

# A/TQ

AIRLIFT/TANKER QUARTERLY  
Volume 22 • Number 4 • Fall 2014

## *Same Mission, Focused Priorities*

*The Airlift/Tanker Association  
Concentrates on Mission and Objectives*

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**2014 A/TA  
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Industry Partners**

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Volume 22 • Number 4 • Fall 2014

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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 Maturo, Col Bill Bailey,\* Col Ken Chatfield,\* LtCol Hank Van Gieson and Mr. C. W. Scott.\*

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**ON THE COVER:** Artwork by A/TQ Art Director Collin Bakse illustrating the 2014-2016 A/TA 3 year vision to focus on the Association's Mission and Objectives.



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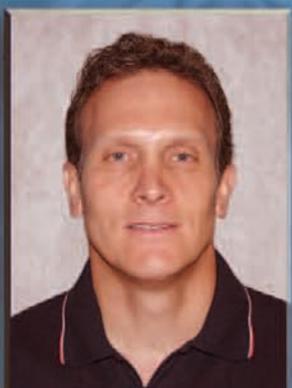
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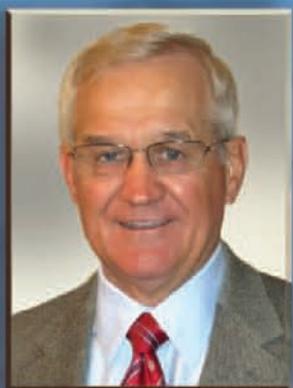
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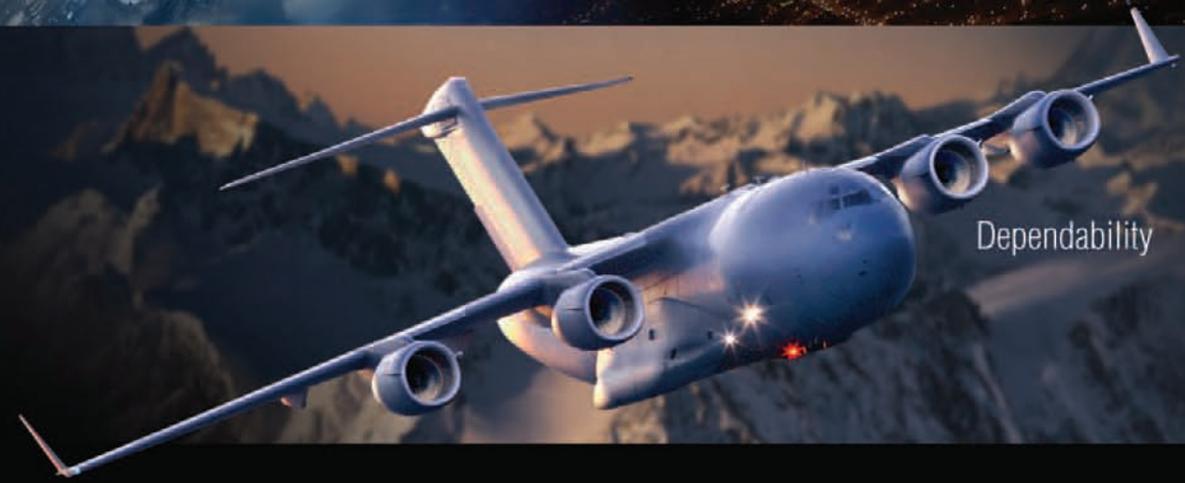


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## Meanderings on the Interwebs...

The last (Summer) edition of A/TQ featured a rather lengthy article about the progress of the newly named KC-46A Pegasus aerial tanker program, so, for this edition, I thought it was important to include something about airlift. To that end, I Googled® the word "Airlift" for a little inspiration. And, wow! There is a lot of inspirational sentiment among the million plus "hits" returned by the search engine. There are dozens, actually hundreds, of organizations that help provide air transportation for folks in need – *Air Compassion for Veterans* [see courtesy ad on page 67] and *Angel Flight* are excellent examples. But what I found particularly fascinating were all the stories about airlift and animals.

The organization *Pilots N Paws*, in Greenville, South Carolina, recently coordinated 50 volunteer pilots during the airlift of 500+ rescue animals from over-crowded shelters to new homes and non-kill shelters throughout the US. *Wings of Rescue* similarly relocated 500+ dogs from Southern California to the Northwest using volunteer pilots last holiday season. There are many more examples of airlift efforts of this nature, and there are many more that are a bit more exotic.

For instance, on 24 August of this year, the U.N., which has previously airlifted orphaned gorillas and chimpanzees, rescued two chimpanzees, a five-year-old male named "Kin" and a three-year-old female named "Sasha," from captivity behind a supermarket in Kinshasa and airlifted them to a permanent sanctuary in the eastern Democratic Republic of Congo. An even more exotic example is the airlifting of rhinoceroses. That's right rhinos. Earlier this year a South African Rhino was



airlifted to a secret location to protect it from poachers. The White Rhino was transferred

to a different enclosure as part of an annual wildlife relocation program. There are plans to move 500+ more rhinos for their protection.

Not quite as exotic as chimpanzees and rhinos, but just as interesting is the airlifting of livestock. Pacific Airlift, Inc. enjoys a long and storied history in the transportation of animals to and from Hawaii. Started in the late 50s, the company now uses the daily service of a 747 aircraft. Horses are flown once a month accompanied by a veterinarian and livestock handlers. Cattle are flown to and from Hawaii too. Turns out that flying cattle to and from Hawaii is very competitive with ocean rates. Who knew?

How do these stories relate to our A/TA family and the Air Mobility community? They are stories about air mobility, compassion and volunteers. Sound Familiar?

*Collin Bakse, editor*

# Chairman's Comments



**Gen Arthur J. Lichte  
USAF, Ret**

Welcome to Nashville—the Music City and Capital of Tennessee, but for the next few days this city will be "The Mobility Capital of the World." Sure Nashville has the Country Music Hall of Fame and the Grand Ole Opry, but we have the Mobility Hall of Fame and this year we will induct Col Earl B. Young, the FIRST 18th AF Commander. What a great time!

I'm more than excited as this is my first Convention & Symposium as Chairman of the Airlift/Tanker Association and I welcome all of you to what I think will be a great gathering. It's not only a first for me, but a first for Gen McDew and Gen Selva in their respective positions. We are so glad they could join us along with the Secretary of the Air Force, Chief of Staff of the Air Force and the Chief Master Sergeant of the Air Force. In a real testament for the Total Force nature of the mobility

mission, we are very fortunate to have the Commander of the AF Reserve Command and the Director of the Air National Guard with us too, along with a few other surprises.

As I write this welcome note, you – our mobility Airmen – are out conducting humanitarian missions over Iraq saving thousands of people you have never met. That's what makes you great. Our Air Force can go with the outstretched hand of help, or with the clenched fist to make the bad guys pay the price for their actions. You show respect to each other and to people around the world. As a result, you are the most respected mobility force in the world. You are the inspiration for our theme this year, "Air Mobility: Accomplished by Professionals – Skilled and Respected!"

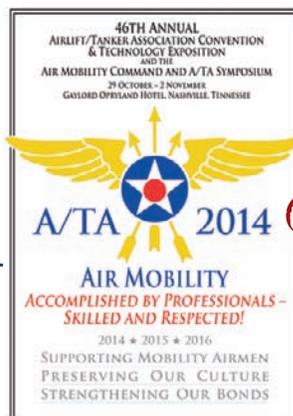
A special welcome to the many civic leaders who join us from our mobility bases all around this great country of ours. I know you are proud of "your Airmen," and they are proud to live in your communities.

I am also especially happy that we have so many of our Industry Partners back with us again. A/TA is grateful for all you do to support us and, more importantly, supporting the fabulous Airmen who make up the mobility team.

I know this is going to be a great convention that will reinforce our themes to Support Mobility Airmen, Preserve Our Culture, and Strengthening Our Bonds. So, have a great time and as they say down here in Nashville, "Ya'll come back now, ya'hear!"

Art Lichte

*"As I write this welcome note, you – our mobility Airmen – are out conducting humanitarian missions over Iraq saving thousands of people you have never met. That's what makes you great...You show respect to each other and to people around the world. As a result, you are the most respected mobility force in the world."*



*Welcome to Nashville and the 46th Annual*

# President's Message



**CMSgt Mike Reynolds  
USAF, Ret**

Welcome FRIENDS to A/TA's 46th Annual Conference/Symposium and Technology Exposition here at the Gaylord Opryland Hotel, Nashville, TN.

First, I would like to welcome General McDew, AMC Commander and Chief Gamble, AMC Command Chief. This will be their first convention while serving in current positions. Both are long time supporters of the A/TA and they and their staff, as always, are a pleasure to work with and always go above and beyond to support.

As with previous years this year has been a challenge, but a challenge that Miles Wiley, Jeff Bigelow and the programs team could handle. They have worked tirelessly to make this an event that everyone will find enjoyable and very informative.

Our theme for this year is "Air Mobility: Accomplished by Professionals – Skilled and Respected." Our themes for 2014, 2015 and 2016 will support General Lichte's three goals for the Airlift/Tanker Association; Supporting Mobility Airmen, Preserving Our Culture and Strengthening Our Bonds.

An event that you will not want to miss is the Hall of Fame Banquet. This year we have the pleasure of Inducting Colonel Earl B. Young, first commander of 18th Air Force. Colonel Young was born in 1913, and has seen and participated in many unbelievable events over his 101 years. Paul McVickar has documented much of Colonel Young's life and times, which will be presented to all through video at our banquet. The evening will be a grand culmination of the 46th Airlift/Tanker Association and Air Mobility Symposium and the A/TA Mobility Technology Exposition. Again, this is an evening you will not want to miss!

Thank you to our Industry Partners for their continued support of A/TA and our Technology Exposition. I know that Bob Dawson, our Industry VP, has worked closely and tirelessly with each of you making sure you are being properly accommodated. Bob has also worked to make this exposition rewarding for both the vendors and our members.

A/TA and AMC will recognize our annual award winners throughout this year's convention. Please congratulate each as the opportunity presents. I assure you that each is deserving of their respective award and all are certainly great Airman, as their biographies in this magazine attest! Thanks to Barb Jacob for all she does to make the events for our award winners a time to remember. Thanks Barb.

Registration has a way of setting the tone for convention participants and, as we all know, the A/TA registration process is run by volunteers with direction from Bud and Pam Traynor. Thank you Bud, Pam and volunteers; you are the backbone of this organization. And, I am continually amazed at how smooth the registration process runs each year – **THANKS!**

In closing I would like to thank everyone for their continued support. Please don't forget we have Air Mobility Warriors answering the call somewhere in the world 24-7. Let's not forget them and say thanks often.

Welcome to Nashville.

Mike Reynolds

## Secretary's Notes

Welcome to the 46th Airlift/Tanker Association Convention, Symposium and Technology Exhibition. Welcome back to Nashville! It has been a great first year as Secretary, suffice it to say I've learned a lot and appreciate everyone who has helped me along the way.

Once again the year since our last convention proved to be another challenging year for our nation and for Mobility Airmen around the world. I congratulate you for all your hard, sometimes dangerous work and all your accomplishments. **Well done!**

The Board of Officers, and in particular, the programs committee worked to present a convention, symposium and exhibition you will find informative and enjoyable. It is a phenomenal forum to reconnect with old friends, develop new relationships and support the efforts of the Mobility mission.

Please be sure to send us any suggestions you have for 2015. Use A/TA's social media sites on Facebook, Twitter, and LinkedIn to communicate with us.

We are working several efforts designed to improve the function of our Association. These will ensure for generations to come our Association continues to Support Mobility Airmen, Preserves the Mobility Culture and Strengthens the many, diverse Mobility Bonds.

As always, we're here to serve you.

Mike Cassidy



**Col. Mike Cassidy  
USAF, Ret**

### 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.*

**2015:**  
Marriott World Center, Orlando

**2016:**  
Opryland Hotel, Nashville

**2017-2020:**  
Under Contract

*Airlift/Tanker Association Convention & Technology Exposition  
and the Air Mobility Command and A/TA Symposium*

## A Message from Air Mobility Command commander General Darren W. McDew



General Darren W. McDew 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 McDew was commissioned in 1982 following his graduation from Virginia Military Institute. He began his flying career at Loring Air Force Base, Maine. His staff assignments include serving as a member of the Air Force Chief of Staff Operations Group, Air Force aide to the President, and Chief of the U.S. Air Force Senate Liaison Division, Washington, D.C. and the Director of Public Affairs, Office of the Secretary of the Air Force, Washington, D.C. As part of the Joint Staff at the Pentagon, General McDew also served as Vice Director for Strategic Plans and Policy. He has served as the Vice Commander of the 18th Air Force, Scott AFB, Illinois, and has commanded at the squadron, group and wing levels as well as an Air Force direct reporting unit. He has deployed in support of ongoing operations in Central and Southwest Asia as an air expeditionary group commander and later as the Director of Mobility Forces. Prior to his current assignment, General McDew was the Commander of the 18th Air Force, Scott AFB, Illinois.

*Welcome!*

Welcome to Nashville, Tennessee, for the 2014 Airlift/Tanker Association convention and Mobility symposium. Let me first say thank you to the thousands of active duty, Guard, Reserve, and civilian Airmen, who make Rapid Global Mobility a reality. Thank you for what you do and for how well you do it. Your phenomenal dedication and commitment to excellence propels Air Mobility Command, our Air Force and even our Nation. I cannot express enough gratitude for your hard work and sacrifices that enable this command to provide unparalleled mobility support. There are many things you do through your service that illustrate the pride you take in defending this great nation. You truly are the heroes of this command and our most valued resource.

I'd also like to thank General Art Lichte and the entire A/TA family for cohosting such a wonderful event. The planning and preparation devoted to making this conference so informative and influential is a gift to all of us within the mobility community, and I would like to recognize those who have made it possible. Your ingenuity and commitment to A/TA, the mobility mission and our Air Force is inspiring. This conference offers our Airmen, senior leaders, and industry experts an invaluable forum to collaborate, review lessons learned and focus on a wide variety of topics impactful across the mobility enterprise. Armed with this wealth of knowledge, we all carry this information back to our organizations and peers back home. We thoroughly enjoy this unique relationship and the opportunities it provides us. Thank you for your partnership and mentorship.

This has been another busy year for Air Mobility Command. You've conducted over 70 thousand sorties, supplied life-saving airdrops of food and water for Iraqi refugees, provided medevac for troops all over the world, and maintained your unsurpassed support for operations in Afghanistan in the past year. None of these accomplishments would have been possible without the enthusiasm and perseverance of countless Airmen, each one executing a vital part of the process. And still, we're postured to answer our Nation's call as the world remains challenging.

Mobility air forces have a proud, rich heritage of bold innovators who have actualized air mobility to shape the future. This year marks the 65th anniversary of the end of the Berlin Airlift, led by Lt. Gen. William H. Tunner. This operation demonstrated how air power, and more specifically, rapid global mobility through strategic airlift, could significantly change history. Coalition forces,

led by the U.S. Air Force, used over 200,000 planes to deliver 1.5 million tons of humanitarian food, water and medicine. The success of that mission is the cornerstone of how we successfully conduct humanitarian operations to this day.

This year we also celebrated the 60th birthday of the C-130, a significant milestone for AMC. On August 23rd, 1954, the YC-130 Hercules made its initial debut. The C-130 is a true workhorse of this command and is still in production to this day. Over 70 of our partner nations now use this great aircraft for its multiple roles and responsibilities including airlift, aeromedical, psychological operations, special operations, personnel and cargo airdrop, natural disaster relief missions, and weather reconnaissance amongst others. The C-130 may be 60 years old, but it still has many more years of great service to come. Four fans of freedom!!

The Expeditionary Center also has a milestone birthday celebration this year. The center turned 20 years old this month. The organization has had a profound effect on the entire Air Force, and has prepared countless numbers of expeditionary Airmen for operations all over the globe, including Iraq and Afghanistan.

Our success this year, just like every year, was a Total Force effort, and each part of the team played a critical role. The 452nd Air Mobility Wing, the reserve unit at March AFB, received the 2014 A/TA's Lt. Gen. James E. Sherrard III award for outstanding support to current operations and furthering the mobility mission. Over the past 18 months, this unit of mobility airmen logged 13,454 flying hours, transported 6,186 short tons of cargo and 51,887 personnel. We, along with A/TA, celebrate them for their matchless support to worldwide humanitarian operations, including Haiti and Santo Domingo, as well as OEF. This is a true testimony to the level of impact our total force brings to the fight.

Reservists and active duty Airmen from the 302d Airlift Wing of Colorado formed the 52nd Expeditionary Airlift Squadron, the first airlift squadron to stand-up under U.S. Africa Command. They conducted several operations, including a tasking for the emergency evacuation of U.S. citizens in Southern Sudan.

Additionally, mobility Airmen from the Kansas National Guard delivered \$4.1 million of aid to the Republic of Armenia. This team provided vital medicine and medical supplies to the country. These units are a classic example of how our Total Force partners maximize the mobility mission.

Our Air Mobility Command mission is to provide rapid global mobility – right effects,

right place, right time. What you as Airmen do for our Air Force and the Nation is special and very important. Our ability to provide agile and rapid global mobility is inventive and cutting-edge. I've seen firsthand how our military is successful because of you, the talented, innovative and bold men and women who are unafraid to tackle the toughest challenges. You inspire me and countless others with your resourcefulness and dedication. You get measurable results!

Without question, our future success depends on men and women just like you, who are ready to lead in a challenging tomorrow. You may be tempted to become numb to this magnanimous mission over time...because everyone around you is doing it. Here's the reality – most on the outside don't even come close to your level of excellence and level of effort. You serve and sacrifice for the greater good. Sometimes you forget it, but I am very proud of you ...and I will never stop letting you know it!

We supported humanitarian airdrops in Iraq, delivering more than 114,000 meals and 35,000 gallons of fresh water to Iraqi refugees. We conducted emergency evacuation operations in Kenya, Libya and Kabul, and we also held partnership operations from Burundi to Guatemala. Between April and June alone, we conducted more than 500 retrograde airlift missions, moving over 24,500 tons of cargo outside of Afghanistan. In order to increase efficiency and to cut cost, our 618th Air and Space Operations Center (618 AOC) created a retrograde forecast planning tool. This inventive program allows us to maximize our efforts, stay on track with our retrograde requirements and remain fiscally responsible with our resources.

Simply put, you are the Air Force's strategic advantage! In fact, Rapid Global Mobility underwrites the ability of the Department of Defense to carry out the mission it exists to do: fight and win our nation's wars. You don't have to go far to see the impact of Rapid Global Mobility. The next time you hear about the U.S. military responding to a contingency, manmade, or humanitarian crisis... know that you, the mobility Airmen, make this all possible.

This year is also an exhilarating time for us as we celebrate another significant step forward with our newest tanker acquisition, the KC-46A Pegasus. The first KC-46A operating bases have been named. Altus Air Force base will be the first training unit and McConnell Air Force base will be the first main operational base. It also an exciting time for the Airmen at Pease Air National Guard Base, in New Hampshire, who will be the first Guard unit to field the Pegasus. The selection of Pease Air National Guard Base highlights the enduring importance of our Total Force partners. The Airmen of these three locations are ecstatic and ready to take on the task of

unleashing the full capability of our nation's newest tanker aircraft in 2016 and beyond. Bringing the KC-46A online is an important step in recapitalizing our tanker fleet. The KC-46A will provide improved capability, including boom and drogue refueling on the same sortie, world-wide navigation and communication, airlift capability on the entire main deck floor, receiver air refueling, improved force protection and survivability, and multi-point air refueling capability. Along with all of these capabilities, the KC-46A is expected to produce better mission-capable rates and less maintenance downtime. This is another step in maintaining the nation's global reach for years to come.

The KC-46A is the first step to replacing our aging tanker fleets. But we must continue to think innovatively to meet the future challenges of tomorrow. How about this? Imagine a KC-Z that is remotely piloted. Can we do this in the next 30 to 50 years? I believe so. As we explore future concepts, such as developing an unmanned air refueling capability, the question is not whether we should do so, but when. I've said this before, and I will say it again – if we are still flying planes 30 years from now the same way we do today, we will have missed the target. We owe it to our nation to maximize our mobility capabilities. The nation's need for rapid global mobility will not disappear in the future – it will only increase. As mobility forerunners and experts, we must ask ourselves: how can we provide air mobility better? How can we remain the world leader in Rapid Global Mobility? To do this, we must stay at the forefront of innovation. Rapid Global Mobility allows our nation to project power anywhere in the world. What we do is a complex process that takes a great deal of finesse, talent, expertise, and a pioneering spirit that I believe is the hallmark of America's military and industry professionals. This is something we must continue to foster through partnership, mentorship, and inspiring our science, technology, engineering, and mathematics (STEM) communities. The crux of our ingenuity is inspiration.

As I discuss inspiration, my hope is that this conference will inspire you on to greater achievements for yourself, this command and your grateful nation. I am reminded of a few moments in my life that have impacted me in such a way to motivate me to achieve. As a young teen I watched POWs return from Vietnam. Seeing the level of pride and joy they had in not only returning, but also in being able to salute the flag, was very inspiring to me.

When I think of inspiration, I think of Senior Airman Cody J. Nunez of the 21st Airlift Squadron, Travis Air Force Base, California. SrA Nunez, demonstrating bold leadership, courageously took action to reconfigure his C-17 Globemaster III for the emergency

aeromedical evacuation of three Navy SEALs in Africa. The magnitude of this feat is only compounded when you consider that his aircraft was fitted for routing cargo and transforming this aircraft for medical evacuation quickly enough would be a daunting task. His ingenuity enabled the aircraft to transform swiftly. Without his actions, three SEAL team members would have lost their lives. He and the aircrew which flew that mission are a true testament and representation of the many exceptional mobility airmen who do tremendous work day in and day out. SrA Nunez's actions demonstrate how every one of us, regardless of rank, when empowered to take action, can make the Air Force better.

Reflecting on this word, inspiration, reminds me of a small group of approximately one thousand Airmen who influenced future generations by boldly stepping forward past color lines to defend their nation. The Tuskegee Airmen forged a legacy and heritage that still shapes our Air Force today. Meeting these great men and learning of their sacrifices was tremendously awe inspiring and humbling. These men could tell stories of deprivation and racism ...but they don't. Instead, these heroes speak of service, sacrifice, honor and a commitment to excellence. These Airmen inspired me, they gave me the courage to succeed, and they are one of the reasons I joined the Air Force. I benefited from their lessons without enduring their adversity and have been abundantly blessed with opportunity due to the struggles they undertook in the name of service. America, and our Air Force, truly benefits when all her citizens are allowed to contribute according to their ability. America was built by people from many different backgrounds who came together and constructed something brand new...a nation based on freedom and respect. Furthermore, it is my firm belief that our Air Force is a winning team because of the unique perspective and contribution every Airman, regardless of race, gender, or creed, brings to the mission.

The aforementioned moments made a lasting impression on me. Who will your example influence? My hope that this conference will inspire you, and that you, in turn, will inspire others to serve, to lead, to innovate, to succeed.

How are you setting the example for the next generation of Airmen? How will you inspire the next great leaders of the Air Force? You do it by continuing the great work you already do. You do it by the countless large and small acts supporting our core values – integrity first, service before self and excellence in all you do – which encapsulate the core of what you already are...a generation of exceptional Airmen.

Our Air Force is the greatest the world has ever known, and it is because of you.

*Again I say, thank you!* ■

## A Message from Air Mobility Command Chief Chief Master Sergeant Victoria Gamble



Chief Master Sergeant Victoria Gamble is the Command Chief Master Sergeant for Air Mobility Command, Scott Air Force Base, Illinois. She is the principal advisor to the commander and his senior staff on matters of health, welfare and morale, professional development, and the effective utilization of more than 38,000 active duty and 71,000 AFRC/ANG enlisted personnel assigned to the command.

Chief Gamble grew up in McRae, Georgia, and is a 1985 honor graduate of Wheeler County High School. She entered the Air Force in July 1985. She has a diversified background in aircraft maintenance having worked on six different aircraft to include the F-4, F-16, F-5, A-10, B-52 and KC-135. Prior to her current assignment, she was the Command Chief for the 6th Air Mobility Wing, MacDill Air Force Base, Florida and Command Chief for 18th Air Force, Scott Air Force Base, Illinois.

### *Fellow Airmen!*

I'd like to personally welcome and thank each of you for attending this year's Airlift/Tanker Association convention and Mobility symposium. Despite a world of tight budgets and decreasing opportunities, it's an exciting time for Air Mobility Command as we continue to change and adapt, remaining always agile, motivated, and responsive. Of course our mission would not be possible without you! That's why this year's theme of "Air Mobility: Accomplished by Professionals-Skilled and Respected!" is a very important tribute to our AMC Airmen around the globe.

As you attend the outstanding leadership seminars that CMSgt (Ret) Mike Reynolds and the A/TA staff have so graciously provided, I think you will find that this week's activities will surpass your expectations. A/TA has a long history of offering collaboration and networking opportunities to share ideas that support the continued evolution and success of our mobility forces. Additionally, A/TA doesn't just exist on a national level. A/TA provides exceptional leadership and growth opportunities through its local chapters. Our local chapters not only promote esprit de corps but they promote a culture of mobility Airmen who are living examples of our core values; integrity first, service before self, and excellence in all we do.

You should all be very proud of where we are today and excited about where we are headed. We certainly stand on the shoulders of mobility giants who forged our Air Force with innovation and that is one thing that has not changed. Each time, our Airmen – whether they are Active, Guard, Reserve, or Civilian – has truly answered our nation's call. National leaders, to include the President of the United States, praised Air Mobility Command Airmen for numerous operations to include humanitarian air drops over Iraq's Mount Sinjar, Operation Enduring Freedom retrograde operations, and shutting down an Air Base in Manas,

Kyrgyzstan just to name a few. As a matter of fact, during the humanitarian air drops, Airmen like MSgt Stephen Brown, taped candy on the outside of the bundles for the children. I know Colonel Gail Halvorsen, our Berlin Airlift candy bomber, was proud. We stand on great shoulders indeed!

Our mobility Airmen have faced a myriad of challenges this year ranging from force management programs to monetary uncertainty. Through all of these trials, I was deeply impressed that our total-force Airmen were far more concerned about executing and supporting our global mobility mission than they were themselves. For our enlisted Airmen, we are about to undertake the most sweeping changes to our enlisted evaluation system that have been implemented in over 45 years. Thank you for helping our most senior leaders guide our force through these performance assessment and promotion system changes.

AMC is an exciting place to work. We are determined to be the premier learning organization and will be able to achieve that goal through the work of our Learning Office and the ingenuity of our Airmen.



**Master Sgts. Stephen Brown (R) and Emily Edmunds attach candy to container delivery system bundles filled with fresh drinking water on a C-17 Globemaster III in preparation for a humanitarian airdrop 30 August 2014, over the area of Amirli, Iraq. The candy was collected by the squadron to supplement United States government humanitarian aid. Brown and Edmunds are 816th Expeditionary Airlift Squadron loadmasters. (U.S. Air Force photo/Staff Sgt. Shawn Nickel).**

Airmen across the command are in the process of producing "on-demand" videos that will let other Airmen learn a task at the exact moment they need it. AMC will also continue to deliberately develop our Airmen by updating our Phoenix Stripe curriculum and refreshing all our other command courses to make sure the right knowledge gets to the right Airmen at the right time. Our commander, General Darren McDew, is open to hearing all new ideas. In case you haven't heard, he is the only authority that can say "no" to your suggestions, so keep them coming.

Everywhere I go, people sing the praises of the work AMC Airmen do for our nation. It's certainly easy to see why.

For example, technology is an important part of what we do, but it takes an innovative Airman to leverage the knowledge

into a useful capability for our Air Force. TSgt's Paul Carter, Waylon Ross, and Jason Stottlemeyer and their team at the 375th Communications Support Squadron at Scott Air Force Base, Illinois, are a prime example of integrating technology into future operations. They have garnered national public-sector recognition for their work on an iPad application called the KC-10 Load Management System. It's a software package that assists loadmasters and boom operators with calculating weight and balance functions, significantly cutting calculation times AMC-wide by more than 4,000 man-hours per year. Achievements like this are a significant leap forward in technology, but it takes fortitude and vision by Airmen like TSgt Paul Carter and his team to champion the implementation.

And Airmen aren't the only ones making a difference at Scott. The Air Force relies heavily on our civilian workforce. Team members like Mr. James Knake, a survival and fabrication technician, is a true example of how civilians make a big impact throughout our service. Mr. Knake is a master sewing craftsman and employs his talents more than ten hours per week to repair high-use items like fitness center equipment, organizational flags and virtually anything requiring a needle and thread. This talented craftsman saves the installation more than \$100,000 annually at a time when the Air Force is working to maximize every dollar. No one told Mr. Knake to sew...he just saw there was a need and knew he had the skills to make things better. Imagine what would happen if every Airman did that.

As Airmen in our respective work centers, we can always look for ways to improve processes and perfect what we do. Sometimes new ideas can help solve decades-old problems. Nowhere is that more evident than MacDill Air Force Base, Florida, where Airmen from the 6th Maintenance Group created an innovative solution to a historical issue on the KC-135 nose gear, called a snubber. The snubber has to be replaced every seven years, and if the part fails in flight it can prove hazardous to the aircraft and aircrew. The MacDill team developed a newer, better snubber that lasts the life of the aircraft and will potentially save the Air Force \$300,000 annually. Successes like the snubber solution start with an idea, and with the support of leadership, open communication and a willingness to change

and try new things...it can grow into something that saves valuable resources.

Dwindling resources are something Airmen at all levels face in today's Air Force. While some choose to complain about belt tightening efforts, others are embracing the opportunity to put ingenuity and resourcefulness to work. I can't think of a better example of frugality than the members of the 317th Maintenance Squadron at Dyess Air Force Base, Texas. Due to budget constraints, the squadron had waited more than a year for funds to replace the aging American flag decals on their C-130s. Rather than wait any longer, members of the 317th devised their own solution and found a way to replace the decals for \$36 saving the Air Force nearly \$800 per aircraft. The fading decals didn't impact the mission...they didn't impede the ability to deliver cargo...no, it had to do with the pride these Airmen had in their aircraft and how they were perceived as they traversed the globe. These Airmen didn't let fiscal constraints stand in the way, they found a way to overcome barriers and solve the problem, a lesson in perseverance we could all learn from.

The underlying quality in each of these stories is character. How do you as an individual respond when faced with adversity? Do you rise to the challenge or elect to let the next person figure it out? We, as Air Force members, have the duty and responsibility to meet obstacles head on, no matter what rank or position you hold. Take, for example, the quick thinking of SrA Anastasia McCorkle, a C-130 loadmaster from Little Rock Air Force Base, Arkansas, who saved the life of a fellow Airman while flying at high altitude and a passenger's oxygen mask failed. She noticed the Airman slumped over in his seat and immediately put her own mask on the passenger which brought him out of unconsciousness. Her keen awareness

and selfless actions prevented certain brain damage from oxygen depletion and potentially saved the Airman's life. These are the kinds of miraculous things you, our Airmen, do on a daily basis and I couldn't be prouder to serve with you.

As you continue to build your leadership toolbox this week, please remember that the best thing AMC delivers is confidence. USTRANSCOM has confidence that we can deliver any person or thing on-time. Soldiers, Sailors, Airmen, and Marines have confidence that if they are injured down-range, you can get them to medical care. Finally, the American people have confidence that if anyone threatens our way of life, we can reach out and touch them on any point of the globe. We should all be very proud of where we are today and excited about where we are headed.

Before I close, I'd like to thank each of you for attending this event and bringing your expertise to share with our entire enterprise. You, as Air Mobility leaders, have the vision, the knowledge, the wherewithal and most of all, the experience to help continue to forge our way into the future. You, AMC Airmen, are truly our greatest asset today and tomorrow, and we could not accomplish the very tough missions we do without your hard work and leadership. Throughout this symposium, I ask you to stay engaged, take good notes, and help us continue to shape the future of Air Mobility Command. As one AMC Airman once told me, "Chief, nothing can stop us except lightning within five\*." I think they are right. My personal respect and thanks goes out to all of you. ■

\* According to Air Force Occupational Safety and Health Standard 91-501, all members should seek shelter when the "lightning within five nautical miles" announcement is made, unless it is absolutely necessary to stay outside.



**Staff Sgt. Joshua Osvold, 6th Maintenance Squadron aircraft metals technologists, drills holes into an Improved Nose Wheel Snubber Brake at MacDill Air Force Base, Florida, 12 August, 2014. The KC-135 Stratotanker uses the snubber brake to eliminate noise and vibration when the landing gear is retracted. (U.S. Air Force photo/Airman 1st Class Tori Schultz)**

*"AMC is an exciting place to work.*

*We are determined to be the premier learning organization and will be able to achieve that goal through the work of our Learning Office and the ingenuity of our Airmen."*

*—Chief Master Sergeant Victoria Gamble, AMC Command Chief*

# Cover Story

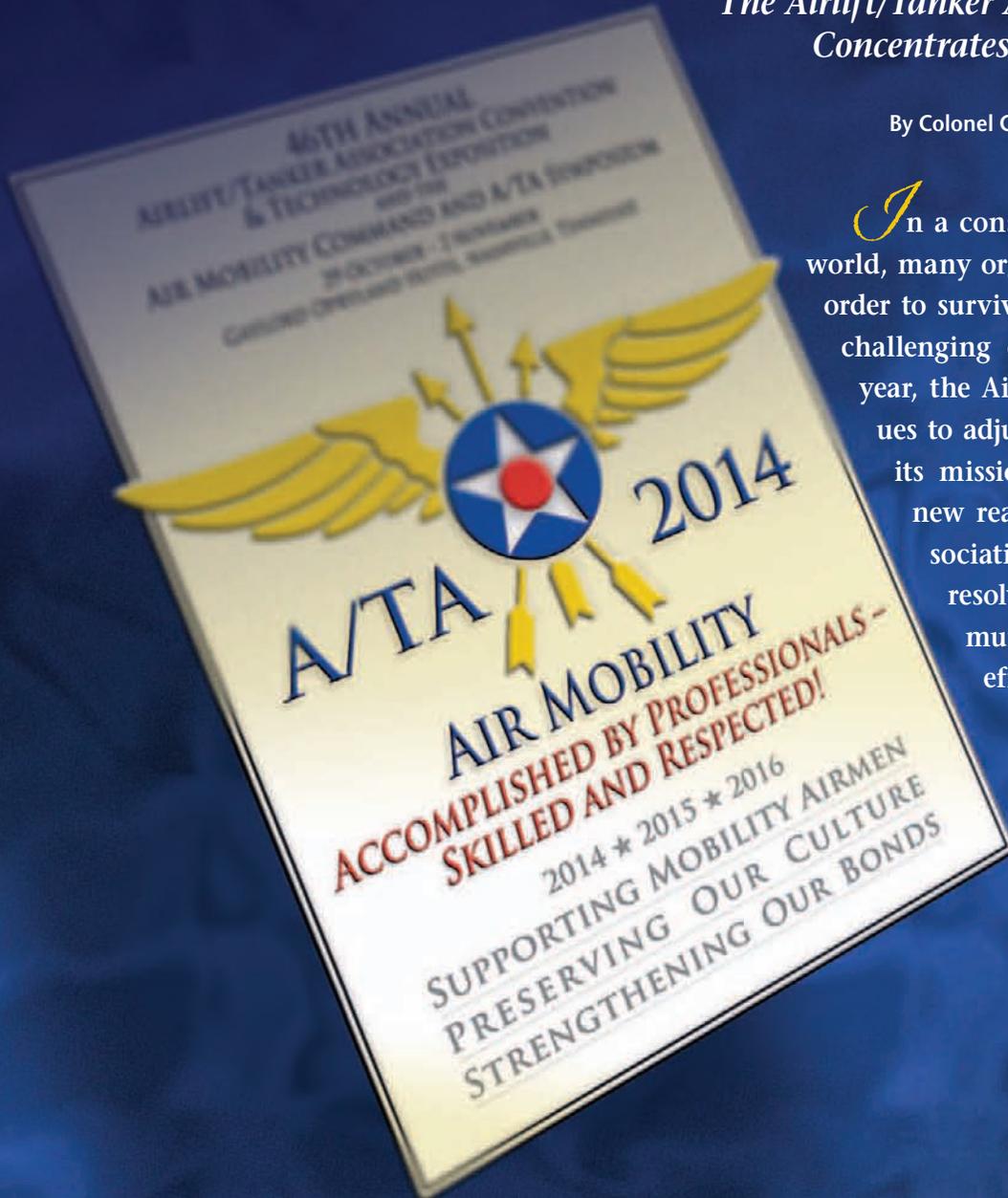
## Same Mission, Focused Priorities

*The Airlift/Tanker Association*

*Concentrates on Mission and Objectives*

By Colonel Greg Cook, USAF (Ret), A/TQ Public Affairs

*I*n a constantly changing and dynamic world, many organizations adapt themselves in order to survive and thrive in a complex and challenging environment. Now in its 45th year, the Airlift/Tanker Association continues to adjust its flight path while keeping its mission and objectives in focus. As new realities come to the fore, the Association is acting with leadership, resolve and vision to keep our community and its activities thriving, effective and strong...



*“Concentrate all your thoughts upon the work at hand.  
The sun’s rays do not burn until brought to a focus.”*

— Alexander Graham Bell

When General Arthur Lichte, USAF (Ret) assumed command as Chairman of the Board for the Airlift/Tanker Association one year ago, he quickly established three top priorities for the national Board of Officers to focus on while he leads the organization. In the *Airlift/Tanker Quarterly* Winter 2014 edition, he laid them out for the membership at large. They include the following:

- **Supporting Mobility Airmen**

"We will do all we can to advocate and promote the mobility mission of our Airmen and those of our Allies around the world. All of our convention seminars, educational activities, and award programs support this priority because they highlight the best of the best while at the same time, helping them as they continue to develop tactics, techniques and procedures to continuously improve the air mobility mission."

- **Preserving the Air Mobility Culture**

"We will continue to pay tribute to those who have gone before us in the Mobility world...it is important that our young Airmen hear the stories of what transpired in the past so they can learn from mistakes and then build on all the successes. It is important for them to see that there is real satisfaction that comes from performing the great air mobility mission and there is still time left over to have some fun."

- **Strengthening Our Bonds (Enhance Relationships)**

"Through A/TA we need to continually work at improving our relationship with Industry as well as with the Active, Guard, Reserve and Civilian components. Our relationships are good now, but we need to work to make them even stronger."

## The 3 Year Vision

Over the next three years, the Association leadership will focus its efforts on each of the priorities, with one of the three being emphasized each year. This is already reflected in the theme for the 2014 convention, "Air Mobility: Accomplished by Professionals – Skilled and Respected," which highlights how the Association is "Supporting Mobility Airmen." Accordingly, 2015 will concentrate on "Preserving Our Culture," while 2016 will emphasize how A/TA is "Strengthening Our Bonds."

In considering these three themes, it seems appropriate to review the Association's mission and stated primary objectives to illustrate how these priorities enhance and support them. In addition, an overview of A/TA's programs and activities illustrate how these priorities translate into practical realities in our daily operations. In the end, the Association and its leadership remain intent on conducting business consistent with our mission, objectives and the establishment of focused priorities.

### A/TA's MISSION AND PRIMARY OBJECTIVES

The Airlift/Tanker Association is dedicated to providing a forum for ensuring that American military forces continue to have the air mobility capability required to implement U.S. national security strategy. Throughout its history, the Association has proven itself to be adaptable and forward-looking in a constant quest to meet both the implicit and expressed ideals of its mission and purpose, as written in the 1976 Articles of Incorporation:

*"To preserve and foster the spirit of fellowship among former, present and future members of the military, industry and government in the fields of military and commercial airlift, air refueling and associated aerospace activities."*

The Association is international in scope, with members and chapters throughout the world. Membership includes active duty, guard, reserve and retired military personnel, both officers and enlisted, as well as civilian and industry supporters of the air mobility mission. Membership is open to anyone who wishes to join. It has several primary objectives:

- *Provide an organization through which men and women may unite to fulfill the responsibilities imposed on modern society by aerospace technology.*
- *Recognize the services rendered by industry, military, civilian and government personnel to air mobility activities in which the United States and its Allies have been or may become engaged.*
- *Promote scientific and academic research regarding the continuing development of our nation's air mobility capabilities.*
- *Conduct and sponsor speaking engagements, seminars, symposiums, conventions, and public forums that will further the development of all aspects of air mobility and community relations.*
- *Encourage young men and women to participate in air mobility activities and related aerospace functions.*
- *Support the achievement of continued education and air mobility activities through the education grant and scholarship programs.*

Association benefits and programs include a quarterly magazine, annual national conventions, educational programs, seminars and symposiums, college grants and scholarships, awards, and heritage programs that recognize outstanding contributors to air mobility, both past and present.

### EVOLUTION OF THE A/TA COMMUNITY

The Association began humbly in July 1969 as a reunion of about 30 Vietnam War veterans, with the ultimate purpose to plan the following year's symposium and reunion. During its early years, the *Airlift Association* was aligned closely with Military Airlift Command (MAC), serving as a forum for airlift advocacy and providing a vehicle for social activities and professional development in the airlift community worldwide. The Association's activities then revolved around several key programs and services, including the *Airlifter* magazine, chapter activities and member

services. The *Airlift Association* hosted an annual convention which included social activities, a business meeting and an awards banquet, plus informational briefings and addresses by key leaders. These gatherings still maintained their aura as reunions of close friends who always welcomed new members congenially into the "family."

When the Air Force reorganized in 1992, Air Mobility Command gained responsibility for airlift and air refueling forces, including aeromedical and air rescue aircraft. Visionary leadership and several initiatives set the stage for a remarkable transformation and growth in the organization.

We renamed ourselves the *Airlift/Tanker Association* and changed the *Airlifter* magazine's name to *Airlift/Tanker Quarterly (A/TQ)*. Both the Association and the A/TQ built on traditional sources of strength while reaching out to new constituencies and partners. Most importantly, the Association made an important decision and commitment to expand convention activities.



It added a full-fledged symposium with professional seminars to its convention schedule in 1993, plus expanded the industry exhibition hall, with a primary goal of increasing the knowledge and awareness of members in subjects important to Air Mobility. With this addition, the convention and symposium qualified as a professional education and development event to which military members could attend on official orders.

This was only the beginning, as the numbers of convention attendees began to grow with every passing year. In the years hence, the Association leadership was often surprised when attendee numbers surpassed estimations and sometimes exceeded convention facility capacities. In 2007, convention attendance reached its all-time high of 4,553 at the Nashville Gaylord Opryland Hotel. Membership levels have always fluctuated annually as new members sign up to register for the convention and receive a discounted rate, then many do not renew unless they attend the convention again. In this sense, our membership is "convention-driven."

The effects of both sequestration and defense budget uncertainties over the last two years have impacted A/TA's operations and the assumptions underlying the convention, technology exposition and symposium. After the Department of Defense directed in 2013 that all official travel to conferences be cancelled, Air Mobility Command necessarily curtailed its support for A/TA's annual convention and symposium. In 2014, the Air Force authorized up to 1500 personnel to attend the convention on official orders. While the event will be smaller than the peak years of the past, it will retain most of the features we have come to expect and professionally enjoy.

From one perspective, we are returning to a base of operations more consistent with the early years of the Association. We will rely more heavily on our members and volunteers to run and sustain the organization's activities. The conventions will be smaller and more personal in nature, while still operating on the same principles and format. Our strength lies in the vitality and involvement of our chapters, members, industry partners and corps of volunteers. The current challenges we face make membership, chapter operations and volunteer activities more important than ever as we look forward to the future.

With a renewed focus on the three priorities set by General Lichte, the Association's Board of Officers and Advisors continues to build upon 45 years of continuous operations.

## Supporting Mobility Airmen

The Association supports mobility airmen through its many professional award and development programs. Here is an overview of the A/TA programs that recognize and develop skilled and respected Air Mobility professionals:

### Professional Award Programs

A primary mechanism employed by A/TA to support mobility airmen is its professional recognition and award programs. Over the course of its history, the following programs have been implemented to recognize the accomplishments of currently serving airmen, units and members of the A/TA community:

- **A/TA Young Leadership Awards.** Presented annually to twelve individuals who have displayed performance excellence, outstanding professional skill, knowledge and leadership in fulfillment of their duties.
- **Huyser Aircrew Awards.** 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.

- **General P.K. Carlton Award for Valor.** Identifies and recognizes an outstanding airlift or tanker aircrew or aircrew member for valor. Presented annually since 1995 to an individual who demonstrates courage, strength, determination, bravery and fearlessness during a combat, contingency or humanitarian mission.
- **A/TA Colonel Gail Halvorsen Award.** Identifies and recognizes an outstanding Air Transportation (2T2XX) individual annually for sustained excellence in aerial port operations.
- **A/TA Specialized Mission Award.** Identifies and recognizes 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 Aircrew Award categories.
- **A/TA General Ronald R. Fogleman ASAM Award.** Presented annually to recognize the top graduate of the Advanced Studies of Air Mobility (ASAM) program, an Air Force-sponsored program taught at the USAF Air 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.
- **Key Spouse of the Year Award.** Recognizes an Air Mobility Command key spouse who has diligently worked with unit leadership to plan, coordinate and execute the unit's Key Spouse program. Selected by AMC leadership and presented at the A/TA annual convention.
- **The A/TA President's Award.** Identifies and recognizes an A/TA member-volunteer who has contributed immeasurably to the overall success of the Airlift/Tanker Association.
- **Air Force Reserve Component (AFRC) Awards.** The Major General Stanley F. Newman Award recognizes an outstanding Air National Guard wing or group, while the Lieutenant General James E. Sherard III Award recognizes an outstanding Air Force Reserve wing or group.

### Professional Development Programs

From educational support through grants and scholarships to convention and symposium activities, A/TA encourages the professional development of its members. Chapters represent the leading edge of the Association across the globe, plus A/TQ magazine and our social media presence offer additional opportunities for education and professional development. Here is an overview of A/TA's professional development programs and activities:

- **A/TA Enlisted Education Grant Program.** Designed to help A/TA enlisted members achieve their educational goals, these \$400 grants are available to Air Force, Air National Guard and Air Force Reserve members pursuing undergraduate or graduate degrees.
- **A/TA Arnold Air Society and Silver Wings Scholarships.** Evaluated on the basis of financial need, academic achievement, detachment commander endorsement, and the quality of an essay related to an air mobility topic.
- **Annual Convention, Symposium and Technology Exposition.** Attendees hear "State of the Force" presentations from key leaders and listen to war stories from the "old timers." Multiple awards recognize individual and group accomplishments. Professional development of the force occurs from airman to 4-star general, with an extraordinary opportunity to meet, greet and share personally with people of all ranks and backgrounds. There is no other forum quite like it, nor a better place to connect, reconnect and celebrate the mission of air mobility.
- **A/TA Chapter Operations.** Provide local opportunities on a volunteer basis to promote Association activities and exercise



The A/TA  
*Enlisted Education Grant  
Program*

*Designed to help you reach your educational goals.*

*\$400 Grants  
to encourage you to  
Soar like an Eagle!*

*The A/TA Enlisted Education Grant Program is designed to help A/TA enlisted members achieve their educational goals. Recipients are free to use their \$400 Enlisted Education Grant money for tuition, books, transportation, etc...*

*Airlift/Tanker Association Enlisted Education Grants are available to Air Force, Air National Guard and Air Force Reserve members pursuing undergraduate or graduate degrees.*

**EEG CRITERIA:**

- ★ Current Membership in the Airlift/Tanker Association
- ★ 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.
  - ★ Individuals are limited to one Enlisted Education Grant per 12-month period.
  - ★ Student financial need is not a criterion
  - ★ May not be used for a lower or lateral previously awarded degree

*Additional details and forms are available online at [www.atalink.org](http://www.atalink.org)*

*If you meet the criteria, apply today! The A/TA wants to help you continue your education, so you, too, can soar like an eagle.*



*Working to  
Improve  
America's  
Air Mobility  
Force.*



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leadership in 44 chapters at air mobility bases and operating locations worldwide.

- **A/TQ Magazine.** The quarterly journal of the Association provides articles about air mobility history, the latest news on global air mobility operations, policy issues and other current events, plus leadership interviews and announcements.
- **Social Media Engagement.** The Association now maintains a social media presence on Facebook, LinkedIn and Twitter. This allows us to engage in an active and open online dialogue, within which we share information internally and generate additional content for member education and public dissemination.

## Preserving Our Culture

From its inception in 1969, the preservation of air mobility culture has been a priority for the Association. From the first “reunion” to recurring annual conventions and local events, A/TA strives to preserve the mobility culture through the following activities and programs:

- **Airlift/Tanker Hall of Fame.** Established in 1989, this award identifies and recognizes an outstanding Airlift/Tanker individual or group whose sustained legacy of achievement distinguished themselves in outstanding performance to the Air Mobility mission. The Airlift/Tanker Memorial site at Scott Air Force Base now includes busts and plaques of all Airlift/Tanker Hall of Fame inductees, with 22 individuals recognized and 2 groups representing the Aeromedical Evacuation Legacy Team (2007) and Air Refueling Pioneers (2009).
- **Airlift/Tanker History Book.** In 1995, A/TA published an Airlift/Tanker history book, with biographical entries and experiences as related by A/TA members themselves, plus a history of the Association, a historical review of U.S. airlift and tanker forces, a membership roster and hundreds of rare photographs. Is it time for another in 2015, the year we intend to focus on preserving air mobility culture?
- **Social Media.** As strong advocates for air mobility, we can share stories and information through social media in a manner that supports the Association’s mission and keeps air mobility culture alive. More public awareness may be helpful in sustaining our membership, encouraging others to participate, and meeting our goals of supporting the air mobility mission.
- **A/TQ.** The *Airlift/Tanker Quarterly* magazine is a repository of our heritage and the centerpiece of our evolving story, with historical articles and feature items related to mobility culture.
- **Symposium Seminars.** Some seminars are dedicated to heritage and heroes, with many opportunities to share “war stories” with and from everyone, young and old.
- **A/TA Website.** The Association’s website ([www.atalink.org](http://www.atalink.org)) is currently a repository for organizational information and past issues of A/TQ magazine. It could be expanded to include even more elements related to preserving air mobility culture.

## Strengthening Our Bonds

Relationship building at both the personal and organizational level has always been at the core of Association activities. The following activities represent how A/TA strengthens the bonds of global air mobility:

- **Convention Activities and Events.** The annual conventions and symposiums are much like family reunions, as well as a place to nurture personal relationships and spur professional growth. The industry-focused Technology Exposition brings technology, organizations, and people together in a rich and educational exchange of information. Young Leader and unit reunions throughout the years have revived and maintained long-standing relationships.
- **Member Recruiting, Retention and Chapter Activities.** Since convention activities seem unlikely to surge our membership rosters as they have done in recent years, A/TA is adjusting its focus to member retention, increasing recruiting efforts at the chapter level, and encouraging more chapter-oriented activities. Increasing chapter vitality and membership, and therefore national membership, insures our long-term viability.
- **Strengthening Industry Partnerships.** America’s aerospace industry plays an integral role in providing air mobility technologies and capabilities, and A/TA’s industry partners play a vital role in assuring the success of the Association.
- **Command and Unit Relationships.** The Association maintains contact with active duty, Reserve and Guard commands and units throughout the world via chapter operations, Board liaisons or representatives, and direct communication with command leaders, with extensive coordination on awards and policies regarding participation in Association activities.

### CONCLUSION

Since its humble beginnings in 1969, the Association has weathered many seasons of change as it evolved into a world-class professional organization with a wide range of activities and programs that support its mission and objectives. Even more so, it is the tie that binds members of the global air mobility community together into an extended family of personal and professional relationships that transcends formal organizational structures. The Association retains a unique character built on a foundation of traditions, values and priorities that contribute mightily to the air mobility mission. It is this foundation that keeps the organization vibrant and effective to this day. As we continue adapting to new realities, it remains vital that we maintain and enhance all that we do while building on our traditional sources of strength. ■



Gregory P. Cook is a retired Air Force Colonel now engaged as an independent analyst, author, speaker and consultant. A life member of the Airlift/Tanker Association, Cook serves as its Public Affairs Coordinator and is a frequent contributor to A/TQ.

*“To improve is to change. To be perfect is to change often.”*

—Winston Churchill



2014 Airlift/Tanker Association  
Hall of Fame



**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**

**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**



**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**

*"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*

*“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 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**



**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**

*A/TA Hall of Fame Continues >*

### 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**



### 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, onloaded 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**



### 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 of 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**



### 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**

### GENERAL RONALD R. FOGLEMAN (1942)

As commander, United States Transportation Command and Air Mobility Command, General Ronald R. Fogleman inspired and drove unprecedented organizational transformation that made a lasting impact on global mobility. Recognizing the importance of a strong commercial air and sealift industry, he revitalized and strengthened both of these critical programs. Under his leadership, AMCs Airlift and Air Refueling Forces proved unprecedented support for high visibility contingency and humanitarian actions around the globe. As the 16th Chief of Staff of the Air Force, he was the driving force behind developing the service's core values of integrity first, service before self, and excellence in all we do. General Fogleman's selfless devotion, patriotism and visionary leadership transformed the U.S. Air Force into the premier air and space force of the 21st century. **INDUCTED - 2013**



*"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

# 2014 *Airlift/Tanker Association*

## *Awards*

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, the ANG Outstanding Unit Award and the AMC MAF Aviation Fuel Efficiency Awards 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 –

This year's inductee into the Airlift/Tanker Hall of Fame distinguished himself throughout his 26 year U. S. military career. Many of his numerous accomplishments are tied directly to the heritage of the Air Mobility Command and the 18th Air Force.

As the Air Transport Command (ATC) Chief of Plans Division, he was responsible for advocating and defending the existence of a transportation capability within the military after World War II. He authored the documents that stood up the 18th Air Force as an organization and became its first commander. Working in coordination with representatives from the Naval Air Transport Service (NATS), he helped to outline the functions of a new organization that consolidated the transport missions in the Navy and USAF...an organization he coined "Military Air Transport Service" (MATTS). Colonel Earl B. Young's character, vision, accomplishments and lasting legacy on the air mobility community make him the right choice for this prestigious award and induction into the Airlift/Tanker Association Hall of Fame.



## Colonel Earl B. Young, USAF Retired

The 2014 Airlift/Tanker Association Hall of Fame Inductee, Colonel Earl B. Young, USAF (ret), was born in Casper, Wyoming on 11 July 1913. He enlisted in the Regular Army in 1936, beginning a storied career. He flew combat missions in P-40s in Africa, and in the B-25 bomber over Italy and Corsica. He was awarded a Purple Heart and Silver Star, which resulted from a mission in 1944 involving a clash with Luftwaffe aircraft.

Recalling the incident on his 100th birthday Young said, "I had shrapnel after German 88s flew up in formation and they exploded right in my face – filling me with shrapnel in the cockpit... It took off one engine and half the tail. I had to take the airplane back crippled. That was probably my worst flight." He went on to say that it was frightening every time he went up on a mission and lined up a target.

Earl Young went on the help frame the way in which airlift and transport assets and capabilities would be used in post World War II America.

Among Young's many other awards and decorations are the Legion of Merit, the Air Medal, the American Defense Service Medal, the American Campaign Medal, the European-African-Middle-Eastern Campaign Medal, the World War II Victory Medal, the National Defense Service Medal and Air Force Service Award with 4 Oak-Leaf Clusters.

### An Illustrious Career

On 19 June 1936, at the age of 23, Earl Young enlisted in the Regular Army as a "flying cadet," at Randolph Field, San Antonio, Texas. Then, in February 1937, following 8 months of Basic Training, 4 months of Advanced Flight Training and bomber training at Kelly

Field, Texas, Young received his Pilot rating. He was promoted to 2LT US Army Air Corps Reserves on 20 June 1937.

In June of 1937 Young was assigned to the 36th Pursuit Squadron, 8th Pursuit Group, at Langley AFB, Virginia. On 1 October 1938 he received a Regular Army commission, and was promoted to 1 LT the following day. He was then assigned, in December 1940, to the 8th Pursuit Group, Mitchell Field, Long Island, New York.

A new assignment in July of 1941 took him to the 57th Pursuit Group, Windsor Locks, Connecticut.

In December of 1941 Young was moved to the Boston Information Center as part of the 1st Air Force. In March of 1942 he was promoted to Captain and assigned to Headquarters (HQ) 1st AF as Assistant to the Deputy Chief of Staff, Operations. On 11 June 1942 he was promoted to Major.

Next, in March of 1943, Young was assigned to HQ 4th Fighter Command, Oakland, California, as Deputy Chief of Staff. On 7 August 1943 he was promoted to Lieutenant Colonel. He was then moved, in November 1943, to the 12th Fighter Command, Mediterranean Coastal Command as Deputy Chief of Staff, Operations.

In September 1944 he was assigned to the 321st Bombardment Group (Medium) as Deputy Commander (and later Commander) Stationed in Corsica and Bimini Italy.

In August 1945, Young returned to the US as Chief, Plans Division, US Army Air Transport Command (ATC). In April 1947 he was named Special Assistant to the Commanding General, Air Transport Command. Then, in January of 1948 he moved to the Joint Chiefs of Staff, Special Joint Planning Group for Continental US Defense. On 22 November 1948 Young was promoted to Colonel. In March of 1949 he was made the Executive to the Assistant Secretary of the Air Force.

In June of 1951 Young became the first Commander of HQ 18th



Above: Earl B. Young in his "flying cadet" days, circa 1936. Facing Page: Col Young in the cockpit of a "TigerFlight" aircraft during the celebration to mark his 100th birth. When told that his father would be taking the flight, Bob Young quipped, "It wouldn't surprise me if he tried to take the stick!" (Courtesy Photo).

Air Force, Donaldson AFB, South Carolina, initially composed of nine Air Force Reserve C-119 "Flying Boxcar" troop carrier wings (and later two C-124 "Globemaster II" wings). The newly-formed command immediately began providing crews for the Korean War. In July Young he was named to Chief, Plans and Operations, preparing troop carrier units for deployment to Korea.

In February 1952 Young was assigned to the Joint US Military Mission, Ankara, Turkey, where he became Director of Operations and Plans, Joint Staff. In February 1954 he moved to Hunter AFB, Savannah, Georgia, as Director of Material, 38th Air Division (heavy bombardment) and subsequently base commander. In September 1956 he began a course of study at the Industrial College of the Armed Forces.

In September 1957 Colonel Young was assigned to Pentagon, HQ USAF, Office of the Assistant for Mutual Security, Chief Plans and Policy Division, and later as Deputy to the Assistant for Mutual Security. He retired from the Air Force on 30 June 1962.

### *Significant Contributions To The Advancement Of Air Mobility*

With the end of World War II, there were two views of where airlift assets should be maintained and managed within the United States. Some advocated for a strong worldwide military airlift capability managed by the Air Force. While others, supported by senior airline managers, believed the airlines should have the primary responsibility for worldwide air transport activities to include military airlift.

During the war many of the senior positions in Air Transport Command (ATC) were held by airline executives, and with the end of WWII, they were eager to return to their civilian positions. In addition, they strongly advocated the retention of all airlift assets in the civilian airlines.

Realizing the need for a replacement staff, Air Transport Command leadership sent representatives throughout Europe looking for volunteers to man the ATC staff positions. A volunteer, Lt Col Earl Young was assigned to ATC in August 1945 and soon became Chief of ATC Plans Division at Gravelly Point in temporary buildings in the area that is now Reagan National Airport in Washington, D.C.

As it developed, one of the first functions of their office was to allocate scarce resources in the face of drastic cuts imposed by the Secretary of War Stimson. At the same time, they had to defend the very existence of a transport capability within the military, in the face of opposition from within the Air Corps itself, as well as from some of the same airline executives who had served within ATC during the war.

Working with the commanding general of Army Air Forces, General Henry H. (Hap) Arnold, and air mobility giants General Spaatz, General Smith, General George, and General Kuter, all previous inductees into the Airlift/Tanker Association Hall of Fame, Earl Young found himself in the middle of the debate on where airlift resources should be managed and maintained – in the Air Force or the commercial airlines.

*"The technique, knowledge of procedure and experience that has been acquired by the Air Transport Command must never be lost to the AAF. Accordingly, we should have in peace time an Air Transport Command flying routine services between the United States and our bases (overseas)... I think we should also establish a model airlines independent of the commercial airlines...I am, therefore, anxious to get out a directive in the near future that*

*will stabilize our planning and thinking with respect to the Air Transport Command, and will insure its continued existence as an effective and expansible independent organization. With this in mind, I wish you would draw up a proposed directive to the ATC for my signature."*

—H. H. Arnold letter to Lt Gen George, 5 December 1945

Based on the Chief's guidance, Lt Col Young had the responsibility for the directive as well as advocating and defending the existence of a transportation capability within the military. Essentially all of the Commands in the AAF were dealing with the same problems of identification, so the staffs were on their own to identify their mission and to corral enough resources to perform their mission.

*"I believe that a strong Air Transport Command is an essential instrument to the Commanding General, Army Air Forces in the accomplishment of his mission in executing National aviation policy. I believe that it offers a means of insuring our capacity to support the immediate worldwide deployment of our Armed Forces and of serving as a connecting link between our deployed Air Forces."*

—H. H. Arnold in a memo to Gen Spaatz, 7 Jan 1946



Fortunately, General Arnold and others who understood the need for dedicated air transport support to military missions quieted the Air Corps opposition, and in briefings to the staff of the Secretary of War, they learned that that office favored the retention of a military transport capability.

While these activities were in progress, the Plans staff was besieged by the airlines, particularly TWA, to keep open an air route from Saudi Arabia to Manila to give US carriers a leg up in this developing part of the world.

At the same time, it was understood that most, if not all, of the manpower required would come from Airways and Air Communications Service (AACS) and the Air Weather Service (AWS), both of which were attached as a part of the Air Transport Command during and right after the WWII. Col Young's staff, working with management of those two organizations, developed a "Four hundred man plan" by which they could man the beacons and towers necessary to keep the desired route open.

Before presenting this plan to the War Secretary, Robert P. Patterson (who had personally adopted ATC as his project), it was necessary to secure the approval and support of each country ATC would be operating in. Fortunately, the AACS and the AWS had operated that route for most of the war years, and they were able to secure total cooperation. The arrangement included a commitment to train indigenous personnel to enable them to handle air traffic control on their own, some of whom were already well on the way to such a capability.

An important factor in continuing air service, particularly in underdeveloped parts of the world, was the fact that English was accepted as the worldwide air traffic control language. This had been agreed by ICAO, the International Civil Aviation Organization, at its first meeting in Montreal in 1947, at which Col Young was one of two Air Force members.

With these arrangements in hand, they were able to secure approval, to include the 400 additional personnel added to ATC's manpower allotment.

After much additional debate and many worldwide meetings, the decision was made to retain airlift capability within the Air Transport

Command while also ensuring a strong role for the commercial airlines who at the time had more aircraft (200 in ATC vs. 800 in the airlines).

Shortly after the Department of Defense replaced the Secretary of War in 1947, the new Defense Secretary James Forrestal issued a decree to each of the Service Secretaries to eliminate where possible the duplications that had developed among them. One such duplication that was targeted was the Naval Air Transport Service, "NATS" which, while supplying Naval stations, particularly in the Pacific, was duplicating many of the ATC routes.

Even though the Secretary had a Naval background, the directive specified that the consolidated service should operate under the jurisdiction of the soon to be established USAF.

In early 1947, Lt Col Earl Young was reassigned to plan the transition as the Special Assistant to Gen Webster, Commander of the Air Transport Command (ATC), and based on its importance, he was given a desk in the command suite. An integral part of the Air Force leadership team, Earl Young proved to be a highly effective, visionary, and trusted officer. It can be no better stated than in the memo from Gen Kuter: "Please talk to Earl Young."

*"Please talk to Earl Young. He may know of safe hands into which this letter could be placed that would be helpful on the current discussions of the relationship between MATS and the Troop Carrier agencies."*

— Gen Kuter memo to Col Rust, 18 Oct 1948

Col Young brought together divergent views and generated consensus on many difficult issues. This was very evident during his work with the Commander of NATS, who provided information on all the routes served, as well as equipment and personnel involved



Colonel Earl B. Young at his desk, circa 1948. (Courtesy Photo).

in Naval air transport activities. With input from the other offices in ATC as well as the Navy, Col Young's Team set out to outline the functions of the new organization. Since there was active opposition to the idea of military transport being defined as a "Command," Col Young came up with the name "Military Air Transport Service" (MATS) which was readily accepted – the legacy organization known to the air mobility community as

the foundation upon which Air Mobility Command (AMC) evolved.

In the resulting moves, the Navy gave up the airplanes involved in duplicative routes, while retaining those employed exclusively in support of Naval installations. It was further agreed that they would continue to operate under the jurisdiction of MATS. Some of the planes surrendered were assigned to the USAF for use by MATS, while others, including luxurious amphibious planes, were returned to Pan American Airlines, from whom they had been requisitioned under an edict issued by President Roosevelt in the months leading up to Pearl Harbor.

While developing the mission of MATS, Col Young's staff concentrated on the need for transport support for military installations and organizations that could not readily be supported by civil airlines with their set routes and schedules. They used the phrase

'movement and support of troops', as distinguished from 'Troop Carriers', which, within the Air Force, remained the purview of the Tactical Air Command. The goal was to make it clear that if MATS moved a soldier he wouldn't have to walk back home.

As a result of their efforts, on 1 June 1948, ATC was deactivated and



Brig Gen Joe Kingsley presents Col Young a career memento to mark his Air Force retirement on 30 June 1962. (Courtesy Photo).

MATS was activated. Within a month, the Berlin Airlift began, and MATS was called upon to support an undertaking that was identified as a European Theatre operation, not a MATS operation (though all of the resources employed during the fifteen months of the siege were from MATS, including two Naval Squadrons sent from the Pacific). Although operated under the ju-

risdiction of the USAF, MATS was technically a Department of Defense Unified Command, employing as it did a number of Naval units.

During the years between 1951 and 1958, as the 18th AF was stood up at Donaldson AFB, South Carolina, with Col Young as the first, although interim Commander. As 18th AF began to acquire airlift capabilities beyond those needed to support the effort in Korea, it was called upon more and more frequently to augment MATS in the movement of military units, particularly in Antarctic and in Alaska.

In 1957, in one of a series of re-organizations, all the C-124 Globemaster squadrons in the 18th AF were transferred to MATS, though the troop carrier missions remained the responsibility of TAC. A few months later, in 1958, the 18th AF was deactivated and all its equipment was taken over by the reactivated 12th AF, a WWII tactical Air Force that served in North Africa and Italy.

Colonel Young continued his career with assignments in Turkey, the Joint Staff, as a Base Commander, and finally in the Pentagon.

On 1 January 1966, MATS became the Military Airlift Command (MAC) that in turn became Air Mobility Command on 1 April 1992.

On 1 October 2003, 18th Air Force was reactivated and became the Air Mobility Command's sole Numbered Air Force Headquarters. Shortly thereafter, the 18AF conference room was named the "Col Earl B. Young Conference Room" in his honor. Since that time, he has attended several 18AF functions including a Commanders' and Chiefs' Conference and an 18AF Change of Command.

Col Young's wife of 75 years, Virginia, passed away in 2011, and he now lives in Rome, Georgia, with his son Bob Young and Bob's wife, Lora Young.

Colonel Earl B. Young had an exceptional career with an incredible airlift and mobility legacy that has spanned several decades. A living treasure, he is the perfect choice for recognition by induction into the Airlift/Tanker Hall of Fame!



Earlier this year, A/TA President Mike Reynolds (L) and A/TA Board advisor Paul McVickar (R) visited with Col Bob Young (C) to interview him as part of his 2014 Induction into the A/TA Hall of Fame. (A/TA Photo).

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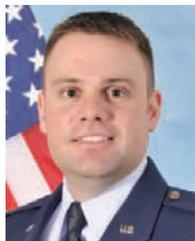
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*The Airlift/Tanker Association Young Leadership Award is presented annually to twelve individuals who have displayed performance excellence, outstanding professional skill, knowledge and leadership in fulfillment of their duties.*



**First Lieutenant Jacob R. Bright**

1st Lieutenant Jacob Bright is a Civil Engineer Officer assigned to the 22d Civil Engineer Squadron, McConnell Air Force Base, Kansas. He is 26 years old and married to Jacquelyn Bright. He grew up in Home, Pennsylvania before moving to Springboro, Ohio, where he attended high school and graduated in 2005. During high school, he was on the

swim team, earning a varsity letter all four years while also competed in a year-round swim club. Lieutenant Bright was active in the Junior Reserve Officer Training Corps as the officer in charge of the drill team. During his senior year, Lt Bright was named commander of the cadet wing. After graduating high school, he received a Reserve Officer Training Corps (ROTC) scholarship to The Ohio State University, where he was extremely active in the ROTC program through the drill team and countless community service initiatives. Lt Bright earned a Bachelor's Degree in Civil Engineering, and upon graduation started his career as an Air Force Civil Engineering Officer.

Lieutenant Bright's first assignment led him to McConnell Air Force Base, Kansas, where he has held several positions in the 22d Civil Engineer Squadron. He began in the Programs Flight as the Deputy Chief of Technical Support, where he was responsible for McConnell's 46 million dollar sustainment, repair, and maintenance plan. He then moved on to become the Readiness and Emergency Management Flight Commander where he led a 16-member flight with the sole responsibility of preparing 4,600 Active, Reserve, and Guard personnel across the installation for chemical, biological, radiological, and nuclear attacks in the deployed environment. It was from this position that he was selected for a deployment to Afghanistan where he was chosen to be the sole engineer on the first Afghanistan Air Force C-130 beddown project, a position normally designated for a Lieutenant Colonel.

Upon returning from his deployment, Lieutenant Bright stepped in to fill a Major's position as the Operations Flight Commander. He led a 134-member flight, responsible for the maintenance and repair of all infrastructure on the installation. Lieutenant Bright is currently serving as the Operations Engineering Chief. His element is comprised of 3 sections responsible for the Operations Flight's work order process, which sustains and maintains 560 buildings, and is responsible for the quality assurance of seven service contracts, which cover refuse disposal, grounds maintenance, and custodial responsibilities base-wide.

Lt Bright's military accolades include the Army Commendation Medal, National Defense Service Medal, Afghanistan Campaign Medal, Global War on Terrorism Service Medal, Air Force Expeditionary Service Ribbon with Gold Border, and NATO Medal. He has also won 5 Squadron- and 2 Group-level Company Grade Officer of the Quarter Awards, in addition to 2 Squadron- and 1 Group-level Company Grade Officer of the Year Awards.



**Master Sergeant Shaun K. Brock**

Master Sergeant Shaun K. Brock is a C-17A Loadmaster currently assigned to the 57th Weapons Squadron, Joint Base McGuire Dix Lakehurst, New Jersey. He entered the Air Force in July of 1999, and his first duty assignment was Charleston AFB, SC, as a member of the 17th Airlift Squadron. During this time he attained Instructor, Evaluator, Airdrop and Special Operations Low Level II loadmaster qualifications, and has participated in a full spectrum of campaigns from Operations NORTHERN WATCH, SOUTHERN WATCH, ENDURING FREEDOM, and IRAQI FREEDOM.

In September 2008 he was assigned to the 58th Airlift Squadron, Altus AFB, OK. During his this time he was responsible for the training of Loadmaster Initial Qualification, Instructors, and air drop students. In August 2012 he was assigned to the 6th Airlift Squadron. During his time there he has the Operations Assistant Flight Chief, where he was responsible for the scheduling of flight operations and ground training for 57 assigned and attached Loadmasters.

Currently, he is the 57th Weapons Squadron Superintendent (WIC). He has been recognized for outstanding performance and contributions to the 17th Airlift Squadron, the 58th Airlift Squadron and 6th Airlift Squadron. Over the recent years, MSgt Brock has been recognized for awards as 6th Airlift Squadron Instructor Loadmaster of the 1st Quarter, 308th Operations Group NCO of the 2nd Quarter in 2013, and 305th Air Mobility Wing NCO of the Year for 2013.



**Captain Brett B. Davis**

Captain Brett B. Davis is an MC-130H Combat Talon II Aircraft Commander as the Flight Commander of Current Operations and Training, 1st Special Operations Support Squadron, 353d Special Operations Group, Air Force Special Operations Command, supporting special operations forces throughout the Pacific theater.

After graduation from high school in 2002, Captain Davis entered The United States Air Force Academy, and graduated with the Class of 2006 with a BS in Computer Engineering. Following his commission, Captain Davis proceeded to Dyess AFB, Texas to the 337th Test and Evaluations Squadron.

In July 2007, he started Undergraduate Pilot Training at Laughlin AFB, Texas. In February of 2008, he then proceeded to his second training base, Naval Air Station Corpus Christi, Texas to attend Advanced Undergraduate Pilot Training. In August 2008, Captain Davis earned his pilot wings and proceeded to Little Rock AFB, Arkansas in November 2008 to begin initial training in the C-130.

After completion of training in July 2009, Captain Davis continued to Kirtland AFB, New Mexico to receive initial training in the MC-130H Combat Talon II. After graduating in November 2009,

Capt Davis moved to RAF Mildenhall, UK, as part of the 7th Special Operations Squadron, 352d Special Operations Group. While at RAF Mildenhall, UK, Captain Davis served as Chief of Training, Resource Advisor, and Executive Officer. In November 2012, Captain Davis upgraded to Aircraft Commander in the MC-130H Combat Talon II and in May 2013, earned his MBA from the University of Colorado, Colorado Springs.

In June 2013, Captain Davis moved to his current duty station, Kadena AB, Japan and serves as a Aircraft Commander and Flight Commander in the 1st Special Operations Squadron, 353d Special Operations Group. Captain Davis has flown the T-6, T-44A, C-130E/H, and the MC-130H aircraft with over 200 combat sorties and over 275 combat hours. Captain Davis is married to the former Lia Pena of Niceville, Florida and they are the proud parents of John. His military awards include the Air Medal with oak leaf cluster, Joint Services Commendation Medal, Air Force Commendation Medal, Joint Meritorious Unit Award, Combat Readiness Medal, Air Force Recognition Ribbon, National Defense Service Medal, Afghanistan Campaign Medal, Global War on Terrorism Service Medal, Air and Space Campaign Medal, Air Force Expeditionary Service Ribbon with Gold Border, Air Force Longevity Service with oak leaf cluster, Small Arms Expert Marksmanship Ribbon, Air Force Training Ribbon, and NATO ISAF Medal.

*“A great leader’s courage to fulfill his vision comes from passion, not position.”*

*—John Mawell*



**Captain Jacob H. Debevec**

Captain Jacob H. Debevec is a flight test engineer assigned to the 418th Flight Test Squadron, Edwards Air Force Base, California. Captain Debevec was born in Dayton, Ohio, on 31 December 1982. He attended Cardinal O’Hara High School in Springfield, Pennsylvania, and excelled as a student-athlete across three sports, graduating with honors in 2001.

Captain Debevec then attended the University of Notre Dame on an Air Force ROTC scholarship and graduated magna cum laude with a Bachelor’s degree in Aerospace Engineering.

After receiving his commission in 2005, Captain Debevec began his Air Force career at Wright Patterson Air Force Base, Ohio, attending the Air Force Institute of Technology, earning a Master’s degree in Aeronautical Engineering. He then served as a developmental engineer at the Air Force Research Laboratory and deployed with a small team to Iraq to operate an experimental Intelligence Surveillance and Reconnaissance platform in 2008. His follow on assignment was at PACAF’s Personnel Recovery Coordination Center at Joint Base Pearl Harbor-Hickam, Hawaii. While serving there, Captain Debevec deployed to Japan following the devastating tsunami in 2011. While in Japan, he helped organize the US military’s joint relief effort. He was then selected to attend the USAF Test Pilot School at Edwards Air Force Base. As a flight test engineer for the 418th Flight Test Squadron, Captain Debevec was selected as both the Company Grade Officer and Test Engineer of the year for 2013. Among other awards, he is the recipient of the Air Force and Army Commendation Medals and Humanitarian Service Medal.

Captain Debevec is married to the former Alicia Bolster. He is also active in his local church, where he serves as a youth group leader.



**Staff Sergeant Kyle A. Favorite**

Staff Sergeant Kyle A. Favorite is a C-130 Evaluator loadmaster, assigned to the 36th Airlift Squadron Yokota Air Base, Japan. He is 25 years old.

Sergeant Favorite was born in Richmond, California on 25 May 1988. He graduated from Woodrow Wilson Classical High School in June of 2006 and enlisted in the Air Force in September 2006. Upon enlistment, SSgt Favorite was assigned to Little Rock AFB, Arkansas as a C-130 Loadmaster where he quickly advanced to become an Instructor Loadmaster.

His follow on assignment was Yokota AB, Japan. Sergeant Favorite has been assigned to Yokota AB since February 2011. Since arriving at Yokota, he has acted as the lead loadmaster for Exercise COPE TIGER and Operation CHRISTMAS DROP.

Sergeant Favorite’s military decorations include the Air Medal, Air Force Commendation Medal, Air Force Achievement Medal, Air Force Outstanding Unit Award, Combat Readiness Medal, Air Force Good Conduct Medal, National Defense Service Medal, Afghanistan Campaign Medal, Iraq Campaign Medal, Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, Humanitarian Service Medal, and the NATO Medal.



**First Lieutenant Zachary Fonk**

1st Lieutenant Zachary Fonk is an intelligence officer assigned to the AMC Air Intelligence Squadron (AIS) at Scott Air Force Base, Illinois. Lieutenant Fonk was born in Burlington, Wisconsin on July 22, 1989. He attended Westosha Central High School, graduating in the top 3% of his class with a near perfect GPA. As a 3-year golf letterman, his leadership and dedication to

team work helped make him team captain his junior year.

After graduating from high school in 2007, Lieutenant Fonk was accepted into the University of Wisconsin-Whitewater, where he majored in Geography and minored in Mathematics. He also enrolled in Air Force ROTC, and his hard work in the program and in school earned him a scholarship after one semester. In 2011, he graduated Summa Cum Laude with a 3.96 GPA.

After commissioning in 2011, Lieutenant Fonk attended the Intelligence Officer Training Course at Goodfellow AFB, Texas, graduating in the top third of his class. He was then assigned to Scott AFB Illinois.

Lieutenant Fonk married his wife, BreeAnn, in September 2013. He is active in the local community, serving as a tutor at his neighborhood’s grade school in addition to frequently volunteering through the local VA and VFW post.



**Captain Anthony E. LaMagna**

Captain Anthony E. LaMagna is the Aerial Port Operations Officer for the 731st Air Mobility Squadron, 515th Air Mobility Operations Group, 515th Air Mobility Operations Wing, Osan Air Base, Republic of Korea. Capt LaMagna leads 125 military, civilian, and Korean Nationals at the edge of the USAF’s Rapid Global Mobility core competency. His flight provides

forward-deployed command and control, air freight processing, and passenger services to DoD aircraft executing NCA-directed contingency, humanitarian relief, and joint/combined exercise missions.

Capt LaMagna was born in Flushing, New York, on March 20, 1971. His family relocated to Altamonte Springs, Florida, where he graduated from Lake Brantley High School in 1989. He was actively involved in varsity football and wrestling, Fellowship of Christian

*Young Leadership Awards continue >>>*

Athletes and was a photographer for the newspaper. After graduation, he attended college for three years before enlisting in the Air Force. Upon entering the Air Force in March 1993 and completing Basic Military Training, Capt LaMagna attended the F-15 Avionics Systems Apprentice course. He served 13 years prior to attending Officer Training School and commissioned as a Second Lieutenant in 2006. His career spans a variety of positions and includes service in Operation ENDURING FREEDOM in Southeast Asia.

Capt LaMagna has served across a wide range of flights within the Maintenance, Aerial Port, and Logistics Readiness Squadrons while being assigned to Tyndall AFB, Florida; Lackland AFB, Texas; Maxwell AFB, Alabama; Hurlburt Field, Florida; and Bagram AB, Afghanistan. He has also held staff positions with the Combined Joint Special Operations Air Component and Headquarters Air Force Reserve Officer Training Corps. In addition, he was recognized as the Air Force's Military Training Instructor of the Year in 1999, Air Education and Training Command's Enlisted Instructor of the Year in 2003 and 2004, Air Force Honor Guard's Enlisted Member of the Year in 2005, Air Force Reserve Officer Training Corps CGOY in 2012, 515th Air Mobility Operations Wing's CGOY, and Air Mobility Command's Logistics Readiness Officer of the Year in 2013.

Captain LaMagna's decorations and awards include the Meritorious Service medal, one Oak Leaf Cluster, the Air Force Commendation Medal, two Oak Leaf Clusters, the Air Force Achievement Medal, one Oak Leaf Cluster, the Joint Meritorious Unit Award, Gold Border, the Air Force Outstanding Unit Award, Valor Device and three Oak Leaf Clusters, the Air Force Organizational Excellence Award, two Oak Leaf Clusters, the Outstanding Airman of the Year, Service Star, the Air Force Recognition Ribbon, one Oak Leaf Cluster, the Air Force Good Conduct Medal, three Oak Leaf Clusters, the National Defense Service Medal, Service Star, the Afghanistan Campaign Medal, Service Star, the Global War on Terrorism Service Medal, the Korean Defense Service Medal, the Air Force Expeditionary Service Ribbon, Gold Border, the Air Force Military Training Instructor Ribbon, one Oak Leaf Cluster, the Small Arms Expert Ribbon, and the North Atlantic Treaty Organization Medal.

Captain LaMagna and his wife Angela have four children; Jordan, Kailey, Jonathan, and Kagen. He completed his Bachelor's Degree in Resource Management from Troy University in 2004 and Masters in Business Administration from Torou University in 2006.



### Technical Sergeant McMahan

Technical Sergeant McMahan is an Evaluator Loadmaster assigned to the 48th Airlift Squadron, 314th Operations Group, 314th Airlift Wing, Little Rock Air Force Base, Arkansas.

Sergeant McMahan is 31 years old and was born in Newport, Tennessee, on September 23, 1982. After graduating from Cosby High School in 2000, he enlisted in the United States

Air Force on November 14, 2000. His first assignment was to Robins Air Force Base as a Security Forces Apprentice.

After serving five years in the Security Forces career field as the Non-Commissioned-Officer-In-Charge of the Armory, he retrained to be an aircraft Loadmaster. In 2006, he was awarded distinguished graduate honors from the C-130 E/H schoolhouse. His first flying assignment was with the 61st Airlift Squadron at Little Rock Air Force Base, Arkansas.

In December 2009, he was selected to transition into the C-130J Super Hercules. His outstanding performance led to his selection as a C-130J Formal Training Unit Instructor, where he is currently assigned. He is the Non-Commissioned-Officer-In-Charge of the squadron's Standardization and Evaluation program for the largest C-130J Formal Training Unit in the Department of Defense. In this capacity, Sergeant McMahan evaluates and instructs students in all phases of flight.

During his time in the 48th Airlift Squadron, Sergeant McMahan has been awarded three degrees from the Community College of the Air Force. Sergeant McMahan is married to Mrs. Courtney Clevenger and together they have one child. He is active in the local and base community. Sergeant McMahan was recognized as the 314th Operations Group Mission Support Enlisted Member of the Quarter and Non-Commissioned Officer of the Year for 2013. He is also the recipient of two Air Force Commendation Medals and eight Air Medals.

*"Leadership is practiced not so much in words as in attitude and in actions."*

*-Harold S. Geneen*



### Senior Airman Jasmine A. Nurse

Senior Airman Jasmine A. Nurse is a Base Publications and Forms Manager assigned to the 22d Communications Squadron, McConnell Air Force Base, Kansas. She is 23 years old and is married to Senior Airman Wilon Nurse.

Airman Nurse attended Legacy High School and graduated in June, 2009. Throughout high school, she was active in the drama program, playing both the lead and supporting roles in plays such as 12 Angry Men, Harvey, Little Shop of Horrors, and William Shakespeare's The Tempest. Airman Nurse continued her extracurricular involvement as the editor-in-chief for the Legacy yearbook program overseeing a staff of 50 photographers, designers, and writers. She was a member of the National Honor Society and was heavily involved in the Key Club, Black Student Union, and was elected President of the Bible Club.

Upon graduation, Airman Nurse attended Howard University in Washington, D.C. to study broadcast communications. Before joining the Air Force, she completed two years of her Undergraduate Degree. Airman Nurse's outstanding academic performance was recognized through her selection to the John H. Johnson School of Communications, Annenberg Honors Program, and two academic scholarships.

Airman Nurse entered the Air Force in March, 2012. She completed basic military training at Lackland AFB, Texas in May, 2012 and then graduated from the Knowledge Operations Management Course at Keesler AFB, Mississippi in August, 2012. Following completion of technical training, she was then assigned to the 22d Communications Squadron at McConnell AFB as the Base Content Manager and was hand-selected to the Base Honor Guard. During her four-month rotation in the honor guard, she performed 35 ceremonies to include a minor league baseball game, mixed martial arts tournament, and a full honors active duty funeral service.

Shortly after returning to the 22d Communications Squadron, Airman Nurse was assigned as the Base Publications and Forms Manager, providing oversight of the 77 base publications and 122 forms used to accomplish the wing's air refueling mission, affecting 6,667 personnel across 20 units. Due to her steadfast determination and unrivaled performance Airman Nurse was selected for promotion to Senior Airman Below the Zone (BTZ).

Airman Nurse is a heavily involved volunteer in various community events and base organizations at McConnell AFB. She was a CPR instructor for her unit, a dormitory floor chief, Air Force Gala committee chair, and treasurer of the Airman's Advisory Council. She also obtained her Community College of the Air Force Degree in Information Resource Management and is pursuing her bachelor's degree in Human Resource Management at Southwestern College. Throughout her Air Force tenure, Airman Nurse garnered several military awards to include Basic Military Training Honor Graduate, Wing Honor Guard Member of the Year, 22d Mission Support Group Volunteer of the Year, and 22d Mission Support Group Airman of the Year.



### Technical Sergeant Colin R. Schulze

Technical Sergeant Colin R. Schulze is the Stan/Eval Loadmaster, 15th Special Operations Squadron, Hurlburt Field, Florida. He was born in Seria, Brunei on 27 November 1977. He attended Agra High School in Agra, Oklahoma. During High School, he worked various jobs from waiting tables to painting houses for the local elderly. In 17 March 1999, he joined the

United States Air Force.

Upon graduation from basic training, he entered technical training at Little Rock AFB, Arkansas, to become a C-130 Loadmaster. His first assignment as a Loadmaster took him to the 61st Airlift Squadron at Little Rock AFB, Arkansas. With exceptional guidance of his direct supervisors, he performed well in upgrade training, was promoted to Senior Airman and left Little Rock as a member of an aircrew receiving the 2003 Air Force Chief of Safety Aircrew of Distinction Award and the Air Mobility Command Excellence in Airmanship Award.

Sergeant Schulze's next assignment was with the 1st Special Operations Squadron at Kadena Air Base, Japan to fly on the MC-130H Combat Talon II. While there, he became an Airdrop Load Inspector for the Aerial Delivery Service Branch. During this time, he trained foreign national personnel from four different countries on airdrop rigging and checklist procedures. He also provided humanitarian relief in Indonesia for the tsunami of 2004.

Before departing Kadena AB, he won the squadrons "Top Goose" award for excellence. He was promoted to Staff Sergeant and selected to move to be an instructor, and was assigned to the 550th Special Operations Squadron at Kirtland AFB, New Mexico. There he upgraded to instructor and taught formal training to loadmaster students on the MC-130H.

He completed his Bachelor of Science in Technical Management as well as two Community College of the Air Force degrees. After four years at Kirtland AFB he accepted an assignment to the 15th Special Operations Squadron at Hurlburt Field, Florida. He has deployed numerous times in support of Operation ENDURING FREEDOM.

Sergeant Schulze is the recipient of one Air Force Achievement Medal, one Air Force Commendation Medal, one Aerial Achievement Medal, and six Air Medals.

*"Lead me, follow me, or get out of my way."*

—General George Patton



### Technical Sergeant Elizabeth A. Squires

Technical Sergeant Elizabeth A. Squires is a Contracting Craftsman assigned to the 319th Contracting Flight, Grand Forks Air Force Base, North Dakota. She is 32 years of age. Sergeant Squires was born in Camp Pendleton, CA on January 15, 1981. She graduated from Oelwein High School in June 1999. Sergeant Squires entered active duty in 1999 and arrived at Lack-

land AFB, Texas on 30 June 1999.

Upon graduation from Basic Training, Sergeant Squires was assigned to Peterson AFB Colorado, as a lodging apprentice with the 21st Services Squadron. In 2003 she was accepted to cross train into the contracting career field and graduated from technical training in January of 2004. She was then stationed with the 21st Contracting Squadron, Peterson AFB as a contracting specialist. She moved to Travis AFB, California for her next assignment in March 2006 where she served as a contracting officer and team lead for the Commodities Acquisition Flight. In February 2011, SSgt Squires

was reassigned to the 319th Contracting Flight, Grand Forks AFB ND and is currently performing duties as a contracting craftsman. Sergeant Squires has completed six deployments since 2001 supporting Operations SOUTHERN WATCH, ENDURING FREEDOM, and IRAQI FREEDOM.

TSgt Squires is a Distinguished Graduate of both Airman Leadership School and Noncom-missioned Officer Academy. She holds an undergraduate degree in Business Administration from Grantham University in Kansas City, MO and is currently pursuing her Master's degree in Business Administration and Project Management.

TSgt Squires has received numerous awards including the 21 MSG Professional Performer August-September 2002, Airman of the Quarter January-March 2003, 21 MSG Professional Performer June-September 2004, Airman of the Quarter 1st Quarter 2004, NCO of the Quarter July-September 2004, NCO of the Quarter October-December 2005, Outstanding Contracting Enlisted Member/NCO of the Year 60th Contracting Squadron 2007, NCO of the Quarter January-March 2008, 60th Contracting Squadron NCO of the Year 2008, Air Mobility Command Outstanding Contracting Enlisted Member/NCO of the Year 2008, 60th Contracting Squadron Outstanding Contingency Contracting Enlisted of the Year 2010, and the Air Mobility Command SSgt Ronald L. King Award Outstanding Contingency Contracting Enlisted Member of the Year 2010, 319th Contracting Flight NCO of the Year 2013, AMC Outstanding Contracting Enlisted Member NCO category 2013.

Sergeant Squires is married to Technical Sergeant Shawn Squires and is the proud mother of 8-year-old son, Quincy and 5-year-old daughter, Hayley.

*"The real leader has no need to lead – he is content to point the way."*

—Henry Miller



### Captain Andrew P. Webster

Captain Andrew P. Webster, is a C-17 Aircraft Commander and Operations Flight Commander assigned to the 517th Airlift Squadron, 3rd Wing, Joint Base Elmendorf-Richardson (JBER), Alaska. He is 32 years old. Captain Webster was born at Grissom AFB, IN on 1 November 1981. After graduating from Lincoln-Way High School in New Lenox, IL, he attended the

University of Illinois at Urbana-Champaign and participated in the ROTC program there. He graduated in 2005 with a Bachelor of Science Degree in Aviation Human Factors with High Honors.

Captain Webster was then commissioned as a Second Lieutenant and started Undergraduate Navigator Training at Randolph AFB, TX. After earning his Navigator wings in April 2006, he served as a B-52 navigator and radar navigator from 2006-2009 at Barksdale AFB, LA and deployed to Andersen AFB, Guam in support of the Continuous Bomber Presence in 2008 where he was recognized as the 96 EBS Navigator of the Deployment. He then attended Undergraduate Pilot Training at Laughlin AFB, TX in 2009 where he was a Distinguished Graduate, AETC Commander's Trophy, Outstanding Officer, Flying Training, and Academic Award winner. He also was recognized as a Distinguished Graduate from C-17A Pilot Initial Qualification at Altus AFB, OK before being assigned to JBER in 2011.

Captain Webster worked as a 3rd Wing Flight Safety Officer his first year at JBER and then moved to the 517th Airlift Squadron as the Operations Assistant Flight Commander in May 2012. He also received his Masters of Aeronautical Science with Highest Honors from Embry-Riddle Aeronautical University in 2012. ■

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.



2014 Airlift/Tanker Association  
General Robert E. "Dutch" Huyser

## Huyser Aircrew Awards



### Pilot

#### Captain Matthew L. Davis

Captain Matthew L. Davis is the Flight Commander, Scheduling and Training Flight, 17th Special Operations Squadron, 353d Special Operations Group, Kadena Air Base, Japan. He is responsible for overseeing the scheduling, training, and aviation resource management personnel for the 17th Special Operations Squadron. Additionally, Captain Davis is an MC-130P Aircraft Commander responsible for prosecuting special operations missions in hostile, denied or politically sensitive areas. Captain Davis is a 2006 graduate of Purdue University where he commissioned through Reserve Officer Training Corps. He attended Undergraduate Pilot Training at Laughlin AFB and completed his initial qualification as an MC-130P pilot in 2010. He is a pilot with 1,650 flying hours and 558 combat hours. He has taken part in Operations ENDURING FREEDOM, ENDURING FREEDOM - PHILIPPINES, NEW DAWN, and humanitarian assistance as part of Operation DAMAYAN.

Captain Matthew's educational background includes a 2006 Bachelors of Science, Computer Science, from Purdue University; completion of the Air and Space Basic Course, at Maxwell AFB, Alabama in 2007; and, also at Maxwell, completion of Squadron Officers School in 2013. In 2009 he was a Distinguished Graduate from both C-130 Pilot Initial Qualification training and Joint Advance Multi-Engine Flight Training.

Capt Davis is continually involved in the local community on and off duty. He has mentored younger generation of airmen, conducted crowd control for the Kadena Special Olympics and in his off duty time, organized sporting events for the 'Wounded Warrior Foundation.' He has also delivered care packages to orphanages in Zamboanga, in the southern Philippines, which affected the lives of 85 Children.

Capt Davis' decorations include the Air Medal with three oak leaf clusters, the Air Force Commendation Medal and the Army Commendation Medal.



### Navigator

#### Captain Ryan M. Middleton

Captain Ryan M. Middleton is an C-130 Evaluator Navigator with the 36th Airlift Squadron, assigned to the 374th Operations Group at Yokota Air Base, Japan. He was named the squadron's 2013 Navigator of the Year.

A Top Graduate of Officer Training School, Capt Middleton completed Undergraduate Navigator Training in the Top Third of his class at Randolph AFB, Texas, in December 2009. He then attended and was a Distinguished Graduate from C-130H Initial Navigator Qualification Training at Little Rock AFB, Arkansas. From September 2010 through September 2012 he was the Squadron Executive Officer/Navigator at Yokota followed by an assignment as Group Executive Officer/Instructor C-130H Navigator. In April of 2013 he was assigned to his current position as Assistant Flight Commander/Evaluator Navigator C-130H.

Capt Middleton earned an Associates Degree of Air & Space Operations & Technology from the Community College of the Air Force in 2004. He attained a Bachelor of Science Degree in Organizational Leadership, Mercer University, Georgia, in 2008.

Active in his community, Capt Middleton serves as a Sunday school teacher at the Kanto Plains Baptist Church in Fussa Japan.

Capt Middleton is a combat veteran and has been awarded the Air Medal, two Oak Leaf Clusters, the Aerial Achievement Medal, the Combat Readiness Medal, three Oak Leaf Clusters, the Iraq Campaign Medal, the Global War on Terrorism Service Medal, the Global War on Terrorism Expeditionary Medal, the Humanitarian Service Medal, the Air Force Expeditionary Service Ribbon with Gold Border, 1 Oak Leaf Cluster and the NATO Medal among many other decorations.



### Flight Engineer

#### Master Sergeant Nathan C. Brewer

Master Sergeant Nathan C. Brewer is Superintendent/Flight Engineer, Presidential Airlift Group, 89th Airlift Wing, Joint Base Andrews, Maryland.

Sergeant Brewer was born in Huntington, West Virginia in 1978. He enlisted in the Air Force in 1996 as an Avionics Systems Technician and reported to Holloman AFB, New Mexico.

Sergeant Brewer then cross-trained to become a Flight Engineer and was stationed at Pope AFB, North Carolina where he completed his C-130 Flight Engineer certification in 2001. By 2004 he was named the air mobility command instructor flight engineer of the year.

Sergeant Brewer reported to the 99th Airlift Squadron at Joint Base Andrews in 2005 and immediately began setting the pace for other C-20/c-37 Flight Engineers to follow.

Sergeant Brewer was selected as a member of the Presidential Airlift Squadron in 2010 and hit the ground running, achieving the highly coveted and complex Flight Engineer Certification for Air Force One in 2012.

Sergeant Brewer has graduated from NCO Academy in residence, and non-resident Senior NCO Academy and Senior Enlisted Professional Military Education. He holds two degrees from Community College of the Air Force, one in Aviation Operations and one in Avionic Systems Technology. He also has two degrees from Embry-Riddle Aeronautical University, an Associate of Science Degree and a Bachelor's Degree, both in Aeronautics.

Active in his community, Sergeant Brewer is the Secretary of the Sam Fox Association. He served as the Air Operations Coordinator for the Joint Base Andrews Open House from 2007 until 2010.

Among his many awards and decorations are the Air Medal, 4 oak leaf clusters, the Aerial Achievement Medal, 8 oak leaf clusters and the Air Force Commendation Medal, 4 oak leaf clusters.

Sergeant Brewer married Rondeesha Brewer in 2010 and the couple is raising three daughters; Kiara, Alanna, and Kennedy.



### Loadmaster

#### Technical Sergeant John T. Lemoine

Technical Sergeant John T. Lemoine is a HC-130J Instructor Loadmaster/Loadmaster Flight Chief with the 79th Rescue Squadron, 563rd Rescue Group at Davis-Monthan Air Force Base, Arizona.

Following an assignment as Loadmaster, Training Flight/Honor Guardsmen, 9th Airlift Squadron, 436th Operations Group, Dover Air Force Base, Delaware, from 2000 until 2006, Sergeant

Lemoine was assigned as an Evaluator Loadmaster, Standardization and Evaluations, with the 50th Airlift Squadron, 19th Operations Group, Little Rock AFB, Arkansas, from 2006 until 2011. He then moved to the 79th

Rescue Squadron at Davis-Monthan where he is currently assigned.

Following Loadmaster training and Airmen Leadership School, Sergeant Lemoine graduated from NCO Academy and Senior NCO Academy, and then completed Senior NCO Joint Professional Military Education. He holds an AAS Degree in Aviation Operations from the Community College of the Air Force.

Sergeant Lemoine is Life Member of both the Airlift/Tanker Association and the Professional Loadmaster Association.

Among Sergeant Lemoine's prior achievements and awards are being named the 436th Airlift Wing, Henry E. "Red" Erwin Award Winner, in the Airman Category, in 2002 and the 79th RQS Henry E. "Red" Erwin Award Winner, in the NCO Category in 2012. Also in 2012, he was named a Distinguished Graduate from C-130J Initial Qualification Training at Little Rock AFB. In 2013 he was named the 563d RQG NCO of the Quarter for Second Quarter, the 79th RQS Lance P. Sijan Award Winner and the 9th RQS NCO of the Year.



#### **Boom Operator**

##### **Staff Sergeant Lawrence S. Monahan Jr.**

Staff Sergeant Lawrence S. Monahan Jr. is a Commander's Action Group/Protocol Specialist and KC-135R/T Instructor Boom assigned to the 344th Air Refueling Squadron, 22d Operations Group, McConnell Air Force Base, Kansas. He is 24 years old and was born in Abilene, Texas on 6 September 1989. During his five years in the 344th Air Refueling Squadron, Sergeant Monahan

amassed more than 2,200 flying hours, over 1,600 of which were flown in combat throughout nine deployments in support of Operations ENDURING FREEDOM, IRAQI FREEDOM, UNIFIED PROTECTOR, and NEW DAWN. He flew 220 combat sorties and performed numerous KC-135 mission types to include Special Operations Air Refueling. Sergeant Monahan's unwavering dedication to duty and outstanding leadership led to his competitive selection as one of two 22d Air Refueling Wing's Commander Action Group Enlisted Specialists.

Sergeant Monahan has an extensive educational background. He is a 2008 Graduate of Fort Zumwalt High School, O'Fallon, Missouri. He graduated from Initial Boom Qualification training Altus AFB, Oklahoma in 2009, and Instructor Boom Qualification training, also at Altus, in 2012. He graduated from Airman Leadership School, McConnell AFB, Kansas in 2013. Also in 2013 he received an Associate's Degree in Aviation Operations, from Community College of the Air Force, and an Associate's Degree in Airport Management and a Bachelor's Degree in Aeronautical Science from Embry Riddle Aeronautical University.

Staff Sergeant Monahan extended his outreach to the local community by participating and leading impact events with over 80 volunteer hours through several organizations and programs such as Habitat for Humanity, American Red Cross blood drives, Wichita Annual Color Run, and Andover Annual Pumpkin Patch.

Among Sergeant Monahan's prior awards and decorations are the 2013 Airman Leadership School John L. Levitow Award; nominee for the 2013 Air Force Staff Sergeant Henry E. "Red" Erwin 22d Air Refueling Wing Award; the 2013 22d Air Refueling Wing Chief of Safety Award; the 2013 22d Operations Group Airman of the Year; the 2011 344th Air Refueling Squadron Boom Operator of the Year; and, 10 344th Air Refueling Squadron Quarterly Awards from 2010-2013. Sergeant Monahan has been awarded the Air Medal with four oak leaf clusters.



#### **Flight Attendant**

##### **Technical Sergeant Colleen S. Ormond**

Technical Sergeant Colleen S. Ormond the Executive NCOIC/Special Missions Instructor Flight Attendant with the 65th Airlift Squadron at Joint Base Pearl Harbor-Hickam, Hawaii. She was born in Cincinnati, Ohio. She graduated from McNicholas High School in 2002 and enlisted in the Air Force in April 2003. In 2004, she completed Satellite Wideband Communication Systems tech school at

Ft. Gordon, Georgia., and was assigned to Joint Base Andrews, Maryland.

Sergeant Ormond applied for retraining in 2007 and completed Flight

Attendant Training at Lackland AFB, Texas and Joint Base Andrews, Maryland, where she was later assigned to the 1st Airlift Squadron. She became 1 of 10 Vice Presidential Flight Attendants between two DV airlift squadrons and was selected as an evaluator on two airframes, the C-32A and the C-40B, while maintaining Silver Bullet certification in the C-17A.

Sergeant Ormond served 10 years at Joint Base Andrews before her 2013 permanent change of station to the 65th Airlift Squadron at Joint Base Pearl Harbor-Hickam, Hawaii. In the 65th AS, TSgt Ormond took on duties as Squadron Executive NCOIC and Special Missions Instructor Flight Attendant. She has amassed over 2,500 flying hours on C-32A, C-40B, C-40C, C-37A, VC-25 and C-17A aircraft.

A graduate of Airman Leadership School, Sergeant Ormond holds an Associates of Electronic Systems and an Associates of Aviation Operations, receiving both degrees in 2012.

Active in her community, Sergeant Ormond is the 15th Operations Group Combined Federal Campaign Unit Project Officer. She is a Ronald McDonald House/ Girls on the Run 10Ks Volunteer/Participant and a St. Baldrick's Foundation/ St. Jude's Foundation Advocate (Oncology Treatment R&D).

Sergeant Ormond's prior awards include the Air Medal, 1 Oak Leaf Cluster, the Aerial Achievement Medal, 2 Oak Leaf Clusters, the Air Force Commendation Medal, 1 Oak Leaf Clusters, the Army Commendation Medal and the Air Force Achievement Medal, among others.

*"...the battle, sir, is not to the strong alone, it is to the vigilant, the active and brave."*

*—Patrick Henry*



#### **Airborne Mission Specialist –**

##### **Combat Systems Operator**

##### **Master Sergeant Cameron H. Mann**

Master Sergeant Cameron H. Mann is the HC-130P AMSS Program Manager/Instructor, Operations Superintendent with the 58th Training Squadron, Kirtland AFB, New Mexico. Following graduation from Basic Military Training at Lackland AFB, Texas, in late 1995, he graduated from the Ground Radio Apprentice Course at Keesler

AFB, Mississippi in 1996. After several assignments in the Communications-Electronic Maintenance field, he attended and graduated from the Airborne Mission Systems Specialist (AMSS) Initial Qualification Course at Kirtland AFB, New Mexico in 2004. Sergeant Mann was then assigned to the 9th Special Operations Squadron at Eglin AFB, Florida, where he was a MC-130P Instructor/ Evaluator AMSS. Then, after serving in various positions with the 550th Special Operations Squadron at Kirtland AFB, New Mexico, He was then assigned to Det 1, 88th Test and Evaluation Squadron as NCOIC HC-130 Flt/ AMSS Instructor, at Davis-Monthan AFB, Arizona. In July of 2013 he assumed his present position.

In 2008, Sergeant Mann received three different Associates in Applied Science degrees from the Community College of the Air Force, one in Electronic Systems Technology, one is Information Systems Management and one in Instructor in Technology and Military Science. He completed NCO Academy at Keesler AFB, Mississippi in 2009. Remarkably in 2013 Sergeant Mann completed Senior Enlisted Joint PME and Senior NCO Course 14, both by correspondence, received a Professional Manager Certificate from CCAF and earned a Bachelors of Science, Organizational Security and Management from the University of Phoenix.

Very active in the community, Sergeant Mann coaches Men's and Coed Softball Teams. He served as committee lead for the 2013 58th SOW Annual Awards Ceremony and he worked hard for the Wing's Children's Holiday Party. He mentors eligible airmen for Below-The-Zone board preparation.

Sergeant Mann's recent awards include being named a 2013 58th Training Squadron SNCO of the Quarter and winning the 2013 58th Training Squadron SSgt Henry E. "Red" Erwin Award. He was recently named a 2014 58th Operations Group SNCO of the Quarter. His military decorations include the Meritorious Service Medal, the Air Medal, 3 Oak Leaf Clusters, the Air Force Commendation Medal, Silver Oak Leaf Cluster and the Air Force Achievement Medal, one Oak Leaf Cluster. ■



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*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.*



## Senior Airman Cody J. Nunez



Senior Airman Cody J. Nunez is a C-17A Loadmaster with the 21st Airlift Squadron, Travis AFB, California. He hails from Pasco, Washington. He enlisted in the Air Force in November 2009.

SrA Nunez has accumulated over 2100 accident-free flight hours including 579 combat flight hours. He has executed 474 total sorties; including 142 combat sorties.

As a Travis AFB Honor Guardsman, SrA Nunez has dedicated 157 hours of service and provided military honors for veterans in over 30 ceremonies. As a devoted Physical Training Leader who exemplifies “fit-to-fight” ethos and has expertly managed the squadron’s fitness program, he has also supported the Wing’s Fitness Assessment Cell and has administered over 500 fit tests base-wide.

SrA Nunez has earned a CCAF Degree in Aviation Operations. His education goals are to complete a Bachelor’s Degree in Health Education and then pursue a dual Master’s Degree in Health Education and Business Management.

Active in his community, SrA Nunez’s has performed as a tour guide for the Civil Air Patrol base tour. He assisted with a children’s Easter egg hunt at a local church, with over 150 children in attendance. He has dedicated over 70 hours to the AADD program, and to-date has successfully provided 68 Airmen with safe transportation. SrA Nunez showcased C-17A aircraft capabilities to a 37-member Boy Scout Club and cultivated AF image to the local community.

SrA Nunez was a member the 21 Airlift Squadron Team of the Quarter in 2012. He was recently awarded the Travis AFB Chiefs Group’s Scholarship. SrA Nunez has also been awarded the Air Medal.

SrA Nunez was a member the 21 Airlift Squadron Team of the Quarter in 2012. He was recently awarded the Travis AFB Chiefs Group’s Scholarship. SrA Nunez has also been awarded the Air Medal.

### **Skill, Determination and Courage**

On 21 December 2013, a formation of three CV-22 Ospreys was performing an exfiltration of US personnel in South Sudan, when they unexpectedly came under heavy fire. The three aircraft were badly damaged and three Navy SEALs were severely wounded. Due to the battle damage and personnel injuries, the formation was forced to abort their mission and fly to the closest suitable recovery airfield in Entebbe, Uganda.

At Entebbe International Airport, Reach 693 and its crew had just completed a five-day humanitarian support mission and were scheduled to redeploy to Travis AFB. The fully loaded C-17 was holding short of the runway and awaiting takeoff clearance when Command Post contacted the aircrew and directed them to return to parking. Command Post informed Reach 693 that three critically wounded service members were inbound and needed an emergency aeromedical evacuation. Wasting no time, SrA Cody Nunez immediately leapt into action and directed his loadmasters to reconfigure the aircraft for a medical evacuation as they taxied back to parking.

As the aircraft taxied, the formation of Osprey arrived over the airfield.

It was apparent that the CV-22s were badly damaged. The lead Osprey could barely taxi as hydraulic fluid and fuel was spouting from the aircraft. This was not going to be a typical aeromedical evacuation. These were not patients who had processed through the typical medical channels, stable, packaged, and ready for transport. This was a mission gone awry with three Navy SEALs critically wounded and supported by combat medics instead of doctors. As the Ospreys limped to rest in the middle of the airfield, the chaos began.

SrA Nunez quickly coordinated for an engine running off load to expedite the operation. He and his team had swiftly reconfigured the aircraft, however there were four pallets blocking the aircraft ramp that needed to be downloaded before the patients could be brought onboard. SrA Nunez quickly calculated that two pallets and 10 passengers would need to be downloaded in order to accommodate the three critical patients and nine emergency medical staff. He immediately called for a forklift to download the pallets and provide access to the aircraft for the patient upload. At this critical juncture, Command Post relayed to the aircrew that the keys could not be found and they could not start the forklift. SrA Nunez promptly analyzed the situation and determined alternative options. He concluded that his crew could either break down the two pallets and offload them by hand, or perform a combat-offload by releasing the locks so the pallets would slide off onto the ground. He realized that either option could potentially add more obstacles to an already problematic and complex situation, but knew that men would die if he did not take decisive action.

Fortunately, an aerial port passenger onboard the aircraft realized there was a set of keys in a forklift that was already loaded on the C-17. SrA Nunez directed him to take the keys and prepare this forklift for operation. When it arrived, SrA Nunez marshalled it into place and downloaded the pallets. The three critically wounded Navy SEALs were uploaded and immediately secured to litter stanchions. The crew pushed the power up for takeoff. However, at that moment, one of the patients started to expire. SrA Nunez coordinated with the medics and called to stop the takeoff as they worked feverishly to revive and stabilize the patient. He provided the medics with first-aid kits, thermal blankets and assisted them in moving the patient to the floor to give the medics more room to operate. After a few short minutes, the patient was revived, stable, and the aircraft departed for Nairobi, Kenya. Once on the ground in Nairobi, Reach 693 taxied to meet the ambulances and the crew helped facilitate the transfer of the patients to the awaiting emergency vehicles.

SrA Nunez’s extraordinary courage, effective technical prowess, and fearlessness under pressure ensured the safe and expeditious airlift of three critically wounded warfighters despite time constraints and operational adversity. From the time the aircraft’s initial departure was stopped, to the time the aircraft departed for Kenya was only 40 minutes. Because of his decisive actions and steadfast leadership, the lives of three fallen comrades were saved. His valorous actions reflect great credit upon himself and his service to the United States Air Force. For his extraordinary skill, determination and courage, SrA Cody Nunez has been named the the winner of the 2014 General P. K. Carlton Award for Valor. ■

*2014 A/TA Awards continue on Page 36 >>>*



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to an outstanding Air Transportation (2T2XX) individual for  
sustained excellence in aerial port operations.*



*Technical Sergeant Christopher W. Droegemueller*



Technical Sergeant Christopher W. Droegemueller is the Small Air Terminal NCOIC assigned to the 55th Logistic Readiness Squadron, 55th Mission Support Group, 55th Wing, Offutt Air Force Base, Nebraska. Sergeant Droegemueller was born in Westminster, Colorado and graduated from Clay County Community High School in 1999. In January 2001, he enlisted in the United States Air Force.

His first duty station was Altus Air Force Base, Oklahoma, where he was assigned to the 97th Logistics Readiness Squadron

as an Air Freight Specialist. He was then assigned to the 86th Air Mobility Squadron, Ramstein Air Base, Germany. During that time Sergeant Droegemueller was responsible for leading and training 22 personnel on contingency operations.

He has led mobility teams to 30 European and 14 African countries in support of multiple operations. Sergeant Droegemueller was also Lead Aerial Porter on the Alpha Mike Airborne Insertion Team, parachuting into austere locations, securing and setting up bare-base support operations. He was then assigned to the 60th Aerial Port Squadron, where he was the NCOIC of Special Planning. There

he supervised 48 military and civilians on the load planning of 12 airframes to ensure the max utilization of AMC channel and opportune missions. In addition, he instructed and performed Joint Inspection duties while overseeing the inspection of Hazardous Materials and signature service for compliance with all directives.

Sergeant Droegemueller has earned an Associate of Arts Degree in Transportation through the Community College of the Air Force, and is currently working toward a Bachelors Degree in Transportation and Logistics Management, Class of 2016.

Sergeant Droegemueller is active in the Air Force Sergeants Association, S.T.A.R.S. 5/6 club, Airlift/Tanker Association, assisting homeless Veterans, and Habitat for Humanity.

Sergeant Droegemueller's military awards include the Joint Service Commendation Medal, Air Force Commendation Medal with 3 oak leaf clusters, Army Commendation Medal, Joint Service Achievement Medal, and Air Force Achievement Medal with 3 oak leaf clusters. Sergeant Droegemueller has also earned various awards including the AETC Transportation Airman of the Year for 2003, the 86th Airlift Wing Gail Halverson Air Transportation of the Year for 2007, the Airlift/Tanker Associations Young Leadership Award for 2008, the 86th Contingency Response Group NCO of the Year for 2008, the 60th Air Mobility Wing Lance P. Sijan Award for 2011, and the 60th Air Mobility Wing Air Transportation NCO of the Year for 2012.

*“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”*

An Air Transportation specialist performs and manages air transportation activities. Plans, schedules and processes eligible air cargo passengers and mail. Loads and unloads aircraft. Prepares and maintains air movement records and reports. Performs fleet services on aircraft. Knowledge is mandatory of: passenger and cargo movement functions to include transport aircraft types, capabilities, and configuration; weight and balance factors; airlift transportation directives and documentation; cargo securing techniques; border clearance requirements; operation of materials handling and other types of loading equipment or devices, fleet service functions; automated data processing equipment and its application in airlift activities; passenger service functions, and customer relations principles; airdrop and aerial delivery techniques and equipment.

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*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 Justin E. Saunders*



Technical Sergeant Justin E. Saunders is NCOIC Operations with the 736th Security Forces Squadron (SFS) at Andersen Air Force Base, Guam. Sergeant Saunders began his Air Force career at his first duty assignment in 2001 with the 8th SFS at Kunsan Air Base, Republic of Korea. His next assignment, in 2002, was with the 48th SFS at RAF Lakenheath, United Kingdom. From there, in 2004, he returned to the 8th SFS in Korea. He then was assigned to F. E. Warren Air Force Base, Wyoming, first with the 90th SFS

in 2007 and later with the 790th SFS in 2010. In 2011 Sergeant Saunders was then sent to his current duty assignment with the 736th SFS at Andersen AFB, Guam.

As part of his current duty assignment Sergeant Saunders served as a Fly Away Security (FAS) NCOIC following Typhoon Haiyan in the Philippines. He led and coordinated FAS teams at Clark Air Base, Philippines, escorting 3,000 evacuees, 168 crew members and 855,000 pounds of emergency aid. He also co-authored the first

PACAF humanitarian FAS team operating instructions in support of Humanitarian and Disaster operations and benchmarked new tactics, techniques and procedures.

A believer in higher education, Sergeant Saunders earned an Associate in Applied Science Degree in Criminal Justice from the Community College of the Air Force in 2006; a Bachelor of Science Degree in Criminal Justice from Colorado Technical University Online in 2009; and, a Masters of Science Degree in Safety, Security and Emergency Management from Eastern Kentucky University in 2010. Sergeant Saunders' involvement in his community includes membership in the National Eagle Scout Association and the Veterans of Foreign Wars.

Sergeant Saunders' awards and decorations include the Air Force Commendation Medal with 1 oak leaf cluster, the Air Force Achievement Medal with 3 oak leaf clusters, and the Air Force Good Conduct Medal with 3 oak leaf clusters. In 2007 he was named the 20th Air Force Flight Level NCO of the Year. In 2011 he was a member of the team that was awarded the F.E. Warren 2011 Nuclear Surety Inspection Team Award. And, in 2013 Sergeant Saunders was awarded the 36th CRG Resource Advisor of the 4th Quarter. ■

*“Wars may be fought  
with weapons, but they  
are won by men.”*

*—General George S. Patton*

The Security Forces (SF) Career Field performs force protection duties. SF duties require the use of force, up to and including the use of deadly force. SF duties ensure combat capability through the functions of installation security, nuclear and conventional weapon systems and resources security, air base defense, law enforcement, information security, military working dog activities, and combat arms training and maintenance. Security Forces participate in contingency operations. Personnel in this career field will be deployed and employed in sensitive or hostile environments created by terrorism, sabotage, nuclear, chemical, biological, or conventional warfare. Security Force members perform the military police function within the Air Force.

*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 Mason MacGarvey*



Major Mason MacGarvey is a C-130 evaluator and KC-10 instructor pilot and is currently serving as the Deputy Chief of the Plans Branch, War Planning Policy Division (A5XW), Headquarters, United States Air Force. Major MacGarvey was born in Berlin, Germany, and attended Manhattan High School in Manhattan, Kansas. After graduating from high school, Major MacGarvey attended Kansas State University in Manhattan, Kansas, majoring in Architectural Engineering. He earned his commission in 2001

through the Reserve Officer Training Corps.

Afterwards, Major MacGarvey attended undergraduate pilot training at Columbus Air Force Base, Mississippi, completing training in 2003. Major MacGarvey's first assignment was to Dyess Air Force Base, Texas, where he became a C-130H instructor pilot and Chief of Squadron Training, deploying frequently for Operations IRAQI FREEDOM and ENDURING FREEDOM. He was reassigned in 2007 to Pope Air Force Base, North Carolina, flying the C-130H2 with duties as Flight Commander, Chief of Squadron Standardization and Evaluation and Operations Group Executive Officer. In 2008, Major MacGarvey commanded Glide 51, a C-130H2 which departed Baghdad on a combat mission in Iraq. Shortly after takeoff, the aircraft lost three of its four

engines resulting in an emergency landing in a dirt field north of the city. Miraculously, there were no injuries or fatalities to the crew of 6 or to the 32 passengers on board. In 2009, for his actions related to these events, Maj MacGarvey was awarded the Airlift/Tanker Association's General Robert "Dutch" Huyser Award and the General P.K. Carlton Award for Valor, in addition to several other Air Force and MAJCOM awards including the Distinguished Flying Cross.

In 2010, Major MacGarvey was reassigned through the Air Mobility Command Phoenix Horizon program to fly the KC-10A at Joint Base McGuire-Dix-Lakehurst, New Jersey. There, he served as Chief of Squadron Readiness before upgrading to instructor, and was later assigned as the Chief Wing Executive Officer. In 2013, Major MacGarvey was reassigned as a student of the Advanced Study of Air Mobility program, an Air Force intermediate developmental education program at the United States Air Force Expeditionary Center. While there, he earned a Master of Science degree in Logistics from the Air Force Institute of Technology. Rising to the top, Major MacGarvey was recognized as a Distinguished Graduate and the Advanced Study of Air Mobility General Ronald R. Fogleman Award winner.

Major MacGarvey is proudly married to Dr. Nancy Chou MacGarvey of Manhattan, Kansas, who is a board certified Pulmonary and Critical Care Attending Physician at Drexel College of Medicine/Hahnemann University Hospital, Philadelphia, Pennsylvania. They have two children: a five year old daughter, Fiona and a new baby son, Clayton. ■

*"Remember that our nation's first great leaders  
were also our first great scholars."*

*—John F. Kennedy*

The ASAM program is a 13-month course of study in Global Reach concepts, and graduates earn an Air Force Institute of Technology accredited Master of Science in Logistics degree. Prospective candidates for the course go through a highly competitive Central Designation Board process before being selected as students in the program, and the curriculum is comprised of four additional components including Expeditionary Center courses, Air Command and Staff College courses, a Graduate Research Project, and site visits. Upon graduation, students take on assignments serving the Department of Defense, war-fighting commanders, Joint Staff, Headquarters Air Force, Air Mobility Command, Strategic Command, Doctrine Centers, the North Atlantic Treaty Organization, Supreme Headquarters Allied Powers Europe, and the United Nations.

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*The primary purpose of the AMC Key Spouse of the Year Award recognizes 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. Kenna E. Jordan*



Kenna E. Jordan is the Lead Key Spouse for the 22d Logistics Readiness Squadron, McConnell Air Force Base, Kansas. She is married to SMSgt Vernon R. Jordan, Jr. and together they have shared a 22 year career, multiple PCS moves, and weathered six deployments. She has always been a strong supporter of the military family and has gained experience with every move and deployment.

In Upper Heyford, England, Kenna was a leader in Girl Scouts and was extremely active in all the children's events

on base. While stationed at Little Rock, AFB she was active in youth sports and always found herself as the team mom.

At Ramstein AB, Germany, Kenna was instrumental in standing up the Crisis Support Team on base. This team was the 911 for deployed spouses and people in need across the base. She staffed a 24/7 response network with a call center and trained individuals who could respond and link the populace with resources. On many occasions, she personally responded to help military families on some of their worst days.

In Camp Darby, Italy, she led the Red Cross blood drives for three years in a row. At Nellis AFB she rallied support for the Squadron's

deployed personnel and brought spouses together to build care packages to send to our Airmen down range. While stationed at Pope AFB Kenna took care of the families of our Special Operations warfighters linking families with resources and ensuring that our deployed Airmen had comfort knowing that their families were in good hands while they were away.

Kenna has been an active Key Spouse for the 22 LRS and across McConnell AFB, helping where she can. She created baby gifts for all of the newest LRS family members and delivered them on behalf of the squadron. Kenna is extremely active in recruiting and coaching new Key Spouses, raising involvement in the squadron, and investing more into the military family.

Kenna has been a presence at the Airmen and Family Readiness Center with involvement in Hearts Apart events using resources to help those in need. She was key to the success of the Mission Support Group's Hearts Apart Event, "Carnival and a Movie," where she not only took care of the families of the deployed, but also cared for all the volunteers running the games, movies and serving food.

Kenna is honored that the Squadron and Wing leadership have nominated her for 2014 Key Spouse of the Year. In her words, "It is great that they appreciate what I have done; however, the best reward is truly the gratification from helping someone in need." The positive impact Kenna makes on military families perpetuates itself as those she helps go on to help others. ■

*"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.

*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.*



2014 Airlift/Tanker Association  
Lieutenant General James E. Sherrard III  
**AFRC Outstanding Unit Award**

### *452nd Air Mobility Wing*

The 452d Air Mobility Wing distinguished itself by exceptionally meritorious service from 1 July 2013 to 30 June 2014. During this period, the 452d Air Mobility Wing accomplished its mobility air force mission with a maximum degree of professionalism.

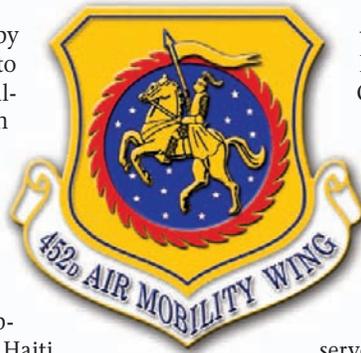
Aircrew and maintenance achieved an impressive 13,454 flying hours transporting 6,186 short tons of cargo and 51,887 personnel from various organizations including the National Air and Space Administration (NASA), United States Marines, Coast Guard, Army and Air National Guard supporting numerous worldwide operations including Haiti and Santo Domingo humanitarian relief with 183 tons of cargo, 68 pallets and 83 passengers and coordinating with NASA to support its \$253 million dollar Aquarius Satellite delivery mission.

Team March also processed 40,300 Marines and 4,450 short tons of Cargo and equipment supporting Operation ENDURING FREEDOM and was the lead unit for Central Command's first Afghanistan tanker Forward Operating Base.

In support of the narcotics war, the 452d contributed to halting drug influx by generating 91 counter drug missions resulting in the capture of 81 drug smugglers and seizure of 42 metric tons of drugs valued a \$845 million dollars.

The wing also deployed combat camera on scene to Oklahoma's F-5 tornado and 298 members to 7 areas of responsibly creating 900+ images capturing the efforts of Air Force and Department of Defense personnel in action.

With airlift and air refueling in every theater and flying over 2,300 combat and 5,200 contingency hours, March is a key contributor to Central Command's Area of Operation. Furthermore,



the 452d has proven to be an exceptional Total Force Enterprise Unit partnering with Active duty, National Guard, and Homeland Security assets for peace.

For these accomplishments and for striving for excellence in all endeavors, the 452d Air Mobility Wing has been named the recipient of the 2014 Airlift/Tanker Association Lt. Gen. James E. Sherrard III, Air Force Reserve Command Outstanding Unit Award.

The 452d Air Mobility Wing (452 AMW) is an Air Reserve Component (ARC) of the United States Air Force. It is assigned to the Fourth Air Force, Air Force Reserve Command, March Air Reserve Base, California. If mobilized, the Wing is gained by the Air Mobility Command.

The wing consists of the operations group which includes a C-17 "Globemaster III" flying squadron and a KC-135R "Stratotanker" flying squadron (following the reactivation of the 912th Air Refueling Squadron in 2010 the squadron joined the March team as an active duty associate unit), as well as an aeromedical evacuation squadron; the maintenance group includes two aircraft maintenance squadrons, a maintenance operations squadron and a maintenance squadron; the mission support group includes the civil engineering squadron, communications squadron, mission support squadron, security forces squadron, two aerial port squadrons, logistic readiness squadron and a services squadron; the medical group includes an aerospace medicine squadron, aeromedical staging squadron and a medical squadron. In addition, the commander has a personal staff which consists of the inspector general, legal, chaplain, financial management, public affairs, recruiting, safety plans, historian and equal opportunity offices. ■

*"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.



## ARSAG INTERNATIONAL

DoD Joint Standardization Board (JSB) for Aerial Refueling Systems

Aerial Refueling Systems Advisory Group

# ARSAG '15



Annual Meeting

14 - 16 April

San Antonio, Texas

*ARSAG '14 Approved by DoD/SAF for military attendance  
ARSAG '15 Approval pending*

**More Information: [www.arsaginc.com](http://www.arsaginc.com) | Contact ARSAG: [arsaginc@earthlink.net](mailto:arsaginc@earthlink.net)**

ARSAG is a not-for-profit, professional organization. Since 1978, ARSAG has developed international aerial refueling standards and specifications, partnering with global military, DOD, MOD and aerospace industry to promote and enhance interoperability around the globe.

NATO MCCE EATC Australia Belgium Brazil Canada Colombia France Germany India Ireland Israel  
Italy Japan Norway Saudi Arabia Singapore Spain Sweden South Korea The Netherlands Turkey United Kingdom  
United States: Air Force Navy Marine Corps Army Air National Guard Air Force Reserves

**ARSAG - the Global Link**

**Connecting the World of Aerial Refueling - One Fill-Up at a Time**

# SUPPORTING OUR AIRMEN. SUPPORTING AIR MOBILITY.



**Elbit Systems**  
*of America*

## Providing innovative solutions for the airlift tanker community

Excellence is critical when pilots and crew members transport troops and cargo around the world. Elbit Systems of America supports these missions with integrated cockpit solutions and enhanced vision systems that improve situational awareness and enhance reliability – solutions that fulfill present and future air mobility requirements for the United States of America.

The Airlift/Tanker Association's MajGen Stanley F.H. Newman Air National Guard Award recognizes the most outstanding Air National Guard ANG wing or group contributing to overall success of the Mobility Air Force mission. The unit embodies the spirit and essence of the Citizen Airman – balancing the operational demands of today's global mobility operations and maintaining a viable strategic reserve for tomorrow, while embracing responsibilities to their State, civilian employer, community, and family.



2014 Airlift/Tanker Association  
Major General Stanley F. H. Newman  
**ANG Outstanding Unit Award**

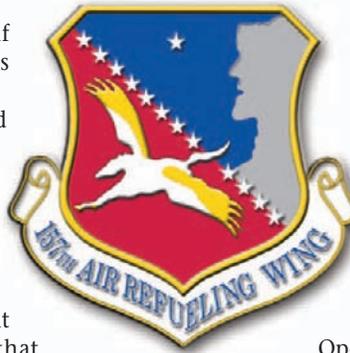
### 157th Air Refueling Wing

The 157th Air Refueling Wing distinguished itself from 1 July 2013 to 30 June 2014 through meritorious operational support to Air Mobility Command.

The 157th Air Refueling Wing completed a record mishap free flying hour program, executing over 1,136 sorties totaling 5,200 flying hours in support of Operations ENDURING FREEDOM and NOBLE EAGLE.

With only eight primary aircraft assigned, 157th Air Refueling Wing flew more operational hours than any other KC-135 Air National Guard unit and executed a revolutionary flying program that efficiently minimized required flight training hours resulting in over 2.2 hours of operational hours flown for every hour of training expended.

During a limited-notice inspection held in conjunction with Exercise GLOBAL THUNDER, the total force airmen of the 157th Air Refueling Wing earned an overall evaluation of "Excellent"



and an Employment evaluation of "Outstanding." The distinctive accomplishments of these renowned Airmen reflect great credit upon themselves, the Air National Guard and the United States Air Force.

The 157th Air Refueling Wing (157 ARW) is a unit of the New Hampshire Air National Guard, stationed at Pease Air National Guard Base, Portsmouth, New Hampshire. If activated to federal service, the Wing is gained by the United States Air Force Air Mobility Command. The 157th Operations Group comprises flight operations for the 157th Air Refueling Wing. Its mission is to accomplish the Air Mobility Command Global Reach mission in the unit's KC-135R aircraft. The 157th Air Refueling Wing and the New Hampshire Air National Guard are proud to be at the forefront of our Nations Defense. They pride themselves on being able to provide refueling support any time, any place and in any weather worldwide.

*"When we assumed the Soldier, we did not lay aside the Citizen."*

*—President George Washington*

MajGen Stanley F. H. Newman was born in Chicago, Illinois, and moved to Oklahoma in 1948 following World War II. He enlisted into the U.S. Army Air Corps in 1942, and became a pilot. He flew 57 missions in P-51s while in the Ninth U.S. Army Air Forces, in Europe. After World War II, he joined the Oklahoma Air National Guard, becoming its commander before retirement. His career includes service in Korea and Vietnam. Among his awards are the Distinguished Service Medal, Legion of Merit, two Distinguished Flying Crosses, Meritorious Service Medal and 14 Air Medals.

The 2014 AMC Aviation Fuel Efficiency Awards recognize outstanding achievement or innovation in the area of fuel efficiency. These awards were selected from nomination packages received by AMC/A3F from any organization or individual in the Mobility Air Forces.



2014 Air Mobility Command  
**MAF Aviation Fuel Efficiency Awards**

AMC annually recognizes those who make a significant impact on aviation fuel efficiency. During the 2014 Airlift/Tanker Symposium, MAC will announce the winners of the FY14 MAF Aviation Fuel Efficiency Awards. MAF leaders across the enterprise take great pride in these Airmen – air mobility professionals demonstrating leadership, ingenuity, professionalism, and resolve; balancing safety, effectiveness, and efficiency, now and for years to come. Thanks to all who make this important endeavor happen!

Aviation Fuel Efficiency...accomplished by professionals...skilled and respected! The 2014 Award categories are:

**Wing of the Year ★ Flying Squadron of the Year by MDS: C-5, C-17, C-130, KC-10, KC-135  
Operations Team of the Year ★ Logistics Team of the Year ★ Individual of the Year**

Nominations were evaluated using the following criteria:

**SAVINGS OR EFFICIENCIES ACHIEVED ★ CONTRIBUTION TO CULTURE CHANGE ★ IMPACT ON THE MAF MISSION**

Fuel Efficiency Data: Highest percentage sortie Fuel Tracker reporting. Highest percentage ramp fuel accuracy.

Best percentage pre-and post-mission APU usage. Highest percentage MIF usage on eligible sorties. Highest percentage GPU availability.

### “Proud to Save”

#### Fuel Conservation Efforts Paying Off

*Every day, AMC aircrews help defer half a million dollars in aviation fuel costs.*

In the foreword to the Fuel Management Pamphlet, “Birds Fly Free, MAC Doesn’t”, the Military Airlift Command (MAC) Commander General P.K. Carlton charged MAC aircrews in February 1976:

“... [W]hen you have a choice [of more than one safe and allowable procedure], and one alternative will conserve more fuel, you are managing effectively by choosing that alternative.

“I call on you to take that alternative. Be an effective manager and take pride in it. ... [E]ach of you can contribute to an effort that is worth millions. ... [T]he bucket will not fill if the first drop is not added. Your ability, applied on-the-spot, provides the means of realizing those millions [of gallons/pounds/dollars of savings].”

—Paul K. Carlton, General, USAF  
Commander, Military Airlift Command

This charge contains key elements of today’s Mobility Air Forces (MAF) Fuel Efficiency efforts. It highlights Efficiency as a partner of the other elements of mission success, Effectiveness and Safety. Gen Carlton acknowledged that fuel efficiency as a concept will only be successful when it is embraced by leadership and the crew force as a whole. Additionally, he emphasized a substantial savings can be realized by this effort – said another way, we waste huge amounts of valuable tax dollars when we don’t pay attention to fuel efficiency practices. Lastly, the document itself serves as evidence that culture change is of vital importance...and hard to do. If not, perhaps our fuel efficiency program, with its great foundation 30+ years ago, would be considered the “new normal” along with significant additional savings realized each and every day. Culture change is the enabler for ensuring our actions today are reflected in additional efficiencies tomorrow.

Since putting renewed focus on fuel efficiency practices beginning in 2008, the MAF has saved or “cost-avoided” over half a billion dollars. Yes, that’s billion with a “B!” That is because bold Airmen have provided leadership and vision, innovative Airmen have generated new fuel efficiency ideas, and professional Airmen have implemented them. And, it is important to note, the Total Force MAF is engaged... from PACAF to CENTAF to USAF...from AFRC

to ANG...Air Mobility Airmen are executing the mission... safely, effectively...and efficiently.

The MAF Fuel Efficiency Program is supporting the Air Force’s goal of improving Aviation Energy Efficiency 10% by 2020 in several ways. We decrease overall fuel consumption by reducing the weight of the aircraft – right-sizing aircraft minimum fuel loads, eliminating unnecessary contingency fuel, optimizing fuel plans, accurately fueling the aircraft in accordance with the plan, and removing unnecessary/extraneous weight from the aircraft. We also reduce costs through fuel efficient flight planning and execution – optimized routes, “cost-indexed” flight plans and profiles. These efforts are facilitated through investments in Mission Index software known as the Pilot’s Performance Advisory System (PPAS); an upgrade “overlay” to the Advanced Computer Flight Plan (ACFP); and investment in the next generation AOC tool, the MAF Automated Flight Planning Service (MAFPS). Finally, we use the optimal tool for keeping our crew force combat-ready,



employing high-fidelity, realistic simulation where practical and possible, at a fraction of the cost of actual aircraft hours.

These actions are really just the tip of the proverbial iceberg. We have leveraged heavily from our partners in the commercial aviation sector, applying their proven concepts to MAF operations where practical and feasible. Over 80 separate initiatives have been reviewed in the past 6 years. Some have been tabled, many have been implemented, and others continue to compete for funding. At this point of our journey, we are also focused on “normalizing” fuel efficiency by ensuring the fuel savings initiatives are codified in our AFIs, AMCIs and TTPs. We train like we fight... and evaluate our readiness to the standards that ensure safety, effectiveness, and efficiency. Fuel efficiency isn’t the job of an independent HQ staff officer... it is the job of all Air Mobility Airmen... at all levels.

General Carlton’s charge is as relevant today as it was 38 years ago. True professionals understand that each drop of fuel – while not the first in the “bucket” – adds up to big savings. And those savings in turn equate to enhanced readiness of the entire MAF. Keep up the great conservation efforts!

# THIS CHANGES EVERYTHING: THE A400M



Only the A400M offers the unique combination of aerial refueling and airlift capabilities to meet the future Pacific challenges. Using more basing options, it provides significant fuel offload over the required distances. And it delivers a combat-relevant force from strategic range directly to austere areas. The multi-role A400M fills major operational gaps that no other air mobility aircraft can.

The future of airlift is flying today: the A400M.

[www.A400M.com](http://www.A400M.com)

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

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 our Industry Partners for your continued support! (Industry Partners as of 30 September 2014)



*"Opportunity is missed by most people because it is dressed in overalls and looks like work."*

*- Thomas Edison*



**AIRBORNE GLOBAL SOLUTIONS, INC.**

Airborne Global Solutions, Inc. (AGS) specializes in providing operating and leasing solutions utilizing cost-efficient medium wide-body freighter aircraft. AGS, a subsidiary of Air Transport Services Group, Inc. (ATSG), leverages the entire ATSG portfolio and other solution partners to develop bundled, turn-key cargo airline solutions that are flexible, customized and built on decades of experience in global cargo airline operations. Through strategic alliances with the ATSG family of companies-including a leasing arm, two cargo airlines, a maintenance repair organization and ancillary airline service providers-we offer a bundled solution approach to providing the right solution at the right time, anywhere in the world. This approach minimizes the customer's up-front capital investment while accomplishing their strategic objectives, resulting in leveraged cost savings, reliable service, and unmatched speed-to-market capability to enhance the customer's competitive position. Learn more at [www.airborneglobal.com](http://www.airborneglobal.com) or call us at 937.366.2216.



**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.

*"Excellence is not a skill. It is an attitude."*

*--Ralph Marston*



**AIRBUS GROUP, INC.**

"Airbus Group, Inc., formerly EADS North America, is the U.S.-based operation of Airbus Group, a global leader in aerospace, defense, space and related services. Airbus Group contributes more than \$14 billion to the U.S. economy annually and supports over 225,000 American jobs through its network of suppliers. Airbus Group, Inc., headquartered in Herndon, VA., offers a broad array of advanced solutions to meet U.S. military and commercial requirements, including fixed- and rotary-wing aircraft, homeland security systems, public safety communications, defense electronics and avionics, and threat detection systems."



**ARINC AEROSPACE**

ARINC Aerospace (ASES, LLC), a wholly owned subsidiary of ARINC Inc., is headquartered in Oklahoma City, OK and has over 330,000 sq. ft. of facilities (offices, hangar space, manufacturing/industrial space), as well as 300+ Program Managers, Engineers, Technicians/Mechanics, Logistics Specialists, and Support Staff.

ARINC Aerospace is a global provider of aircraft integration, modification, maintenance, logistics, and sustainment solutions. Our modernization and sustainment solutions increase aircraft systems capability, improve mission performance, extend service life and improve operational safety; while significantly reducing the maintenance and support costs over the life of the system. Our mission is to provide high quality, independent, and cost-effective products, services, and solutions to the aerospace industry



### ARMED SERVICES MUTUAL BENEFIT ASSOCIATION

The Armed Services Mutual Benefit Association (ASMBAA) 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. ASMBAA is run by its members through an elected Board of Governors and an appointed Board of Advisors, all of whom serve without pay. ASMBAA has no stockholders or sales agents to pay, and can therefore offer high value protection at a very low cost. The goal of ASMBAA 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](http://www.asmba.com), or call us at: 1-800-251-8434.



### ARSAG INTERNATIONAL

#### ARSAG INTERNATIONAL

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](http://www.atlasair.com).



#### BARLING BAY, LLC

Barling Bay, LLC is an Alaska Native Corporation (ANC) providing Decision Support Capabilities, Business Process Re-engineering, Information Assurance/Cyber Security, Data Visualization and Agile Management. Our Agile Requirements Team (ART) serves as a group of Subject Matter Experts (SMEs), Business Analysts and Storyboard Artists in support of Agile development of government software for US Air Mobility Command (AMC). The ART assists AMC in overseeing the requirements process from inception, through development and testing and into software delivery. The ART gathers and analyzes AMC requirements; works with functional managers, product owners and Agile Development teams to develop software for the AMC functional user community; determines data requirements and assists in mining and analyzing specific data required for software development; and establishes functional business rules necessary for the software to perform a series of logic determinations in order for the software to assist in recommending the most efficient/effective course of action to the user.



#### 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 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 23,000 people, and had revenue of \$5.48 billion for the 12 months ended March 31, 2014. To learn more, visit [www.boozallen.com](http://www.boozallen.com). (NYSE: BAH)



## 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 10 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. 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 SYSTEMS, INC.

Capewell Components Company is the premier global Life Support and Aerial Delivery manufacturer & supplier to U.S. & worldwide military forces. Capewell recently launched its new Advanced Logistics Cargo System featuring the redesigned 463L pallet and the Advanced Cargo Net Assembly constructed from Dyneema®, a lightweight, super strong polyethylene fiber. Capewell designs and manufactures Aerial Delivery/Air Drop Platforms & Containers, cargo-handling equipment for military & humanitarian operations, Tow-plates, CDS, Buffer Stop Assemblies, CVRS, C-17 Dual Row Airdrop Systems (DRAS), Type-V Platforms & Outrigger Assemblies, Parachute Releases & Hardware, Helicopter Slings, Ripcords, Cable Assemblies & Emergency Descent Devices. Capewell provides the "total package" of design, manufacture, technical support and training, and is an ISO 9001-2000 Registered Company. Visit us on the web at: [www.capewell.com](http://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.

# CHROMALLOY

## CHROMALLOY

Chromalloy partners with the original equipment manufacturers, commercial airlines, the military, and power companies to deliver innovative solutions that extend the life of gas turbine engines and reduce manufacturing and operating expense.

Chromalloy has evolved into one of the only independent companies in the world that provide engineering, castings, machining, coatings and repairs for complex, high-value engine components – all from a single source. The company works side by side with the OEMs, commercial airlines, the military, and power companies to provide the latest, most technologically advanced solutions – and delivers those solutions in a flexible, cost-effective manner.

Chromalloy helps customers do more for less, from meeting tighter timelines and satisfying demands to boosting production while reducing operational complexity and expense. From engineering, castings and machining to repairs and coating, every discipline benefits from Chromalloy's global knowledge base.

With more than 4,000 people in 17 countries, Chromalloy is driven by innovation.



## 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](http://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.

*“Never tell people how to do things.  
Tell them what to do and they will surprise  
you with their ingenuity.”*  
—General George S. Patton



**DRS TECHNOLOGIES, INC.**

DRS Sustainment Systems provides defense products and integrated solutions for the sustainment and security of our military forces. The company’s electronic systems secure vital installations and perimeters via industry-leading ground surveillance radars, and the safety and mission effectiveness of aircrews through our various radars and avionics test equipment suites. Expert at battlefield systems integration, DRS has played a leading role in combat platform systems integration on target acquisition platforms. Expeditionary fuel and water conditioning, storage, distribution and packaging technologies, along with comprehensive food preparation and field sanitation systems, allow the services to meet the needs of warfighters. Various mobility systems, including state-of-the-art tactical trailers and material handling equipment, ensure an unbroken logistics chain on the battlefield. Finally, our armor solutions ensure the survivability of fielded forces against today’s warzone threats.



**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. Eaton designs, manufactures and integrates the aerospace industry’s most advanced products and technologies for hydraulic systems, fuel and inerting systems, motion control and engine solutions. 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](http://www.eaton.com/government).



**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.



**ENGILITY CORPORATION**

Engility is a pure-play government services contractor providing highly skilled personnel wherever, whenever they are needed in a cost-effective manner. Headquartered in Chantilly, Virginia, Engility is a leading provider of specialized technical consulting, program and business support services, engineering and technology lifecycle support, information technology modernization and sustainment, supply chain services and logistics management, and training and education for the U.S. Government. Engility acquired Dynamics Research Corporation in January 2014, combining two outstanding government services providers that are effectively meeting their customers’ needs. The transaction expanded Engility’s customer base and capabilities.

*“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)



**ESSEX INDUSTRIES**

Essex Industries is a world-class leader in the design, development, production and support of aerospace, life support and safety products and systems. Our unique product lines include crew oxygen delivery systems; ground-based and airborne med-evac liquid oxygen (LOX) life support systems; fixed- and rotary-wing flight control stick, throttle, cyclic and collective grip assemblies; hydraulic pulsation dampeners; portable protective breathing equipment; and hundreds of other mechanical and electromechanical components and assemblies for aircraft fuel, hydraulic, ECS and ground support systems. Over the past 65 years, Essex Industries has established a reputation for providing engineered solutions and superior customer service. With exacting quality standards and manufacturing expertise, Essex Industries is a company that can satisfy the toughest application requirements.

# Esterline

## 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.

# FIDELITY TECHNOLOGIES CORPORATION

### FIDELITY TECHNOLOGIES CORPORATION

Fidelity Technologies Corporation is a leading global supplier of quality services and products to Government and Department of Defense clientele in the areas of simulation and training, field support services and military and aerospace manufacturing. Fidelity prides itself on having a customer-oriented approach to developing systems that are modular, customizable, and able to support future systems. As a defense contractor, Fidelity works to provide innovative solutions that address the ever changing needs of the warfighter. Our Simulation and Training team creates dynamic, interactive, skill building experiences that close the loop on complete training and rehearsal systems that truly give the warfighter the opportunity to train as they fight. Our solutions are designed to exceed the operator's needs with modular and scalable packages that support operational tempo and rapidly adjusting military training support requirements.

# FirstCommand

FINANCIAL SERVICES

### FIRST COMMAND FINANCIAL SERVICES, INC.

At First Command, our mission is coaching those who serve in their pursuit of financial security through personalized financial planning and advice from trusted Advisors. Our focus is on building Client-Advisor relationships by meeting face-to-face with service members, federal employees and their families to learn what's important to them, helping them establish meaningful and specific goals that reflect their values, and then constructing comprehensive financial plans for protecting their loved ones and pursuing their goals. Get Squared Away by integrating your benefits into a comprehensive financial plan. Visit [www.firstcommand.com](http://www.firstcommand.com).

# FLIGHTCOM



### FLIGHTCOM CORPORATION

Flightcom 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. 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 for air, sea, and ground operations. Our in-house engineers can adapt products to custom specifications. <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."



# ForeFlight

Intelligent Apps for Pilots™

### FOREFLIGHT

ForeFlight Mobile is an elegantly designed and best-selling aviation app for iPad and iPhone. ForeFlight Mobile is used by individual pilots and professional flight crews to efficiently gather preflight weather and destination information, route plan, access and manage electronic charts and terminal procedures, organize flight publications, reference as an enroute navigation aid, and manage iPad deployments. ForeFlight Mobile is backed by the company's Fanatical Pilot Support™ team.

Website: <https://www.foreflight.com>.



### 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.



### 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.

*“There exist limitless opportunities in every industry. Where there is an open mind, there will always be a frontier.”*

—Charles F. Kettering



### 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/](http://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](http://www.cfm56.com).



### 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 2,200 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 Gulfstream G150®; the Gulfstream G280®; the Gulfstream G450®; the Gulfstream G550® and the Gulfstream G650®. Gulfstream also offers aircraft ownership services via Gulfstream Pre-Owned Aircraft Sales®. The company employs more than 14,000 people at 12 major locations. We invite you to visit our website for more information and photos of Gulfstream aircraft at [www.generaldynamics.com](http://www.generaldynamics.com).

*“Gold is good in its place; but living, brave, patriotic men, are better than gold.”*

—Abraham Lincoln



### HONEYWELL

Honeywell Aerospace products and services are found on virtually every commercial, defense and space aircraft, and its turbochargers are used by nearly every automaker and truck manufacturer around the world. The Aerospace business unit develops innovative solutions for more fuel efficient automobiles and airplanes, more direct and on-time flights, safer flying and runway traffic, along with aircraft engines, cockpit and cabin electronics, wireless connectivity services, logistics and more. The business delivers safer, faster, and more efficient and comfortable transportation-related experiences worldwide. For more information, visit [www.honeywell.com](http://www.honeywell.com).



### INTERCOMP COMPANY

Intercomp manufactures a wide selection of portable weighing products that utilize our exclusive RFX™ Wireless Weighing Technology to weigh and classify vehicles and aircraft for most any application. With over 35 years of experience Intercomp is the leading manufacturer of portable and in ground scales and accessories used for weighing vehicles, aircraft, containers and pallets during mobility, deployment and transportation/material handling applications.

Militaries, airlines and manufacturers around the world, including all branches of the US armed forces, use Intercomp scales to increase efficiencies and cut costs. All products are available via GSA CNT GS-25F-7030G or National Stock Number.

Intercomp offers ISO 9001 Registered facilities in the United States and the United Kingdom to service our worldwide customer base. We are positioned to provide the products and services that your company requires. See for yourself how Intercomp provides advanced weighing technology...by any measure.

# JACOBS™

## JACOBS TECHNOLOGY

Jacobs Technology (formerly TYBRIN) is a premier provider of Tanker, Airlift and Special Mission (TASM) Aircraft Weapons and Electronics (AWE) and Consolidated Airdrop Tool (CAT) systems. Jacobs has developed more AWE modules than any other organization in the world and is the sole developer of the CAT software set for the USAF. Our CAT and AWE modules are aircraft-specific components, integrated with Portable Flight Planning System (PFPS), Joint Mission Planning System (JMPS) and XPLAN. AWE's provide capabilities to load flight plans, navigational databases and airdrop information to USAF and foreign aircraft. Users of our AWE and CAT software are able to plan their complete mission from takeoff, including aerial refueling and airdrops through to landing and see that data on their aircraft. Jacobs also produces user friendly, graphical flight planning tools which have the ability to communicate with multiple optimization engines for Air Mobility Command (AMC).

*“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



# JEPPESEN

A BOEING COMPANY

## JEPPESEN

For 80 years, Jeppesen has made it possible for pilots and their passengers to safely and efficiently reach their destinations. Today, this pioneering spirit continues as Jeppesen delivers transformative information and optimization solutions to improve the efficiency of air and sea operations around the globe. Jeppesen is a Boeing subsidiary and part of the Digital Aviation business unit within Boeing Commercial Aviation Services. Boeing offers the industry's largest portfolio of services, support and solutions, collectively known as the Boeing Edge, providing customers a competitive advantage by solving real operational problems, enabling better decisions, maximizing efficiency and improving environmental performance – intelligent information solutions across the entire aviation ecosystem.



An Oshkosh Corporation Company

## JLG INDUSTRIES, INC.

JLG Industries, Inc. is the world's leading designer, manufacturer and marketer of access equipment. The Company's diverse product portfolio includes leading brands such as JLG® aerial work platforms; JLG, SkyTrak® and Lull® telehandlers; and an array of complementary accessories that increase the versatility and efficiency of these products. JLG is an Oshkosh Corporation company [NYSE: OSK].

For more information about JLG Industries, Inc., log onto the company website at [www.jlg.com](http://www.jlg.com).



## KALITTA CHARTERS, LLC

Kalitta Charters is a division of the Kalitta Group of Companies including Kalitta Charters II and Kalitta Air. Kalitta Charters' fleet of Learjet and Falcon-20 aircraft are approved for operations by the Department of Defense, Department of Energy, and Department of Justice in cargo, passenger and air ambulance configurations. The military designations for the Kalitta Fleet are the C-21 (30-series Learjet) which can be operated in cargo, passenger (8) and air ambulance modes, and the HU-25 "Guardian" (Falcon-20) with a 74" x 56" cargo door, which can be operated in cargo or passenger (9) modes. Kalitta Charters II is pending DOD approval with a fleet of 5 Boeing 727-200 freighters and a DC-9/15 freighter. Kalitta Air is a DOD approved air carrier operating a fleet of nineteen (19) Boeing 747 freighters. Kalitta Charters is an "Emergency Airlift" provider and operates 24-7-365 at world headquarters in Ypsilanti, MI and Southeast Regional Office in Morristown, TN.



## L-3 COMMUNICATIONS INTEGRATED SYSTEMS GROUP

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.

# LifePort Inc.

A Sikorsky Aerospace Services Company

## LIFEPORT, INC., A SIKORSKY AEROSPACE SERVICES COMPANY

Premier OEM of aftermarket mission equipment providing customized interior solutions for any aircraft and any mission. LifePort's portfolio includes stacking litter systems, rotating stretchers, advanced life support units, custom seating systems, and observers consoles. LifePort's quality engineering, design and manufacturing expertise offers turn-key solutions for fixed and rotary-wing operators worldwide.



### LOCKHEED MARTIN AERONAUTICS COMPANY

Headquartered in Bethesda, Md., Lockheed Martin is a global security and aerospace company principally engaged in the research, design, development, manufacture, integration, and sustainment of advanced technology systems, products, and services

Lockheed Martin Aeronautics is known for building and supporting the finest military aircraft in the world, which include the C-130 Hercules; C-5 Galaxy; P-3 Orion; U-2 Dragon Lady; F-16 Fighting Falcon; F-22 Raptor and F-35 Lightning.

The C-130 Hercules has earned its reputation of a proven workhorse supporting multiple missions around the world. From aerial refueling to search and rescue, fighting wildfires and special operations, the C-130 Hercules stands ready for its next mission. And for whatever the future holds.

[www.lockheedmartin.com/C130](http://www.lockheedmartin.com/C130).



### Louis Berger

#### LOUIS BERGER

Louis Berger is a \$1 billion global corporation that helps clients solve their most complex challenges. Louis Berger performs large-scale government services contracts for multiple branches of DoD and other US government agencies. To these US government clients, we bring decades of business and operational experience in CONUS and OCONUS locations, including Ramstein, Stuttgart and Spangdahlem, Germany; Naval Air Station, Rota, Spain; Kuwait; and several other critical locations in Southwest Asia and the Far East. We are a trusted partner to national, state and local government agencies; multilateral institutions; and commercial industry clients worldwide. By focusing on client needs to deliver quality, safe, financially-successful projects with integrity, we are committed to deliver on our promise to provide Solutions for a Better World.



#### MILLION AIR - AN AVIATION SERVICES COMPANY

The Million Air chain of fixed-base operations (FBO) stands as the nation's premier provider of upscale aviation services to include our famous Jet-A-Way Café. Million Air delivers general aviation services through a chain of separate FBO franchise strategically located across the United States, Canada and the Caribbean.

Freeman Holdings Group, L.L.C. owns and operates Million Air FBO franchises in Alexandria, LA; Lake Charles, LA; Rome, NY; March Air Reserve Base, Riverside, CA; Moses Lake, WA; Topeka, KS; Victorville, CA; Yuma, AZ; Stennis International Airport, Bay St Louis, MS and our newest location at Sanford-Orlando International Airport. Each one of these locations has the DoD fuel contract. Freeman Holdings Group Million Air FBOs are well known throughout all branches of the Armed Forces as the preferred "Military FBO" where the military flight crew always comes first. We offer the best barbeque and Po Boy sandwiches at our Jet-A-Way Cafés. Freeman Holdings Group FBOs are the only FBOs in the country that can serve 100 passenger meals at quick turn speeds.



#### NATIONAL AIR CARGO

As a leading provider of tailored solutions for air transport of passengers and cargo and freight forwarding, National is proud of our ability to meet customer requirements while upholding the highest standards of safety and quality. Our two major divisions - National Air Cargo and National Airlines - provide unrivalled turnkey solutions for transport of people and cargo, anywhere in the world, on time every time.

Our tailored solutions meet your specifications and timings, with no requirement to stick to rigid pre-existing schedules that other airlines use. National specializes in short notice and challenging air transport problems.

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#### NORTHROP GRUMMAN CORPORATION

Northrop Grumman is a leading global security company providing innovative systems, products and solutions in unmanned systems, cyber, C4ISR, and logistics and modernization to government and commercial customers worldwide.

Please visit [www.northropgrumman.com](http://www.northropgrumman.com) for more information.



#### PARKER AEROSPACE

Parker Aerospace is a global leader in flight control, hydraulic, fuel, inerting, fluid conveyance, thermal management, and engine systems and components used on the world's fleet of aircraft and aero-engines. Phone: 949-809-8400. Website: [www.parker.com](http://www.parker.com).



New Hampshire Helicopters

#### PORT CITY AIR

Portsmouth International Airport, home to the 157th Air Refueling Wing and the Pease Greeters, has a rich and loyal history of serving and honoring our military. Port City Air (PCA), caretakers on the civilian side of the field continues this tradition by offering exemplary service for all military branches visiting Portsmouth, NH. As awardees of the DoD military fuel contract for the past several years, PCA welcomes all types of military traffic, from the most basic trainer to the largest of transports with an emphasis on exceeding expectations.

Our mission-friendly, strategically located airport offers an 11,321 foot runway, 24/7 Customs, no PPR requirements, a fleet of complimentary crew cars, concierge service second to none, and a ground staff well versed in providing operational support. We are your "boots on the ground" and pride ourselves on doing our part to make each mission an operational success. Please ask about our Lobstah Run!"



### PRATT & WHITNEY MILITARY ENGINES

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.



### 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 are also providing the CNS/ATM upgrade for the U.S. and NATO AWACS fleets, as well as the USAF KC-10 fleet...along with multiple international C-130 fleets.

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 is a world-leading provider of power systems and services for use on land, at sea and in the air, and has established a strong position in global markets - civil aerospace, defense aerospace, marine and energy. As a result of this strategy Rolls-Royce has a broad customer base comprising more than 500 airlines, 4,000 corporate and utility aircraft and helicopter operators, 160 armed forces, more than 4,000 marine customers, including 70 navies, and energy customers in more than 80 countries. Rolls-Royce employs over 45,000 people in offices, manufacturing and service facilities in over 50 countries.



### SATCOM DIRECT COMMUNICATIONS

Satcom Direct is the leading provider of satellite voice and broadband data solutions for flight deck and cabin communications serving business aviation. Satcom Direct Communications focuses on satellite communications support for the military and government including heads of state aircraft. Together, the companies support more than 90 percent of all corporate flight departments worldwide and a wide range of military/government mission critical platforms. Satcom Direct continues to advance its services through mobile applications and value adds – from flight deck datalink to cabin communications – making Satcom Direct the leader in aeronautical satcom service.



### STEPHENVILLE AIRPORT CORPORATION (IATA: YJT; ICAO: CYJT)

Stephenville Airport is located 1.5 nautical miles (2.8 km; 1.7 mi) southeast of Stephenville, Newfoundland and Labrador, Canada. It was built by the United States Air Force and operated as Ernest Harmon Air Force Base from 1941-1966.

The mandate was to maintain a tanker alert force and its capability to meet and refuel Strategic Air Command jet bombers en route to targets. The KC-97 Stratotanker was employed in this task.

The base was used as a refueling stop for transatlantic military flights. In addition, Harmon supported three Air Defense Command units. In 1957, the Canadian Department of Transportation constructed an airport terminal to accommodate Trans-Canada Air Lines (now Air Canada). 1966 saw the closure of the U.S. Air Force Base in Stephenville.

The airport is now owned by the Stephenville Airport Corporation Inc. and provides quick-turn refueling, ground handling, catering and a host of other services.



### USAA

USAA Provides insurance, banking, investment and retirement products and services to 10 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](http://usaa.com).



**UTC AEROSPACE SYSTEMS**

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](http://www.utcaerospacesystems.com).

**VOLGA-DNEPR AIRLINES**



**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/>

**ENGINEERED ARRESTING SYSTEMS CORPORATION**



**ZODIAC ARRESTING SYSTEMS AMERICA**

Zodiac Arresting Systems America is the world's leading manufacturer of military and commercial aircraft arresting systems.

Zodiac Arresting Systems America's versatile products for military aircraft are built around friction and rotary hydraulic energy absorbers as part of permanent, semi-permanent and mobile installations. The aircraft's energy is harnessed via cross-runway net stanchion or hook cable equipment configurations then transferred to the energy absorbers, safely slowing and stopping the aircraft.

Zodiac Arresting Systems America's EMASMAX®, an Engineered Material Arresting System, provides safety and overrun protection at commercial airports. Developed in partnership with the FAA, our EMAS consists of a bed of cellular cement material manufactured in the form of engineered block components that are strategically placed at the overrun end of a runway. The EMAS predictably and reliably crushes under the weight of an aircraft, providing deceleration and a safe stop. It is FAA-accepted as an equivalent to a standard Runway End Safety Area.



**ZOLL MEDICAL CORPORATION**

ZOLL has been a trusted partner and leading supplier to the U.S. military of resuscitation and monitoring technology for more than 25 years. Our products include the Propaq® M, the standard in vital signs monitoring, and the Propaq MD, with optional defibrillation and pacing. The Propaq meets all of your monitoring needs with advanced features such as 12-lead analysis and life-threatening arrhythmia (LTA) alarms. In addition, it provides significantly enhanced data communication, allowing you to capture patient care data from the point of injury through definitive care. Thanks to its open data architecture, the Propaq can support the military's emerging telemedicine solutions, EHR systems, and custom reporting needs. Propaq is the platform designed to meet the military's current as well as future mission needs.

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!*

## US, India Airdrop Training Mission a Historic One

by Staff Sgt. Wes Wright, Joint Base Elmendorf-Richardson Public Affairs

Airmen from Joint Base Elmendorf-Richardson, Alaska and the Indian Air Force achieved a historic milestone after completing a joint air transportability training sortie on 9 September.

Three Indian air force airmen rode along on a C-17 Globemaster III crewed by the 517th Airlift Squadron as part of a tactics, techniques and procedures exchange program between the two countries. It marked the first time such training has been conducted between India and the U.S. at Elmendorf.

"We are here to practice procedures we are adopting in India," said Wing Cmdr. Sukumar S. Kumar, the Indian air force's 77th Squadron parajump instructor leader. "Quite often, this will help us when operating together in the future."

The three-day exchange allowed the IAF members to see many different facets of Elmendorf. The highlight of the exchange was the sortie, in which Soldiers jumped and their equipment was airdropped to Allen Army Airfield, Fort Greely, Alaska.

"As pilots, our objective was to see and understand how USAF pilots are operating their aircraft while the drops are taking place," said Squadron Leader Hans Raj Bhatt, a 77th Squadron C-130J Hercules pilot and the transport combat leader. "We want to see and compare the nuances so we have a better understanding of how to better operate."

U.S. Air Force Capt. Zach Coburn, a 517th Airlift Squadron C-17 instructor pilot, said focusing on communication was a key teaching and learning point for the sortie.



Indian Air Force Wing Cmdrs. Sukumar S. Kumar and Anil Vesma, discuss the aerial procedures of the 517th Airlift Squadron prior to an air drop mission on 9 September 2014, at Joint Base Elmendorf-Richardson, Alaska. Indian air force personnel were visiting Elmendorf as part of a tactics, techniques and procedures exchange program between the two countries. It marked the first time such training has been conducted between India and the U.S. Air Force at Elmendorf. (U.S. Air Force photo/Staff Sgt. Sheila deVera)

"Communication is very important," Coburn said. "There are critical crunch points throughout the flight. The IAF was able to observe and see they have a lot of the same challenges and we shared ideas on how to work through them."

Bhatt said he agreed with Coburn and said the trip also served as

a quality control check. The IAF had received similar training three years ago at Little Rock Air Force Base, Arkansas.

"The procedures we have set in place, they are primarily based upon the training that was imparted to us during our trip to Little Rock," Bhatt said. "The objective was to see if we have departed

*"The IAF will have the second largest C-17 fleet in the world...They are a key partner in the Pacific Command area of responsibility."*

—Major Michael Bliss, commander  
703d Aircraft Maintenance Squadron

anywhere from that training, and we are happy to say we have not. That's a big takeaway for us."

Although the pilots who visited currently fly the C-130J, the Indian air force is beefing up its transport capability in the form of a C-17 fleet.

"The IAF will have the second largest C-17 fleet in the world," said U.S. Air Force Maj. Michael Bliss, the 703d Aircraft Maintenance Squadron commander. "They are a key partner in the Pacific Command area of responsibility. Events like this, where ideas and lessons learned are exchanged, are key to the further interoperability in capabilities such as airlift, air delivery, search and rescue, and aeromedical evacuation."

Bliss emphasized the mutual shared benefit of the program as key to the program's success.

"I think both countries desire to coordinate closely to enhance the ability for PACAF (Pacific Air Forces) and IAF to operate alongside each other in bi/multi-lateral operations. Tactical exchanges like this will make that a reality," Bliss said.

While there are worlds of difference between a C-130 and a C-17, Bhatt said the concepts of airdrop and transportation is similar.

"The concepts are more or less the same, so we received some very beneficial training," Bhatt said. "It was an awesome learning experience."

Both sides had only glowing reports for each other.

"They are extremely professional, upstanding and friendly people," Coburn said. "They were here to observe but wanted to help wherever they could - push a pallet or carry something. It's always rewarding when you get to meet an individual who does the same thing you do but from a different cultural perspective. Meeting them and learning from them was a fantastic experience."

The Indian air force echoed their counterpart's words.

"We are proud and privileged to be here," said Wing Cmdr. Sukumar S. Kumar. "Everyone we have interacted with has been so warm and welcoming. The crew we flew with today was very professional. We are looking forward to when we can do this again." ■

# MacDill Aircrew Help Keep 'Em Flying In Fight Against ISIL

by Senior Airman Vernon L. Fowler Jr., 6th Air Mobility Wing Public Affairs

With 16 KC-135 Stratotankers on its installation, MacDill Air Force Base, Florida and the members of Team MacDill waste no time when answering the call to defend the nation – even when there is little to no notice. As these planes can be seen and heard overhead, one has to wonder where in the world they are flying.

On 27 June 2014 four aircrews from the 91st Air Refueling Squadron (ARS) were tasked to forward deploy, on short notice, in support of the fight against the Islamic State of Iraq and the Levant (ISIL). Two KC-135s, each carrying two crews and a maintenance package, were flown 16 hours non-stop to the U.S. Central Command's Area of Responsibility (AOR) in Southwest Asia.

"We were able to put crews in the AOR within 48 hours of a notification, getting them out to support the fight 17 hours faster than normal," said Lt. Col. Nathan Oliver, 6th Operations Group. "We deploy everyday...this is what we do." The main responsibility of the deployed 91 ARS tanker crews is to support U.S. and coalition aircraft through air refueling whenever and wherever it's needed in support of the situation on the ground."

Two crew members, Capt. Ryan Christie and 1st Lt. Kaylyn Leibrand, recently deployed from MacDill. "It's important to do what we can to help and protect the citizens who can't protect themselves and the assets we have in the country," said Leibrand. "We

are fueling assets in the air who are able to assist with the situation for Iraqi troops and civilians on the ground."

As of 29 September, U.S. aircraft supported by tanker units like those from MacDill have delivered humanitarian aid, including more than 101,000 halal meals and nearly 46,000 gallons of water, and conducted more than 130 airstrikes across Iraq. Air Force efforts have helped relieve some of the humanitarian suffering caused by ISIL and slow their advance in Northern Iraq giving Kurdish and Iraqi security forces time and space to resume offensive operations including the recent recapture of the Mosul Dam.

According to Lt. Col. Gene Jacobus, 91 ARS Commander, not only is the 91 ARS still deploying crews, this is also one of the largest efforts they have supported in the last couple of years.

"All of our crews are prepared to deploy on short to no notice all the time" Jacobus said. "However, in order to do it on this scale, all of Team MacDill has to come together."

Because the 91 ARS is one of the largest active duty tanker units in Air Mobility Command, they play a major role in the overall success of our nation's current fight against terrorism.

So when hearing or seeing news about the United States' strike on terrorism and campaign for peace from the air, just know that MacDill is helping to keep them flying there.



On 27 June 2014 four aircrews from the 91st Air Refueling Squadron (ARS) were tasked to forward deploy, on short notice, in support of the fight against the Islamic State of Iraq and the Levant (ISIL). Two KC-135s, each carrying two crews and a maintenance package, were flown 16 hours non-stop to the U.S. Central Command's Area of Responsibility (AOR) in Southwest Asia. (Courtesy photo) ■

# Still Going Strong, The C-130 Celebrates 60 Years

by Staff Sgt. Amber R. Kelly-Herard  
Air Mobility Command Public Affairs

In 1954, the song "Rock Around the Clock" was playing on the radio, Oprah Winfrey was born and the first issue of Sports Illustrated appeared on newsstands.

That same year, on 23 August, the YC-130 Hercules made its maiden flight at the Lockheed Martin plant in Burbank, California, and the C-130 is still in production today, making it the longest running military aircraft production line in history.



Archived photo of the YC-130 during its ferry flight from Burbank, California, to Edwards Air Force Base on 23 August 1954. (U.S. Air Force photo)

The need for the C-130 came from Air Force's Tactical Air Command in 1951, after the Korean War, to fill a void for medium-cargo tactical transport.

"In its first six decades, the C-130 shaped aviation history, redefined industry standards and exhibited flexibility that other aircraft have yet to match," said George Shultz, Lockheed Martin vice president and general manager, C-130 Programs, in a Lockheed Martin Aeronautics Company press release. "The C-130 remains the world's most proven airlifter because of its ability to adapt, remain relevant and deliver results no matter the mission."

The C-130 is the most modified aircraft in the Air Force with multiple variants and hundreds of configurations, according to the AMC Historian Office. The C-130 is used for airlift, aeromedical missions, personnel and cargo airdrop, natural disaster relief missions, Antarctic resupply to the National Science Foundation, weather reconnaissance, aerial spray missions and firefighting duties for the U.S. Forest Service. The C-130 can airlift 92 ground troops, 64 fully-equipped paratroopers, 74 litter patients or 45,000 pounds of cargo.

The C-130J, which is the latest version of the venerable platform, was introduced February of 1999.

The Air Force has 145 C-130s in the active force, 181 in the Air National Guard and 102 in the Air Force Reserve. ■

# 67+ Years of Airpower

by Airman 1st Class Zachary Cacia, 436th Airlift Wing Public Affairs

"Every time a birthday comes around, whether for a person or a group; it is a time when we can think about how far we've come and how things have changed," said Dr. Andrew Wackerfuss, 436th Airlift Wing historian.

With the implementation of the National Security Act of 1947, under President Harry Truman, the U.S. Army Air Force formally cut ties with the Army to become a separate and equal military branch, the U.S. Air Force.



Honor Guard members raise an American flag during the dedication ceremony of the Commemoration Park Sept. 13, 1997, outside of the Air Mobility Command Museum on Dover Air Force Base, Del. Seventeen years later, this park has expanded to include additional monuments and memorials. (Courtesy photo/ Harry Heist)

"We didn't become the world's greatest Air Force by accident," said Chief Master Sgt. of the Air Force James A. Cody. "We got here through 67 years of American Airmen breaking new terrain and lifting us to a higher level. We should celebrate that innovation this year, and we're counting on you to continue this legacy for years to come."

Though this is seen as the official birth of the Air Force as we know it



Mike Leister, Air Mobility Command Museum director, and Col. Felix Grieder, 436th Airlift Wing commander, unveil a commemorative U.S. Postal Service stamp September 1997, at the Air Mobility Command Museum on Dover Air Force Base, Del. This stamp was one of a series that honored the Air Force's 50th anniversary. (Courtesy photo/Harry Heist)

today, the truth is that the Air Force has a rich history that can be traced as far back as to the Civil War with the Union Army Balloon Corps. The Balloon Corps used seven specially built, hydrogen-filled balloons to conduct aerial reconnaissance on the Confederate Army. This is a far cry from today's F-35 Lightning IIs and C-17 Globemaster IIIs.

With the first successful flight of the Wright Flyer in 1903, the

world and the way militaries fight wars changed forever. Prior to World War I, the Aeronautical Division of the U.S. Army Signal Corps was formed, making it the first heavier-than-air military aviation organization in the U.S. military history.

World War I saw rapid and dramatic advancements in aerial warfare, with many nations forming independent air forces, such as the British Royal Air Force. The war saw the Aeronautical Division transform into the Aviation Section of the U.S. Army Signal Corps and then again into the Division of Military Aeronautics. By the end of the war, the U.S. Army Air Service was formed as the primary air force. This is when calls to create a fully independent Air Force started to become more and more relevant. Out of this debate, the Air Service became the U.S. Army Air Corps.

With the onset of World War II, the Air Corps were once again transformed, this time into U.S. Army Air Force, the immediate predecessor to the modern Air Force. At its height during the summer of 1944, the Army Air Force flew nearly 80,000 aircraft with the support of 2.4 million service members.

"Sixty-eight years ago, America reflected on World War II and decided air operations were so crucial to fighting and winning our nation's wars that a separate and distinct service was necessary," said Gen. Mark Welsh III, Air Force chief of staff. "Since then, our core missions haven't changed, although the way we accomplish those missions changes every day."



A birthday cake commemorating the 50th anniversary of the creation the U.S. Air Force sits on display September 1997, at the Air Mobility Command Museum on Dover Air Force Base, Del. Celebrating the anniversary of the Air Force with a birthday cake is a tradition that continues today. (Courtesy photo/Harry Heist)

The birth of the Air Force in 1947 not only revolutionized how the U.S. military functions, but it also occurred at a time of great change in the culture of the military.

"How interesting is it that the birth of the Air Force in 1947 came at a time so close to major milestones in integration in the military?" asked Dr. Wackerfuss. "In 1948 was Truman's order to desegregate the military by race and also in that same year, the Women's Armed Services Integration Act was the first time women were formally given permanent roles in the military."

With these onsets of women and minorities given equal footings in the military, the culture of equal opportunity within the military was born.

The current U.S. Air Force is comprised of more than 680,000 Airmen, made up of active duty, Reserve, Guard and civilians, who support more than 5,600 aircraft, 450 intercontinental ballistic missiles and 63 satellites. Today's Air Force is the world's preeminent air, space and cyberspace force with an ability to rapidly adapt to uncertainty, ensuring future success. ■

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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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# Thanking Gavin

## Boy's Holiday Card Amuses, Inspires Deployed Troops

by Maj. Sean Papworth, NATO Air Training Command-Afghanistan

The card posted on the wall consisted of just four short words and the owner's name. It read, "Hope you make it - Gavin."

This simple message from a grade school holiday card at the entry to the dining facility on our small Forward Operating Base in Kabul, Afghanistan, brought no small amount of joy and quite a bit of laughter to all who saw it. The placement was perfect: taped to the wall, above the only trash can in the check-in and hand washing area everyone goes through before going inside to eat. Every single deployed member saw these four words and their author's name before every meal during our most festive season.

But, though it made us laugh, this one-liner carried so much weight for so many people, including me.

To me, this short saying had a massive impact in spite of being only four words long. I thought, "This young Gavin is wise beyond his years." So with just a concise message on

that holiday card, he wished me well – while being slightly realistic about the role I lived as a deployed member of our expeditionary military service. I may not make it, but he hopes I do.

That is a profound comfort from a presumed grade-schooler. It turned out to be the one message I adopted as a deployed state of mind. So with that simple thought in mind, those of us who were deployed here during the last holiday season adopted Gavin's words as our favorite saying.

Going on a mission? "Hope you make it." Going on leave? "Hope you make it." Going to the restroom? You guessed it: "Hope you make it!"

Gavin's message took root and carried on well past the holiday season. By this summer, many of the Airmen, Soldiers, Sailors, and Marines who originally saw the card had redeployed (They made it!), but the message lived on. The card was taken down

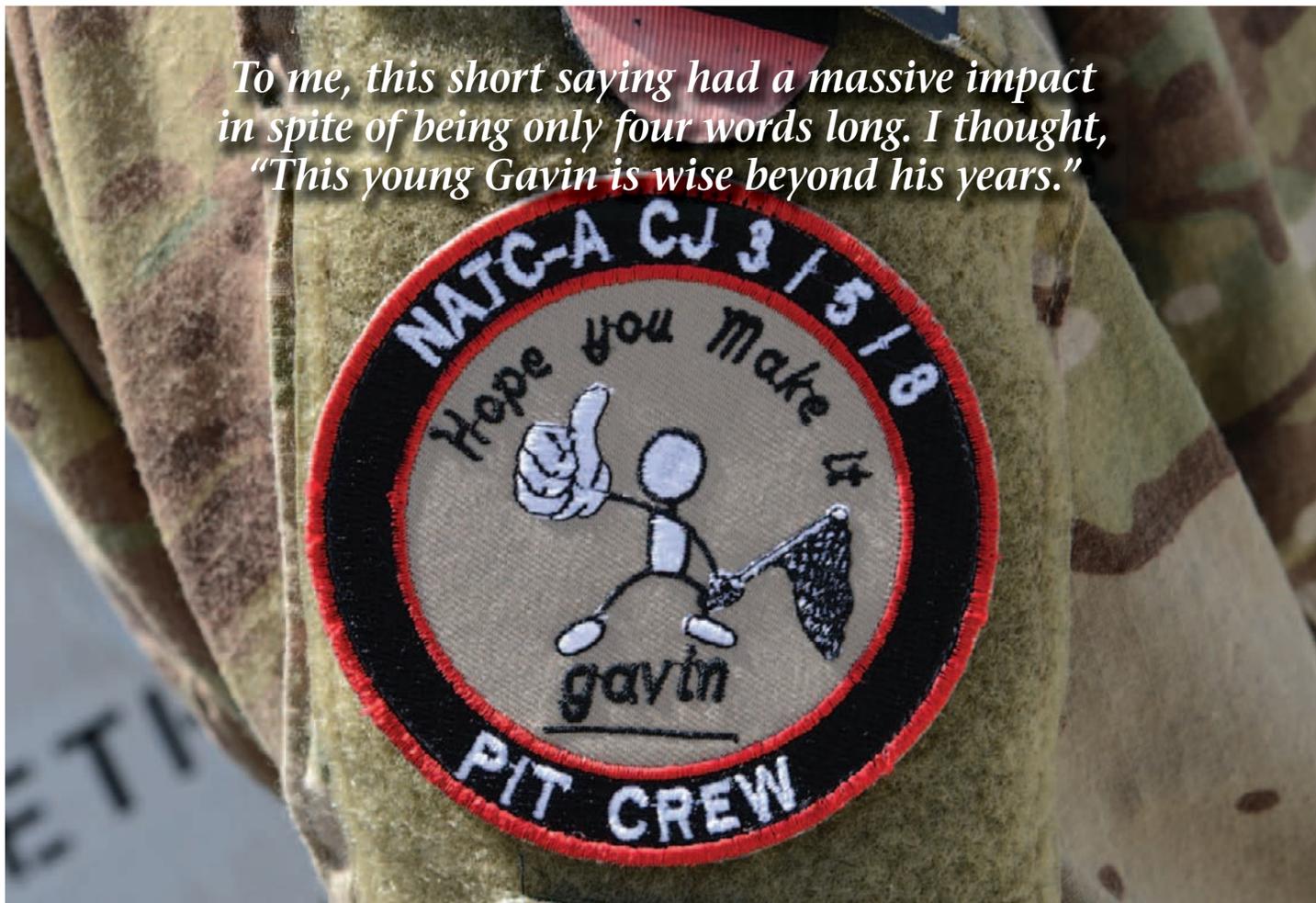
and its whereabouts are unknown. But new teammates now pass along young Gavin's words and are told the tale of its enduring meaning. In fact, the popularity of the saying has grown within our organization and has since been immortalized in the form of posters, coffee cups, and recently uniform "morale" patches. We may not be able to wear them on duty, but you can bet a lot of us have one!

"Hope you make it." What a timeless message from a young American in support of his country's troops in Afghanistan!

I hope to meet Gavin one day and let him know the great joy that his little phrase brought to our happy lot. I know that I and those working with me will not forget this saying. It became a significant part of our deployed life.

And after successfully completing 365 days deployed, all I want to say in conclusion is "THANK YOU, Gavin – "I made it!"

*To me, this short saying had a massive impact in spite of being only four words long. I thought, "This young Gavin is wise beyond his years."*



A popular morale patch crafted from the four-letter note a boy named Gavin sent on a holiday card - "Hope you make it." The boy's note continues to amuse and inspire many deployed members at Forward Operating Base Oqab, Kabul, Afghanistan. (U.S. Air Force photo/Senior Master Sgt. Mike Hammond)



# Where in the World are They?

## 2014 A/TA LOST MEMBER LIST

*\*Denotes Life Member*

Albin, Maj James E\*  
Bailey, James C\*  
Bear, Col Sherman W USAF (Ret)\*  
Bending, Col Michael (Mike)  
Bokkean, CMSgt Peter B (Brad)  
Bond, Langhorne M\*  
Boyle, Maj Karen A\*  
Brady, Lt Col Glenn D\*  
Britt, Maj William J\*  
Brock, TSgt Shaun K  
Brown, Capt Gary W\*  
Cannone, Capt Anthony J  
Carlson, Col Ralph T\*  
Castelli, Lt Col Garry L\*  
Christensen, Capt George M\*  
Christian, Capt Elaine  
Clapsaddle, 1st Lt James R\*  
Clore, Capt William E\*  
Clouden, Maj Marilyn M\*  
Cooper, Col Richard M USAF (Ret)\*  
Copeland, Brig Gen William L USAF (Ret)\*  
Cox, Lt Gen Samuel D (Sam)\*  
Cupp, MSgt William (Will)  
Davenport, Alice (Alice)  
Davidson, Capt Robert A (Bobby)  
Davis, A1C Matthew J (Matt)  
Deluca, Unk John A USAF (Ret)\*  
Desjardins Maj Gen Susan Y USAF (Ret) (Sue)\*  
Diab, Maj Gen Thomas A USAF (Ret)\*  
Dobbins, SSgt Galen (Galen)  
Drell, Unk Hans-Dieter Non-US (Ret)\*  
Dutton, Robert D\*  
Dutton, Ted W\*  
Dyche, Col David D\*  
Eck, SSgt Shane A\*  
Fairfield, Lt Gen John S USAF (Ret)  
Farrier, Lt Col Thomas A\*  
Favorite, TSgt Kyle A (Kyle)  
Feather, Col Paul E (Otto)\*  
Gack, TSgt Steven A (Steve)\*  
Garcia, Joseph A (Joe)  
Garvin, SMSgt Jerry W\*  
Gaudino, CMSgt Stephen J Jr\*  
Gehri, Col Mark J D\*  
Gilmour, Col Gregory  
Grantier, Capt Stephen  
Gray, Brig Gen George A III USAF (Ret)\*  
Grudle, TSgt Joel W  
Gunkel, Maj William F\*  
Harbeck, Lt Col William L\*  
Harris, SMSgt Norzell USAF (Ret)\*  
Heckmann, Charles\*  
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 Tonya  
Kahley, Lt Col Mark A\*  
Kinney, Col George W\*  
Kintzing, Capt Jeffrey K\*  
Knight, Maj David B (Dave)\*  
Knott, Maj Steven D USAF (Ret)\*  
Kornitzer, Col William J Jr\*  
Kruse, CMSgt James S USAF (Ret) (Jim)\*  
LaBenne, Col Raymond J USAF (Ret) (Joe)  
Lambert, Col Charles E\*  
Laughlin, Maj Val J\*  
Leonhard, Capt Christian P (Chris)\*  
Lewis, Capt Michelle\*  
Livingston, Col Jerry D USAF (Ret)\*  
Lobstein, Michael R Jr  
Logsdon, MSgt Kenneth A (Ken)  
Mannon, MG Otis G (OG)  
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\*  
McGough, Col Bobby F\*  
McLoughlin, SSgt Lorraine E\*  
McMillian, Lt Col André A  
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(Chuck)\*  
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Morison, Col Tom O\*  
Morrison, James P\*  
Moser, Brig Gen Alvin J USAF (Ret)\*  
Murakami, Takeshi\*  
Muskus, Lt Col Brian F USAF (Ret)\*  
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Nevin, Sqn Ldr Simon J (Nevs)  
Orrell, Maj Darwin N USAF (Ret\*)  
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Peterson, Patricia\*  
Peterson, Maj Gen Teresa M (Marne)\*  
Pieroth, Karlheinz (Charlie)\*  
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