

BUCKEYE FLYER

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Wing provides vital support to 655th ISRG



By Capt. Elizabeth Caraway
445th Airlift Wing Public Affairs

The 445th Airlift Wing keeps a rigorous schedule flying and supporting nine C-17s, aeromedical evacuation missions, and maintaining operational readiness. In Sept 2013, the wing began the additional task of supporting the newly-activated 655th Intelligence, Surveillance and Reconnaissance Group. The new group has grown quickly—an astonishing 1600 percent from 2012 to 2013—and for the 445th, the rapid growth has meant supporting the ISR group staff and three squadrons stationed at Wright-Patterson Air Force Base in functions like recruiting, finance, personnel, training and communication. However, many wing members are still in the dark about the new unit located across base—who they are, what they do, and their current recruiting efforts.

The mission of the new ISRG is to ensure the training and readiness of Air Force Reserve Command intelligence squadrons engaged in diverse intelligence, surveillance, and reconnaissance mission sets, explained Col. Douglas Drakeley, 655th ISRG commander. The independent group reports to 10th Air Force and is composed of 11 squadrons located across the country at six different bases—Wright-Patterson AFB, Langley AFB, Va., Beale AFB, Calif., Hurlburt Field AFB, Fla., Offutt AFB, Neb., and Fort Meade, Md. Of the more than 900 group positions, 203 personnel are at Wright-Patterson, divided between group staff and the 14th, 64th and 71st Intelligence Squadrons. Those squadrons have been busy since the get-go, says one squadron commander.

“It’s an exciting time to be in intel,” said Lt. Col. Dianne Hickey, 14th Intelligence Squadron commander. “After 9/11, it became even more important. Fighting smarter is key for the future and intel is the key to fighting smarter. More and more, we are seeing the impact of our efforts.”

As an acquisition intel squadron, the 14th works with Air Force Materiel Command and the Lifecycle Management Center to create programs that will deal with future threats; they look at technology competitors, political-military relations, and plan for threats to our security that may be 20 years ahead.

“There is more work to do than resources, so we work

with an active-duty unit, the 21st IS, and by training with real world material, we can help accomplish real missions,” said Hickey.

The 64th and 71st intelligence squadrons stay engaged with active-duty units in the National Air and Space Intelligence Center.

“We are busy in the intelligence community,” affirmed Drakeley. “There are personnel working 24/7 to accomplish the mission.” Those personnel come from a varied background.

Of the 740 group positions that are currently filled, 10



Courtesy photo

A Reserve ISR analyst provides around the clock direct support to war fighters in a theater of operations.

percent are non-prior service, 30 percent are cross-trainees, and 60 percent are intel professionals leaving active duty or IMA positions, members of the Guard looking for new opportunities, or current intel members changing units. Some positions were filled by members of the 445th AW.

The 445 AW has been instrumental in meeting staff level functions absent from the group.

“The 445th Airlift Wing has given us phenomenal support,” said Hickey. “I don’t know if we’ll ever be able to give it back, but they’ve been wonderful.”

“We would not have had nearly the success we’ve experienced without the 445th Airlift Wing,” said Drakeley. “When AFRC looked at Wright-Patt as a potential location for the new group, one of the things they looked at was the proven success of the existing Reserve presence. The 445th paved the way and has continued to ensure the success of the 655th ISRG. We are truly appreciative for the support and professionalism of the men and women of the 445th.”

Drakeley acknowledged the outstanding support of the 445th AW recruiting office in filling the new unit positions. “They have worked very closely with my staff and squadron commanders to help us get the right people in the right positions.”

The 655th ISRG is still recruiting to fill the more than 160 open positions at six bases. Openings are available for Active Guard Reserve, Air Reserve Technician, Traditional Reserve, and civilian positions. Interested personnel should contact Master Sgt. Allen Hall at (937) 257-4607 or allen.hall.1@us.af.mil.

Organizational culture key to mission success

By Lt. Col. Jason Shroyer
445th Civil Engineer Squadron Commander

There are many articles and books that speak to the need and benefits of a good organizational culture, but most texts are a little light on the how. A productive culture is a by-product of a productive climate over time.

Just like habits, good and bad, it is the day-to-day persistence in establishing the desired climate that will eventually become the dominate culture. Though senior leaders have an important role in establishing that climate, due to their sphere of influence, individual members have their own skin in the game by creating a climate around them that can and will create a localized culture. Hopefully, that localized climate is productive and in-line with the climate the unit as a whole aspires to.

As many of us have experienced, things get a little dodgy when those climates are mismatched. Each of us can do our part by aligning our local climate to that of the desired climate of the larger organization



and hold our ground until it becomes the positive organizational culture that makes it exciting to be part of.

Now that we have the how, let's look at the target.

Our challenging and dynamic world presents us with a plethora of requirements and a seemingly endless supply of things that vie to be our top priority. This is where we must use caution. By continually focusing on requirements or information that does not directly impact the unit's mission success, we risk unknowingly creating a climate, and ultimately a culture, that takes its eye off the ball.

By staying focused on what is in the best interest of the organization and its mission, we create the climate that best prepares us to be successful when the Air Force calls us to execute. This becomes especially important when looking at competing priorities. Obviously not everything can be priority one. Each of us must prioritize the organization and its primary mission daily to establish the climate that leads to the good unit culture we aspire for and ensures mission success. Good luck!

Buckeye Flyer

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'Show me your friends, I will show you your future'

By Chaplain (Maj.) Jonathan Kollmann
445th Airlift Wing Chaplain Corps

"A friend loves at all times, and a brother is born for a time of adversity." - Proverbs 17:17

I recently watched a documentary on ESPN called the "Youngstown Boys." The documentary goes into great detail about running back star Maurice Clarett's rise and fall in his football career at The Ohio State University. It also examined the special relationship and bond Coach Jim Tressel had with Maurice before, during and after the National Championship season of 2002.

After the season, Clarett and eventually Tressel, went through difficult times through a series of poor choices and bad associations. Many of us know Maurice struggled in life and was eventually incarcerated. And who will ever forget Coach Tressel's forced resignation in 2010? However, toward the end of the documentary Clarett and Tressel overcame

the bitter past and banded together to help and inspire struggling inner city kids in Youngstown, Ohio. Their service is phenomenal, as they give kids hope and inspiration, teach virtuous life lessons, and above all help them to trust in God and make good friends.

Here is the truth. Everyone is broken in some way. In this difficult world no one can escape this fact. When we do serious introspection, we can probably list many insecurities, struggles, habits, memories, hurts, and fears that can have an effect on our thoughts, attitude, words and actions.

This can have an effect on daily living. However, there are fascinating realities that give us healing for our brokenness.

What if our brokenness is lived under the umbrella of the claims that we are

See FRIENDS, page 5



1st Sgt Council looks for ways to assist Airmen

By Stacy Vaughn

445th Airlift Wing Public Affairs

Although the 445th First Sergeants Council has gone through some changes recently with the recent re-election of new executive council members, the group continues to focus their attention on continuing to meet the needs of 445th Airmen.

The 445th First Sergeants Council is made up of approximately 17 diamond-wearing first sergeants and additional duty first sergeants in the wing and the new intel squadrons.

The first shirts and assistants (undershirts) meet during both unit training assemblies and are briefed on pertinent happenings in the wing and Air Force that concerns the morale and welfare of the wing's Airmen. The council shares leadership experiences and talk openly about how they solve problems faced in their squadrons. This type of forum allows members to benchmark off each other's processes.

Chief Master Sgt. Peri Rogowski, 445th Airlift Wing command chief, not only briefs the FSC on current issues and concerns in and outside the wing, but gives the group the chance to bring up concerns that need escalating or if they need guidance and direction on something they are having problems resolving on their own.

"The FSC meetings are closed meetings. Discussions are broad in general, not specific. For example, no specific names are used but scenarios are given to give the group an overall broad idea of some of the issues some shirts are currently handling or have faced since the last meeting. Topics discussed are not only about wing issues but base, Air Force and reserve issues. These meetings allow the shirts to process and discuss the information plus gather information and come up with solutions to problems," Rogowski said.



Senior Airman Matthew Cook

The 445th First Sergeants Council discusses current personnel issues during the Feb. 8 unit training assembly.

Senior Master Sgt. Janet Wescott, 445th First Sergeants Council president/445th Aeromedical Evacuation Squadron first sergeant, said with the diverse level of experience among the council members, there are times a newer first sergeant will have a challenge and the more experienced first sergeants help them through it. One unique aspect of the wing's council is they have a chief master sgt. serving as a first sergeant (Chief Master Sgt. James Felton, Jr, 87th Aerial Port Squadron first sergeant). Not all councils have a chief as a first sergeant.

"Chief Felton was already a first sergeant when he was 'PEPed' to chief. He's a great mentor to our younger first sergeants," Rogowski said.

Rogowski pointed out that times have changed over the last 20 years with the diversity of first sergeants in the Air Force, breaking away from typical stereotype of a male FSC president, vice president and female secretary. The 445 FSC has a female president, vice president, treasurer and male secretary.

Wescott said having such a diverse group of first sergeants to share issues and concerns with helps conquer challenges faced dur-

ing the day-to-day role of a first sergeant. She said some of these challenges are not only work-related issues but personal issues facing their Airmen.

"Some of our Airmen may be facing tough challenges that we bring up at the meeting to work through the best solutions to help them. A good example is some of our Airmen are stressed out during the holidays. To help them and their families, we generate a list of names of those in need of Thanksgiving baskets and the adopt a family for Christmas program," Wescott said.

Master Sgt. Glenda Marck, 445th FSC vice president/445th Operations Support Squadron first sergeant, said with the turnover of elected members on the board, the group is currently re-examining their constitution and bylaws and thinking of ways they can leave their mark on the wing to better serve the Airmen.

"We put on our diamond not for us but for our Airmen. We are always looking for ways to better improve meeting their needs," Marck said.

She said the council wants their name out there to let Airmen know who they are and that they are there for them.

Wescott said the council plans to invite guest speakers to future meetings to enlighten them on the vast array of resources out there that is available to help their airmen. Speaker topics would include training and chaplain services, just to name a few.

"The more our first sergeants know about resources available to help our Airmen the better," Wescott said.

Airmen who have issues that they feel should be brought up to the council can contact either Wescott at (937) 257-8540 or Marck at (937) 257-8116.



Knowing your purpose: Services apprentice works to fight crime

By Lt. Col. Denise Kerr
445th Airlift Wing Public Affairs

One of the benefits of being in the Air Force Reserve is that it gives you the opportunity to explore different career fields, learn new skills, and meet a diverse group of people.

Senior Airman Brittany Nelson, a 445th Force Support Squadron food services apprentice, is a deputy jailer at the Campbell County Detention and Restricted Custody Center in Kentucky. As part of a cadre of 17 other jailers, Nelson watches over inmates, conducts searches and indictments. She also recently took a test to qualify as a Newport police officer. Her job during the week is a far cry from the duties she performs during drill weekends.

Twenty-five year old Nelson said her calling for working in law enforcement was clear when she graduated from Lincoln College with a criminal justice degree. Upon graduation, she interned in Kenton County for more than a year. She has been a deputy jailer at Campbell County since February 2013.

The CCDC can house up to 600 county misdemeanors or felon inmates, as well as state felons. Her 12-hour shift starts in a roll call that assigns dorm or booking duty.

"If I am assigned dorm duty, I conduct a head count, read and check emails," Nelson said. Nelson supervises approximately 70 male or female inmates and ensures they shower, receive medication, and bed check every 15 minutes.

According to Nelson, the jail is similar to a large gymnasium with a flat screen television, radio and eight phone booths. Most of the fights occur around the inmates volleying for a chance to use one of the antiquated phone booths. Inmates with phone cards or money on the books can talk on the phone as long as they like.

Despite what some might assume, she does not feel threatened when she oversees the male inmates. Nelson recognizes a lot of them as her former classmates from high school. "For the most part they offer me respect. Ninety percent of the job is communication and I know how to talk to them," she explains.

Even though she occasionally gets harassed or called names, Nelson likes the thrill of being in danger.

Nelson briefly explained what happens to inmates when they break or the rules or behave inappropriately. It's not quite the solitary confinement of Pelican Bay though.

If sent to the "hole," inmates share a cell with 14 other inmates. Their mattress is taken away from 6 a.m. to 8 p.m. They are not allowed commissary, television or phone privileges.

Nelson said the excitement of being assigned to booking for the evening is great because "that is where



Tech. Sgt. Anthony Springer

the action is."

During booking duty, jailers bring the inmates into a garage called the "sally port" to fill out paperwork to create a citation. The jailer will ask inmates if they have any drugs on their person. If they answer truthfully, it will be a misdemeanor. If the drugs are smuggled in, he or she will receive a felony charge.

"I would say that 75 percent of the women are in jail due to drugs," Nelson said. "On weekends, we generally get drunks and prostitutes."

If someone is picked up for drugs, it is an automatic strip search. The inmate will be told to squat and cough to compel any hidden contraband.

After the search, they are hustled into the shower and Delicer shampoo is immediately dumped on their hair to get rid of any lice. Then the inmates are dressed in black and white striped CCDC uniforms and moved into the jail's general population.

The jailers attach a bracelet that has their picture, date of birth and inmate number. Inmates are charged \$10 a day, even if they are jailed for just eight hours.

The inmates never leave the gymnasium except to visit the small enclosed recreation area. Family members are allowed to place money in their loved ones accounts through a kiosk in the lobby.

It is never routine or tedious being a deputy jailer, and Nelson plans on making law enforcement a career. The Air Force has already helped her meet objectives in one area.

"The physical fitness standards are similar to the Air Force: 1.5 mile, push-ups, sit-ups and an agility obstacle course," Nelson said.

Nelson's fellow Reservists believe she can succeed at her goals.

"She has been here for four months and made a favorable impression in a short period of time," said Senior Master Sgt. Kelly Kruger, 445th Force Support Squadron sustainment services flight superintendent.

"The Air Force has definitely prepared me for doing what I love to do: making a difference in helping the community," Nelson said.



FM civilian selected for DoD leadership program

By Stacy Vaughn

445th Airlift Wing Public Affairs

A 445th Financial Management analyst, was one of seven Air Force civilians in a finance career field selected for the joint service Defense Civilian Emerging Leader Program. Rebecca Bailey is the first Air Force Reserve Command civilian to participate in the program.

DCELP is open to GS-7 through GS-11/equivalent civilians from the human resources, financial management and acquisition communities. Its aim is to develop the next generation of innovative leaders with the technical competence to meet the future leadership needs of the Department of Defense.

The program consists of five residential courses conducted by the Office of Personnel Management that focuses on leadership assessment, leadership skills for non-supervisors, team development I and II, conflict resolution and effective writing and research in the federal government. The program also offers three additional courses of instruction to include leadership theories/principals, effective writing in the DOD and emotional intelligence.

The Office of the Secretary of Defense selected 144 civilians from Army, Navy, Air Force, Defense Agencies (Washington Headquarters Services), Intelligence Agencies and Defense Contract Audit Agency. Only 28

Air Force civilians were chosen for this year's program; seven coming from the FM community.

"I'm excited and proud of being selected for this program. The professional development I receive will be extremely valuable for my career," Bailey said.

Bailey started the program in January 2014. She said the program requires her to spend approximately 34 days at the Department of Defense Executive Management Training Center in Southbridge, Mass., in residence courses. When she's not at the training center, she's responsible for accomplishing various assignments and exercises that are required prior to attending each course.

Bailey will graduate Sept. 19, 2014. Upon graduation she will receive a DOD and OPM certificate for completing DCELP. She will also incur a 3-year service commitment.

"When I met with the functional SESs (senior executives) from the Pentagon on my first TDY to the course, I was excited and apprecia-



Stacy Vaughn

tive of their show of support. They told us, 'You are our future SESs.' Hearing these words left a great impression on me. It was very encouraging."

Bailey said because of the limited number of students that can attend the joint service course, it was a time consuming process, but well worth the time.

"Air Force Personnel Center sent out an automated message that said I qualified for civilian development education and Civilian Strategic Leadership Program back in March 2013. I got more information about the program and submitted a package. Once the package was submitted it was quite a coordination process to go through. The final step is at the OSD level, where the final cuts are made. They make the announcement and it goes back to AFPC," Bailey said.

Once selected, Bailey had to complete her certificate in DOD Acculturation Course before being allowed to attend the first in residence course. Students are also required to have a mentor throughout the course.

This is a great opportunity for me to do this. Meeting people from the various branches of service and DOD has been a thrill. I appreciate everyone's support and encouragement. I can't wait to graduate in September."

FRIENDS, from page 2

beloved by God and people who deeply care for us?

I recently read the book, "The Life of the Beloved" by Father Henry Nouwen. In the book, Nouwen brings forth the truth that we need to face our brokenness and confess our trials, tribulations and hurts to a trusted person who loves us. There are times when we need to ask with a heart of compassion and concern, "What's wrong my friend? What hurts right now? You are not the same."

What do you think would happen if we took this step? I believe 100 percent of the time, there would be a response of genuine mutual help, bonding, "a sharing in the suffering" and most importantly that friend would likely open his or her heart and allow the broken person to share his or her own wounds. I believe we need trustworthy friends: wing men and

women like this in our lives who will help us face the truth about ourselves but also share in suffering. This produces authentic relationships that can heal to the core and give inspiration to others.

There was one statement in "Youngstown Boys" that stuck with me. Clarett stated, "Show me your friends and I will show you your future!" I believe this is a truth to behold. He learned this the hard way from past horrible associations with bad people. But that all changed. Maurice remembered and restored his friendship with his coach and his future looks bright! I pray we can take a careful look at ourselves and our friends. My prayer is that God would give us wisdom, grace and trusted friends as we go through the trials in life together. Amen.



SPOTLIGHT



Stacy Vaughn

Rank/Name
Senior Airman Aaron J. Davenport

Unit
89th Airlift Squadron

Duty Title
Squadron Aviation Resource Manager

Hometown
Cleveland, Ohio

Civilian Job
Air Reserve Technician, Squadron Aviation Resource Manager

Education
Westerville South High Diploma/Bachelor of Business Administration, DeVry University

Hobbies
Soccer, running, basketball

Career Goals
Make Chief Master Sergeant

What do you like about working at the 445th?

I'm a natural people person, so I like talking and getting to know people. I feel like I have a strong support system here. I believe in the 445th mission.

Why did you join the Air Force?

I came from an Army family with both my parents serving on active duty, so I always wanted to follow in their footsteps. I waited a few years after I graduated college to join. Joining the Air Force has been one of the best decisions that I've made in my life.

OSS 1st sgt earns local AFSA Reserve Member of the Year honors

445th Airlift Wing Public Affairs

Master Sgt. Glenda Marck, 445th Operations Support Squadron first sergeant, is the 2013 Air Force Sergeants Association Kittyhawk Chapter 751 Reserve Member of the Year. She was presented with this award at the AFSA annual awards banquet Jan. 25 for her outstanding contributions both on and off duty.



During the award period, Marck coordinated and led the wing's off-site mass casualty training event that included more than 350 military and civilian participants. She organized holiday meals and gifts for 36 at-risk base families. She

was also involved in the coordination process of Operation Santa, an event that allowed more than 150 wing family members the opportunity to visit with and receive a gift from Santa and tour a C-17 Globemaster III. Marck created and mentored the 445th Aerospace Medicine Squadron Junior Enlisted Council. She also created the process and tools for ensuring more than 1,900 affected Airmen receive the appropriate and timely recognition they deserve.

Marck is a Trustee of AFSA Chapter 751. She personally raised more than \$1,200 to support the group's Thanksgiving Basket program. She volunteered at the AFSA-sponsored Women's Dayton VA Stand Down, supporting local women veterans in need and provided a security detail for the Valentine's for Veterans program.

In addition, Marck is a USO Ambassador and participated in the 10th Anniversary of the Cincinnati Gala, helping to raise more than \$4.3 million for American troops. Marck recruited 33 5K runners for the Dayton Chapter of Autism Society, helping to raise \$1,045 for local families in need of the relief. She organized and funded the end of school year class picnic for 50 students and staff members from the Nicholas School at the Rehabilitation Center for Neurological Development.

Marck served as class leader for the Total Force First Sergeants Academy, assuring 89 future first sergeants met graduation requirements. She earned her associate degree in cardiopulmonary sciences and graduated from Wright State University with a Bachelor of Science degree in Biology.



News Briefs

Newcomers

Lt Col Prayoot Charoentep, 64 IS
Maj Michael Policastro, ASTS
TSgt Joel Lefevre, AMDS
TSgt Amanda Sensel, FSS
SSgt Robert Abrom, 64 IS
SSgt George Denillo, SFS
SSgt Peter Ferland, 655 ISRG
SSgt Barton Fields, AMDS
SSgt Daryl Isaac, 655 ISRG
SSgt Joshua Lowe, FSS
SSgt Julio Medina, SFS
SrA Daniel Brockman, 71 IS
SrA Shannon Brown, LRS
SrA Travis Frame, AW
SrA Willie Frye, SFS
SrA Kyle Haas, 71 IS
SrA Kelly McCarthy, FSS
SrA Richard McConnaha, SFS
SrA Elizabeth Onnela, FSS
SrA Derrik Reust, FSS
SrA Nicholas Simnick, AMXS
A1C Minuette Brock, LRS
A1C Steven Brown, CES
A1C Katherine Phibbs, ASTS
A1C Chad Wilson, CES
Amn Karim Cardoso, AMDS
Amn Victor Peden, AMXS
AB Jonathan Duffield, CES

Promotions

Airman

Joshua Collins, AMXS
Myro McGuire Jr., OSS

Airman First Class

Michael Briggs, FSS
Christopher Newton, 71 IS

Senior Airman

Luke Stewart, CES

Staff Sergeant

Josiah Bourke, 87 APS
Karolyn Cichantek, AES
Joseph Farrell, AMXS
Joel Russo, AMXS
Laura Vance, 64 IS

Technical Sergeant

Amanda Bush, AES
Bradley Cousino, 71 IS
Adam Dees, AMDS
Ryan Thompson, 71 IS

Master Sergeant

Luzviminda Garcia, 89 AS
Tiffany Trivett, CES

Awards

Meritorious Service Medal

Lt Col Eric Piel, 89 AS
Lt Col Matthew Smith, 89 AS
Maj Luis Berrios, AMDS
Maj Scott Riggs, 64 IS
Capt David Hayes, 88 ABW
SMSgt Clifton Griffie, MXS
MSgt Jason Cox, MXS
MSgt Sandi Golden-Vest, AES
MSgt Chad Lifer, MXS
MSgt Lamon Pace, LRS
MSgt Eric Peters, MXS
TSgt Kerry Langen, OSS
TSgt Matthew Thomas, MXS

Air Force

Commendation Medal

Capt Shannon Simon, AES
MSgt Chad Cox, CES
MSgt Chad Lifer, AMDS
MSgt Glenda Marck, OSS
TSgt Randall Anderson, MXS
TSgt Aaron Bullucks, MXS
TSgt David Burt, CES
TSgt Kevin Dawson, OSS
TSgt Rebecca Fitch, 89 AS

TSgt De'Juan Gaskins Sr., MOS
TSgt Joshua McCrabb, SFS
TSgt Benjamin Miller, MXS
TSgt Timothy Stout, SFS
SSgt Kevin Dobson, OSS
SSgt Lindsey Flannery, LRS
SSgt Anthony Phillips, CES
SrA Patricia Walker, CES

Air Force Achievement Medal

Maj Romero Carbungcal Jr., AES

MSgt Jason Cox, MXS
SSgt Michael Foster, MXS
SrA Emily Collins, AMXS
SrA Patricia Crawford, CES
SrA Karrington Norris, FSS
SrA Simone O'Neal, SFS
SrA Maura Phillips, 87 APS
SrA Sydney Winnenbeg, AMDS
SrA Gerald Woodard II, FSS

Air Medal

Capt Jenice Brown, AES

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.

Please RSVP using this link: <https://invitations.afit.edu/inv/anim.cfm?i=182607&k=0369400F7B50>. 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.

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



Congressional report recommends more reservists, less AFRC structure

WASHINGTON -- The National Commission on the Structure of the Air Force issued its report to the president and Congress Jan. 31.

The report calls for moving more Air Force manpower into the reserve components but “dis-establishing” Air Force Reserve Command and its three numbered air forces.

“Many of the commission's recommendations are valid,” said Lt. Gen. James F. Jackson, chief of the Air Force Reserve and commander of Air Force Reserve Command. “However, AFRC provides me the ability to execute my key statutory obligation to manage Air Force Reserve resources. Without AFRC's structure, the Regular Air Force would have to recreate and duplicate what we use today.”

The commission's report calls for creating integrated wings with active-duty and reserve Airmen serving together at the squadron, group and wing levels.

“In practice, the Air Force Reserve is integrated with the active component today,” Jackson said. “However, each component maintains separate administrative chain of command to comply with law and service policy. This ensures readiness and the effective force management of component personnel.”

The commission, established by Congress in the National Defense Authorization Act for Fiscal Year 2013, studied how the Air Force structure should be modified to best fulfill current and anticipated mission requirements for the Air Force in a manner consistent with available resources.

Jackson said that Air Force leadership has been receptive to his concerns.

“Both the secretary and the chief of staff have asked for my thoughts on the commission's report,” said Jackson. “I couldn't be more pleased with the support the Air Force Reserve receives from Air Force leadership.”

The commission traveled to 19 different locations and interviewed reservists, guardsmen, and active-duty Airmen.

“Providing adequate operational support funding to increase volunteer opportunities for reservists, increasing associations between Reserve and active Air Force units, and reducing the number of Reserve duty statuses without reducing the overall compensation of reservists are all positive recommendations that require further analysis to ensure they can be implemented correctly,” said Jackson, who testified before the commission on four separate occasions.

On the Web



89 AS/CC serves lunch to Airmen



SFS Airman conducts inventory



Wing member re-enlists

445TH AIRLIFT WING/PA
 BUILDING 4014, ROOM 113
 5439 MCCORMICK AVE
 WRIGHT-PATTERSON AFB OHIO 45433-5132

FIRST CLASS MAIL
 POSTAGE & FEES PAID
 USAF PERMIT NO. 1161

