command operations and is integral to many of the very successful programs the U.S. Air Force values today.

SIGNIFICANT CONTRIBUTIONS TO THE ADVANCEMENT OF AIR MOBILITY

During his tenure as Commander, United States Transportation Command (USTRANSCOM) and Commander Air Mobility Command, General Fogleman provided crucial direction, guidance, and support to over 150 Joint deployment operations and exercises including strategic and commercial lift for deployment, sustainment, and redeployment of forces.

Additionally, General Fogleman's astute leadership was essential to the success of Operation Uphold Democracy as he oversaw the mobility support required for restoring the ousted democratic government of Haiti. Other significant operations where he significantly influenced the outcome and contributed to the advancement of air mobility included: Desert Sortie (redeployment of Desert Shield/Desert Storm forces); movement of Patriot missiles to Korea; GTMO (support of Haitian migrants at Guantanamo AB, Cuba).

Seeking to continually improve the mobility air forces and defense transportation system, General Fogleman directed a bottom-up review of the airlift channel process. This massive review involved the commanders, services, and other governmental agencies and resulted in a \$315 million annual savings to the 350-channel system, primarily from reduction of channel frequency. This initiative improved efficiency and cost savings by reducing C-141 flying hours, thereby extending the aircraft's life until a new core aircraft became fully operational.

General Fogleman orchestrated the development of a single, comprehensive transportation and traffic management publication for DOD, the Defense Transportation Regulation, divided into passenger, cargo, mobility, and personal property parts. This aggressive action reduced 2,200 pages of regulation by 50 percent while maintaining a quality, easy-to-use policy and procedural guide for the traffic managers throughout the worldwide Defense Transportation System.

Assessing the rapidly changing strategic environment and its impact upon the DOD, General Fogleman set out to conceptualize the Defense Transportation System of the future to support national security and warfighting strategies of the next century. Under his leadership, the command established a vision in a bold report, *The "Ought To Be" Defense Transportation System for the Year 2010*. The report outlined how the forces of customers, business competition, and change would affect our nation's future commercial and defense transportation systems. With the 2010 Vision articulated, General Fogleman then formed a team dedicated to developing the strategic plan required to smoothly transition the command toward the Defense Transportation System 2010 structure.

In addition, he led AMC's reengineering of the aeromedical evacuation program. His vision and decisive actions improved the way patients are regulated and evacuated throughout the world, resulting in the development of USTRANSCOM's Regulating And Command &

Control Evacuation System (TRACES). TRACES integrated the separate theater patient movement processes with those of the continental United States, fusing the processes into a centralized global system.

SIGNIFICANT CHANGES TO THE AIR MOBILITY MISSION, CULTURE, AND HISTORY

His leadership proved critical in Operation Restore Hope which demonstrated the Global Reach of the U.S. Air Force and its mobility forces. A visionary strategist, General Fogleman conceived and directed an innovative use of aerial refueling, which substantially increased the flexibility and capability of airlift missions. His direction was vital in showcasing the ability of U.S. mobility forces to not only deliver weapons of war, but also project hope; presenting a caring nation providing humanitarian relief to Rwandan refugees during Operation Support Hope. This exhibition of compassion extended to domestic relief operations for Hurricane Andrew, Typhoon Omas, Hurricane Iniki, flooding in the Midwestern United States and other humanitarian relief efforts.

Furthermore, General Fogleman actively guided the revitalization of the Civil Reserve Air Fleet program, which had suffered from a severe decline in civil aviation participation immediately following the Gulf War. General Fogleman also orchestrated the further integration of AMC and the Strategic Air Command into a combined air mobility command.

General Fogleman personally guided USTRANSCOM and Air Mobility Command in assuming a new medical mission, as mandated by DOD Directive 5154.6. As a result, USTRANSCOM greatly expanded its medical regulatory and patient movement support to the unified commands and the services. Significantly improved global intransit visibility (ITV) of patients and command and control of intertheater patient movement are now hallmarks of the DOD system. Ultimately, this new mission allowed more patients to be evacuated during peak combat periods with less degradation to a commander's sustained lift capability.

An additional by-product of the new medical mission was the merger of the Armed Services Medical Regulating Office and the Aeromedical Evacuation Coordination Center to form the Global Patient Movement Requirements Center (GPMRC). In addition to significantly increasing DOD's ability to process patient movement, the GPMRC was designated as the first reinvention laboratory initia-

tive at USTRANSCOM. Working concurrently with the Office of Assistant Secretary of Defense (Command, Control, Communications & Intelligence), General Fogleman led the command in reengineering the way patients are regulated and evacuated throughout the world as well as the subsequent redesign of the command and control system needed to incorporate the reengineered improvements. The result was "TRANSCOM's Regulating And Command & Control Evacuation System" (TRAC2ES), which integrated the separate theater patient movement processes with those of the continental United States (CONUS) into a centralized global system. This system also decentralized execution to the outside of CONUS theaters and provided by-name patient ITV in both peace and war.

GENERAL RONALD R. FOGLEMAN (RETIRED FROM U.S. AIR FORCE ON 1 SEPTEMBER 1997)

Ronald R. Fogleman was born in January 1942, in Lewistown, PA, and graduated from Juniata Joint High School, Mifflintown, PA, in 1959. Four years later he graduated with a Bachelor of Science degree from the U.S. Air Force Academy and a commission as a second lieutenant. He completed pilot training in September 1964 at Vance Air Force Base, Okla., and stayed on for three more years as a flight training instructor and examiner. After a six-month stint in combat crew training in F-100s at Luke AFB, Ariz., he joined the 510th Tactical Fighter Squadron in June 1968 as a fighter pilot stationed at Bien Hoa Air Base, South Vietnam. On 12 September, Fogleman was shot down by multiple hits from small arms fire. He ejected over hostile territory and hid on the ground from the enemy that was as close as 20 yards. He was picked up by a Cobra helicopter and rode on the outside until reaching the safety of a Special Forces camp. The next day he went out again on one of the 240 combat missions he flew while stationed in Vietnam.

He returned stateside in 1969 to attend Duke University, where he earned a Master of Arts degree in military and political science in 1970. He taught at the Air Force Academy in Colorado Springs, Colo., as an associate professor of history. He then was stationed in Thailand, where he served as an F-4 pilot, instructor pilot and commander of the Laredo forward air controller flight, completing an additional 75 combat missions. In August 1974, he was reassigned to the Air Reserve Personnel Center in Colorado as chief of rated assignments.

After completing Army War College in 1976, Fogleman, now a lieutenant colonel, was assigned to the 36th Tactical Fighter Wing at Bitburg Air Base, West Germany, as assistant deputy commander for operations. During that stint, his unit became the first operational F-15 aircraft wing stationed outside the continental United States. In February 1978, he took on the duties of deputy commander for operations for the 32nd Tactical Fighter Squadron at Camp New Amsterdam, Holland. While at those European posts, Fogleman maintained mission-ready status with an additional duty as the United States Air Forces in Europe F-15 aircraft demonstration pilot, performing at many international air shows.

His next assignments were staff and command positions at Hill AFB, Utah, Headquarters Tactical Air Command, Langley AFB, Va.; MacDill AFB, Fla.; and Davis-Monthan AFB, Ariz.

Fogleman was promoted to brigadier general in October 1985, and five months later he went to the Pentagon as deputy director of programs and evaluation. Two years later he became director of that same organization, as well as chairman of the Air Staff Board at the Pentagon. As a lieutenant general in July 1990, he held command positions at Osan AB, Korea. In August 1992, he became Commander in Chief of U.S. Transportation Command and commander of Air Mobility Command at Scott AFB, Ill., where he was promoted to four-star status. Finally, he returned to the Pentagon in October 1994 as chief of staff of the United States Air Force.

He retired from active duty on Sept. 1, 1997. ■

DESERVING OF INDUCTION

As the Air Force Chief of Staff, General Fogleman stabilized the service after the turmoil of reorganization and downsizing. He led the Air Force to new understandings of accountability and excellence, intensifying the commitment to personal integrity, service before self and excellence in every endeavor. Where others counseled silence on matters of fairness, he spoke out courageously on the national stage advocating for accountability and responsibility. As Commander, United States Transportation Command and Commander, Air Mobility Command, General Fogleman inspired and drove unprecedented organizational transformation that has lasting impact today and will continue into the future. His visionary style of leadership has proven invaluable to the United States' mobility air force, as well as mobility air forces around the world.

Since his retirement from active duty in 1997, after 34 years of distinguished service, General Fogleman has remained a staunch supporter of the Air Force by continuing to serve on commissions that advise the nation on future defense

needs. Donating his time and resources, he has been heavily involved in numerous fund-raising activities for the Air Force Memorial Association and demonstrated steadfast devotion to his alma mater and its ideals contributing countless hours of his time, talent, and financial resources to support the Academy's mission and its cadets. General Fogleman served as Chairman of the Airlift/Tanker Association from 2004-2008. Throughout a lifetime of service to our great nation, General Fogleman greatly advanced the mission of air mobility and he espoused and lived by the core values of the United States Air Force: Integrity, Service, and Excellence. ■

2013 AIRLIFT/TANKER ASSOCIATION YOUNG LEADERSHIP AWARDS

THE AIRLIFT/TANKER ASSOCIATION
YOUNG LEADERSHIP AWARD IS PRESENTED ANNUALLY
TO TWELVE INDIVIDUALS WHO HAVE DISPLAYED
PERFORMANCE EXCELLENCE, OUTSTANDING
PROFESSIONAL SKILL, KNOWLEDGE AND LEADERSHIP
IN FULFILLMENT OF THEIR DUTIES.

CAPTAIN TRAVIS BOHANAN



Captain Travis Bohanan is a Logistics Readiness Officer assigned to the 734th Air Mobility Squadron, Andersen Air Force Base, Guam. He was born in Clearwater, Florida, and is 34 years old. He graduated from River Ridge High School and went to Saint Petersburg Junior College, earning an Associate's Degree and qualified for the Dean's List for Academic Excellence. In 1999, Captain Bohanan enlisted in the United States Air Force as an Electronics

Systems Security Analyst. While enlisted, Captain Bohanan was competitively selected for the elite Airman Scholarship and Commissioning Program. Captain Bohanan was commissioned from the Air Force Reserve Officer Training Corps as a Distinguished Graduate and received the Military Order of the Purple Heart Award.

Upon commissioning, Captain Bohanan was assigned to Eglin Air Force Base, Florida, and has served in a variety of logistics readiness assignments. In 2010, he was competitively selected for the Air Force Logistics Career Broadening Program and assigned to the Warner-Robins Air Logistics Center, Robins Air Force Base, Georgia. In 2012, Capt Bohanan arrived at his current assignment as the Aerial Port Operations Officer and is also dual-hatted as the squadron's Director of Operations. In 2012 Captain Bohanan was selected for promotion to major and won the 2012 Air Mobility Command Company Grade Officer of the Year award.

Captain Bohanan is married to the former Johna Danovi. He is active in the community, serving as an Active Parent for a Cub Scout Troop and the Information Officer for the base's Logistics Officers Association chapter. He is the recipient of the Meritorious Service Medal and two Joint Commendation Medals

**"I FOUND THAT THE
MEN AND WOMEN WHO GOT TO
THE TOP WERE THOSE WHO DID
THE JOBS THEY HAD IN HAND,
WITH EVERYTHING THEY HAD OF
ENERGY AND ENTHUSIASM
AND HARD WORK."**

—HARRY S. TRUMAN

**"A GREAT LEADER'S COURAGE TO
FULFILL HIS VISION COMES FROM
PASSION, NOT POSITION."**

—JOHN MAWELL

CAPTAIN ROBERT A. DAVIDSON



Captain Robert A. Davidson is a Special Operations Instructor Navigator assigned to the 7th Special Operations Squadron, RAF Mildenhall, United Kingdom. He is 29 years old. Captain Davidson was born in Norfolk, VA, on 11 July 1983. He attended Riverside High School in Greenville, SC, graduating in June 2001. He was student body president. After graduating high school, Captain Davidson attended North Carolina State University. Captain

Davidson graduated from NC State with a Bachelor of Arts in History and received his commission from AFROTC Detachment 595 in May of 2005.

Upon graduation he was selected to attend Joint Undergraduate Navigator Training at Randolph AFB, TX. Captain Davidson received his wings in August of 2006 and was chosen to fly the C-130E at Pope AFB, NC. Captain Davidson served at Pope from February 2007 until June 2011 during which time he deployed 4 times in support of Operation Iraqi Freedom, Enduring Freedom, and Combined Joint Task Force Horn of Africa. While at Pope, Captain Davidson was selected to attend Instructor Navigator Upgrade Training at Little Rock AFB, AR, while earning Distinguished Graduate honors. For his next assignment, Captain Davidson was selected to attend MC-130H Initial Mission Qualification training in Kirtland AFB, NM, where he was again a Distinguished Graduate.

Upon completion of MC-130H Initial Mission Qualification, Captain Davidson PCS'd to the 7th Special Operations Squadron, RAF Mildenhall, United Kingdom. His military awards include the 2008 Lieutenant General William H. Tunner Award, the 2012 352 SOG CGO of the Year, and the 2012 352 SOG CGO of the Third Quarter. His military decorations include the Air Medal (4 Oak Leaf Clusters), Air Force Commendation Medal, Air Force Achievement Medal, Air Force Combat Action Medal, Meritorious Unit Award (2 Oak Leaf Clusters), AF Outstanding Unit Award (2 Oak Leaf Clusters), Combat Readiness Medal, National Defense Service Medal, Afghanistan Campaign Medal (1 Device), Iraq Campaign Medal (1 Device), Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, Air Force Expeditionary Service Ribbon with Gold Border (2 Oak Leaf Clusters), AF Longevity Service, AF Training Ribbon, and the NATO ISAF Medal.

Captain Davidson attends Embry Riddle Aeronautical University and is working towards a Masters of Aerospace Safety.

Young Leadership Awards continue >>>

TECHNICAL SERGEANT STEVEN S ELLIOTT



Technical Sergeant Steven S. Elliott is assigned to the 19th Maintenance Group, Little Rock Air Force Base (AFB), Arkansas as the Assistant Section Chief for the largest aircraft fuel systems repair section in the Air Force. He is 32 years old.

Sergeant Elliott was born in Bluefield, West Virginia, on July 15, 1980. He attended Princeton Senior High School where he excelled in a variety of sports and activities. He played varsity football and was

the Special Teams captain for two seasons. During his senior year, Sergeant Elliott was a member of the Fellowship of Christian Athletes, Booster Club, and the competition show choir. He was voted Senior Class President and spearheaded numerous fund raising and community events.

After graduation from high school in 1998, Sergeant Elliott was locally employed in home construction and attended a semester at Bluefield State College. Prior to enlistment in the Air Force, he earned 20 credit hours in the engineering career field. He enlisted in the Air Force in April of 1999.

Upon completion of Basic Military Training at Lackland AFB, Texas, in June 1999, he began technical training as an aircraft fuel systems apprentice at Sheppard AFB, Texas graduating in July 1999. His first assignment was to Yokota Air Base, Japan from September 1999 to September 2001. His next assignment took him to Shaw AFB, South Carolina. From Shaw AFB, he deployed to multiple locations including Prince Sultan AB (PSAB), Al Jabbar AB, Kuwait, and Bahrain. His second deployment to PSAB was the start of Operation Iraqi Freedom in 2003. He departed Shaw AFB to his current assignment at Little Rock AFB, Arkansas in July 2005. During his tenure at Little Rock AFB, he has deployed multiple times to Iraq and Afghanistan. In December of 2010, Sergeant Elliott performed an act of courage when he climbed on top of the wing of a C-130 with a fuel tank fire. He extinguished the blaze and saved the aircraft and facility.

Sergeant Elliott is married to Ahleshia Elliott, who separated from active duty Air Force in March 2007. He actively participates in a local church, where he serves as a leader and nursery worker. Sergeant Elliott also is an avid contributor to the local Hunters for the Hungry program. His service and donations feed hundreds of under privileged and homeless every year. His military awards include the Air Force Commendation Medal with three oak leaf clusters, the National Defense Service Medal, the Armed Forces Expeditionary Medal, the Afghanistan Campaign Medal with one campaign star, the Iraq Campaign Medal with two campaign stars, and the Global War on Terrorism Expeditionary Medal.

“SO NIGH IS GRANDEUR
TO OUR DUST,
SO NEAR IS GOD TO MAN,
WHEN DUTY WHISPERS LOW,
‘THOU MUST,’
THE YOUTH REPLIES, ‘I CAN.’”

— RALPH WALDO EMERSON

“THE REAL LEADER HAS
NO NEED TO LEAD –
HE IS CONTENT TO
POINT THE WAY.”

—HENRY MILLER

CAPTAIN JOEL C. HEARN



Captain Joel C. Hearn is assigned to Headquarters Air Mobility Command, Directorate of Installations and Mission Support. His responsibilities include development of strategic infrastructure and facility construction programs including support for the En Route mission in the Pacific and European regions. Capt Hearn coordinates Transportation Working Capital Fund resources funding infrastructure program at 28 AMC overseas En

Route and aerial port locations. He is a functional expert for AMC programming and planning for site surveys and Site Activation Task Forces, outlining infrastructure and mission support requirements. He also is responsible for identifying and programming facility requirements that support TRANSCOM’s global distribution network, coordinating funding with the COCOMs, Air Force MAJCOMs, and the Services.

Captain Hearn is from Portland, Oregon and attended Oregon State University, where he earned a Bachelor of Science degree in Environmental Engineering in 2003. Upon completion of Officer Training School at Maxwell AFB, Alabama in May 2004, Captain Hearn was assigned to Kadena AB, Japan as his first duty station during which he attended technical school at Wright-Patterson AFB. His duty history also includes Incirlik AB, Turkey where he earned the 39th Air Base Company Grade Officer of the Year, and Ramstein AB, Germany. At Ramstein AB, he first served as Flight Commander of the newly formed Military Construction Flight performing humanitarian and exercise related construction throughout Eastern Europe. Captain Hearn completed the requirements for his Masters of Business Administration degree in 2009 from Touro University International University with an overall GPA of 3.8.

Captain Hearn has deployed three times in support of the Global War on Terror. These deployments include Sather AB in 2005 supporting the environmental functions on the base at Baghdad International Airport; the Multi-National Strategic Transition Command, Iraq in 2008 where he was responsible for the construction of 34 Iraqi police stations and four police recruit training centers; and his most recent deployment to Combined Joint Task Force, Horn of Africa where he was responsible for three humanitarian construction projects in Eastern Africa, led the Joint Forces Utilization Board for the task force, and served as OIC of a 200-person Forward Operating Base in Kenya.

Capt Hearn has been recognized for individual excellence as Squadron Company Grade Officer of the Year in 2007, 2010, 2011; Group Company Grade Officer of the Year in 2006; Wing Company Grade Officer of the Year in 2008; and most recently as Air Mobility Command’s A7 Company Grade Officer of the Year and Air Mobility Command’s Civil Engineer Staff Officer of the Year in 2012. He is the recipient of one Joint and two AF Achievement medals, two AF Commendation Medals, and a Defense Meritorious Service Medal.

Captain Hearn and his wife Kristen have been married for 3 years and have two pugs, Pugsley and Gomez.

STAFF SERGEANT CLAYTON JACKSON



Staff Sergeant Clayton W. Jackson is a Passenger Service Supervisor assigned to the 730th Air Mobility Squadron, Yokota Air Base, Japan. Sergeant Jackson was born in Greencastle, Indiana, on 1 March 1989. He attended Owen Valley High School and excelled across the entire spectrum of school activities. Less than 4 months after graduation, he enlisted in the United States Air Force. He received the Distinguished Graduate Award from Air Transportation Technical School at Lackland Air Force Base, Texas in 2007.

Sergeant Jackson was then assigned to the 436th Aerial Port Squadron at Dover Air Force Base, Delaware. While assigned there, he was a member of the Base Honor Guard Team, where he had the distinct honor of performing over 100 Dignified Transfers. In 2009, he was assigned to the 730th Air Mobility Squadron at Yokota Air Base, Japan. Since his arrival, he has received multiple awards for his commitment and dedication. In 2010, he was selected for Senior Airman Below-the-Zone for his hard work and professionalism.

Sergeant Jackson received an Air Force Achievement Medal for his contributions during a deployment to Al Asad Air Base, Iraq. In 2012, he won Airman of the First Quarter, Non-Commissioned Officer of the Third Quarter, and Air Mobility Command's Logistics Readiness Air Transportation Non-Commissioned Officer of the Year for 2012. His military awards include Air Force Achievement Medal with one oak leaf cluster, Army Achievement Medal, Meritorious Unit Award, Air Force Expeditionary Medal, National Defense Service Medal, Iraqi Campaign Medal with one bronze star, Global War on Terrorism Service Medal, Air Force Expeditionary Service Ribbon with gold border, Outstanding Unit Award, and Air and Space Campaign Medal.

MASTER SERGEANT MARCUS S. KELLEY



Master Sergeant Marcus S. Kelley is the Aircrew Flight Equipment Quality Assurance Superintendent assigned the 2d Operations Support Squadron, Barksdale Air Force Base, Louisiana. Sergeant Kelley was born in Portsmouth, New Hampshire on 20 July 1977. He enlisted in the Air Force in August 1996 as a Survival Equipment Apprentice. Upon graduation, he was assigned to the 436th Equipment Maintenance Squadron, Dover Air Force Base,

Delaware, arriving in January 1997. During this time he held multiple duties culminating as the Flotation Section Supervisor, member of the elite Dover Honor guard, and recipient of the coveted Senior Airman Below-the-Zone promotion.

On 11 September 2001, Staff Sergeant Kelley PCS'd to the 33d Fighter Wing, Eglin Air Force Base, Florida where he rose to the position of production floor chief. In 2004, Sergeant Kelley PCS'd to the 728th Air Control Squadron and was tasked to run the Vehicle Fabrication shop while maintaining many of the Vehicle Maintenance flight's programs. After five years at Eglin, Staff Sergeant Kelley PCS'd to Yokota Air Base, Japan in spring 2006. During his first year at Yokota, he was assigned as the Noncommissioned Officer in Charge of 374th Maintenance Squadron, Survival Equipment Section. During this time he deployed for six months to Ali Al Salem Air Base, Kuwait. In April 2007, Survival Equipment merged with Life Support under the 374th Operations Support Squadron as the new Aircrew Flight Equipment career field. Soon after Sergeant Kelley was promoted to Technical Sergeant and finished his time at Yokota by serving as Noncommissioned Officer in Charge of the Aircrew Support Section.

In April 2010, Technical Sergeant Kelley moved back to the United States to his present duty assignment at the 2d Operations Support Squadron, Barksdale Air Force Base, Louisiana. He spent a year as Noncommissioned Officer in Charge of the Flightline Support Section before he deployed for four months with the 96th Bomb Squadron to Andersen Air Force Base, Guam. Upon Sergeant Kelley's return he was moved to his current section, first as Noncommissioned Officer in Charge, and now as Superintendent of the Aircrew Flight Equipment Quality Assurance Section.

Master Sergeant Kelley's leadership and support during his time at Barksdale was key to his flight and squadron being awarded the Air Force Global Strike Command "Aircrew Flight Equipment large unit of the year 2010/2011" and Air Force Global Strike Command "OSS of the year 2010/2011" respectfully. Master Sergeant Kelley's excellence continued as he garnered the 2d Bomb Wing and Team Barksdale "NCO of the 3d Quarter 2012" and 2d Operations Group "NCO of the year 2012" accolades. Master Sergeant Kelley is active in his squadron and base professional organizations and is an Ignite Student Ministries Youth Mentor at his local church. His military awards include the Air Force Commendation Medal, Air Force Achievement Medal with one device, National Defense Service Medal, Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, and the Air Force Expeditionary Service Ribbon with Gold Border. Master Sergeant Kelley has also earned his Community College of the Air Force degree in Aircrew Safety Systems Technology.

**"LEADERSHIP IS PRACTICED
NOT SO MUCH IN WORDS AS IN ATTITUDE
AND IN ACTIONS."**

-HAROLD S. GENEEN

TECHNICAL SERGEANT REBECCA L. LAWRENCE



Technical Sergeant Rebecca L. Lawrence is a Logistics Plans Craftsman assigned to the 4th Logistics Readiness Squadron, Seymour Johnson Air Force Base, North Carolina. She is 27 years old and was born in Norwich, New York on 24 June 1985. TSgt Lawrence attended Sherburne-Earlville High School, graduating with honors in June 2004. She lettered each year in field hockey, volleyball, and softball. After graduating high school, TSgt Lawrence

was locally employed while waiting for an opening in the Air Force. She enlisted in the Air Force in 2004 and arrived at Lackland AFB, Texas in November 2004 for basic training.

Upon graduation, she received orders to Seymour Johnson AFB. While stationed at the 4 FW, she has been able to deploy to Iraq once, Afghanistan twice, and earn her Bachelor's Degree in Business Management. Her military awards include the Air Force Commendation Medal, Army Commendation Medal, Army Achievement Medal, Meritorious Unit Award, AF Outstanding Unit Award, AF Good Conduct Medal, National Defense Service Medal, Afghanistan Campaign Medal, Iraq Campaign Medal, Global War on Terrorism Service Medal, AF Overseas Ribbon Short, AF Expeditionary Service Ribbon, AF Longevity Service, USAF NCO PME Graduate, Small Arms Expert Marksmanship Ribbon, AF Training Ribbon, and NATO Medal.

Young Leadership Awards continue >>>

TECHNICAL SERGEANT WAYNE L. MARSDEN



Technical Sergeant Wayne L. Marsden is a Flight-line Expediter assigned to the 52d Airlift Squadron, 19th Operations Group, 19th Airlift Wing, Peterson Air Force Base, Colorado. Sergeant Marsden is 35 years old, resides at 8879 Royal Melbourne Circle, Falcon, Colorado, and is married to Melissa R. Marsden. Together they have 2 children and have been married for 10 years.

Sergeant Marsden was born in St. Louis, Missouri and lived there until the age of 20.

He graduated from Herculaneum High School in 1996. He subsequently enlisted in the United States Air Force in 1998 and arrived at Lackland Air Force Base, Texas in November of that same year. Upon graduation, he received an assignment for technical training school at Sheppard Air Force Base. He then received an assignment to Little Rock Air Force Base where he worked as an Aerospace Maintenance Journeyman working on the C-130E/H for the 314th Maintenance Squadron Isochronal section. From 2004 until 2006, Sergeant Marsden was assigned to the 730th Air Mobility Squadron as an Aircraft Maintenance Journeyman where he worked on C-5, C-141 and C-17 aircraft.

In 2006, Sergeant Marsden received an assignment to Little Rock Air Force Base for the second time. His second assignment to Little Rock took him to the Aerospace Repair section where he served two tours at Balad Air Base, Iraq. While deployed, he was recognized as the 332 EMXG NCO of 4th Quarter 2009. He was elected to the Executive Council on the local Air Force Sergeant Association chapter where he served as the Ways and Means trustee.

Sergeant Marsden earned his Associate's Degree in Aircraft Maintenance Technology from the Community College of the Air Force in 2007. In 2010, he received his current assignment to Peterson AFB Colorado where he served as the Aerospace Repair Section Chief, Aircraft Maintenance Squadron Flight Chief, and currently as Flight-line Expediter supervising over 120 personnel. He recently received a Bachelor of Science degree in Professional Aeronautics through Embry-Riddle Aeronautical University, and is currently pursuing a double Master's degree in Business Administration/Health Administration with Webster University.

His military awards include the 19th Equipment Maintenance Squadron Crew Chief of the Year 2009, 19th Equipment Maintenance Squadron's Lance P. Sijan Award 2009, Peterson AFB NCO of the year 2012, Air Force Commendation Medal (3), Air Force Achievement Medal, Iraq Campaign medal, Air Force Recognition Ribbon, National Defense Service Medal, the Joint Meritorious Unit Award, the Armed Forces Expeditionary Medal, the Southwest Asia Service Medal, the Global War on Terrorism Service Medal, the Air Force Expeditionary Medal, and the Humanitarian Service Medal.

CAPTAIN THOMAS E. PARKER



Captain Thomas E. Parker, is the Chief of C-17 Standardization and Evaluations and a C-17 Evaluator Pilot assigned to the 436th Operations Group at Dover Air Force Base, Delaware. He is 31 years old. Capt Parker was born in Elmbrook, Wisconsin, on 4 November 1981. He graduated from Silver Valley High School in Yermo, California in 1999. Capt Parker then attended the United States Air Force Academy, earning a Bachelor's Degree in

Environmental Engineering in 2003, and his commission as a Second Lieutenant.

In May 2005, Capt Parker graduated from Joint Specialized Undergraduate Pilot Training at Laughlin Air Force Base, Texas and was

assigned to fly the C-17A in the 10th Airlift Squadron at McCord Air Force Base, Washington. There he was presented numerous awards including Squadron Pilot of the Year and Squadron Instructor Pilot of the Year. In December 2010, Capt Parker graduated from the demanding C-17 Weapons Instructor Course. He was subsequently assigned to the 3d Airlift Squadron at Dover Air Force Base, Delaware as Chief of Weapons and Tactics and C-17 Instructor Pilot. During his tenure at Dover Air Force Base, Capt Parker was selected as the Squadron Pilot of the Year and Instructor Pilot of the Year for 2011, Operations Group Company Grade Officer of the Quarter from January to March 2012, and Wing Company Grade Officer of the Year for 2012.

As a Weapons Officer and C-17 Evaluator Pilot, Capt Parker has served in a variety of positions at the Squadron and Group levels. He has logged over 2,700 hours in the C-17, T-1, and T-6 including over 850 combat hours and 6 deployments supporting Operations ENDURING FREEDOM, IRAQI FREEDOM, and NEW DAWN. His military awards include the Air Force Commendation Medal with 2 Oak Leaf Clusters, Combat Readiness Medal, and Air Force Expeditionary Service Ribbon with 4 Oak Leaf Clusters. In 2012, he completed his masters degree from Troy University. Capt Parker is married to the former Kristen Burger of California.

CAPTAIN PAUL D. TANDBERG



Captain Paul D. Tandberg is the Air Mobility Liaison Officer to the 8th Air Support Operations Squadron, Aviano Air Base, Italy. He is attached to and directly supports the 173d Airborne Brigade Combat Team, Caserma Ederle, Italy. He is 29 years old. Captain Tandberg was born in Rolla, North Dakota, on April 15th, 1983. He attended Elk River High School, was elected Student Council President, and excelled on and off the sports field. As a

3-year football letterman, his exceptional performance earned him his team's coveted Elk's Hustler Award for hard work, dedication and leadership, on and off the field, two years in a row.

After graduation from high school in 2002, Captain Tandberg attended the University of St. Thomas, St. Paul MN. He was awarded a four-year Air Force ROTC scholarship and participated in the academic and leadership program throughout his four years at St. Thomas. Captain Tandberg was a freshman walk-on to the school football team where he would letter all four years and start in his last one. Captain Tandberg was awarded back-to-back Jerry Pugsley awards, recognized by his teammates for his hard work and dedication on and off the field. Captain Tandberg graduated from college in 2006 with a degree in Computer Science and was subsequently commissioned as a 2nd Lieutenant in the United States Air Force.

Upon graduating Distinguished Graduate from the Air and Space Basic Course, Maxwell AFB, in 2006, Captain Tandberg served as an adjunct Lieutenant at the 344th Air Refueling Squadron, McConnell AFB, KS working in the squadron's Standardization and Evaluations office. In early 2007, he began Joint Undergraduate Student Navigator Training at Randolph AFB, Texas. He was elected to be class leader of 26 students for the duration and graduated in December, 2007.

Captain Tandberg was next assigned to Little Rock AFB, Arkansas where he continued training as a Navigator for the C-130 at its Replacement Training Unit. Captain Tandberg graduated as Distinguished Graduate from his class in November of 2008 and moved down the street to the 61st Airlift Squadron where he would fly as operational aircrew on the C-130E/H models for the next three years. With C-130 units, he deployed in support of operations in Iraq, Afghanistan, the Horn of Africa, Haiti, and Pakistan. His military awards include 8 Air Medals, Air Force Commendation Medal, Air Force Achievement Medal, 2 Humanitarian Service Medal and the National Defense Medal.

CAPTAIN ERIC L. VOLK



Captain Eric L. Volk is a senior pilot assigned to the 62d Airlift Squadron, 314th Operations Group, Little Rock Air Force Base, Arkansas. He is 36 years old. Captain Volk was born in Peoria, Illinois, on 11 August 1976. Captain Volk, a prior enlisted Airman, served as a pharmacy technician from 1994 to 1998, attaining the rank of senior airman. After being accepted to the United States Air Force Academy Preparatory School in 1998, he graduated

from the United States Air Force Academy and was commissioned in 2003. He attended Undergraduate Pilot Training at Vance Air Force Base, and then transferred to Naval Air Station Corpus Christi where he received his pilot wings. His first flying assignment was with the 517th Airlift Squadron at Elmendorf Air Force Base, Alaska, where he deployed two times in support of Operation Iraqi Freedom.

In April 2007, Captain Volk was assigned to the 40th Airlift Squadron at Dyess Air Force Base, Texas, where he deployed five times in support of Operations Enduring Freedom, Iraqi Freedom, and New Dawn. He served as an Assistant Chief of Training, Chief Executive Officer, and as the 40th Airlift Squadron Director of Staff. His outstanding performance led to his selection as a C-130H Formal Training Unit instructor. He is currently assigned to the 62d Airlift Squadron, Little Rock Air Force Base, Arkansas, where he recently performed additional duties outside of the squadron as the 714th Training Squadron Student Support Flight Commander.

As the Student Support Flight Commander, Captain Volk led an office of 10 military, civilian, and contract personnel responsible for the administration and support of the Department of Defense's largest C-130 Formal Training Unit. He is currently the 314th Airlift Wing Chief of Plans and a C-130H Formal Training Unit Evaluator Pilot. As a C-130H Formal Training Unit Evaluator Pilot, he instructs and evaluates student pilots in all phases of flight while commanding a \$30 million aircraft. He is a senior pilot with over 2,300 flying hours. Captain Volk is married to the former Mrs. Colleen Erin Perkins, and they have one and a half year old daughter, Brynne.

**“THE SECRET OF A LEADER
LIES IN THE TESTS HE HAS
FACED OVER THE
WHOLE COURSE OF HIS LIFE
AND THE HABIT OF ACTION
HE DEVELOPS IN MEETING
THOSE TESTS.”**

—GAIL SHEEHY

**“LEAD ME, FOLLOW ME, OR GET
OUT OF MY WAY.”**

—GENERAL GEORGE PATTON

SENIOR AIRMAN STEVIE A. WAKES, JR.



Senior Airmen Stevie Anthony Wakes, Jr. is an Avionics Technician assigned to the 402d Electronics Maintenance Group, Warner Robins Air Logistics Complex, Robins AFB, Georgia. He is 26 years old. Airman Wakes was born in Shawnee Mission, Kansas, on 16 July 1986. He attended Silverado High School in Victorville, California and graduated in June 2004. He enlisted in the Air Force and arrived at Lackland AFB, Texas, in October 2007 for basic

training, where he was promoted above his peers as dorm chief.

Upon graduation, he received technical training to become an avionics technician for the next 8 months at Keesler AFB, Mississippi, and Sheppard AFB, Texas, where he graduated second in his class. Upon his completion of technical training, he was assigned to the 3rd Component Maintenance Squadron, Joint Base Elmendorf-Richardson, Alaska, where he served as an avionics apprentice. Within 6 months, Airman Wakes was elevated as the lead technician for his unit's F-15 radar antenna.

While serving at Elmendorf, SrA Wakes volunteered his time as an educator and victim advocate for the Sexual Assault Prevention & Response Program (SAPR). After 1 year of service, Airman Wakes was hand selected by the Sexual Assault Prevention and Response Coordinator and his commanding officer to spearhead the force-wide bystander intervention training for the base. During his tenure, Airman Wakes was promoted to director of SAPR education training for 2.5K active duty military members, Reserve Officer Training Corps cadets, and civilians.

After serving in Alaska, Airman Wakes, and his wife Jessica, were reassigned to the 402d Electronics Maintenance Group, Robins AFB, Georgia. He completed his Associate of Applied Science Degree in Avionic Systems Technology from the Community College of the Air Force and is currently two courses away from his Bachelors of Science in Management Sciences. His reach extends beyond the gates and into the community through programs such as Big Brothers Big Sisters, Feed the City, and Habitat for Humanity. Airman Wakes is an ordained minister and received his license from the Burning Bush Church of Victorville, California.

His military awards include AF Outstanding Unit Award (one oak leaf cluster), AF Good Conduct Medal, National Defense Service Medal, Global War on Terrorism Service Medal, AF Long Tour Overseas Ribbon, AF Longevity Ribbon, AF NCO PME Graduate Ribbon, and the AF Training Ribbon. His military honors include the 3rd Wing Outstanding Performer Award (2008), 3rd Component Maintenance Squadron Top III Sharp Troop Award (2009), 402d Maintenance Wing Airman of the 4th Quarter (2011), 402d Electronics Maintenance Group Airman of the Year (2011), Air Force Association Trades and Craft Worker of the Year (2011), Airman Leadership School Distinguished Graduate (2012), Warner Robins Air Logistics Complex Airman of the 4th Quarter (2012), and Warner Robins Air Logistics Complex Airman of the Year (2012). ■

2013 AIRLIFT/TANKER ASSOCIATION HUYSER AIRCREW AWARDS

THE AIRLIFT/TANKER ASSOCIATION
GENERAL ROBERT E. "DUTCH" HUYSER AWARDS
ARE PRESENTED ANNUALLY TO A WING/GROUP
LEVEL OR BELOW PILOT, NAVIGATOR, FLIGHT ENGINEER,
LOADMASTER, BOOM OPERATOR, FLIGHT ATTENDANT
AND AIRBORNE MISSION SPECIALIST* FOR SUSTAINED
EXCELLENCE IN AIRMANSHIP.

PILOT

MAJOR JUSTIN BRUMLEY

Major Justin Brumley is the Chief of Group Standardization and Evaluation and a C-130J Evaluator Pilot, 317th Operations Support Squadron, Dyess Air Force Base, TX. He is responsible for evaluating, planning, & standardizing tactical flying activities for the group's



aircraft. Major Brumley was born in Tulsa, OK and attended Collinsville High School where he lettered in four sports: football, soccer, basketball and golf, acting as the football and soccer team captain. He was also the student body president and a state champion marching band member.

After high school, Maj Brumley completed his undergraduate degree at the United States Air Force Academy in 2001, with a Bachelor of Science in Management. While there, he was a Cadet Squadron Commander, leading 118 cadets through their military and academic endeavor. He then attended undergraduate pilot training at Vance Air Force Base, Oklahoma, where he earned a pilot rating and the honor of flying the Mighty C-130 Hercules. As a C-130E/H1/H2/H3 and C-130J pilot, he has served on five deployments conducting combat airdrop and airland operations in Operations ENDURING FREEDOM and IRAQI FREEDOM, logging 550 combat hours.

Maj Brumley recently returned from OEF, where he was the Chief of Tactics, 772d Expeditionary Airlift Squadron, Kandahar Airfield, Afghanistan. He oversaw the planning and execution of 378 combat airdrops and 3,200 combat sorties. On this deployment, he planned the first C-130J combat low cost, low altitude airdrop. He also led four high-altitude Joint Precision Aerial Delivery System airdrops in theater. He is a senior pilot, having logged over 3,200 hours.

Major Brumley's continuing educational background includes graduating from Squadron Officer School, Maxwell AFB, Alabama;

USAF Advanced Instrument School, Tinker AFB, OK; and USAF Weapons Instructor School, Nellis AFB, NV. He also earned a 2011 Masters Degree in Human Relations, at the University of Oklahoma, Norman, Oklahoma, and completed Air Command and Staff College by correspondence, Maxwell AFB, Alabama, in 2012.

Active in his community, Major Brumley is a Habitat for Humanity Volunteer and a Church Youth Leader. His prior awards and achievements include: 2011 MAF Tactician of the Year; 2011 Col Joe Jackson Award for Excellence in Mobility Tactics recipient; 86 AW (Ramstein AB) Company Grade Officer (CGO) of the Quarter; 7 BW (Team Dyess) Field Grade Officer (FGO) of the Quarter; and a two time 317 AG (Dyess) Field Grade Officer of the Quarter.

NAVIGATOR

CAPTAIN MICHAEL A. SLAUGHTER

Captain Michael A. Slaughter is Chief of Tactics, 50th Airlift Squadron, Little Rock



Air Force Base, Arkansas. He is responsible for leading the tactics office of 12 airmen and ensures effective tactics are being trained and utilized in all of the squadron functions.

Captain Slaughter is a graduate of the University of North Texas. He has held numerous squadron and group level positions including Chief of Strategic Plans and Programs while at Dyess Air Force Base. Captain Slaughter has significant experience in combat operations flying over 800 combat hours in support of Operation Iraqi Freedom, Operation Enduring Freedom, and Operation New Dawn. Additionally, Captain Slaughter served as Chief of Tactics for the 774th Expeditionary Airlift Squadron in support of Operation Enduring Freedom. He is a Weapons Officer Navigator with more than 1,500 flight hours, primarily in the C-130E/H.

Captain Slaughter holds a Bachelor Political Science from the University of North Texas, and a Bachelor Plus Operational Warfare, from Air University. He is also a Weapons Instructor Course Distinguished Graduate, December 2011, and a C-130E/H Instructor School Distinguished Graduate, May 2009.

Captain Slaughter has actively volunteered for Habitat for Humanity and North American Shar Pei Rescue. He has also volunteered time in a local military spouse program that provides support and assistance to spouses of military members. Captain Slaughter created and led a morale program that helped gather much needed morale items to be airdropped to isolated forward operating bases throughout Afghanistan delivering over \$70K worth of items. His prior awards and achievements include being named Group Company Grade Officer (CGO) of the Year 2012, Group CGO of the Quarter 2012; and Squadron CQO of the Month April 2012. He is a recipient of the Meritorious Service Medal, the Air Medal, the Air Force Commendation Medal and the Air Force Achievement Medal.

FLIGHT ENGINEER

TECHNICAL SERGEANT MARK J. PFEILER

Technical Sergeant Mark J. Pfeiler is currently a MC-130H Eval Flight Engineer/Stan/Eval NCO, with the 15th Special Operations Squadron, 1st Special Operations Wing, Hurlburt Field, Florida.



Previous duty assignments include the 62nd Airlift Squadron, 314th Airlift Wing, Little Rock AFB, Arkansas, the 2nd Airlift Squadron, Pope AFB, North Carolina.

Technical Sergeant Pfeiler is an active member of the Tiger Point Sports Association, coaches youth soccer, volunteers at the Santa Rosa County homeless shelter and is an active member in the Hurlburt 5/6.

Technical Sergeant Pfeiler's prior awards and achievements include the Air Medal with 11 Oak Leaf Clusters (OLC); Aerial

Achievement Medal; Air Force Commendation Medal; Air Force Achievement Medal; Air Force Combat Action Medal; Meritorious Unit Award with 2 OLC; AF Outstanding Unit Award with 2 OLC; Air Force Good Conduct with 3 OLC; Air Force Recognition Ribbon; National Defense Service Medal; Afghanistan Campaign Medal with 2 Devices; Iraq Campaign Medal with 1 Device; Global War on Terrorism Service Medal; Global War on Terrorism Service Medal; Humanitarian Service Medal; Air Force Expeditionary Service Ribbon with Gold Border and 4 OLC; AF Longevity Service with 2 OLC; USAF NCO PME Graduate Ribbon with 2 OLC; Small Arms Expert Marksmanship Ribbon; AF Training Ribbon; and the NATO Medal.

**LOADMASTER
MASTER SERGEANT
RONALD E. JAMES**

Master Sergeant Ronald E. James is currently Operations Superintendent at the 62d Airlift Squadron, 314th Airlift Wing (AETC), Little Rock Air Force Base, Arkansas, where he oversees Enlisted Aviator Initial Qualification Training. Sergeant James was born in Houston, Texas and attended Chattanooga Central High School, graduating in the top 10 percent of his class. He enlisted in the Air Force in 2000 and attended Aerospace Ground Equipment Technical Training at Sheppard Air Force Base, Texas.



Sergeant James' first duty assignment was at the 436th Component Repair Squadron, Dover Air Force Base, Delaware where he supplied air-conditioning support for the mortuary affairs center. In 2003, Sergeant James was assigned to the 51st Maintenance Squadron, Osan Air Base, Korea where he trained Navy personnel on hydraulic test stand operations supporting of six aircraft. In 2004, Sergeant James was assigned to the 355th Equipment Maintenance Squadron, Davis-Monthan Air Force Base, Arizona where he served as Technical Order Distribution Account Monitor.

Sergeant James was then selected to cross train to the C-130 and was assigned to the 50th Airlift Squadron, Little Rock Air Force Base, Arkansas. He served as a loadmaster instructor and evaluator and flew 255 missions in support of Operations Iraqi Freedom and Enduring Freedom.

Sergeant James is a Senior Enlisted Joint Professional Military Education, Correspondence, 2010, graduate; a USAF Non-

commissioned Officer Academy, Keesler Air Force Base, 2011, graduate; a USAF Senior Noncommissioned Officer Academy, Correspondence, 2011, graduate. He holds an Associates Degree in Aviation Operations and an Associates Degree in Aerospace Operation, both from the Community College of the Air Force, in 2011.

Sergeant James is a Habitat for Humanity volunteer and a member of both the Little Rock Top III and the Air Force Sergeants Association. His prior awards and achievements include being named Enlisted Aircrew Member of the Year in 2009 and 2010; Instructor Loadmaster of the Year in 2012. He is also a Distinguished Graduate, from the NCO Academy.

**BOOM OPERATOR
STAFF SERGEANT E. MARSHALL**

Staff Sergeant E. Marshall is currently serving as an Evaluator In-flight Refueling Craftsman, KC-135R/T. He is stationed at RAF Midlenhall, England.



In 2002, Sergeant Marshall graduated from Venus High School in Venus, TX. He joined the Air Force in June of

2002 and after basic training went to tech school at Medina Annex from August to September 2002, NAS Pensacola in September 2002, Fairchild AFB from September to October 2002, and finally Altus AFB from October 2002 to May 2003. He was then assigned to McConnell AFB in May 2003 where he served in many squadron positions including flight and ground scheduling, training flight, and NCOIC of Safety. He also graduated Combat Aircrew Tactics Studies course during this period. In Oct 2009, he was assigned to RAF Mildenhall where he has led multiple sections as NCOIC of Training Flight, Flight Supervisor, Squadron Evaluator, and NCOIC of Wing Weapons and Tactics. He will soon graduate from Embry-Riddle Aeronautical University with a Bachelors of Science in Aeronautics with minors in Aviation Safety and Technical Management. He also will receive an Undergraduate Certificate in Aviation Safety.

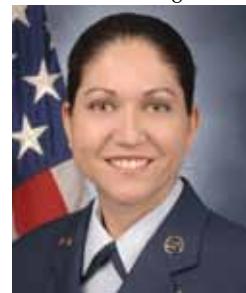
Sergeant Marshall is the 100 ARW Team 5/6 Base Community Involvement/Fundraiser Chairman. In this role, he has led numerous base events including food booths at local schools and the annual base bazaar. Additionally, he organized a bowling tournament and thrift sale. In all, his efforts raised nearly \$2000 for Team 5/6 and positively-affected over 500 local airmen, family

members, and children.

Sergeant Marshall's prior awards and achievements include: 384th ARS Airman of the 1st and 2nd Quarter 2006, 384th ARS Airman of the 1st Quarter 2008, 384th ARS Airman of the 2nd Quarter 2008, 384th ARS Instructor of the 1st Quarter 2009, 351st ARS Team of the 1st Quarter 2010, 351st ARS Team of the Year 2010, 351st ARS NCO of the 1st Quarter 2010, 100 ARW Flight Safety Award of the 1st Quarter 2011, 100 OG NCO of the 1st Quarter 2012, 351st ARS NCO of the 2nd Quarter 2012, 100 OG Instructor of the Year 2012, Brigadier General Ross G. Hoyt Award Winner 2011, Air Medals (14 AFCENT), and 2 Air Force Commendation Medals.

**FLIGHT ATTENDANT
TECHNICAL SERGEANT
MELISSA L. DERRICK**

Technical Sergeant Melissa L. Derrick was born at Clark Air Base, Philippines. She graduated from Bradford HS in Starke, FL and enlisted in the Air Force in 1998. In 1999, she completed Information Management technical school



at Keesler AFB, MS followed by an assignment to Robins AFB, GA. She applied for enlisted aircrew retraining in 2004 and completed Flight Attendant Training at Lackland AFB, TX and Andrews AFB, MD. She was then assigned to the 1st Airlift Squadron, Andrews Air Force Base, Maryland. She became 1 of 10 Vice Presidential Flight Attendants between two DV airlift squadrons and was selected as an evaluator on two airframes, C-32A and C-40B. She served 7 years at Andrews AFB before her PCS to the 65th Airlift Squadron at Joint Base Pearl Harbor-Hickam, HI in 2011. She took on duties as the NCOIC, A-Flight and then became the only enlisted Executive NCO in the 15th Operations Group. She has amassed over 2,800 flying hours on the following aircraft: C-32A, C-40B, C-40C, C-37A, C-17A and KC-10A.

Sergeant Derrick has graduated from Airman Leadership School and the NCO Academy. She is currently pursuing an Aviation Operations degree through CCAF. She is a "9/11 Stephen Siller Tunnel to Towers 5K Run" volunteer and participant. ■

**The A/TA Board of Officers approved the addition of two new air crew positions to the Huyser Awards earlier this year. The new positions are Flight Attendant and Airborne Mission Specialist. There is no recipient of the Airborne Mission Specialist award for 2013.*



ARSAG INTERNATIONAL

the officially chartered

DoD Joint Standardization Board (JSB) for Aerial Refueling Systems

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The Aerial Refueling Systems Advisory Group
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ARSAG '14 approval anticipated*

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2013 AIRLIFT/TANKER ASSOCIATION GENERAL P.K. CARLTON CARLTON AWARD FOR VALOR

THE AIRLIFT/TANKER ASSOCIATION
GENERAL P. K. CARLTON AWARD FOR VALOR IS
PRESENTED ANNUALLY TO AN INDIVIDUAL WHO
DEMONSTRATES COURAGE, STRENGTH, DETERMINATION,
BRAVERY AND FEARLESSNESS DURING A COMBAT, CONTINGENCY OR
HUMANITARIAN MISSION DURING THE PREVIOUS CALENDAR YEAR.

CAPTAIN MATTHEW W. TAYLOR



Captain Matthew Taylor is an MC-130P Aircraft Commander and hails from Cincinnati, Ohio. After graduating from Miami University with a BA in Political Science in 2005, Captain Taylor attended Joint Specialized Undergraduate Pilot Training at Vance AFB, Oklahoma. He then completed his Advanced Undergraduate Pilot Training at NAS Corpus Christi, Texas, in 2007.

After finishing his C-130 training at Little Rock AFB, Arkansas, Captain Taylor was assigned to the 36th Airlift Squadron at Yokota Air Base, Japan, in

2008. In Japan, he flew missions throughout the Pacific theater as well as missions in support of Operations IRAQI FREEDOM, ENDURING FREEDOM and ENDURING FREEDOM-Philippines.

Following the devastating earthquake in Japan in 2011, Captain Taylor was the first pilot from the 36th to launch in support of Operation Tomodachi, providing humanitarian assistance in the wake of the Japanese tsunami. Later that year, he was reassigned to the MC-130P Combat Shadow and stationed with the 67th Special Operations Squadron at RAF Mildenhall, United Kingdom.

Captain Taylor has represented the 67th Special Operations Squadron in the local community throughout his time in England. He has represented the 352d Special Operations Group as well as RAF Mildenhall at civic ceremonies in King's Lynn and Hunstanton. He has also supervised donations to Oxfam, a nationwide UK charity fighting global poverty.

Captain Taylor's prior awards and achievements include the Air Medal (x5), the Air Force Combat Action Medal, the Air Force Commendation Medal, the Afghanistan Campaign Medal, the Iraq Campaign Medal, the Global War on Terrorism Service Medal, the Global War on Terrorism Expeditionary Medal, and the Humanitarian Service Medal. He was named the 2012 67 SOS CGO of the Year and he was a 2012 William H. Tunner Award winner. Captain Taylor received an MA in Diplomacy from Norwich University in 2012.

Courage, Skill, And Determination

Actions of Captain Taylor performed while under the command of the Combined Joint Special Operations Air Component (CJSOAC) in support of Operation Enduring Freedom on 13 June 2012, demonstrated his courage, skill, and determination in the flawless execution of an airdrop in the mountains of central Afghanistan under persistent enemy fire. On that day, Captain Taylor and his crew were called upon to conduct a dangerous low-altitude daylight airdrop to a tactical drop zone (DZ) located on the floor of a treacherous mountain valley. The mission entailed airdropping 20,000 lbs of fuel to a remote outpost in an area of Afghanistan deemed too rugged and perilous for other resupply methods. The airdrop was vital to prevent the ground forces, which were trapped without fuel, from being overrun by the

encroaching enemy, leaving no choice but to execute a daylight operation without the cover of night or close air support.

The only approach to the DZ was a long and narrow valley, with little to no room for error. Captain Taylor fearlessly began the approach by descending to only 1,000 feet above ground, caged in by jagged mountains with peaks rising thousands of feet above him. One minute from release, with the cargo door open and flying at slow speed, a shattering "bang" broke through the roar of the engines at the aircraft's most vulnerable moment. Seconds later, the loadmaster reported damage to the cargo compartment roof. An enemy small-arms round had entered through the open door, piercing the cargo compartment merely inches from several crewmembers and dangerously close to the cargo of extremely volatile fuel bundles.

As both loadmasters examined the cargo for damage, a second round punctured the wing, causing fuel to burst from the aircraft's wing tank. Captain Taylor worked with the flight engineer to isolate the leak while simultaneously running airdrop checklists with fuel draining as they continued on. Despite numerous attempts, the now-massive leak could not be stopped. Captain Taylor assessed the battle damage to determine the condition of the aircraft and crew as well as the risk of continuation. Now less than 15 seconds from release, he decisively charged ahead with the airdrop despite persistent enemy fire and a crippled aircraft.

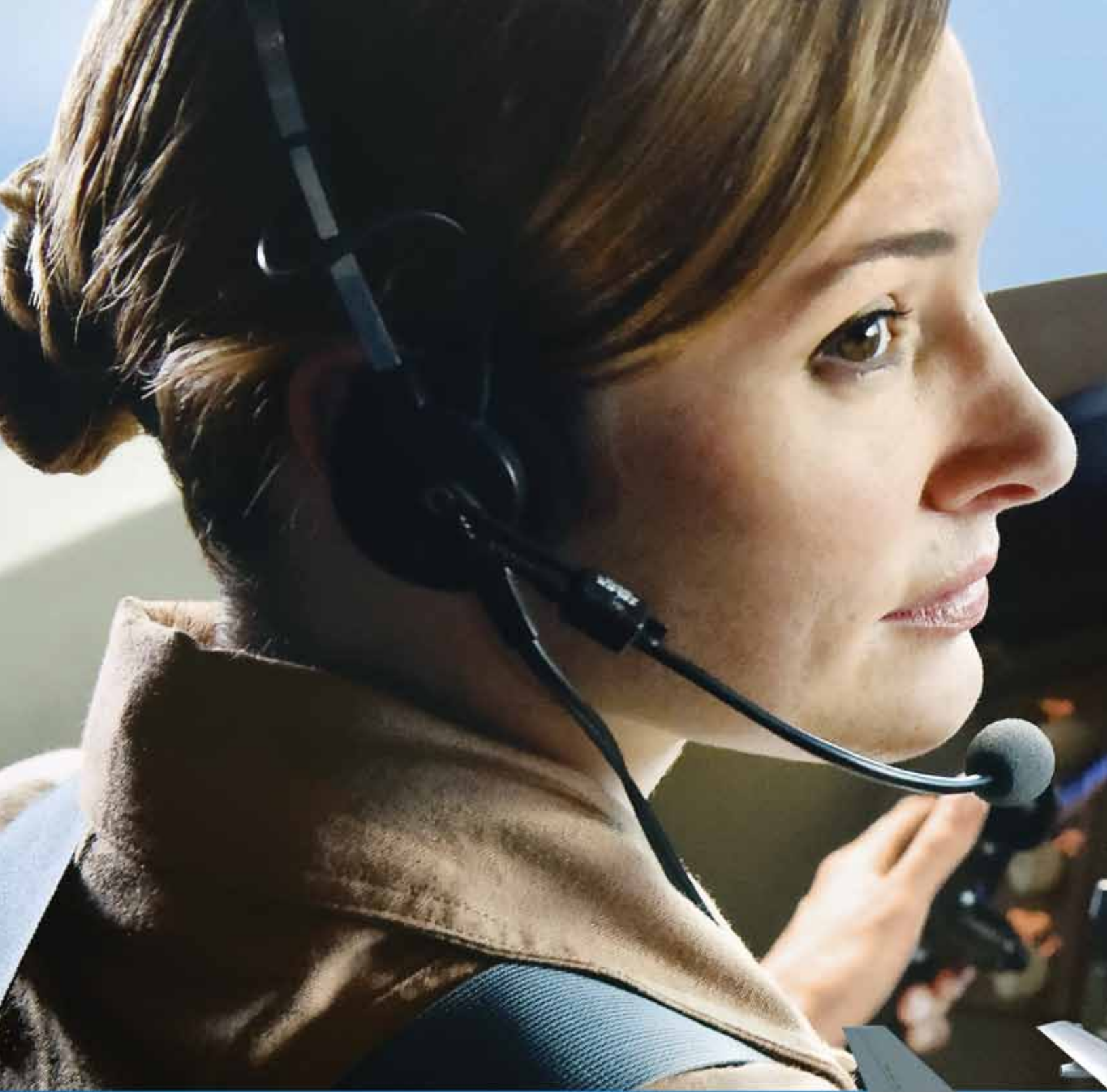
He maneuvered the aircraft on course to reacquire the DZ and expeditiously align the aircraft to drop parameters. A split second later, Captain Taylor and his crew precisely delivered 12 bundles on time and on target, enabling the team to swiftly recover the now-critical supplies, ultimately saving the entire team and its mission. As he was escaping the DZ, Captain Taylor directed the radio operator to relay the location and direction of enemy fire to the ground force, ensuring the Special Operations Forces team could track and eliminate the threat.

Far from safe and hundreds of miles from home station, Captain Taylor had no choice but to persevere through the mountainous terrain to the nearest airfield for an immediate landing, avoiding rocky peaks and ridge lines towering above the aircraft. Unable to pressurize the aircraft and losing fuel at an alarming rate, he directed the aircrew to don oxygen masks in order to prevent hypoxia as he picked his way through the high-altitude mountain passes. Arriving at the closest airfield with only minutes of fuel remaining, Captain Taylor safely landed and evacuated his crew to a safe distance from the aircraft as fuel spilled onto the ramp.

The swift and fearless actions of Captain Taylor prevented further aircraft damage, a potential cargo fire, and loss of a \$75M specialized aircraft and 8-person crew. If not for his skill, courage, and resourcefulness, the aircraft and all aboard would have perished. Furthermore, the isolated ground team may not have survived the attacks of the advancing insurgents.

The courageous actions of Captain Taylor ensured the special mission in support of the CJSOAC did not fail. For his extraordinary bravery and heroism, Captain Matthew Taylor has been named the the winner of the 2013 General P. K. Carlton Award for Valor. ■

2013 A/TA Awards continue on Page 36 >>>



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2013 AIRLIFT/TANKER ASSOCIATION HALVORSEN AWARD

THE AIRLIFT/TANKER ASSOCIATION
COLONEL GAIL S. HALVORSEN AWARD
IS PRESENTED ANNUALLY TO AN OUTSTANDING
AIR TRANSPORTATION (2T2XX)
INDIVIDUAL FOR SUSTAINED EXCELLENCE
IN AERIAL PORT OPERATIONS.



SENIOR MASTER SERGEANT JASON E. KLUG



Senior Master Sergeant Jason E. Klug is the Superintendent, Deployment & Distribution Flight Operations, with the 52nd Logistics Readiness Squadron, in Spangdahlem AB, Germany.

During his tenure at Spangdahlem Air Base, Germany, SMSgt Klug was hand-selected to fill the Operations Superintendent position for the Deployment and Distribution Flight, a position normally held by a Chief Master Sergeant, for approximately 2-years. As Operations

Superintendent, he led 152 military and civilian personnel in the largest and most diverse flight in the squadron.

In addition to orchestrating wing deployment and distribution support, SMSgt Klug was directly responsible for securing Special Assignment Airlift Missions (SAAM), coordinating Air Mobility Command contingency airlift, supporting Unit Deployment Managers (UDMs), and training and leading the wing's Cargo Deployment Function (CDF). This support included mobilization of all assigned

forces via passenger and cargo airlift in support of F-16/A-10 fighter contingency deployments, mobility exercises, weapons training deployments, and Building Partnership Capacity (BPC) events.

SMSgt Klug is an active member in the 52d Fighter Wing Top 3, Gail Halvorsen Chapter of the Airlift/Tanker Association, and Air Force Sergeants Association. While deployed in 2012, he tackled tough enlisted issues as Secretary and founding cabinet member of ISAF Joint Command's first multi-national SNCO forum. SMSgt Klug was also awarded the Military Outstanding Volunteer Service Medal for collecting school supplies and heating sources for local children in support of Operation Outreach in Kabul, Afghanistan.

SMSgt Klug holds a CCAF degree in Business Administration/Transportation Management, 2009; and a Bachelor of Arts in Transportation and Logistics Management, 2011; and, he completed USAF Senior NCO Academy in-residence, in 2012. His personal accomplishments include selection as the 2012 USAFE Air Transportation SNCO of the Year, 2011 52 FW Lance P. Sijan Award nominee, 2011 CINC IEA Air Force Special Individual Recognition, 2010 52 MSG SNCO of the Year, 2010 Air Force Air Transportation SNCO of the Year, 2009 USAFE Col Gail Halvorsen Award nominee, as well as several other flight and squadron level awards. ■

**“TOO OFTEN THE GROUND PERSONNEL
ARE TAKEN FOR GRANTED OR
OVERLOOKED IN MAJOR AIR EVENTS
THAT ARE OUTCOME CENTERED...”**

—COLONEL GAIL S. HALVORSEN, “THE BERLIN CANDY BOMBER”

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CAE's global presence, focus, and technology leadership all come together in our development of world-class aircrew training systems. As defense forces, including the USAF, prepare to increase the level of simulation-based training for aircrews, trust a company with the flexibility, experience, and proven commitment to working as a true partner.

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2013 AIRLIFT/TANKER ASSOCIATION SPECIALIZED MISSION AWARD

THE AIRLIFT/TANKER ASSOCIATION
SPECIALIZED MISSION AWARD IS PRESENTED
ANNUALLY TO AN OUTSTANDING INDIVIDUAL WHOSE
PERFORMANCE OF DUTIES IN SUPPORT OF AN AERIAL AIR MOBILITY MISSION
IS EXCEPTIONALLY NOTEWORTHY DURING CRISES, CONTINGENCIES, OR HUMANITARIAN AIRLIFT.
THIS AWARD IS PRESENTED TO CAREER FIELDS NOT COVERED BY
THE HUYSER AWARD CATEGORIES.

TECHNICAL SERGEANT JOEL W. GRUDLE



Technical Sergeant Joel W. Grudle is a Flying Crew Chief currently stationed at McConnell Air Force Base, Kansas.

From Spring Branch Texas, TSgt Grudle entered the Air Force in April 2003. He Arrived at McConnell AFB October 2003, and deployed over twelve times in 10 years. During that timeframe he went on over 75 temporary duty assignments. His Air Force career began in flightline maintenance as an Apprentice, a Journeyman, a

Craftsman and earned certification as a Flying Crew Chief. His leadership and expertise made him an obvious choice as a Lead Technician for his section. Finally, his unwavering dedication to duty led to TSgt Grudle's selection as one of McConnell's first 8 Dedicated Crew Chiefs in over 10 years.

Sergeant Grudle is currently enrolled in a Community College of the Air Force program through Butler Community College and he is an active volunteer with "Kids Korner" of Wichita, Kansas. His prior awards and achievements include the Air Force Commendation Medal, the Air Force Achievement Medal, the Iraqi Campaign Medal, and the Overseas Long Tour ribbon. He has been named Crew Chief NCO of the Month, was a BTZ Award Winner in 2004 and has been named Crew Chief Airman of the Month two times. ■

"WARS MAY BE FOUGHT
WITH WEAPONS, BUT THEY
ARE WON BY MEN."

—GENERAL GEORGE S. PATTON

A Flying Crew Chief is an air crew position that requires more than just donning a flight suit. It is about diving headlong into solving any unanticipated maintenance issues that may occur while in flight and getting the mission back on track. Becoming a flying crew chief is not an instant transition upon completing upgrade training as a jet mechanic. A Flying Crew Chief needs to be able to think quickly and read a problem accurately, and have the knowledge and confidence to work through an identified problem and find a resolution.

2013 AIRLIFT/TANKER ASSOCIATION GENERAL RONALD R. FOGLEMAN ASAM AWARD



THE AIRLIFT/TANKER ASSOCIATION
GENERAL RONALD R. FOGLEMAN ASAM AWARD
RECOGNIZES THE TOP GRADUATE OF THE ADVANCED
STUDIES OF AIR MOBILITY (ASAM) PROGRAM, AN AIR FORCE-SPONSORED
INTERMEDIATE DEVELOPMENTAL EDUCATION PROGRAM TAUGHT AT THE USAF EXPEDITIONARY CENTER.
THE AWARD RECOGNIZES EXCELLENCE ACROSS A BROAD RANGE OF CRITERIA, INCLUDING PEER REVIEW, LEADERSHIP,
WRITTEN AND ORAL PRESENTATION OF RESEARCH, ACADEMIC PERFORMANCE, AND PHYSICAL FITNESS.

MAJOR STEVEN P. WICK



Major Steve Wick is a C-17A Instructor Pilot, currently assigned to the Operations and Plans Directorate (N3/5) at Military Sealift Command, Washington Navy Yard, Washington D.C., where he serves as a Joint Logistics Officer and Battle Watch Captain. He is 34 years old and was born in Frankfurt, Germany. He attended Curtis Sr. High School in University Place, Washington. After graduating from high school, Major Wick attended the United States Air Force Academy, where he majored in

Operations Research, and earned his commission in 2001 as a Distinguished Graduate.

Upon graduation, Major Wick attended Joint Specialized Undergraduate Pilot Training at Vance Air Force Base, Oklahoma, graduating as a Distinguished Graduate in the fall of 2002. Following initial C-17A training at Altus Air Force Base, Major Wick was assigned to Charleston Air Force Base, South Carolina, in May of 2003. During this assignment, he was a C-17A Instructor Pilot where he flew and commanded combat missions and deployed in support of Operations ENDURING FREEDOM and IRAQI FREEDOM.

Following his assignment in Charleston, Major Wick was assigned as an Instructor and Evaluator Pilot at the C-17A Formal Training Unit at Altus Air Force Base, Oklahoma. While at Altus, Major Wick

served in a variety of positions including Operations Group Executive Officer and Flight Commander for Student Training Management. In June 2010, Major Wick was assigned to Headquarters Air Mobility Command at Scott Air Force Base, Illinois, where he served as a strategic planner in the A5/8 Strategic Plans, Requirements, and Programs Directorate. During this time, he was the Air Mobility Command lead for Total Force Enterprise Business Case Analyses, and he developed and orchestrated a Total Force Integration General Officer Steering Council to monitor integration policies and metrics. For his exceptional efforts, he was recognized as the A5/8 Directorate Company Grade Officer of the Year in 2010.

In 2012, Major Wick was reassigned as a student of the Advanced Study of Air Mobility, an Air Force intermediate developmental education program at the United States Air Force Expeditionary Center, Joint Base McGuire-Dix-Lakehurst, New Jersey. While there he earned a Master of Science in Logistics degree from the Air Force Institute of Technology. Once again rising to the top, Major Wick was recognized as the Distinguished Graduate, as well as winner of the General Ronald R. Fogleman Leadership Award for overall top graduate. Major Wick was then assigned to the Military Sealift Command Operations and Plans Directorate, Washington Navy Yard, Washington D.C., where he currently resides.

Major Wick is married to the former Elizabeth Wilkie of Columbia, South Carolina. They have four children: Madison, Lisa, Collin, and Grayson. Major Wick is the recipient of multiple decorations including the Meritorious Service Medal, Air Medal, and the Air Force Commendation Medal. ■

**“REMEMBER THAT OUR NATION’S FIRST GREAT LEADERS
WERE ALSO OUR FIRST GREAT SCHOLARS.”**

—JOHN F. KENNEDY

By applying academic rigor to formulate options for senior leaders, ASAM students help craft the future of air mobility, according to Center officials. While MajGen William J. Bender was serving as U.S. Air Force Expeditionary Center Commander and host of the ASAM program (which is also closely affiliated with the Air Force Institute of Technology and AMC) he noted that “The mission of the Expeditionary Center is built upon the following pillars: Pride, Preparation, Professionalism and Patriotism.” Mr. Rudy Becker, Director of the Mobility Operations School, noted the relationship between AFIT and the Expeditionary Center has “delivered (hundreds of) mobility experts and leaders sorely needed by the joint community.” He went on to note that, “...through alignment with flag officer research sponsors, ASAM has shaped the thinking on literally every aspect of the mobility arena, from organization and training to current operations.”




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2013 AIRLIFT/TANKER ASSOCIATION KEY SPOUSE OF THE YEAR AWARD

THE PRIMARY PURPOSE OF THE AMC KEY SPOUSE OF THE YEAR AWARD IS TO RECOGNIZE AN AMC KEY SPOUSE WHO HAS DILIGENTLY WORKED WITH UNIT LEADERSHIP TO PLAN, COORDINATE, AND EXECUTE THE UNIT'S KEY SPOUSE PROGRAM. THE PROGRAM IMPACTS MISSION READINESS AND RETENTION BY ENSURING FAMILIES HAVE APPROPRIATE INFORMATION AND RESOURCES TO MEET THEIR NEEDS. THE AMC KEY SPOUSE OF THE YEAR IS SELECTED BY AMC LEADERSHIP.

MRS. TRACY S. CUMMINGS



Tracy S. Cummings is a Key Spouse for the 22 Maintenance Operations Squadron, McConnell Air Force Base, Kansas.

Tracy was born in Anchorage, Alaska on February 16, 1971. She attended Columbiana High School in Columbiana, Ohio and graduated in June of 1989. After graduating from high school, Tracy attended ITT Technical Institute and received an Associate's Degree of Applied Science in Computer Aided Drafting. She has worked in agri-business, industrial process design, as well as AF NAF and contract positions throughout six PCS moves over the course of 23 years.

Tracy met her husband, Senior Master Sergeant John Cummings, in 1988 on a blind date. John enlisted in the Air Force in 1990. John and Tracy married in 1991 and Tracy moved to

John's first duty station, Offutt Air Force Base, Nebraska, where their son Cooper was born in 1997. In 2000, their daughter Eva was born. They have since been stationed at Charleston Air Force Base, South Carolina, Yokota Air Force Base, Japan and at McConnell Air Force Base, Kansas.

Tracy is an active member of the McConnell Enlisted Spouses Club (MESC), the largest spouses' club in the Air Force, where she has served as Parliamentarian, Treasurer, and currently as Secretary. She volunteers at many MESC, Squadron, base wide and community events.

In 2011, Tracy was approached to become a Key Spouse for the 22d MXS Squadron. She served in this position until John transferred squadrons, where she became Key Spouse for 22d MOS. Tracy has been an active mentor to over 100 Squadron spouses, providing a vital link to them as they deployed in support of many operations, to include ENDURING FREEDOM, IRAQI FREEDOM, NEW DAWN, UNIFIED PROTECTOR, and Combined Joint Task Force-Horn of Africa. She has been recognized as the 22ARW Key Spouse of the Year. ■

**"THE BEST WAY TO FIND YOURSELF IS TO LOSE
YOURSELF IN THE SERVICE OF OTHERS."**

—MAHATMA GANDHI

Key spouses are specially trained volunteers who promote individual, family and unit readiness. They are a support system that encourages peer-to-peer support year-round. They meet the vital needs of spouses and provide an informal sounding board through an informal network. They are a part of the leadership team in each unit. The AMC Key Spouse program evolved from an idea to develop an organized program where military spouses help other spouses. Key Spouses work closely with the commander, commander's spouse, First Sergeant, and the Airman and Family Readiness Center.

2013 AIRLIFT/TANKER ASSOCIATION AFRC OUTSTANDING UNIT AWARD

THE AIRLIFT/TANKER ASSOCIATION
LIEUTENANT GENERAL JAMES E. SHERRARD III AWARD
IS PRESENTED ANNUALLY TO THE MOST OUTSTANDING
AIR FORCE RESERVE WING OR GROUP THAT DISTINGUISHED
ITSELF IN THE PERFORMANCE AND SUPPORT OF THE MOBILITY AIR FORCES MISSION. THE UNIT EMBODIES THE
SPIRIT AND ESSENCE OF THE CITIZEN AIRMAN, BALANCING THE OPERATIONAL DEMANDS OF TODAY'S
GLOBAL MOBILITY OPERATIONS, MAINTAINING A VIABLE STRATEGIC RESERVE FOR TOMORROW WHILE
EMBRACING RESPONSIBILITIES TO THEIR CIVILIAN
EMPLOYER, COMMUNITY AND FAMILY.

916TH OPERATIONS GROUP

916TH AIR REFUELING WING, SEYMOUR JOHNSON AIR FORCE BASE, NORTH CAROLINA

The 916th Air Refueling Wing, Seymour Johnson AFB, North Carolina, the state's only Reserve wing, supports refueling missions for other Air Force, Navy and Marine and allied aircraft under the direction of the 4th Air Force and Headquarters, Air Force Reserve Command. The wing has 16 subordinate units in three groups and one flight: the 916th Maintenance Group, the 916th Mission Support Group, the 916th Operations Group and the 916th Aerospace Medicine Flight. Subordinate units include the 911th Air Refueling Squadron, an active associate squadron with operations and maintenance members. The peacetime mission of the Reserve wing is to train and support competent citizen airmen, flying and maintaining a fleet of KC-135R Stratotankers, to be ready to respond at a moment's notice to world-wide operations.

The Wing's operational flying component, the 916th Operations Group, is the recipient of the 2013 Lt Gen James E. Sherrard III Award. The fully integrated, highly successful 916th Operations Group accomplished its mission in support of numerous overseas contingency operations as well as all of its global peacetime missions. From 1 July 2012 through 30 June 2013, the Group directed 1,500± sorties for a total of 6,600± flight hours – Air Force Reserve Command's number one KC-135 flying hour program.

Home to the Reserve Command's first Active Associate Unit, the 911th Air Refueling Squadron, the 916th Operations Group leveraged its Active Duty and Reserve talent and experience in support of operations inside and outside of the continental United States

including aiding four fighter wings with Joint Large Force Exercises, Red Flag Exercises, and providing essential air refueling for a C-5 Galaxy Reserve Training Unit.

The 916th also participated in Operation Caribbean Shield and Operation Enduring Freedom. During Operation Caribbean Shield the Group passed 1,600,000± lbs. of fuel during Counter Drug Operations resulting in the seizure of \$746,000,000 in drugs, 98 vehicles and 133 arrests.

The 916th also performed an impressive 12 lifesaving aeromedical evacuation missions and 10 aeromedical evacuation training missions, providing vital medical transport and care for combat wounded heroes. The unit also trained 3 squadrons for and deployed 12 active duty and 4 reserve crew and their support functions in support of Operations Plan (OPLAN) 8010-08 Strategic Deterrence and Global Strike missions.

The men and women of the 916th Operations Group personify "Citizen Airmen" as they successfully tackle the challenges of the wartime mobility Air Force. They maintain impeccable Readiness and Manning numbers while supporting global humanitarian relief efforts and continuing refueling demands. Their on-going support of contingency operations and their steadfast devotion to the local community indicate their superior dedication and performance. Their dedication to military duty and responsibility to civilian life embodies the spirit of this award.

The 916th Operations Group is truly deserving of the 2013 A/TA Lt Gen James E. Sherrard III Award. ■



**"THE PATRIOT VOLUNTEER, FIGHTING FOR COUNTRY AND HIS RIGHTS,
MAKES THE MOST RELIABLE SOLDIER ON EARTH."**

—LT GEN THOMAS J. "STONEWALL" JACKSON

LtGen James E. Sherrard III had a most distinguished career – from his early days as a C-130 airlift pilot to his tenure at the highest levels of Air Force Reserve leadership. General Sherrard twice served as vice commander as well as the tenth and longest-serving Chief of the Air Force Reserve and Commander, Air Force Reserve Command. General Sherrard with his leadership and influence has spanned the depth and breadth of the Air Force Reserve Command, including the command of three tactical airlift wings and both air mobility-focused numbered air forces. A true champion of air mobility, among his awards are the Distinguished Service Medal, Legion of Merit, Meritorious Service Medal (3 OLC) and the Armed Forces Reserve Medal with hourglass.

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The influx of wounded warriors during Operation Iraqi Freedom and Operation Enduring Freedom is, and has been, a strain on our military medical facilities. Thousands of these wounded men and women need to reach specialized medical facilities, especially as close as possible to their families. The military cannot always provide the needed transportation and other options are not always available. That is when Air Compassion for Veterans can be utilized.

The majority of our missions are through commercial airlines. We can also provide air ambulance service for qualified patients that are non-ambulatory. Our partner Angel Flight pilots and planes can be utilized for remote and rural areas as well as flights that are within 1,000 miles.

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The history of Air Compassion for Veterans dates back to the founding of Mercy Medical Airlift (MMA) 35 years ago by Mr. Edward R. Boyer, President and CEO. Mr. Boyer has been rightly called the “Father” of charitable air transportation because he devoted over 35 years of his life to developing a comprehensive charitable air transportation system in America in both medical and disaster situations. The home office is located in Virginia Beach, Virginia. Mr. Boyer has created a nationwide network of care through a variety of programs including Mercy Medical Airlift (MMA), Angel Flight, The National Patient Travel Center, The Homeland Security Emergency Air Transportation System (HSEATS), Air Compassion America (ACA) and Air Compassion for Veterans (ACV). These programs enable thousands of patients every year to access life-saving or life-improving specialized medical care that would otherwise not be available to them due to barriers of disaster, time and finances...That’s why we proudly say – *“We get them there.”*

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WHERE IN THE WORLD ARE THEY?

2013 A/TA LOST MEMBER LIST

*Life Member

Albin, Maj James E*
Anderson, SSgt Jaymeson (Jayme)
Anderson, TSgt Kathleen (Kat)
Anthony, Michael M (Mike)
Ashton, SSgt Joycelyn
Bahr, Unk Carrie L
Bailey, James C*
Basla, Lt Gen Michael J (Mike)
Bear, Col Sherman W USAF (Ret)*
Bennett, A1C Trevor M (Trevor)
Bergers, 2d Lt Andrew (Drew)
Bond, Langhorne M*
Boyle, Maj Karen A*
Brachle, SSgt Aaron
Brady, Lt Col Glenn D*
Brewer, SSgt Ryan (Brew)
Britt, Maj William J*
Brown, Capt Gary W*
Butterfield, TSgt Daniel
Carlson, Col Ralph T*
Carter, TSgt John
Castellano, SSgt Guillermo M
Castelli, Lt Col Garry L*
Christensen, Capt George M*
Clapsaddle, 1st Lt James R*
Clore, Capt William E*
Clouden, Maj Marilyn M*
Collins, Col Chris S
Cooper, Col Richard M USAF (Ret)*
Copeland, Brig Gen William L USAF (Ret)*
Craig, SSgt Larry R (Larry)
Cunniff, Maj Chris (Chris)
Cunningham, 1st Lt Harrison
Davenport, Alice (Alice)
Deluca, Unk John A USAF (Ret)*
Denniston, TSgt Joshua L
Desjardins, Maj Gen Susan Y USAF (Ret) (Sue)*
DeUnger, SMSgt Mary USAF (Ret) (Liz)
Diab, Maj Gen Thomas A USAF (Ret)*
Drell, Unk Hans-Dieter Non-US (Ret)*
Dutton, Robert D*
Dutton, Ted W*
Dyche, Col David D*
Eck, SSgt Shane A*
Elliott, TSgt Steven S
Faivre-Duboz, Luc
Farrier, Lt Col Thomas A*
Feather, Col Paul E (Otto)*
Flaughner, SSgt Logan C (Logan)
Foster, SrA James L
Gack, TSgt Steven A (Steve)*
Gallo, CMSgt John B
Garvin, SMSgt Jerry W*
Gaudino, CMSgt Stephen J Jr*
Gehri, Col Mark J D*
Giannetti, TSgt Ronald (Ron)
Gilmour, Col Gregory
Good, Maj Michael P (Mike)
Graham, TSgt Heath
Grantier, Capt Stephen
Gray, Brig Gen George A III USAF (Ret)*
Grimm, CMSgt Michael (Mike)
Gunkel, Maj William F*
Guthrie, SSgt Tiffanie (Tiffanie)
Harbeck, Lt Col William L*
Harris, SMSgt Norzell USAF (Ret)*
Hayslett, Lt Col Joseph H Jr USAF (Ret) (Joe)

Hearn, Capt Joel C
Heckmann, Charles*
Heilman, MSgt Kristine L USAF (Ret)
Heisel, SrA Amanda (Amanda)
Heiser, Maj Harry M
Hickey, CMSgt Antonio J (Tony)*
Hopkins, Lt Col Hubert V Jr USAF (Ret)*
Hundsorfer, Diana R*
Huneycutt, Lt Col Carroll USAF (Ret)*
Imlay, Lt Col James E (Jim)*
Irisumi, Takashi*
Johnson, MSgt James W Jr (JJ)
Jones, Col Barbara A (Barb)
Jones, MSgt Christopher M USAF (Ret) (Chris)
Jones, TSgt Jason D
Jordan, SSgt James E (Ed)
Kabutan, MSgt Jason K
Kahley, Lt Col Mark A*
Kessler, MSgt Joseph W
Kiefer, Maj Kory S
Kinney, Col George W*
Kintzing, Capt Jeffrey K*
Knight, Maj David B (Dave)*
Knobloch, SSgt Brock A (Brock)
Knott, Maj Steven D USAF (Ret)*
Kornitzer, Col William J Jr*
Kresge, Unk Alexander M (Alex)
Kruse, CMSgt James S USAF (Ret) (Jim)*
Lambert, Col Charles E*
Larkins, MSgt Donna
Laughlin, Maj Val J*
Law, Lt Col Roger S
LeDoux, SMSgt Jeffrey (Jeff)
Leh, Capt Andrew J (Andy)
Leonhard, Capt Christian P (Chris)*
Lewis, SrA Adrienne (Adrienne)
Livingston, Col Jerry D USAF (Ret)*
Logsdon, MSgt Kenneth A (Ken)
Maître, Lt Col Benjamin R (Ben)
Marrs, Capt Jason
Marsden, TSgt Wayne L
Martinez, A1C Lani
Mathis, Unk Gerald*
Matthews, Brig Gen Earl D*
Maxwell, Lt Col Thomas J USAF (Ret) (Tom)*
Mazurowski, Maj Walter J*
McArn, MSgt John H USAF (Ret)*
McCauley, Maj Daniel H*
McDaniel, Col Charles B (Brian)
McGough, Col Bobby F*
McGrath, A1C Michael
McLain, SSgt Joseph (Joe)
McLoughlin, SSgt Lorraine E*
McSwain, Capt Brandon
McWhirt, CMSgt William T Jr (Bill)*
Mena, MSgt Peter J USAF (Ret)*
Miller, Maj Christopher P (Chris)
Minihan, Col Charles E Jr USAF (Ret) (Chuck)*
Mize, SMSgt Curtis L USAF (Ret)*
Morison, Col Tom O*
Morrison, James P*
Moser, Brig Gen Alvin J USAF (Ret)*
Mullen, Unk Dylan
Murphy, Lt Col David C (Dave)
Muskus, Lt Col Brian F USAF (Ret)*
Namdar, Maj Deborah A*
Nesmith, SrA Patrick
Novak, Capt Kimberly
O'Rourke, Capt Meghan E (Meghan)
Olleros, Jose

Orrell, Maj Darwin N USAF (Ret)*
Pappalardo, A1C Frank
Patterson, SSgt Jason A
Pepper, CMSgt Scott P (Pep)
Peterson, Patricia*
Peterson, Maj Gen Teresa M (Marne)*
Pieroth, Karlheinz (Charlie)*
Pietras, SSgt Eric J
Polizzi, 2d Lt Anthony (Anthony)
Porras, SrA Dylan C
Pounds, Capt Eric V
Pratt, A1C Nathan (Nate)
Pugh, Col James R III USAF (Ret) (Jim)*
Quentin, MSgt Molly (Molly)
Rahn, Col Carl W
Ramos, TSgt Aaron A (Aaron)
Ramsey, SMSgt Gary L*
Reddy, Col John A USAF (Ret)*
Reddy, Mahesh C (Mahesh)
Reviere, Capt Patrice L
Rey, Capt Jonathan
Rigg, Maj Gen Donald A USAF (Ret)*
Riney, Col Thomas J (Tom)
Roberts, TSgt Dawn M*
Rogers, Wendy J*
Roman, TSgt Edward (Ed)
Rotega, MSgt Lucas Jr USAF (Ret)*
Rothwell, Unk Patrick K*
Rubel, Lt Col Ray R USAF (Ret)*
Russell, TSgt Robert S*
Sabatka, MSgt Paul J
Saunders, Lt Col Robert A*
Schrecke, SSgt Andrew (Andrew)
Schwartz, CDR Peter A USN (Ret)*
Scott, TSgt Christopher B (Chris)
Scott, Col Rodney G USAF (Ret)*
Seifert, Col Charles W USAF (Ret)*
Sheehan, SMSgt William J USAF (Ret)*
Shelley, Capt Ian
Skarbek, Capt Kelan J*
Slinger, Maj Robert
Smith, Capt Andrew (Andy)
Smith, Lt Col Joseph USAF (Ret)*
Spencer, MAJ Tim (Tim)
Stanaback, Maj Christine (Christine)
Stollenwerck, TSgt Andre (Dre)
Swanson, 1st Lt Cara J (Cara)*
Tabilo, Maj Carlos
Thai, Maj Van T*
Tibbals, MSgt Lonnie (Lonnie)
Tignor, SSgt Carey (Carey)
Tomkins, SSgt Justin
Upchurch, Capt Matthew (Matt)
Varner, CDR Ted USN (Ret)
Voigt, SSgt George D*
Wade, SMSgt Jennifer
Waikiki, SSgt Louisa
Wakes, SrA Stevie A
Wallace, SSgt Deana J*
Walshaw, Maj Leslie R USAF (Ret)*
Walters, MAJ Benjamin
Ward, SrA Tiffany C (Tiff)
Wavell, 1st Lt Jonathan
Weiland, Maj Michael JP*
Weiss, Lt Col Cornelia*
White, Unk Douglas S USAF (Ret)*
White, SSgt Jeremy W*
White, Maj Marsha USAF (Ret)*
Williamson, Col Richard E Jr (Rick)
Witt, Capt David R (Dave)*

A large military helicopter, the A400M, is shown in flight against a bright, hazy sky. The helicopter is viewed from a low angle, showing its main rotor blades and tail boom. The background is a mix of orange and blue, suggesting a sunrise or sunset. The foreground is a field of tall, golden grass.

This Changes Everything: **The A400M**

Combat airlift today requires multiple aircraft and dangerous ground convoys. Only the A400M offers the unique combination of capabilities necessary to deploy, employ and sustain a relevant combat force from strategic distances - directly to austere operating areas.

The future of airlift is flying today: the A400M.

www.A400M.com



	Strategic Airlifter	Tactical Airlifter	A400M
Outsized Cargo Box	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Combat Relevant Payload	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Strategic Range	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Short & Soft Landings	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

AIRBUS

2013 AIRLIFT/TANKER ASSOCIATION SALUTE TO OUR INDUSTRY PARTNERS

AMERICA'S AEROSPACE INDUSTRY PLAYS AN INTEGRAL ROLE IN PROVIDING OUR COUNTRY'S DECISIVE MILITARY EDGE; AND, THE A/TA'S INDUSTRY PARTNERS PLAY A VITAL ROLE IN ASSURING THE SUCCESS OF THE ASSOCIATION.

THE AIRLIFT/TANKER ASSOCIATION EXTENDS ITS SINCERE THANKS TO ALL ITS INDUSTRY PARTNERS FOR THEIR CONTINUED SUPPORT!

(INDUSTRY PARTNERS AS OF 10 SEPTEMBER 2013)

**"OPPORTUNITY IS MISSED BY MOST PEOPLE BECAUSE IT IS DRESSED
IN OVERALLS AND LOOKS LIKE WORK."**

— THOMAS EDISON



AAI CORPORATION

AAI Corporation, an operating unit of Textron Systems, a Textron Inc. company. AAI provides innovative solutions for complex training needs. AAI offers high-quality training devices, Contractor Logistics Support, courseware, instruction, modifications, upgrades and obsolescence management. Live, virtual, hands-on and classroom solutions satisfy team, crew, individual, fixed and mobile training needs. Our high-fidelity maintenance trainers have formed the backbone of AMC's C-17 maintenance training since 1997. AAI's versatile, PC-based simulation architecture supports all types of training environments providing a virtual simulated environment together with instructor controls, interactive multimedia instruction (IMI), record/reset capabilities and after action review (AAR). The company provides support for some of the US Air Force's pre-eminent aircraft platforms including the E-8C, C-17, F-35, B-1B and F-22. AAI supports the US Air Force Academy's Unmanned Aviation training program with its Aerosonde Small Unmanned Air System and the Army with training devices, courseware, and classroom instruction for the RQ-7B Shadow.



AAR CORP.

AAR is a leading provider of products and services to the worldwide aerospace, government and defense industries. AAR serves customers with a wide variety of aviation services and technology products. AAR combines its diverse supply chain, MRO and technical capabilities to provide customized, integrated solutions. AAR also provides expeditionary airlift services, transporting people, cargo and supplies around the world. Additionally, AAR designs and manufactures products and components that include: specialized mobility systems, cargo products and systems, aerostructures that require precision machining or composites fabrication, and communication systems for municipalities and humanitarian aid operations. For more information visit us at www.aarcorp.com.



AEROCRAFT

Aeros has become the premier airship producer and R&D firm for the aerospace industry after 25 years in the United States, now known for a commitment to quality engineering, production and client satisfaction. Through exceptional manufacturing quality under the leadership of Igor Pasternak, Aeros has achieved multiple FAA airship type certificates, and operates with an FAA Production Certificate.

Aeros currently boasts an impressive product line that includes the most advanced airships and tethered aerostats utilized in commercial and government applications throughout the world. Aeros products are now used globally for military and commercial applications. They include the non-rigid Aeros 40D Sky Dragon airship, advanced tethered aerostatic systems and portable communications and surveillance towers.

Aeros pioneers new product advancements in the aerospace defense technology sector with solutions like the Aeroscraft, which will help meet the rapidly rising demand for oversized cargo transportation and logistics innovation. Learn more at www.aeroscraft.com or www.aeroscorp.com.



AIRBORNE MAINTENANCE AND ENGINEERING SERVICES, INC.

We are a one-stop total solution aircraft maintenance, repair, and overhaul (MRO) provider. Our three hangar 210,000 sq. ft. repair facility (additional 110,000 sq. ft. expansion under construction) and our 100,000 sq. ft. component repair facility are strategically located at the Wilmington Air Park, centrally positioned between Cincinnati, Dayton, and Columbus, Ohio.

Airborne Maintenance and Engineering Services, Inc. is a wholly owned subsidiary of Air Transport Services Group, Inc., (NASDAQ: ATSG).

We hold a Part 145 FAA/EASA repair certificate and provide services in heavy maintenance, line maintenance, component repair and overhaul, engineering and manufacturing, and material sales. Our component repair and engineering departments are AS9100:2009 and ISO9001:2008 certified.

Built on a 30-year airline maintenance legacy, we offer the experience, equipment, and efficiency critical to delivering high-quality, cost-effective MRO services focusing on B737, B757, B767 and MD80/DC9 series, focusing on passenger, freighter and VIP configurations.



ALTUS MILITARY AFFAIRS COMMITTEE

The Altus Military Affairs Committee (MAC) was established in 1952 by city fathers to build a relationship between the community and base. The MAC mission is to sustain Altus AFB as a viable military installation by promoting base growth through community support to protect one of our nation's most valuable assets. The Committee vision is "to have the best air force base and community relationship within the United States Air Force." To accomplish the mission, committee members engage in a variety of activities including but not limited to financial support, base functions, social and professional relationships with base personnel, engage Senior AF leadership, interact with elected officials and staff at both the state and federal level, and serves as a liaison to the community. For the past forty-nine years, the MAC and community members have organized and attended the Annual Quail Breakfast currently hosted by Senator James Inhofe.



ARINC AEROSPACE

ARINC Aerospace, a subsidiary of ARINC, is located in Oklahoma City, Oklahoma and has over 330,000 sq. ft. of facilities that include offices, hangars, and manufacturing/industrial space, as well as a staff of over 500 engineers, technicians, logistics, and support personnel. We are a global provider of aircraft integration, modification, maintenance, logistics, and sustainment solutions. Our mission is to provide high quality, independent, and cost-effective products, services, and solutions to the aerospace industry. www.arinc.com/aerospace.

ARINC Incorporated, a portfolio company of The Carlyle Group, provides communications, engineering and integration solutions for commercial, defense and government customers worldwide. Headquartered in Annapolis, Maryland with regional headquarters in London and Singapore, ARINC is ISO 9001:2008 and AS9100 certified. For more information, visit the web site at www.arinc.com.



ARMED SERVICES MUTUAL BENEFIT ASSOCIATION

The Armed Services Mutual Benefit Association (ASMBA) is a non-profit fraternal military benefit association founded by Airlifters in 1963 to provide comprehensive, affordable life insurance coverage, security and peace of mind for members of the Armed Services and their families. ASMBA is run by its members through an elected Board of Governors and an appointed Board of Advisors, all of whom serve without pay. ASMBA has no stockholders or sales agents to pay, and can therefore offer high value protection at a very low cost. The goal of ASMBA remains the same today as it was in 1963: to provide affordable family protection, financial security and unmatched service to those who serve our country so well. Visit our web-site at www.asmba.com, or call us at: 1-800-251-8434.



DEAR INTERNATIONAL

AERIAL REFUELING SYSTEMS ADVISORY GROUP INTERNATIONAL, INC. (ARSAG)

The Aerial Refueling Systems Advisory Group International, Inc. (ARSAG International, Inc.) was chartered in 2004 as an independent, non-profit technical professional organization dealing with aerial refueling issues on an international scale. ARSAG International provides a single inter-service and international agency that advises on aerial refueling system matters. It currently serves as a coordinating/advisory body for the resolution of existing deficiencies in tanker and receiver aerial refueling systems and for the development and implementation of improvements to these systems. These efforts include providing assistance in engineering, development, testing, support and operating systems that apply to aerial refueling. The by-product of ARSAG International's ongoing efforts is an annual conference/symposium in which the US and international aerial refueling community refreshes and updates its activities during the past year.



ATLAS AIR WORLDWIDE

Atlas Air Worldwide (NASDAQ: AAWW) is the parent company of Atlas Air, Inc. (Atlas) and Titan Aviation Leasing (Titan), and is the majority shareholder of Polar Air Cargo Worldwide, Inc. (Polar). Through Atlas and Polar, AAWW operates the world's largest fleet of Boeing 747 freighter aircraft and is the leading provider of leased freighter aircraft and outsourced aircraft operating services and solutions to the global aviation industry. In addition, AAWW is the only ACMI provider to offer customers the game-changing Boeing 747-8F. Our customers include major airlines, express delivery providers, international freight forwarders, the US military-including the CRAF program, and charter brokers. Through our CMI service, we provide key supply-chain support for the production of Boeing's all-new commercial jetliner, the 787 Dreamliner, by operating a specially-modified fleet of four 747-400 aircraft. In addition, Atlas operates a private, premium passenger charter service for the US-Africa Energy Association (USAEA) through SonAir - Serviço Aéreo, S.A. (SonAir), along with a fleet of 747-400 and 767-300ER passenger aircraft. We are the provider of training for Air Force One and for E-4B pilots and flight engineers. For more information, please go to www.atlasair.com.

**"YOU DON'T CONCENTRATE ON RISKS.
YOU CONCENTRATE ON RESULTS.
NO RISK IS TOO GREAT TO
PREVENT THE NECESSARY JOB FROM
GETTING DONE."**

—BRIG GENERAL CHARLES E. "CHUCK" YEAGER,
USAF (RET)



THE BOEING COMPANY

Boeing's Defense, Space & Security (BDS) business unit provides end-to-end services for large-scale systems that enhance air-, land-, sea- and space-based platforms for global military, government and commercial customers. In addition to designing, producing, modifying and supporting fighters, bombers, transports, aerial refuelers, rotorcraft, missiles, munitions and spacecraft for military, civil and commercial use, BDS is developing enhanced capabilities through network-enabled solutions, communications and intelligence, surveillance and reconnaissance technologies. BDS supports the U.S. government as a system integrator on several programs of national significance, including NASA's International Space Station and the Missile Defense Agency's Ground-based Midcourse Defense program. BDS is also expanding into new markets and adjacencies, including unmanned systems, cyber security, energy management, and support and logistics.

Booz | Allen | Hamilton

strategy and technology consultants

BOOZ ALLEN HAMILTON

Booz Allen Hamilton has been at the forefront of strategy and technology consulting for nearly a century. Today, the firm provides services primarily to the US government in defense, intelligence, and civil markets, and to major corporations, institutions, and not-for-profit organizations. Booz Allen offers clients deep functional knowledge spanning consulting, mission operations, technology, and engineering-which it combines with specialized expertise in clients' mission and domain areas to help solve their toughest problems.

Booz Allen is headquartered in McLean, Virginia, employs more than 24,000 people, and had revenue of \$5.76 billion for the 12 months ended March 31, 2013. To learn more, visit www.boozallen.com. (NYSE: BAH)

**"GOLD IS GOOD IN ITS PLACE;
BUT LIVING, BRAVE, PATRIOTIC MEN,
ARE BETTER THAN GOLD."**

-Abraham Lincoln



BOSE CORPORATION

Bose is one of the largest and best-known audio technology developers. In addition to home, professional, and automotive audio products, Bose manufactures communications headsets for civilian pilots and military aircrews in a variety of applications and aircraft types. Bose headsets with proprietary Acoustic Noise Cancelling® technology offer an unmatched combination of noise reduction, audio performance, and comfortable fit that remains unmatched in the industry.



CAE

CAE is a global leader in modeling, simulation and training for defense and civil aviation. The company employs approximately 8,000 people at more than 100 sites and training locations in approximately 30 countries. CAE offers civil aviation, military and helicopter training services in more than 45 locations worldwide and trains approximately 100,000 crew members yearly. In addition, the CAE Oxford Aviation Academy offers training to aspiring pilot cadets in 11 CAE-operated flight schools. CAE's business is diversified, ranging from the sale of simulation products to providing comprehensive services such as training and aviation services, integrated enterprise solutions, in-service support and crew sourcing. The company applies simulation expertise and operational experience to help customers enhance safety, improve efficiency, maintain readiness and solve challenging problems. CAE is also now leveraging its simulation capabilities in new markets such as healthcare and mining. CAE is a world leader in the design, development, and delivery of training systems for airlift and tanker aircraft, including having delivered more C-130 training systems than any other company. CAE USA is the prime contractor responsible for the KC-135 Aircrew Training System (ATS), supports Lockheed Martin as a subcontractor on the C-130J Maintenance and Aircrew Training System and C-130 ATS, and is currently upgrading C-5 weapon systems trainers for the USAF.



CAPEWELL

Capewell Components Company is ISO9001, AS9100 Certified. Capewell designs, manufactures and assembles Personal and Cargo Parachute Releases, Ripcords, Cable Assemblies, Parachute Hardware, Emergency Descent Devices for ground evacuation from aircraft, Aerial Delivery Platforms, airdrop systems, Tow-plates, CDS, Buffer Stop Assemblies, CVRS, Multi-Drop Platform, C-17 Dual Row Airdrop System (DRAS), Type-V Platforms & Outrigger Assemblies. Additionally, Capewell is the international marketing arm for the Joint Precision Air Drop System Mission Planner and the Wamore Wireless Gate Release System and Advance Cargo Parachute Release System, ACPRS. Capewell can truly provide the "Total Package" of Design, Manufacture, Technical Support and Training. Visit us on the web at: www.capewell.com.

Capewell is a world leader in the design and delivery of Life Support and Aerial Delivery solutions for commercial and military aviation.



CCESSNA AIRCRAFT COMPANY

Cessna Aircraft Company is general aviation's leading manufacturer offering the industry's broadest product line of business jets, single engine piston aircraft and turbo utility aircraft. Cessna Aircraft Company also offers special mission variants of these aircraft.

CHROMALLOY

CHROMALLOY

Chromalloy has evolved from a gas turbine engine parts repair business into a leading independent supplier of advanced repairs, protective barrier coatings and FAA-approved reengineered parts for turbine engines used in aviation and land-based applications. Chromalloy serves the airline, military, marine and industrial gas turbine segments with a broad range of services in 17 countries around the globe, and has joint ventures and strategic partnerships in the commercial aircraft and industrial turbine engine markets. The only supplier with complete design, casting and machining capability, Chromalloy is authorized by the FAA and EASA and many other NAAs, and is qualified under ISO and NADCAP. Chromalloy is a subsidiary of Sequa Corporation. For more information, visit www.chromalloy.com.

COBHAM

COBHAM

Cobham is the market leader for air to air refueling, providing innovative fourth generation solutions to defense customers around the world. With a heritage in air refueling spanning 70 years and over 1,000 systems delivered to date, Cobham provides a nose to tail refueling capability, comprising state of the art refueling systems and integration. Specializing in wingtip to wingtip solutions, Cobham offers weapon systems integration encompassing safety critical interface electronics, pneumatic technologies and weapons carriage and release systems including multi-store advanced lightweight designs for air to air and air to ground weapons. A specialist provider of aviation oxygen, Cobham also has a niche position in cryostatic cooling for land and aviation markets. Cobham designs and manufactures high technology pneumatic equipment for fin actuation in missiles. In the personal survival market, products are developed for naval and land applications, including aircrew and vehicle restraints, parachute release mechanisms and flotation gear.



CONSOLIDATED AIR SUPPORT SYSTEMS (CASS), LLC

Consolidated Air Support Systems (CASS) is the premier commercial source of air mobility expertise. CASS offers a full range of consulting, training, and other services that span the spectrum from aircraft engineering to deployed mobility operations including air refueling, strategic and tactical airlift, aeromedical evacuation, combat operations and tactics, air base defense, flight/ground crew training, logistics, flight test and legal/ITAR issues. For example, CASS has developed and manages an Advanced Tanker Crew Training School for the Royal Australian Air Force and other international clients. Our unmatched experience base ranges from the front offices of USTRANSCOM, AMC, AETC, DSCA, and AFMC to the cockpits of every mobility platform operating today. CASS provides total cradle-to-grave support from initial problem analysis to solution execution. CASS partners are dedicated to helping our Nation and its Allies find solutions to today's tough mobility challenges. Please visit our website at www.cass.aero.



DAVID CLARK COMPANY INCORPORATED

David Clark Company Inc. (DCCI) is the world leader in headsets for military, marine and general aviation and specializes in communication solutions for any high-noise environment. Our Worcester, MA facility has been manufacturing headsets and communication systems for over half a century. Pilots, both civilian and military, fire departments, coastal interdiction personnel, NASA, and many other government customers are very familiar with the high quality, durability, and serviceability of our products.



Innovative Solutions. Rock Solid Results.

DRC

DRC® is a leading provider of professional services and innovative solutions to the U.S. Government. We deliver engineering, science, management, and information technology services that enhance the performance and cost effectiveness of our customers' mission-critical systems. DRC has provided high quality, cost effective services to help meet customer's evolving mission needs for more than half a century.

Our efforts significantly enhance the ability to plan, schedule, task, and direct the operations of America's air mobility forces worldwide.

Innovative Solutions. Rock solid Results.

<http://www.drc.com>



DRS TECHNOLOGIES, INC.

DRS Technologies is a leading supplier of integrated products, services and support to military forces, intelligence agencies and prime contractors worldwide. Focused on defense technology, the company develops, manufactures and supports a broad range of mission-critical systems and sustainment solutions to support homeland security and the military's current and future force.

Force Readiness, Integrated Situational Awareness, Connectivity... These critical enablers are central to effectively positioning capability where and when it is needed to win in the most complex missions. DRS has the experience, advanced technologies, and integrated solutions that provide world-class situational awareness, innovative logistics solutions and highly adaptable logistics support to meet your most challenging fleet-wide needs, whether they be military or commercial. DRS is always ready to partner with AMC to tailor our existing products and capabilities to meet your requirements today and develop the right technologies to ensure AMC's success in the future, wherever that may be.

To learn more, please visit www.drs.com.



NORTH AMERICA

EADS NORTH AMERICA

EADS North America is the North American operation of EADS, a global leader in aerospace, defense, and related services. As a leader in all sectors of defense and homeland security, EADS North America and its parent company, EADS, contribute over \$11 billion to the U.S. economy annually and support more than 200,000 American jobs through its network of suppliers and services. Operating in 12 states and 24 locations, EADS North America offers a broad array of advanced solutions to its customers in the commercial, homeland security, aerospace defense markets.



Powering Business Worldwide

EATON AEROSPACE

On land, sea and air, Eaton technology is hard at work for America's armed forces.

Eaton is a leading innovator of products and services that give our troops the edge. We engineer solutions that optimize safety, reliability and power management while delivering outstanding value to our military customers. Eaton's logistics support network reaches all corners of the globe to ensure the highest levels of operational readiness.

With a history of military support spanning 100 years, Eaton is committed to serving our troops at home and abroad. To learn more about Eaton's military solutions, visit www.eaton.com/government.

**“THE MIRACLE, OR THE POWER, THAT
ELEVATES THE FEW IS TO BE FOUND IN THEIR
INDUSTRY, APPLICATION, AND PERSEVERANCE
UNDER THE PROMPTING OF A BRAVE,
DETERMINED SPIRIT.”**

—MARK TWAIN



ELBIT SYSTEMS OF AMERICA

Elbit Systems of America is a leading provider of high performance products, system solutions, and support services focusing on defense, homeland security, commercial aviation and medical instrumentation. With facilities throughout the United States, Elbit Systems of America is dedicated to supporting those who contribute daily to the safety and security of the United States. Elbit Systems of America, LLC is wholly owned by Elbit Systems Ltd. (NASDAQ: ESLT.) a global electronics company engaged in a wide range of programs for innovative defense and commercial applications.



CMC Electronics

ESTERLINE CMC ELECTRONICS

Esterline CMC Electronics designs and produces high technology electronic products for the aviation and global positioning markets, delivering innovative cockpit systems integration and avionics solutions to its customers worldwide.

The company has world leading expertise in upgrading the cockpits of air transport aircraft such as the B747, DC-10 and MD-80 Fleets with GPS, FMS, display systems and sensors. CMC's breadth of experience extends to military, fixed and rotary wing aircraft such as the C-130 air transport, P-3 patrol aircraft, UH-60M, HH-60M, and HH-60L Black Hawk helicopter, and a variety of trainer aircraft.

CMC's leading-edge military and commercial avionics include navigation and flight management systems (FMS); global positioning system (GPS) receivers; satellite communications antenna systems; electronic flight bags (EFB); enhanced vision system (EVS) sensors; head-up and multi-function displays (HUD and MFD); mission computers and portable mission displays. Its product portfolio also features a wide range of custom avionics components and microelectronics.



Defense Technologies

ESTERLINE DEFENSE TECHNOLOGIES

Esterline Defense Technologies (EDT), comprised of Armtec Defense Products, Armtec Countermeasures Co., and Wallop Defence Systems, is the leading developer and manufacturer of infrared (IR), kinematic and spectrally matched decoy flares and radar countermeasure chaff used to protect aircraft from the most advanced heat-seeking and radar-guided missiles. EDT is also a premier developer and manufacturer of combustible ordnance products incorporated into tank, mortar and artillery ammunition. With facilities in five locations between the U.S. and U. K., EDT is dedicated to serving the expendable countermeasures and combustible ordnance needs of its customers worldwide and is proud of their role in contributing to the preparedness of the U.S. and allied armed forces.



FLIGHTCOM CORPORATION

Flightcom Corporation is a premier provider of Military aircrew Active Noise Reduction (ANR) headsets with integral SAT/cell phone and auxiliary audio inputs, as well as Passive aircrew headsets. In addition, Flightcom is the leading provider of portable hands-free full-duplex wireless headset systems for ground crew use in towing, deicing, loadmaster, and maintenance operations. Flightcom's durable headsets are engineered and manufactured to withstand rugged environments and are USAF approved on multiple airframes. In addition to a popular line of Flightcom general aviation and ground support headsets, our parent company, Sonetics Corporation, offers team communication solutions for all types of industrial applications including portable wireless headset systems and vehicle-based applications. With thirty years of experience in cockpit and ground communications, Flightcom's military group offers a broad range of team communication products suitable to military applications in the air, on the sea, and on the ground. Our agile special engineering capability can adapt products to special needs. <http://www.flightcom.net/military>.

FlightSafety international

FLIGHTSAFETY INTERNATIONAL

FlightSafety International is a simulator-based training company whose contribution to aviation began with its founding in 1951. The company's special emphasis is on developing proficiency in the safe and effective operation of complex, potentially hazardous equipment. This normally means training pilots and maintenance technicians for all types of aircraft. FlightSafety's FAA-certified training revolves around the use of advanced simulators that replicate with certified accuracy the experience of flying. FlightSafety's simulators are designed and built by its Simulator Systems near Tulsa. Company training encompasses all facets of aviation - commercial, corporate, private and military. Military programs include operating and maintaining the C-5 and KC-10 Aircrew Training Systems (ATS) for the United States Air Force. Most recently, FlightSafety began building up the new KC-46 ATS. It also operates the Contractor Logistics Support (CLS) program for the T-38 and T-6A programs. The company has developed and deployed the Joint Primary Aircrew Training System (JPATS) ground based training system for the USAF and the Navy and provides logistics support for its continued operation. Since its founding, the company has always championed that: "The best safety device in any aircraft is a well-trained crewmember."



GANDER INTERNATIONAL AIRPORT AUTHORITY

Gander International Airport (CYQX) has served as a strategic military staging point and technical stop since 1938. In its role as a joint civilian/military airport, CYQX hosts over 2,000 military aircraft annually ranging from F18s to C5s and everything in between.

CYQX is an optimal staging point for military operations with strategic positioning for transatlantic flights and exceptional service on the ground. All services are provided 24/7 with no curfews or abatements. Gander has a proven track record in meeting the high standards demanded by military users and looks forward to accommodating your operation.



GE AVIATION

GE Aviation, an operating unit of General Electric Company, is one of the world's leading manufacturers of jet engines, integrated digital systems, electrical power and mechanical systems for civil and military aircraft. GE Aviation has a global presence and is proud to deliver world-class maintenance and support services for all of its customers. Visit GE - Aviation at www.ge.com/aviation/. CFM International is a joint company of General Electric Company, U.S.A and Snecma Moteurs, France. For more information visit CFM International at www.cfm56.com.



GEICO

GEICO (Government Employees Insurance Company) has been a strong supporter of our Military, dating back to 1936, when we opened our doors providing quality auto insurance to enlisted Military members and Government employees. GEICO is a member of the Berkshire Hathaway family of companies and is the third largest private auto insurer in the United States. While GEICO now serves a much broader base of customers, the company takes special interest in its Military policyholders and provides them with a full array of auto insurance products and services, to include motorcycle, boat, RV, homeowners and renters insurance. Members of GEICO's Military Department Team - all former senior enlisted Military - are on the job to develop a variety of programs and services that best serve our military members and their families at home and overseas.



GLOBAL AVIATION HOLDINGS

Global Aviation Holdings is the parent company of World Airways and North American Airlines. World Airways is a U.S.-certificated air carrier providing customized transportation services for major international passenger and cargo carriers, international freight forwarders, the U.S. military and international leisure tour operators. Founded in 1948, World operates a fleet of wide-body aircraft to meet the specialized needs of its customers. North American Airlines is a U.S.-certificated air carrier offering air transportation services throughout the world for the U.S. military and commercial customers. Founded in 1989, North American operates a fleet of Boeing 767 aircraft in charter service.



A GENERAL DYNAMICS COMPANY

GULFSTREAM AEROSPACE CORPORATION

Gulfstream Aerospace Corporation, a wholly owned subsidiary of General Dynamics (NYSE: GD), designs, develops, manufactures, markets, services and supports the world's most technologically advanced business-jet aircraft. Gulfstream has produced more than 2,000 aircraft for customers around the world since 1958. To meet the diverse transportation needs of the future, Gulfstream offers a comprehensive fleet of aircraft, comprising the wide-cabin, high-speed Gulfstream G150®; the new large-cabin, mid-range Gulfstream G280®; the large-cabin, long-range Gulfstream G450®; the large-cabin, ultra-long-range Gulfstream G550® and the ultra-large-cabin, ultra-long-range G650®. Gulfstream also offers aircraft ownership services via Gulfstream Pre-Owned Aircraft Sales®. The company employs more than 12,500 people at 12 major locations. We invite you to visit our website for more information and photos of Gulfstream aircraft at www.gulfstream.com.

General Dynamics, headquartered in Falls Church, Virginia, is a market leader in business aviation; land and expeditionary combat systems, armaments and munitions; shipbuilding and marine systems; and information systems and technologies. More information about the company is available on the Internet at www.generaldynamics.com.

Honeywell

HONEYWELL INTERNATIONAL

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THERE IS AN OPEN MIND,
THERE WILL ALWAYS BE A FRONTIER.”

—CHARLES F. KETTERING



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L-3 Communications Integrated Systems Group develops and integrates defense and commercial technology for U.S. and allied customers worldwide. L-3 Integrated Systems has more than five decades of experience in the development of complex intelligence, surveillance and reconnaissance systems; command and control; and secure communications. It is recognized internationally as a systems integration organization specializing in the modernization and maintenance of aircraft of all sizes. It is a leader in advanced technologies for signal processing, electronic countermeasures, sensor development and aircraft self-protection. Systems provided or maintained by L-3 Integrated Systems help protect military and civilian personnel, bases, assets and national borders throughout the world. Headquartered in New York City, L-3 Communications employs over 66,000 people worldwide and is a prime contractor in aircraft modernization and maintenance, C3ISR (Command, Control, Communications, Intelligence, Surveillance and Reconnaissance) systems and government services. L-3 is also a leading provider of high technology products, subsystems and systems.

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—WILTON ROBERT ABBOTT, AEROSPACE ENGINEER

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—GENERAL GEORGE S. PATTON



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Pratt & Whitney, a unit of United Technologies Corp. (NYSE: UTX) company, is a world leader in the design, development, manufacture and support of gas turbine engines for military, commercial, industrial and space application. Pratt & Whitney is proud of its more than 85 year association and support of the United States Air Force as it powers key airlift and fighter aircraft applications worldwide. Our military engines power the Air Force's front line fighters today – the F-15 and F-16 – and our F119 and F135 engines power the only 5th generation fighters in the world – the F-22 Raptor and F-35 Lightning II. Four F117 engines power the Boeing C-17 Globemaster III, the U.S. Air Force's premier airlifter. Pratt & Whitney is also proud to power Boeing's KC-46, the U.S. Air Force's new airlift tanker with our PW4062 engines. Pratt & Whitney's unmatched record in customer-focused customized maintenance, material, and fleet management programs ensures flight readiness to our partners around the world.

Raytheon

RAYTHEON COMPANY,

Raytheon Company, with 2012 sales of \$24 billion and 68,000 employees worldwide, is a technology and innovation leader specializing in defense, security and civil markets throughout the world. With a history of innovation spanning 91 years, Raytheon provides state-of-the-art electronics, mission systems integration and other capabilities in the areas of sensing; effects; and command, control, communications and intelligence systems; as well as a broad range of mission support services. Raytheon is headquartered in Waltham, Mass. For more about Raytheon, visit us at www.raytheon.com and follow us on Twitter @raytheon.

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ROCKWELL COLLINS

Rockwell Collins provides the right solutions at the right time to enable our customers' mission success. Our airborne and surface solutions have been selected by the U.S. Department of Defense and ministries of defense throughout the world, as well as domestic and international military platform manufacturers.

An example of our integration capabilities is the USAF C/KC-135 Global Air Traffic Management (GATM) program. As the prime contractor and flight deck systems integrator, we upgraded all 419 aircraft ahead of schedule and on budget to meet changing Communications, Navigation, Surveillance/Air Traffic Management (CNS/ATM) requirements.

We were recently selected to provide the CNS/ATM upgrade for the U.S. and NATO AWACS fleets, as well as the USAF KC-10 fleet.

Embraer has also selected our Pro Line Fusion® integrated avionics system for their new KC-390 tanker, and we are also a major team-mate on the Boeing KC-46 tanker program.



Rolls-Royce

ROLLS-ROYCE

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STANDARD AERO

StandardAero, a Dubai Aerospace Enterprise (DAE) company with \$1.4 billion in annual revenue, specializes in engine maintenance, repair and overhaul, and nose-to-tail services that include airframe, interior refurbishments and paint for business and general aviation, air transport, and military aircraft. The company, part of the DAE Engineering division, forms a global services network of 12 primary facilities in the U.S., Canada, Europe, Singapore and Australia, with an additional 14 regionally located service and support locations. StandardAero services engines used on corporate/business aircraft, commercial airliners, helicopters and government/military aircraft, including the PW100/600, PT6A, TFE731, Model 250, T56/501D, AE3007, AE2100, and CF34®.



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Tamarack's mission is helping Military agencies, aircraft owners, and aircraft manufacturers reduce fuel consumption and extend aircraft structure life.

Tamarack Aerospace Group (TAG) is comprised of highly talented aeronautical, structural and mechanical engineers who have demonstrated years of experience in working on Supplemental Type Certificate projects. TAG's expertise includes DER approval capabilities in the areas of Loads, Structures, Damage Tolerance.

TAG has applied its design talents to diverse certification projects on numerous aircraft. Specific projects include major aerodynamic and structural improvements to jet and propeller platforms. One such example, is TAG's patented ATLAS winglet - a revolutionary method of adding wing extensions and/or winglets to aircraft without the structural loads and fatiguing qualities associated with passive winglets.

The refined skill sets available at TAG are available for a wide range of programs on a project or contract basis.

Tamarack Aerospace Group - fueled by innovation - a key asset on any team.



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USAA provides insurance, banking, investment and retirement products and services to 9.6 million members of the U.S. military and their families. Known for its legendary commitment to its members, USAA is consistently recognized for outstanding service, employee well-being and financial strength. USAA membership is open to all who are serving or have honorably served our nation in the U.S. military - and their eligible family members. For more information about USAA, or to learn more about membership, visit usaa.com.



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UTC Aerospace Systems combines two industry leaders-Hamilton Sundstrand and Goodrich Corporation. UTC Aerospace Systems is one of the world's largest suppliers of technologically advanced aerospace and defense products. We design, manufacture and service systems and components and provide integrated solutions for commercial, regional, business and military aircraft, helicopters and other platforms. www.utcaerospacesystems.com.

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VOLGA-DNEPR AIRLINES

Volga-Dnepr owns and operates the world's largest fleet of ten Antonov 124-100 aircraft and three brand-new Ilyushin 76 aircraft. Since it's founding in 1990 Volga-Dnepr has supported peace keeping operations in Europe, Asia, Africa and the Middle East. In addition to Governmental and humanitarian flights, Volga-Dnepr is very involved with commercial flights world-wide, supporting aerospace, aviation, oil and gas exploration, automotive and heavy equipment manufacturers.

As the first Russian airline certified by the U.S. DoD to operate the Antonov 124-100, Volga-Dnepr has been, and is, very involved in supporting America's Global War on Terror. To date, Volga-Dnepr has operated in excess of 12,000 missions in support of U.S. DoD operations transporting everything from Helicopters, Mark V -SEAL boats, Patriot Missile batteries, MRAP and MATV vehicles. In addition to the U.S. DoD, Volga-Dnepr also supports allied nations in their efforts to stamp out terrorism on a global scale. Volga-Dnepr takes great pride in its enviable track record of on-time performance and reliability and in being able to contribute to the Global War on Terror. <http://www.volga-dnepr.com/eng/group/companies/profile/>

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Engineered Arresting Systems Corporation (ESCO - Zodiac Aerospace) has been developing and providing arresting systems for military applications for over 50 years. In the early 1990s, the FAA approached ESCO to help develop a soft-ground arresting system for commercial airports and transport category aircraft. Working under a Cooperative Research and Development Agreement (CRDA) with the FAA, PANYNJ and others, ESCO developed a new type of predictable and reliable soft-ground arresting system. ESCO's Engineered Materials Arresting System, EMASMAX®, has the distinction of being the first, and currently only, engineered materials arresting system certified for airport runway safety areas and satisfying Part 139 requirements. ESCO sets the standard for providing quality and reliable products and services. We offer a full range of services including design, production, installation and technical support.

Please see our website at <http://www.emasmax.com>.

AS AMERICA CONTINUES THE WORLDWIDE FIGHT AGAINST TERRORISM, WE CAN REST ASSURED THAT OUR AEROSPACE INDUSTRY IS STRIVING TO PROVIDE AMERICA'S WARRIORS WITH THE BEST WEAPON SYSTEMS AVAILABLE.

THE ACTIVE PARTICIPATION AND SPONSORSHIP PROVIDED BY OUR INDUSTRY PARTNERS IS IMPORTANT TO THE CONTINUED SUCCESS OF THE AIRLIFT/TANKER ASSOCIATION, AND THE APPLICATION OF NEW TECHNOLOGICAL DEVELOPMENTS IN THEIR PRODUCTS AND SERVICES IS CRITICAL TO THE CONTINUED SUCCESS OF AMERICA'S AIR MOBILITY MISSION.

THE MEMBERS OF THE AIRLIFT/TANKER ASSOCIATION UNDERSTAND AND APPRECIATE THE IMPORTANCE OF OUR INDUSTRY PARTNERS TO THE ASSOCIATION'S SUCCESS, AND WE -

THANK YOU ALL FOR YOUR GENEROUS AND CONTINUING SUPPORT!

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Vietnam: The First 'Tanker War'

by Ellery D. Wallwork
Headquarters Air Mobility Command History Office
(Airlift/Tanker Association Historian)

Air refueling played an important role throughout the air war over Southeast Asia. With distances of 7,100 nautical miles from Travis Air Force Base, Calif., to Andersen AFB, Guam, and another 2,251 nautical miles to Saigon, South Vietnam, all tactical aircraft sent from the United States to Southeast Asia required air refueling. Even the B-52 Stratofortress received a precautionary refueling on its way to Guam.

The destruction of five B-57 Canberra bombers in November 1964 taught Airmen the hard lesson of basing large, vulnerable aircraft in Vietnam. Therefore, during the course of the conflict, Strategic Air Command based its tankers in Guam, Okinawa, the Philippines, Thailand and Taiwan.

In early 1964, SAC deployed its first four KC-135A Stratotankers to Clark Air Base, Philippines. Dubbed "Yankee Team Task Force," this group of tankers was intended to serve on a temporary mission. On June 9, 1964, Yankee Team performed its first combat air refueling of the war, servicing eight F-100D Super Sabres on a mission to strike Pathet Lao anti-aircraft emplacements in northern Laos. Although SAC withdrew the task force by June 22, the Joint Chiefs reestablished the Yankee Team at Clark AB on 5 August, following the Gulf of Tonkin Incident.

By late September, the KC-135 force, renamed "Foreign Legion," began regularly supporting fighters engaged in combat. With air refueling contributing direct support to combat aircraft, Vietnam was the "first tanker war."

As the conflict continued to escalate, so too did the number of tankers assigned to the theater. With the number of aircraft, basing locations also continued to grow. SAC established a new wing at Kadena AB in January 1965, with a new nickname, "Young Tiger." This new moniker would come to represent all air refuelers in the theater for the next eight years.

On 12 February 1965, 38 KC-135s supported the deployment of 30 B-52s to Andersen AFB in preparation for bombing operations over Southeast Asia. Arc Light missions focused B-52 bombing missions against Viet Cong jungle strongholds. Tankers from Kadena made it possible for the heavily-loaded

bombers to complete the roughly-2,000-mile roundtrip. Arc Light commenced on June 18, 1965, with 30 KC-135s refueling 27 B-52s on their way to Viet Cong targets.

In addition to combat air refuelings, tanker crews began to receive credit for saving tactical aircraft. One of the earliest incidents occurred on November 22, 1965, when an F-105, after releasing its ordinance, began to experience a rapid loss of fuel. A Kadena

YOUNG TIGERS

THE LONG HAUL NOW IS OVER
AND THE YOUNG TIGERS MUST WITHDRAW;
BUT THEY STAND EVER READY
TO EXTEND THEIR MIGHTY PAW.
ASK ANY FIGHTER JOCK
AS HE WAS VERY WELL AWARE –
THAT WHEN HE HOLLERED "BINGO"
A TIGER WAS ALWAYS THERE.
IT'S NOT JUST THE END OF A STORY,
MERELY THE TURNING OF A PAGE.
THE YOUNG TIGERS WILL
AGAIN GET THEIR GLORY
WHEN THEY HEAR THAT FURTIVE PLEA –
"I'M DOWN TO ALMOST ZERO AND
I'M HURTING MIGHTILY.
HAVE YOU A LITTLE EXTRA GAS
SO I CAN MAKE ONE MORE PASS?"
THE ANSWER IS ALWAYS THE SAME,
"SURE, WE CAN PLAY THAT GAME."
AND THE BOOMER VERY STEADY,
WILL CALL "TANKER READY."
AND A DEBT TO FREEDOM IS PAID
WHEN HE SAYS "CONTACT MADE."

—COLONEL GEORGE A. DUGARD

KC-135, commanded by Capt. Ross C. Evers, rushed over North Vietnamese territory to provide fuel.

Perhaps the best known "save" occurred on May 31, 1967. Major John H. Casteel's tanker crew was engaged in a routine refueling of two Air Force F-104Cs over the Gulf of Tonkin when U.S. Navy aircraft dangerously short of fuel arrived. This KC-135, equipped with a boom-drogue adapter to support the F-104s, refueled two Navy KA-3 tankers, two Navy F-8s, two Navy F-4s, as well as its assigned F-104s. In order to save the aircraft, a brief tri-level refueling occurred with the KC-135 feeding a KA-3 while the KA-3

passed fuel to an F-8. Without the KC-135's help, the Navy aircraft would probably not have reached their carrier. This KC-135 crew earned the MacKay Trophy for the most extraordinary aerial flight of 1967 – the first time the award went to a tanker crew.

Early 1968 witnessed two important events in Southeast Asia. First, a Korean crisis arose after North Korea seized an intelligence vessel, the USS Pueblo, on Jan. 23. Second, North Vietnam and Viet Cong forces launched a series of attacks, known as the Tet Offensive, throughout South Vietnam on January 30.

In response to the Pueblo crisis, SAC deployed additional KC-135s and B-52s to the region under Operation Port Bow. KC-135s also supported the deployment of tactical aircraft to the Far East, called Operation Combat Fox. Under Operation Commando Royal, KC-135s supported tactical aircraft patrols of the Korean Demilitarized Zone with an average of five refueling sorties per day.

With the Tet Offensive ongoing, and in particular, the Siege of Khe Sanh underway in South Vietnam, the Joint Chiefs authorized the Port Bow tankers and bombers to support Arc Light missions. To support Operation Niagara, relief operations for Khe Sanh, authorized tanker sorties increased from an average of 53 per day to 66 in February.

The increased tanker and bomber missions helped break the siege, and this tanker rate remained authorized afterwards. However, on 1 April 1968, before the daily rate could achieve that authorized level, President Lyndon B. Johnson ordered a halt to all bombing north of 19 degrees. On 1 November 1968, he further stopped all bombing of North Vietnam and the demilitarized zone.

Although combat operations over North Vietnam were suspended after November, tankers – although nowhere near the numbers of 1968 – continued to support operations in South Vietnam and Cambodia during the "Vietnamization" of the conflict.

By the end of 1971, South Vietnamese ground forces had largely taken over the ground war, but U.S. Air Force and U.S. Navy aircraft continued to provide tactical support. When intelligence reported a likely increase in hostilities in early 1972, the United States

sent more aircraft to Southeast Asia. SAC's KC-135s supported the deployment of additional bombers under Operations Bullet Shot I and II and tactical aircraft under Operations Constant Guard I, II and III. As the expected North Vietnamese spring invasion began, SAC also reintroduced large numbers of KC-135s to Thailand and the Philippines to support Operation Linebacker from May to October 1972.

As the offensive faltered, intense negotiations ensued for a permanent ceasefire. In an attempt to show good faith in the negotiations, President Richard M. Nixon again restricted operations over North Vietnam.

When negotiations stalemated, Nixon authorized Operation Linebacker II as an intense series of coordinated B-52 and tactical aircraft strikes against strategic military targets in North Vietnam, primarily against the previously off-limits Hanoi-Haiphong area. Throughout this 11-day offensive (December 18 to December 29, 1972), KC-135s enabled the operation of a variety of bombing, strike, fighter and electronic warfare aircraft.

Although a ceasefire agreement was signed within a month after Linebacker II, KC-135s continued to support combat operations in Southeast Asia for another seven months.

The last combat air strike over Cambodia on August 15, 1973, marked the end of the air war in Southeast Asia. KC-135 combat operations lasted 110 months, with the tankers flying 194,687 sorties, transferring approximately 1.4 billion gallons of fuel during 813,878 air refuelings. SAC lost only four KC-135s in Southeast Asia, two during take-offs and two during landings.

In addition to enabling a wide range of operational possibilities in warfare, the efforts of the tanker crews saved an untold number of their fellow Airmen's lives, as well as a large number of aircraft.

"Young Tiger" Legacy Alive and Well

Portions of Articles by Airman 1st Class Marianique Santos, 36th Wing Public Affairs, and Staff Sgt. Robert Barnett, Joint Base Elmendorf-Richardson Public Affairs are used in this story.

Fifty-seven years ago on 31 August 1956, Boeing's KC-135A, 55-3118, with Tex Johnson and Dix Loesch at the controls lifted off on its first flight. The flight was ten days ahead of schedule and Johnson remarked that it flew "better even than the prototype," the experimental "Dash 80." This event, driven by the operational needs of the Strategic Air Command under the leadership of Gen. Curtis E. LeMay expanded the air-refueling mission into the jet. The KC-135A was soon replacing the Air Force's four-engine, propeller-driven fleet of KB-29s, KB-50s and KC-97s. This year's anniversary is indeed a golden achievement for the KC-135.

At a time when bombers had transitioned to turbojet propulsion, the Air Force needed a refueling fleet that could carry a bigger payload of fuel and travel at airspeeds exceeding 450 mph. Boeing used their 367-80 prototype to demonstrate that they had the answer to this requirement. The Air Force was convinced and the result, the KC-135, has proven valuable beyond the vision of the original procurers.

Prior to 1956, B-52s often had to lower their landing gear to create enough aerodynamic drag in order to match the slower KC-97s in-flight speed. This maneuver presented potential landing gear retraction problems for the B-52s and expended many pounds of fuel unnecessarily when the bombers sought to regain their cruising altitudes and speeds. The introduction of the KC-135 eliminated this situation.

The KC-135A's fuel capacity of more than 31,000 gallons was more than double the KC-97's 14,900 gallons. Furthermore, it was capable of delivering this fuel load to thirsty aircraft at a speed 125 mph faster than the airspeed of the KC-97. Operational units began receiving KC-135As in 1957 with the first active-duty group being the 93rd Air Refueling Squadron at Castle AFB, California. The Air National Guard's 146th ARS, 160th Air

Refueling Wing at Rickenbacker AFB, Ohio, was the first unit to receive KC-135As some 18 years following its operational debut. In 1976, the Air Force Reserve received their first KC-135 with it going to the 336th ARS, 452nd Air Refueling Wing at March AFB, Calif. Though the Reserve wing and its flying squadrons have undergone a number of changes over the years, the 336th ARS still flies KC-135s today as part of the 452nd Air Mobility Wing at March Air Reserve Base.

A Workhorse of the Force

During its career, the KC-135 has seen a number of engine upgrades that have enhanced its operational capabilities. These models were designated KC-135E, R and T. These engine upgrades have significantly increased the KC-135s power, fuel efficiency and environmental compatibility. The net results of the changes have been a 26 percent more fuel-efficient aircraft and a 95 percent reduction in engine noise with engines producing almost double the thrust of the original J-57 turbojets.

The Stratotanker's capabilities go beyond those of just aerial refueling. As an airlift platform, the KC-135 can carry up to 83,000 pounds of cargo and some 40 passengers. It can perform in an aero-medical role capable of transporting litter and ambulatory patients using patient support pallets and a medial crew of flight nurses and medical technicians. The platform has also been adapted for other roles as well including the C-135 transporter, EC-135 flying command posts, RC-135 reconnaissance and NKC-135 test flight operations.

A total of 820 aircraft were manufactured with 732 of these being KC-135A models. In fact, as a testament to the original design, the Air Force took delivery of KC-135s from 30 April 1957, to 6 January 1966, without a major change in configuration and only a few Engineering Change Proposals. The

first new model variants were not ordered until the production program was over seven years old.

Significant operations that the KC-135 has supported during its career include: Cold War alerts while in SAC; Vietnam War air operations including Arc Light, Commando Hunt and Linebacker; Urgent Fury in Grenada; Just Cause in Panama; El Dorado Canyon in Libya; Earnest Will in the Persian Gulf; Desert Shield and Desert Storm in Southwest Asia; Allied Force (Kosovo) in the Balkans; Northern Watch and Southern Watch in Southwest Asia; Noble Eagle air defense of the United States; Enduring Freedom in Afghanistan; Iraqi Freedom in Iraq; and the continuing Worldwide Global War on Terrorism.

The KC-135 has had a distinguished career with many noteworthy special events of their contribution that distinguished the aircraft and their crews.

Such an event occurred on the first day of the Gulf War, 17 January 1991, when Capt. David Horton and his active-duty KC-135 crew from the 70th ARS, Grissom AFB, were credited with a F-117 fighter save. Responding to a "may-day" call by the F-117 pilot, whose aircraft was dangerously low on fuel, the KC-135 crew despite foul weather performed a refueling "toboggan" maneuver that dispensed the needed fuel just in time to save the fighter. As they broke-off, the F-117 pilot saluted the tanker crew and said, "You guys really saved my bacon today."

The aircraft has served as the transport aircraft for the U.S. Air Force Chief of Staff ("Speckled Trout"), VIP transport, with the FAA (Pacer Clerk high altitude jet route certification) and NASA ("Weightless Wonder IV," aka the "Vomit Comet"), airborne command post/communications aircraft, reconnaissance (Joint Rivet and Open Skies), airborne launch control system including operation Looking Glass and training variants.

continues on page 65 >>>

SNOWBALL EXPRESS

Creating a network of hope for the families of our fallen heroes.

The purpose of the Snowball Express, an all volunteer, registered 501 (c) (3) corporation, is to help create new memories and a few days of joy for lives that have been shattered by the loss of their fallen hero. It is America's chance to give a gift of gratitude to the children and spouses of those men and women in the U.S. Armed Forces who made the ultimate sacrifice since September 11, 2001.

The weekend in California meant so much to us. My 3-year-old, who only knew her Daddy during her first two weeks of life, kept saying 'they are doing all of this because my Daddy is a hero'. I said this to one of the pilots, but I have to repeat it, this is the first time in a very long time that the smile actually reached my 10-year-old son's eyes! It meant so much to me to see my son really happy for the first time in over 3 years! We were so blessed to meet such incredible families and volunteers out there - the friendships we made will last a lifetime! When we got home, we had a package of toys waiting for us - it was like the weekend never ended! Have a wonderful and blessed holiday season!
- Jackie Syverson, proud wife of Maj. Paul Syverson



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Stratotanker/Stratofortress Tandem Continue Half a Century of Asia-Pacific Partnership

Ever since its first sortie, the KC-135 has played an important role in extending the reach of the B-52's airpower and lengthening the duration of its hovering capabilities – capabilities that are crucial to a region surrounded by water.

"The relationship between the KC-135 and B-52 is one that has grown over the years and is now ideally suited to the Pacific Air Forces area of responsibility," said Lt. Col. Harry Dyson, 36th Operation Support Squadron commander.

"Andersen is one of the critical bases here in the Pacific because it's close enough to all our allies and our adversaries, while still being outside of immediate threat range," he continued. "The distances involved in the PACAF region are so great, and the ability to employ from Andersen is achievable because of the KC-135s and B-52s that rotate here regularly."

The B-52 started flying in 1952, while the first KC-135 was first delivered to the Air Force in 1957. Though the tanker was a little behind on the delivery, it was built to cater to the in-flight capabilities of the B-52's speed and operational altitude.

Prior to the delivery of the KC-135s, The Air Force relied on the KC-97 Stratotanker for in-flight refueling, which was less than ideal for the Stratofortress' speed and operational high operational altitude.

As the U.S. Air Force started using the KC-135 more and more, the B-52 and KC-135 tandem was pivotal in historical combat operations stretching from the War in Vietnam to present day conflicts in Iraq and Afghanistan.

According to an article written by U.S. Air Force (Ret.) Col. Walter Boyne, a combat veteran, aviation historian and author, during Arc Light, KC-135s were used to keep the bombers in the air during missions that lasted for 12 hour or longer. Though some tankers stayed in the Philippines to be on stand-by for tactical aircraft during the span of Linebacker and Linebacker II, one tanker was always assigned to one bomber during inbound portions.

"That was pretty much the case for every mission," Meyer said. "Even when they started making the G and the H models for the Stratofortress, which actually fly a little bit further, the KC-135s were still important to accomplishing the bomber missions."

By 1972, there were 195 KC-135s stationed in the Asia-Pacific region to support the 155 B-52s on Andersen's ramp and other combat aircraft spread all throughout the region.

After the Vietnam War, the tandem also conducted missions that forwarded or launched from the Pacific. Meyers said that

multiple operations required aerial refueling capabilities in order to get the B-52s to their destination and back.

The duo was always ready on Andersen when it was a Strategic Air Command base during the Cold War and continued to be used in the Middle East during operations Desert Shield and Desert Storm.

"During Operation Desert Shield in 1991, the bombers utilized Andersen as a forward base to get to an expeditionary location where they launched for attack," he contin-



A B-52 Stratofortress prepares for a fuel delivery from a KC-135 Stratotanker in support of exercise Rim of the Pacific exercise, or RIMPAC July 10, 2010, over the Pacific Ocean. (U.S. Air Force photo/Staff Sgt. Kamaile O. Long)

ued. "Two B-52s launched from here in 1996 for Operation Desert Strike and conducted a 33-hour to drop conventional bombs in Iraq as a warning."

Today, the partnership lives on with the 506th Expeditionary Air Refueling Squadron and the expeditionary B-52 bomb squadrons that rotate in and out of Andersen Air Force Base, Guam, to support U.S. Pacific Command's Continuous Bomber Presence and continue a partnership that has proven itself through history.

"Young Tiger" Attitude Alive and Well

TRANSIST CENTER AT MANAS, Kyrgyzstan - The mission of KC-135 Stratotankers is important, particularly those tankers assigned to the Transit Center at Manas, Kyrgyzstan. Strategically located, they provide air refueling so that other aircraft can provide ground support to troops in Afghanistan and other places.

Even with the most successful maintenance efforts, there's always the possibility for something to go wrong. This time something did go wrong, and a boom operator, who had never been in the emergency situation before, had to act quickly and carefully.

"I'd refueled a couple of F-16s," said Staff Sgt. Steven Mertens, 22nd Expeditionary Air Refueling Squadron instructor boom operator. "They came back an hour later, they were doing 'yo-yo' operations where only one comes at a time while the other stays on target. So his wingman came up and got his gas,

no problem.

"The other guy, we tried to get him his gas, but there was something wrong with his air refueling system. Basically, because we couldn't get everything working normal, we had to resort to emergency procedures."

The only time these procedures are authorized is during an official fuel emergency.

Under normal circumstances, the aircraft needing fuel will fly up behind the KC-135 as the boom operator lowers the boom tube out to meet it. The pilots and boom operator work together to line everything up, and when the tube plugs in, the receiving aircraft connects to it so that some wiggle room is possible during the fueling.

In this case, the boom tube became disconnected due to a failure in the receiver's system, removing the possibility to have the wiggle room.

They were flying over the mountains of Afghanistan. The receiving pilot had nowhere else to go; he didn't have enough fuel to return to his base. That left only one option, with no margin for error.

"We verified with him, he said he was below 'bingo' which means he doesn't have enough fuel to return to base," he said. "So we resorted to what we call pressured air refueling. We have to keep what we call 'extended pressure'; to make sure [the tube] stays on. At the same time, F-16s are small aircraft. That extend pressure can push them back, so they have to use more power to stay connected. "

The KC-135 had to slow down some while the F-16 Fighting Falcon sped up some. The boom operator had to guide the boom tube to its target, and remain there by the pressure of the two aircraft until refueling was complete.

If a mistake was made, if the F-16 flew forward too much, or the KC-135 slowed too much, the two could hypothetically collide, potentially killing everyone flying, destroying the aircraft and damaging property below from the falling debris.

"It's a lot of pressure on the boom," the boom operator deployed out of McConnell Air Force Base, Kansas said. "If we made a mistake, he could theoretically come crashing into us."

In the heat of the moment, the boom operator's training kicked in, and the mission was able to continue without further complication.

"I've heard of this happening once or twice, and I've trained for it, but it's not a common occurrence. We ran our checklist and conducted the procedures. I'd never done it before but it worked out pretty smoothly, we got him just enough gas that he made it back safely...afterwards, it was a really good feeling," the native of Brush, Colorado, said. "During it, I just focused on getting things done. It worked out fine."

Said like a true *Young Tiger*. ■



Combat Airlift – *Delivered*

Boeing Delivers Last U.S. Air Force C-17 Globemaster III

Compiled by Collin Bakse, editor
Senior Airman Dennis Sloan, Joint Base Charleston Public Affairs, contributed to this story.

As the sun rose above Long Beach, California, on 12 September 2013, the last U.S. Air Force C-17 Globemaster III, P-223, rolled off the Boeing assembly line where it was prepared for its inaugural flight to Joint Base Charleston, S.C.

A ceremony was held on stage with the P-223 in the backdrop for all to see, while Air Force leaders thanked the Boeing employees, who worked on the U.S. Air Force C-17's for the past 20 years, for all their hard work.

"Even though this is the last C-17 to be delivered to the Air Force, we know that the Boeing employees will stand behind us and all 222 C-17s we operate for many years to come," said Gen. Paul Selva, Air Mobility Command commander. Since the aircraft's first flight on 15 September 1991, the C-17 Globemaster III has been the world's only strategic airlifter with tactical capabilities that allow it to fly between continents, land on short, austere runways, and airdrop supplies precisely where they are needed.

"Thank you for delivering to our nation combat airlift – that is the definition of the



C-17 – the most versatile, most capable, most ready airlifter ever built," said U.S. Air Force Gen. Paul Selva, commander, Air Mobility Command. "What you have done with this aircraft speaks volumes about your character."

Boeing continues to produce C-17s for other customers around the world, and maintain and sustain the aircraft through the C-17 Globemaster Integrated Sustainment Program.

C-17s have been involved in contingency operations of all types, including flying troops and equipment to Operation Enduring Freedom in Afghanistan and to Operation Iraqi Freedom. The airlifter also has been used in humanitarian missions around

the world, including the Japanese and Indian Ocean tsunamis of 2011 and 2004, respectively; Hurricane Katrina in 2005; and the Haitian earthquake of 2010.

"C-17s are the workhorse for the U.S. Air Force in wartime and in peace," said Chris Chadwick, Boeing Military Aircraft president. "So while this is the last new C-17 to be added to the Air Force fleet, the mission does not stop here. The C-17 delivers hope and saves lives, and with the Air Force in the pilot's seat, it will continue to do so well into the future."

The C-17 holds 33 world records – more than any other airlifter in history – including payload-to-altitude, time-to-climb and short-takeoff-and-landing marks. It has exceeded 2.6 million flight hours, playing an integral role in global strategic airlift.

The C-17 was developed by McDonnell Douglas. It carries the name of two previous piston-engined military cargo aircraft, the Douglas C-74 Globemaster and the Douglas C-124 Globemaster II. Boeing, which merged with McDonnell Douglas in the 1990s, continued to manufacture the C-17

TOP: The sun rises above the final U.S. Air Force C-17 Globemaster III, P-223, as crew members arrive at the Boeing plant 12 September 2013, at Long Beach, California. **INSET:** The final U.S. Air Force C-17 Globemaster III, P-223, is rolled off the Boeing assembly line at Long Beach, California, and placed on the flight line during the ceremony celebrating 20 years of delivering C-17s to the U.S. Air Force. (Photos by Senior Airman Dennis Sloan)

Globemaster III.

In addition to the 223 C-17s delivered to the U.S. Air Force, 34 are operated by Australia, Canada, India, Qatar, the United Arab Emirates, the United Kingdom and the 12-member Strategic Airlift Capability initiative of NATO and Partnership for Peace nations.

"Total Force" Flight to Charleston

Following the ceremony, the keys to P-223 were handed over to Selva and the aircrew boarded the aircraft to begin their journey to JB Charleston.



U.S. Air Force leaders and a distinguished guest applaud during a ceremony held by Boeing commemorating the delivery of the final U.S. Air Force C-17. (U.S. Air Force photo/ Senior Airman Dennis Sloan)

As the C-17 took off and Lt. Gen. James Jackson, Air Force Reserve Command commander, performed a fly-over Boeing employees could be seen waving American flags in the air cheering the Air Force on.

"I had never flown a C-17 before, but after going through the simulators and getting hands on instructions from experienced C-17 pilots I felt confident taking off and flying the Globemaster high into the sky," said Jackson.

Jackson is a former F-4 Phantom and F-16 Falcon fighter pilot as well as a KC-135 Stratotanker pilot.

The crew on board the C-17 was hand-picked and included a general officer, pilot, loadmaster and crew chief from active-duty, reserve and guard components.

"It is truly an honor to be a part of the mission today," said Tech. Sgt. Paul Garner, Air National Guard 155th Airlift Squadron loadmaster out of Memphis, Tenn. "I'm happy I can represent the Air National Guard as a loadmaster on this historical flight."

After taking off and flying for more than an hour, Jackson handed the controls over to Selva who flew the C-17 alongside Lt. Col. Scott Torrico, Air Force Reserve, 701st Airlift Squadron out of JB Charleston, S.C.

"There is nothing this aircraft cannot do," said Selva. "If we need to transport vehicles, cargo, personnel or even perform an aeromedical evacuation, the C-17 and its crew are highly capable of doing any one of these missions."

While the generals took care of the piloting of the aircraft, crew members to include loadmaster and crew chiefs took care of all the flight duties in the rear of the aircraft as well as sharing stories of their time with the C-17 and how much it meant to be on the flight.

This is something I will definitely be telling my grandchildren someday," said

"EVEN THOUGH THIS IS THE LAST C-17 TO BE DELIVERED TO THE AIR FORCE, WE KNOW THAT THE BOEING EMPLOYEES WILL STAND BEHIND US AND ALL 222 C-17S WE OPERATE FOR MANY YEARS TO COME."

— GENERAL PAUL SELVA

Staff Sgt. James Regan, 437th Maintenance Squadron crew chief. "My wife Samantha and my four-year-old son Taylor will be on the ground at JB Charleston to greet me when I land."

After Regan turned the controls of the C-17 over to Lt. Gen. Stanley Clarke, Air National Guard director, Selva handed him the keys to P-223.

"Words can't describe how I felt being handed the keys to the last C-17," said Regan. "Speechless, really."

As the aircraft approached JB Charleston, Clarke performed a fly-over for the crowd of military, community members and their families all eager to see the final U.S. Air Force C-17.

"This was my first time flying the C-17, so I made sure to make the landing as perfect as possible," said Clarke.

"It's a little bigger than the fighters I am used to," he jokingly said.

P-223 landed and was parked right in front of the crowd of people waiting to greet the aircrew and celebrate 20 years of history in the making.

"While this may be the last U.S. Air Force C-17 delivery, this bird has many more flights in its future," said Jackson.

End of an Era?

On 18 September 2013, The Boeing Company announced that it would stop production of C-17 military transport planes in 2015 due to faltering sales, a move which will necessitate the laying off of 3,000 employees involved in the 30-year-old program.

The Chicago-based aerospace company said it would take a charge of less than \$100 million (3rd quarter 2013) to halt C-17 production in Long Beach, California, and facilities in Macon, Georgia, Mesa, Arizona, and St. Louis, Missouri. It said the charge would not alter its forecast for full year earnings.

The move also affects more than 650

suppliers in 44 U.S. states, who employ about 20,000 people, Boeing said.

Boeing plans to start reducing the workforce in early 2014, and has 22 more of the planes to produce. It has delivered 257 of the jets so far, of which 223 went to the U.S. Air Force.

The potential end of production had been signaled when the U.S. Air Force stopped

buying the massive, four-engine jet, capable of carrying tanks, heavy machinery, munitions, supplies and personnel around the globe. Foreign sales failed to make up for the loss of U.S. military orders, as the Air Force took delivery of its final new C-17 in mid-September.



General Paul Selva, Air Mobility Command commander, takes control of C-17 Globemaster III, P-223, mid-flight during the inaugural flight of the final U.S. Air Force C-17 12 September 2013. Lt. Gen. James Jackson, Air Force Reserve commander, performed the take-off from California and Lt. Gen. Stanley Clarke, Air National Guard director, landed the aircraft at Joint Base Charleston, South Carolina. This historical event comes more than 20 years after the 437th Airlift Wing and the 315th Airlift Wing took delivery of the very first C-17 to enter the Air Force inventory 14 June 1993 and marks the successful completion of C-17 production for the U.S. Air Force. (U.S. Air Force photo/ Senior Airman Dennis Sloan)

"Our customers around the world face very tough budget environments," said Dennis Muilenburg, chief executive of Boeing's Defense, Space & Security division, in a statement.

"While the desire for the C-17's capabilities is high, budgets cannot support additional purchases in the timing required to keep the production line open." ■

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C-130

KC-135



C-130 IPECO
Pilot/Co-pilot



C-130 AMI Pilot/Co-pilot/
Navigator/Observer



KC-135
Pilot/Co-pilot



KC-135
Navigator/Observer

C-130
Upper Crew Bunk



Boom Instructor Pallet (cushion only)



C-130
Lower Crew Bunk

Boom Operator Couch
(cushion only)



C-17



C-17
Crew Cushion
(Crew Bunk Cushion
Also Available)

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