

## 445th AW readies for first-ever UEI

By Capt. Elizabeth Caraway  
445th Airlift Wing Public Affairs

Members of the 445th Airlift Wing will have the opportunity to showcase their excellence in the wing's first-ever Unit Effectiveness Inspection March 6-12. The new Air Force Inspection System is a continual evaluation on a 24-month cycle that grades a unit in four areas: managing resources, leading people, improving the unit, and executing the mission.

Lt. Col. Joseph Savage, the wing's former combat readiness officer and current 445th Logistics Readiness Squadron commander, explained that the UEI represents a complete revamping of the Air Force method of inspections.

"Air Force inspections used to occur about every four years. During the time in between inspections, units might get lax about meeting standards, then there would be a ramp up about one year to six months before the inspection. Airmen would print out mounds of paperwork for inspection binders. There had to be a designated staff to travel," said Savage. "Overall, the process cost the Air Force a lot of time, money and resources. Additionally, the results weren't necessarily accurate because people were not presenting their 'business-as-usual' information because they didn't want write-ups. Everyone was concerned with putting their best foot forward."

The focus of the new inspection system is continual compliance, explained Maj. Denny Park, the new 445th Director of Inspections.

"[The new system] should make us more efficient and allow us to operate in a steady state. The goal is to always be compliant," said Park.

Rather than scrambling to fulfill requirements that haven't been met in years, "this system will help us find undetected noncompliance," Park explained. "We want to identify problems so we can fix them, not just hide them."

"Be honest about your programs," agreed Savage. "If you're not fully functional, tell us what you need so we can fix it—manning, money, etc. Air Force Reserve Command already knows we can do our mission, now they want to know how effective we are."

The results of unit self-assessments and virtual sampling will determine the size of the inspection team in March. Wing members should anticipate being interviewed by the inspector general team and "look sharp, be sharp...prove the 445th Airlift Wing is the best wing in AFRC!" said Park.

Savage acknowledged that, for many, the new system



Tech. Sgt. Frank Oliver

**Master Sgt. Nathan Hutchison, left, and Maj. Romeo Cabungcal, 445th Aeromedical Evacuation Squadron, set up their equipment onboard a C-17 Globemaster III before departing for an AES training mission Jan. 11, 2014. Two crews of five people each flew the tandem training mission. Each crew consists of two nurses and three medical technicians. The flyers are required to fly in a crew position at least once every 90 days to stay qualified.**

represents a culture change that may be difficult in the beginning. However, "it will eventually become the normal course of business and the major inspections will become easier because we'll always be compliant."

"Ultimately, the result of the new system should be a happier, more motivated workforce," said Savage.

The new 445th Inspections Office has a few vacancies for hard-charging Airmen. Interested reservists should contact Maj. Denny Park at (937) 257-0435 after consulting their supervisor.

# Missions change, requirements for excellence do not

By Col. Jeffrey McGalliard  
445th Airlift Wing Commander

## Trust but Verify

As a B-52 crewmember during the Cold War, Mother SAC (Strategic Air Command) was fond of exercising and evaluating us on short notice, and with an exceedingly low tolerance for errors. We accepted that, because each aircraft was loaded with gravity bombs and missiles that equaled more destructive force than the bombs dropped in all of World War II. We flew as hard crews then, training together, pulling alert together and even scheduling our annual leave together, and it built team player skills and a commitment to each other.

On a crew, we used to have a saying: "It's the six of us against the staff and the Russians" and it wasn't far from the truth (both were adversaries). Mother SAC trained and trusted us in the mission, but was equally committed to the need to verify that we knew when to launch and when to withhold. Our missions have changed today, but the requirement for excellence is no less important, and the costs of failure are just as high.

## Comply first, innovate second

Part of what breeds excellence is good, healthy competition and our next opportunity to compete is during the wing's upcoming Unit Effectiveness Inspection. It's our chance to be proud of the 445th patch. Game on. While the inspectors won't physically be here until March, the virtual inspection has already begun. That said, there is room to continue engaging with each other (as well as headquarters functional managers) and keep tweaking the race car right up until the green flag drops. In the same way Adrian Newey continues to manage the Red Bull Formula 1 team because of a track record of excellence (and winning), or Urban Meyer keeps his job in Columbus (again, winning) you're probably managing your program because you're the recognized expert. I need you to own your program, put your name on the mailbox with pride, and ensure it's not merely in compliance with the governing Air Force instructions, but that you know your leadership is encouraging you to speak out when you see a better way of doing it – that we applaud and support your innovation.

Competition is a healthy thing. I encourage each unit to compete with each other in owning the best programs and beyond that, in managing resources and leading our people. In the same way that "there's no crying in baseball," there are no "participation trophies" in the military service of our nation. We recognize and reward success alone. On the battlefield, win or become subdued. Off the battlefield, success gets measured in different ways....and sometimes we measure it ourselves, which is the direction we're headed under the new Air Force Inspection System.

In 2014, this is our opportunity to "trust but verify." If you participate in the wing's bi-monthly compliance working groups or manage any of our hundreds of MICT [Management Internal Control Toolset] checklist processes, you've likely heard me describe that the new measure has more to do with identifying our weaknesses ourselves, and putting a plan in place to correct them, than "painting the



grass green" ahead of an inspector general team's arrival. That's an incredible cultural change for us to embrace, and it won't happen overnight. We recognize that our Airmen are trained to a high standard, equipped as no other fighting force in history, and not only trustworthy in their assigned missions but eager to excel and improve the processes around them. The Air Force is looking for exactly that kind of performance from us.

## Transformational shift: inspection readiness NEVER equaled mission readiness

AFIS represents a way of doing business that is completely foreign to any of us, no matter how long or short our careers. It's about giving commanders the system to identify and fix problems at the unit level, while collecting feedback (the IG's job) that should lead to policy changes and programming improvements across the Air Force. The system rewards accurate, honest reporting, process improvement initiatives, and discourages wasted effort that used to be called "inspection prep" and consumed an enormous portion of the wing's time and resources. Make no mistake, as we transition to AFIS this year, a certain amount of time is still spent on inspection prep, but the desired end-state is a situation where we're always inspection-ready (indeed, virtual inspections will become a continuous, ongoing process). It's critically important that you understand this, and can articulate how it relates to your specific role in the wing! Be able to tell inspectors how your responsibility fits into the four major graded areas that compose the wing's grade: 1) executing the mission; 2) improving the unit; 3) managing resources; and 4) leading our people. Every one of us plays a critical role in one or more of those areas.

## Resistance builds muscle mass

We face challenges that represent mere obstacles which help to increase our pride at mission success down the road. We inherited some of the older C-17s in the Air Force inventory, and with that comes longer down time for system upgrades (impacting our full mission capable-rate, a key maintenance indicator which drives much unit pride) as well as a "front-row seat" because we get to discover things that we simply didn't expect to break this early in the aircraft's life cycle. But I don't hear complaining from our maintainers, only gritty determination that in due time, ours will be the finest C-17s across the Air Force. A second is that we've been asked to do provide more support with less manpower. Your leadership is engaged with the command to address this, but it will not likely result in 100 percent of what we want -- so the kind of workarounds that I've seen you implement will continue to be needed in some forms. I applaud all that you're doing toward that effort.

I could not be more impressed with the Airmen of the 445th that I've met on my immersion briefs with every squadron, and during my visits to your workplaces. It confirms what I thought I knew about the 445th before I arrived. I can't believe I'm so fortunate to be a part of this wing and its mission. I'm surrounded by folks who care about our people, are committed to mission success at all cost, and recognize that we're going to need to be ever better stewards of the resources we're given to execute it. Jealously guards that. I look forward to cheering your success on the top step of the podium!



# Training essential part of pre-deployment readiness

By Col. Michael Major  
445th Airlift Wing Vice Commander

As I write to you from my office in Kabul, my tour in Afghanistan is drawing quickly to a close. Like always, I looked back at how I got here, the high points and the low points. While there have been many highs and some lows, I must admit, my biggest takeaway is the high quality of people in our U.S. and coalition country military organizations--all the soldiers, sailors, Airmen, Marines, civilians and contractors.



Each has their own story, but each confident, capable and willing to work long hours every day to execute their mission the best they can. I am proud to serve with each and every one of them, but I am mostly proud of our U.S. Reserve

and Guard members I've had the pleasure to serve next to.

I take pride in them because you cannot tell whether they are active or Reserve. Every Airman I have met is all in! From Air Force Reserve Command general officers to Airman, all serving here in a wide range of billets, all over the country. Each one making huge contributions to the war effort and the peace effort simultaneously. Billeting, finance, maintenance, aerial port, CE [civil engineer], cops, intel, comm, aircrew..., you name it we are here!

Be proud of the contributions your fellow Reserve wingman are making, and be ready for the contribution you might be asked to make here or somewhere else in the future.

You can't contribute to any effort unless you're ready. When I left home, I knew I was ready! I was prepared through self study, class

room time and practical field training. Most of the training I got was during scheduled sessions during UTA [unit training assembly] and on my annual tour. I also benefited greatly from some of the best instructors around, based right there at the 445th Airlift Wing! Whether you plan to deploy next month or you have no current plan to deploy USE YOUR TRAINING OPPORTUNITIES during UTA and annual tour, and ensure you are ready! Because, when you get here it's too late to catch up! Now is the time...you owe it to yourself and the other soldiers, sailors Airmen and Marines you will work with.

I thank all those that helped me prepare for my deployment, and I look forward to shaking your hands when I return! Train hard, train smart and be ready...if not for you, then your family and your deployed battle buddy. I look forward to being back in the 445th fight soon.

## Buckeye Flyer

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# Forgiveness promotes healthy relationships

By Chaplain (Capt.) Luke McKeeth  
445th Airlift Wing Chaplain Corps

## Forgiveness is necessary

Working with people is hard. People make mistakes, people fail, and people hurt each other. And even when we value Integrity, Service and Excellence, we don't always achieve the standard we aim for. Like running an engine hard with no lubricant, our relationships can eventually seize up and stop working. When we fail, or those around us fail, that makes completing the mission that much harder, it adds layers of relational difficulty to an already challenging and difficult situation.

Paradoxically resilient people rely on friends, coworkers and family when life gets hard, and it is these very same people who will often cause us the greatest amount of pain and frustration. It is how we respond when we are failed or even intentionally wounded, that makes the difference between success and failure as a family or a unit. How we face conflict will make us bet-

ter or bitter as individuals and as a team.

If you have ever been betrayed, hurt, assaulted or injured you know that the choice to forgive is much easier to talk about than to choose, and even harder to actually do. But the alternative is to harbor the pain and resentment resulting in bitterness. There is an old saying: "Bitterness is the poison we drink, hoping our enemy will die." Without forgiveness natural human failures can undermine your ability to do your job, and relate to the people you most need in your life.

## What Forgiveness is not

When you commit to forgive, you are forgiving a real wrong. Integrity will demand that before you can forgive you will probably need to confront. Forgiveness is not a sign of weakness that says, you have condoned wrongdoing, or given someone

See FORGIVE, page 4



# Take charge of your career to ensure success

By Capt. Elizabeth Caraway  
445th Airlift Wing Public Affairs

We all hope for supervisors who are attuned to our career trajectory and committed to helping us reach our goals, but the reality, according to 445th Command Chief Master Sgt. Peri Rogowski is that “you and only you are responsible for the success or demise of your own career.” Whether officer or enlisted, there are several steps you can take to achieve personal career success—whether “success” is characterized by rank, specific job positions or duty assignments, or by meeting a more subjective goal, such as sharing knowledge with younger Airmen.

First, you should identify your goals, said Master Sgt. Rhoda Salinas, 445th Chief of Force Management. “Where do you want to be when you retire? You can retire as a staff sergeant or as a chief master sergeant. You want to make the choices that will get you where you want to be.”

Once you’ve identified your goals, Salinas said, “Find a good mentor, a role model that has already attained the goals that you strive for. For example, if you want to be a chief, talk to chiefs about their experiences. Ask questions, listen to their advice.”

You may not always find the information you need through conversations with others. In that case, “Be industrious. Network with other bases to seek and find solutions,” urged Master Sgt. Victoria Errett, 445th Chief of Career Development. Errett said sometimes Airmen are surprised when someone fails to track them down to fill out paperwork or forms that are critical to their career path. “Don’t expect someone else to take charge of your career,” she said.

Likewise, don’t be afraid to tell your supervisor when you think you may be competitive for a quarterly award. He or she may not be aware of your accomplishments during the week. “Follow a whole-person concept. If you can excel not only at your job, but you’ve been get-



ting involved, participating in wing events, volunteering within your community, pursuing knowledge advancements, then people will notice you,” said Rogowski. “It’s like that saying, ‘The cream will rise to the top.’”

For officers, Salinas counsels, “You have to know how to supervise and how to conduct feedback.

If something isn’t working in your office, figure out a way to make it work better. Don’t be afraid to make changes that will impact others.”

Thankfully, there are many resources out there to assist members. From the Air Force Portal home page, you can access your personal development plan from the “Life and Career” drop down menu. All Airmen, officer and enlisted, should keep their development plan updated. Air Force Instruction 36-2618, Enlisted Force Structure, details specific responsibilities expected of each rank. Additionally, Salinas highly recommends using the Air Force Enlisted Classification Directory to clarify the qualifications necessary to perform each job for each specific Air Force Specialty. “Know your job. People will go to you when they have questions when they recognize that you know what’s going on.”

As reservists, we also have the added responsibility of tracking points. All the personnelists emphasized the importance of learning the points system and keeping track of your records. Concluded Senior Master Sgt. Patricia Wortham, Airman and Family Readiness Center, “It’s all about self-initiation. Most of the career responsibility lies with the individual.”

445th personnelists conduct in-house training on both the Scarlet and Gray UTAs. All 445th Airmen are welcome to attend. Topics vary each month and cover diverse career aspects like promotions, transitions, and assignments. To learn more about the month’s particular training topic, reference the Sharepoint site or contact Master Sgt. James Hyland.

*FORGIVE, from page 3*

permission to hurt you. Nor is forgiveness really forgetting what happened. Forgiveness may be a slow process. You may have flashbacks and still experience a rush of negative emotion, while walking the path of genuine forgiveness. Forgiveness like changing the oil in your car, doesn’t just happen. You must choose to do it when necessary.

### **Forgiveness helps everyone**

Forgiveness is like grease; it’s

sticky, messy, and sometimes smells odd, but when applied to the right place, it can keep the necessary parts of an engine from binding up. We all have necessary people in our lives, and most of them will occasionally let us down and sometimes really hurt us. Forgiveness, as we commit to thinking and speaking the good, to not return evil for evil, to not share things with people who are not part

of the solution, and to pursuing a positive relationship, serves as the grease that can keep life from binding up on us.

If you need help pursuing forgiveness in an important relationship in your life, please talk to your chaplain. We are ready to help you think through the choices, and face the issues that stand between you and those important relationships in your life.



## Wing announces first quarter award winners

### Airman



**Senior Airman Michael P. Brown**, 445th Aeromedical Staging Squadron medical services journeyman, is the 445th Airlift Wing Airman of the Quarter, first quarter. Brown coordinated the preventative maintenance inspection of medical equipment inventory totaling \$179,000, ensuring the mission capability of the critical care air transport team. He implemented a new unit travel voucher policy, reducing outstanding vouchers by more than \$20,000 between October and December 2013. Brown built a new O: drive for his unit, streamlining more than 985 virtually inspectable items to Management Internal Control Toolset self-assessment checklists. During his off-duty time, Brown is a yoga business owner and has facilitated more than 3,000 classes, 70 workshops and four yoga teacher training sessions. Brown is working on his Community College of the Air Force degree.

### NCO



**Staff Sgt. Jennifer Godsey**, 445th Force Support Squadron services apprentice, is the 445th Airlift Wing NCO of the Quarter, first quarter. Godsey helped prepare and serve more than 500 meals during the wing's recent disaster preparedness exercise. She helped run the services mentoring program where she built and tracked training folders and enforced initiatives for 26 Airmen. During her off-duty time, Godsey supported Kids Against Hunger by assembling meal packets for 2,000 people. She is an Air Force Sergeants Association member and has volunteered 18 hours for four on- and off-base cleanups and renovations. She ran in four road races covering 20 miles for four charitable foundations and organizations. Godsey is currently enrolled in her last class for her Community College of the Air Force in fire science.

### SNCO



**Master Sgt. Lamon Pace**, 445th Logistics Readiness Squadron supply management craftsman, is the 445th Airlift Wing Senior NCO of the Quarter, first quarter. Pace oversaw the logistics for 125 President of the United States support flights. He directed the inventory of 23,500 line items worth \$250,000. Pace also relocated 60 estimated shipping date line items containing 250 assets valued at more than \$5 million, increasing warehouse space by 30 percent. During his off-duty time, Pace volunteers at New Birth Christian Center, mentoring and supporting its youths. He has a Master of Business Administration degree from Ohio Dominican University and is currently enrolled at Liberty Seminary University working on a Master's degree in Divinity. He's also working on a Community College of the Air Force degree in logistics management.

### CGO



**Capt. Aaron Port**, 89th Airlift Squadron instructor pilot, is the 445th Airlift Wing Company Grade Officer of the Quarter, first quarter. Port executed five Phoenix Banner missions accomplishing 50 flight hours with 100 percent reliability. He implemented an on-line currency report, enabling traditional reservists to view training requirements from home. Port volunteered for deployment to the Combined Air Operations Center, Air Mobility Division Theater Direct Delivery to Southwest Asia where he directed all C-17 cargo consisting of 40 million pounds. He flew two missions supporting Hurricane Sandy relief efforts, moving 90,000 pounds of critical emergency cargo. During his off-duty time, Port taught Aviation Merit Badge to a local Boy Scout Troop. He received his Master of Science degree in computer science from the University of Louisville.

*Be sure to visit us on the 445th Airlift Wing Facebook page. We would love to hear from you!*



# SPOTLIGHT



Senior Airman Devin Long

**Rank/Name**

Master Sgt. Eric Weidner

**Unit**

445th Logistics Readiness Squadron

**Duty Title**

Flight Chief, Vehicle Operations

**Hometown**

Greenville, Ohio

**Civilian Job**

Air Reserve Technician Transportation Manager

**Hobbies**

Fishing and traveling

**What do you like about working at the 445th?**

The Air Force provides the opportunities to work

with the most outstanding individual members of our country and with some of the greatest members in our military.

The challenges of working at the 445th as an ART provide the chance to help our wing members on a daily basis. That sense of achievement can't be received anywhere else!

**Why did you join the Air Force?**

The Air Force challenges with goals, expectations and opportunities. It rewards with confidence, tenacity and flexibility.

## Winter driving tips to keep you safe

By Master Sgt. Rick Little  
445th Airlift Wing Safety

The winter weather season is still upon us. If this season's weather system stays on its present track, this year's winter will be the worst in 20 years.

Measurable snowfall is normally not seen before Christmas. This season, the month of December set a snowfall record. Cincinnati received its first measurable snowfall of winter Dec. 7. Normally about one in four Decembers have no snow. The next few months are typically the worst for this area.

If the weather turns severe, do not travel unless absolutely necessary. If you have to make a trip, check the forecast and plan ahead with safety in mind. Carry a cell phone and make sure it is charged. Keep your gas tank at least half full to prevent running out if you become stranded along the roadway.

Remember to dress for the weather and dress in layers of loose-fitting, lightweight clothing in anticipation of unexpected winter weather emergencies. Make sure someone is aware of your travel route. Always carry an emergency car care kit that contains jumper cables, flares, windshield washer fluid, an ice scraper, traction material, (i.e. kitty litter) blankets, non-perishable food, water and a first aid kit.

Below are other tips to keep in mind:

- Replace windshield wiper blades.
- Clean the inside of your windows thoroughly.

Apply a water-shedding material (such as Rain-X) to the outside of all windows, including the mirrors.

- Make sure your windshield washer system works and is full of an anti-icing fluid, not just water from last summer.

- Use your headlights so that others will see you.

- Make sure your headlights and taillights are clear of snow and road slush.

- If there was heavy snow, clean off your whole hood, roof and trunk

- If you have an older car with fogged up headlights, get a new set of lenses if they cannot be polished back to serviceability.

- To remove condensation and frost from the interior of windows, engage your air-conditioner and select the fresh air option: It is fine to set the temperature on "hot." Many cars automatically do this when you choose the defrost setting.

*Editor's note: Master Sgt. Rick Little is the public works director for the City of Highland Heights in northern Kentucky. He has been clearing snow and ice from roadways for 14 years.*



# News Briefs

## Awards

### Air Force Commendation Medal

TSgt Paul Humphries III, CES

### Air Medal

TSgt Robert Com, AES

## Promotions

### Airman

Sarrah Ashour, AMDS  
Jonathan Duffield, CES

### Airman First Class

Cory Houck, CES

### Senior Airman

Corey Fultz, AMDS  
Jessica Lang, AMDS

Jalen McMahan, SFS  
Lucas Morris, CES  
Joshua Stimpson, AMDS  
Zackery Wells, SFS  
Chad Wilson, CES

### Staff Sergeant

Brandon High, AMDS  
Rodney Bennett, AMXS  
Barry Thompson, MXS  
Marcus Loel, 87 APS  
Andrew Riley, 87 APS

### Technical Sergeant

Kevin Dobson, OSS  
Ryan Tucker, LRS  
Eli McPheron, 71 IS  
Brittany Applegate, FSS

### Master Sergeant

Steven Stapp, FSS  
Michael Dill, FSS

## Newcomers

Maj Christopher Edmondson, 655 ISRG  
Maj Barbara Shephard, LRS  
Capt Rebecca Grgurich, 655 ISRG  
Capt Trevor Webb, LRS  
2Lt Andrew Do, AES  
1Lt Kevin Kramer, 655 ISRG  
MSgt Jeffrey Scott, CES  
MSgt Joseph Weitz, 71 IS  
TSgt John Metzger, 14 IS  
TSgt Robert Robinette, OSS  
TSgt Joseph Rygelski, MXS  
TSgt Michael Turpin, MXS  
TSgt Kira Zyski, 655 ISRG

SSgt Casey Lovelace, AMDS  
SSgt Juan Rodriguez, 655 ISRG  
SrA Andrew Galvin, AW  
SrA Jessica Lang, AMDS  
SrA Christina Porter, AMDS  
SrA Joshua Stimpson, AMDS  
SrA Kyle Weir, CES  
A1C Katie Wheeler, SFS  
Amn Mason Haney, AMXS  
Amn Brittney Pauley, SFS  
AB Aubrey Booher, AMDS  
AB Brandon Keys, AMDS  
AB Myron McGuire, OSS  
AB Mitchell Ruiz, CES

## Annual awards banquet

Mark your calendars for the 445th Airlift Wing annual awards banquet to be held April 5 at the National Museum of the United States Air Force. The reception is slated to begin at 6 p.m. and the program at 7 p.m.

The awards banquet will recognize those selected for Airman, NCO, senior NCO, company grade officer, first sergeant, chief, field grade officer, honor guard member, civilian, spouse, youth and squadron of the year. Awards will also be presented for leadership, volunteer and community partner of the year. The winner of each category will be announced during the banquet.

The costs of the event are \$30 for E-7 and above; \$25 for E-6 and below; \$13 for children 6-12; and children 5 and under are free.

All reservations must be received by Mar. 15.

The dress for the evening is semi-formal or mess dress for enlisted Airmen, and mess dress for officers. Civilians may wear formal evening attire.

Any Airmen (E-1 through O-6) or civilian can nominate their spouse, youth, chief or fellow Airmen, or those of a co-worker for chief, field grade officer, civilian, honor guard member, squadron, volunteer, spouse, youth and community partner of the year. Nominations should be submitted on an Air Force Form 1206 to Chief Master Sgt. Peri Rogowski at 445aw.ccc.res@us.af.mil no later than close of business Feb. 9. In addition to the nomination form, please submit a photograph to be used in the program.

For more information, contact the public affairs office at 257-5784.

## 445th AW members selected for promotion to colonel

Air Reserve Personnel Center officials announced the results for

the 2013 Air Force Reserve Line and Nonline Colonel Promotion Selection Boards Jan. 16.

The selection boards convened at the center Nov. 4, 2013 to determine those officers qualified to assume the next higher grade. Board members selected 226 of 1,840 officers considered for promotion to colonel.

Categories considered during these promotion boards were: Air Force Reserve Line, Chaplain, Dental Corps, Line of the Air Force-Judge Advocate,



Medical Corps, Nurses Corps, Medical Service Corps and Bio-

medical Sciences Corps.

Congratulations to all the following promotes from the wing: Jeffrey S. Beery, 445th Aerospace Medicine Squadron; Christopher J. Matlack, 445th Aeromedical Evacuation Squadron; Mitchell D. Richardson, 89th Airlift Squadron; Richard R. Webster, 445th Operations Support Squadron.

A complete list of Citizen Airmen selected for promotion is available online at <http://www.afrc.af.mil/shared/media/document/AFD-140115-051.pdf>.





Tech. Sgt. Frank Oliver

**Digging out from the snow**

Snow surrounding a 445th Airlift Wing C-17 Globemaster III sitting on the ramp is removed as temperatures drop and fog rolls in at Wright Patterson Air Force Base, Ohio, Jan. 10, 2014. A winter storm brought several inches of snow and record low temperatures to the area at the beginning of the new year.

**On the Web**



**Reservists practice proper CPR techniques**



**Wing wraps up annual flu shots**



**Deployed SFS reservist named Warrior of the Month**

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