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AIRLIFT/TANKER QUARTERLY
Volume 18 • Number 1 • Winter 2010



From *the* Question Mark to *a* Question Mark

A BRIEF HISTORY OF AERIAL REFUELING
PART 5

Pages 6-13

A Look Back

2009 Convention Photos

Pages 14-15

AMC Provides Rapid Response for Haiti Relief Effort
OPERATION UNIFIED RESPONSE

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A/TQ

AIRLIFT/TANKER QUARTERLY
Volume 18 • Number 1 • Winter 2010

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EDITORIAL STAFF:

Gen. Walt Kross, USAF, Retired
Chairman, Board of Officers

Mr. Collin R. Bakse
Editor and Art Director

Mr. Doug Lynch
Business Manager

Col. Ronald E. Owens, USAF Retired
Editorial Advisor

Col. Gregory Cook, USAF
Public Affairs Coordinator

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ON THE COVER: Montage, by Collin R. Bakse, depicting a C-17 readying to refuel from a still unknown, future replacement for the venerable KC-135.

Thank you for your caring thoughts and prayers...

I wish to extend a heartfelt "Thank You," to the A/TA Board of Officers and to all the members of the Association who sent condolences on the passing of my wonderful wife Dawn. Dawn regarded being considered a member of the Air Mobility family a blessing. She was extremely proud of A/TQ and was instrumental to the magazine's success over the 20+ years that she and I shared the responsibility of putting it together.

I will do my best to carry on producing the magazine without Dawn's cheerful encouragement, knowing that it will be hard to maintain focus without her gentle prodding. Dawn helped to insure that inputs were gathered in a timely manner and she kept my nose to the grindstone when it was crunch time. Dawn was an excellent proof-reader and her sharp eye caught many errors over the years, so, should you find this edition riddled with mistakes, you will understand how important her contributions were – if not, then I just got lucky (again)!

Dawn really enjoyed helping to find the famous quotations used to highlight stories in the magazine from time to time. One that she suggested shortly before her passing seems to me to sum up her great attitude toward life, even in the face of the difficulties she faced on a daily basis. It is a quote from Norman Vincent Peale – *"It's always too soon to quit."*

She also had a couple of favorite quotes about death, and she thought it strange and oddly curious that, as a fan of the book *"Through the Looking Glass,"* they were both by ladies named Alice:

*"My soul is full of whispered song;
My blindness is my sight;
The shadows that I feared so long
Are all alive with light."*

~Alice Cary

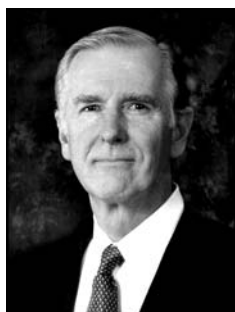
*"Life is better than death, I believe,
if only because it is less boring,
and because it has fresh peaches in it."*

~Alice Walker

I miss her sense of humor and her ready, genuine smile. I miss her a lot.

Collin R. Bakse, editor

Chairman's COMMENTS



Gen Walter Kross
USAF, Ret

We are well into 2010 as this Winter edition of A/TQ goes to press. And we are well on our way to planning the details of our 2010 A/TA Convention and Symposium, to be held 27-31 October at the Orlando Marriott World Center in Orlando, Florida.

A couple of pages in this Winter edition highlight our last Convention and Symposium, held last October in the Gaylord Opryland in Nashville. It was truly a superior event. Many members considered it the "best ever." From our inclusive theme, "Supporting the Joint Warfighter," to our pertinent senior speakers, to our professionally executed panels and seminars, to our world-class Crud competition, to our enjoyable social gatherings, A/TA Nashville 2009 set a high-water mark for us to exceed from here on.

Our emphasis on Tanker Heritage in our seminars and Hall of Fame activities culminated a year of Air Mobility Command recognition of the aerial refueling mission—and the men and women who make it happen every day worldwide.

Nonetheless, A/TA takes its queue from AMC's "smart operations" by maintaining a presumption of imperfection in all we do. So, of course, a post-convention Hot Wash was our first order of business as we kicked off the 2010 Convention planning cycle in mid-November. We will emphasize improvements in over two dozen areas—based on feedback we received from you, our committed A/TA members.

Speaking of members and conventions, it was interesting to see that nearly one-third of those attending at Nashville were attending their first ever A/TA Convention and Symposium. One-third new attendees translates into a startling amount of new energy—and it is one main reason why A/TA remains dynamic and enthusiastic as a professionally-valuable annual gathering.

General Raymond E. Johnsm Jr. has taken command of AMC, and we are working closely with the general and his staff on A/TA Orlando 2010—AMC and A/TA co-sponsor the Air Mobility Symposium at the Convention. Our Spring edition of A/TQ will announce our theme, our areas of emphasis, and give you insights into our Hall of Fame process for this year. At this point, we are again looking to emphasize support to the Joint Warfighter through our global air mobility mission. Stay tuned.

In closing, it is with deep sadness that we report the passing of Dawn Bakse, the wife of Collin Bakse. As you know, Collin is the award-winning Editor of this outstanding and valuable publication. But more important than that, both Collin and Dawn have been long-time volunteers who have been at the heart of A/TA and our growing success over the years. Dawn was a true friend of A/TA. We will miss her very much.

MARK YOUR CALENDARS!
2010 A/TA Convention & Symposium
28-31 October 2010
Marriott World Center, Orlando, Florida

President's MESSAGE



CMSgt Mark Smith
USAF, Ret

Greetings air mobility warriors. Thanks for the sacrifices you and your family are making for air mobility and the United States of America. Salutes to all - especially to our many volunteers for organizing a great convention in Nashville, Tennessee! It is simply amazing to see our organization and conventions continue to grow while we maintain an energetic level of camaraderie and friendship.

Our Commanders, Generals Schwartz, McNabb & Lichte provided outstanding "State of the Air Force and Command" presentations at our convention. We appreciate your steady response to the many air mobility challenges around the world and support your leadership - as our mobility warriors continue to mold the future.

I would like to congratulate our A/TA Hall of Fame inductees, the "Air Refueling Pioneers" and all of our 2009 award recipients. Your professionalism and contributions to air mobility are simply incredible. One award that is not highlighted in the convention issue of A/TQ (it's a surprise) is the President's Award. This award identifies and recognizes an A/TA member-volunteer who has contributed immeasurably to the overall success of the Airlift/Tanker Association. This year the award was presented to Lieutenant Colonel Jeff and Jenni Bigelow.

Jeff and Jenni provide assistance to the A/TA team each year by planning, scheduling and executing detailed objectives to ensure a successful annual convention. Jeff & Jenni compose, coordinate, schedule, (and reschedule) our symposium/seminar program. As you can imagine, there are many pieces and changes to the puzzle. Jeff & Jenni fit all the pieces together to ensure our symposium program is unparalleled. Jeff is a key trouble shooter for a myriad of convention activities and Jenni is one of the most active and loyal volunteers imaginable. LTC Jeff and Jenni Bigelow have exemplified the legacy of volunteerism for the Airlift/Tanker Association by selflessly providing a memorable convention experience for our Air Mobility Warriors. Thanks and congratulations again Jeff and Jenni!

I would also like to welcome our new AMC Commander, General Raymond Johns, Jr. and our new AMC Command Chief, Dave Spector to your new leadership positions. We support your vision as you lead and guide our mobility forces and look forward to your touch as we begin to plan our 2010 convention in Orlando, FL. I would like to specially thank Chief Spector and his outstanding team, MSgt Kristi Wilson & SrA Cassidy Nelson for your dedicated and professional support during our convention in Nashville. Your contributions were greatly appreciated and your efforts made a measurable difference for all attendees.

Lastly, I would also like to express my heartfelt sympathy and best wishes to the Bakse family. As most of you know, Collin is the Editor and Art Director of our award winning magazine. Dawn was the Editorial and Advertizing Coordinator but most importantly, Collin's wife and Mother of their son, Justin. Dawn was called to "Angel Duty" just before Christmas. Her assignment came too soon but she will undoubtedly do an outstanding job in her new position. We will all miss Dawn's laugh and smile, and her countless contributions as part of our air mobility family.

Thanks to many of you who are deployed serving our great nation. We sincerely appreciate your service and the sacrifices you and your families are making to protect our freedom. Our prayers and support are with you always. God bless you all -

Cabin Report...Secure!

Secretary's Notes

Greetings to all Airlift/Tanker Association members! Just a brief introduction from the "new guy" handling the secretary's duties. I'm Dan Penny. My background is Air Force Special Operations flying AC-130 gunships out of Ubon, Thailand and Hurlburt Field, Florida. My family and I were stationed at USAFA, Little Rock AFB, HQ AMC, USEU-COM, and HQ 17th Air Force. Our last assignment was in Oslo, Norway.



Col. Dan Penny
USAF, Ret

We retired from our Air Force after 28 years of service and can honestly say that making friends and serving our country was very satisfying.

All of us at A/TA will miss Carol Mauchline who skillfully took our association through by-law reviews and made A/TA better in every way. She and her husband "Corky" have retired to a life of travel and golf. We thank Carol for her dedication and professionalism and wish her and Corky safe travels and long drives.

The 2009 Convention was fantastic. As usual our volunteers put in countless hours to ensure its success. Our 2010 Convention will be in Orlando, Florida, 28-31 October 2010. It is not too early to begin preliminary planning to attend.

This is also a good time to check the label on your copy of the Airlift/Tanker Quarterly for your membership expiration date. Renew today and while you're at it, send us any updates to your contact information. If you don't have your copy of our magazine, go to the website (www.atalink.org), click on the login tab and view your status as well as the contact information we have for you. If you have changes we would appreciate the update. This keeps the number of returned renewal notices to a minimum, and your update ensures you continue to receive the award-winning Airlift/Tanker Quarterly.

Your Board of Officers meet on 20 February 2010 in Orlando to begin planning next year's convention. We look forward to seeing you there. Serving You is Our Top Priority!

Dan Penny



Association **ROUND-UP**

Tony Jannus Chapter

Tampa Bay Area Air Force Ball Hosted by Tony Jannus Chapter

On Saturday, 12 September 2009, the Tony Jannus Chapter of the Airlift/Tanker Association hosted an Air Force Ball for the Tampa Bay Area recognizing the 62nd birthday of the United States Air Force. The Ball was very well attended as 275 people gathered from all services and the community, raising over \$3,500 for the chapter's awards and scholarship programs.

The guest speaker was Colonel John Carney, USAF (Ret) who is currently the President and Chief Executive Officer of

the Special Operations Warrior Foundation. His talk focused on the history of increased terrorism both in America and abroad, and how the Tampa Bay community supports those serving at MacDill Air Force Base.

The Air Force birthday cake was cut by Colonel Larry Martin, Commander 6th Air Mobility Wing and Airman Basic Omar Reid of the 6th Communications Squadron. The event was a collaborative event between the Tampa Community and the chapter made possible through the hard work of Mr. John Osterweil and Lt Col Jon Incerpi, President of the Tony Jannus Chapter.



Both Military and Civilians presented toasts prior to dinner at the 2009 Tampa Bay Area Air Force Ball hosted by the Tony Jannus Chapter on 12 September. (Jannus Chapter Photo).



Colonel Larry Martin, commander, 6th AMW, and Airman Basic Omar Reid, 6th Communications Squadron, prepare to cut the Air Force Birthday Cake. (Jannus Chapter Photo).



Col John Carney, USAF, (Ret), was the guest speaker. (Jannus Chapter Photo).



Lt Col Incerpi presents Mr. Osterweil a C-37 model for his support of the ball. (Jannus Chapter Photo).

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That's It!

Why is this important?

Because when

On-Line Registration
(the preferred method)

for the 2010 A/TA

Convention & Symposium

opens, having

your membership info

up to date will

get you through the process

without a hassle!

And, it's just as important

for those of you who

wish to register

the old-fashioned

way using the

form which will appear in

the magazine, because

rates are impacted by your

membership status.

**UPDATE YOUR
MEMBERSHIP INFO**

TODAY!

A/TA Industry Partner JBT AeroTech Raises "Big Bucks" for A/TA Education Fund

JBT AeroTech, continuing its innovative convention fund raising efforts, created yet another fun event for the 2009 A/TA Convention & Symposium in Nashville. Over the last few years JBT AeroTech (builder of the Halvorsen 25K and 44K Loaders) has devised ways to raise funds for the A/TA Education Fund during the Association's National Convention and Symposium – basketball shoots, slot car racing, book signings, etc. – and their efforts have paid off big, as in "Big Bucks," once again.

At the 2009 convention in Nashville, TN, attendees lined up to play "Load the End Zone" and toss a football for a chance to win a "bomber" jacket autographed by Berlin Airlift hero Col (ret) Gail Halvorsen and to get copies of the books "The Candy Bomber" and "Mercedes and the Chocolate Pilot" (also autographed by the famous A/TA Hall of Famer). JBT matched the amount raised and presented a check for \$7,774 to the Association earmarked for the Education Fund.



Amy Hooper, a member of the Ryukyu Chapter in Japan was the winner of the Grand Prize jacket.

Amy Hooper, a member of the Ryukyu Chapter (Japan) of the A/TA, beams as she holds the leather "bomber" jacket she won at the JBT AeroTech booth at the the 2009 A/TA Convention & Symposium in Nashville. Ms. Hooper is flanked by Col. (ret) Gail Halvorsen (R), the famed Berlin Airlift Candy Bomber, who autographed the jacket liner, and his wife Lorraine (L). (Photo courtesy JBT AeroTech).



A/TA President Mark Smith (L) accepts a \$7,774.00 check from JBT AeroTech's Show Manager Andy Wilson (R). JBT raised the funds during the 2009 Convention through "Load the End Zone," a football toss game, and the sale of "The Berlin Candy Bomber" and "Mercedes and the Chocolate Pilot" books autographed by author and A/TA Hall of Famer Gail Halvorsen. The \$7,774.00 donation will be added to the Association's Education Fund. (Photo courtesy JBT AeroTech).

Former MAC Commander Remembered by Air Mobility Command Public Affairs



Gen. Paul K. Carlton, former commander of the Military Airlift Command, passed away on 23 November 2009, at the age of 88 in San Antonio, Texas. General Carlton was commander of MAC from 26 September

1972, to 31 March 1977.

"General Carlton's accomplishments as a commander will be remembered and honored; he embodied the core values of integrity, service before self, and excellence," said Gen. Raymond E. Johns, Air Mobility Command commander.

Under General Carlton's leadership, MAC – the former Air Force command responsible for all airlift operations – played an integral role in the success of many high-profile missions including the Southeast Asia prisoner of war release, Operation HOMECOMING; the airlift to Israel, Operation NICKEL GRASS; the consolidation of strategic and tactical airlift assets; and many humanitarian operations, including the airlift of Vietnamese and Cambodian orphans to their new homes in the United States and the massive evacuation of Vietnamese refugees.

General Carlton, born April 14, 1921 in Manchester, N.H., received his pilot wings and commission from the Army Air Corps aviation cadet program in April 1942. His first assignment was as an instructor for the B-17 Flying Fortress. Following World War II, he served with the Strategic Air Command's first atomic bomb organization, the 509th Bombardment Wing at Roswell Air Force Base, N.M. Thereafter, General Carlton was assigned as aide-de-camp to General Curtis E. Lemay, the SAC commander, and then went on to hold several key positions at SAC's headquarters, numbered air forces and wings. He assumed command of MAC in September 1972 and served in that capacity until he retired in 1977.

General Carlton was a command pilot with more than 12,000 flying hours in the B-47, B-52, B-58, KC-135, C-141, C-5 and the Mach 3, plus SR-71 strategic reconnaissance aircraft. He was the recipient of numerous military awards and decorations including the Silver Star, Distinguished Flying Cross and Purple Heart.

General Carlton will forever be remembered by AMC, the Air Force, and the nation as a great Airman, warrior and leader. His extraordinary legacy will continue to live on for years to come. Named for General Carlton, the Association's prestigious "P.K. Carlton Award for Valor," is presented each fall at the A/TA Convention & Symposium.

MARK YOUR CALENDARS!

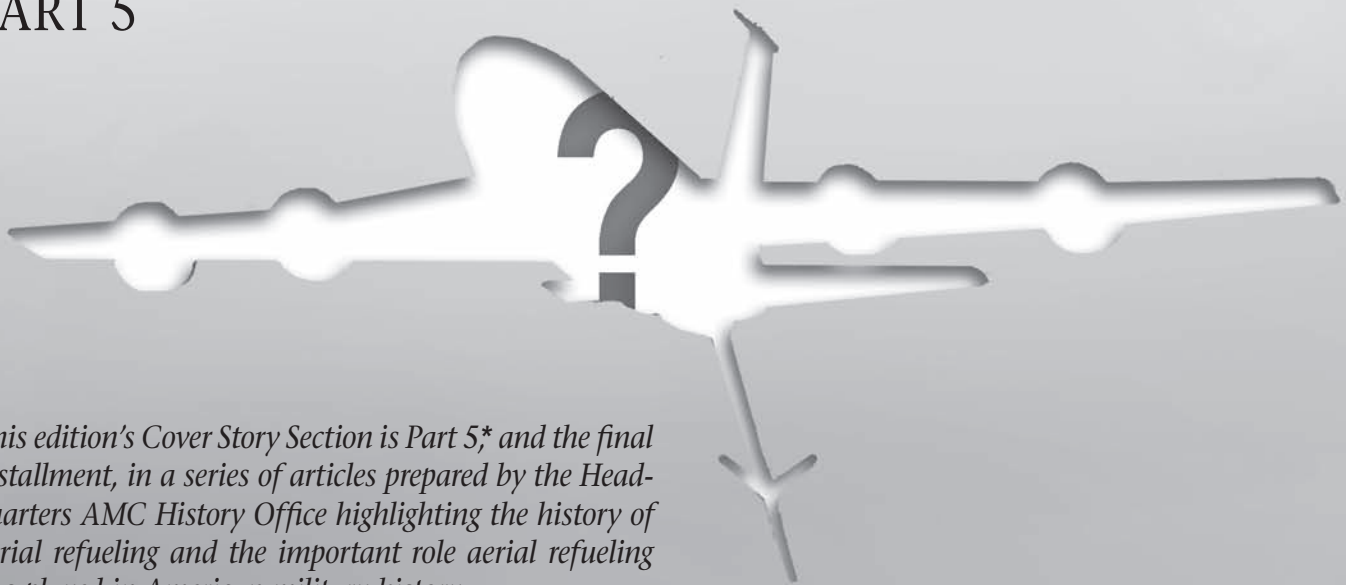
**2010 A/TA
Convention & Symposium**

28-31 October

**Marriott World Center Resort & Convention Center
Orlando, Florida**

From *the* Question Mark to *a* Question Mark

A BRIEF HISTORY OF AERIAL REFUELING
PART 5



This edition's Cover Story Section is Part 5, and the final installment, in a series of articles prepared by the Headquarters AMC History Office highlighting the history of aerial refueling and the important role aerial refueling has played in American military history.*

(Part 4 appeared in the Fall 2009 edition of A/TQ).

**Editor's clarification: The original AMC History Office articles used for this story were each numbered separately. For each segment of the continuing A/TQ story, which began in the Winter 2009 edition, several of the original articles were combined and appeared in A/TQ using a different numbering scheme.*



Extraordinary Air Refueling Effort: The Persian Gulf War

Ellery D. Wallwork

While Vietnam could be called the “first tanker war” because of the volume of air refueling missions providing direct support to combat aircraft, the Persian Gulf War confirmed that airpower was critically dependent on air refueling. The deployment and containment phase, Operation Desert Shield, lasted from 7 August 1990 until 16 January 1991. Operation Desert Storm, 17 January to



A KC-135E refuels US Navy F/A-18s during Operation Desert Shield. (USAF Photo).

28 February 1991, included one of the most intensive air refueling operations of all times.

After Saddam Hussein's Iraqi forces invaded Kuwait on 2 August 1990 and concerns arose that they might continue into Saudi Arabia, the US and its allies initiated Operation Desert Shield. The 1st Fighter Wing deployed the first tactical aircraft, 24 F-15s, of hundreds to help defend Saudi Arabia and pressure Iraq to withdraw from Kuwait. To speed their deployment, 7 to 8 August, these F-15s received 12 air refuelings on their 6,000-nautical-mile journey from Langley Air Force Base, Virginia, to Dhahran Air Base, Saudi Arabia. As the buildup of forces continued, Strategic Air Command (SAC) also deployed an increasing number of tankers along the route at such places as New England, the Azores, Egypt, and Guam. Desert Shield's air refueling bridge required nearly 100 tankers operating from 9 countries to move more than 1,000 bomber and fighter aircraft to the Persian Gulf theater. As well as supporting deploying aircraft, many air refueling missions supported tactical aircraft monitoring the Iraqi border and flying combat rehearsals. Altogether during Desert Shield, US Air Force tankers flew 4,967 sorties, offloading 28.2 million gallons of fuel.

In addition to air refueling, SAC's KC-135s and KC-10s contributed critical support with their organic airlift capability. Tankers transported 74 percent of SAC's passengers and 56 percent of the command's own cargo. From mid-August 1990 until Desert Storm began, SAC released an average of seven KC-10s to operate in a dedicated cargo-transport role. In this strategic airlift role, the KC-10s flew 379 missions, transporting 1,111 passengers and 19,905 short tons of cargo. The air refueling demand of fighters and tactical aircraft, combined with the lesser cargo capacity, kept the KC-135 fleet unavailable for such a dedicated strategic airlift mission—KC-135s, however, still supported airlift missions as they could.

In theater, the first 10 KC-135Rs arrived at Seeb, Oman, on 26 August. By the time the conflict started on 17 January 1991, SAC had 262 KC-135s and 46 KC-10s operating from 21 locations in 10 countries. At the peak of Operation Desert Storm, 81 percent of the US Air Force's KC-10 fleet and 44 percent of its KC-135s were committed. In addition to those of the US Air Force, air refueling aircraft of the US Navy, US Marines, and coalition partners (including

Great Britain, Canada, France, and Saudi Arabia) conducted tanker operations during the war. It is also important to note that the US Air Force activated some 5,200 Air National Guard and Air Force Reserve men and women to support tanker operations. This confirmed the critical wartime role of these air refueling forces.

Once the war began, the daily Air Tasking Orders (ATO) identified 160 unique air refueling tracks; however, only 19 of those accounted for approximately 80 percent of all tanker sorties. While these tracks were placed along the routes taken by combat aircraft from their bases to Iraq and Kuwait, insufficient airspace to support all of the allies' air refueling requirements became the most limiting factor. Limited airspace was a problem not just over Saudi Arabia, but also in the refueling areas along the Turkish/Iraqi border and over the Mediterranean Sea. During the most intense periods of flying activity, airspace congestion also prevented using additional tankers.

Still, the ATOs scheduled an average of 300 air refueling sorties per day. Generally, planned offloads only accounted for about half of the KC-135R's and KC-10's potential available fuel. Planners scheduled less than half of the available fuel from the KC-135A/Q and KC-135E because of their smaller fuel load and operating efficiency. This offload allowed tanker sorties to fly longer or at lower altitudes. The contingency planning also facilitated emergency offloads and problems as they emerged. During the 43 days of Operation Desert Storm, US and coalition tankers flew 15,434 sorties, offloading 110.2 million gallons of fuel. As a US Air Force fact sheet of the time put it, “more than enough fuel was offloaded to fill the gas tank of every private and commercial and publicly owned automobile in Texas and Oklahoma.”

The concept of the air bridge, developed fully during Operations Desert Shield and Desert Storm, proved invaluable in the postwar



A Fighter Squadron 84 (VF-84) F-14A Tomcat aircraft flies beside an Air force KC-135E Stratotanker aircraft after an aerial refueling over southeastern Turkey. The aircraft are operating in support of Operation Provide Comfort, a multinational effort to aid Kurdish refugees in southern Turkey and northern Iraq. (USAF Photo by Lt. Gerald B. Parsons).

expeditionary Air Force. Operation Restore Hope, the peacetime deployment of 25,000 US troops to Somalia to ensure the distribution of food from 9 December 1992 to 4 May 1993, demonstrated that air refueling could sustain airlift over long distances, but only if staging bases were closer to the main area of operations. While ensuring the timely delivery of personnel, supplies, and equipment to the far-flung corners of the world, tankers played a major role in the new era of contingency operations.

Tankers remained at the fore for every major air operation. During Operation Provide Comfort, 6 April to 24 July 1991, expeditionary KC-135s flew 905 sorties and delivered 4.5 million gallons of fuel to aircraft involved in the protection of Kurds in Northern

Iraq. During Operation Deny Flight, the international response to the civil war in Bosnia-Herzegovina 12 April 1993 to 20 December 1995, the US Air Force deployed tankers to Italy and France. These KC-135s and KC-10s, along with allied tankers, flew set air refueling tracks, most over the Adriatic Sea, much like they had during



Three KC-10A Extender tanker aircraft taxi down the runway in preparation for supporting a daytime bombing mission on Iraqi position during Operation Desert Storm. (USAF Photo by Senior Airman Chris Putnam).

Operation Desert Storm. Concurrently, air refueling made possible Operation Southern Watch, the enforcement of the no-fly zone over Iraq.

Such air refueling lessons, training, and capabilities continued to pay strong dividends through the end of the decade. On 3 September 1996, air refueling made possible Air Combat Command's B-52 participation in Operation Desert Strike, in response to Saddam Hussein's Iraqi Force threatening the Kurds of Northern Iraq. Two B-52s from Barksdale Air Force Base, Louisiana, flew 13,683 nautical miles to fire 13 conventional air-launched cruise missiles against targets in Iraq. The 34-hour non-stop bombing mission required the support of 15 KC-135s and KC-10s, offloading nearly 1.4 million pounds of fuel. In another example, during Exercise Centrazbat, 14 to 15 September 1997, 9 KC-10s and 11 KC-135s refueled 8 C-17As, making it possible for them to set an airdrop distance record of 7,897 nautical miles from the United States to Kazakhstan. Again and again, in a variety of combat and humanitarian operations and exercises throughout the 1990s, tanker aircrews continued to demonstrate that air refueling enabled the Air Force's "Global Reach."

Air Refueling's Ongoing Role in the War on Terror

John W. Leland and Ellery D. Wallwork

Following the terrorist attacks on the United States in 2001, KC-135 Stratotankers and KC-10 Extenders were among the first aircraft launched as part of the homeland defense mission under Operation Noble Eagle. The quick response by active-duty Air Force, Air Force Reserve Command, and Air National Guard crews enabled the initiation and sustainment of combat air patrols all over the United States, including those flown by the US Navy and US Marine Corps, and provided a massive, effective demonstration of the "total force" concept.

Operation Enduring Freedom—literally on the other side of the globe—provided more superlative examples of total force support to joint operations. Members of the 319th Air Refueling Wing, Grand Forks Air Force Base, North Dakota, jumped into the world of bare-base operations and deployed to the US Central Command area of responsibility on 23 September 2001. Despite the conditions at its operating location, the wing's deployed aircrews quickly flew 459 sorties and air refueled 1,617 receivers, including a Navy F-14

Tomcat experiencing an inflight emergency.

The rapid reactivation of the air bridge concept played a major role in this operation. Air Force KC-10As deployed to Guam in less than 30 hours to support B-52H Stratofortress and B-1B Lancer deployments, then refueled the bombers pre- and post-strike. Additional KC-10s and KC-135s deployed to locations such as Qatar, Japan, and Diego Garcia to support bombers, airlifters, reconnaissance, and other service aircraft. Tanker operations in the vicinity of Afghanistan included direct support of special operations aircraft during the first strikes on Taliban leadership and the refueling of aircraft involved in rescuing the aircrew of a downed MH-53J Pave Low III during the fall of Masar-e-Sharif.

One key point quickly stood out: the KC-10 Extenders, with their receiver capability, proved particularly valuable. Overall, by the end of major combat operations in Afghanistan, Air Force tankers pumped over 1 billion pounds of fuel to over 42,000 receivers, through 13,000 sorties and 96,000 flying hours.

Tankers were also part of the team at the initiation of Operation Iraqi Freedom. On the first mission, KC-135s refueled two F-117 Nighthawks and five support aircraft on the way to their targets and then the F-117s on their way back. Other tankers played a critical role in 33-hour B-2A Spirit bombing missions from White-



U.S. Air Force Airman 1st Class Jason Somrak, serving with the 379th Expeditionary Aircraft Maintenance Squadron, 340th Aircraft Maintenance Unit, muscles the KC-135 Stratotanker aircraft refueling pod off of the stand on the flight line of an undisclosed airfield in Southwest Asia Sept. 10, 2008. The moving of the pod from the stand is one of the early steps on the preflight checklist. The KC-135 provides aerial refueling support to Air Force, Navy, Marine Corps and allied nation aircraft engaged in Operation Iraqi Freedom, Operation Enduring Freedom and Combined Joint Task Force-Horn of Africa. (U.S. Air Force photo by Tech. Sgt. Michael Boquette/Released).

man Air Force Base, Missouri. The 319th Air Refueling Wing deployed 10 KC-135Rs fitted with the Multi-Point Refueling System, the wing-mounted hose and drogue pods. This system allowed the KC-135s to support all aircraft, including US Navy and coalition probe-equipped planes. As the threat subsided, the tankers moved into the combat area. At one point, a 22d Air Refueling Wing KC-135R flew over Tikrit, Iraq—one of the most heavily defended and dangerous cities in-theater—to support six aircraft involved in a search and rescue mission for a downed F-15E Strike Eagle crew.

The reestablishment of the air bridges—such as the primarily Maine and New Hampshire Air National Guard-manned Northeast Tanker Task Force—enabled Air Mobility Command (AMC) to support direct delivery to the theater. By the time the air bridge mission ended on 11 September 2003, the Northeast Tanker Task Force alone had flown over 1,700 sorties and offloaded more than 130 million pounds of fuel. In the end, Air Force tankers provided

68 percent of the overall inflight refueling capability during the combat phase of Operation Iraqi Freedom, flying 7,665 sorties and offloading over 476,000 pounds of fuel to 32,714 receivers.

On 18 June 2003, Brigadier General Paul J. Selva, Vice Commander of the AMC Tanker Airlift Control Center, summed up the operations this way:

"There are some unsung heroes in this whole process. The Northeast Tanker Task Force, which was almost entirely guardsmen and reservists, flew almost every single day. The nominal number was 12 a day, refuelings for airlifters and other assets going across. Without that, they would have had to stop. In the case of the airlift community, this adds a four-hour block of time on the ground, waiting for gas, and getting moved. If you multiply that out over a couple of days, every three or four days, just by utilizing air refueling, you gain another day of operations. That velocity, again, in the system is one of the things that allowed us to be as successful as we were."

As in Operation Desert Shield/Desert Storm, the cargo and passenger capacity of the KC-135s and KC-10s also provided a critical support role to the airlift operations. In addition, on 21 March 2007, a KC-135 departed Bagram Air Base, Afghanistan, on the first non-stop medical evacuation flight of non-critical patients from Afghanistan to Ramstein Air Base, Germany. Previously, C-130s had flown non-critical patients without life-threatening injuries to a central airfield in the theater, where they typically waited a day



Master Sgt. Todd McPeak refuels an F-15 Strike Eagle during a mission in support of Operation Iraqi Freedom July 18, 2006. Sgt. McPeak is a KC-10 Extender boom operator for the 908th Expeditionary Air Refueling Squadron. (U.S. Air Force photo/Senior Airman Brian Ferguson).

or two for a medical evacuation flight to Ramstein on a retrograde C-17. Better security at this staging airfield and the availability of in-theater tankers by early 2007 enabled the 618th Tanker Airlift Control Center to schedule frequent KC-135 aeromedical evacuation missions and for routine patients to be moved from Afghanistan to Germany in just 10 hours. This new policy transformed a former aeromedical evacuation "spoke" activity performed by C-130s and C-17s into a "hub" system supported by KC-135s operating in an aeromedical evacuation role.

Still, air refueling remained the tanker's primary role. By the end of December 2008, AMC's tanker aircrews (active-duty, Air Force Reserve Command, and Air National Guard) had built an impressive record. Since its beginning, they had flown 11,154 sorties and offloaded over 420 million pounds of aviation fuel supporting Operation Noble Eagle. Over the same period, tanker crews flew 37,140 sorties and offloaded nearly 1.5 billion pounds of aviation fuel in support of Operations Enduring Freedom and Iraqi Freedom, not counting those sorties flown in the theater of operations.

Tankers under the operational control of the US Air Forces Central, during this same period, flew another 91,382 sorties, offloading more than 5.7 billion pounds of fuel.

Despite such a continuously high operations tempo demanded



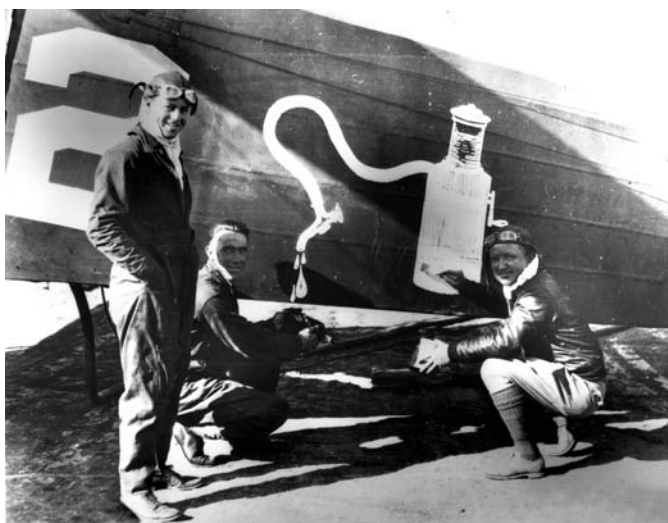
U.S. Air Force Tech. Sgt. Sonya Kidd and Capt. Keith Larson, both from the 445th Aeromedical Evacuation Squadron out of Wright-Patterson Air Force Base, Ohio, load medical supplies into a KC-135 Stratotanker aircraft at Ramstein Air Base, Germany, Oct. 7, 2008, for transport to Bagram Air Base, Afghanistan. (DoD photo by Airman 1st Class Grovert Fuentes, U.S. Air Force/Released).

by Noble Eagle, Enduring Freedom, and Iraqi Freedom, the other missions of the tanker force did not slow down. These missions included joint exercises, humanitarian relief operations, Phoenix Banner presidential support, detainee transfer missions, and aircraft deployment support.

Air Refueling Aircrews

Ellery D. Wallwork

In January 1929, the flight of the Question Mark proved the en-



As part of the Question Mark flight, January 1929, Lieutenant Odas Moon, pilot of refueling plane #2, paints a gas tank on the side of his Douglas C-1. (USAF File Photo).

durance capabilities of an aircraft and crew. It also illustrated that any such endeavor would require air refueling. For the Question Mark, it took two Douglas C-1 single-engine transports with 150-gallon tanks installed and a refueling hose passed through a hatch cut in the floor. Captain Ross G. Hoyt, First Lieutenant Auby C. Strickland, and Second Lieutenant Irwin A. Woodring flew Tanker

Number 1, while First Lieutenant Odas Moon, Second Lieutenant Joseph G. Hopkins, and Second Lieutenant Andrew F. Salter manned Tanker Number 2. After the famous flight, the Question Mark's crewmembers each received the Distinguished Flying Cross. The crews of the tankers had to wait many years before letters of commendation were added to their files. And, it was not until 1976 that Hoyt and Hopkins, the only surviving tanker crewmembers,



In 1982, a McDonnell Douglas KC-10A, N110KC, refuels a Naval Air Test Center A-4M Skyhawk in Southern California. The KC-10 was still in custody of McDonnell Douglas, but bore full Strategic Air Command markings. (USAF Photo

received Distinguished Flying Crosses at a small ceremony in the Pentagon.

In his book, "75 Years of Inflight Refueling," Richard K. Smith noted the Question Mark "inadvertently established a precedent. Hereafter, in any operation involving inflight refueling, all accolades would be heaped on the crews of the receivers; only anonymity awaited the refueler crews who made the operation possible – and successful." In many respects, these words remain true. In just one example, a C-5 Galaxy rushed the first of two US Navy "Super Scorpio" submersible vehicles and crews to Kamchatka to assist in the August 2005 rescue of a Russian mini-sub crew. Few recall that to make this mission from California to Kamchatka timely, the C-5 received four air refuelings: one from an active-duty KC-10 Extender from Travis Air Force Base, California, one from an Air Force Reserve Command KC-135 Stratotanker from Portland, Oregon, and two from Air National Guard KC-135s from Eielson Air Force Base, Alaska.

Fortunately, this has not *always* been the case. Since 1949, at least ten flights receiving the MacKay Trophy, for the "most meritorious flight of the year" by a US Air Force member or organization, relied on air refueling. For instance, Captain James G. Gallagher and the aircrew of the Lucky Lady II required four air refuelings from KB-29s to complete the first around-the-world nonstop flight and earn this prestigious recognition in 1949. Even among the "invisible" aircrews of air refueling operations, a few have stood out, crewmembers of four tankers having received the MacKay Trophy.

The first tanker crew to earn this recognition did so through a "save" in Vietnam on 31 May 1967. The crew, consisting of Major John J. Casteel, Captain Dean L. Hoar, Captain Richard L. Trail, and Master Sergeant Nathan C. Campbell, performed the first multiple air refueling between a KC-135 and a US Navy KA-3 tanker which simultaneously refueled a Navy F-8 Crusader operating with an emergency fuel shortage. Interestingly, before receiving the nomination for the MacKay Trophy, the crew almost faced a court martial having offloaded so much fuel that day, they had to land at Da Nang Air Base, South Vietnam, despite the restrictions against large, vulnerable aircraft. Still, this crew's decision ensured the safety of two KA-3s, two F-8s, two Navy F-4s, as well as its as-

signed Air Force F-104s.

The next tanker crew to earn the MacKay Trophy, Captain Robert J. Goodman, Captain Michael F. Clover, Captain Karol F. Wojcikowski, and Staff Sergeant Douglas D. Simmons, did so in 1983. On 5 September, a US Air Force F-4E Phantom transiting the North Atlantic lost power to one engine and was forced to reduce power to the second. Even after jettisoning the centerline fuel tank, the fighter lost critical altitude and speed. A KC-135A assigned to the 42d Bombardment Wing, Loring Air Force Base, Maine, provided escort and four critical air refuelings, at times having to use the boom to tow the crippled F-4. The crew's extraordinary actions enabled the fighter to land safely at Gander International Airport, Newfoundland.

On 21 June 1985, Lieutenant Colonel David E. Faught, a KC-135 instructor pilot of the 97th Bombardment Wing at Blytheville Air Force Base, Arkansas, earned the MacKay Trophy for saving the lives of his seven crewmembers and preventing the Stratotanker's loss. After a six-hour training mission, the nose gear on the KC-135 failed to extend. While the weather deteriorated and the fuel supply diminished, Faught led his crew in several unsuccessful attempts to extend the nose gear. In the meantime, the KC-135 received several air refuelings from an EC-135 and a KC-10. After 13 hours in the air, Faught brought the KC-135 in to Blytheville with a successful nose-up landing.

The citation for the 1986 MacKay Trophy in part reads, the KC-10 aircrew of Gold 11 actions meant "valuable aircraft and priceless lives were saved by their superior airmanship, prompt action, and humanitarian regard for their fellow airmen." Arriving at Lajes Air Base, the Azores, on 5 March, the 68th Air Refueling Wing KC-10 crew, comprised of Captain Marc D. Felman, Captain Thomas M. Ferguson, Master Sergeant Clarence Bridges, Jr., Master Sergeant Patrick S. Kennedy, Master Sergeant Gerald G. Treadwell, Technical Sergeant Lester G. Boulter, Technical Sergeant Gerald M. Lewis, Staff Sergeant Samuel S. Flores, Staff Sergeant Scott A. Helms, and Staff Sergeant Gary L. Smith, and the three US Marine A-4 Skyhawks they were escorting across the Atlantic, found the airfield closed for unexpectedly poor weather conditions. Diverting to an



KC-135 Crew Receives Distinguished Flying Cross – General T. Michael Moseley (left), USAF Chief of Staff, presents the Distinguished Flying Cross to (facing forward, left to right) Major Brian Neitz, Captain Nathan Howard, Captain Tricia Paulsen-Howe and Technical Sergeant Jim Pittman. On 7 April 2003, this 22d Air Refueling Wing KC-135 crew put themselves in harm's way to help the crew of a downed F-15E. The KC-135 crew flew into hostile airspace north of Baghdad, Iraq, to refuel aircraft involved in the rescue, some of which were critically low on fuel. (USAF photo by Airman Bridget Rapp).

airport on the island of Santa Maria, the KC-10 had to lead the A-4s through the thick clouds and low overcast to help them land. It took three tries to get the KC-10 and Skyhawks on the ground.

In the meantime, the second part of the mission, another KC-10 with six A-4s, followed close behind and was also diverted to Santa Maria. To assist, a Marine KC-130 launched from Lajes to take over refueling responsibilities of three of the A-4s. Like Gold 11, the KC-130 led the Skyhawks through the overcast to land. The first two were successful, but the third went off the runway, scattering debris along the end of it, forcing air traffic controllers to close it to any further landings. The crew of Gold 11 quickly took on 100,000 pounds of fuel and launched on a shortened runway in near zero visibility. They then provided fuel for the other KC-10 and the three remaining A-4s, allowing them to divert to Rota Naval Air Station, Spain.

These four tanker missions, laudable enough to earn the Mackay Trophy, are only a small representation of the thousands of air refueling crews contributing in a large, but often under-acknowledged, way to accomplishing the various Air Force missions. In describing his own career view, General Arthur J. Lichte, Commander of Air Mobility Command, summed up the feelings of air refueling crews from the Question Mark forward, "I think the tanker guys always felt that the mission was very important, and it wasn't until many years later that the rest of the Air Force said, you know without tankers we can't do any of the things we do. As a tanker guy, I've felt fulfilled as I've gone through my career in the tankers." ■

Tanker Recapitalization Remains the Air Force's Number One Acquisition Priority

SecDEF Announces Return of KC-X Program

by Tech. Sgt. Amaani Lyle
Secretary of the Air Force Public Affairs

Secretary of Defense Robert M. Gates announced the return of the KC-X program to the Air Force during the 2009 Air Force Association Air & Space Conference and Technology Exposition at the National Harbor, Oxon Hill, Md., on 16 September 2009.

The announcement sparked applause as KC-X, the Air Force's tanker acquisition program, was delayed after the Government Accountability Office upheld a protest to the source selection.

"I don't need to belabor the importance of getting this done soon and done right, and my office will continue to have a robust oversight role," Secretary Gates said to conference attendees. "I have confidence that the KC-X selection authority is in good hands with the service's leadership team of Secretary (of the Air Force Michael) Donley and (Air Force Chief of Staff) General (Norton) Schwartz ... I depend greatly on their advice and strategic vision to fulfill my duties."

Secretary Donley noted that SecDEF's decision aligns with the Air Force's recapitalization agenda.

"The Air Force is pleased at today's announcement and the confidence Secretary Gates is placing in the Air Force," Secretary Donley said. "Tanker recapitalization remains the Air Force's number one acquisition priority."

Secretary Donley added that a draft request for proposal is close to release and will be presented with ample time for discussion to interested parties with offers.

"The Air Force is looking forward to leading the KC-X acquisition program and working closely with the Office of the Secretary of Defense to a successful conclusion, thus providing the warfighter this critical capability for years to come," Secretary Donley said.

Air Force Officials Begin Search for New Aerial Tanker

by Master Sgt. Russell Petcoff
Secretary of the Air Force Public Affairs

Senior Department of Defense and Air Force officials announced the rollout of the KC-X Acquisition Program at a Pentagon briefing on 24 September 2009. Air Force leaders are seeking a replacement for the KC-135 Stratotanker that has been a stalwart of the tanker fleet for more than 53 years.

Today, the department is announcing its acquisition strategy for a replacement aerial refueling tanker fleet for the aging KC-135 and KC-10 fleet, said William J. Lynn, deputy secretary of defense. He termed the search to be a "best value" competition, not one based

solely on cost.

"We tried to play this straight down the middle," Mr. Lynn said.

Michael Donley, secretary of the Air Force, and Ashton B. Carter, undersecretary of defense for acquisition, technology and logistics, also took part in the hour-long briefing.

Defense Secretary Robert M. Gates returned the KC-X program to the Air Force during an address he gave at the 2009 Air Force Association Air & Space Conference and Technology Exposition at the National Harbor Convention Center, Oxon Hill, Md., Sept. 16.

"I don't need to belabor the importance of getting this done soon and done right," Secretary Gates said. "I have confidence that the KC-X selection authority is in good hands with the service's leadership team of Secretary Donley and (Air Force Chief of Staff) General (Norton) Schwartz."

Secretary Donley said the KC-135 first joined the service's inventory in August 1956, with the youngest one dating to 1964. The ever-accumulating age of the tanker fleet is driving this effort, he said.

"We need to move on with this recapitalization," Secretary Donley said. Air Force officials hope to announce a KC-X decision in the summer of 2010.

Currently, there are 415 KC-135s in the Air Force inventory. The KC-X program calls for 179 new tankers over 15 years, according to Secretary Donley.

The first production KC-X delivery is planned for 2015, Secretary Donley said, with a planned initial operating capability of 2017.

"As we integrate the KC-X into the fleet, we will begin evaluating our future tanker needs and begin work on the second phase, KC-Y," Secretary Donley said. A third phase is called KC-Z.

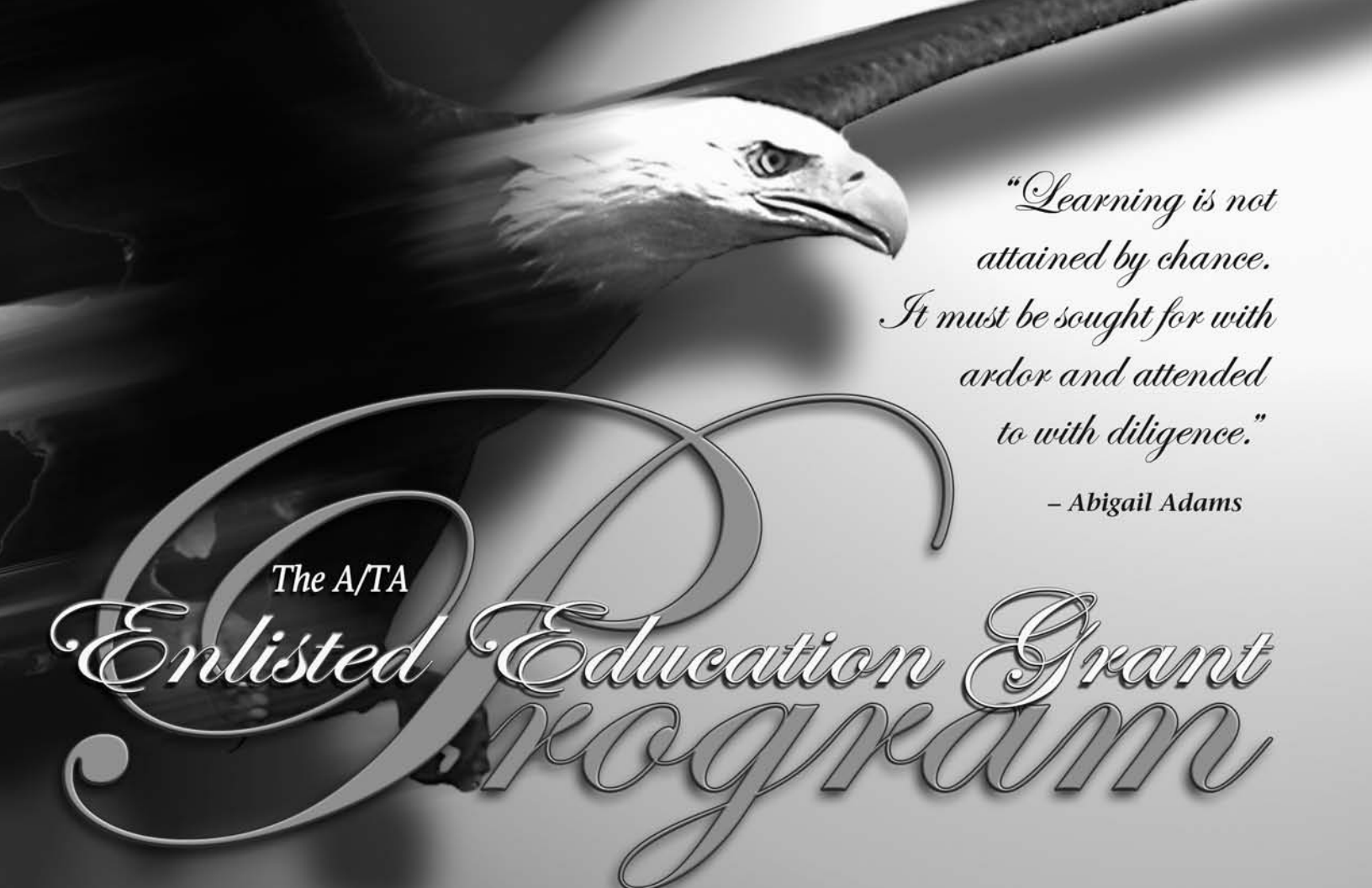
KC-X must be a highly capable and go-to-war-on-day-1-ready aircraft for the warfighter, Secretary Donley said.

"We expect the KC-X to be far more capable than the KC-135," Secretary Donley said.

The KC-X has several mandatory requirements, according to Secretary Donley. It must have:

- a permanent centerline drogue to refuel receptacle and probe-equipped aircraft;
- a receiver receptacle to allow it to refuel from KC-135s, KC-10s or other KC-Xs;
- an integrated Large Aircraft Infrared Countermeasures system, which the current tankers do not have; and
- improved communications; navigation and air traffic capabilities to allow it global airspace access.

Mr. Carter said the source selection strategy will be objective to ensure contractors bidding on KC-X know what it takes to win. He said it'll also be transparent so when a winner is chosen everyone



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Mr. Carter said the RFP favors “no one but the warfighter and taxpayer.”

As KC-135Es Retire, Air Force Officials’ Focus Shifts to KC-X

by Tech. Sgt. Scott T. Sturkol
Air Mobility Command Public Affairs

One of the last of the KC-135E Stratotankers to retire made its final flight 28 September 2009 to Sheppard Air Force Base, Texas, and after more than 50 years of service, tail number 56-1503 has been relegated to a life as one of several planes used for aircraft maintenance training on the base.

The KC-135E was built in 1956 and was one of 161 KC-135Es that once were in the Air Force fleet. Today’s Airmen keep the current Air Force fleet of 415 KC-135Rs flying until they will be replaced in the decades to come.

The KC-135E also brings to light the Air Force’s need to get the new KC-X tankers, Air Mobility Command officials said.

On 24 September, just four days before the Sheppard AFB KC-135E was flown for the last time, Department of Defense officials announced a new KC-X tanker draft request for proposal has gone out. The plan calls for 179 aerial refueling tankers to replace the half-century old KC-135. The new KC-X will also augment the airlift fleet by carrying cargo, passengers and medical patients in a secondary role.

With the KC-X announcement, Gen. Arthur J. Lichte, the AMC commander, was glad to hear the news.

“This is a great day not only for Air Mobility Command, which operates our nation’s fleet of aerial refueling aircraft, but also for our country as this is a capability we critically need,” he said. “As a warfighter, I’m glad to see this day come.”

As the KC-X process continues, officials said AMC’s challenge will be to continue meeting a steep requirement of worldwide air refueling needs by the Air Force and its joint and coalition partners. That job falls to the aircrew, maintenance and other support personnel.

The KC-135 fleet currently maintains an 80 percent mission capable rate, officials from AMC’s Logistics Directorate reported. For each hour of flight of a KC-135, it requires an average of seven to eight man-hours of maintenance. The KC-135E sent to Sheppard AFB to train maintenance Airmen helps in preparing new maintainers to meet this effort.

In the Air Force, every time a KC-135 mission is flown, it requires a crew chief and two assistants to inspect the plane for repairs. When something needs repaired, a specialist is called in. Currently, the top KC-135 systems incurring the most maintenance man-hours in the field are the fuel tank systems, auxiliary power units, flight controls and engine instruments.

Another item to consider is every year, approximately 72 KC-135s go through Air Force Materiel Command’s depot maintenance with a number of age-related issues needing to be addressed. KC-135 systems and maintenance managers said this is causing the days in depot to grow. Planners also note that the older the KC-135s get, the more resources in time, manpower and money it will take to fix them.

AMC projections show that in the next 15 to 30 years, there will be an anticipated increase in planned depot maintenance for KC-135s. This will include rewiring, reskinning, corrosion control and other structural maintenance as well as overhauling flight controls and upgrading aging analog systems in the aircraft. That extra maintenance could increase annual costs anywhere from \$2 billion to \$6 billion.

While some retired KC-135Es are set up for training at Sheppard AFB, others are set aside for parts at the “boneyard” at Davis-Monthan AFB, Ariz.

“It (the aircraft) may be here for another 15 to 20 years as we harvest parts off it,” said Col. Tom Schneider, the 309th Aerospace Maintenance and Regeneration Group commander. “We are going to put this aircraft to good use. It will go into storage, which means it will be eligible for parts withdrawal to keep the rest of the fleet flying.”

Officials are confident they can keep the worldwide air refueling mission going with the KC-135R and KC-10 Extender fleet. However, they also are fervently awaiting the new tanker.

The time is now to move on with this program, said General Lichte of the Air Force’s No. 1 procurement priority. This is a critical commitment to recapitalize a key aircraft supporting the national military strategy.



An Air Force KC-135E Stratotanker is received by 309th Aerospace Maintenance and Regeneration Group members in April 2008 at Davis-Monthan Air Force Base, Ariz. The 50-year-old aircraft was delivered to the group for long-term storage at the 2,600-acre facility. (U.S. Air Force photo/Master Sgt. Burke Baker)

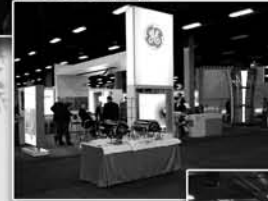
“The reason we can continue to operate is because we have great people; the great Airmen maintaining those aircraft are doing a fantastic job,” General Lichte said. “In fact, they are working seven to 10 hours for every one hour the KC-135 remains in flight. So when you combine the great maintainers with the great aircrews, we are able to continue that wonderful KC-135 mission but the time is now that we need to get on with that recapitalization mission and replace those KC-135s.”

“Obviously, the KC-135 is getting rather old,” General Lichte said. “If everything goes right with the KC-X procurement, the KC-135s will be more than 60 before we can even start retiring them. And by the time the recapitalization is complete, the KC-135s will be more than 80 years old. So it is absolutely critical that we get on with this modernization program.”

In order for AMC to continue providing a wide range of support, General Lichte predicts the KC-X project contract will be decided by the tanker’s 53rd birthday, with some stipulations.

“If everything goes well, the KC-X should be on contract by early summer 2010,” General Lichte said. “Then, a lot will depend on which offerer wins the competition, as to the timeline. But I hope that by 2015 we have aircraft up and flying, and around 2017 we have a full squadron reaching initial operation capability.”

In the meantime, AMC maintainers and aircrews continue to keep aging aircraft soaring high to maintain mission readiness in the midst of an eight-year war on terrorism and various humanitarian missions. ■





A Look Back...

2009 A/TA

Convention & Symposium

A/TA Photos By Nashville, Tennessee
 Collin Bakse and Kelly Murphy



AMC Under New Management

General Johns Takes Command of AMC

Gen. Raymond E. Johns Jr. assumed command of Air Mobility Command from Gen.



Arthur J. Lichte in a ceremony at Scott Air Force Base, Illinois, on 20 November 2009.

General Johns comes to AMC from the Pentagon where he served as Deputy Chief of Staff for Strategic Plans and Programs, Headquarters U.S. Air Force, Washington, D.C. Past assignments with AMC include serving as the 62nd Airlift Wing Commander at McChord AFB, Wash., 60th Operations Group Commander at Travis AFB, Calif., and Senior Director at the Tanker Airlift Control Center at Scott AFB.

"Though I've been away from the command for a few years, AMC is part of my blood," General Johns said. "AMC is part of the fabric of my Air Force life."

General Johns graduated from the U.S. Air Force Academy in 1977 and is a command pilot with more than 4,500 flying hours in the C-17, C-141, T-38, VC-25, N/K/C-135, KC-10 and C-5. The general has served at Headquarters U.S. European Command in security assistance and congressional affairs, and at Headquarters U.S. Pacific Command as Deputy Director of Strategic Plans and Policy.

In his speech at the change of command ceremony, General Lichte said he was leaving AMC in good hands. "You are going to be amazed by the energy of General Johns," he said. "He will lead you to new heights."

In addressing the men and women of AMC, General Johns acknowledged that it's the people who make AMC's global mission happen every day delivering the needed capabilities – "it's you who execute the mission."

General Johns also noted the importance of recognizing the commitment and sacrifice of families in today's Air Force. "When you leave your loved ones and you get in that aircraft, travel half-way around the world, and support and defend someone

you don't even know, that takes a real personal and family commitment."

Mobility Vice Commander Promotes Continued Excellence

Air Mobility Command welcomed its current vice commander in June of 2008 and quickly saw him promoted to lieutenant general in a ceremony at Scott AFB.



"This is an amazing command full of incredible Airmen who make a difference every day. I'm honored and humbled to have this opportunity to serve as vice commander as

we focus on winning today's fight, taking care of our people, and preparing for tomorrow's challenges," said Lt. Gen. Vern "Rusty" Findley II.

"The pride, professionalism, and passion for excellence of our great team in AMC has been clearly evident to me while I've been out in the joint community the past few years" General Findley said after his promotion ceremony 23 June 2008. "My pledge is to do all I can to help to continuously improve how we do headquarters business so we can best meet the needs of our units and the increasingly demanding requirements of our war-fighting and humanitarian missions."

General Findley and his wife, Sandy, came to AMC Headquarters from MacDill Air Force Base, Fla., where he served as U.S. Central Command's director of Strategy, Plans and Policy. He succeeded Lt. Gen. Christopher Kelly, who retired in a ceremony at Scott AFB on 20 June 2008, after 34 years of service.

AMC's New Command CMSgt: 'Be Ready!'

It was 1982 when Airman Basic Dave Spector, lugging a toolbox more than half his weight, followed Staff Sgt. Ernie Cota to perform some maintenance on the running C-5 that was preparing to take off. Now, nearly 28 years later, as Air Mobility Command's new command chief master sergeant, that first day

on the flight line is still Chief Spector's most memorable Air Force moment.



Chief Spector, who began his career as an aircraft maintainer on the C-5 and C-141, took the seat on 22 October 2009 as the AMC commander's

principal advisor on enlisted matters.

"It's great to be back," he said "I have a deep history in this command, and my AMC roots are near and dear to me."

During an interview shortly after coming to AMC Chief Spector was asked what he felt was his biggest responsibility as the principal advisor to the AMC commander on matters of health, welfare and morale, professional development and the effective use of AMC Airmen.

Chief Spector answered that, "It's two-fold. I am the representative enlisted voice for AMC, and it's a huge responsibility to capture feedback from Airmen, positive or negative, and deliver it to the boss. However, the commander has goals and priorities, and I have the responsibility to champion them on his behalf to the Airmen. I see that as a huge part of my responsibility; not to have to explain every single order, but to understand the justification behind them and be able to articulate direction to any Airman who says, "I have the order, but I'm not sure how I fit into it." That's part of being a leader - if you care about Airmen, and you want them to understand how they fit into the bigger picture, you may have to build a bridge to help them understand their contribution to the mission."

"I will fill the gap; I'll help seam the general's vision with the performance standards and roles that our Airmen will have to meet. I don't know if I have a bigger responsibility than that - it all boils down to taking care of people. Both the AMC commander and I are concerned about making sure our Airmen are taken care of. We're all in agreement on the headquarters staff that if you take care of the Airmen, they'll take care of the mission."

When asked, at the end of the interview, "What's the most important thing you want to tell AMC Airmen?," Chief Spector said, "Be ready - to lead, to be good wingmen and friends, to be great spouses and parents, to perform your mission, to be fit, to be educated. Be ready! The expectation is there. You took an oath of enlistment, and you swore to support and defend the constitution of the United States. That's a big deal. Those are heavy duty words. You swore to be ready... you gave us your word so, be ready."

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AMC Provides Rapid Response for Haiti Relief Effort

OPERATION UNIFIED RESPONSE

On January 12, a massive 7.0-magnitude earthquake struck the nation of Haiti, causing catastrophic damage inside and around the capital city of Port-au-Prince. President Obama has said, "at this moment, we are moving forward with one of the largest relief efforts in our history – to save lives and to deliver relief that averts an even larger catastrophe. In these difficult hours, America stands united. We stand united with the people of Haiti, who have shown such incredible resilience, and we will help them to recover and to rebuild."

While earthquakes are not uncommon in the Caribbean island country, the recent Haiti earthquake's intensity surprised experts.

"It's quite strange" from a historical perspective, said Julie Detton, a geophysicist with the U.S. Geological Survey.

Haiti is part of the island of Hispaniola, which also hosts the Dominican Republic. The last major earthquake to strike Haiti's side of the island was in 1860.

The initial earthquake, which struck at about 5 p.m. local time, spawned dozens of aftershocks, about 15 of which were magnitude 5 or greater.

Whether the earthquake could trigger other major quakes is not known.

"It's not something that we can project is going to happen," Detton said.

"But definitely if you're moving two [plates] in one area, you're building up stress and strain in another."

The Haiti earthquake was caused by the release of seismic stresses that had built up around two tectonic plates.

The motions of these plates create what are known as strike-slip faults, where two sections of Earth's crust are grinding past each other in opposite directions.

"The Caribbean plate is moving eastward with respect to the North American plate," Detton said.

When the stresses along the fault lines reach a certain point, they can be released in bursts of energy that cause earthquakes, although it's unclear when the energy will be discharged as a series of small quakes or as one big temblor.

Since Haiti is very close to the boundary where the Caribbean and North American plates meet, fault lines linked to the plates' movements run right through the country, Detton said.

In fact, the epicenter of the earthquake was about 10 miles (16 kilometers) southwest of Haiti's capital city, Port-au-Prince.

In addition, the Haiti earthquake was very shallow, being centered just 6.2 miles (10 kilometers) below Earth's surface.

This put impoverished Port-au-Prince close to the most intense shaking, contributing to the scale of the devastation: Thousands are feared dead and countless buildings have collapsed, from schools and hotels to the Haitian Parliament and local UN headquarters.

The American Red Cross estimates that the Haiti earthquake may have affected about three million people in total.

The United States Government has mobilized resources and peo-

ple to aid in the relief effort known as Operation Unified Response. The operation is a whole-of-government effort, and USAID has the lead in this swift, aggressive and coordinated response. Military personnel are playing an indispensable role in supporting this humanitarian effort, including making the logistics chain possible and distributing life-saving assistance. Aid workers are working around the clock to deliver more aid more quickly and more effectively to more people in need.

As of 28 January, at the request of the Haitian government, the U.S. continues to coordinate America's relief efforts with the United Nations and the international community, coordinating closely with more than 30 nations and hundreds of NGOs to deliver food and water quickly throughout the country.

The airport in Port-au-Prince is open around the clock. The U.S. Air Force continues to manage air operations at the request of the Haitian Government. And the State Department continues to coordinate closely with our international partners and NGOs to facilitate the smooth arrival of aid and personnel. This is a consultative process with the government of Haiti and the UN involving dozens of international assistance flights, beyond U.S. civilian and military flights.

On January 20, 153 flights arrived (38 of those were official U.S. flights). For example, of the 330 arrivals from January 16 - 18, approximately half were civilian/humanitarian, and less than 30% were military: 155 were civilian aircraft, 91 from U.S. military and government aircraft, and 84 from international governments and militaries – the proportion of international flights is rising.

On 1/18, flights landed from: Belgium, Bolivia, Brazil, Canada, Cuba, France, Mexico, Portugal, Spain, Sweden, Turkey,

the United States, Ukraine, and from the United Nations and numerous international aid organizations such as the Red Cross, the Salvation Army, and the World Food Program (WFP). The WFP has placed a coordination cell at the airport in Haiti to assist with the prioritization of flights and the movement of humanitarian assistance through the airport to areas of need in Haiti.

The port is beginning to receive some ships and is about 30% operational. The port at Jacmel, southwest of Port-au-Prince is currently operational during daylight for certain vessels. U.S. Army/Navy dive teams with underwater construction teams continued to assess port structural damage.

U.S. Transportation Command reported that since commencing air operations, a total of 160 missions have been flown that have carried more than 2,600 tons of relief supplies and more than 2,500 military and relief personnel into Haiti.

Air Force Provides Rapid Response

Reporting from Port-au-Prince, Haiti, on 15 January, TSgt Denise Johnson, with Joint Base McGuire-Dix-Lakehurst (JB MDL) Public



An Air Mobility Command C-17 Globemaster III from Travis Air Force Base, Calif., departs March Air Reserve Base, Calif., Jan. 13 en route to Haiti with U.S. AID support and supplies. AMC forces are actively working to support relief operations in Haiti after a 7.0-magnitude earthquake devastated the Caribbean nation on 12 January. AMC identified several of its C-17 and C-130 cargo aircraft for the relief operations according to officials, posturing them for immediate support. Additional aircraft will be made available as relief requirements become better known. Mission planning and command-and-control for the AMC portion of the humanitarian effort will be led by the 618th Tanker Airlift Control Center at Scott AFB, Ill. In addition to supporting U.S. warfighters in Iraq and Afghanistan, the 618th TACC can transition at a moment's notice to support emerging global situations, including humanitarian airlift and aeromedical evacuation. (U.S. Air Force Photo)

Affairs, said, JB MDL launched the first of several C-17 Globemaster IIIs mid-afternoon Thursday (14 January) in support of relief operations following a massive earthquake in Haiti.

The 21 passengers and six crew members represented four wings assigned to JB MDL signifying the symbiotic relationships between varying units in both active and Reserve operations.

Members of the 621st Contingency Response Wing made up the bulk of the team. They were dropped off with 44 tons of equipment at the Toussaint Louverture International Airport, Haiti, on tentative 30-day orders.

"It takes teamwork and combined efforts in the face of a tragedy of this magnitude," said Col. Hoot Hollrah, 817th Contingency Response Group commander out of the 621st CRW. "This is what we are trained to do and its what we do well - we respond rapidly and effectively in hopes we can alleviate unnecessary suffering and provide a platform for further relief efforts."

The 621st CRW members joined 13 others from their unit who were diverted from an exercise in Mississippi and flown to Haiti earlier today. CRWs are designed to respond as a forward element, providing initial shelter, communications, command and control and administrative support during real-world emergency, humanitarian or contingency-response situations.

"We really didn't know what to expect so we prepared for any eventuality," said Maj. Jason Worley, a Reserve pilot with the 732nd Airlift Squadron. "We took on additional fuel in case we were put on a holding pattern in the air for an extended period of time due to limited parking space for the aircraft."

The runway reached nearly 10,000 feet in length, posing no problem for the unique C-17 which can land on as little as 3,500 feet of runway.

Five Air Force Reservists made up the pilot and loadmaster crew from the 732nd AS, 514th Air Mobility Wing. The cargo plane, owned by the active-duty 305th AMW, also carried a flying crew chief from the 305th AMW and a media escort from the 87th Air Base Wing.

The three- and one-half-hour journey delivered the response team just after dark on the eastern coast of the devastated country about eight hours after the 13-member advance team. The 621st CRW aerial porters and the 732nd AS loadmasters combined forces and immediately began offloading the cargo. The cargo included a fuel bladder and mobile command unit while the flight crew conducted landing checklists.

As the cargo door opened to its full 14.75 feet in height, the crew and passengers were met by members of the 1st Special Operations Logistics Readiness Squadron out of Hurlburt Field, Fla., who had arrived two days prior.

Air Transportation Specialists Tech. Sgt. Charlie Lott and Tech.

Sgt. Jamie Jimenez, 1st SOLRS, drove the forklift guided by the 732nd ALS loadmasters.

"Our team has been supporting aircraft from places like Venezuela, China, Peru, Brazil, Cuba ... just about any that come in," Sergeant Lott said. "Some of the planes are carrying NATO supplies and people."

The 1st SOLRS was just wrapping up an Operational Readiness Exercise at home station when the earthquake hit.

"We were ready to go since we had just geared up for the exercise, so it didn't take much time before we had boots on the ground," Sergeant Jimenez said.

The remnants of damage were visible at the airport, depicting broken windows and glass with much of the area in the dark, some lights however had been restored rather quickly.

"When we first got here it was kind of scary. There were no lights or anything and there were people who had been waiting for help for more than 13 hours," Sergeant Lott said. "We gave the people some water and were surprised at how quickly some of the lights were back on."

Matthew Marek, Red Cross country representative, said Port-au-Prince was a disaster beyond the confines of the airport. "Its nuts; a total disaster; an inferno of bodies, dust ... not fire."

The country representative said he has been in Haiti for the past eight years, three of which have been with the Red Cross. He was in his office, located in the Port-au-Prince area, is in "shanty town" when the earthquake struck. "[The earthquake] was consistently loud and angry ... even last night strong tremors shook my apartment, which is where I'm working since my office is no longer stable."

The visiting forces and nations spread across the airport apron, while rotating aircraft continued to land carrying more supplies and rescue workers. None, however, could share in the Haitians' personal trauma as dump trucks of bodies were being driven through the road-blocked streets, according to Mr. Marek.

"This is a frustrated population as they live with the scent of the death of their families and their neighbors," Mr. Marek explained. "Their needs are too numerous to list: food, water, sanitation ... from a health perspective, the bodies must be cleaned up."

The Red Cross worker said he's in touch with other Red Cross members via satellite phone, assisting in coordinating relief efforts, but, he said, "... the damage is so huge, so large, that it is evident it will be some time before the population feels any relief."

As the cargo door closed on the balmy night, a U.S. C-130 Hercules landed, offloading an Army team and supplies from the 82nd Airborne, Fort Bragg, N.C.

The C-17 crew closed up the 305th AMW asset and prepared it for take-off as the second of six C-17 rotations from JB MDL made its approach to land.

"The Air Force and JB MDL will continue to join our sister services and the array of other nations providing humanitarian aid the people of Haiti so desperately need," said JB MDL Commander, Col. Gina Grosso. "It is never more important to join forces than at



U.S. Air Force members from the 437th Aerial Port Squadron from Little Rock Air Force Base, Ark., load a C-130 Hercules with water to send to Haiti in support of Operation Unified Response at Charleston AFB, S.C., Jan. 24, 2010. (U.S. Air Force photo by Airman 1st Class Alexandra Hoachlander)



Canadian Forces military Traffic Technicians from Trenton, Ontario, use a JBT AeroTech Halvorsen 44K Loader to facilitate the loading several pallets of medical supplies onto a C-17 Globemaster aircraft preparing to fly to the region of Port-au-Prince, Haiti in support of the ongoing relief efforts. (Photo: Warrant Officer Carole Morissette Canadian Forces Combat Camera).

Background Photo: Various C-17 Globemaster IIIs wait for cargo supporting Haiti relief efforts on the flightline of Charleston Air Force Base, S.C., 27 January 2010. Various C-17s use Charleston AFB as a staging area for Operation Unified Response. (U.S. Air Force photo by Staff Sgt. Eric Harris)

moments like this, when the color of flags and uniforms no longer matter, when its humanity that's at stake."

The base is facilitating support efforts with various governmental and civilian organizations to ensure the evacuees are properly cared for. The team has provided food, clothing, medical care and transportation to assist evacuees until they reach their final destinations.

"Our only focus is taking care of the immediate needs of these people," said Col. Joe Poth, deputy joint base commander. "The military is uniquely qualified and organized to do these types of evacuation and humanitarian operations. With the various organizations that are assisting us, we are doing the very best we can to help in light of this terrible tragedy."

AMC aircraft and personnel were first called into action Jan. 13.

The first AMC mission – a C-17 Globemaster III assigned to the 60th Air Mobility Wing at Travis Air Force Base, Calif. – transported an Urban Search and Rescue Task Force and 82,600 pounds of equipment to Haiti Jan. 13. The mission also included a three-person Security Forces team to provide aircrew and aircraft security.

Other earlier AMC missions included a C-17 from Dover AFB, Del., and a C-130 Hercules aircraft from Pope AFB, N.C., and Little Rock AFB, Ark.

The Little Rock aircraft – assigned to the 41st Airlift Squadron – picked up passengers and cargo in Gulf Port, Miss., and delivered them to Haiti.

On Jan. 14, a C-130 Hercules assigned to the 440th Airlift Squadron, Pope AFB, transported 61 Soldiers to Port-au-Prince, Haiti. The Soldiers were assigned to Fort Bragg's 82nd Airborne Division.

"Primarily, this group of Soldiers will be performing airfield security," said Maj. Ryan Consie, an aircraft commander with the 440th AW. "Right now, because of the crisis, there is a lot of chaos in Port-au-Prince. In order to perform further humanitarian effort, we needed to provide more security."

"When we were down there, there was a lot of commotion," he added. "[Delivering these Soldiers] was a key step for us to provide food, water and other humanitarian relief functions in the future."

The relief efforts provided by Pope and Fort Bragg were accomplished by a combined effort of the 43rd Airlift Wing, 440th AW and 82nd Airborne.

"It felt good to be able to help the people of Haiti," said Staff Sgt. Dale Etter, 2nd AS, C-130 Crew Chief. "I'm sure the people and supplies we brought down there will be a big help to the relief efforts."

AMC aircraft and personnel continue to support Haiti relief operations and stand ready to respond immediately.

In fact, the 618th Tanker Airlift Control Center - in close coordination with U.S. Transportation Command and U.S. Southern Command - is working around-the-clock, posturing air mobility forces to respond effectively, and planning and managing the missions as a coordinated effort. This is in addition to its continuing mission to

support Operations in Iraq and Afghanistan.

As AMC's hub for global operations, the 618th TACC leads mission planning and command-and-control for the AMC portion of the humanitarian effort. The Center plans, schedules and directs a fleet of nearly 1,300 mobility aircraft in support of strategic airlift, air refueling and aeromedical evacuation operations around the world.



U.S. Air Force C-17 Globemaster III from the 437th Air Wing, Charleston Air Force Base, S.C., airdrops 14,000 bottles of water and 14,500 MRE's/Humanitarian Rations to the outer lying area of Port-au-Prince Haiti, Jan. 23, 2010 to be distributed by the members of the United Nations. Department of Defense assets have been deployed to assist in the Haiti relief effort following a magnitude 7 earthquake that hit the city on Jan. 12, 2010. U.S. Air Force photo by Tech. Sgt. James L. Harper Jr., U.S. Air Force. (Released)

Aeromedical Evacuation Brings Haiti Victims to America for Medical Care

On 28 January, Air Mobility Command announced that – through the 618th Tanker Airlift Control Center and its partners – has aeromedically evacuated 86 patients from Haiti to the United States for care since the devastating 7.0-magnitude earthquake struck the country.

Aeromedical evacuation planning is accomplished by the 618th TACC at Scott Air Force Base, Ill., the lead agency for worldwide air mobility operations.

"Our teams will do anything we can to save lives," said Lt. Col Duncan Smith, chief of the 618th TACC's aeromedical evacuation branch, "which is exactly why we have aeromedical evacuation professionals on our operations floor 24/7."

Aeromedical evacuation plays a critical role in global military operations daily, including in current operations in Iraq and Afghanistan. In 2009, AMC aircrews and aeromedical evacuation crews flew 19,025 patient movements worldwide, averaging out to more than 52 patient movements per day.

A Mobile Aeromedical Staging Facility was also set up in Haiti to help in disaster relief. A MASF is a completely self-sustaining field hospital with a 13 person staff of medical technicians, nurses and support staff. The MASF provides specialized medical care to patients needing aeromedical evacuation.

Ideally, patients will have been seen by an initial medical team before being sent to MASF facility.

Medical support for Operation Unified Response come from all over the U.S. including the 375th Aeromedical Evacuation Squadron at Scott AFB, 45th AES at MacDill AFB, Fla., 94th AES from Dobbins Air Reserve Base, Ga., 88th Medical Group of Wright-Patterson AFB, Ohio, 6th MDG also from MacDill and the Global Patient Movement Requirements Center of the U.S. Transportation Command.

"Business for us is getting patients to the care they need, no matter what," said Colonel Smith. "In some cases, it means we get to help save lives and you can't beat that feeling."

The 618th TACC has planned, tasked and provided command-and-control over all of the aeromedically evacuations out of Haiti by AMC aircraft.

Since the earthquake rattled the small country AMC has flown 231 arrivals into Haiti, moving more than 5,000 tons of cargo into the country and returned more than 4,000 American citizens to the U.S.

Airmen Watch Haiti's Airspace

by Army Sgt. 1st Class Jon Soucy, National Guard Bureau

On 29 January, the National Guard Bureau said that the recent



Haitian Evacuees load into a C-17 Globemaster III cargo plane at Port-au-Prince, Haiti. The cargo plane is from the 172 Airlift Wing Air National Guard base located in Jackson, MS. (USAF Photo by MSgt Alvin Johnson).



Soldiers from the 82nd Airborne Division based at Ft. Bragg, N.C., depart a Little Rock Air Force Base, Ark., C-130J Hercules aircraft at Port-au-Prince International Airport, Haiti, Jan. 16, 2010. These soldiers will be providing security, medical support, and command for the troops and assisting in in Haitian relief efforts after a devastating earthquake struck the country Jan. 12, 2010. Little Rock AFB is a component of Air Mobility Command. Since relief operations began Jan. 13, 2010, AMC aircraft have deliver more than 323 tons of emergency tons of cargo to Haiti. (U.S. Air Force Photo by Staff Sgt. Chad Chisholm)

arrival of Air National Guard air traffic controllers in Haiti has greatly increased the number of flights safely entering and leaving the country's air space.

Twelve Air Guard air traffic controllers and an airfield operations officer are deployed to Haiti, said Scott Duke, the chief of the Air National Guard's airfield services division, and additional air traffic control assets from the Air Guard are scheduled to arrive within the next few days.

"The test of how well we are assisting and helping with the ongoing operation can be found in the numbers," Mr. Duke said. "Before our presence, the daily count for arrival aircraft was around 90 per day." By (Jan. 28), he added, the number of daily operations had jumped to 120.

"That is impressive and when you add the complexity of finding parking spaces for these aircraft on an airport not designed for that many airframes," he said. "You can immediately see the benefit."

As more Guard members continue to arrive in country, they will assume more responsibilities.

"Once they arrive at the airport, 50 percent of the Air National Guard's air traffic control squadrons will be directly supporting air traffic control operations at the airport," Mr. Duke said.

An airfield management team also is scheduled to be sent to the devastated country to help in developing effective parking plans for aircraft, control vehicle traffic and manage flight plans for arriving and departing aircraft, Mr. Duke said.

The role of the controllers is more than simply telling pilots when to take off and land, he noted.

"In the case of Port-au-Prince (airport in Haiti), the capabilities of the air traffic controllers will be on display as they establish landing sequences to the airport, coordinate departure routes, and do all the kinds of things one would see at a typical airport," he said. However, he added, this isn't a typical airport.

"Obviously, the conditions on the ground at the airport present different challenges to the controller force, as well as our airfield managers, as they both orchestrate the many moving parts of airport operations in a manner that keeps things safe and moving efficiently," Mr. Duke said.

The Air National Guard controllers are trained and equipped to negotiate those challenges. Many of them, he pointed out, are Federal Aviation Administration air traffic controllers in their civilian careers. They also have the kind of tactical equipment needed to stand up air traffic control operations at an austere landing environment, or, in the case of Port-Au-Prince, at an airport that has lost air traffic control capability, he added.

The Guard's controllers have plenty of experience running missions after disasters. In 2005, they were sent to the Gulf Coast after Hurricane Katrina.

"This change required our controllers to get up to speed quickly on this new system, while at the same time learning all the local area information about the airport, arrival and departure paths, frequency assignments, and geographical lay of the airport," he said.

The air traffic controllers are scheduled to be in Haiti for up to 180 days, Mr. Duke said. Most will do a 90-day tour and a follow-on group will rotate in for the remaining time.



U.S. citizens living in Haiti wait to board a U.S. Coast Guard C-130 at the Port-Au-Prince airport for transport back to the U.S. Jan. 15, 2010. Department of Defense assets have been dispatched to Haiti to assist with humanitarian assistance and disaster relief after a magnitude 7 earthquake hit the country on 12 Jan. 2010. U.S. Air Force photo by Tech. Sgt. James L. Harper Jr., U.S. Air Force. (Released)

Thanks for another successful convention in 2009 – the exhibit hall was again superb. The number of exhibitors and revenues in Nashville were off about 5%, but we are quite pleased to have been so fortunate under these tough conditions. We are already into the active planning phase for 2010. Although it would be nice if we could take time to catch our breath, convention planning is actually in that time of the year when the convention committee is working three conventions simultaneously: wrapping up last year, actively planning the current year and doing advanced preparations for next year. It is a never ending cycle, but well worth all the hard work to provide another quality event for our mobility community. 2009 was an economically challenging year for everyone in the defense industry and sadly, a few of our loyal exhibitors were not able to exhibit with us in 2009 – we hope to have all of you back for the 2010 convention in Orlando.

We will hold the 2010 A/TA Convention at the Marriott World Center Resort in Orlando and you are in for a treat. Since our last visit (2006 A/TA Convention), Marriott has completed the new ballroom that was under construction when we were there. The new 105,000 square-foot Cypress Ballroom is the largest pillar-free resort ballroom in the country with ceilings 30 feet high - the new facility is spectacular. We will use the new facility for our 2010 exhibit hall and there will be ample room available for wide aisles and plenty of room for the exhibitors and all participants. You are going to like this set-up - plan to be spoiled - it is a really nice venue and clearly the best A/TA exhibit facility to date.

Last year, we consciously froze our exhibit fees and industry partner dues in recognition of the difficult economic situation that industry was facing. Again this year, we have no plans to increase fees/dues and have no plans to do so in the near future. Hopefully, these tough economic times will be behind us soon and we can get our exhibit participation back where it was a year or two ago. I was disappointed that some of our most loyal and consistent industry exhibitors were forced to pass on Nashville in 2009 due to the economy and we want you back with us in Orlando for 2010. A/TA remains committed to providing you – our exhibitors – with the most value possible for your exhibit dollars. Our exhibitors are such an integral part of our convention program and your support is critical to our success – hurry back!

We should have the necessary planning information available soon to send out the exhibit packages to all our potential exhibitors. I plan to send out the exhibit packages in the next few weeks. If there are any updates or changes to your exhibit Point Of Contact, please send the new contact information to me at: IndustryVP@atalink.org and I will make sure the packages gets to the right people.

We look forward to seeing you at the 42nd Annual Airlift/Tanker Association Convention in Orlando, 28-31 October 2010 – see you there!

Bob Dawson
Vice President Industry

A/TA INDUSTRY PARTNERS (as of 1 February 2010)

AAI Services Corporation	Gander International Airport
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Esterline Defense Technologies	Thales
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Partnering for Warfighter Outcomes

Lockheed Martin Corporation is a global security company employing about 146,000 people worldwide. The corporation is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. Lockheed Martin Aeronautics Company is known for building the finest military aircraft in the world. The list of highly regarded aircraft include the F-16, C-130J, the first stealth fighter, the F-117 and the 5th generation fighters, the F-22 and F-35. Aeronautics employs 20,000 people who have pre-eminent expertise in advanced aircraft design and production, modification and support, stealth technology and systems integration.

Recently, Lockheed Martin supported the Aerospace Industries Association (AIA) in a study to determine how the Department of Defense can increase readiness and at the same time make dollars available for modernization and force reset. The results were startling.

Unprecedented Requirements on Our Warfighters with Severe Asset Constraints

The future for the U.S. military looks more confusing than ever. Whether it will face conventional, irregular or hybrid warfare, warfighter support must adapt to provide the required operational availability. While the DoD works to cope with the demands of two major wars, they are also developing their grand strategy which will depend on solutions that increase performance in maintaining readiness, resetting the force, and modernizing aging weapon systems. These solutions must also provide the ability to contend with continual high operations tempo and shifting demands.

At the same time, it is probable that increasing U.S. budget deficits, growing health care and social security demands, will place economic constraints on the DoD budget. Solutions must be presented that lower costs to allow completion of efforts, including retrograde from Iraq. The framework for these solutions is built on fully implementing best-in-class government and industry practices that drive a logistics structure focused on readiness, agility and efficiency.

The Solutions Are Out There

The report, "Modernizing Defense Logistics," by Aerospace Industries Association (http://www.aiaaerospace.org/industry_information/reports_white_papers/) identifies up to \$30 billion per year attainable by accelerating implementation of ONGOING DoD BEST PRACTICES in the areas of performance based partnerships, supply chain management, theater services, mobility infrastructure, and logistics information systems.

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In the area of mobility assets and infrastructure, the paper calls out the need for DoD to accelerate USTRANSCOM's role as the Distribution Process Owner (DPO) and to modernize its global distribution capabilities by increasing reliance on commercial providers. The paper specifies that the commercial providers should be leveraged in the areas of carrier on board delivery, unmanned rotary wing distribution, global warehousing, and integrated end-to-end retrograde, while still maintaining DoD capabilities for wartime applications. To achieve full benefits of modernizing global distribution capabilities the DoD should do a few things.

First, increase distribution of material to the point of need through preexisting global commercial distribution networks, while saving military distribution for the "last tactical mile" when hostile actions are occurring.

Second, military assets, such as the C-5, that are in high resource demand should be reserved for high priority moves based on freight and customer demand. All other transportation should be accomplished by leveraging existing commercial infrastructure resulting in lower cost and higher on-time delivery. Third, implement an end-to-end supply chain.

Leading the Charge

USTRANSCOM has moved out and is making great progress in modernizing their support to the warfighter. Under the direction of General McNabb, Commander and its mandate as the DoD DPO, USTRANSCOM Strategy, Policy, Programs & Logistics (J5/4), through its Distribution Process Owner Strategic Opportunities (DSO) effort, has identified \$691M year over year savings opportunities within DoD supply chain operations. Similar to the AIA analysis, the USTRANSCOM savings opportunities are coupled with performance improvements of up to 50% in velocity and precision of the supply chain. The opportunities are:

- Distribution Process Improvement and Deployment- re-engineering distribution processes across the DOD
- Strategic Surface Optimization- maximizing use of shipping containers
- Strategic Airlift Operations- utilizing full array of airlift services (Military Airlift, Commercial Air Transportation, and World Wide Express)
- Supply Alignment- leverage use of strategic forward inventory locations
- Strategic Network Optimization- optimizing the number, location, and function of supply chain nodes.

USTRANSCOM's DSO team has been recognized as the 2009 Department of Defense Supply Chain Operational Excellence Award winner.

The Defense Logistics Agency (DLA) has also led efforts to transition to an end-to-end supply chain. As detailed in the AIA analysis, DLA successfully adopted commercial supply chains for a variety of consumables resulting in delivery time performance improvements and inventory reductions realizing millions of dollars in savings. DLA has been moving forward with efforts to partner with industry enabling the implementation of performance based logistics milestones throughout the supply chain.

OSD Needs Industry Support

USTRANSCOM classifies the reasons for effectiveness of these efforts into two categories: each opportunity synchronizes efforts among DoD supply chain partners and each opportunity is flexible to the uncertain requirements of the DoD supply chain. USTRANSCOM also calls out the requirement for unity of effort from all members of the supply chain to enable these opportunities. Supply chain partners must be able to align themselves with the efforts of USTRANSCOM; this means the ability to adapt to service-based supply chain roles.

The Product Support Assessment Team (PSAT), an effort started in 2008 and led by the DUSD (LM&R), has made one focus of its efforts industry collaboration to increase public-private partnerships as well as leverage industry best practices. The team is also advocating the advancement of PBL from a contracting strategy to a supply chain management solution.

The strategies laid out by USTRANSCOM, DLA, and the PSAT require organic and industrial base supply chain alignment focused on optimization over the program life cycle. Supply chain members must be able to deliver to the customer identified performance levels by dynamically selecting the supply chain. In this setup, supply chain members are incentivized to reduce supply chain cost; this must be a focus of all members of the supply chain.

The Time to Accelerate Ongoing Best Support Practices is Now

The AIA study, as well as the progress made by USTRANSCOM, DLA, and the PSAT, demonstrate that it is possible to deliver the warfighter operational availability focused on readiness, agility, and efficiency that is required to meet the needs of today and the unknowns of tomorrow. Waiting is not an option, the time is now.

Association & Chapter CONTACTS

Board of Officers & Staff

Chairman Board of Officers

Gen Walter Kross USAF Ret
Chairman@atalink.org

President

CMSgt Mark A Smith USAF Ret
President@atalink.org

Sr Vice President

Maj Gen Richard C Marr USAF Ret
SrVP@atalink.org

VP Programs

Col Dennis L Murphy USAF Ret
ProgramsVP@atalink.org

Secretary

Ms. Carol Maucline
Secretary@atalink.org

Treasurer

Col John J Murphy Jr USAF Ret
Treasurer@atalink.org

VP Industry Affairs

Col Robert E Dawson USAF Ret
IndustryVP@atalink.org

Legal Advisor

Maj Gen Richard D Roth USAF Ret
Legal@atalink.org

Parliamentarian

Maj Wesley L Marsh Jr
wesley.marsh@afrc.af.mil

Historian

Lillian E Nolan
lillian.nolan@scott.af.mil

Membership/Convention Registrar

Dennis W (Bud) Traynor III
ata@atalink.org; bud@atalink.org
mis@budtraynor.com

Board of Advisors

Chairman Board of Advisors

Maj Gen James I Baginski USAF Ret
jibagger@aol.com

Board

CMSgt William M Cannon USAF Ret
bcloder@aol.com

Lt Col Ted E Carter Jr
GeneC17@aol.com

Gen Duane H Cassidy USAF Ret
dhcassidy@nc.rr.com

Col George E Dockery USAF Ret
george130@comcast.net

Col Robert F Ellington USAF Ret
RElling900@aol.com

CMSgt Regina L Hctor
regina.hctor@wpafb.af.mil

Col Phillip A Iannuzzi Jr USAF Ret
philip.a.iannuzzi-jr@boeing.com

Lt Col Walter L Isenhour
walter.isenhour@us.af.mil

CMSgt Michael R Kerver USAF Ret
kerver_michael@bah.com

CWO4 Richard J Langstraat USA Ret
(417) 235-0250

Col Chester H Mauchline USAF Ret
corky.mauchline@ae.ge.com

Col Paul E McVickar USAF Ret
Paul.McVickar.ctr@ustranscom.mil

Gen William G Moore USAF Ret
(615) 790-3999

Col Ronald E Owens USAF Ret
ronowens@charter.net

Col Jack D Patterson USAF Ret
castlebridgekeep1@me.com

Maj Gen Robert B Patterson Sr USAF Ret
sasbob@att.net

CMSgt David M Pelletier II USAF Ret
eagle141@comcast.net

SMsGt Edward E Rennekar
edward.rennekar@us.af.mil

MSgt Eric E J Riker USAF Ret
rikerandassoc@aol.com

Gen Charles T Robertson Jr USAF Ret
charles.t.robertson@boeing.com

LtGen John B Sams Jr USAF Ret
jbsj11@gmail.com

BGen James W Swanson USAF Ret
jims@moaa.org

CMSgt James W Wilton USAF Ret
jim.wilton@comcast.net

Convention & Symposium

Convention Chairman

Col Jack D Patterson USAF Ret
castlebridgekeep1@me.com

Symposiums Chairman

LTC Jeffrey Bigelow, USAF
Seminars@atalink.org

Program Committee

Col Miles C Wiley III USAF Ret
Programs@atalink.org

Golf

Golf@atalink.org

Master of Ceremonies

Col Barry F Creighton USAF Ret
barry.creighton@lmco.com

Heritage Committee

Col Ronald E Owens USAF Ret
ronaldo@flymidamerica.com

Nominating Committee

Gen Ronald R Fogleman USAF Ret
rfbuzzard1@aol.com

Airlift/Tanker Quarterly

Editor A/TQ

Collin R Bakse
ATQ@atalink.org

Business Manager A/TQ

Doug Lynch
Advertising@atalink.org

Public Affairs A/TQ

Col Gregory P Cook USAF Ret
Greg@GregoryPCook.com

Command Liaison Representatives

Liaison AETC

Maj Manuel R Gomez Jr
manuel.r.gomez@dcma.mil

Liaison AFRC

MajGen Charles E Reed Jr USAF
Charles.reed@us.af.mil

Liaison AMC

MajGen Brooks L Bash USAF
brooks.bash@scott.af.mil

Liaison AMC (alternate)

Maj Timothy M Gonyea USAF
timothy.gonyea@scott.af.mil

Liaison AMC (CCX POC)

Ms Darcy Lilley
darcy.lilley@scott.af.mil

Liaison ANG

BrigGen Thomas Haynes USAF
Thomas.Haynes-02@scott.af.mil

Liaison USAFE

Col David M Callis
david.callis@pentagon.af.mil

Young Leader Representative

MSgt Richard T Martin
Peppieandmister@hotmail.com

Young Leader Representative

Maj Aaron J Larose
aaron.larose@dover.af.mil

Chapter Contacts

Alamo

Maj Manuel R Gomez Jr
manuel.gomez@dcma.mil

Big Country

TSgt William B Ghent
william.ghent@dyess.af.mil

Capital

Col John C Millander
john.milander@pentagon.af.mil

Cheyenne

1Lt Ryan Walker
ryan.walker@us.af.mil

Denali

TSgt Donald E Kusky Sr
donald.kusky@elmendorf.af.mil

Diamond Head

Capt Christopher J Keller
cgistopher.keller@hickam.af.mil

Eagle

Maj Craig M Harmon
craig.harmon@dover.af.mil

East Anglia

LtCol Robert Maxwell
robert.maxwell@mildenhall.af.mil

Flight Test

MSgt Thomas H Ireland
thomas.ireland@edwards.af.mil

Golden Bear

Col Brian W Lindsey
Brian.Lindsey-02@travis.af.mil

Goldwater

Maj Patrick Donaldson
patrick.donaldson@azphoe.af.mil

Great Lakes

CMSgt Juan Ubinas Jr
juan.ubinas@ang.af.mil

Hafa Adai

MSgt Scott MacKeller
scott.mackeller@andersen.af.mil

Halvorsen

MSgt Anthony Bickerton
anthony.bickerton@spangdahlem.af.mil

Huysen

LtCol Vincent G McCrave, USAF ret
tnkrpl7@charter.net

Inland Northwest

Maj Ryan L Ransom
ryan.ransom@fairchild.af.mil

Keeper of the Plains

Capt Johari Hemphill
johari.hemphill@us.af.mil

Kitty Hawk

Capt Jessica Guarini
Jessica.Guarini@seymourjohnson.af.mil

Low Country

LtCol Leigh E Method
leigh.method@charleston.af.mil

Lt Gen Turner/Berlin Airlift

CMSgt Severino Di Cocco USAF Ret
disevann@aol.com

Maxwell

Col Stephen M Fisher
stephen.fisher@maxwell.af.mil

Pacific Northwest

Capt Patrick L Brady-Lee
patrick.brady-lee@mcchord.af.mil

Peachtree

Col Jon A Hawley USAF Ret
jon.a.hawley@lmco.com

Pikes Peak

CMSgt Joseph R Westlund
joseph.westlund@petersen.af.mil

Razorback

TSgt Benjamin Lewis
benjamin.lewis@littlerock.af.mil

Red River

LtCol James A Durbin
james.durbin@altus.af.mil

Rheinland-Pfalz

LtCol Bryan K Huntsman
Bryan.Huntsman@us.af.mil

Rheinland-Pfalz-Papa

TSgt Kevin Riley
kevin.riley@ramstein.af.mil

Rio

Capt John CM Duke
john.duke@laughlin.af.mil

Ryukyu

Capt Joseph W Carr Jr
joseph.carr@kadana.af.mil

Sam Fox

Maj Ian B Laughrey
ian.laughrey@afncr.af.mil

See Seventeen

CMSgt Michael M Welch USAF Ret
michael.m.welch@boeing.com

Space Coast

CMSgt Larry N Cayabyab USAF ret
mschiefc@earthlink.com

Special Operations

SMsGt Cory M Olson
cory.olson@hurlburt.af.mil

Tarheel

TSgt Jeremy Hook
jeremy.hook@pope.af.mil

Team Robins

Col Bruce Bowers Jr
bruce.bowers@robins.af.mil

The Shogun

Maj John M Schutte
hohn.schutte@yokota.af.mil

Tidewater

Lt Col Brian D Joos
brian.joos@jcom.mil

Tip of the Sword

Capt Jerry W Yarrington
jerry.yarrington@incirlik.af.mil

Tommy B. McGuire

Maj Peter M Mastroianni
peter.mastroianni@mcguire.af.mil

Tony Jannus

Capt Joseph C Winchester
joseph.winchester-02@macdill.af.mil

Warriors of the North

Lt Col James L Warnke
james.warnke@grandforks.af.mil

Wright

Capt Aaron D Dailey
aaron.dailey@wpafb.af.mil

Contacts listed are the most current available. Please contact Bud Traynor and Collin Bakse to make corrections and/or changes, or to suggest additional contact information for this page.



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