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AIRLIFT/TANKER QUARTERLY
Volume 21 • Number 3 • Summer 2013

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Airlift/Tanker Quarterly is published four times a year by the Airlift/Tanker Association, 9312 Convento Terrace, Fairfax, Virginia 22031. Postage paid at Belleville, Illinois.

Subscription rate: $40.00 per year. Change of address requires four weeks notice.

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

Airlift/Tanker Quarterly is published for the use of subscribers, officers, advisors and members of the Airlift/Tanker Association.

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Airlift/Tanker Quarterly is quarterly news cycle-dependent and is distributed as follows: Winter: January / February / March; Spring: April / May / June; Summer: July / August / September; Fall: October / November / December [actual distribution dates vary]. The copy deadline for submitted stories, articles, letters, etc., is as follows: Winter: December 30th; Spring: March 30th; Summer: June 30th; Fall [Convention Edition]: August 30th.

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

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PRINTED IN U.S.A.

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On the Cover: A MC-130E Combat Talon I launches multiple flares into a starry twilight sky. A combination of infra-red jammers and flare launchers are fitted to the aircraft in order to defend against heat-seeking missiles. *(A/TQ* Illustration by Collin Bakse).

The Real 1 Percenters

Few things in life have the universal appeal of fireworks. The "Oohs and Aahs" cross the boundaries of language, culture, geography and time. To people all around the world, young or old, rich or poor, fireworks are considered one of the most spectacular forms of entertainment.

Although fireworks themselves are much older, during the 1700s displays began to be become more elaborate and were popular with European royalty. French king Louis XV ordered extravagant displays of fireworks at Versailles, and Russian czar Peter the Great put on a five-hour show after the birth of his son. Meanwhile, in the American colonies settlers used fireworks to mark happy occasions.

America celebrates July 4th as Independence Day because it was on July 4, 1776, that members of the Second Continental Congress, meeting in Philadelphia, adopted the final draft of the Declaration of Independence – essentially saying "enough is enough" to the British monarchy.

The day before, in a letter to his wife Abigail, a signer of the Declaration who would later become the second President of the United States, John Adams, predicted how Americans would celebrate the momentous occasion in years to come, writing – "I believe that it will be celebrated by succeeding generations as the great anniversary festival. It ought to be celebrated by pomp and parade, with shows, games, sports, guns, bells, bonfires, and illuminations from one end of this continent to the other..."

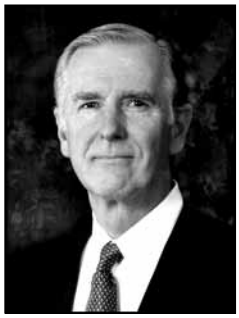
Following its adoption, the Declaration was read to the public in various American cities. Whenever they heard it, patriots erupted in cheers and celebrations.

Congress led the way for the encouragement of fireworks on the Fourth of July by authorizing a display on July 4, 1777, in Philadelphia, a year after the signing of the Declaration. Describing the event, a local reporter wrote, "At night there was a grand exhibition of fireworks, which began and concluded with thirteen rockets on the commons." Another colorful display took place in Philadelphia on July 4, 1779: "In the evening a sett [sic] of brilliant fireworks were exhibited, particularly excellent rockets, which, after ascending to an amazing height in the air, burst, and displayed thirteen stars." Fireworks had become the hallmark of Fourth of July celebrations.

On this recently past Fourth of July, standing out in the backyard with my sweetheart Denise watching fireworks light up the night sky from one end of the horizon to other – some close, some quite distant – all announcing America's independence (for the 237th time) I felt lucky to be an American. And I felt secure knowing that the real 1 Percenters, the 1% of Americans who are currently serving in the U.S. military are on guard, world-wide, looking out for our interests. Thank you *all* for your service to our great nation.

Collin Bakse, editor

Chairman's COMMENTS



Gen Walter Kross
USAF, Ret

Greetings from Destin, Florida—in the heart of A/TA's Special Operations Chapter in the Florida Panhandle. I write this issue's column just as we have officially opened our on-line Registration for this year's Convention and Symposium, our 45th such gathering, at the Marriott World Center, Orlando, Florida, 31 October-3 November.

This year, our convening will be smaller indeed, given Government limits on spending for such events. But this is not the Airlift/Tanker Association's first rodeo (pardon the pun).

We plan to conduct a high quality Convention and Symposium—with all the elements you are used to seeing in recent years. By this, I mean Keynote Speakers including Mobility Air Force officer and senior NCO leaders, super panels, 30 seminars, key awards to Mobility Airmen worldwide, pertinent exhibits in the form of our Technology Exposition, Chairman's Lunch, Chiefs' Breakfast, nightly receptions, our Hall of Fame Banquet, mini-reunions of mobility professionals, our Sunday Heritage Breakfast, and of course, Crud and Golf. All-in-all, you will see an overall agenda you will know quite well.

"We plan to conduct a high quality Convention and Symposium—with all the elements you are used to seeing in recent years…All-in-all, you will see an overall agenda you will know quite well."

In the early 1990s, before the advent of Milair, coming to the Convention was a Permissive TDY affair for many attendees. We are there again. See the AMC/CC's most recent message posted on atalink.org. [message also appears on page 15] to understand the rules of the road this year. Speaking of "road," surface transportation will be the prime method this year for many attendees—solo or in group travel.

In the 1980s, I remember attending many a Airlift Convention as part of the "Contingent from Dover" or the "Second Bus from Andrews." Our Senior Vice President, Lt General John Sams, is in daily contact with our chapter presidents in an effort to identify innovative ways to facilitate group travel for those who wish to attend. So check with your chapter officers for the latest on group travel to Orlando.

This year's gathering is going to focus our speakers, panels, and seminars on air mobility heritage more than we have in the past. For instance, this is the 40th anniversary of Operation Nickel Grass—the Israeli Airlift in support of the 1973 Yom Kippur War—we'll have a panel on that. For our older members—retirees and others who are beyond uniformed service, this year's convention will have more for you than in the past. Still, there will be plenty of emphasis on logistics, sustainment, current operations, and future capabilities—something for everyone.

For the first time, we'll also have two "industry partner" panels centering on the theme of doing business with the Air Force in these challenging times. Also, look for a growing presence of international attendees and several seminars directed at the growth of air mobility capabilities among our allies.

This year we will induct General Ron Fogleman into the Airlift/Tanker Association Hall of Fame, our 25th such induction. General Fogleman served as both AMC and US Transcom Commander, USAF Chief of Staff, and A/TA Chairman—all quite significant. But it is what he has done for Mobility Airmen worldwide and our nation's air mobility that led to his most worthy induction.

Join Us in Orlando—This Year More Than Ever.

President's MESSAGE

CMSgt Mike Reynolds
USAF, Ret

As soon as summer arrives it is gone, which means we are counting the days until the A/TA Annual Convention/Symposium and Technology Exposition held in Orlando this year from 30 October to 3 November. You may notice differences this year, but I can assure you that the Convention will be as productive and fun as always. We thank each and every one of you for your continued support to A/TA and our Convention/Symposium, and we look forward to seeing you in Orlando.

The A/TA Board has selected General Ron Fogleman as the 2013 A/TA Hall of Fame Inductee. This year's group of nominees had very competitive packages, which made for a difficult selection process. We thank everyone that took time to submit an individual they believed to be deserving of this induction, and all certainly deserved being nominated. The Induction of General Fogleman, former Chief of Staff of The Air Force, will take place during our 2013 Orlando Convention. One of the highlights of the HOF Banquet will be the video chronicling Gen Fogleman and Miss Jane's career – should be a grand time for all. We hope to see you there!

We unveiled our 2012 HOF Inductee bust in a ceremony at Scott AFB on 18 July 2013. SSgt Pitsenbarger is the A/TA HOF Inductee for 2012 and a Medal of Honor Recipient. His bust will be on permanent display at the Airlift/Tanker Association Walk of Fame, Scott AFB, Illinois.

Speaking of the Walk of Fame and Scott AFB, I would like to take this opportunity to thank Patti Cost, SMSgt Sean Rix and Desiree Broussard for their great support with the HOF bust unveiling ceremony, and the A/TA Board meeting. Also, I would like to thank SMSgt Rix and the A/TA Huyser Chapter for hosting the A/TA Board at Scott AFB 18-19 July 2013. Big thanks to General Selva and CMSgt Kaiser, and their entire staff for continued support for the A/TA membership and Board.

We realize this is an unusual year with respect to budgets/sequestration and the impact it is having on each of us, but I can assure you that A/TA is planning for a great event in Orlando regardless. Our Program Committee is working very hard to make sure our seminars are educational, informative and enjoyable. And, as a reminder; the HOF Banquet will be one of the highlights when General Ron Fogleman will be inducted into the A/TA Hall of Fame. Mark your calendars – we hope to see you there.

"Powered by Airmen; Fueled by Innovation," is our theme for the 2013 Convention/Symposium and Technology Exposition. Thanks to the wonderful Airmen that make up our force, we have the world's greatest Air Force! Come see innovation at work during our 2013 Convention in Orlando, 30 October through 3 November.

Please enjoy this summer with family and friends and as always, be safe. Please don't forget our men and women serving in harm's way and keep them in your thoughts and prayers.

Load Clear
Mike

Are you going to the 45th Annual Airlift/Tanker Association (A/TA) Convention/Symposium and Technology Exposition in Orlando this year? Why not? Air Mobility Command (AMC) will allow you to take leave or permissive TDY. Don't take my word for it – turn to page 15 or go to www.atalink.org and click on the tab labeled "Convention" on the left hand side of the site. In the center of the page there is a blinking arrow that points to the AMC message.

Col. Dan Penny
USAF, Ret

Your A/TA Board has lowered registration fees for military personnel and members, but you will have to pay your transportation costs. If you decide to attend as a single, i.e. not associated with a chapter, contact Miles Wiley at rooms@atalink.org for a URL to make your hotel reservation. The Program Committee is working hard to develop the same quality seminars, panels and guest speakers we've had in the past. So, I urge you to check with your friends, take a break, come to the convention, and bring the family to Orlando, 31 October – 3 November.

Thanks again to Captain Spurlock from the Golden Bear Chapter, Travis AFB for his comments to your Board regarding the use of the "A/TA App" and his recommendation that the Board use social media to connect with its membership. He proved that one person can make a difference. As of the writing of this article, your A/TA now has the capability to connect 200,000 of our past and present members via Facebook, Twitter, and LinkedIn; so, we really are "Powered by Airmen; Fueled by Innovation," which is our theme for the 2013 Convention/Symposium and Exhibition.

To keep our records free from damage, i.e. rips, tears, mildew, we have digitized the secretary's records, and we're in the process of digitizing each chapter file. If you are interested in obtaining your chapter's original charter documents send me an E-mail at secretary@atalink.org with your Chapter's name, your position in the chapter (President, VP, etc.), and a good snail mail address where I can send your chapter's documents.

Your Board's last meeting before the convention was at Scott AFB, IL. We unveiled the bust of SSgt Pitsenbarger in the Hall of Fame. Our 2013 Hall of Fame selectee is General Ron Fogleman, who will be inducted into the Hall of Fame at our convention in Orlando, FL.

Our Board would not be successful without your help. A shout out to Maj Josh Doty, SMSgt Sean Rix, TSgt Lane Byrum, Desiree Broussard, Patti Cost, and SSgt Nicola Adams or all their support during our meeting at Scott AFB.

Enjoy your summer and your families. Be safe and we'll see you in October in Orlando.

Remember, serving you is our top priority!
Dan

Huyser Chapter

Huyser Chapter Hosts National Board for Pitsenbarger Bust Installation and Summer Board Meeting

Pitsenbarger Bust Installed on Walk of Fame

The Huyser Chapter, Scott Air Force Base, Illinois, hosted the A/TA National Board of Officers for two days in mid-July. Braving the 95°+ heat on Thursday 18 July, Huyser Chapter President SMSgt Sean Rix acted as

General Kross, A/TA Chairman (L), General Selva, AMC commander, (R) and CMSgt Reynold, A/TA President (hidden by cloth), unveil the bust of SSgt William H. Pitsenbarger, the 2012 A/TA Hall of Fame Inductee, on the A/TA Walk of Fame located at Scott AFB, Illinois, (A/TA Photo by Collin Bakse).

emcee for the installation ceremony and unveiling of the bust of A/TA 2012 Hall of Fame Inductee SSgt William Hart Pitsenbarger (July 8, 1944 – April 11, 1966), a United States Air Force Pararescueman who gave his life aiding and defending a unit of soldiers pinned down by an enemy assault in Vietnam. "Pits," as he was affectionately known by his military buddies, was initially posthumously awarded the Air Force Cross in 1966, becoming the first enlisted recipient of the award. His Air Force Cross was later upgraded to the Medal of Honor.

A distinguished contingent of air mobility warriors was in attendance for the unveiling including General Paul Selva, commander Air Mobility Command and his wife Ricki, along with almost the entire A/TA National Board, including former AMC commanders, General Walt Kross, the current A/TA Chairman, and General Arthur Lichte, the next A/TA Chairman. Also in the audience were MajGen "Bagger" Baginski, himself an A/TA Hall of Fame Inductee, and former Chief Master Sergeant of the Air Force Robert D. Gaylor. AMC Command Chief Master Sgt. Andy Kaiser, his wife Debbie, as well as many other esteemed former and current Air Mobility airmen were also on hand for the ceremony.

To begin the ceremony, Sergeant Rix introduced A/TA Chairman Walt Kross whose remarks centered on the "extraordinary and select group" of individuals who have been inducted into the A/TA Hall of Fame. General Kross also pointed to recent necessary minor changes to the Hall of Fame's Induction scoring system that resulted in "extraordinary acts of valor" getting the weight they deserve, saying, "Legacy comes in many forms – Valor is one of them."

General Kross closed his remarks by thanking the audience for attending the ceremony and he then turned the lectern over to General Selva.

General Selva enthralled the audience with a powerful telling of sergeant Pitsenbarger's actions in the jungles of Vietnam, putting special emphasis on the impact that his almost 300 rescue missions have had on innumerable people since Sergeant Pitsenbarger's heroic death. Following General Selva's remarks, SMSgt Rix read aloud the words that appear on the pedestal plaque, as follows:

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.

Airlift/Tanker Association
Hall of Fame Inductee - 2012

The bust of 2012 A/TA Hall of Fame Inductee, SSgt. William H. Pitsenbarger has been installed on a pedestal along the Association's Walk of Fame at Scott AFB, Illinois. The bust of "Pits" was unveiled during a ceremony on 18 July. (A/TA Photo by Collin Bakse).

Following the reading of the plaque, General Selva, along with General Kross and A/TA President, CMSgt retired Mike Reynolds, unveiled the bronze bust by renowned sculptor Jerry McKenna. Sergeant Rix then announced the closing of the ceremony.

Following the ceremony the Huyser Chapter hosted a reception at Scott Air Base's handsomely appointed Essex House. The reception offered the National Board the opportunity to get acquainted with the officers and members of the Huyser Chapter. The Board's summer 2013 was held the following day.

Special Presentation at A/TA Summer Board Meeting

A surprise special presentation was made to A/TA Chairman Walt Kross and A/TA Senior Vice President John Sams at the Association's summer Board Meeting hosted by the Huyser Chapter, at Scott Air Force Base, Illinois, on Friday 19 July.

CMSgt retired Jim Wilton presented them each with an autographed copy of "Guardian Angel," by SMSgt. William F. Sine, USAF (ret), a book highlighting the "Life and Death Adventures with Pararescue, the World's Most Powerful Commando Rescue Force." The books were presented as a "thank you" for the support that Chairman Kross and Vice President Sams provided to the effort to change the scoring system used for Hall of Fame inductions so that a single "extraordinary act of heroism" was afforded the weight such an act deserves. The scoring system tweak assured the 2012 induction of pararescueman SSgt William Pitsenbarger into the A/TA Hall of Fame, or, as Gen Kross had said during the Pitsenbarger bust installation ceremony held the day before, "Legacy comes in many forms – Valor is one of them."

Following the special presentation, the Board held a very productive meeting, ironing out many convention details and taking care of other Association business. One important decision involves providing financial support to Chapters for transportation costs to this fall's Convention/Symposium. The initiative is being directed by A/TA Senior Vice President Johns Sams. Interested Chapter Presidents should contact General Sams at SrVP@atalink.org. ■

A/TA Board of Advisors member CMSgt. Jim Wilton, USAF ret, (C), chats with A/TA Chairman. Gen Walt Kross, USAF ret, (R) and A/TA Senior Vice President, LtGen John Sams, USAF ret (L) following his presentation to them of autographed copies of the book "Guardian Angel" by SMSgt. William Sine, USAF ret. The presentation was a "thank you" for their support of the nomination of 2012 Hall of Fame Inductee, William Pitsenbarger. (A/TA photo by Collin Bakse).

Cover
STORY

Into the Light of a Dark, Black Night

Last Air Force MC-130E Combat Talon I's Retire

This article is a compliation of stories
by Tech. Sgt. Samuel King Jr., 919th Special Operations Wing Public Affairs,
Staff Sgt. Sarah Martinez, 1st Special Operations Wing Public Affairs, and
Tech.Sgt. Kristine Dreyer, 353rd Special Operations Group

Air Force Combat Talons Fly for Last Time

The Air Force's last MC-130E Combat Talon I's spread their wings for their last sortie before retirement from their home at Duke Field, Florida, on 15 April 2013, and were then officially retired in a ceremony there on 25 April. April 25th commemorates the 33rd anniversary of the Desert One mission to free the Iranian Hostages - several of the MC-130E's at Duke Field took part in that mission.

"This is an emotional and historic day for the Airmen of the 919th Special Operations Wing," said Col. Andy Comtois, 919th SOW Commander. "Since our inception, the 919 SOW has primarily been a C-130 wing and, for almost 20 years, a Combat Talon wing. We will miss these great warbirds."

The four Talons took off as two two-ships carrying more than 40 of the Wing's Airmen who had a long association with the Talon I's and wanted to be a part of the historic final flight.

"I was glad we were allowed to be a part of it," said Tech. Sgt. Lora Huett, of the 919th Force Support Squadron. "The best part was when they opened up the ramp and took people back to sit on it. It was a beautiful view."

Chief Master Sgt. Tom Mason, the wing's new command chief, flew his last mission as a loadmaster on Aircraft 64-551. The chief had transitioned to the loadmaster career field when the Talons arrived at Duke in 1995.

"I've had many great missions over the years both at home and in war," said Mason. "I don't know that I could have planned a more honorable way to end my career as an enlisted aviator than with the last flight of the mighty Combat Talons."

Aircrew from the 919th Special Operations Wing admire their aircraft, the MC-130E Combat Talon I, in flight one last time on 15 April 2013 during its final flight before retirement. (U.S. Air Force photo/Tech. Sgt. Samuel King Jr.)

The final flight and the retirement of the Talons are large steps in the continuing transition to the new Aviation Foreign Internal Defense mission for Air Force Special Operations Command. More than five of the wing's new aircraft, the C-145A, already populate the Duke flightline.

"As our future mission emerges, we must say goodbye to the past," said Comtois. "The sun has set on the Talon mission. The 919th looks forward to a new aircraft and a new mission. Our Citizen Air Commandos are more than ready and capable to take on this new challenge."

The MC-130E made its first Air Force flight in 1966 and has taken part in every major U.S. conflict since. The Talon's primary mission was to provide infiltration, exfiltration, and resupply of special operations forces and equipment in hostile or denied territory.

The airframe's secondary missions included psychological operations and helicopter and vertical lift air refueling...

"Today we say goodbye to a trusted friend, more than a machine to those who flew her, but a faithful and reliable partner..."

—Maj. T. J. Kollar

Air Force Bids Farewell to Combat Talon I

"Blackbird fly...into the light of a dark, black night."

The Beatles somber, fitting refrain closed the MC-130E Combat Talon I's retirement ceremony at Duke Field, Florida, 25 April, completing the "Blackbird's" almost 50-year career with the U.S. Air Force.

The 919th Special Operations Wing hosted the ceremony as owner of the last five Air Force Talon Is. The aircraft were aligned for viewing and adorned with American flags for the ceremony. The birds took flight only once more when they left for the "boneyard" at Davis-Monthan Air Force Base, Arizona in May.

"Today we say goodbye to a trusted friend, more than a machine to those who flew her, but a faithful and reliable partner. You have served well, my friend, and we are grateful for your nearly 50 years of service," said Maj. T. J. Kollar, a 711th Special Operations Squadron Electronic Warfare Officer, during the invocation.

The Eglin Honor Guard presents the colors in front of an MC-130E Combat Talon I during the airframes retirement ceremony at Duke Field, Florida, on 25 April 2013. Aircrew, maintainers and many others turned out to remember and bid farewell to the Talon I on its official retirement from the Air Force. The last five Talons, located at Duke Field, were later delivered to the "boneyard" at Davis-Monthan Air Force Base, N.M. (U.S. Air Force photo/Tech. Sgt. Samuel King Jr.)

A large crowd turned out to the little base to pay respect and remember the Talon I on the 33rd anniversary of the Operation Eagle Claw mission to the Desert One landing site, an attempt to rescue American hostages in Iran. The lead aircraft on that mission, Aircraft 64-0565, was parked at the hangar doors and served as a backdrop for the ceremony.

Retired Col. Ray Turczynski, a former 1st Special Operations Squadron commander and a pilot on the second Talon to land at Desert One, recounted the story of the mission that revitalized special operations after Vietnam.

In April 1980, air crews from the 1st Special Operations squadron participated in Operation EAGLE CLAW, an attempted rescue of American hostages in Iran. MC-130E aircraft from the 1st were deployed from Kadena to Masirah Island, off the East coast of Oman April 15, 1980. Nine days later, three MC-130E and four EC-130 aircraft departed Masirah Island for Iran. All three Combat Talon I aircraft used during the operation were assigned to the 1st SOS. After penetrating Iranian airspace the aircraft encountered an unexpected sand storm known as a haboob, all seven aircraft flew through the storm and arrived at Desert One, a refueling/staging site. The same could not be said of the eight Navy RH-53D Sea Stallion helicopters that launched from the USS Nimitz. The helicopters were in trouble after flying through the haboob at low level. The mission required six operational helicopters to continue on from Desert One to complete the mission; only five of the six helicopters that landed at Desert One were mission capable, and the operation was aborted. While repositioning aircraft to take on fuel for the return trip, a RH-53D crew became disoriented and struck an EC-130E. The ensuing crash killed eight service members with others suffering serious burns. The remaining helicopter assets were ordered to be abandoned at Desert One. The wounded and helicopter crews were loaded onto the remaining fixed wing aircraft and flown to safety. The aborted mission ended in tragedy, but the failure at Desert One served as a catalyst for reshaping special forces capabilities.

It was standing-room-only during the MC-130E Combat Talon I retirement ceremony at Duke Field Florida on 25 April. Aircrew, maintainers and many others turned out to remember and bid farewell to the Talon I on its official retirement from the Air Force. (U.S. Air Force photo/Tech. Sgt. Samuel King Jr.)

When the Combat Talons returned to Masirah, Oman, after the Desert One landing, a group of British military personnel brought the dejected Combat Talon aircrew members a case of beer with the following inscription hand-written on the package: "To you all, from us all, for having the guts to try." That motto became the impetus for the rebuilding of special operations forces in the U.S. military, and is the true legacy of all Combat Talon members past and present, according to Turczynski.

Surrounded by pictures, mementos and displays, including a Fulton Recovery System, Lt. Col. Tom Miller, the master of ceremonies for the retirement, explained the various nicknames the Talon had earned through five decades. They were the Praetorian Starship, Chariot of Armageddon, Blackbird, Stray Goose and the Pterodactyl.

Retired Col. Lee Hess, former commander of the 1st SOS as well as other SO positions and a Talon pilot, read statements from former pilots and active commanders, who wanted to honor the warbird.

"Though it is time for engine shutdown, our Talon I mission is not done, for in us lives a legacy of fights yet to be won," said Maj. Gen. Brozenick, the commander of Special Operations Command Pacific, in a statement read by Hess.

After reading the statements, Hess saluted "the guys who made it happen" – the maintainers and all of the support people; that comment brought the crowd to its feet with applause.

The keynote speaker, retired Maj. Gen. James Hobson, a Talon pilot and former commander of Air Force Special Operations Command, reminisced about the "good old days" and the early career of the Combat Talon. He also told his story of airdropping troops into Grenada during Operation Urgent Fury.

Lt. Col. Daniel Flynn, Commander of the 711th SOS, spoke about the 919th SOW's role with the historic aircraft from Operations Enduring and Iraqi Freedom to humanitarian missions after Hurricane Katrina and the Haiti earthquake. The 919th SOW will leave its 40-year C-130 mission behind and transition to an Aviation Foreign Internal Defense mission flying C-145A Skytrucks.

"Thank you for always bringing us home safely," said Kollar. "Take your leave. You've earned your rest."

The Combat Talon I flew its first combat missions in 1966 and since has participated in all major U.S. conflicts. The newer

MC-130H Combat Talon II, and the MC-130J Commando II, will carry on its legacy and mission of infiltration, exfiltration, and resupply of special operations forces and equipment.

"All your life, you were only waiting for this moment to be free. Blackbird fly."

Maintainers Prep Planes for Final Resting Place

Events over the past few years serve to highlight the emotional impact of retiring the venerable "Blackbirds." In the Spring of 2010 seven aircraft maintainers acted as "morticians" as they prepared four historic MC-130E Combat Talons for decommissioning and their flights to their final resting places.

Airmen from the 919th Special Operations Wing spent three weeks at Gowen Field, Idaho, to give the birds "last rites" and ensure they could fly one final mission.

Two of the last five MC-130E Combat Talon Is sit on the Duke Field, Florida, flightline adorned with American flags for the aircraft's retirement ceremony 25 April. Aircrew, maintainers and many others turned out to remember and bid farewell to the Talon I. (U.S. Air Force photo/Tech. Sgt. Samuel King Jr.)

"It is sentimental for us to see them go," said Chief Master Sgt. Ken Potter, flight chief for the crew. "It will be a sad day when they're gone, but at least it was us who got to send them out."

The chief's seasoned and diverse crew of technicians had aircraft knowledge and experience to spare. All but one had more than 30 years in the military, and every one had at least 10 years working with C-130s.

Like the Talons, the maintainers were in the twilight of their Air Force careers as well. Some of them had maintained or had connections to these particular aircraft, so they wanted to see them through to the end – even planning to ride out on the last official flight.

Senior Master Sgt. Randy Usher spent his entire 31-year career as a C-130 maintainer. Senior Master Sgt. Bill "Mac" McAnelly also had 31 years maintaining C-130s and served as crew chief for one of the planes, tail No. 567, for six years during its time at Duke Field.

"I've sent three aircraft to the boneyard to get chopped up," said Sergeant McAnelly, a 36-year veteran. "I just wanted to be involved with this one going to a museum. I'd get to take my grand kids and say that was my plane."

The team was joined by a second crew of four Airmen from the 179th Airlift Wing, an Air National Guard unit from Mansfield, Ohio. The 179th Maintenance Group was chosen because of its evolving mission status and was considered a "first source" for C-130 maintenance assistance, according to the team.

The dichotomy of the youthful airlift wing and older special operations wing crews along with the aged aircraft added extra context to this significant event, representing almost 50 years of the Air Force. The Talons - tail Nos. 785, 555, 572 and 567 - were assembled and put into service in the mid-1960s. Members of the 919th crew began their careers in the early '80s, while most of the 179th crew joined the Air Force in the new millennium.

To retire the "old birds," the team had to ensure the Talons were still airworthy. Each aircraft had to undergo a thorough inspection, including full engine runs, tows, power-ups and refuels. As part of the 2005 Base Closure and Realignment Commission report, the Talons transferred to the 124th Wing at Gowen Field in 2007 but as of 2010 were still considered 919th inventory. The Talons had only flown once in the three years at Gowen Field.

"Considering how little they were used, they weren't in bad shape," Chief Potter said. "With the exception of a few birds' nests and leaks, they were OK."

The team put the four Talons through their paces, so when their time came the Talons could return to the sky, for one final mission.

"These are dependable, hard-working aircraft," the chief said. "It's a shame they can't continue for another 20 years."

Although dependable, a few of the Talons were known for their quirks and had developed a temperament, according to those who kept them up. When it came time for them to go, some fought it. No. 785, the first to go, was the oldest of the four. She saw action in Vietnam, Operation Enduring and Iraqi Freedom.

"No. 785 did not want to go," said Senior Master Sgt. Al Hudson, a 30-year veteran with 20 years experience on C-130s. "It was like she knew she was going first, and she wasn't ready."

The maintainers eased her pain (a fuel cell issue), and she took flight 4 May for Davis-Monthan Air Force Base, Arizona.

The next to go was No. 555, also called "Triple Nickel" or "Lady in Black." All the maintainers had stories of her. No. 555 was part of history, flying the last successful surface-to-air recovery system training exercise in Liberia.

Although dependable whenever called upon, she was also known to be temperamental. When her time came on 5 May, a hydraulic and fuel problem delayed her date with destiny, but, eventually, before the snow clouds rolled over the mountains north of the base, she also departed.

Col. Michael T. Plehn, 1st Special Operations Wing commander, and Col. Anthony J. Comtois, 919th Special Operations Wing commander, unveil two plaques containing background information on the MC-130E Combat Talon I, tail number 64-0567, and on all MC-130E Combat Talon I aircraft, May 6, 2011, Hurlburt Field, Fla. The event was part of a ceremony to dedicate the aircraft to the Hurlburt Field Airpark. (U.S. Air Force photo by Airman 1st Class Caitlin O'Neil-McKeown/RELEASED)

C-130s have been a part of the 919th SOW since 1971, and Combat Talons have been the wing's primary aircraft for 15 years. The maintainers said it wouldn't have been right for just anyone to send them off.

"We continued that heritage of the C-130 community when we inherited the Talons, after the gunships," Chief Potter said. "The aircraft and its maintainers - we're a dying breed."

When 7 May arrived Nos. 567 and 572 were to make their exit. While the other Talons' journey ended in Arizona, No. 567 headed back home to Florida, back to Air Force Special Operations Command where it served for more than 30 years. Its final resting place: the AFSOC air park to be viewed and remembered forever.

Hurlburt Hosts Dedication Ceremony for Talon I Static Display

On 6 May 2012 hundreds of Hurlburt Field Airmen and guests gathered at the base airpark for a dedication ceremony that honored and reflected on the accomplishments of a 47-year-old MC-130E Combat Talon I (64-0567).

"Her time for action has come and gone," said Col. Daniel Zook, 1st Special Operations Wing vice commander, in regards to the

aircraft, which was retired from the Air Force 7 May 2010. "May she always bear witness to those who have the guts to try."

Every aircraft in the military has a story to tell and the MC-130E Combat Talon I (64-0567) is no different.

The Air Force developed the MC-130E Combat Talon I (64-0567) in 1964, and throughout the years it made history over and over again.

For starters, in 1965, the aircraft became one of the first models modified with the Fulton Surface-to-Air-Recovery-System, which is used for retrieving persons on the ground.

But modifications weren't the only things this aircraft was known for; it also played a key role in a number of historical missions. For example, on Nov. 26, 1979, the crew of tail number 64-0567 conducted the first fixed-wing air land flight while using night-vision goggles. And during Operation Just Cause in 1989, the aircraft carried the notorious drug lord, Manuel Antonio Noriega, to Miami to be put on trial for his crimes.

After many years of service and 21,336.5 flight hours, the aircraft took its final flight from Boise, Idaho to its final resting place at Hurlburt Field, where it displays the same paint scheme it had during its 1980 Eagle Claw mission.

"I loved flying this aircraft," Colonel Zook said. "I will forever enjoy seeing her here."

Bringing her here was no small task on its own. Between the crew that flew her last flight, the engineers who planned her move from the flightline to the airpark, and the contractors that coordinated with the historians to give her a fresh coat of paint, dozens worked together to make the dedication possible.

"My guys understand the importance of the preservation of this aircraft so that it can be viewed by past, present and future generations of Airmen," said Master Sgt. Bradly Masters, 1st Special Operations Electronic Maintenance Squadron flight chief.

The ceremony ended with an unveiling of two plaques with the history of the MC-130E Combat Talon I (64-0567), or as some knew her, "Wild Thing."

Aircraft 64-0523"Godfather" lifts off for its final flight 22 June 2012 at Duke Field, Florida. The final flight landed at Cannon Air Force Base, N.M., where 0523 became a static display at the base's airpark. The aircraft has the distinction of leading the Air Force's assault force during the Son Tay Raid to rescue prisoners of war in Vietnam in 1970. (U.S. Air Force photo/Tech. Sgt. Samuel King Jr.)

'Son Tay' Talon Flies Into History

On 22 June 2012, after more than 23,500 hours of flight and approximately 47 years in service, the MC-130E Combat Talon I known as the "Godfather" took off from Duke Field, Florida, and soared into history for its ultimate mission.

The aircraft with the tail number 64-0523 took off for its final resting place –the special operations airpark at Cannon Air Force Base, New Mexico.

"It's always sad to see these significant aircraft retire," said Col. Anthony Comtois, the 919th Special Operations Wing commander. "There's so much history behind these old birds, not just for our wing, but for both special ops and the Air Force. They've been a part of the Air Force's involvement in every major conflict for the last 40 years."

U.S. Air Force Chief of Staff Gen. Norton Schwartz flies an MC-130E Combat Talon I during his last flight as an active duty officer near Hurlburt Field, Fla., on July 12, 2012. Schwartz and the MC-130E Combat Talon I crew conducted a local training sortie during the mission. (USAF courtesy photo).

The Godfather was one of four Combat Talons retired from Duke Field in 2012 as the 919th SOW began its transition toward its new aviation foreign internal defense mission.

"Change is always difficult, but it's a good thing," said Comtois. "Our wing is continuing to transform and grow to support the special ops mission."

More than 40 Airmen and retirees with connections to 0523 lined the flightline area to see the Godfather off. The aircraft's nickname came about just after it arrived here in 2000. Duke Airfield was the last of four bases 0523 was stationed at through the years.

"There were four of us who were maintaining it when it first arrived," said Rick Andreozzi, the crew chief of 0523 for nine and a half years and who gave the Talon its iconic name. "We all came from New England and had Italian heritage...that's how the name came about."

Of the many combat sorties in which the Godfather took part, one will always be remembered as part of special operations history.

On 21 August 1970, 0523 flew lead on the Air Force assault force that brought Army Special Forces Soldiers to Son Tay to raid a prisoner-of-war camp and rescue any detainees. Prior to the raid, the Soldiers involved trained for the mission at Duke Field.

"We weren't making war, but leading a humanitarian mission deep into the heart of the enemy," said William Guenon Jr., the retired Air Force pilot who flew 0523 on the Son Tay raid mission 42 years ago.

Although no POWs were recovered in the raid, the mission forced North Vietnam to gather POWs in fewer locations to prevent similar raids, making POW communication and organization easier. POW morale was said to have soared after word of the raid reached other camps. Later, one POW recalled that "...the Son Tay rescue attempt dispelled all doubt: We were not forgotten; our country cared."

The Son Tay raid was one of the most complex and dangerous missions of the Southeast Asia war. It laid the groundwork for future joint forces operations by serving as a model of organization, cooperation, and flexible execution, according to National Museum of the Air Force documents.

The mission "is a permanent reminder for one faced with an impossible mission, to know it can be done with proper planning, training, and execution," said Guenon. "Hopefully it will serve to inform, motivate and even inspire others to achieve that special goal."

CSAF's 'Fini Flight' a Ride of Remembrance

On 12 July 2012, when then Air Force Chief of Staff Gen. Norton Schwartz climbed aboard the MC-130E Combat Talon I at Hurlburt Field, Florida, for his last flight as an active duty officer, he immediately began to reminisce on his flying career with special operations and the C-130 Hercules community.

"This is more than a little sentimental for me to be back in this seat again," the general said. "It's a special privilege to complete my flying career on this aircraft."

MC-130E/H COMBAT TALON I/II

Mission

The MC-130E Combat Talon I and MC-130H Combat Talon II provide infiltration, exfiltration, and resupply of special operations forces and equipment in hostile or denied territory. Secondary missions include psychological operations and helicopter and vertical lift air refueling.

Features

Both aircraft feature terrain-following and terrain-avoidance radars capable of operations as low as 250 feet in adverse weather conditions. Structural changes to a basic C-130 include the addition of an in-flight refueling receptacle and strengthening of the tail to allow high speed/low-signature airdrop. Their navigation suites include dual ring-laser gyros, mission computers, and integrated global positioning system. They can locate and either land or airdrop on small, unmarked zones with pinpoint accuracy day or night.

An extensive electronic warfare suite enables the aircrew to detect and avoid potential threats. If engaged, the system will protect the aircraft from both radar and infrared-guided threats.

Both the MC-130E and MC-130H are equipped with aerial refueling pods to provide in-flight refueling of special operations forces and combat search and rescue helicopters and vertical lift assets.

The primary difference between the MC-130E and MC-130H involves the degree of integration of the mission computers and avionics suite. The Combat Talon I was conceived originally and developed during the 1960s, and although extensively upgraded in the 1980-90s it still features analog instrumentation and does not fully integrate the sensors and communications suites. The Combat Talon II, designed in the 1980s, features an integrated glass flight deck which improves crew coordination and reduces the crew complement by two.

A snow-covered C-130 sits on the ramp at Bagram Air Base, Afghanistan, as deployed 711th Special Operations Squadron members of 'Daddy 05' return from a medical evacuation in 2009. Due to heavy snowstorms and poor visibility, the Duke Field reservist aircrew had to receive a waiver just to land. The medical evacuation mission was a success in that all the critically wounded passengers survived after suffering injuries from a suicide bomber. (Photo still from U.S. Air Force video source)

Background

The MC-130E Combat Talon first flew in 1966 and saw extensive service in Southeast Asia, including the attempted rescue of Americans held at the Son Tay prisoner-of-war camp in 1970. Also, the MC-130E landed in the Iranian desert in April 1980 in support of Operation Eagle Claw, the attempt to rescue American hostages held by Iran.

The MC-130E saw combat in Grenada in 1983, delivering U.S. Army Rangers to Point Salinas Airfield in the opening moments of Operation Urgent Fury, and subsequently performing psychological operations leaflet drops. In 1989 they led the joint task force for Operation Just Cause in Panama, helping to seize the airfield at Rio Hato.

In 1990, MC-130Es were employed in Operation Desert Storm, where they dropped 11 BLU-82 15,000-pound bombs and more than 23 million leaflets in a highly effective effort to encourage Iraqi soldiers to surrender. They also conducted numerous aerial refuelings of special operations helicopters with combat search and rescue operations.

The MC-130H Combat Talon II first arrived at Hurlburt Field, Florida 29 June 1992, and after acceptance testing, began official flying operations 17 October 1992. Since then, the MC-130H has played a vital role in AFSOC operations. Some of the aircraft's highlights include the evacuations of non-combatant Americans and other civilians from conflicts in Liberia in 1996. Also, in 1998, a Combat Talon II aircrew was awarded the Mackay Trophy for the involvement in the evacuation of civilians from the Republic of the Congo (1997); and they participated in combat operations in the Balkans during Operation Allied Force.

In 2001, MC-130Hs were employed to seize an airfield in southern Afghanistan delivering U.S. Army Rangers to commence ground operations in Operation Enduring Freedom and later in 2003, the MC-130H was the first US aircraft to land at Bagdad International to initiate missions supporting Operation Iraqi Freedom. Since Oct 2001, both aircraft have been used extensively in Operation Iraqi Freedom, Operations Enduring Freedom and Operation Enduring Freedom-Philippines, in a variety of roles.

A day after Christmas 2004, an earthquake measuring 9.1 on the Richter scale occurred in the Indian Ocean generating a tsunami that killed over 275,000 people throughout the region. The 1st SOS and 17th Special Operations Squadron flew nearly 1 million pounds of relief supplies and cargo to support recovery and aid efforts. The flying squadron's ability to land on short unprepared strips helped distribute over 600 aid workers into some of the hardest to reach areas.

On 26 September 2008, members from the 1st SOS, 320th STS, and the 18th Wing's 31st Rescue Squadron conducted a complex rescue operation at night in order two save two mariners who were injured in crane accident aboard a cargo vessel, the Occam's Razor. A joint team of pararescuemen and combat controllers were flown to the vessel situated 750 nautical miles from Guam onboard a MC-130H Combat Talon II from the 1st SOS. Both men were evacuated to a Hospital on Guam.

The 1st SOS currently operates MC-130H Combat Talon II aircraft. The 1st has been an active participant in the Global War on Terrorism. The squadron served in Operation IRAQI FREEDOM and consistently deploys aircrews to augment Combat Talon II squadrons serving in Operation ENDURING FREEDOM. ■

During a visit to Hurlburt Field to meet with Airmen and Air Force Special Operations Command leadership, Schwartz joined an MC-130E crew on a local training sortie, which served as Schwartz's "fini flight" in the Air Force.

The MC-130E he flew, No. 64-0568, belongs to the 919th Special Operations Wing, an Air Force Reserve wing at Duke Field, Florida. Schwartz, who piloted No. 568 on a memorable but arduous mission in 1982, said the aircraft holds a special place in his heart. Before boarding, he stopped and saluted the aircraft, which along with the general is also scheduled for retirement.

Many of the flight crew for the mission had either flown with him or served under him during his special operations tours. The flight engineer, Chief Master Sgt. Tyler Outten, flew with him when he commanded the 36th Tactical Airlift Squadron at McChord Air Force Base, Washington, in 1987.

"It's very special to have you here for this final flight, Tyler," Schwartz said over the radio before the takeoff. "It's amazing thinking about those fun times. Who would've thought we'd have ended up the way we did?"

Outten said he was thrilled to engineer one more flight for his former commander.

"It was an honor and a privilege to fly the general's fini flight," Outten said. "I consider him one of the most respected men to wear the uniform. He has been an overarching influence to me and many other Airmen over the years. He's a class act."

Between an airdrop and an aerial refueling of a CV-22 Osprey over the Gulf of Mexico, Schwartz and the crew shared stories and memories over the radio, remembering the "good ol' days." The general said jokingly that it had "been awhile" since he had seen that Combat Talon control panel he knew so well.

Lt. Col. Thomas Miller, the co-pilot for the flight, said Schwartz knocked the rust off quickly and got down to the mission at hand.

"In his early years, General Schwartz was highly regarded as an outstanding Combat Talon pilot, and he was able to regain those same flying skills within a matter of minutes," Miller said. "I was very impressed with his ability to adapt to mission changes. It was a true honor for all of us to share that last flight with him."

The training flight ended with three touch-and-goes before returning to the Hurlburt Field runway where Schwartz's wife Suzie and a group of well-wishers waited. Upon exiting the Combat Talon, Schwartz received the ceremonial "hose down" before greeting his old friends and colleagues, many of whom still live in the local area. Even though he had just completed the last flight hours of his 39-year Air Force career, afterward the general was all smiles.

"To have the opportunity to join this outstanding crew on their training sortie, for one last flight while in the Air Force, was truly special," Schwartz said. "They are true professionals dedicated to their country, and like all our Airmen, I will always be proud to have served alongside them."

Members of the 1st Special Operations Squadron pose with a wreath that was dropped from a U.S. Air Force MC-130H Combat Talon II special operations aircraft to memorialize Stray 59 at Clark Air Field, Philippines, on 27 February 2013. Stray 59 was a 1st Special Operations Squadron U.S. Air Force MC-130E Combat Talon I special operations aircraft that went down in 1981 over Subic Bay, Philippines, during a training mission. (U. S. Air Force photo/Tech. Sgt. Kristine Dreyer)

U.S. Air Force Senior Airman Dan Stearns, 1st Special Operations Squadron Loadmaster, salutes the crash site of Stray 59 over Subic Bay, Philippines, 27 Februrary 2013. (U. S. Air Force photo/Tech. Sgt. Kristine Dreyer)

Air Commandos Remember STRAY 59

No matter how painful it is to remember or how easy it is to forget, one special operations squadron makes it a priority each year to remember its heritage and to honor those before its members now who paid the ultimate sacrifice.

As an annual salute to their fallen comrades, a crew from the 1st Special Operations Squadron, 353rd Special Operations Group at Kadena Air Base, Japan, returned to the crash site of STRAY 59 on 26 February 2013 to drop a wreath in honor of the eight crew members and 15 passengers who were killed 32 years ago off the coast of the Philippines.

"It's important to look toward your heritage," said Capt. David Monico, 1st SOS navigator. "We look toward the future a lot in the Air Force, but it is also important to go backward and see the people who have come and to honor those who have given their lives for the cause."

On 26 February 1981, after completing 12 missions during a 16-day exercise hosted by the U.S. Navy SEALS, the crew of an MC-130E with the call sign STRAY 59 began its final mission to extract a joint multinational special forces team from Naval Air Station Cubi Point, Philippines.

With no indication of problems with the aircraft, the STRAY 59 crew made a call to the ground radio station to report normal operations six minutes into the flight. Minutes later, a local fisherman saw the 1st SOS Combat Talon I hit the water and explode. The crash left one survivor, the electronic warfare officer, who was thrown from the aircraft and rescued by a fisherman.

The aircraft sank 250 feet shortly after hitting the water, leaving little physical evidence for an investigation.

The crash that took 23 lives may have left the small Talon community with unanswered questions of how the accident happened, but there is no question concerning why STRAY 59 will forever hold an important place in 1st SOS history.

"It's a dangerous business that we work in," said Staff Sgt. Jerred Sevold, 1st SOS loadmaster. "To be a participant in a ceremony like this just reminds me of the danger of our job and what it is that we are ultimately here to do."

The 1st SOS members lost 26 February 1981, during the STRAY 59 crash were Maj. James Kirk, aircraft commander; Capt. Norman Martel, pilot; Capt. Thomas Patterson, navigator; Capt. Gregory Peppers, navigator; Tech. Sgt. Stephen Blyler, radio operator; Tech. Sgt. Barry Chumbley, loadmaster; Tech. Sgt. Gary Logan, loadmaster; and Staff Sgt. John Felton, flight engineer.

The 15 passengers lost were: From the U.S. Air Force, Senior Airman David Bingaman, Senior Airman Glenn Bloomer, Senior Airman James Bach and Airman First Class Kyle Wells. From the U.S. Army, Sgt. 1st Class Danny Janecki, Staff Sgt. Patrick Estel, Staff Sgt. Davis Hagen and Sgt. Bryan Broadwater. From the Philippine Navy, Radioman Petty Officer 3rd Class Rodrigo Penol and Seaman Manuel Dumo. From the Australian Army, Sgt. Ewen Miller, Sgt. Murray Tonkin and Signalman Gregory Fry. From the New Zealand Army, Warrant Officer 2nd Class Dave Heywood and Sgt. Dennis Terry. May they all, along with the Talon I, rest in peace. ■

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Office Address:

❑ Org Name _____

Job/Duty Title _____

❑ Street Address _____

City _____ ST ___ ZIP+4 _____

❑ Phone _____ ❑ Email _____

Would you like a Membership Card:

❑ Yes ❑ No (saves time/postage)

Membership Types and Dues Schedule:

❑ Subscription Only $40.00
❑ Annual Full Membership $40.00
❑ 3-Year Membership $110.00
❑ Full-time Student Membership ..... $15.00†
❑ Life Membership $500.00
■ Industry Partnership (contact ata@atalink.org) ..... $1500.00‡

†ROTC/H.S./College ‡Not this form – for info only.

Payment:

❑ VISA/Mastercard

Card # _____

Expiration _____

❑ Check (No Cash / No AMEX)

Make check payable to:

Airlift/Tanker Association
9312 Convento Terrace
Fairfax, VA 22031
Phone: 703- 385-2802 • Fax: 703-385-2803
Email: ata@atalink.org

**SSN Last-4 is used exclusively by the database to ensure your data and payment info is recorded correctly by the registrar. It will not be listed or used for any other purpose.*

CUT ALONG DOTTED LINE – MAIL TO ADDRESS ON FORM

Join Today!
For faster service use www.atalink.org to join on-line.

45th Annual Airlift/Tanker Association Convention/Symposium & Technology Exposition

Marriott World Center • Orlando, Florida

30 October - 3 November

Mobility Air Forces: Powered by Airmen Fueled by Innovation

A/TA★2013

Mark your calendar for 2013's premier Air Mobility Event!

EVENTS OVERVIEW
Due to on-going planning all events and times are subject to change.

	MORNING	MID-DAY	AFTERNOON	EVENING
Wednesday, October 30th	EARLY ARRIVAL ACTIVITIES – EVENTS TO BE DETERMINED			
Thursday, October 31st	GOLF TOURNAMENT REGISTRATION & BANQUET SEATING RESERVATIONS		A/TA MEMBERSHIP MEETING A/TA CHAPTER REP MEETING EXPOSITION AREA OPEN 2-5 P.M.	OPENING RECEPTION IN THE TECHNOLOGY EXPOSITION AREA HOSPITALITY SUITE CRUD TOURNAMENT
Friday, November 1st	TECHNOLOGY EXPOSITION ACTIVITIES REGISTRATION & BANQUET SEATING RESERVATIONS Rolls & Coffee SEMINARS Award Presentations	Lunch SEMINARS Award Presentations		A/TA RECEPTION IN THE TECHNOLOGY EXPOSITION AREA HOSPITALITY SUITE CRUD TOURNAMENT
Saturday, November 2nd	TECHNOLOGY EXPOSITION ACTIVITIES REGISTRATION Rolls & Coffee SEMINARS Award Presentations	Lunch SEMINARS Award Presentations	COCKTAIL RECEPTION A/TA HALL OF FAME BANQUET	HOSPITALITY SUITE
Sunday, November 3rd	FAREWELL BRUNCH AIR MOBILITY LEADERSHIP VIDEO YL & YL Alumni Meeting			

PROFESSIONAL DEVELOPMENT SEMINARS

AWARDS PRESENTATIONS

AIR MOBILITY TECHNOLOGY EXPOSITION

ANNUAL MEMBERSHIP MEETING

HALL OF FAME BANQUET

SPECIAL RECEPTIONS

AND MUCH MORE!

Check the "Convention" section at atalink.org for Registration Opening annoucement and on-line registration. Rules of Engagement & Registration Form will appear in the Summer edition of A/TQ.

Convention Information Contacts:

Hotel Room Reservations & Info: Miles Wiley: (703) 409-7102 | Rooms@atalink.org

Please use this info only if you DO NOT have an assigned POC. Contact your assigned POC first!

Info needed to secure a room: Your Name; Number of Rooms Requested; Arrival Date/Time; Departure Date/Time; Phone Number; and E-Mail Address.

Convention Information & Registration: Bud & Pam Traynor: (703) 385-2802 | ata@atalink.org

Technology Exposition (exhibits): Bob Dawson: (828) 455-7426 | Exhibits@atalink.org

A/TQ Articles / Stories / Ad Specs: Collin Bakse: (618) 235-5070 | ATQ@atalink.org

A/TQ Advertising: Doug Lynch: (321) 415-2191 | Advertising@atalink.org

Seminars: Jeffrey Bigelow: (757) 784-8306 | Seminars@atalink.org

Golf Tournament: Wally Herzog (817) 243-5659 | Golf@atalink.org

45th A/TA Convention/Symposium & Technology Exposition

RULES OF ENGAGEMENT

Registration is now OPEN and GOVERNMENT-APPROVED for unfunded attendance.
AMC is encouraging but not funding attendance or travel.

UNCLAS

THIS MESSAGE IS APPROVED FOR RELEASE BY LT GEN ALLARDICE, AMC/CV, DSN 779-3293 RELEASE DATE: 28 MARCH 2013

SUBJECT: 2013 AIRLIFT/TANKER ASSOCIATION (A/TA) AND AIR MOBILITY COMMAND SYMPOSIUM UPDATE

1. AMC RECOGNIZES THE A/TA AND AMC SYMPOSIUM AS THE PREMIER MOBILITY FORCES PROFESSIONAL DEVELOPMENT FORUM, PROVIDING A VALUE-PACKED OPPORTUNITY FOR EDUCATION AND DEVELOPMENT ACROSS THE SPECTRUM OF MOBILITY CAREER FIELDS.

HOWEVER, DUE TO THE CURRENT FISCAL ENVIRONMENT AND SECDEF FISCAL YEAR 2013 SEQUESTRATION GUIDANCE DATED 28 FEB 2013, THE AMC/CC HAS CANCELLED AMC OFFICIAL PARTICIPATION IN THE 2013 A/TA AND AMC SYMPOSIUM AND TECHNOLOGY EXPOSITION.

2. THE 2013 A/TA ANNUAL CONVENTION AND SYMPOSIUM AND TECHNOLOGY EXPOSITION WILL STILL OCCUR IN ORLANDO. THE CONVENTION WILL BE ON WEDNESDAY, OCTOBER 30 AND THURSDAY, OCTOBER 31. THE SYMPOSIUM AND TECHNOLOGY EXPOSITION WILL START ON THURSDAY, OCTOBER 31 AND RUN THROUGH SUNDAY, NOVEMBER 3.

3. MOBILITY PERSONNEL ARE AUTHORIZED TO ATTEND THE ANNUAL CONVENTION AND SYMPOSIUM AND TECHNOLOGY EXPOSITION IN PERMISSIVE TDY STATUS IAW AFI36-3003, TABLE 7, RULE 14, WITH THE CONCURRENCE OF THEIR SUPERVISORS. THE A/TA SYMPOSIUM AND TECHNOLOGY EXPOSITION IS AN AUTHORIZED NON-FEDERAL TECHNICAL, SCIENTIFIC, PROFESSIONAL ORGANIZATION.

3. FOLLOW-ON INFORMATION WILL BE POSTED TO THE AMC/CCX WEBSITE AS IT BECOMES AVAILABLE: HTTPS://PRIVATE.AMC.AF.MIL/CC/ATA/ATA.HTM.

POC IS DR. DARCY LILLEY OR MAJ TRAVIS DILTZ, HQ AMC/CCX, DSN 779-1757, COMMERCIAL (618) 229-1757. AMC.AMC.CCX-ATA@US.AF.MIL

//SIGNED//

ROBERT R. ALLARDICE, LT GEN, USAF

VICE COMMANDER, AIR MOBILITY COMMAND

UNCLAS

Please read all of the following instructions, especially the cancellation instructions.

We prefer that you register on-line, but if necessary you may use the Registration Form on Page 28.

The form is designed to allow you to pay dues at the same time using a separate card.
We recommend you not use a government card to pay for any personal fees, i.e., dues, golf or guest registration.
Call (703) 385-2802 anytime to add a guest or golf, or, if you must cancel (cancellation must occur BEFORE convention starts).

★ Full registration includes all events (except golf, $140, and your hotel, of course).

★ The Member Rate is a member benefit. To register at the member rate, your membership must be current through at least November.

★ The membership fee is non-refundable -- even if you subsequently don't attend FOR ANY REASON .

★ You can pay membership fees with registration: $40 1Yr; $110 3Yr; $500 Life

★ No partial registrations except for Guests of full registrants and in some cases, invited speakers.

★ Invited speakers and their immediate traveling staff may receive a discounted rate ($100) for the day of their presentation and sign up only for that day. This does not include any evening events.(Otherwise, only social guests may sign up for a single event.)

★ We take VISA, MC, Discover or Amex but only with SSN last-4 and email address, card number, exp date, CVV and "signature." We currently cannot handle purchase orders or bank transfers for memberships or registrations. We take checks with mailed forms.

★ Use one form for you the registrant and your non-member, social guest. Guests of members register at member registration rate (without a separate membership fee). If you have more than one guest, please call us (703-385-2802) with the additional names. Guest-Banquet-only pre-registrations are permitted. You can use a second card for your personal portion.

★ Spouses who are A/TA members should complete a separate form for proper recognition.

★ Registrants may receive the early rate only if a completed form and full payment are postmarked or received by 15 Sept. After 15 Sept, the higher pre-convention rates will prevail – no exceptions. Incomplete forms OR payment will NOT qualify for early rate. Payment must accompany form, regardless of method of payment. You can't pay now and send names later.

★ On error, please call us. Do not send duplicate or "updated" forms. Call (703-385-2802 or email us at ata@atalink.org).

★ No web input or mail can be received after 1700 EST 24 Oct (office unmanned).

★ You may register at the A/TA registration desk upon arrival at the on-site rate.

Rules of Engagement continue >

2013 Convention Rates:

The full registration fee covers EVERYTHING (except golf and lodging) from Thursday evening through Sunday brunch. We recommend full registration if you are attending more than two events. We keep the cost for everyone extremely low to allow maximum participation. Please see fee overview. For non-mobility-oriented, invited guest speakers, membership in the association is desired, of course, but by no means required to qualify for the member registration rate.

All other guests, attendees, communication specialists, local company executives who "just want to see the exhibit," children, parents, etc. should expect to "pay to play." We are non-profit; please understand that our low fees don't allow for largesse. Contact Bud Traynor, ata@atalink.org or (703) 385-2802 for further guidance.

A/TA Member-Discount Rates: (Not Military or "GS")
$240 by 15 Sep , 2400 EDT
$295 by 24 Oct , 1700 EDT
$395 Onsite

Military or Civil Service Registrants (Sorry, no retirees or contractors)
$190 by 15 Sep , 2400 EDT
$245 by 24 Oct , 1700 EDT
$245 Onsite (as well)

Non-member non-government Rates (i.e., all non-government attendees choosing not to become an A/TA member)
$320 by 15 Sep , 2400 EDT
$375 by 24 Oct , 1700 EDT
$475 Onsite

Day-of, invited-speaker rate
$100 Fri or Sat program only, invited-speaker rate
(Does not include any evening activities)

Every year, we have soulful requests for exceptions to our rules on refunds, including membership refunds. Sorry, but we don't grant exceptions. Ever.

We know that the instructions for the registration form have become quite lengthy. But this is to allow the maximum flexibility for the registrant. Without the complexity, cancellation and refund opportunities would be impossible. There are limits to the flexibility however. When Bud and Pam move to the convention site (after 24 Oct), so moves the entire A/TA "headquarters office." The A/TA office phone, (703) 385-2802 will be forwarded to Bud's cell phone.

Cancellation:

Cancellation Fees. $30 through 15 Sep; $40 through 24 Oct ; $50 thereafter. (This includes changing charges from one card to another.) Refunds may be made based on your cancellation confirmation number, obtained after personal cancellation with Bud or Pam Traynor, prior to 1800 EST on Thurs, 31 Oct , at (703) 385-2802; You should do this yourself, rather than depend on friends or other workers. Card refunds should be automatic back to your card within a day of your request; check payment will be refunded individually by check to each individual. Refund requests without a cancellation number will not be honored; so when you talk to Bud or Pam, be SURE to get one! We intend to process all refunds before year end. You do not need to give a reason for your cancellation: however, no duty or family emergency releases you from your responsibility to cancel or from the cancellation fee. And again: Membership dues are not refundable.

Personal cancellation is the only way to prevent being charged as a no-show The fees charged don't cover minimum expenses for A/TA and there just isn't extra money to cover someone's error or lack of responsibility – no matter how important the TDY or dire the family emergency. A/TA has less capability to be generous than the hotel and you know the HOTEL charges for a no-show, regardless of the excuse. Make the effort personally; it's the only way to be sure you won't be stuck with the bill.

Membership:

Membership must be current through November to register at the member rate. The membership fee is non-refundable. No exceptions. When you log in, you will be shown what your membership dues status is. PLEASE, if you wish to register at the member rate and need to pay dues, please, please do it as you register on the registration form -- even if you are paying for registration with a "company card" as you can use two different cards on the form. No need to first become a member separately (it doubles our processing workload).

Registration:

The only option is FULL registration. No line-item registrations are available except for guests, invited speakers and their indentured traveling staff. You may register as a Non-Member or with a member discount. Further, we are offering military and government employees (sorry, not contractors or retirees) a discounted rate. If you choose to register as a non-member and are not Government or military, you must pay the full non-government non-military non-member rates. Guests register at the registrant's rate.

If you have a correction, just call or email us. Payment must always accompany the form, regardless of method of payment or form. Registration forms with checks MUST be mailed together. Marrying them up later is too time consuming and error generating. When you register online you will be emailed a receipt to the address you gave. This receipt cannot be re-created so print and save it for your voucher. If you do not immediately receive an email receipt, presume you gave us a bad email address. Login again and check your email address. Everyone with a valid email address will be sent an email confirmation when the registration is processed. A backup online receipt can then be obtained after logging in with your name and last-4.

Early registration is an incentive to register early for administrative processing reasons – not just for early payment of the money. This means, for example, if you do not have the name of a registrant, you cannot just pay by the deadline and get an early rate. Similarly, if you want to register someone after the early registration deadline, you must pay the higher rate for the new person as appropriate. The canceled person will be reimbursed at the rate paid (less cancellation fee and dues, if applicable).

To register at the member rate, membership must be current through November. The membership fee is non-refundable. Members may receive the early rate only if this completed form and full payment are postmarked or received by 15 Sep. Incomplete forms or incomplete payment do not qualify for early rate. Use one form for a registrant and non-member social guest; your guest registers at the member rate. Spouses, who are A/TA members, should complete a separate form. We can take VISA/MC/Amex/Discover. You must include your SSN-last-4, email address, card number, exp date, CVV and "signature." Full registration includes all events except golf.

Postmark a mailed registration NLT 17 Oct to ensure it arrives before the office moves to the hotel. After that, plan on web NLT 1700 EST, 24 Oct , or registering at the hotel at the on-site rates.

No Substitutions

There can be no registration substitutions. Individuals may be canceled; and new individuals may register. Specifically, no one may capture someone else's early rate after the early deadline. We cannot "bank" funds. This restriction applies to checks as well. Remember a new registration must have all information supplied on a new form. Dues are neither transferable nor refundable to a person cancelling. (See cancellation instructions).

Speakers:

Invited speakers and their immediate traveling staff may receive a discounted rate ($100) for the day of their presentation and sign up only for that day. This is meant to accommodate zip-in-zip-out speakers and any immediate travelling staff and does not include any evening events. We recommend, however, that all avail themselves of

full registration opportunities.

Except for the Banquet on Saturday night and Sunday brunch, all refreshment events take place in the exhibit hall and, therefore, in and among the exhibits. We prefer that all who attend pay the registration fees for the period they have elected to attend. However, the Association would like to further offer invited speakers, arriving and departing on the day of their presentation and not remaining overnight, to attend any non-banquet activities on the day of their presentation. Please see the Association's legal opinion/recommendation concerning possible ethical considerations.

Schedule:

See general overview and block diagram on page 14. (Members can Log in to get to a link to the previous year's Schedule for a general idea.) The format and general timing will be similar to previous years. To propose topics, contact Jeff Bigelow at seminars@atalink.org.

Protocol:

AMC Protocol will be available in a limited capacity. Questions may be directed to Ms Patti Cost, patti.cost@scott.af.mil or (618) 229-2555.

DV Accommodations:

AMC Protocol, Patti Cost, will take care of Active/ARC O-9s and above. All other Flag Officers (Retired and Active/ARC O-7s/O-8s) should initially work room requirements with their base POC for rooms. If the base/unit does not have a POC rooms, please contact Miles Wiley at atarooms@cox.net.

When you arrive, Protocol will have registration badges, etc., for Active/ARC 3- and 4-star attendees/equivalents. For all retired DVs and Active/ARC 1- and 2-star attendees/equivalents, there will be a special DV registration desk station where the DV should pick up his or her registration badge and materials.

Exhibitors:

In A/TA, exhibitors are attendees as well as exhibitors, and as such, pay the nominal registration fee. There are no reduced rate or partial registrations, however, there are limited free full-registration certificates based on exhibit size. Please see details in the Exhibitor Package and the Exhibitor page for exhibiting information.

Exhibiting at the Airlift Tanker Association annual convention and AMC and A/TA Air Mobility Symposium & Technology Exposition is an experience like no other. Exhibitors and attendees are participants together in the airlift and tanker community's premier event.

Convention 2013 will be in Orlando, FL 30 October - 3 November (Expect Setup to start Tuesday, 29 October 2013).

Please note that exhibit-booth fees and exhibiting-personnel fees are separate. Every attendee – exhibitor or otherwise – must log in to submit an individual registration.

NOTE: AGAIN THIS YEAR– A/TA is re-instating the policy of free exhibit registration certificates for paying industry exhibitors only, based on the following formula: For one to three paid exhibit spaces purchased – one free individual registration; For four to nine paid exhibit spaces purchased – two free individual registrations; Eight or more paid exhibit spaces purchased – three free registrations.

We are officially referring to the exhibit areas as the –

AIR MOBILITY TECHNOLOGY EXPOSITION

There will be more exhibit hours; and, the pre-banquet reception will not be in the exhibit areas, so your tear-down can be earlier.

Except for the pre-banquet Reception, Banquet on Saturday night, and the Sunday Brunch, all refreshment events take place in the AIR MOBILITY TECHNOLOGY EXPOSITION (formerly just called the exhibit hall) and, therefore, in and among the exhibits. (Please note that as last year, the pre-banquet reception this year will not be in the exhibit area.)

While the Symposium schedule will not be published until approximately 30 days prior to the convention, you can see a general overview and block diagram (when available). To propose topics, contact the Symposium Chairman, Jeff Bigelow. Association Members can Login to obtain a link to last year's schedule for a general idea of types of activities and speakers. You will need to enter the SSN Last-4 that you gave when you joined or registered. The basic 2013 convention overview can also be printed out with the pdf version of the registration form.

The Airlift/Tanker Association's goal is to provide a world-class AIR MOBILITY TECHNOLOGY EXPOSITION to all interested parties on an equitable but prioritized basis.

We first take requests for space in the hall from our Industry Partners. Then we take requests for space from those who exhibited at our last convention. Then we take requests from our new exhibitors.

Government agencies may receive one space Pro-Bono. The free space will be in the exhibit hall (Orlando & Nashville). Additional spaces may be purchased at a preferred rate.

Within each category, priority is based on payment receipt (postmark) of at least 50% of the booth fees. However, best management of the space within the exhibit hall will determine the final floor plan. If changes are required, every effort will be made to ensure any exhibitors displaced receive equivalent or better space.

The Industry Partner Membership Application may be accomplished or updated any time. Please contact Bud or Pam by email at ata@atalink.org or by phone at 703-385-2802.

By the way, with four or more booths, it is cheaper to become an Industry Partner. Download W-9 Request for Taxpayer Identification Number.

2013 Room Reservations:

A/TA does not limit convention participation, nor is there any shortage of rooms, despite any appearance of a local "quota." If you want to attend, you may attend and we will take care of you.

Please open our Rooms ROE pdf document for detailed procedures. If you have any questions, please email OUR ROOMS POC at atarooms@cox.net.

Each Exhibiting company should have a room POC that individuals should contact for rooms assistance.

If you do not have a room reservation POC, contact Miles Wiley at atarooms@cox.net.

DO NOT negotiate individual or independent group contracts with hotels. You may be contacted by a third party offering a reduced room rate for this year's event. These groups have NO standing with A/TA or any of the hotels. We STRONGLY recommend you do not use these third parties to secure room reservations. Independent contracts create a personal liability for YOU, the signer. The A/TA will have no ability to help YOU out of that liability! You may forfeit A/TA transportation help as well.

Venerable Members:

For members who have reached age 70 and have been members of the Association for 20+ years, the Association sets aside a limited number of hotel rooms at a reduced rate. Please e-mail Miles Wiley at atarooms@cox.net to reserve your room. Since it is a limited number of rooms, it will be on a first come, first served basis.

2013 Room Reservation Cancellation policy:

All room reservations will be done via Pass Key, a secure, web based program. All reservations must be accompanied by a first-night room guarantee. The hotel will not hold any reservations unless secured by a credit card.

Reservations are automatically guaranteed by charging a one-room plus tax deposit. For refunds, room reservations must be cancelled three (3) days before the reservation's arrival date.

2013 Symposium Schedule and Agenda:

See the 2013 Overview block diagram on page 14 to get a general

idea of the dates and times during which seminars will be being presented. A final Symposium Schedule will not be available until much closer to convention time. If you want to propose topics, or have a schedule question, please contact the Symposium Chairman, Jeff Bigelow at seminars@atalink.org.

Convention/Symposium App

A/TA will be using an app that you can download to your smart phone. The app will contain the schedule, information on the seminars, exhibit hall layout and more much. There will be a link on website when available for download.

Bringing Guests:

By all means bring a social guest/spouse: Social guests attend at the registrant's rate. If you have already registered, just call us with your additions: (703) 385-2802. Bringing a spouse for the whole time and only registering him/her for the Banquet is ill advised. Shopping can cost more than full registration.

Remember, all including guests, must pay for any event no matter how "short" the intended visit. (This includes guests accompanying you to the hospitality suites.) There are no "free" or "reduced-rate" options for children of any age.

Arrival Recommendations:

Please schedule all transportation to arrive as early in the day as possible to allow you to pick up your registration materials. Local airport transportation suggestions are available on the website. All registration volunteers attend the opening reception (so far at 1900); you may be delayed if you have not completed your registration prior to 1845. *****Have your photo ID ready*****

It is recommended that, if possible, you hit the Convention registration desk even prior to checking in to your hotel room. It will be a lot easier on you!

Dress Code:

For Non-Exhibitors:

Thursday Evening, opening reception at 1900: "Business Casual"
Friday night Reception: "Coat and Tie"
Saturday night Reception and Banquet: "Business Formal "

During the day, registrants should be in business causal or better. If attending in leave or permissive TDY status, daytime wear of the uniform may be optional (commander's prerogative).

For A/TA evening functions (other than military exhibitors in the exhibit hall only), please, NO UNIFORMS!!

For Exhibitors:

Exhibitors, including military exhibitors, should wear whatever they feel is appropriate.

2013 Security:

Please expect security to be strident on every leg of your trip including convention registration. Plan to arrive early and pick up your registration materials before you even check into your hotel, if possible. Registration will open Wednesday afternoon to accommodate the more lengthy registration procedures anticipated again this year. Help keep us safe!

2013 CRUD:

What a great 2012 tournament! McConnell breaks the record and takes home the Fogleman Trophy for the third time! Great responsibility comes with being a three-time CRUD Champion. Will McConnell try for a fourth? Dover and Charleston are one away from attaining three-time status. Who will be the next three-time champion? The trophy is out there for the taking! Check out 2013 CRUD rules online to get ahead of the game!!

2013 Golf Tournament:

The 2013 A/TA golf tournament will take place on Thursday morning, 31 October at Hawk's Landing Golf Course, located at the World Center Marriott. Register for golf online when you register for the convention. (You can register for golf only.) The tournament will be a shotgun start scheduled at 8:00AM based on a select-shot format. Sign-in at the course will begin at 7:00AM. The cost of the tournament is $140 which includes morning coffee, lunch and prizes. Course location, foursome and hole assignments will be posted at the A/TA registration desk Wednesday afternoon.

Corporate sponsors are sought to support the golf tournament with either give-away logo items for the ditty bags, one for each golfer, or team (four items), individual prizes, or cash donations to purchase prizes. Please email the Golf volunteers at golf@atalink.org to coordinate your support.

Banquet Seating:

This year, banquet seating will be managed individually vice by POC. Every attempt will be made to automatically assign you and your guest(s) a seat near others in your chapter area (if you have one), or in accordance with your request indicated on your registration input. VIPs, award winners and such will be managed individually. Please contact the banquet coordinator Bob Ford (banquet@atalink.org) with any questions.

Dietary Restrictions such as vegan or gluten-free can usually be accommodated by the hotel – but at the banquet only. At the banquet itself, ask your server for the appropriate meal. Please allow us to give the hotel a "heads up" by advising us at: diet@atalink.org.

— ABOUT THE VENUE —

The Marriott World Center Resort Orlando towers above more than 200 prime Central Florida acres - lush, green and beautifully landscaped, with devotion to native tropical plant life. Nearly 7,000 yards of on-premise, championship golf right outside the front door. There is also a full-service spa and a well-equipped fitness center at the Resort.

The tropical pool is actually a complex in a lagoon-like setting with 6 pools, waterfalls, waterslide and whirlpools – filled with a million gallons of water.

The hotel has more than 2,000 well-appointed guest rooms and suites. Ten restaurants and lounges offer a wide variety of dynamic culinary experiences, including a choice of friendly places to just hang out with a cold one.

A total of 450,000 square feet of event space draws groups of every size from around the world.

20 Years of C-17s at JB Charleston

by Senior Airman Jared Trimarchi, Joint Base Charleston Public Affairs

The 14th of June of this year marked the 20th anniversary of the delivery of the first C-17 Globemaster III to then Charleston Air Force Base and the U.S. Air Force.

'The Spirit of Charleston,' tail number 89-1192, landed at Charleston AFB at approximately 10:45 a.m. June 14, 1993, and was piloted by Gen. Merrill McPeak, the Chief of Staff of the Air Force at the time. Approximately 2,000 people witnessed the historical event, including South Carolina's senators, congressmen, service members and local residents.

On 14 June 1993, Sen. Strom Thurmond, South Carolina Senator from 1954 until 2003, welcomed the first C-17 Globemaster III during arrival ceremonies at Charleston Air Force Base, S.C. (U.S. Air Force Photo/A1C Tom Brading).

The aircraft was delivered to the first C-17 squadron, the 17th Airlift Squadron. The squadron was declared operationally ready 17 January 1995.

"Today, JB Charleston's C-17s have revolutionized the way cargo and passengers are transported throughout the world," said Stan Gohl, 437th Airlift Wing historian. "The C-17 is capable of rapid strategic deliveries to main operating bases or directly to forward operating bases in the area of responsibility.

"The aircraft can perform tactical airlift and airdrop missions and can also transport litters and ambulatory patients during aeromedical evacuations," he said.

The C-17s replaced the older C-141s, which operated from 1966 to 2000.

"Due to threats to the U.S. in recent years, the size and weight of U.S.-mechanized firepower and equipment have grown in response to the improved capabilities of potential adversaries," said Gohl. "This trend has increased air mobility requirements and the C-17 meets the Air Force's needs."

Before C-17s, C-141s carried cargo, supplies or troops, but the aircraft needed to land in a structured air field with a long runway, usually far away from hostile environments. The C-17 was designed to land in austere airfields and can take off and land on runways as short as 3,500 feet and 90 feet wide.

"The C-17's capability to land on dirt runways in hostile locations has cut out an extra step in transporting equipment and personnel," Gohl said. "C-17s save the Air Force man-hours and expenses by cutting out the cost of unloading and loading supplies multiple times."

The first flight for the C-17 occurred 15 September 1991, almost two years before the delivery of the first operational aircraft to the Air Force.

"Since then, the C-17 has participated in almost every American contingency and humanitarian operation," Gohl said.

According to Boeing's website, the C-17 has broken 33 world records including payload altitude, time to climb and short takeoff and landing marks.

"During the past 18 years, the men and women who fly and maintain C-17s have amassed an impressive list of accomplishments," Gohl said. "In 2006, while the 17th AS was deployed as the 816th Expeditionary Airlift Squadron, they set four world records; number of drop zones, airdrops, sorties in a month and number of time definite delivery of passengers.

"On March 20, 2006, the C-17 airframe achieved its one-millionth flying hour during an evacuation mission in Iraq. On Dec. 21, 2006, members of Charleston AFB flew a world record, setting the largest formation flight from a single base; 20 C-17s in a single formation."

The maximum payload capacity of the C-17 is 170,900 pounds and it has an approximate cruise speed of 450 knots. The C-17 measures 174 feet long with a wingspan of 169 feet, 10 inches.

"The aircraft is operated by a crew of three; pilot, copilot and loadmaster, reducing manpower requirements, risk exposure and long-term operating cost," said Gohl.

The base received another C-17 in May and is scheduled to receive the final C-17 to roll off the Boeing assembly line for the Air Force later this year. The first C-17, The Spirit of Charleston, is still assigned here.

"Even though the C-17 is 20 years old, we will continue to see them in the air for many years to come," Gohl concluded. ■

Air Force C-130s Drop 25,000 Gallons of Retardant on Colorado Fire

by Tech. Sgt. Stephen J. Collier
302nd Airlift Wing Public Affairs

Airmen from the Colorado Air National Guard's 302nd Airlift Wing, Peterson AFB, Colorado, flew their first aerial firefighting support missions of 2013 on 12 June, dropping fire retardant on the growing Black Forest fire.

Two Modular Airborne Firefighting System-equipped C-130s from the 302nd Airlift Wing have been assigned to support wildland firefighting efforts in Colorado. The C-130 is on the tarmac at Peterson Air Force Base, Colo. (U.S. Navy photo by Lt. Cmdr. William Lewis/Released)

302nd AW aircrews fighting the nearly 9,000-acre blaze performed 10 drops, releasing approximately 25,000 gallons of fire retardant from U.S. Forest Service Modular Airborne Firefighting System-equipped C-130 Hercules, helping to contain the fire's path.

The fire in northern El Paso County had destroyed 360 homes and was threatening others, according to El Paso County Sheriff's Office officials. Injuries or fatalities from the fire were still unknown. The sheriff's office also reported that at that time the fire was at zero percent containment.

Two other prominent fires were also burning in Colorado. These included the Royal Gorge fire near Canon City and the Big Meadows fire west of Fort Collins.

Both of the wing's MAFFS-equipped C-130s were dedicated to supporting Southwest and Rocky Mountain area wildland fires.

The MAFFS system is a self-contained, portable aerial firefighting system that can discharge 3,000 gallons of water or fire retardant in less than five seconds over an area one-quarter of a mile long by 60 feet wide. Once a load is discharged, the MAFFS system can be refilled in less than 12 minutes.

This year marks the 20th anniversary of the 302nd AW's aerial firefighting mission. Since 1993, the wing's Air Force reservists and C-130s have supported numerous fires, including Colorado's 2002 Hayman fire, California's Big Sur fire in 2008 and the 2012 Waldo Canyon fire in nearby Colorado Springs. ■

618th TACC Welcomes a New Commander

by 1st Lt. Nicole White, 618th Tanker Airlift Control Center Public Affairs

Maj. Gen. Timothy Zadalis succeeded Maj. Gen. David Allvin as commander, 618th Air and Space Operations Center (Tanker Airlift Control Center), in a change of command ceremony held at Scott AFB on 28 June 2013.

Zadalis comes to the 618th AOC (TACC) after serving as the Director of Intelligence, Operations and Nuclear Integration, Headquarters Air Education and Training Command, Joint Base San Antonio Randolph, Texas.

In that assignment, he was responsible for developing policies and programming resources for Air Force technical and aircrew training programs. This included undergraduate flying and initial skills training for Air Force, Navy, Marine Corps, Army, Reserve and National Guard personnel, Euro-NATO Joint Jet Pilot Training, enlisted accessions, initial training and non-rated supplemental training.

Lt. Gen. Darren McDew, 18th Air Force commander, presents the 618th Air and Space Operations Center guidon to Maj. Gen. Timothy Zadalis signifying the start of Zadalis command during a ceremony 27 June 2013 and Scott Air Force Base, Ill. Zadalis arrived from Joint Base San Antonio Randolph, Texas, where he served as the Director of Intelligence, Operations, and Nuclear Integration. (U.S. Air Force photo/Senior Airman Divine Cox)

The new commander expressed enthusiasm for his new assignment and credited the hard work of TACC operators making global reach a reality for the world's greatest Air Force.

"My family and I are excited about being here and the mission we are now a part of. It is a pleasure for me to back at Air Mobility Command after four years and it is an honor for me to join the team at TACC. "

Allvin took command as the 16th commander of TACC in April 2012 after arriving to Scott in August 2011 as the 618th AOC (TACC) vice commander.

He will be moving on to become the Director, Strategic Planning, Deputy Chief of Staff for Strategic Plans and Programs, Headquarters U.S. Air Force, Washington, D.C. His new responsibilities will include directing the development and implementation of Air Force long-range strategic planning, as well as providing associated policy guidance.

"All of the members of TACC are truly remarkable," said Allvin. "Over the past years, I have seen them answer the call of millions around the world providing aid, cargo and millions of pounds of fuel. I am sincerely proud of this organization, and I am blessed to have been given the opportunity to command such an exceptional team."

The change of command took place at a crowded Scott Club, where 618th AOC (TACC) members welcomed Zadalis as their new commander, and, after reflecting on his time with the unit, said goodbye to Allvin and his family. Lt. Gen. Darren McDew, 18th Air Force commander, presided over the ceremony.

"Command is an honor, a privilege and a sacred trust that few experience. It demands leaders of great commitment and character," said McDew. "Before you are two leaders whose characters have been tested with great responsibility. Those tests revealed an enduring commitment to airmen and to the mission and to our core values of integrity, service, and excellence. That same commitment and character is reflected in the men and women of this amazing organization."

The 618th AOC (TACC), at Scott Air Force Base, is the 18th Air Force's hub for planning, allocating and executing airlift, air refueling, and aeromedical evacuation operations around the world. Employing a fleet of nearly 1,300 aircraft, the 618th AOC (TACC) is heavily engaged in ensuring the swift and reliable deployment, redeployment, and sustainment of U.S. and coalition forces overseas. ■

Future A/TA Convention Locations

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

2013: Marriott World Center, Orlando • 2014: Opryland Hotel, Nashville

2015: Marriott World Center, Orlando • 2016: Opryland Hotel, Nashville

First KC-46 Assembly Begins

by Daryl Mayer
88th Air Base Wing Public Affairs,
Wright-Patterson Air Force Base, Ohio

Boeing's announcement this past week that they have begun assembly of the first KC-46 wing spar is a significant event for the Air Force tanker program. It marks the start of assembly of the first KC-46 Engineering and Manufacturing Development aircraft.

"We are excited and pleased that KC-46 fabrication has begun. The Boeing team continues to make significant progress in the development of the Air Force's next tanker," said Maj. Gen. John Thompson, Program Executive Officer for Tankers at the Air Force Life Cycle Management Center. "The development effort is on track, detailed test planning is making good progress, and initial beddown, training and sustainment planning is underway."

The Air Force is about a third of the way into the KC-46 tanker development program. The Air Force contracted with Boeing in February 2011 to acquire 179 KC-46 Tankers to begin recapitalizing the more than 50-year-old KC-135 fleet. The initial delivery target is for 18 tankers by 2017. Production will then ramp up to deliver all 179 tankers by 2028.

The aircraft being produced at the Boeing factory in Everett, Washington is a commercial derivative design based on the Boeing 767-200ER passenger aircraft. When the aircraft comes off the Everett production line, it will be a 767-2C Provisioned Freighter that will eventually become a military-configured KC-46 tanker.

The first fully equipped KC-46 is slated to fly in early 2015. ■

352nd SOG Welcomes Osprey to Fleet

by Tech. Sgt. Stacia Zachary
100th Air Refueling Wing Public Affairs

The 352nd Special Operations Group resurrected a key capability when two CV-22B Ospreys touched down 24 June at RAF Mildenhall, England.

The Ospreys are the first of 10 slated to arrive as part of the 352nd SOG expansion, which will last through the end of 2014.

The CV-22 fills part of the role previously accomplished by the MH-53 Pave Low helicopter. However, it combines the vertical takeoff, hover and vertical-landing qualities of a helicopter with the long-range, fuel-efficiency and speed of a turboprop aircraft.

This new acquisition to the 7th Special Operations Squadron enhances the unit's ability to rapidly respond across greater distances.

The CV-22's arrival at Mildenhall further solidifies the enduring partnership between U.S. and U.K. forces. ■

Airmen Set World Record During Exercise

by Airman 1st Class Damon Kasberg, 7th Bomb Wing Public Affairs

Airmen from the 317th Airlift Group, Dyess Air force Base, Texas, set a world's record for the largest C-130J formation during a Joint Operational Access exercise on 19 June 2013 at Pope Field, North Carolina.

U.S. Army Soldiers from the 82nd Airborne Division ready their gear prior to jumping from U.S. Air Force C-130Js during Joint Operation Access Exercise at Pope Field, N.C., June 24, 2013. A total of 2,426 paratroopers jumped out of C-130Js assigned to Dyess, Air Force Base, Texas, during the 12-day exercise. JOAX is a combined military training exercise designed to prepare Airmen and Soldiers to respond to worldwide crises and contingencies. (U.S. Air Force photo by Airman 1st Class Damon Kasberg/Released)

JOAX is a 12-day combined military training exercise designed to prepare Airmen and Soldiers to respond to worldwide crises and contingencies.

"This was the largest JOAX since September 2011," said Maj. Josh Leibel, 317th AG. "Servicemembers from all across the Air Force and Army came together to make the exercise possible."

Dyess supported JOAX with 20 C-130Js and 87 aircrew members, which delivered Soldiers and equipment to multiple drop zones.

"During the exercise the 317th AG set a world record for the largest C-130J formation," Leibel said. "Just as impressive as the 20-ship formation, our aircrew delivered 2,426 paratroopers and more than 140 tons of equipment to support the Army's training."

Not only did Dyess support the exercise with aircrew and aircraft, servicemembers on the ground worked nonstop to ensure operations went smoothly.

"I'm very proud of everything these guys did," said Senior Master Sgt. Rodney Jones, 317th Aircraft Maintenance Squadron. "They worked hard every day and every night to get the aircraft ready to go. I look forward to deploying with them."

"Once the engines started cranking up I got goose bumps," said Airman 1st Class Matthew Martin, 317th AMXS. "It was such a good feeling seeing the largest C-130J formation fly out knowing we all did this. It made all the hard work we put in worth it."

Exercises such as JOAX give Dyess servicemembers the unique opportunity to train as a team with other military branches.

"This training is very important," said Senior Airman Jamie Richardson-Granger, 317th AG loadmaster. "I've learned a lot since I've been out here. We actually get to see more of the real-world equipment we would drop operationally, things that aren't normally available to us at home station."

It's good to come out here and see how the Army and Air Force coordinate," he added. "Both branches worked together to ensure training requirements were met."

While JOAX plays a vital role in keeping

A formation of U.S. Air Force C-130Js fly towards a drop zone during Joint Operational Access Exercise above North Carolina, June 22, 2013. JOAX is a combined military training exercise designed to prepare Airmen and Soldiers to respond to worldwide crises and contingencies. While supporting the exercise, Dyess set the world record for the largest C-130J formation ever flown with 20 aircraft in a single formation. (U.S. Air Force photo by Airman 1st Class Damon Kasberg/ Released)

U.S. military members trained and proficient, it's increasingly difficult to financially support these exercises under sequestration. However, Team Dyess was able to work through these constraints.

"About this time last year Dyess 317th was tasked as the lead unit for JOAX 13-03," Leibel said. "A few months ago it became apparent that under current government financial limitations that reaching the objective for both the Air Force and Army would require some creative options and divergence from the normal way of executing operations and exercises especially of this size.

"Through collaboration with the Army, our fiscal saving measures resulted in the exercise bed down cost of about $65,000 which is a 76.6 percent reduction and savings of around $215,000," he added. ■

Air Mobility Command's 'Rodeo' Competition Sets Sights on 2015

Air Mobility Command has started preliminary planning for the next Mobility Air Force's Rodeo readiness competition, targeting July 2015.

Brig. Gen. Scott Goodwin, Air Mobility Command director of operations, said the biennial event is important despite the cancellation of this summer's Rodeo for budgetary reasons.

"We see direct benefits from Rodeo competitions, and those impacts have been felt globally," he said. "Rodeo lets us continue to develop skills of our Airmen and their ability to work with international partners for those unplanned events that happen throughout the world."

U.S. and allied nation teams typically travel to Joint Base Lewis-McChord, in Washington state, every two years for Rodeo to participate in events that challenge the capabilities of airlift and air-refueling aircrews, as well as maintenance, aerial port, and aeromedical evacuation Airmen. ■

Air Force Reserve Celebrates 65 Years Of Historic Service

by Col. Bob Thompson, Air Force Reserve Public Affairs

President Harry S. Truman signed legislation on 14 April 1948, establishing the modern-day Air Force Reserve. The new organization reaffirmed the "Citizen Airmen" concept that reaches back to the Army Air Service reservists of the First World War.

This came seven months after Truman established the fledgling U.S. Air Force as a separate service from the Army in the aftermath of World War II. Truman envisioned a new Reserve Component to continue the tradition of service – "being ready when called upon."

Today, Citizen Airmen perform leading roles in military operations, humanitarian crisis and disaster relief around the globe. The Air Force Reserve consists of officers, enlisted and civil servants who are tasked by law to fill the needs of the armed forces whenever more units and people are required than are in the Regular Air Force.

More than 860,000 people make up the Ready, Standby, Retired and Active Duty Retired Reserve. This includes more than 70,000 Selected Reservists who are ready-now and participate in every job specialty and on the front lines of daily military operations around the globe.

The earliest roots of the Air Force go back to the Aeronautical Division of the U.S. Army's Office of the Chief Signal Officer which took charge of military balloons and air machines in 1907. This division grew into the Army Air Service, authorized by Congress and the National Defense Act of 1916.

Later, the first two air reserve units were mobilized, and one of them, the First Aero Reserve Squadron from Mineola, N.Y., deployed to France as the United States entered World War I in 1917. The new "Air Service" reserve program provided the war effort about 10,000 pilots who had graduated from civilian and military flying schools.

Also, reservists played a critical role in World War II when 1,500 reserve pilots along with 1,300 non-rated officers and 400 enlisted Airmen augmented the Army Air Corps in the war's early days. This included the legendary Jimmy Doolittle who was ordered to active duty to work in Detroit to convert automobile manufacturing plants into aircraft factories and later went on to lead "Doolittle's Raiders," the first American bombing attack on the Japanese mainland.

After World War II ended, the young Air Force Reserve was barely two years old when it mobilized nearly 147,000 reservists for the Korean War from 1950 to 1953.

In the 1960s, five Air Force Reserve C-124 aircraft units along with 5,613 reservists were mobilized for a year to support the Berlin Crisis. By 1962, an additional mobilization of 14,220 reservists and 422 aircraft were supporting operations during the Cuban Missile Crisis.

During the Vietnam War, the Air Force Reserve provided strategic airlift as well as counterinsurgency, close air support, tactical mobility, interdiction, rescue and recovery, intelligence, medical, maintenance, aerial port and air superiority until U.S. involvement ended in 1973.

For the most part, the nation was at peace for the next few years with the Air Force Reserve periodically engaged in emergency-response missions. This included the rescue and return of American students from Grenada in 1983, aerial-refueling of F-111 bombers during the El Dorado Canyon raid on Libyan-sponsored terrorists in 1986 and Operation Just Cause which ousted Panama's General Noriega in 1989-1990.

Also, Air Force Reservists supported humanitarian and disaster relief efforts, including resupply and evacuation missions in the aftermath of Hurricane Hugo.

More than twenty year's of continual combat operations began with Operation Desert Shield and Desert Storm in response to Saddam Hussein's invasion of Kuwait in 1990.

In the aftermath of coalition victory, Air Force reservists continued to serve and were heavily involved in enforcing the no-fly zones over northern and southern Iraq as well as in humanitarian relief missions to assist the uprooted Iraqi Kurds.

In 1993, Air Force Reserve tanker, mobility and fighter units began operations in Bosnia and in 1999 were also supporting Operation Allied Force over Serbia and Kosovo.

When terrorists attacked the United States of America on September 11, 2001, Air Force reservists responded in full measure. Air Force Reserve F-16 fighter aircraft flew combat air patrols to protect American cities while KC-135 tankers and AWACS aircraft supported security efforts.

In October 2001, Operation Enduring Freedom began as U.S. military forces entered Afghanistan to combat the Taliban and terrorist sanctuaries. In March 2003, Operation Iraqi Freedom began in order to end Saddam Hussein's regime. Air Force Reserve units and reservists played key roles in all combat operations as Air Force Reserve MC-130 Combat Talon aircraft became the first fixed-wing aircraft to penetrate Afghan airspace while Air Force Reserve F-16 crews performed the first combat missions.

In recent years, Citizen Airmen have supported every Air Force core function and every Combatant Commander around the world. Air Force reservists were engaged in surge operations in Iraq and Afghanistan. They supported combat and humanitarian missions in Haiti, Libya, Japan, Mali and the Horn of Africa. Also, they've provided national disaster relief at home in the U.S. after Hurricanes Katrina and Sandy, the gulf oil spill and the wildfires in the western states.

Throughout their history, Citizen Airmen have volunteered continually, allaying concerns that reservists would not be available when really needed.

Since its inception in 1948, the Air Force Reserve has evolved from a unit-mobilization-only force into an operational reserve that participates daily in missions around the globe. Today, Air Force reservists safeguard nuclear weapons and guide Global Positioning Satellites. From bases in the United States, reservists fly remotely piloted aircraft in combat half a world away. They track hurricanes out at sea and bring medical supplies and food into disaster areas to save lives around the world.

Spanning six and a half decades - with the last two decades of continuous combat - the Air Force Reserve has fulfilled the legacy of early air pioneers and exceeded the potential seen by the visionaries who created it in 1948.

Congratulations to all Citizen Airmen, past and present, on the 65th Anniversary of the Air Force Reserve. ■

The AFRC History Office and Ms. Pamela N. Thompson, formerly with Air Force Reserve Command Public Affairs, contributed to this article

A LEGACY OF SERVICE: A collection of various Air Force Reserve recruiting posters superimposed over a photo of a KC-135R from the 336th Air Refueling Squadron, 452nd Air Mobility Wing, Air Force Reserve Command, March Air Reserve Base, California, refuelling a C-17A from the 729th Airlift Squadron on 6 December 2005 over Arizona. (U.S. Air Force photo by TSgt Rick Sforza, 4th Combat Camera Squadron)

"Over the last two decades, we've supported sustained combat and humanitarian operations throughout the world, including in Bosnia, Kosovo, Afghanistan, Iraq, Libya, Japan, Mali, and the Horn of Africa.
When natural disasters strike here at home, the Air Force Reserve delivers capability and expertise, providing relief to our fellow Americans, most recently in response to Superstorm Sandy.
Domestically or globally, America's Citizen Airmen are always ready to answer our nation's call – anytime, anywhere."

—Lt. Gen. James "JJ" Jackson, Chief of the Air Force Reserve

Powering Business Worldwide

In 1911, inventor Viggo V. Torbensen and entrepreneur J. O. Eaton came together to form Torbensen Gear and Axle, starting a path that would lead to the creation of Eaton Corporation, a global leader in diversified power management solutions. When Eaton Corporation celebrated its 100th anniversary in 2011, the company employed 73,000 people and had customers in more than 150 countries. Eaton's heritage of innovation and expertise has positioned the company to answer some of the world's toughest power management challenges.

This spirit of innovation and entrepreneurship driven by integrity and an unwavering commitment to ethics was part of Joseph Eaton's vision when he founded the company. Since that time, Eaton has evolved from a leader and innovator in vehicle technologies to a leading power management company that also serves the hydraulics, aerospace and electrical markets. Their proven technologies and products play an important role in managing power in many things that impact our daily lives – from more energy-efficient buildings, cities and infrastructure to next-generation aircraft, cars, trucks and machines.

Today, Eaton, headquartered in Cleveland, Ohio, serves diverse global markets and customers. Helping customers to use energy more reliably, efficiently and safely, the company's values and strong culture of "doing business right" continues to guide the company toward building a more powerful tomorrow.

Eaton is a diversified power management company providing energy-efficient solutions that help their customers effectively manage electrical, hydraulic and mechanical power. The company is a global technology leader in electrical products, systems and services for power quality, distribution and control, power transmission, lighting and wiring products; hydraulics components, systems and services for industrial and mobile equipment; aerospace fuel, hydraulics and pneumatic systems for commercial and military use; and truck and automotive drivetrain and powertrain systems for performance, fuel economy and safety.

Because of the pivotal role it plays, Eaton is committed to creating and maintaining powerful customer relationships built on a foundation of excellence. From the products they manufacture to their dedicated customer service and support, they know what's important to their customers.

Aviation

When it comes to aviation, Eaton's experience is deep and wide-ranging. Recognized for it's leadership in fluid power, electrical distribution and control, and sensor components and systems, Eaton helps customers achieve many critical goals, including improved fuel economy, aircraft safety and reliability. Eaton's areas of expertise include:

- Airports
- Aftermarket
- Business Jets
- Commercial Transports
- General Aviation
- Ground Vehicles
- Marine, Submarine
- Military Fighters
- Military Rotorcrafts
- Military Transports
- Regional Jets
- Space & Missiles
- Unmanned Vehicles

Aerospace Leader & Innovator

Eaton is a world leader and premier innovator in aerospace. Eaton designs, manufactures and integrates the industry's most advanced products and technologies for:

- Cockpit Interface
- Electrical Power Management
- Engine Solutions
- Fuel and Inerting Systems
- Hydraulic Systems
- Motion Control

Eaton's comprehensive portfolio of components consistently sets the industry standard for engineering excellence, resulting in superior systems design and integration capability. These products power hundreds of military and commercial aircraft platforms with a focus on improved reliability, weight reduction and fuel efficiency.

Eaton balances growth with individualized customer attention. Eaton has the resources and capabilities required to customize solutions for today's industry needs while developing new technologies for next-generation aircraft designs.

And every one of Eaton's customer solutions includes comprehensive service and aftermarket support. Eaton staffs a 24/7 global network of technical, product and system support experts and service centers to immediately address operational issues anytime and anywhere in the world.

Electrical Sensing and Controls

Eaton designs and manufactures a wide range of components and sub-systems for flight controls and actuation, sensing, switching, cockpit components and power management.

Fuel

Eaton's portfolio includes fuel pumps, valves, sensors, and accessories, as well as all the components to build fuel conveyance and delivery sub-systems from the tank to the engine.

Ground Fueling

Eaton's Carter products are world leaders in the design and manufacture of ground refueling equipment for both commercial and military aircraft.

Hoses, Couplings, Ducting and Seals

Eaton designs and delivers the broadest range of aerospace conveyance and propulsion systems, components and capabilities.

Hydraulics

Eaton is the leading global supplier of hydraulic power generation and fluid distribution components and systems.

Motion Control

Motion Control is where the most innovative and creative engineering in aircraft design takes place. Aircraft platform manufacturers are looking for more optimized systems with less weight, greater performance and more reliability.

AOG Support

Eaton has an extensive international Aircraft On Ground (AOG) contacts network.

Customer Services

Eaton supports all its products and systems from initial design through the day you choose to retire it.

Products by Name

Eaton's Aerospace product names such as Aeroquip, Argo-Tech, Carter, Centurion and Vickers are known around the world. ■

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(as of 25 July 2013)

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Industry Partner HIGHLIGHTS

I would like to begin this article with a special thank you to all of our loyal and committed exhibitors who will be with us again in Orlando in late October, early November. Your encouragement as we deal with these extraordinary circumstances is greatly appreciated. While many other organizations have elected to cancel their annual meetings due to limited military attendance, we have decided to persevere and press forward for our 45th Annual A/TA Convention/Symposium & Technology Exposition. We have always prided ourselves on our flexibility and ability to adjust to circumstances beyond our control, but that approach will be put to the test as we deal with the difficult conditions we now face in 2013. That said - we are confident that we have a good plan going forward and we will have another successful annual event.

"…we have decided to persevere and press forward for our 45th Annual A/TA Convention/Symposium & Technology Exposition.… With every challenging set of circumstance there are also new opportunities."

With every challenging set of circumstance there are also new opportunities. We have taken a hard look at our program model and have verified our core elements that must be preserved. We have also made a few adjustments that were needed. A/TA is confident that our basic approach is still valid and now it is back to the business of final preparations for our event that is less than three months away. With this year's reduced attendance by our active military members, we are adjusting the symposium program to focus more on heritage matters and industry related seminar topics. Although we expect less total military participation this year, there will still be significant senior officer and enlisted leadership attendance at this year's convention. Also starting this year, each Industry Partner will receive an invitation to the Chairman's Luncheon. If you have not yet committed to being an Industry Partner, it is not too late - but you need to act quickly to get your company data included in the convention issue of *A/TQ*.

At our most recent quarterly board meeting, the A/TA National Board approved a financial plan to assist our local chapters with ground transportation expenses to Orlando. This is an example of our extraordinary efforts to help get more permissive TDY members and families to Orlando. John Sams, A/TA Senior Vice President, is in contact with local chapter presidents and will administer the program. He is authorized to provide limited financial assistance to local chapters attending the convention – this should be especially helpful to those chapters that are within a day's drive of Orlando. A/TA is doing everything we can to encourage as many military people as possible to attend the 45th Annual A/TA Convention/Symposium & Technology Exposition.

Something very special will be happening at this year's convention, The Airlift/Tanker Association will be inducting General Ron Fogleman into the A/TA Hall of Fame. Anyone who has attended one of our conventions in the last 20 years knows how popular General Fogleman and Miss Jane are with our members. This is a well-deserved honor that we will bestow upon our former Air Force Chief of Staff; Commander of US Transportation Command and Air Mobility Command; and past A/TA Chairman. His induction at the A/TA Awards Banquet on Saturday night will be a night to remember. Do not miss this historic Airlift/Tanker Association event.

Make sure you plan to attend the 30 October – 3 November A/TA gathering at the Marriott World Center Resort in Orlando, Florida. The 45th Annual Airlift/Tanker Association Convention/Symposium & Technology Exposition will be another memorable event *– do not miss it!*

Hope to see you in Orlando - warm regards,
Bob Dawson, Industry Vice President

KEEP ON TRUCKING:
AN ENTREPRENEURIAL APPROACH TO INTRATHEATER AIRLIFT

by LtCol Nathan A. Allerheiligen, USAF

The views expressed in this academic research paper, which was awarded the A/TA **Global Reach Award at Air War College for being the outstanding research paper written on a global mobility topic**, are those of the author and do not reflect the official policy or position of the US government or the Department of Defense. In accordance with Air Force Instruction 51-303, it is not copyrighted, but is the property of the United States government. The author, Lieutenant Colonel Allerheiligen was commissioned in the Air Force in 1992 from the United States Air Force Academy. After 11 years of operational assignments, he completed a staff assignment as Chief of Requirements Branch for the Joint Deployment Process Owner Division, Joint Experimentation and Concept Development Directorate (J-9), United States Joint Forces Command (USJFCOM) in 2006. Following his staff assignment, Colonel Allerheiligen held several positions at Little Rock Air Force Base, Arkansas, culminating as Commander, 50th Airlift Squadron, and Deputy Commander, 19th Operations Group. He also served 5 months at Joint Base Balad, Iraq as Commander, 777th Expeditionary Airlift Squadron, leading the sole C-130E/H squadron within Iraq. Following that tour, Colonel Allerheiligen spent one year on faculty at the Air Command and Staff College where he served as an Instructor and Course Director in the Department of Strategy and Leadership. Colonel Allerheiligen holds a Bachelor's of Science in Electrical Engineering, and a Master's of Air Mobility from the Advanced School of Air Mobility, Air Force Institute of Technology, Ft. Dix, New Jersey.

Introduction

As the US Air Force (USAF) completes the drawdown from wars in Iraq and Afghanistan, the reduction of deployments and restructuring of budgets provide a rare opportunity to explore new intratheater employment models. While there is no guarantee that the next conflict will resemble the last, a review of current experience and alternative solutions illuminates new capabilities that potentially improve future force employment. One area that must be studied is the management and employment of the theater distribution system (TDS).

The current intratheater airlift system suffers from process efficiency--and in some cases effectiveness--challenges. Customers are left dissatisfied because the system does not meet their expectations of responsiveness, reliability, or flexibility. For the duration of this paper, customer refers to the recipient of a shipment, not necessarily the end-point consumer or the requester of the shipment. While centralized control is absolutely necessary to ensure support for the highest theater priorities, recent US Central Command (USCENTCOM) practices have devolved toward centralized execution, exacerbating bottlenecks in the scheduling process. In contrast, commercial companies work to simultaneously satisfy customer requirements and maximize efficiency across the supply chain. The entrepreneurial mechanisms that push for perfect customer satisfaction while maximizing efficiency provide examples of improvements that can be used within the military distribution system. Undoubtedly, military processes, cultural perspectives, and decision support systems will need to change to apply commercial models to the intratheater airlift process. However, there is great potential to maximize the performance of intratheater airlift through the integration of an incentive-based entrepreneurial model.

This paper examines the current intratheater airlift system and identifies key characteristics. It then reviews Walmart's scheduling and dispatching process. The two systems are then combined to create a hybrid process. Using customer-focused performance metrics of responsiveness, reliability, flexibility, and efficiency, the paper evaluates the three models to determine the relative strengths and weaknesses. Although there are significant cultural barriers to an entrepreneurial approach, the Air Force should develop a system that uses market incentives to improve the tools of the theater distribution system to maximize effectiveness while retaining high levels of efficiency.

System Descriptions

This paper considers three different distribution systems: the current intratheater airlift system as it is currently being executed in USCENTCOM; a commercial entrepreneurial system based upon Walmart's domestic distribution; and a hybrid system based upon the current intratheater airlift system, but altered to include entrepreneurial incentives and process improvements. The key components of each system are: (1) incentives, (2) process management, (3) information technology support, (4) approval, validation, and prioritization of cargo, and (5) fleet balancing. A summary of the three systems is provided in Table 1.

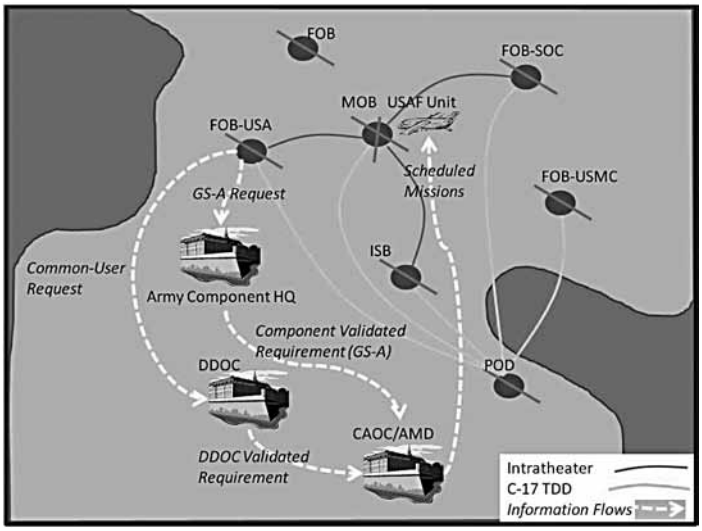
Table 1. Transportation System Comparison

	Military TDS	Commercial	Hybrid
Incentives	"Mission first" or effectiveness; efficiency when you can; military rank is used to influence the process	Market pressures: Competition, profitability, market share, risk reduction	Mission first + incentivized system
Process Management	Centralized control; centralized execution; senior officer approvals	Centralized planning; decentralized control and execution: Distributed management with extensive decision support; local manager approvals	Centralized control & oversight/decentralized execution: Limited decentralized planning with tactical units as brokers & consolidators; approvals at lower levels
IT Support	Complicated and incomplete set of systems forces management through manual processes such as spreadsheets	Electronic information exchange; web-accessible bidding; robust decision support; exquisite in-transit visibility of goods	Integrated system of systems to eliminate manual data entry; visibility and accessibility to operators and users alike
Validation	Laborious validation & prioritization by senior command levels, may take 72 hours (then 48 to schedule); certain arrangements delegate validation to user	Validation is performed by shippers when they pay the cost; prioritization is shipper's responsibility. Premium service increases the costs.	Pre-validate certain requirements; allow trusted users to validate own requirements; self-regulation of demand
Fleet Balancing	No access or visibility of component assets; some commercial channels w/in theater (tender); outsource to C-17 for surge ops	60% of fleet is owned, 40% outsourced; plus hire-out of fleet to increase revenue	Outsource to other service components for common user requirements

The Intratheater Airlift System: A Centralized Control System

The intratheater airlift portion of the TDS (Figure 1) is centrally planned and controlled by the Air Mobility Division (AMD) of the Combined Air Operations Center (CAOC). The AMD is charged with coordinating the common-user fixed wing assets to support the Joint Force Commander's (JFC) requirements as directed by the Joint Force Air Component Commander (JFACC). Under steady state conditions with predictable requirements, the AMD is effective at creating schedules that maximize customer support while efficiently using the available assets. According to Maj Blane Rasch, former Chief, Airlift Control Team in the AMD, when the requirements are dynamic, short notice, or highly variable, AMD's limitations constrict the system's responsiveness and flexibility.

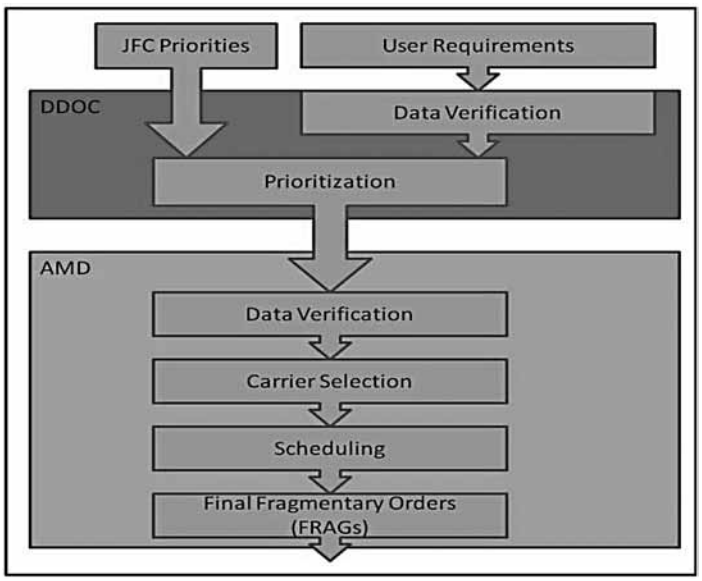
Figure 1. Military Theater Distribution System (TDS)



The distribution process begins with users identifying their transportation requirements. The users feed their requirements up the chain of command to the component headquarters. The component headquarters aggregates the requirements and passes them to the Deployment and Distribution Operations Center (DDOC) for validation. According to JP 3-35 Deployment and Redeployment Operations, "requirements validation confirms the need for the movement requirement and provides detailed shipment data."9 As the DDOC validates the movement requirements, it also prioritizes shipments based upon the JFC's guidance—a challenging task when there are more requirements than available lift (Figure 2).

Because the components do not pay for their transportation, there are few practical constraints to what they request. DDOC planners act as honest brokers and may deny or delay some requests satisfy higher priorities. Still, rank and personalities drive the operation more than the written process or numerical analysis of effectiveness and efficiency, so high ranking senior officers may occasionally ask planners to bypass the normal process. Validation takes 2-3 days to complete. Once the shipments are consolidated, validated, and prioritized, the DDOC passes the movements to the AMD for scheduling and dispatch.

Figure 2. Summary of Validation and Scheduling Processes



After receiving the transportation requirements from the DDOC, the AMD seeks to consolidate shipments and routes while it concurrently works to determine the best aircraft for each shipment. The AMD has several carrier choices, to include: C-130s under the Air Force component control, the C-17 for theater direct delivery (TDD), or a tender contract with a commercial carrier. In TDD missions, C-17s take cargo and passengers directly from theater ports of debarkation (PODs) to forward operating bases (FOB) and other destinations, bypassing the usual intermediate distribution hubs used by the C-130s. In essence, the AMD outsources its requirements to US Transportation Command (USTRANSCOM), just as it does with other commercial carriers. This outsourcing enables the AMD to increase capacity for surges, as well as reduce the logistics footprint for aircraft deployed to the theater.

There is still a lot of intratheater airlift that the AMD does not manage. According to Colonel Charles Howard, Chief, Strategic Deployments Division at USCENTCOM: "Of the theater assigned airlift aircraft, only 45% are fully AMD controlled." Similarly, the AMD has no control over rotary lift, special operations assets, or Army, Navy, and Marine Corps fixed-wing transports. Those components receive direct support from their aviation arms and have no incentive to offer their excess capacity to benefit the AMD. Because the service components are only required to share minimal data with the AMD for deconfliction of the airspace, shippers do not have full visibility of all the assets that they might be able to use. Without visibility or access to all available assets, the AMD has limited ability to "improve effectiveness, increase joint synergy and minimize duplication of effort." Once a validated requirement is received by the AMD, it typically takes 48-hours to get an aircraft scheduled to service that lift request. Because this process takes up to 5 days from request to actual shipment, shippers complain the centrally managed TDS is not sufficiently responsive to meet their time-sensitive/mission critical (TS/MC) requirements.

When supporting dynamic and urgent operations, Army planners may not have the ability to completely plan their operations 5 days in advance, nor the luxury of waiting 5 days for critical resupply.

A major impediment to reducing the time required to validate and schedule aircraft is the lack of an integrated information technology (IT) solution to support intratheater airlift planning and execution. There are over 15 different joint and coalition systems designed to track and manage requirements and movements of theater passengers and cargo. Because the theater airlift system does not have a single tool for capturing, consolidating, or prioritizing requirements, the work is input manually onto spreadsheets, referred to as fragmentary orders or FRAGs. Those FRAGs then become the source documents for route planning, scheduling, and flight following--generating a huge manpower burden to manage each and every movement. Nonstandard missions or special requests consume up to 10 times more manpower to plan than a standard mission.

Thus, the AMD manpower becomes a choke point in the process. Because of the high workload needed to generate a change to the plan, AMD operators are hesitant to make changes. Priority or requirement changes often require senior officer approval in the AMD, which requires a similarly ranked officer to make the change request. With sufficiently high-ranking officers pushing the process, they may negotiate some short-notice requirements, but having to do so only decreases the customer's perception of the system's responsiveness.

To address the Army's TS/MC requirements, the Air Force agreed to provide more direct support to the Army. Recent arrangements used direct support-apportioned (DS-A) to specific units or general support-apportioned (GS-A) to an entire service component, depending upon the joint operations area. Regardless of the designation, the concept is the same: the AMD reserves one or more missions for a service component without having the requirements go through DDOC validation. In the DS-A/GS-A process, most of the validation process is decentralized to the component requesting the lift. The AMD fills any unused capacity, whether in terms of cargo space or available crew duty day, to maximize the aircraft and the crew's day—thereby gaining some efficiencies and benefits of centralized control while

giving priority service to certain customers. If there is good cooperation between the user and the AMD, the end result can be as efficient as a fully controlled AMD line. In fact, the GS-A concept recently increased lift efficiencies 35% while still achieving 100% of the user requirements.

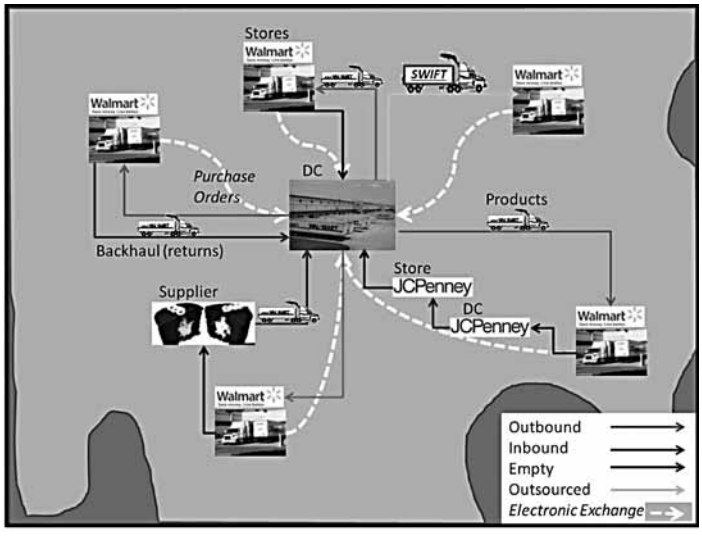
Theoretically, the execution phase—the dispatch of aircraft and actually flying of missions—is decentralized to local authorities (i.e. the flying units). With improved communications, AMD execution has shifted toward a more centralized approach. While communications improvements enable great agility for dynamic re-routing of the aircraft, they are also used to divest the unit and aircraft commanders from decision authority normally implied with decentralized execution. Even if shippers had the authority to do real-time shipment consolidation, they are unable to take advantage of unused capacity because they do not have any visibility into what excess capacity is available. While centralized execution orchestrates the system for reliability, there are inefficiencies because of the choke point created by the AMD.

In summary, the intratheater airlift system has proven highly effective and generally efficient, but adoption of commercial techniques can provide improvements. The highly centralized functions of the AMD stifle creativity and flexibility because its decision support is highly fragmented, and its manual processes are not conducive to dynamic, variable requirements. GS-A/DS-A construct offers some balance between customer support and efficiency, but there are additional improvements available through adopting applicable practices from a commercial motor carrier model.

Commercial Motor Carrier Operations: An Entrepreneurial Network

The commercial motor carrier (trucking) industry is a large and complex network of vendors, retail operations, suppliers, shippers, third-party logistics operators, and vehicle operators. This system uses market forces to provide shippers and carriers maximum flexibility, efficiency, and customer-focused performance. Commercial operations are highly decentralized in both control and execution. Each firm or stakeholder will either control or sub-contract their planning and scheduling processes. Stakeholders are pressured to be efficient by the forces of competition, yet they must all remain effective in order to stay in business.

Figure 3. Commercial Distribution Example: Walmart



As one of the world's largest corporations, Walmart provides a good example of an entrepreneurial logistics system (Figure 3). Like the deployed Air Force component, it is a fleet owner, a distributor, and a retail location operator. While Walmart uses trucks, the AMD schedules aircraft as the primary delivery platform. Walmart uses large distribution centers (DC) to support the stores; these are analogous to the PODs and main operating bases (MOB) that the AMD uses. The points of sale for Walmart are its stores; whereas the Air Force uses intermediate staging bases (ISB) and FOBs as points of consumption.

Mr. Chris Kozak, Transportation Director for Walmart, described the Walmart distribution system as centrally planned, de-centrally controlled and de-centrally executed. Fleet planning, contracts, and route planning are done centrally—with great success. Through creative routing, scheduling, and sub-contracting of some routes to other carriers, Walmart reduced empty truck miles by 10% over the last 3 years. The 160 DCs perform the control and execution of movements within their region, each servicing 150-160 stores. The DC's manage the transportation, while the stores manage their requirements, passing them to the DC for servicing.

For example, if a store has an urgent need for additional stock, the store's stock manager simply calls the DC to get additional items on the next truck headed to the store. The store has visibility on what is on each truck before it ships, so they temper their requests to the available space. This process flexibility and responsiveness is driven by trust, visibility, and delegation of authority to the appropriate level.

The Walmart supply chain is supported by extensive information technology (IT). The restock requests and purchase orders are consolidated at the DC and shipped daily via one of the four trucks per store per day from the DC; one each of general merchandise, groceries, dairy, and meat products. Manifesting, billing, and planning data are all tied into the same network of systems, enabling Walmart executives to perform detailed advanced planning and fleet management. In a free market system, prioritization is sorted out through competitive pricing—there is no master list of who gets serviced first. Carriers shift their fleet to service the best customers. Shippers gain priority service by paying for premium service.

Walmart balances its capital risks by not owning all of its transportation capacity. Walmart's fleet of 6,200 tractors and 60,000 trailers deliver about 60% of its cargo from the DCs to the retail stores. The remainder of the steady state requirement, as well as a surge capacity, is outsourced to freight carriers such as Schneider International and Swift Transportation. Also, Walmart hires out its fleet to do business for other retail operators, such as JC Penny, in order to recuperate costs associated with returning the trucks back to the DCs for another pickup.

Walmart's techniques are extremely effective in reducing logistics costs. Over the last 5 years, they delivered 361 million more cases of product while driving 250 million fewer miles than the previous 5 year period. Their key practices include delegating scheduling to the DCs, excellent electronic visibility of demand and goods en route, an insatiable pursuit of meeting 100% of the demand for the least cost, creative routing and scheduling to reduce empty truck miles, and exquisite coordination with sub-contractors.

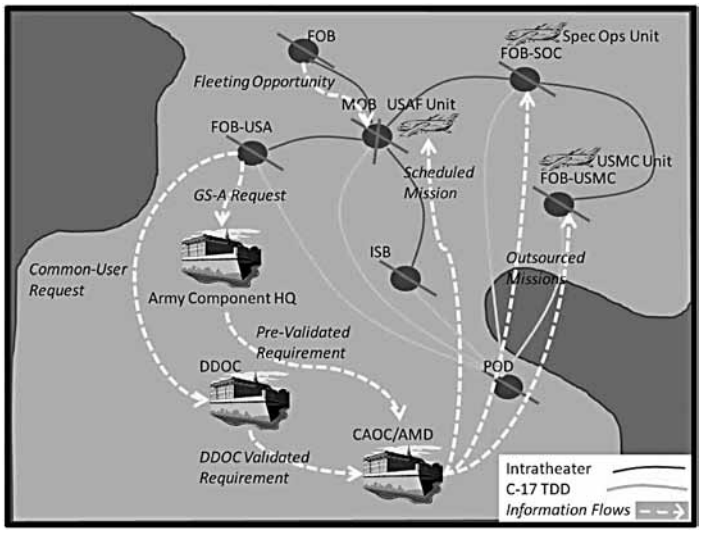
In the aggregate, the industry behaves as a dynamic network, creating and reinforcing transportation routes in accordance with market pressures, yet finding ways to service all customers. Market pressures such as pricing and competition work to incentivize operators to respond to demand. Because of the competition, the network drives customer-focused performance. Competition between carriers and brokers demands efficiency, allowing for higher profit margins or lower prices for the customers. Ultimately, the customers determine the definition of effectiveness by "voting" with their money.

Hybrid Intratheater Model: Incentivized Decentralization

Mobility airlift has a long history of applying commercial processes to gain improvements. The applicability of commercial methods to the military mission depends upon systemic, equipment, and network design differences. Generally speaking, supply chains and decision support systems are highly integrated in the commercial sector, which enables centralized planning and decentralized control and execution of logistics. The following model seeks to balance the benefits of a commercial model in terms of efficiency and customer satisfaction while applying feasible policy, technology, and process

changes to the military model. At the high level, the proposed model is largely the same as the intratheater model, with a few modifications to create the basis of an entrepreneurial network. Rather than describe all of the processes in detail and then do a comparison, this discussion will focus on the differences from the current intratheater airlift system created by including an entrepreneurial incentive system (Figure 4).

Figure 4. Hybrid Entrepreneurial System



The most revolutionary, yet the most culturally difficult change, is to modify the very incentives that form the basis of the military culture. Because of the high value placed upon preserving the lives of our soldiers and the desire to maximize effectiveness in any given situation, military systems and processes are designed to value effectiveness over efficiency. The Transportation Working Capital Fund (TWCF) provides a model for how to develop monetary-based incentives into a government system. The TWCF was developed to provide readiness, responsiveness, and reliability to the Defense Transportation System (DTS) during times of crisis. Because USTRANSCOM must respond to international crisis before funding is approved by Congress, the TWCF serves as a buffer until funding is available.

Because of the need to capture the cost data associated with the use and management of TWCF, USTRANSCOM and its components become very aware of the business costs and use that cost data to generate efficiencies while remaining fully effective. Because DTS users have limited operations funds to spend on transportation needs, their demand for transportation is self-regulated.

Implementing a system similar to TWCF for theater operations could provide incentives for effective and efficient operations. With clear cost data available, operators could readily evaluate their performance to determine if their efforts are generating the desired effects while maximizing efficiency. If shippers are limited by budgetary constraints, they will be naturally incentivized to limit their request for premium (i.e. air) service to the minimum necessary for mission accomplishment. Cost data would also expose components and units who are over-reliant on airlift to support their sustainment needs. A fee-for-service system could also incentivize other components to participate in common-user lift. If the components get tangible benefits in return for their efforts, they are more likely to extend additional capacity to the common user pool. Use of premium pricing would enable theater managers to direct the network's behavior to create the desired prioritization, responsiveness, and efficiencies.

To take advantage of fleeting tactical opportunities, the hybrid system requires limited decentralization of control and execution. As shown in the commercial model, this decentralization could take several different forms. One way is to allow tactical units to act as shipping brokers to fill unused capacity not directed by the AMD. This has already been done as a proof of concept during test of the 2009 TS/MC Concept of Employment (CONEMP). Likewise, this concept proved very effective when Joint Base Balad F-16s used residual fuel to perform armed over-watch. In a similar manner, airlift squadrons could add-on local moves for opportune cargo or passengers, or keep the planes down for additional maintenance, or even await additional cargo to improve load efficiency. The key to delegation is transferring authority to the tactical units, allowing units to service a customer's requirements.

There must be trust and discipline in the system so the AMD can identify a valid change requirement without senior officer intervention. The suggested hybrid system allows trusted customers to validate their requests at the "manager" level—usually a company-grade officer (CGO). In return, the user needs to accept the decisions made at the same level within the AMD—usually a CGO or above.

Even without these policy or process changes, there needs to be a fundamental re-look at the IT support to the intratheater airlift processes. In order to increase effectiveness or efficiency, the information available to shippers, carriers, and customers needs to be visible, reliable, reputable, and accessible. Units must have access to open requirements in order to act as brokers in the process. Similarly, if customers and brokers are given visibility into available capacity, they can work their requirements into already scheduled missions to facilitate consolidation. Shippers also need to receive clear confirmation of a scheduled aircraft as soon as it is booked in order to prevent secondary or "just-in-case" bookings by alternative means. Once able to reduce the extensive manpower burden on the AMD, this IT integration will free the AMD planners and controllers to address dynamic changes and to flexibly respond to customer needs. In order to achieve decentralized control, the AMD's processes need to be seamless and effortless so that they are no longer a bottleneck in the process.

With trusted customer relationships, there is an opportunity for prevalidating certain customer lift requirements. This is a process extension of the GS-A/DS-A concepts already being employed. Within a limited set of parameters, the requirements from regular customers should bypass the validation process and move straight to prioritization and scheduling. For example, the Air Operations section (J-33Air) at United States Forces-Iraq (USF-I) acted as the consolidator and validator for the GS-A missions in Operation IRAQI FREEDOM (OIF), removing the DDOC process from the system and allowing for a 48-hour turn time from request to scheduled aircraft. Having additional user groups organically validate and consolidate further reduces AMD workload and enables better support to all customers.

A final modification is the assimilation of other components into the common-user airlift equation. Special operations, Army, Marines, and Navy components all own and manage organic fleets that could support other customers. At this time, there is no incentive for a commander, other than professional trust, to release his or her organic assets to support another component. The costs associated with supporting another component are real in terms of service-borne costs of manpower, logistics, and life-cycle maintenance. If there was a means of remunerating other components to assist with the theater distribution process, additional responsiveness, reliability, and capacity would be available for all to enjoy. USTRANSCOM has already demonstrated an effective process for hiring out C-17s to support theater missions, with good results for both theater and global managers. In the same manner, the AMD could outsource requirements to increase the capacity of the theater system and increase overall system responsiveness without having to deploy additional assets.

Analysis

According to Bowersox et al. in their book Supply Chain Logistics Management: "While in some ways it's an insight into the obvious, it is important to establish initially that logistics contributes to an organization's success by accommodating customers' delivery and

availability expectations and requirements." In order to analyze a distribution system, the customer's perspective is paramount. They continue to say, "regardless of the motivation and delivery purpose, the customer being serviced is the focal point and driving force in establishing logistical performance requirements." According to JP 4-0, Joint Logistics, "the effectiveness of joint logistics can be measured by assessing the following attributes…speed, reliability and efficiency."

To provide commonality with civilian supply chain lexicon, this paper substitutes the terms reliability and flexibility in lieu of speed. The following definitions are derived from Bowersox et al.:

1. Responsiveness: Ability of the carrier to meet the "customers' expectations of the willingness and ability of the carrier to provide prompt service."
2. Reliability: Ability to "meet requirements at agreed upon time"; ability to "provide accurate information to customers regarding operations and order status."
3. Flexibility: "Ability to accommodate special situations and unusual or unexpected customer requests."
4. Efficiency: "Measure of resource expenditure necessary to achieve… logistical effectiveness."

Each model was analyzed along these four parameters to determine its relative performance with respect to the other models. A summary is provided in Table 2.

Table 2. Summary of Comparative Analysis

	Military TDS	Commercial	Hybrid
Responsiveness	Long validation timelines degrade customer service; manual processes bog-down decision making; centralized execution and high decision levels reduce responsiveness	Highly responsive to customer desires; anticipatory service; customer service decisions delegated to appropriate levels	Reduced validation timeline improves responsiveness; increased capacity increases ability to support; decentralized execution enables additional levels of service
Reliability	Centralized control enables asset pooling; no access to other components limits amount of assets to share; limited visibility into other components reduces options	Trucks are intrinsically reliable compared to aircraft; with large delivery windows, it's easier to meet requirements; reliability is part of the contracted customer service	Increased fleet enables more options; better visibility increases options; decentralized decision making can take advantage of fleeting opportunities
Flexibility	Willing to take great risk to meet mission requirements; may require senior officer intervention to accept high risks	Fiscal constraints will restrict flexibility; system is geared toward predictability and reliability	Willing to take great risk to meet mission; decentralized decision making takes advantage of fleeting opportunities or local circumstances; better visibility increases options
Efficiency	Efficiency is limited by poor decision support; manual processes to maximize load factors; willing to sacrifice efficiencies to improve responsiveness	Superb decision support enables great improvements in route efficiency; flexible scheduling and contracting reduces empty miles; excess trailers keep tractors moving	Improved decision support aids in improving route efficiencies; better asset and load visibility improves load factors; costing data highlights opportunities for improvement

The commercial model will almost always be the most responsive. In the military TDS, long validation times reduce customer service. The manual processes employed by the AMD reduce its ability to address changes to customers' requirements. The approval process to change missions, often requiring senior officer engagement, slows the TDS response and tends to aggravate customers. For the commercial model, competitive marketing campaigns seek to create and meet demand before customers even cognitively know they have a need. Commercial firms are able to do more than respond to demand; they anticipate it. Managers delegate decision making for customer service issues to the lowest possible level, enabling quick response to customer needs. For the hybrid model, reduced validation timelines and decision making at the AMD will reduce customer wait times. Increased access to component airlift assets increases the hybrid's effective capacity, allowing for increased customer service. Finally, decentralizing decision making improves customer service by allowing tactical units to serve as brokers to satisfy local requirements.

The reliability for all three models is very high. The centralized execution of the military TDS enables the AMD to dynamically reroute missions to minimize losing any routes due to mechanical or operational impediments. The military TDS's reliability is constrained because the AMD does not have visibility or access to the full complement of airlift assets in the theater. If the pool was larger, then the AMD could increase reliability. The commercial system will generally be highly reliable because trucks are intrinsically more reliable than aircraft. Also, drivers are given large delivery windows, making it easier to meet the requirements. Finally, commercial operators have a financial imperative to be reliable because reliability standards are written into many contracts. The hybrid system, with access to the full array of theater airlift assets, has increased options to deal with mission delays or cancellations. Visibility into the full range of missions allows the AMD to pick any asset to dynamically fill gaps. Delegation of some authority to tactical levels enables units to take advantage of fleeting opportunities to meet customer requirements.

The flexibility of the military system could be the highest of all three models with one caveat: it depends upon who is asking for support. Military aviators are willing to go to great lengths, even risking death, to complete some missions. Senior officers retain the authority to make such risk decisions, but will do so if the payoff is great enough. This flexibility is what creates heroes in wartime and fosters great esprit de corps. In commercial systems, fiscal constraints and contracts limit flexibility. Commercial operations are generally designed for predictability and reliability. Few commercial operators will risk losing equipment or personnel to complete a route.

The hybrid system retains willingness to accept risk for mission accomplishment, but includes decentralized decision making to take advantage of fleeting opportunities or local circumstances. Additionally, with better visibility into the full gamut of available airframes, the AMD has more options to choose from to meet unusual or unique requirements.

In this discussion, carrier efficiency is evaluated based upon the dispatcher's ability to keep the equipment moving with high load factors. The load factor is the proportion of the total cargo hold that is filled with revenue generating passengers and cargo. Efficiency is maximized when the equipment is full and moving most of the time. In the military TDS, efficiency is limited by the AMD's poor decision support. The AMD planners work manually to consolidate and aggregate shipments to increase load factors, but accept some inefficiency in order to improve responsiveness and schedule predictability. With predictable demand and extensive decision support, commercial firms are able to use complex decision support software to create highly efficient routes. Additionally, carriers seek to string together revenue generating routes in order to minimize empty miles.

They also purchase additional trailers to allow the tractors to keep moving without having to wait to load/unload the trailers. In the hybrid system, improved decision support will enable the AMD to dynamically create legs optimized for effectiveness and efficiency. Visibility into assets and requirements allows for increased load factors and a reduction of lift redundancy. Finally, awareness of cost data, like what is seen in the TWCF managed intertheater airlift system, allows operators and users alike to make better efficiency decisions.

Centralized control can only maximize utilization of the assets when the managers enjoy sufficient time, manpower, priority, and energy to do so. Integrated IT is a key enabler to reduce workload and provide better decision support. Delegation of authority in execution enables increased flexibility and response to local conditions. Market incentives provide the means to increase the pool of available resources, and when coupled with improved IT, create a dynamic entrepreneurial network to achieve near-perfect customer support

while gaining great efficiencies.

Conclusions

If implemented as envisioned, the hybrid model has the potential to significantly increase the performance of intratheater airlift operations. Some of the incremental improvements, especially with regard to information technology, were highlighted in interviews and Air Force Lessons Learned reviews as being able to immediately improve the current system without any additional process or structural changes. Decreasing centralization is advantageous provided it is balanced with overall system performance. Military leaders can apply natural market forces to military operations without sacrificing the oversight or control needed for emergency situations. Some decentralization, especially in execution, is desirable because it enhances flexibility and effectiveness by authorizing tactical commanders to take advantage of fleeting opportunities and local conditions. An incentivized system with a corresponding shift in culture can enable an entrepreneurial response to create a dynamic, responsive network that will anticipate customer needs and proactively change to ensure maximum effectiveness, and efficiency.

To experience the potential benefits of an entrepreneurial approach to theater distribution, additional experimentation, modeling, and analysis is required. Specifically, military operators need to develop the right set of processes, benchmarks, decision support, and tracking mechanisms to allow for additional data collection in a contingency environment. Additionally, senior decision makers, especially in the Air Force, must see the benefits and risks of letting tactical commanders make decisions based upon local conditions without gaining buy-in from the centralized control agency first. Finally, processes, mechanisms, and concepts for incentivizing components other than the Air Force to participate in common-user lift must be developed and evaluated before implementation.

The ultimate purpose of the theater distribution system is to help win our nation's wars. To that extent, effectiveness will always supplant efficiency. What we routinely observe is that the most effective operations are also highly efficient. Improving efficiency will increase the capacity of the system given a fixed number of assets. It is in the customers' as well as the carriers' best interest to develop highly efficient operations that maximize the utilization of all available assets. Just as in commercial operations, proper incentives encourage new solutions to maximize effectiveness while steadily increasing efficiency. It is not a matter of either-or, but rather a matter of both-and: increase efficiency in order to maximize effectiveness. ■

Abbreviations and Acronyms

AFDD Air Force Doctrine Document
AMD Air Mobility Division
ATO Air Tasking Order
CONEMP Concept of Employment
CAOC Combined Air Operations Center
C2 Command and Control
DDOC Deployment and Distribution Operations Center
DS-A Direct Support – Apportioned
DC Distribution Center
FOB Forward Operating Base
FRAG Fragmentary Order
GS-A General Support – Apportioned
IT Information Technology
ISB Intermediate Staging Base
JFACC Joint Force Air Component Commander
JFC Joint Force Commander
JP Joint Publication
MOB Main Operating Base
OEF Operation ENDURING FREEDOM
OIF Operation IRAQI FREEDOM
POD Port of Debarkation
TDD Theater Direct Delivery
TDS Theater Distribution System
TS/MC Time Sensitive/Mission Critical
TWCF Transportation Working Capital Fund
USCENTCOM United States Central Command
USF-I United States Forces – Iraq
USTRANSCOM United States Transportation Command

Definitions

Carrier: An individual or company engaged in the transportation of passengers or cargo.
Customer: The recipient of a product or service.
Direct Support: A mission requiring a force to support another specific force and authorizing it to answer directly to the supported force's request for assistance.
Efficiency: Measure of resource expenditure necessary to achieve logistical effectiveness.
Empty Truck Miles: Mileage driven by a motor carrier without any cargo aboard. Also referred to as "empty miles."
Flexibility: Ability of a carrier to accommodate special situations and unusual or unexpected customer requests.
Intertheater Airlift: The common-user airlift linking theaters to the continental United States and to other theaters as well as the airlift within the continental United States. The majority of these air mobility assets is assigned to the Commander, United States Transportation Command. Because of the intertheater ranges usually involved, intertheater airlift is normally conducted by the heavy, longer range, intercontinental airlift assets but may be augmented with shorter range aircraft when required.
Intratheater Airlift: Airlift conducted within a theater. Assets assigned to a geographic combatant commander or attached to a subordinate joint force commander normally conduct intratheater airlift operations. Intratheater airlift provides air movement and delivery of personnel and equipment directly into objective areas through air landing, airdrop, extraction, or other delivery techniques as well as the air logistic support of all theater forces, including those engaged in combat operations, to meet specific theater objectives and requirements. During large-scale operations, US Transportation Command assets may be tasked to augment intratheater airlift operations, and may be temporarily attached to a joint force commander.
Load Factor: The proportion of the total cargo and passengers to the total available capacity for cargo and passengers; usually represented as a percentage of the maximum capacity for that leg.
Shipper: Person, company, or their agent who prepares an item for shipping; the one who contracts a carrier to haul goods.
Reliability: Ability to meet customer requirements at agreed upon time; ability to provide accurate information to customers regarding operations and order status.
Responsiveness: Ability of the carrier to meet the customers' expectations of the willingness and ability of the carrier to provide prompt service.
Validation: Execution procedure used by combatant command components, supporting combatant commanders, and providing organizations to confirm to the supported commander and United States Transportation Command that all the information records in a time-phased force and deployment data not only are error free for automation purposes, but also accurately reflect the current status, attributes, and availability of units and requirements.

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☐ PRIOR A/TA Young Leader. Year: _____

Badge: (Print or type names *exactly* as you want them to appear on badge)

REGISTRANT:

_____

NAME

Also Show: ☐ Organization ☐ A/TA Chapter

GUEST:

_____

NAME

Also Show: ☐ Organization:

_____

MULTIPLE GUESTS: Call/Email Bud Traynor for information concerning registration and fees for multiple guests.

FULL REGISTRATION: (Includes everything except Hotel and Golf)	Check Box for: SELF	GUEST				
✈ A/TA Membership (Required for Member Rate for member and guest) 1yr/3yr/Life	☐		1 yr $40 | 3 yr $110 | Life $500			$ _____
			Current Member Not Mil or GS	Mil & GS No Ctr/Ret	Non-Member Non-Gov't	
✈ **Early Registration (Must postmark/fax by 15 Sept)**	☐	☐	$240	$190	$320	$ _____
✈ Pre-Registration **(16 Sept - 24 Oct 1700 EST - On-site will be $395/$245/$475)**	☐	☐	$295	$245	$375	$ _____

BANQUET SEATING PREFERENCE (base, group, etc.) _____

LINE ITEM REGISTRATION: Guests & Invited Speakers Only. All below included in Full Registration above – *Registrants please don't use.*	Check Box for: SPEAKER	GUEST	Per Person Fee SPEAKER | GUEST	
✈ **Thursday Evening Reception** Refreshments/Exhibits	☐	☐	$100	$ _____
✈ **Friday Program** Seminars/Exhibits/Refreshments	☐	☐	$100 | $175	$ _____
✈ **Friday Evening Reception** Refreshments/Exhibits	☐	☐	$100	$ _____
✈ **Saturday Program** Seminars/Exhibits/Refreshments	☐	☐	$100 | $175	$ _____
✈ **Saturday Evening Banquet**	☐	☐	$100	$ _____
✈ **Sunday Farewell Brunch**	☐	☐	$50	$ _____

If you are supporting a speaker please indicate his/her rank/title & name: _____

Speaker's Topic: _____

GOLF (Includes Lunch):	Check Box for: SELF	GUEST		
Requested Foursome: 2. _____ 3. _____ 4. _____ **Handicap(s)**	☐	☐	$140	$ _____

TOTAL AMOUNT DUE NOW: Make Checks Payable to: **The Airlift/Tanker Association** $ _____

***Register on-line at instructions.atalink.org;* or copy this form and mail, along with check or credit card info to:**

Col Dennis (Bud) Traynor, USAF (Ret)
9312 Convento Terrace
Fairfax, VA 22031

Credit card users may fax registration to: (703) 385-2803 (no cover page please)

After 17 Oct mail or 24 Oct fax/web cutoff, registrations accepted only at the convention registration desk.

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By transmitting this form, I certify I have read and understand the cancellation instructions and, for the member rate, my National membership must be current through November. Otherwise an additional $40 may be assessed on this card to update my membership. Registration Cancellation fee is $30 if by 15 Sept; $40 if by 24 Oct; $50 thereafter.

Gov/Org Card #: _____ Exp: _____ CVV: _____ Amt:$ _____

Personal Card #: _____ Exp: _____ CVV: _____ Amt:$ _____

CVV = Card Verification Value Code. Last 3 digits of number imprinted on back of card.

Signature (required): _____

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A/TQ
AIRLIFT/TANKER QUARTERLY
Volume 21 • Number 3 • Summer 2013
AN AIRLIFT/TANKER ASSOCIATION PUBLICATION
The Airlift/Tanker Association
9312 Convento Terrace
Fairfax, Virginia 22031

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