

The cover features a photograph of a ground crew member in a pink safety vest and headset, seen from behind, signaling a C-17 military transport aircraft on a runway. The member is holding two orange signal boards. The aircraft is in the distance on the tarmac. The sky is blue with some clouds. The title 'AITQ' is written in large, red, outlined letters at the top. Below it, the subtitle 'AIRLIFT/TANKER QUARTERLY' and 'Volume 23 • Number 1 • Winter 2015' are printed. The main article title 'Operation UNITED ASSISTANCE' is in a large, bold, italicized font. Below it, the subtitle 'U.S. Air Mobility Forces Support the Fight Against Ebola' is in a smaller, bold font. Two red boxes contain page numbers: 'Pages 6-15' and 'Pages 22-27'.

AITQ

AIRLIFT/TANKER QUARTERLY
Volume 23 • Number 1 • Winter 2015

Operation UNITED ASSISTANCE

**U.S. Air Mobility Forces Support
the Fight Against Ebola**

Pages 6-15

In Review:

**46th Annual A/TA Convention and
the 2014 Air Mobility Symposium
& Technology Exposition**

Pages 22-27



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A/TQ

AIRLIFT/TANKER QUARTERLY
Volume 23 • Number 1 • Winter 2015

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2014: A Very Busy Year

America's air mobility forces began 2014 moving at breakneck speed in support of the country's ramped-up drawdown in Afghanistan. By year's end, they had taken on two more major — and unanticipated — missions: the fight against the Islamic State group and response to the Ebola outbreak in West Africa.

Reflecting on 2014 ops tempo, Lt. Gen. Carlton Everhart II, commander of 18th Air Force at Scott Air Force Base, Illinois, said, "Without a doubt, if our nation calls, we are there." He went on to say that the IS threat — and the U.S. military's vow to maintain the fight — along with the now-ebbing Ebola crisis — will no doubt keep air mobility warriors busy through 2015.

In early 2014 mobility forces were active abroad and here at home. In January, mobility Airmen from the 571st Contingency Response Group, 435th Air Ground Operations Wing, and the 62nd Airlift Wing were busy moving vehicles, equipment and Rwandan soldiers in Rwanda, Africa. U.S. forces transported a total number of 850 Rwandan soldiers and more than 1,000 tons of equipment into the Central African Republic to aid French and African Union operations against militants.

In late January and early February, approximately 66 U.S. military units and U.S. allies were engaged in Reg Flag 14-1, a realistic combat training exercise conducted by the 414th Combat Training Squadron. Mobility Airmen participated in two more Red Flag exercises later in the year.

During this same time period mobility aircrews were working around the clock to support Operation ENDURING FREEDOM retrograde operations, airlifting equipment out of Afghanistan and fulfilling a vital role at one of U.S. Central Command's regional deployment and distribution operation centers, strategically located air, land and sea logistics hubs. Airmen flew 5,520 missions, hauling a total of 114,708 passengers and 176,204 tons of cargo in support of the Afghanistan drawdown between 1 January and 18 December.

In late summer air mobility crews began operations against terrorists operating in the Middle East. From 8 August through the end of the year mobility warriors had delivered 9,200 tons of cargo and 2,200 passengers into and out of hostile environments and flew more than 3,700 refueling missions in the fight against the Islamic State. Airmen also executed 11 airdrop missions, delivering 285 tons of supplies, and flew some 400 airlift sorties that transported more than 2,200 passengers and 18 million pounds of cargo.

Between mid-September and mid-December, mobility personnel flew 256 missions, ferrying 4,036 passengers and 7,256 tons of cargo in West Africa in support of Operation UNITED ASSISTANCE, the military response to Ebola.

These operations represent just a few of the operations mobility Airmen were engaged in during 2014. 2015 promises to be just as busy.

Collin Bakse, editor

Chairman's COMMENTS



Gen Arthur J Lichte
USAF, Ret

Happy New Year! Well, I know it's a bit late, but this is the first time in 2015 that I have been able to talk with all of you. So I hope you are off to a fast start. I can tell you that your A/TA Board is off and running and lining things up for another great convention as well as some innovative changes to your Association. We'll be getting word of some modernization updates out to your chapters soon. I learned last year that the time from the Winter A/TQ magazine until the kickoff of the convention comes pretty quickly. So, before you know it, I will be shaking your hands and welcoming all of you to sunny Orlando, Florida.

To live in the past a little bit—I sure had fun in Nashville. I hope you did, too. And a special thanks to Gen McDew and the AMC staff for partnering with us to make it go so well. That was the first for me as the Chairman and while YOU might think those few days go by

quickly, I can tell you as the Chairman—and all the members of the board—those days FLY by, with a lot of running to keep up behind the scenes. But...it's in the history books now and we must focus on our 47th gathering in Orlando.

You can probably all recite our themes by now: *Supporting Mobility Airmen, Preserving Our Culture, and Strengthening Our Bonds*. You will see them all prominently on display in Orlando, but this year we are emphasizing *Preserving Our Culture*.

Culture is one of those words we hear all the time, but sometimes it is hard to define. I looked it up in the dictionary...remember dictionaries? We used them a lot in the past. Now with spell check and auto correct, we don't use dictionaries very much and of course, like everything else, they are online. Anyhow...the word culture is a noun: the behaviors and belief characteristics of a particular social, ethnic, or age group.

So, when we talk about *Preserving Our Culture* we are talking about the behaviors and belief characteristics of our mobility Airmen and our Mobility Mission. This year we hope to promote that by having special panels, special guests, and by remembering those who have gone before us. This year we will be celebrating the 23rd Anniversary of the Standup of Air Mobility Command, and the 47th Anniversary of the Airlift/Tanker Association so we have a LOT of culture to celebrate and recall.

We are proud of our culture, which is on display wherever you see Mobility Airmen. It's that special something that allows those Airmen to do extraordinary things to help people they may have never met or ever will meet. It allows them to go in with a clenched fist or an open hand. We are proud of the legacy Air Mobility has given us from the Berlin Airlift to Baghdad to humanitarian efforts in West Africa this very day — with Mobility Airmen spread all around the world. It is amazing that an Air Mobility mission takes off on average every 2.5 minutes every day of the year.

So come see how we can turn our history into new traditions. Join us in Orlando. We'll be waiting to hear your stories.

Art Lichte

Call for

Airlift/Tanker Hall of Fame Nominations

The Association encourages you to submit a nomination for a 2015 Airlift/Tanker Hall of Fame inductee. Please follow procedures outlined on the Association web site to ensure package consistency and quality. Nomination may be submitted anytime during the period between 1 December and 1 April.

Packages should be mailed to the A/TA President:

CMSgt (Ret) Michael C. Reynolds

105 Timberlea Drive

Warner Robins, Georgia 31088

President's MESSAGE



CMSgt Mike Reynolds
USAF, Ret

We are out of the gate and running. When reviewing this winter edition of *AT/Q* you will realize that Nashville 2014 is in the rear view mirror and we are heading south to Orlando for 2015.

Our 2014 Convention and Symposium were well planned and executed. Our Programs Committee, Registration personnel and all the many volunteers, did an absolutely wonderful job. Accordingly, very few glitches occurred during the entire event, and the few that did take place were noted and will be discussed during our hot washes during Board of Directors meetings – and actions will be assigned to correct and make 2015 an even better Convention.

We continue to move forward supporting our Chairman's three priorities for A/TA; *Supporting Mobility Airmen, Preserving Our Culture* and *Strengthening Our Bonds*. This year's priority will be the second leg of the three priorities, so we will be concentrating on *Preserving Our Culture*. Mobility culture will

be the basis for our strategic planning sessions for the 2015 Convention in Orlando. We will look at ways to recognize our HOF Inductees, Past Board Members, Founding Members, MATS/MAC/AMC Commanders and Command Chiefs. I say this to let you know that you should expect some very entertaining and informational seminars in Orlando.

The previous paragraph serves as a great transition into this paragraph. In early January 2015 our Secretary will be sending notice to all chapters for Hall of Fame (HOF) submissions. I know we are all busy and it is very difficult to find the time to write up a HOF package, but I ask each chapter, and members in general, to take a good look into Mobility Culture and see who you believe is a quality HOF nominee, and MAKE the time to write the package. I can think of many deserving of an HOF Induction, but unfortunately I am not allowed to submit. I look forward to seeing your HOF packages.

To Preserve the Culture and Strengthen Bonds we need to increase membership and we rely heavily on current members to do so. Also, we can enhance relationships through many avenues, but one way would be to bring other organizations/associations into the A/TA family. There are many groups out there that have been reduced in size due to various forms of attrition, and those are groups that could benefit by being a part of the A/TA family. They could, possibly, have their annual convention in conjunction with the A/TA Convention each year and they would have the benefit of the A/TA Program Committee support as well as registration support. There are many benefits for these groups.

You will see a new face on the A/TA Board of Directors; Lt Gen Rusty Findley (ret) has replaced Lt Gen Sams as our Senior Vice President. As you know, Gen Findley was the AMC Vice Commander at the time of his retirement and the Vice interfaces with the A/TA Board of Directors on a regular basis, so he is no stranger to A/TA. Not only that, he is a great person – easy to approach, and always willing to listen to any concern you may have. We are looking forward to the coming year with Gen Findley as part of the team. Welcome to the team Sir!

The exhibits/displays for the Nashville 2014 were absolutely tops. We had a group of great Defense Contractors displaying some of their current technology as well as future advances in many technological arenas. It is always a pleasure meeting and speaking with each. And, A/TA truly thanks each and everyone for their continued support. Our Defense Contractors have really stepped up their game to make the exhibit and display area educational for our members, and we appreciate their efforts in this area. None of this would happen if not for Colonel Bob Dawson (ret) orchestrating it all. Thanks Bob for another great exposition.

Thanks to our Board of Directors, Board of Advisors, Special Committees, members and anyone else who supports the A/TA. We know you are all volunteers, and we never forget that fact, and always appreciate what you do. We are looking forward to a great 2015.

This was our Chairman's first year in the seat and his first Convention as Chairman and if we were holding up score cards he would have a firm 10 or an A+. Thank you Sir for taking the reins and leading.

In closing I would like to extend my most sincere gratitude and appreciation to General McDew and Chief Gamble for their wonderful support to the A/TA and our membership. The General, Chief and entire AMC Staff are a pleasure to work with and they always take the extra step to assist and support when possible. BTW: if you were not at the Nashville 2014 Convention or if you were, but did not have the opportunity to hear General McDew speak, I would highly encourage you to locate a copy of the talk or maybe a video – he was spot on and very motivational.

Again, thanks to all for a great 2014 and we are looking forward to an even better 2015. *Happy New Year!* See ya in Orlando, at a Board Meeting or at a Chapter event. Cheers –

Mike Reynolds

Secretary's Notes

I started writing this on the last day of 2014; it has been another year full of opportunities. The Convention at Nashville was a great success, thanks to all those who helped make it a superb gathering of Airlift and Tanker professionals.

It was a privilege to complete my first year as secretary with the general membership meeting at Nashville, it was well attended and a good chance to introduce, in person, some of the activity in our Association. Below is a short review and update of some of the more critical ongoing work:



Col Mike Cassidy
USAF, Ret

In the spring of 2014, after a small team conducted a thorough review of numerous proposals, the Association selected 246Analytics to update our website. As I write this note that work is nearing completion and you should already see the "new and improved" web site, or you will very soon after receiving your *A/TQ*. Thanks to the volunteers who helped review proposals and thanks to Brou Gautier and Scott Young of 246Analytics for your great work.

Last summer we started the challenging (some say impossible) process of selecting a replacement for Management Information Systems, Inc. – aka Bud and Pam Traynor. Bud and Pam are not going anywhere immediately, however – they have been ensconced at A/TA World HQ since 1995 and our plan is to transition to a new contract and contractor no later than January of 2016. After a full Air Force career followed by 20 years with our Association it's time for Bud and Pam to get to enjoy a Convention and not run the registration desk. If you don't know it already, in addition to Bud being a true aviation hero, Bud and Pam's company (MIS) has become the 24/7/365 face, voice and brain of the Association. Finding a suitable replacement is no small task; however, we built a review team and put out requests for proposals. The process is nearly finalized and we hope to have the contract complete before the next board meeting at Dyess. This will allow our new contractor to spend time with MIS and use 2015 as a transition year. Again, many thanks to the team of people who assisted with this very important process.

As the Association's Public Affairs representative, Col Greg Cook, USAF retired, is working to reinvigorate our social media

continued on page 5 >>>



Association ROUND-UP

General Ronald R. Fogleman's Hall of Fame Bust Installed on A/TA Walk of Fame

by Karen Petitt, 375th Air Mobility Wing Public Affairs

Rainy weather on 9 October 2014 couldn't dampen the spirits of those who attended the unveiling of a bronze bust of former Air Force Chief of Staff Gen. Ronald R. Fogleman, in recognition of his 2013 induction in the Airlift/Tanker Association Hall of Fame.



Former Air Force Chief of Staff Gen. Ronald R. Fogleman was honored during an unveiling of a bronze bust memorializing him and his contributions to the air mobility community on 9 October 2014 at Scott Air Force Base, Illinois. The event recognized him as the 2013 inductee into the Airlift/Tanker Association's Hall of Fame. Fogleman served as the Commander-in-Chief, U.S. Transportation Command, and commander, Air Mobility Command, when it was a dual-hatted position from 1992 to 1994. (A/TA Photo by Collin Bakse).

"I'm humbled by this honor," said Fogleman, who joined the ranks of other legendary mobility leaders in the Airlift/Tanker Association's Hall of Fame. "However, these ceremonies are not about the individual. Credit goes to the A/TA for the idea of recognizing people who contribute to the overall mission and through this program keeping our history alive. The tribute also goes to all the great men and women who have made the mobility mission what it is today."

Rain had caused the first part of the

ceremony to be moved indoors where retired Gen. Arthur Lichte, A/TA Chairman and former AMC commander, and Gen. Darren W. McDew, current AMC commander, paid tribute to him.

Lichte explained how Fogleman could in fact be inducted into a "fighter pilot hall of fame" with his Silver Star and Distinguished Flying Crosses and the many other accolades that are his. Yet, since Fogleman drove through those Scott AFB gates in 1992, "mobility blood has flowed through his veins."

"He's the one who put this command on the right path," said Lichte, who also served as the Air Force's vice chief of staff from 2005-2007. "He brought [AMC] to a whole new level of respect throughout the Air Force, and he did it by doing the things that come naturally to him, such as teaching. He not only set the standard, but also taught them to all of us. He set standards for base appearance and for how we would manage our ops tempo. He demonstrated leadership in all he did for our community, and he deserves to be on this Walk of Fame along with the others who we try to emulate because they worked to make our Air Force better."

General McDew reflected on how Fogleman laid the foundation for the "DNA" of today's Air Force in establishing the core values with the very traits that define Fogleman as a leader: Integrity First, Service Before Self, and Excellence In All We Do.

"[Those values] are the fabric of our lives," said McDew. "You should be justifiably proud of the organization you commanded, but even more proud of the Airmen who carry your legacy today."

Fogleman acknowledged other former Hall of Fame inductees and commanders who were present at the ceremony including retired Gen. Tom Ryan who commanded the Military Airlift Command before it was reorganized as AMC, as well as retired Gens. Duane Cassidy, Tony Robertson and Duncan

McNabb. He also recognized A/TA founding member and Hall of Fame inductee Maj Gen James I. "Bagger" Baginski.

"If you look at the whole list of recipients, you'll see that most of them spent a lot more time in the tanker/airlift business than I did. Having spent 29 and a half years in the fighter world, Miss Jane and I arrived here to be the commander in chief of U.S. Transportation Command and commander of Air Mobility Command, something I didn't anticipate at all in my career...nor did I fully appreciate until I became part of this tremendous team.

"All my life whenever I needed a tanker, I just looked on my flight card to find out where and when to meet up," he said. "I never realized how much went into these missions and the extreme ops tempo that existed within the command."

Fogleman recalled how former MAC commander and fellow A/TA Hall of Famer Gen. Robert "Dutch" Huyser told him "he would grow to love the mission and the people." From that day on Fogleman said he was welcomed into the mobility community and quickly worked to advocate the command's issues and contributions to the Air Force.

Since then and under his leadership, the command accomplished many significant achievements including the revitalization of the use of the Civil Reserve Air Fleet program, assuming a new aeromedical evacuation mission and developing the Department of Defense's process for patient movement. His contributions to the command are vast and the full write up with which he was recognized in 2013 can be found on the A/TA website (atalink.org).

The weather cleared up just in time for the entire group to walk outdoors for the unveiling of Fogleman's bust on the Walk of Fame. Before doing so, Fogleman

explained why he chose to be portrayed in the battle dress uniform.

"There are two reasons. First I felt that we, as a headquarters, weren't focused on what we were doing for the nation. Air Mobility Command in 1992 had more men and women in harm's way in more places throughout the world than any other command in the Air Force. I decided that we were going to drive this point home so our uniform of the day would be BDUs until there were no more men and women in our command in harm's way. Second, if you know what the birds do to the statues out there, then you'll understand why I want a cap on. If a bird wants to get to my face, he's got to work on it. And, working on it is what AMC is all about!" ■

"(General Fogleman) demonstrated leadership in all he did for our community, and he deserves to be on this Walk of Fame along with the others who we try to emulate because they worked to make our Air Force better."

—General Arthur Lichte, A/TA Chairman

continued from page 3

sites. If you have local social media input, or stories you think are suitable for the A/TQ please contact Greg (PublicAffairs@atalink.org). Regular input from the chapters is key to the vitality of the Association. Greg is also doing the important work of drafting a Strategic Communication Plan for the Association. Greg will present an update to the board at our next board meeting. The plan will describe the details of how we communicate the A/TA message and story inside and outside the organization. This is critical work because the environment the Association operates in has changed dramatically in the last few years. Communicating to members of the Mobility team the benefits of this great Association has become more difficult and much more important.

Here are a few scheduling details for your calendar. The Big Country chapter will host the Winter board meeting at Dyess AFB, TX, on 20 February 2015, thanks ahead of time to SMSgt Dave Evans the chapter's president. This Spring's board meeting location and date are not finalized but we will meet at McChord AFB, on 12 August 2015 to coincide with the AMC Mobility Rodeo for our Summer board meeting – saddle up.

Two closing thoughts for you to consider; first membership and second being involved. Encourage your Active Duty, Guard, Reserve, Retired, Industry and civilian friends who are part of, or supporters of, the Mobility team to join our organization. And lastly, get involved, either at the local level or look for ways to help out at the national level. Send me a note if you want to volunteer at the national level – I'll find a way to use your skills and enthusiasm.

To our members, thanks for all you do, every day, to support mobility airmen, preserve our mobility culture and strengthen our mobility bonds.

Mike Cassidy

Future Convention Locations

2015: Marriott World Center, Orlando

2016: Opryland Hotel, Nashville

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

Membership status has a direct impact on registration rates!

...

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Cover
STORY

Operation UNITED ASSISTANCE

U.S. Air Mobility Forces Support the Fight Against Ebola

The Ebola virus causes an acute, serious illness which is often fatal if untreated. Ebola virus disease (EVD) first appeared in 1976 in 2 simultaneous outbreaks, one in Nzara, Sudan, and the other in Yambuku, Democratic Republic of Congo. The latter occurred in a village near the Ebola River, from which the disease takes its name...

Editor's Note: This article contains articles, stories and/or materials by SSgt Gustavo Gonzalez, 621st Contingency Response Wing Public Affairs (PA); SSgt Sara Keller, 86th Airlift Wing PA; SrA Kayla Newman, 633rd Air Base Wing PA; SSgt Russ Jackson, 62nd Airlift Wing PA; A1C Zachary Cacia, 436th Airlift Wing PA; Maj Dale Greer, 123rd Airlift Wing PA; Eric Sesit, 628th Air Base Wing PA; SSgt Joel Mease, 7th Bomb Wing PA; Trisha Gallaway, Joint Base Charleston PA; and the Center for Disease Control.

Under the symbolic spectre of the Ebola Virus, U.S. Air Force Staff Sgt. Jose Arroyo, an aircraft maintainer part of the Joint Task Force-Port Opening team of the 621st Contingency Response Wing assigned to Joint Base McGuire-Dix-Lakehurst, N.J., marshals in a Globemaster III C-17 during Operation UNITED ASSISTANCE at Roberts International Airport in Monrovia, Republic of Liberia, 20 October 2014. The 621 CRW was deployed in support of the USAID-led interagency team and the international community to provide effective and efficient delivery of assistance to the Government of Liberia to help end the Ebola Virus Disease outbreak. The montage, by A/TQ editor and art director Collin Bakse, features a photograph by U.S. Air Force Staff Sgt. Gustavo Gonzalez.

The first cases of the current Ebola virus disease outbreak in west Africa were reported in March of 2014. It has now grown to be the largest and most complex Ebola outbreak since the Ebola virus was first discovered in 1976. There have been more cases and deaths in this outbreak than all others combined. It has also spread between countries starting in Guinea then spreading across land borders to Sierra Leone, Liberia and Senegal, and by air to Nigeria.

The most severely affected countries, Guinea, Sierra Leone and Liberia have very weak health systems and lack human, as well as infrastructural resources, having only recently emerged from long periods of conflict and instability. On 8 August 2014, the World Health Organization (WHO) Director-General declared this outbreak a Public Health Emergency of International Concern.

A separate, unrelated Ebola outbreak began in Boende, Equateur, an isolated part of the Democratic Republic of Congo.

The virus family Filoviridae includes 3 genera: Cuevavirus, Marburgvirus, and Ebolavirus. There are 5 species that have been identified: Zaire, Bundibugyo, Sudan, Reston and Tai Forest. The first 3, Bundibugyo ebolavirus, Zaire ebolavirus, and Sudan ebolavirus have been associated with large outbreaks in Africa. The virus causing the 2014 west African outbreak belongs to the Zaire species.

It is thought that fruit bats of the Pteropodidae family are natural Ebola virus hosts. Ebola is introduced into the human population through close contact with the blood, secretions, organs or other bodily fluids of infected animals such as chimpanzees, gorillas, fruit bats, monkeys, forest antelope and porcupines found ill or dead or in the rainforest.

Ebola then spreads through human-to-human transmission via direct contact (through broken skin or mucous membranes) with the blood, secretions, organs or other bodily fluids of infected people, and with surfaces and materials (e.g. bedding, clothing) contaminated with these fluids.

Healthcare workers have frequently been infected while treating patients with suspected or confirmed EVD. This has occurred through close contact with patients when infection control precautions are not strictly practiced.

Burial ceremonies in which mourners have direct contact with the body of the deceased person can also play a role in the transmission of Ebola.

People remain infectious as long as their blood and body fluids, including semen and breast milk, contain the virus. Men who have recovered from the disease can still transmit the virus through their semen for up to 7 weeks after recovery from illness.

The incubation period, that is, the time interval from infection with the virus to onset of symptoms, is 2 to 21 days. Humans are not infectious until they develop symptoms. First symptoms are the sudden onset of fever, fatigue, muscle pain, headache and sore throat. This is followed by vomiting, diarrhea, rash, symptoms of impaired kidney and liver function, and in some cases, both internal and external bleeding (e.g. oozing from the gums, blood in the stools). Laboratory findings include low white blood cell and platelet counts and elevated liver enzymes. It can be difficult to distinguish EVD from other infectious diseases such as malaria, typhoid fever and meningitis.

A rapid-response team of U.S. Air Force and U.S. Army Air and Surface Mobility Specialists deployed to Liberia, on 17 September 2014, in support of Operation UNITED ASSISTANCE, a comprehensive U.S. effort to support the World Health Organization and international partners to assist the governments of Guinea, Liberia and Sierra Leone in their efforts to contain the outbreak of the Ebola virus in West Africa. The following articles provide an overview of the U.S. Air Mobility community's efforts to help fight the deadly outbreak—

In mid-September 2014 approximately 60 members of the 621st Contingency Response Wing, based at Joint Base McGuire-Dix-Lakehurst, New Jersey, and the 688th Rapid Port Opening Element from Joint Base Langley-Eustis, Virginia, merged as a Joint Task Force-Port Opening and began assessment operations at Roberts International Airport, Monrovia, Liberia, to evaluate the airfield infrastructure.

The 621st Contingency Response Wing is highly-specialized in training and rapidly deploying personnel to quickly open airfields and establish, expand, sustain, and coordinate air mobility operations. From wartime taskings to disaster relief, the 621st extends Air Mobility Command's reach in deploying people and equipment around the globe.

Established in March 2005 and based at both Joint Base McGuire-Dix-Lakehurst, New Jersey, and Travis Air Force Base, California, the 621st consists of approximately 1500 Airmen in six groups, fourteen squadrons and more than 20 geographically separated operating locations aligned with major Army and Marine Corps combat units. The wing maintains a ready corps of light, lean and agile mobility support forces able to respond as directed by the 18th Air Force at Scott Air Force

Base, Illinois, in order to meet Combatant Command wartime and humanitarian requirements.



Airmen from the 621st Contingency Response Wing and 15th Airlift Squadron, assigned to Joint Base Charleston, South Carolina, load a CRW Hardside Expandable Light Air-Mobile Shelter (HELAMS) onto a Globemaster III C-17, also from JB Charleston, 29 September 2014. The HELAMS will be used by the 621 CRW in West Africa in support of Operation UNITED ASSISTANCE in response to the Ebola virus disease outbreak. The CRW is highly-specialized in training and rapidly deploying personnel to quickly open airfields and establish, expand, sustain, and coordinate air mobility operations. From wartime taskings to disaster relief, the CRW extends Air Mobility Command's reach in deploying people and equipment around the globe. (U.S. Air Force photo/Staff Sgt. Gustavo Gonzalez).

Four Contingency Response Groups (817th, 818th, 570th and 571st CRGs) provide the core cadre of expeditionary command and control, airlift and air refueling operations, aerial port, and aircraft maintenance personnel for deployment worldwide as mobility control teams and airfield assessment teams. These teams rapidly survey, assess and establish contingency air base lodgments and expand existing AMC support infrastructure worldwide. Each CRG has a Global Mobility Squadron and Global Mobility Readiness Squadron. The 818th and 571st CRGs also contain Mobility Support Advisory Squadrons.

"The Airmen and Soldiers of our JTF-PO team train together on a routine basis for missions such as these," said Air Force Lt. Col. Kyle Benwitz, JTF-PO contingency response element commander. "When the call came in, we were ready and able to assist the host nation's residents in their moment of need."

The JTF-PO specializes in rapidly establishing hubs for cargo distribution operations worldwide, to include remote or damaged locations, on short notice. Previous

deployments include humanitarian assistance support missions to Haiti, Pakistan and Japan, and contingency deployments in support of military operations in Eastern Europe, Afghanistan and South America.

Capt. John Diaz, 817th Contingency Response Group commander's executive officer, was one of the first Airmen notified and deployed. His call came at approximately 1500. By 1830, he was in the air, on his way to Africa to take part in Operation UNITED ASSISTANCE (OUA) with the Joint Task Force-Port Opening team as the lead logistics officer.

"This is the first time that I've ever been part of a mission where I was deployed as quickly as this," Diaz said.

According to Senior Airman William Doty, 817 Global Mobility Squadron aerial porter, the timeliness of the deployment took him by surprise.

"It was pretty shocking," Doty said. "I thought it was another exercise recall at first when I was called right in the middle of my lunch. Hours later, I was on a plane going to Liberia. It was very surreal."

According to Doty, this experience is a perfect example of the importance of staying ready to execute the CRW's mission.

"Training and readiness is very important because at any moment, you can be called," Doty said. "Our mission statement says we are ready to deploy within 12 hours, but you can be called upon in well less than that. So always be ready because it can happen at any time."

"This also shows that the training that I received along the way is invaluable," Diaz added. "When I'm out here, I'm alone, it's just me. So I rely on my training to get the job done while I'm out here."

Diaz expressed that he was honored to be a part of OUA.

"I love it!" Diaz said. "I love that they sent me out early and I was able to work with the U.S. Embassy in Liberia and along-side USAID to understand the big picture of this deployment. It's phenomenal."

"It's a great thing to help provide all of the support that this country needs in order to help them deal with this crisis they're up against right now," Doty added. "It's just great to be here and be a part of it."

Airmen Deliver Ebola Treatment Facility To West Africa

Airmen from Joint Base Langley-Eustis, Virginia, partnered with representatives from the U.S. Public Health Service on 26 September to deliver a modular medical treatment center, as part of a government-wide effort to support humanitarian relief operations in Ebola-stricken African nations.

Airmen from the 633rd Medical Group accompanied the Expedi-

tory Medical Support System, or EMEDS, to Africa. And while they will not be involved in treatment of patients exposed to the virus, they will be supporting the overall effort by setting up the facility and training international healthcare workers.

In early September, the Defense Department approved the State Department's request for a 25-bed deployable hospital facility, equipment and personnel required to set up the facility. The Air Force's Expeditionary Medical Support System fulfilled the request, meaning Operation UNITED ASSISTANCE – the designation for Ebola relief missions – receives the largest version of the EMEDS facility. The facility can treat a population at risk of up to 6,500.

"Over the past week or so, 633rd MDG Airmen have worked in tandem with representatives from the U.S. Public Health Service as part of a multi-agency effort," said Lt. Col. Christopher Dun, the chief of the Expeditionary Medical Operations Division Office of the Command Surgeon Headquarters Air Combat Command. "From the scale of response, this is a national effort. Experts from across the country are working together to bring meaningful relief to those stricken by this terrible disease."

As part of the joint effort from multiple government agencies, Airmen will set the stage for further mission success by standing up the EMEDS and training public health professionals about the proper use of the extensive tools available to them.

"The most important thing is the Airmen setting up and training the (international health workers) on the equipment and how it works," said Brig. Gen. (Dr.) Sean Lee Murphy, the ACC surgeon general. He noted that while the Airmen will not be doing patient care, they will still be using all

of the force health protection as a precaution and will still be playing an important role in the humanitarian mission. This particular opportunity to help on the other side of the world is a bit unique.

"We are potentially setting a precedent because the EMEDS unit is typically set up for things like trauma care," said Rear Adm. Scott Giberson, the acting deputy surgeon general for the U.S. Department of Public Health Service. "(Instead) we will be using it for an infectious pathogen and treatment of international health care workers."

According to Giberson, the Air Force's EMEDS is one of the greatest assets to have in this situation.

The U.S. Public Health Service Commission Corps is partnering with the DoD.

"DoD Army in Africa, AFRICOM (U.S. Africa Command), will be supporting us with some of the logistics and things like that, but the Air Force has the piece of delivering the facility for us and the expertise of

Is it Flu or Ebola?

Flu (influenza)	Ebola
<p>The flu is a common contagious respiratory illness caused by flu viruses. The flu is different from a cold.</p> <p>Flu can cause mild to severe illness, and complications can lead to death.</p>	<p>Ebola is a rare and deadly disease caused by infection with an Ebola virus. Sporadic outbreaks have occurred in some African countries since 1976.</p>
<p>How Flu Germs Are Spread</p> <p>The flu is spread mainly by droplets made when people who have flu cough, sneeze, or talk. Viruses can also spread on surfaces, but this is less common.</p> <p>People with flu can spread the virus before and during their illness.</p>	<p>How Ebola Germs are Spread</p> <p>Ebola can only be spread by direct contact with blood or body fluids from:</p> <ul style="list-style-type: none"> A person who is sick or who has died of Ebola. Objects like needles that have been in contact with the blood or body fluids of a person sick with Ebola. <p>Ebola cannot spread in the air or by water or food.</p>
<p>Who Gets The Flu?</p> <p>Anyone can get the flu.</p> <p>Some people—like very young children, older adults, and people with some health conditions—are at high risk of serious complications.</p>	<p>Who Gets Ebola?</p> <p>People most at risk of getting Ebola are:</p> <ul style="list-style-type: none"> People with a travel history to countries with widespread transmission or exposure to a person with Ebola. Healthcare providers taking care of patients with Ebola. Friends and family who have had unprotected direct contact with blood or body fluids of a person sick with Ebola.
<p>Signs and Symptoms of Flu</p> <p>The signs and symptoms of flu usually develop within 2 days after exposure. Symptoms come on quickly and all at once.</p> <ul style="list-style-type: none"> Fever or feeling feverish Headache Muscle or body aches Feeling very tired (fatigue) Cough Sore throat Runny or stuffy nose 	<p>Signs and Symptoms of Ebola</p> <p>The signs and symptoms of Ebola can appear 2 to 21 days after exposure. The average time is 8 to 10 days. Symptoms of Ebola develop over several days and become progressively more severe.</p> <p>People with Ebola cannot spread the virus until symptoms appear.</p> <ul style="list-style-type: none"> Fever Severe headache Muscle pain Feeling very tired (fatigue) Vomiting and diarrhea develop after 3-6 days Weakness (can be severe) Stomach pain Unexplained bleeding or bruising

For more information about the flu and Ebola, visit www.cdc.gov/flu and www.cdc.gov/ebola.

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setting up the facility and training us on the facility," Giberson said. "So we need that piece of the puzzle to complete the successful mission."

Kentucky ANG Establishes Cargo Hub In Senegal For Ebola Response

More than 80 Airmen from the Kentucky Air National Guard's 123rd Contingency Response Group stood up a cargo hub at Dakar, Senegal on 5 October, that will funnel humanitarian supplies and equipment into West Africa in support of Operation UNITED ASSISTANCE, or OUA, the international effort to fight Ebola.

The epidemic had already claimed more than 3,500 lives, according to the U.S. Centers for Disease Control.

The majority of Kentucky ANG Airmen arrived 4 October, joining a 13-member assessment team that has been in place since 28 September. They're operating an intermediate staging base, or ISB, to support Joint Task Force-Port Opening operations at Léopold Sédar Senghor International Airport, according to Col. David Mounkes, the 123rd CRG commander.

The ISB is designed to accept large quantities of cargo arriving on C-17 Globemaster IIIs, process the material so it can move forward, and load it onto C-130 Hercules aircraft for distribution into affected areas. Soldiers from the Army's 688th Rapid Port Opening Element also are assessing the movement of cargo here from seaports along the African coast.

The Kentucky ANG Airmen landed in Senegal with all the equipment they need to provide command and control of aircraft and aerial port operations, including all-terrain forklifts, satellite communications gear and power-production capability.

"Our job is to get the right cargo to the right place at the right time," Mounkes said. "This is the mission we train for 365 days a year, and our personnel are some of the best in the business. We're ready to execute."

The Defense Department has committed to deploying up to 3,000 troops in support of the U.S. Agency for International Development, the lead federal agency coordinating the U.S. government's comprehensive response for Operation UNITED ASSISTANCE. In addition to the creation of the cargo hub here and logistics nodes across West Africa, American forces will construct a hospital and more than a dozen other treatment facilities in affected areas.

Lt. Col. Matt Groves, the 123rd's Global Mobility Readiness Squadron commander, underscored the importance of the ISB mission.

"What we're doing here could save hundreds of thousands of lives," Groves said. "We're talking about a disease that, if left untreated, has a mortality rate of up to 50 percent. There is absolutely no other mis-

sion we will perform this year that is more important, or will impact more people, than this one."



Airmen load cargo onto a C-17 Globemaster at Langley Air Force Base, Virginia, 26 September 2014. The C-17 was used to ship the Air Force's Expeditionary Medical Support System, a modular and customizable treatment facility designed for austere conditions. (U.S. Air Force photo/Senior Airman Kayla Newman).

directing the delivery of hundreds of tons of relief supplies into the Dominican Republic for subsequent trucking to Haiti.

Ramstein Launches First C-130J Flight To Assist Ebola Outbreak Efforts

Airmen with the 37th Airlift Squadron at Ramstein Air Base, Germany, loaded a C-130J Super Hercules with needed supplies and launched their first mission on 7 October, to West Africa in support of Operation UNITED ASSISTANCE.

The team of Airmen flying with the aircraft made stops in Spain, Senegal and Liberia, which is one of the most heavily affected areas of the Ebola outbreak in Africa.

With President Barack Obama's announcements to increase U.S. efforts to respond to the Ebola virus epidemic, U.S. Africa Command is working with the U.S. Agency for International Development to deliver much needed support. Part of AFRICOM's effort is the tactical theater airlift provided by the 86th Airlift Wing, whose Airmen are eager to do their part in the humanitarian effort.

"We're super excited to get down there and help as much as we can," said Capt. Brian Shea, 37th AS aircraft commander. "The 37th AS is a key component in AFRICOM's mission to establish an air bridge for the operation. This mission is big for the 86th AW and our squadron."

The president outlined in his Sept. 16 address, that the U.S. would send troops, material to

build field hospitals, additional healthcare workers, community care kits and much needed medical supplies to assist USAID, the lead federal agency.

Although the 37th AS team only expects to be on the ground in Liberia for a few hours, Shea was confident his team was well educated



U.S. Army Soldiers of the 688th Rapid Port Opening Element assigned to Joint Base Langley-Eustis, Va., and part of the Joint Task Force-Port Opening team, discuss the day's events during Operation UNITED ASSISTANCE at Roberts International Airport on 15 October 2014. The 688 RPOE is working in support of the USAID-led inter-agency team and the international community to provide effective and efficient delivery of assistance to the Government of Liberia to end the EVD outbreak. (U.S. Air Force photo/Staff Sgt. Gustavo Gonzalez).

and prepared to handle any anticipated medical concerns, including receiving all required vaccinations and medical clearance to participate in missions throughout Africa.

"We're not expecting to have any issues going into the theater," Shea said. "We've been briefed and trained on how to handle any medical concerns if need be."

While this may be the first flight out of Ramstein AB to provide cargo support to OUA, the 37th AS is anticipating a consistent airflow requirement to assist with cargo and personnel transfer in and out of areas in need.

"I'm proud to be part of a mission like this," said Staff Sgt. Kevin Byrne, an 86th Aircraft Maintenance Squadron flying crew chief. "I'm ready to get down there and do some good things."

The U.S. will continue to respond quickly and safely with African and international partners to help end the spread of the Ebola disease as soon as possible.

437th AW Supports OUA

As the world watched the Ebola epidemic unfold, Airmen from the 437th Airlift Wing at Joint Base Charleston, S.C., were in the thick of the fight.

Aircrews from the 14th Airlift Squadron and 17th Airlift Squadron were two of the first five crews from Joint Base Charleston that went to Africa in support of Operation UNITED ASSISTANCE. The other three missions were carried out by the 315th Airlift Wing.

"[Our mission] was to deliver 12 members of the 621st Contingency Response Wing, along with cargo support from Joint Base McGuire-Dix-Lakehurst, N.J., to Monrovia, Liberia," said Capt. Caroline Tetrick, a pilot with the 17th AS. "It was a complicated upload out of McGuire, with 11 pieces of rolling stock, including generators, four-wheelers and a mobile command center."

As Tetrick and her crew were finishing their mission, Capt. David Blankenstein, a pilot from the 14th AS and his crew were on their way into Monrovia from Rota, Spain, with 85,000 pounds of cargo and 19 passengers made up of both medical personnel and civil engineers from the Air Force and Army.

"We [transported] multiple containers that will be used as a field hospital," said Blankenstein. "Each container contained a different section of the field hospital. For example, one container was a kitchen and one was a showering room."

The field hospital will be used to provide care for healthcare workers should they contract the Ebola virus.

While aircrews are required to maintain up-to-date immunizations, they were not required to take any additional immunizations before traveling to Africa. Crews did however, have to meet with Public Health and receive a briefing prior to departing JB Charleston.

"Public Health briefings are standard for crews going to other countries," said Lt. Col. Ray Clydesdale, 628th Aerospace Medicine Squadron commander.

The Public Health briefings cover topics ranging from diseases, resources for care to the procurement of safe drinking water.

"For the affected region, we brief crews on the latest as far as the Ebola threat, but we also brief on Malaria and other diseases endemic to the region as well," said Clydesdale.

During the Public Health briefing, crews were instructed on how to use the sterilization and decontamination kits pre-positioned on the aircraft.

According to Tetrick, the kits were for "just-in-case" scenarios and included a jug of bleach, alcohol wipes, gloves and a mask.

Blankenstein echoed those sentiments.

"The emphasis for these kits was that they would be necessary should the need arise to move a patient infected with Ebola," he

said. "We were told it would be highly unlikely that we would move infected patients."

It was also unlikely the aircrews would come into contact with anyone on the airfield who had been infected with the disease.

"We were met at the jet by an American liaison who told us that everyone coming onto the airfield gets their temperature checked daily and no one shakes hands," said Tetrick.

Time on the ground in Monrovia for Tetrick and Blankenship was less than three hours.

"We were on the ground for a little over two hours," Tetrick said. "Just long enough to offload all the cargo and people."

Prior to this mission, both aircrews had never flown into Monrovia before, and for Tetrick, aircraft maintenance issues and weather kept her crew on the ground in Rota for three days, delaying averting their travel to Monrovia.

"Finally, we made it to Liberia, picking our way through the dark and around thunderstorms to land at an airfield whose runway was not very well maintained and appeared quite old."

Tetrick and Blankenstein credit their training in helping them successfully land in Monrovia.

"Our training always focuses on supporting missions anywhere



Senior Airman Christian McDevitt, load master with the 37th Airlift Squadron, leads a cargo loader to a C-130-J Super Hercules prior to a mission in support of the Ebola virus epidemic, on 17 October 2014, at Ramstein Air Base, Germany. U.S. Africa Command is working in support of the U.S. Agency for International Development, the lead federal agency (LFA), as part of a comprehensive U.S. Government effort to respond to and contain the outbreak of the Ebola virus in West Africa as quickly as possible. This was the first C-130J Super Hercules flight launched from Ramstein to Monrovia, Liberia, in support of Operation UNITED ASSISTANCE. (U.S. Air Force photo by/ Staff Sgt. Sara Keller).



Members of the U.S. Public Health Service arrive at Roberts International Airport, Republic of Liberia, during Operation UNITED ASSISTANCE, on 27 October 2014. The medical staff of the USPHS will aid Ebola patient medical staff who need medical care. OUA is a U.S. Africa Command-led operation to provide command and control, logistics, training and engineering support to the U.S. government's efforts to contain the Ebola virus outbreak in West African nations. (U.S. Air Force photo/Staff Sgt. Gustavo Gonzalez).

throughout the world," said Blankenstein. "We fly multiple simulators and local flying sorties that focus on the requirements of operating in and out of unfamiliar airfields."

Tetrick and her crew found other outlying factors impacted their mission.

"Some challenges that flying around Africa can bring include poor radio coverage, language barriers (many in northwest Africa speak French) and non-standard aviation procedures," she said.

Aircrews stationed at JB Charleston are no strangers to supporting humanitarian missions.

"Humanitarian aid and support type missions are one of the most rewarding missions we do in the C-17," said Blankenstein. "It always feels good being able to help other people throughout the world in their time of need when given the opportunity." For Tetrick, this type of a mission was a first for her.

"It really felt great to be taking part in such an important cause," she said. "The crew and I felt so proud to be contributing to an international effort to stymie the spread of Ebola and bring relief to an area of crisis."

More 621 CRW Airmen Arrive In Liberia To Support JTF-PO, Ebola Outbreak Humanitarian Operations

Approximately 22 additional U.S. Air Force members arrived at Roberts International Airport, Monrovia, Liberia, on 13 October, as part of the Joint Task Force-Port Opening team in support of Operation UNITED ASSISTANCE.

The JTF-PO's involvement with OUA began 15 September, when the 621 CRW's initial advance team consisting of a logistics readiness officer, and three aerial porters landed here to receive initial aircraft. By 20 September, four U.S. Army 688 RPOE Soldiers and 12 U.S. Air Force 621 CRW Airmen arrived as a JTF-PO joint assessment team, made up of air and surface mobility specialists, to assess operations and evaluate the airfield infrastructure for the ability to receive and distribute cargo.

"We're in the business of expanding an airfield's capacity to move cargo and passengers," Johnson said. "By doing so, we provide hope. That's why we are all here."

The JTF-PO specializes in rapidly establishing hubs for cargo distribution operations worldwide, to include remote or damaged locations, on short notice.

"This is only the second time we've launched the JTF-PO," Johnson said. "The first time was Haiti."

To date, the JTF-PO has distributed approximately 170,000lbs of cargo, and humanitarian supplies to local contractors to be delivered in support of OUA.

"Those pallets enable construction of Ebola treatment units, delivered mobile laboratories for rapid diagnosis of potentially affected people, and brought in U.S. Navy Seabees, and medical personnel who built the expeditionary medical support site that will be turned over to the Government of Liberia to train healthcare workers.



A C-130J Super Hercules departs from Dyess Air Force Base, Texas, on 29 October 2014. More than 35 Airmen and two C-130Js from the 317th Airlift Group and 7th Bomb Wing deployed to an air base in Western Europe, where they will provide tactical airlift support for Operation UNITED ASSISTANCE. (U.S. Air Force photo by Airman 1st Class Kedesha Pennant).

Dyess Airmen Deploy In Support Of OUA

More than 35 Dyess Air Force Base, Texas, Airmen and two C-130Js from the 317th Airlift Group and 7th Bomb Wing deployed 29 October 2014, to an air base in Western Europe, where they will provide tactical airlift support for Operation UNITED ASSISTANCE.

During their deployment, Dyess Airmen will be tasked with moving supplies, medical equipment and other materials as part of a comprehensive effort led by the U.S. Agency for International Development to respond and contain the outbreak of the Ebola virus in West Africa. Team Dyess Airmen and aircraft will eventually bed down in Dakar, Senegal, and will

be joined by an additional 80 Airmen and two C-130Js.

The deployment, which is expected to last approximately 120 days, will not require Dyess Airmen to treat or transport persons stricken with the Ebola virus, or healthcare workers who have had direct contact with Ebola patients. Instead, the mission requirements focus on moving cargo and needed supplies to support U.S. interagency partners in their collective response to the outbreak in West Africa.

"This deployment will focus on tactical airlift support and providing the items needed for Operation UNITED ASSISTANCE," said Col. Jeffrey Brown, 317th AG commander. "Examples of this would

be moving materials needed for building hospitals or even the bare necessities a force of about 4,000 servicemembers would need during the course of a deployment in West Africa. With there being roughly 1,000 miles of coastline along Africa, having tactical airlift support is essential."

Dyess Airmen deploying to West Africa are not expected to perform missions that put them at risk of contracting Ebola. However, there are protective measures in place before, during and after the deployment to safeguard Airmen from contracting an infectious disease.

As with any deployment, Airmen received immunizations and training on regionally-specific medical threats, including Ebola and malaria prevention and detection.

"The risk of these Airmen contracting Ebola is very small," said Lt. Col. Jon Johnson, 7th Aerospace Medicine Squadron. "The virus also provides us with very clear signs that it is present before it really presents itself as a risk to be spread. So thankfully, in the remote event



Service members unload a U.S. Army UH-60 Black Hawk from a U.S. Air Force C-17 Globemaster III 30 October 2014, during Operation UNITED ASSISTANCE. The U.S. Africa Command-led operation provides command and control, logistics, training and engineering support to the U.S. government's efforts to contain the Ebola virus outbreak in West African nations. (U.S. Air Force photo/Staff Sgt. Gustavo Gonzalez).

a person starts to show those signs, like an elevated temperature, we can isolate them from the rest of the group and prevent further spread of the disease.”

Prior to their departure, deployers, their family members and the base community also had the opportunity to participate in a pair of town hall meetings led by Air Mobility Command Surgeon, Brig. Gen. (Dr.) Kory Cornum, who addressed concerns about Dyess Airmen transiting through an Ebola outbreak area.

During their deployment, Airmen will be monitored daily by medical professionals and will have the resources and tools needed to keep the Ebola virus and other infectious diseases at bay.

When they return to Dyess, Airmen will continue to be screened twice daily for any signs of illness for 21 days. Members may receive additional medical monitoring based on a careful assessment of their activities during deployment.

“We really are confident with the steps we have taken and the procedures we have in place,” Brown said. “It’s really out of an abundance of caution that we asked all the ‘what if’ questions, and because we have asked those questions, we have answers if things don’t go as planned.

Initially, Jodi Smith was concerned by these “what ifs,” when she learned her husband would be participating in this deployment. As she received more information about the specific mission Dyess Airmen will perform and the measures in place both at home and overseas to protect the health and safety of her husband and other Airmen, her concern was eased.

“At the start I did have a little fear with this deployment,” said Smith. “But the amount of information I have been given by the group through the commander’s calls and through my husband’s leadership has been a great help to me to realize that risk is very small. Also, knowing that my husband is a part of something so important has us really excited that he can be a part of making a difference.”

Col. Michael Bob Starr, 7th Bomb Wing commander, also remarked on the important role Dyess Airmen will perform while deployed, noting that the President of the United States considers containing the spread of Ebola to be a national security priority.

“We have a professional obligation to defend this country, and a personal obligation to defend our friends in Abilene and the Big Country,” said Col. Michael Bob Starr, 7th Bomb Wing commander. “When people hear about this deployment I don’t want them to be afraid – I would like them to be proud. We are very proud and committed to supporting this humanitarian mission.”

Joint Base Lewis-McChord Leaders Ease Ebola Concerns At Town Hall

Leaders from Joint Base Lewis-McChord hosted the second of four Town Hall Ebola updates at the McChord Field Theater, Joint Base Lewis-McChord, Washington, 13 November 2014, for any Airman, Soldier, civilian and family member on the installation interested in the facts about the Ebola Virus Disease.

Town Hall Ebola updates were hosted at different locations across JBLM at four different times in order to accommodate the different work schedules of military and civilian members.

The purpose of the Town Hall was to address concerns after JBLM

was recognized for sending troops into West Africa in support of Operation UNITED ASSISTANCE.

“Today is about education and information,” said Col. Chuck Hodges, JBLM installation commander. “I want to make sure you do not walk out of here today without your questions answered.”

Hodges introduced Lt. Col. Rodd Marcum, Madigan Preventative Medicine physician, who proceeded to conduct the Town Hall briefing.

“What I’d like to do today is summarize some of the key aspects of the virus, its disease in humans, and describe some measures preparing and protecting our individual service members deploying to West Africa in response to OUA,” Marcum said.

Marcum identified the facts and myths surrounding Ebola and what to watch for if someone fears they have contracted the virus. He tried to set fears of developing the virus at ease by explaining it cannot be contracted through the air, via an insect bite, or through consumption of food or water.

He made a point to say there is a very small portion of the American population that is at risk for developing the Ebola virus disease. He identified those at risk to

have the appropriate travel history, meaning they had been to Guinea, Sierra Leone or Liberia within the past 21 days.

“At no point will individual service members be providing direct care to known Ebola patients,” Marcum said. “Every effort is being made to reduce the risk for any and all service members deployed in support of OUA as far as their Ebola exposure goes.”

JBLM leaders then took questions from audience members hoping to answer all of their questions and putting to ease any remaining concerns.

As audience members asked questions, Marcum was joined by JBLM’s leaders to answer questions.

Dr. Robert Allen, 62nd Airlift Wing historian asked a question about the cleaning of aircraft being used in support of OUA and was concerned with the Ebola scare being an issue of perception more than a medical problem.

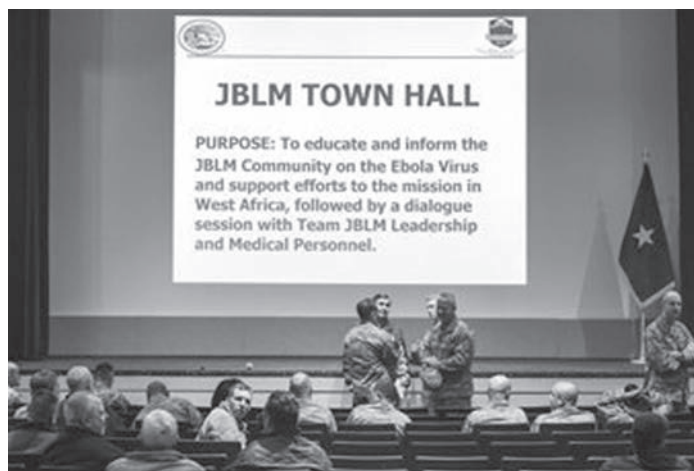
Col. David Kumashiro, 62nd Airlift Wing commander, quickly stood to answer his question.

“I want to go back to the distinction between asymptomatic and symptomatic in terms of the disease,” Kumashiro said. “If the individuals are asymptomatic, there’s really nothing to worry about in terms of the Airmen, Soldiers, Sailors or Marines that we are deploying back stateside. Currently, the [Department of Defense] is not transporting any passengers who are symptomatic.”

JTF-PO Leaves Liberia

After almost two months of supporting Operation UNITED ASSISTANCE, approximately 45 Airmen and Soldiers of the Joint Task Force-Port Opening left Liberia along with members of the Navy and Marines in a U.S. Air Force C-17 Globemaster III, Nov. 13.

Approximately 10 air mobility specialist U.S. Army Soldiers of the 688th Rapid Port Opening Element from Joint Base Langley-Eustis, Va., and 79 U.S. Air Force Airmen of the 621st Contingency Response Wing from Joint Base McGuire-Dix-Lakehurst, New Jersey, deployed together as a JTF-PO to Liberia beginning 15 September. Their mission was to establish a hub for cargo distribution to help alleviate the increased traffic of airflow and cargo during OUA, a Department of



Airmen and civilians gather at the McChord Field Theater, Joint Base Lewis-McChord, Washington, on 30 November 2014, during the JBLM Town Hall Ebola update. Town Hall Ebola Updates were hosted at four different locations at different times in order to accommodate the different work schedules of military and civilian members. (U.S. Air Force photo/Staff Sgt. Russ Jackson).

Defense operation in Liberia to provide logistics, training and engineering support to U.S. Agency for International Development-led efforts to contain the Ebola virus outbreak in western Africa.

"We established that initial mobility footprint required to augment the airfield," said U.S. Air Force Senior Master Sgt. Michael Jordan, 817th Global Mobility Squadron superintendent. The air transportation, command and control, maintenance, security, and the support capability that comes with it, was turned over to the 101st Airborne Division."

In order to fully turnover the mission, the JTF-PO worked side-by-side with the 101 AD to review the processes and procedures on the reception of cargo and passengers.

"We made sure they were set up for success so that the movement of cargo can continue to reach the folks who need it the most," Jordan said.

"We shadowed them on the ground so that we can take over their operations," said U.S. Army Spc. Thomas Underwood, 53rd Movement Control Battalion cargo specialist and part of the 101 AD team deployed to relieve the JTF-PO. "Now that the JTF-PO has turned over that mission to us, we will continue the operations they established."

Although most members of the JTF-PO have left Liberia, approximately 20 Airmen stayed behind to continue to support the mission.

"The Airmen stayed behind because their replacements, most of them from JB MDL, are scheduled to arrive at a later date," said U.S. Air Force Tech. Sgt. John Lebold, 817 GMS air transportation non-commissioned officer in charge. "They will also conduct turnover to ensure the mission continues to run smoothly before they leave."

Joint Base Charleston Airman Support OUA

Although the number of Ebola cases is beginning to decline and the American population is learning to live with the fear of a world in which Ebola is a real danger, American service members are still deployed near the front lines of the infection, battling the disease overseas before it can invade our shores.

Staff Sgt. Brett Randall from the 628th Medical Group at Joint Base Charleston, S.C., is just one service member currently deployed to Liberia as part of Operation UNITED ASSISTANCE, working to support the mission to end the scourge of Ebola. An independent duty medical technician, Randall has been at an undisclosed location in Liberia for almost six weeks.

"My primary mission is to provide basic medical/trauma support for the Joint Task Force - Port Opening team to include public health, bio-environmental inspections of food and water sources and sanitation education to mitigate any non-battle related illnesses," Randall said.

The JTF-PO is a joint operation and consists mainly of Air Force and Army personnel who set up a bare base in country and initiate cargo flow from aircraft delivering supplies to the storage facilities where the supplies will ultimately end up in the hands of various agencies like USAID to fight Ebola.

And although Randall and his team are near the front lines of the epidemic, they have no interaction with the locals so the risk of con-

tracting the disease is minimal. He and his team are confined to their living quarters and duty locations only, tasked with taking care of the service members who are themselves supporting the health organizations fighting the outbreak.

"Our living conditions are what anyone would expect at a bare base during monsoon season...hot and humid all day and night," Randall said. "We have limited access to the internet or communications back home, but we all take turns to ensure we get to communicate with our families. Some team members have put their creative skills together and made a make shift gym to stay physically fit when we have down time. In the evenings if we can, we get together to watch movies, play cards or play catch with a football or a Frisbee. We live in a tent city with rocks and mud everywhere so we have to make our own entertainment."

But due to mission requirements, entertainment is a low priority.

"My shift is 36 hours on, eight hours off," Randall said. "My night starts with temperature screenings per DoD mandate, then two hours of clinical time to evaluate and treat anyone that is needed to be seen by a medical provider. If there are no patients, I start my water and MRE testing to ensure the resources provided are safe for consumption by our military members."

Working as a medical technician also takes a back seat when aircraft arrive.

"When a cargo plane arrives, I assist Security Forces with force protection measures to ensure the safety of the aircraft and air crew," Randall said.

Prior to leaving at the end of his shift, Randall must again screen his team and himself to verify they are non-symptomatic and without a fever.

"Staff Sgt. Randall is the right Airman at the right time for this mission," said Lt. Col. Raymond Clydesdale, JB Charleston's 628th Aerospace Medical Squadron commander. "He lives to be out on the front lines, supporting our Airmen and leading the way by example."

According to Randall, the JTF-PO normally will stay in a country for 45 to 60 days. However, he doesn't currently know when he will be redeploying to JB Charleston, but remains steadfast to see

the mission through no matter how long it takes.

Team Dover Does Its Part To Fight Ebola

The first group of 90 Airmen, Soldiers, Sailors and Marines sent to West Africa to combat Ebola, are now back safe-and-sound in the U.S. because of the tenacity of the 3d Airlift Squadron and all of Team Dover at Dover Air Force Base, Delaware.

Seven Team Dover aircrew members from the 3d AS conducted a humanitarian relief mission into West Africa in support of Operation UNITED ASSISTANCE, combating the spread of the Ebola Virus Disease, from 10 to 13 November 2014.

"To accomplish the first move of people back out; to bring them back to their families is along the same lines as bringing a warfighter back," said Lt. Col. Jason Mills, 3d AS commander. "They're in a different kind of war; it's a humanitarian support war."

This was the first airlift mission to redeploy U.S. service members back to the U.S. since the start of Operation UNITED ASSISTANCE. The mission also saw the aircrew delivering three passengers and 50



On 9 November 2014, U.S. Air Force Staff Sgt. Kevan Sutton from the Joint Task Force-Port Opening assigned to the 621st Contingency Response Wing stationed at Joint Base McGuire-Dix-Lakehurst, N.J., prepares equipment for re-deployment after completing their mission at Roberts International Airport, Republic of Liberia, during Operation UNITED ASSISTANCE. The JTF-PO established a hub for cargo distribution to help alleviate the increased traffic of air-flow and cargo during OUA. (U.S. Air Force photo/Staff Sgt. Gustavo Gonzalez).

thousand pounds of cargo to Monrovia, Liberia. This cargo included Humvees, medical supplies, Meals Ready to Eat (MREs), clean water and other supplies.

Originating at Dover AFB, Delaware, the crew flew to Pope Field, North Carolina, to pick up humanitarian relief supplies. The crew then flew to Joint Base Charleston, South Carolina, to pick up and deliver parts for a stranded jet at St. Croix, U.S. Virgin Islands. Accomplishing this and crew resting, the aircrew's next stop was the tiny British Overseas Territory of Ascension Island in the middle of the South Atlantic Ocean. While en route to Ascension Island, the aircrew received word that they were being directed to tail swap and that they were picking up a high-priority mission once they arrived.

Arriving at Ascension Island, the aircrew swapped their Dover AFB C-17 Globemaster III for a Joint Base Lewis-McChord C-17. They were also instructed to fly to Monrovia, Liberia, to pick up an Advanced (ADVON) Team, who were supporting Operation UNITED ASSISTANCE, and return them to the U.S.

Upon delivering the humanitarian relief cargo, the aircraft's cargo bay had to be outfitted to hold the 90 passengers.

After a short refueling stop in Dakar, Senegal, the 90 U.S. service members were flown to Joint Base Langley-Eustis, Virginia, since it has been designated as one of the Transit Centers for returning military personnel returning from missions fighting Ebola in West Africa. Per directive from Chuck Hagel, Secretary of Defense, and Gen. Martin Dempsey, Chairman of the Joint Chiefs of Staff, all military personnel who return from taking part in Operation UNITED ASSISTANCE in West Africa, must undergo a 21-day control monitoring program, where they will be physically separated from family members and the general public. Once this 21 day program ends, the service members are to return to their respective duty stations.

Once returning their C-17 Globemaster III to Joint Base Lewis-McChord, Washington, the 3d AS crew returned to Dover AFB.

The 3d AS aircrew was made up of Capt. Ty Scott, aircraft commander and 436th Operations Support Squadron aircrew flight equipment flight commander, Capt. Matthew Kurtz, copilot, Capt. Connor Murphy, copilot, Tech. Sgt. Shaun Flatter, loadmaster, Staff Sgt. Ryan Thompson, loadmaster, Airman 1st Class Cody Deranick, loadmaster, and Staff Sgt. Aaron Williams, 736th Aircraft Maintenance Squadron flying crew chief.

"Overall, this was an amazing opportunity to support those around the world that need the help of the American military," said Scott. "This is an example of how Team Dover delivers excellence and uses our rapid global mobility capability to provide unmatched humanitarian assistance."

Ebola Isolation Chambers Being Readied for Mobility Aircraft

On 4 December, the commander of the U.S. Transportation Command said that plans were being finalized to equip some of its transport aircraft with new isolation chambers to safely carry as many as 12 people infected with the Ebola virus, explaining that it is "a new capability that will be available in the next couple of weeks."

The prototype for the isolation chambers was made by Production Products Manufacturing & Sales Company, a St. Louis-based company that manufactures safety and protective apparel and shelters. Program documents don't specify whether the system is intended only for the transport of U.S. military personnel or will be available for infected civilians.

As of December 2014, the U.S. military had deployed 2,900 personnel to Western Africa to set up communications, provide logistics capabilities and build treatment centers and hospitals.

The number of people infected by Ebola in the three countries worst affected by the outbreak has passed 20,000, with more than 7,842 deaths in the epidemic so far, the World Health Organization said on Monday, 29 December. Cumulative case numbers in Sierra

Leone, Liberia and Guinea stood at 20,081, the WHO said in a statement. More than a third are laboratory-confirmed cases in Sierra Leone, which has become the worst-hit country in the worst outbreak of the disease on record.

The Transportation Command worked with the U.S. Department of Health and Human Services and the Defense Threat Reduction Agency to craft requirements and execute the contract, Selva said. Four of the "transport isolation systems" can be carried on C-17s and one on a C-130. As many as eight patients on stretchers or 12 who are able to walk can be transported on the larger aircraft.

"We went from idea and requirement" the first week of October "to a design the first week of November to flight-testing of an isolation system" in early December, Selva said at a breakfast meeting with defense reporters in Washington. "In 60 days they have delivered a solution that looks like its going to work."

The Defense Threat Reduction Agency awarded the \$2.4 million contract without competition, citing the urgency of the request and the company's experience developing and delivering the containment system used by Phoenix Air, a medical charter company, to evacuate Ebola patients from West Africa to the U.S.

Production Products "independently developed a design concept" that expanded the Phoenix Air system "to enable the movement of more patients" on military cargo aircraft," the agency said.

Army General David Rodriguez, the head of U.S. Africa Command, said that 2,900 troops will be the peak of what was once projected to be at least 4,000 personnel as the virus's spread has slowed in Liberia, where U.S. efforts have been focused.

"The major efforts will end in Liberia in December and January," he said. The U.S. and African allies are still likely to be faced with challenges "to find and understand where there's a hot spot and then move resources there quickly."

The new transport isolation system, if proven in flight tests, will be integral to handling such medical emergencies.

Selva said the only existing aviation capability is an isolation chamber designed to handle one patient infected with severe acute respiratory syndrome, or SARS.

"This is the only capability of its kind that we know about," Selva said of the new system. Allies who also fly the C-17 and C-130 have expressed interest as well, he said.

The system allows the Air Force "to isolate a patient, filter the air that moves through the compartment" and "treat them for a communicable disease that's airborne or blood-borne," Selva said.

The module system allows caretakers to put on protective equipment, move through a clean space, remove gear and re-enter the airplane, he said.

A Pentagon fact sheet describes the system as "a water-tight, filtered air structure supported by a metal frame that is attached to a pallet and then rolled onto the aircraft."

According to the fact sheet the system has blowers to pull exhaust air through filters "which keeps the isolation unit at a lower pressure than surrounding air to contain any airborne particles."

An On-Going Threat

At the end of 2014 reported case incidence was fluctuating in Guinea and declining in Liberia. In Sierra Leone, there were signs that the increase in incidence had slowed, and that incidence may have been no longer increasing. The country's west was experiencing the most intense transmission in the affected countries, and response efforts have been strengthened to curb the spread of disease in the area.

The reported case fatality rate in the three intense-transmission countries among all cases for whom a definitive outcome is known was 70%. Interventions in these countries continued to progress in line with the UN Mission for Ebola Emergency Response (UN-MEER) aim to conduct 100% of burials safely and with dignity. At

a national level, the capacity to isolate and treat EVD patients had improved in all three countries since the commencement of the emergency response.

While every country has sufficient capacity to isolate patients, the uneven geographical distribution of beds and cases means shortfalls persist in some districts. Each country has sufficient capacity to bury all people known to have died from Ebola, although it is possible that capacity is inadequate in some districts. The number of trained burial teams has significantly grown in each of the three countries in the past month.

Every district that has reported a case of EVD in the three countries has access to a laboratory within 24 hours from sample collection. All three countries report that more than 90% of registered contacts associated with known cases of EVD are being traced, although there are discrepancies at the district level. The number of contacts traced per EVD case remains low in many districts.

Social mobilization continues to be an important component of the response. Engaging communities promotes burial practices that are safe and culturally acceptable, and the isolation and appropriate treatment of patients with clinical symptoms of EVD.

On 29 December, authorities in Liberia said there had been dozens of new Ebola cases erupting along the border with Sierra Leone. The announcement by Assistant Health Minister Tolbert Nyenswah marked a setback for Liberia, which had seen the number of cases stabilize somewhat after having been the hardest hit country in West Africa.

Nyenswah blamed the flare-up on a number of factors including people going in and out of the country and traditional practices such as the washing of bodies. Nearly 3,400 people have died from Ebola in Liberia over the past year with nearly 8,000 cases, though health officials say the situation has improved especially in the capital, Monrovia. Sierra Leone, by comparison, has now eclipsed Liberia with more than 9,000 cases, according to the World Health Organization.

While some troops who deployed to West Africa in response to the Ebola outbreak have returned home, Air Mobility Command, U.S. Air Forces Europe and Air Forces Africa Airmen will continue their work in support of the crisis — at least through early 2015.

Army Gen. David Rodriguez, chief of U.S. Africa Command, said this month the force level would probably peak around the month's total of 2,900 troops. That's far fewer than the 4,000 military officials previously estimated.

But military and health officials have been careful not to declare victory over the unpredictable virus.

"We will continue to provide aircraft, we'll continue to provide airmen, and we'll continue to transport those military members...until we have decided there's not going to be military involvement anymore," said Lt. Gen. Tom Jones, vice commander of USAF-AFACRICA.

Airmen have been integral in setting up expeditionary field hospitals and transporting hundreds of passengers and hundreds of tons of cargo, including fuel, food, water and medical supplies, Jones said. Airmen also established an air bridge into and out of Liberia.

"I see that mission enduring for awhile. The intensity I believe can and hopefully will come down, but I think we're going to be doing it for some period of time," Jones said.

In mid-December 2014, the head of the US CDC (Dr. Thomas Frieden) said in a media interview that a main threat of the outbreak now is that it never gets completely contained. Ebola may become endemic, or consistently present, in parts of Africa. "That's what I fear most," he said. And as long as the disease is spreading anywhere, it is a threat everywhere. He likened the current situation to "a country full of brush fires" — individual outbreaks across multiple locations. These need to be brought under control fast to prevent the disease from reaching more areas.

Thankfully, America's mobility Airmen are experts at getting things under control — *fast!*

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PJs Extraordinary Heroism Earns An Air Force Cross

Recognizing extraordinary heroism shown in combat, Secretary of the Air Force Deborah Lee James presented the Air Force Cross to an Air Commando during a ceremony at Hurlburt Field, Florida on 17 December 2014.



Secretary of the Air Force Deborah Lee James pins the Air Force Cross to the uniform of Master Sgt. Ivan Ruiz during a ceremony Dec. 17, 2014, on Hurlburt Field, Fla. While deployed to Afghanistan with the 22nd Expeditionary Special Tactics Squadron, Ruiz protected his injured special operations forces teammates with fire support and provided emergency medical care under intense enemy fire in the dark, 10 December 2013. Ruiz is a pararescueman from the 56th Rescue Squadron, Royal Air Force Lakenheath, England. (U.S. Air Force photo/Senior Airman Christopher Callaway).

MSgt. Ivan Ruiz, a pararescueman deployed with the 22nd Expeditionary Special Tactics Squadron, was awarded the U.S. military's second highest decoration for an Airman. He earned the medal for protecting and saving the lives of two wounded teammates while under heavy enemy fire at close range during combat operations in Kandahar Province, Afghanistan, on 10 December 2013.

"We reserve the Air Force Cross for those special few who exhibit unequalled courage and bravery despite overwhelming odds, and that's exactly what (Ruiz) did," James said. "Today we are adding his name to an ex-

traordinarily small list of five additional Airmen, since September 11, 2001, who demonstrated this highest caliber of service and excellence."

While moving through several compounds after infiltrating enemy territory with his special operations forces counterparts, Ruiz and two U.S. Army Special Forces teammates became separated from the main friendly element. They were immediately confronted by four insurgents in a point-blank engagement. Ruiz and his teammates quickly killed the enemy, but suddenly became trapped in a courtyard by vicious and intense insurgent crossfire.

"I didn't really think, I reacted," Ruiz said. "Anytime something bad happens in my career, I just fall back on my training. It prepares us for what we can encounter when we are doing our work."

The two Soldiers were immediately wounded by the enemy's barrage of heavy gunfire and grenades, rendering them immobile and exposed. According to the medal citation, Ruiz sprinted through the waves of gunfire with complete disregard for his own personal safety to defend his teammates in their exposed position.

Ruiz was forced to fight lying flat on the ground due to grenades exploding around him, some only 15 feet from his position. He continued to return fire at multiple enemy locations to prevent enemy fighters from maneuvering toward his teammates.

"I just wanted to make sure my guys didn't get hurt any more than they already were," Ruiz said. "I just wanted to do my job."

Refusing to take cover or leave his wounded teammates exposed to potentially fatal shots, Ruiz continued to fight the enemy alone in the courtyard until reinforcements arrived. Once they did, he advanced again through a hail of gunfire, dragged his teammates to a nearby position of concealment and immediately administered life-saving trauma care. Due to the lack of light, Ruiz had to use night vision goggles to administer the care.

"You have made an indelible imprint on Air Force history," James said to Ruiz prior to presenting the Air Force Cross medal.

Lt. Gen. Brad Heithold, the commander of Air Force Special Operations Command, opened the ceremony by addressing the



Master Sgt. Ivan Ruiz, smiles after being presented the Air Force Cross for extraordinary heroism in combat during a ceremony 17 December 2014, on Hurlburt Field, Fla. The Air Force Cross is the second highest U.S. military decoration a member of the Air Force can receive. Ruiz is a pararescueman from the 56th Rescue Squadron, Royal Air Force Lakenheath, England. (U.S. Air Force photo/Senior Airman Christopher Callaway).

Airmen and guests who packed the venue's seats and sidelines.

"This is what 'right' looks like," he said. "This is when Air Commandos from all specialties come out and recognize the heroic deeds of one of our fellow Air Commandos. This is a proud day for Air Force Special Operations Command and for the U.S. Air Force."

Also in attendance were two of Ruiz's Army Special Forces teammates on the mission, one of whom Ruiz saved in the courtyard that night.

"I have a great deal of respect for what (Ruiz) and guys like him bring to the fight," the Soldier said. "It's always good to know you have guys like that out there with you." ■

AMC to Inactivate Two C-17 Squadrons Over Next Two Years

Air Mobility Command announced in December that it will inactivate two C-17 squadrons over the next two years – the 17th Airlift Squadron at Joint Base Charleston, South Carolina, and the 10th Airlift Squadron at Joint Base Lewis-McChord, Washington – based on the President's Defense Budget for FY15.

"In this fiscally constrained environment, we have to balance readiness, capability and capacity," said Major Gen. Michael S. Stough,

AMC's Director of Strategic Plans, Requirements and Programs.

"To best preserve this capability, the intent is to fund these aircraft back into primary mission aircraft inventory in future years, and transfer them to the Reserve Component – and we're working with our Air National Guard partners to do that, perhaps even as early as FY16. We rely on our Total Force partners to meet our global mobility requirements; we

couldn't do the mission without them. We'll continue to leverage the unique strengths of the active and Reserve components to meet current and future requirements with available resources."

The Air Force plans to make adjustments over the next few years to the active duty, Reserve, and Guard components to ensure successful transitions to a leaner force that remains ready for future operations. ■

Stand Out Female: Boom Operator

by Airman 1st Class Danielle Conde, 6th Air Mobility Wing PA

During a late-night flight over Afghanistan, Airman 1st Class Crystal Cash steadied her hand and readied herself to carry out what she had been training to do for the last year. On top of it being her very first solo flight as a boom operator, Cash was preparing to refuel a B-1 Lancer in inclement weather.

With nerves pushed aside and the pilots'

support, Cash was able to successfully refuel the B-1, allowing the crew to continue their mission with a full tank. At the age of 19, she never thought she would be trusted with so much responsibility.

Now 21 years old, Senior Airman Cash, 91st Air Refueling Squadron boom operator, continues to be proficient in her job.

"I would advise people aspiring to be a boom operator to prepare to spend a lot of time studying," said Cash, who went on to add that boom operators must be able to recall the rules and regulations and fully understand the aircraft inside and out because even the smallest error could cost the Air Force money and potentially someone's life.

Air refueling is vital to Air Force air operations because it allows our Airmen to fly anywhere in the world nonstop, within hours. Without this, the mission would be hindered.

In the short time Cash has been in the service, she has accomplished more than 700 flying hours in the KC-135 Strato-

tanker refueling various aircraft, such as the F-15 Eagle, F-22 Raptor, B-52 Stratofortress, C-130 Hercules, and C-17 Globemaster III.

"Senior Airman Cash has excelled in all duties since she has joined the Air Force," said Master Sgt. Benjamin Cobb, operations superintendent for the 6th Operations Group.



Senior Airman Crystal Cash, 91st Air Refueling Squadron boom operator, refuels a 125th Fighter Wing U.S. Air Force F-15 Eagle on the way to exercise VIGILANT SHIELD 15 on 20 October 2014. The VIGILANT SHIELD field training exercise is a bi-national NORAD Command exercise which provides realistic training and practice for American and Canadian forces in support of respective national strategy for North America's defense. NORAD ensures U.S. and Canadian air sovereignty through a network of alert fighters, tankers, airborne early warning aircraft, and ground based air defense assets cued by inter-agency and defense surveillance radars. (U.S. Air Force photo by Tech. Sgt. Brandon Shapiro).

Cash. "I would never have happened differently."

For future goals, she hopes to be accepted into an Air Force Reserve Officer Training Corp program and continue pursuing her bachelor's degree in biology.

"If I am lucky enough to have the opportunity to be commissioned as an officer in the Air Force, I would like to come back as a flight nurse," said Cash. "That way I could continue to fly while working in the medical field." ■

He pointed out that her role as a ground scheduler has helped ensure that all squadron members received their upgrade training in order to be fully mission-capable, and her direct actions on multiple deployments contributed to the airstrikes against the terrorist cells in Afghanistan and the Islamic State of Iraq and Syria.

"I am grateful for all the experiences I have had so far in the Air Force," said Cash. "I wish that things

Civic Leaders View KC-46A Construction

by Tyler Grimes, 22nd Air Refueling Wing PA

McConnell Air Force Base's community partners toured the ongoing base construction, 18 November 2014 for the arrival of the KC-46A Pegasus.

The civic leaders got an up-close look at various construction areas throughout the base, including the new regional maintenance training facility that will be used to train all KC-46A maintainers in the region.

"What a great way to educate and enthuse the civilian sector about the KC-46 project and mission," said Pat Gallagher, Wichita Metro Chamber of Commerce government relations manager. "Seeing the ongoing KC-46 construction currently taking place on base made me stop and think 'Team McConnell has a global mission that is not missing a beat amidst all that planning, demolition and construction.'"

Another notable tour stop was the construction of the new flying squadron buildings, which will fully integrate both active-duty Airmen and Reservists under one roof.

"The integration of active-duty Airmen, Reservists and Guardsmen is an Air Force-wide initiative," said 1st Lt. Daniel Calvario, KC-46 Program Integration Office lead civil engineer. "These Airmen are being integrated in order to meet all of the KC-46 mission requirements."

Calvario also showed the group the development on the three new hangars: a single-bay maintenance hangar, a double-bay corrosion hangar and a triple-bay general purpose hangar.

The last part of the tour was the construction site of the new dormitory for the enlisted Airmen that will work in the KC-46A program.

While the tour showcased the total force integration effort needed for the construction project, Col. Joel Jackson, 22nd Air Refueling Wing commander, emphasized the role of McConnell's community partners.

"It's important to keep our civic leaders informed of the status of this project as much of its continued success depends on the support of the local community," Jackson said. "They are the ones who will see the project through to its completion." ■

AMC Relocates KC-135 Simulators

As Air Mobility Command fields the KC-46A, displaced KC-135 pilot simulators will be relocated across the Total Force to maximize simulator access across the mobility enterprise. As a result, AMC, in coordination with the Air National Guard, recently identified four KC-135 pilot flight simulators and one KC-135 Boom Operator Weapons System Trainer to be relocated as a result of the KC-46A allocations to McConnell Air Force Base, Kansas, and Pease Air National Guard Base, New Hampshire.

The first KC-135 pilot flight simulator is

scheduled to be relocated from McConnell AFB to Altus AFB, Oklahoma, by April 2015. Following Total Force coordination, decisions on locations of the remaining simulators are expected at a later date.

The KC-46 is the first of a three-phase effort to replace the aging Air Force tanker fleets.

"Bringing the KC-46A and its supporting training devices online is a critical step in recapitalizing the tanker fleet and maintaining the nation's global reach capabilities for years to come," said Major Gen. Michael S. Stough, Director of Strategic Plans, Requirements and Pro-

grams at Headquarters Air Mobility Command. "However, the KC-135 will remain the backbone of the tanker fleet throughout this transition.

"When choosing the new locations of the KC-135 simulator, our goal is to select locations that best support training for the Total Force," said Stough. "It takes every member of our diverse team of mobility Airmen – Guard, Reserve, and active duty – to deliver global reach capabilities."

AMC operates 19 KC-135 pilot flight simulators and nine BOWSTs at 13 regional sites worldwide to support 42 KC-135 units. ■

First Female C-17 Aviation Pioneer Retires

by Capt. Michaela Judge, 315th Air Base Wing PA

Just more than two decades ago, a new chapter in aviation history was written on Charleston soil as the first C-17 Globemaster III made its official debut in the Air Force's premier aeronautical inventory June, 1993. Ushering in this solid airframe, was an initial cadre of elite Charleston Air Force Base members involved in its concurrent testing, evaluation and implementation.

Fast forward 21 years, and Lt. Col. Debi Rieflin, former 315th Operations Support Squadron chief of training, marked the end of an era during a combined fini-flight and retirement ceremony 27 October 2014, as both an initial cadre member and the first operational female aircraft commander for the C-17.

Rieflin's military career writes the story of a true pioneer for women in the aviation community – one that began in 1983 after graduating from Cornell University in Ithaca, NY. There she earned both her Bachelors of Science in Mechanical Engineering, as well as her Air Force commission.

Rieflin, who had initially desired a career in engineering, took a risk and decided to follow a career path similar to her father's, who was a commercial pilot and instructor.

"My parents raised me to believe that I could do anything I wanted to do. While my father didn't specifically steer me toward this career, when given the opportunity, he encouraged me to give it a shot because he thought I'd enjoy it and be good at it," she said.

Upon graduating and commissioning, Rieflin faced her first hurdle. For that specific year, the Air Force had 1,000 pilot slots, but only 25 were allotted for women.

Additionally, in 1983, only 15 of the Air Force's 37 aircraft at the time were considered non-combat - so they were the only ones women were eligible to fly.

"There were plenty of skeptics out there, doubting that women should fly, let alone whether they could or not," said Rieflin.

However, despite the odds, she was selected for training and began her 31-year journey in aviation.

The road ahead wouldn't always be easy, but Rieflin wasn't a stranger to being in the minority. The percentage of female engineers, pilots and military members alone was small, but these challenges didn't faze her.

"I encountered biases along the way, but refused to let them prove true," she said. In fact, the challenges only motivated her to prove the biases wrong.

"By demonstrating professionalism, competence and excellence, it's hard for anyone to deny that you belong," said Rieflin,

Despite some of the limitations in front of her, Rieflin said that patience in this career-field also served her well, by waiting for Congress to incrementally allow women to perform additional duties.

Following pilot training, Rieflin went on to hold many leadership roles, both active-duty and Reserve, to include maintenance officer, Command Post duty officer and C-141



U.S. Air Force Lt. Col. Debi Rieflin, 315th Operation Support Squadron instructor pilot, smiles during her final (fini) flight in the C-17 Globemaster III conducted with an all female crew 27 October 2014 at Joint Base Charleston, South Carolina. Rieflin is the first female C-17 aircraft commander with 21 years in the aircraft and retiring with 31 years in the Air Force. (U.S. Air Force photo/Senior Airman Sandra Welch).

instructor pilot for the 300th Airlift Squadron, all by 1993. From there, she assumed the inaugural position as the first female operational aircraft commander for the C-17 during her time at Charleston AFB - an airframe she would go on to fly until retirement.

The feeling of knowing she was the first was one that filled her with a great sense of pride.

"Being part of the elite group of professional aviators was indeed an honor," Rieflin said.

Becoming a cargo pilot provided Rieflin many unique opportunities to see the world, including a vice presidential support mission to Egypt, where the crew was able to see Tut's tomb, tour the pyramids, the Valley of the Kings and ride down the Nile River.

One particular mission she'll never forget, and one she still considers as her most significant, was bringing home a fallen hero from Afghanistan to be laid to rest.

Now, at a new stage in life, with four grown children and a transition into the commercial flying world with Delta Air Lines, Rieflin has left a legacy that demonstrates the delicate balance between family and career.

"I feel fortunate to have achieved and maintained a great family and career balance over these 31 years and going forward...I feel like I 'have it all.' I hope to have shown this

through my family, career, and by being a concerned citizen and aviation professional, dedicated to ensuring safe and smart operations in order to take care of the people who give so selflessly to our nation's defense of freedom as well as the families who support them," she said.

Rieflin credits a long list of fellow comrades who she considered mentors, shaping her both professionally and personally. In more recent years, Rieflin said she has the likes of retired Col. Steve Lesniewski, Lt. Col. Russ Catanach and Col. Caroline Evenham to thank for encouraging her development and backing her efforts.

"She has always impressed me with her thoroughness and professionalism in the cockpit. But what really struck me was her phenomenal skill in air refueling. She's as smooth and stable as they come, and I think every one of her contemporaries will attest to that," said Catanach, 315th operations group deputy commander.

Her impact to the C-17 community has been and continues to be far reaching. In fact, her passion for safe and proficient flying led to her developing multiple programs and tools which aid supervisors in tracking training currency and consequences for non-currency, as well as procedures for addressing aircrew fatigue.

"She did a ton of research into the topic of aircrew fatigue, and developed a set of indicators and mitigating procedures and forwarded all this info to TACC and recommended it for inclusion in planning global airlift missions. TACC came to adopt much of what she proposed, and today aircrew fatigue mitigating procedures are an integral part of mission planning, enhancing the safety of the Air Force's global operations tremendously," said Catanach.

Cementing her lasting footprint in aviation, Rieflin planned an all-female fini-flight, followed later in the day by a combined flight and retirement ceremony where she enjoyed her final hours in the C-17 with her most cherished stick mates.

"I never had the chance to be part of an all-female crew during my career to-date, and I wanted to share the experience just once with the women I am so proud to be associated with," she said.

As a woman brought up to believe she could do anything she put her mind to, she leaves this advice to those facing careers and dreams where they are against the odds.

"Be willing to take risks; try new things. Believe in yourself and work hard. Consider the skeptics 'in need of enlightenment,' then show them what you can do!" ■

AMC Chief Scientist Receives Harold Brown Award

by Master Sgt. Lesley Waters, Air Force Public Affairs Agency

Secretary of the Air Force Deborah Lee James presented Dr. Donald Erbschloe, the Air Mobility Command chief scientist, with the 2014 Harold Brown Award during a ceremony at the Pentagon, on 9 December 2014.

The award, established in December of 1968 as a tribute to Dr. Harold Brown who was the eighth SecAF and 14th secretary of defense, is the highest award given by the United States Air Force to a scientist or engineer who applies scientific research to solve a problem critical to the needs of the Air Force.

"Each year we do this to recognize significant achievement in research and development by a single person who has demonstrated promise and substantial improvement in the operational effectiveness of the Air Force," James said. "Don really epitomizes the spirit of this award. He has translated research and development into increased operational capability."

During her remarks, James highlighted four of Erbschloe's accomplishments. The first was precision airdrop. Erbschloe provided critical leadership and expertise in the development of the High Speed Container Delivery system

which allows air drop bundles to land in a very small area and a Wireless Gate Release system which helps improve performance by decreasing variability in the air drop release sequence.

She said these two field-proven innovations were used during the recent humanitarian efforts for those trapped at Mount Sinjar in Iraq.

"The ability to put a package exactly where it needs to be, when it needs to be there is a very important capability for the Air Force," James said.

The second accomplishment was the ability to defeat biological agents. Erbschloe developed the Joint Biological Agent Defeat system. He used a mixture of hot and humid air to decontaminate aircraft against the most robust of biological agents.

"This is important if, in the future we have to enter and then exit a contaminated area, in either peacetime or wartime," James said.

The chief scientist's third accomplishment revolved around the wind turbines and their effects on the air traffic control radars at Travis Air Force Base, California. The radars use Doppler technology, which relies on motion

to identify aircraft. The large wind turbines in the local area were impacting air traffic operations, because they reflected radar energy back to the controllers which caused increased clutter and the loss of identifying real targets/aircraft in the area.

Erbschloe led a review and established a mutually beneficial research agreement between Travis AFB and the local wind farm developers, which will help research and evaluate technical solutions to overcome radar target degradation. "This will lead us to improved air traffic control ability and a better relationship between Travis (AFB) and the surrounding community," James said. "He took what was a major tension and made it a win-win for all parties."

The fourth and final accomplishment is called Surfing Aircraft Vortices for Energy or (\$AVE). James compared \$AVE to cyclists competing in the annual Tour de France. Cyclists work together as teams in drafting off each other, which is a strategy to reduce wind resistance and help cyclists conserve energy throughout the course. Erbschloe applied the same principle to two aircraft flying in formation and at an optimal distance, reducing wind resistance and providing a five to six percent fuel savings without any significant disruption to passenger comfort.

James said five or six percent might not make a big difference, but when compared to a return on a savings account or less cost the Air Force will have to pay for aviation fuel in the future, the numbers get really big, really fast.

"This not only shows the creative intersection between technology and our operational needs, but Gen. Spencer (Air Force vice chief of staff) and I have this initiative called Make Every Dollar Count, where we are looking for efficiency - this is a really good one," James said.

Erbschloe acknowledged the Secretary of the Air Force's remarks and thanked her and everyone else present during the ceremony, to include AMC commander Gen. Darren McDew, who watched the ceremony from Scott Air Force Base, Illinois, via video transmission.

"I didn't do this by myself," Erbschloe said. "This award represents the hard work of dozens, if not scores, of individuals throughout organizations."

Erbschloe concluded the ceremony as it began, by recognizing the award's namesake, from a reference made by Dr. Robert H. Cannon Jr., who was the chief scientist for Brown. He said when Brown was the secretary of the Air Force the general officers on the air staff really appreciated his leadership. They liked him because he was smart, he would champion their projects and he got things done.

"What a role model," Erbschloe said. "It is in that spirit and on behalf of a lot of other people; I am privileged to accept this award."

McConnell Airman Selected to KC-46 Test Crew

by Airman 1st Class Tara Fadenrecht, 22nd Air Refueling Wing PA

One McConnell Airman was selected, alongside forty-one total force Airmen, to be part of the KC-46A Pegasus initial operational test and evaluation aircrew.

Staff Sgt. Jason Coffey, 22nd Operations Group standards and evaluation boom operator, became the first and only active-duty McConnell Airman to be selected to the crew.

"I've tried to work hard every day, learn something new and really learn from the guys who have been doing it longer," said Coffey.

A typical day at work involves a lot of paperwork, overseeing day-to-day operations throughout the squadrons and flying once a week, said Coffey.

This daily routine will change significantly once training for his new position begins.

He will participate in both academic and flight training before bringing his newly learned skills back to McConnell.

"We will be learning a whole new system," said Coffey. "[The KC-46A] is completely different in a lot of ways, so it's going to be interesting."

This unique assignment was not handed out to just any Airman. Only the most qualified individuals were selected for the opportunity to learn about and operate the new tanker.

"Coffey is a highly experienced KC-135R Stratotanker boom operator and his calm, collected demeanor is an asset as an aircrew member," said Maj. Scot Stewart, 22nd Operations Group standards and

evaluation chief and Coffey's supervisor. "He is always willing and able to provide timely inputs, especially during critical phases of flight."

McConnell Air Force Base was selected to be the first main operating base for the KC-46A with the first aircraft scheduled to arrive in 2016.



Staff Sgt. Jason Coffey, 22nd Operations Group standards and evaluation boom operator, stands in front of his squadron patch, 16 January 2014, at McConnell Air Force Base, Kan. Coffey recently became the first and only active-duty McConnell Airman to be selected to the KC-46A Pegasus initial operational test and evaluation aircrew. (U.S. Air Force photo/Airman 1st Class Bernal Del Agua).

Mobility Teamwork Key to Afghanistan Retrograde Mission

by TSgt Jeremy Larlee and Roland Balik, 436th Airlift Wing PA

As the United States and its Coalition partners reduce their presence in Afghanistan, there has been a robust retrograde mission to ensure that as much of the equipment and materials as possible – that supported the warfighters there – are recovered. Team Dover C-5M Super Galaxy aircraft and Airman from both the 436th and 512th Airlift Wings have played a vital role in making this mission happen.

“The C-5M is ideally suited for the heavy, outsized lift support of retrograde operations,” said Col. Michael Grismer, 436th Airlift Wing commander. “We’ve seen extraordinary results pairing this amazing flying machine with an all-star total force team of maintainers and operators who continue to deliver excellence.”

The goal of the retrograde mission is to ensure equipment and materials deemed valuable to the warfighter for future use are recovered. Every effort is being made to recapitalize those assets and put them back in use to bolster military capability and ensure U.S. Armed Forces maintain readiness for the future.

Without a proper port in Afghanistan, the heavy lifting in moving these assets falls onto the backs of C-5M, C-17 and C-130 Hercules aircraft. Active Duty and Reserve units from Team Dover have joined forces seamlessly with Airmen from MacDill Air Force Base, Florida, Travis AFB, California, Fairchild, AFB, Washington and Joint Base Lewis-McChord, Washington.

Lt. Col. Matthew Husemann, 9th Airlift Squadron commander, said success in this mission demands an orchestrated effort from a large network of mobility professionals.

A Total Force Effort

“This is not a one-person effort,” he said. This is a total force effort, especially when you include the vital role our Reserve brethren have played in supporting this mission.”

One of those Reserve partners is Col. Jonathan Philebaum, 512th Operations Group commander, who served as an aircrew member during some of the missions. He said it was a valuable experience seeing the mission firsthand and that he was proud that the Reserves were able to supply one of the five aircrews supporting the historic mission as well as provide the leadership positions for the current rotation. He was also pleased to see a strong working relationship between Active Duty and Reserve aircrews at Team Dover continue in a deployed location.

“It doesn’t matter who you are and what kind of patch you wear when you go down-

range and you are in the fight,” he said. “You just come together and do whatever the mission requires of you.”

It has been a process that Lt. Col. Jonathan Diaz, who deployed from the 9th AS and served as the 385 AEG Detachment 1 commander from August to October, said he is honored to have been a part of. During his time in theater, his group flew more than 70



Airmen from the 9th Airlift Squadron and 455th Expeditionary Aerial Port Squadron with Marines from the Marine Expeditionary Brigade load vehicles into a C-5M Super Galaxy Oct. 6, 2014, at Camp Bastion, Afghanistan. Airmen and Marines loaded more than 266,000 pounds of cargo onto the C-5M as part of retrograde operations in Afghanistan. During this mission, the crew reached more than 11 million pounds of cargo transported in a 50-day period. (U.S. Air Force photo by Staff Sgt. Jeremy Bowcock).

missions and transported more than 12 million pounds of cargo.

“We broke AMC’s operation cargo load record more than five times,” said Diaz. “Our crews are loading double what an average C-5 mission carries.”

A common item being retrograded is mine-resistant, ambush-protected vehicles, or MRAPs, which are among the more than 50,000 estimated vehicles that need to be recovered from Afghanistan. Husemann said one load of the seven large MRAPs made for a memorable mission.

“We had a load of 280,000 pounds, which is about the limit for that aircraft,” The Dayton, Ohio, native said. “The C-5M does amazing work, even with 280,000 pounds loaded you just push up the power and she is ready to go.”

Husemann said with the C-5M being a moderately new aircraft, the retrograde mission has been a valuable opportunity for the aircraft to prove its worth.

“There are a lot of growing pains that go with that in the sense of training and logistics,” he said. “We need to learn how to use this new capability and maximize it. In our current stage of the retrograde mission, I feel we are doing a great job maximizing that capability.”

Husemann said these challenges have shown how valuable maintenance personnel are in making the mission happen. He said Afghanistan is not a normal logistical hub which makes getting parts difficult. He said it is impressive to watch them work through the problems and keep the aircraft mission-ready.

Diaz said good teamwork is key to the success of the retrograde mission.

“Communication has been the most vital part aspect to making this mission work and I believe the level we accomplished is unprecedented,” The Tampa, Florida, native said. “These levels of communication have enabled us to move an additional 20 percent of cargo, which is the equivalent of 20 C-5M missions or 80 C-17 missions. This has saved more than \$4 million to date.”

It is a mission that Philebaum said he will never forget and he believes that the capabilities of the C-5M may be stretched further.

“I will never have an opportunity like this the rest of my life,” he said. “The operation we are conducting right now in this stage is going to set a lot of records. But, records are meant to be broken. Our attitude is to make sure we really know exactly what this aircraft is capable of.”

Maintenance Challenges

Keeping the gigantic C-5M Super Galaxy mission going at home station is challenging, and for Dover’s deployed C-5Ms supporting the Afghanistan retrograde mission, there were some unique challenges for the deployed C-5M maintainers.

Beginning in August, a 10-person C-5M maintenance team from the 436th Aircraft Maintenance Squadron at Dover AFB has been a part of the 5th Expeditionary Air Mobility Squadron supporting C-5M aircraft transiting through a staging location in Southwest Asia in support of the retrograde mission.

Other than what they brought with them, maintainers found themselves with limited maintenance resources and tools. They encountered language barriers and procurement issues of specific items from local vendors needed to support the Super Galaxy and C-5 legacy aircraft, all challenges that come with working in a deployed location.

“In mid-August, I was tasked to stand up a maintenance team as maintenance officer in charge at the staging location,” said 1st Lt. Kyle Ives, 436th Maintenance Squadron accessory flight commander. “The 5th EAMS has two other locations located in

the area of responsibility.”

The Dover maintenance team’s primary duty was to work on C-5Ms, but assisted with maintenance on C-5A and B models as well.

“The 5th EAMS already had a maintenance team from Travis Air Force Base, California, mainly to work on C-5A and B models and perform some M model maintenance,” said Ives. “Our job was to augment their maintenance capabilities for the C-5M.”

According to Ives, about six Super Galaxies assigned to Dover AFB were used for retrograde missions on a rotational basis of two to three C-5Ms in theater at any one time.

“One of the biggest challenges we had was defueling,” said Ives. “On September 25, 2014, we had a C-5M that required defueling so it could be put on jacks to do gear swings.”

A defuel had never been accomplished in that location by the fuel contractor that typically only performs refuels for the military aircraft transiting through the staging location. Coordination, planning and working out specific details were made to make the defueling a success.

“A day later we got our first defuel, the first of two,” said Ives. “Three days later we got the second one done. Both defuels were based on opportunities such as having an empty fuel truck and no other priorities.”

Another challenge posed to Team Dover

maintainers was the procurement of specific consumables used by C-5 aircraft, such as liquid oxygen and nitrogen needed to service the aircraft.

Not having the same availability of tools, equipment, supplies and manpower as home station requires the leadership and knowledge of an experienced aircraft production supervisor.

“This C-5M stage is very unique from a maintenance perspective,” said Master Sgt. Willie Davis Jr., 5th EAMS production superintendent. He went on to say that flying aircraft from a staging location forced the maintainers to be creative in coordinating resources that are, for the most part, readily available at home station.

Being deployed as part of a small maintenance team added additional challenges to the team.

“The most challenging part about turning the aircraft was stepping out of the normal skill set we are trained with and trying to learn more about other career fields in order to be a better team member,” said Staff Sgt Christopher Figueroa, 5th EAMS electrical environmental systems craftsman. “Doing that enabled us to quickly turn the aircraft in order to avoid delays.”

For one maintainer looking into the future, this deployment led to personal

growth, too.

“I would like to be more proficient in my leadership skills,” said Senior Airman Kyle King, 5th EAMS hydraulic journeyman. “I realize as a Senior Airman pursuing Staff Sergeant, my leadership roles will become more essential to mission success.”

Even the most experienced person of the Team Dover C-5M maintainers realized certain personal characteristics are essential to keep the retrograde mission on schedule and eventually to its success.

“As a production supervisor, I feel that having strong leadership ability is the greatest key to success,” said Davis. “However, having extensive maintenance knowledge allows me to stress [to Airmen] safety and technical data usage which are the most valuable tools to keeping the aircraft moving during the retrograde.”

When the Afghanistan retrograde mission is complete, Team Dover members who deployed supporting the retrograde will be able to look back at the airlift statistics and be proud of what they accomplished.

“The retrograde mission has definitely made me more aware of the global reach and airlift mission we are supporting,” said King. “Being at a forward staging location, it is easy to see the direct impact of what we do each and every day.” ■

KC-135R Aircrew’s Actions Help Save Crippled A-10 Fighter

from *The Mobility Forum*, AMC

While deployed for the 906th Air Refueling Squadron in support of Operation ENDURING FREEDOM and peacekeeping mission over Iraq, Capt Todd Walker, Capt Christopher Miller, and SSgt Jarrett Crawford from 375 Air Mobility Wing, Scott AFB who were associated with 126 Air Refueling Wing, Scott AFB, encountered multiple ground and in-flight challenges throughout their tour. Despite the challenges, the crew completed 24 combat and combat support missions spanning 174 hours. They safely offloaded 1.2 million pounds of JP-8 to 68 Coalition Close Air Support and Intelligence, Surveillance, and Reconnaissance aircraft, which directly supported 11 troops-in-contact events, two shows of force, and five priority targets. Their dedication to the mission and commitment to the troops in the air and on the ground was vital to America’s objectives in Afghanistan and Iraq.

The expeditious and remarkable actions of the crew during one particular mission saved a receiver pilot from bailing out when the pilot experienced an in-flight emergency. The incident occurred while conducting night refueling of an A-10 over Afghanistan. The receiver had a negative contact and was subsequently disconnected by the boom operator. The receiver pilot then noticed what appeared to be excessive fluid spraying on

the canopy from the A-10’s receptacle area, thus causing the receiver to move away from the tanker to troubleshoot the malfunction. Within a short period of time, the A-10 pi-



Left to right: SSgt Jarrett Crawford, Capt Todd Walker, and Capt Chris Miller. (U.S. Air Force photo).

lot reported that visibility had declined to zero due to hydraulic fluid leaking over the entire windshield. Moments later, the receiver pilot discovered a complete loss of the right hydraulic system, followed by the illumination of the right side hydraulic reservoir warning light. Due to the complete lack of visibility, the receiver pilot declared an emergency and requested an immediate return to Bagram AB to expedite the safe recovery of the aircraft.

Realizing the dire situation, the tanker crew displayed great crew resource management by dividing duties in order to assist the crippled A-10. Capt Walker made a split-second decision to take control of the situation and instructed the A-10 pilot to follow the tanker back to Bagram AB. Capt Miller began relaying the emergency aircraft’s information to ATC. His action allowed the receiver pilot to focus on maintaining aircraft control throughout the emergency, ultimately clearing the way for both aircraft to fly safely through congested combat airspace. In an effort to aid the impaired receiver, SSgt Crawford turned the nacelle and aerial refueling floodlight to full bright and remained in the boom pod, keeping visual contact in order to guide the A-10 safely back to base.

The A-10 pilot notified the tanker crew that he lost all VFR navigation capability and that he relied solely on them to clear the airspace. The pilot added that without the extraordinary actions of the crew, he most likely would have ejected from the aircraft. After the A-10 was assured a safe recovery and was able to land, the KC-135R departed Bagram airspace and continued with the next combat tasking in support of CFACC objectives, thereby maintaining seamless combat capabilities in the CENTCOM Area of Responsibility. ■

Senior Leaders and Airmen Gather to Focus on Mobility Mission at A/TA's 46th Annual Convention & Symposium

Senior Leaders Laud Mobility Airmen by Maj. James Nichols, AMC Public Affairs

More than 1,400 Air Force senior leaders and Airmen from across the mobility enterprise attended the 2014 Airlift/Tanker Association and Air Mobility Command Symposium from 30 October to 2 November 2014 in Nashville, Tennessee. The Symposium gathered total force Airmen and civilians, community leaders, and industry experts from across the mobility enterprise to promote education, understanding, and professional development in the mobility air force's mission.

The year's theme was 'Air Mobility: Accomplished by Professionals – Skilled and Respected.' Retired General Arthur Lichte, former AMC commander and current Chairman of the Airlift/Tanker Association, set the tone by expressing his priorities: Supporting Mobility Airmen, Preserving the Air Mobility Culture, and Strengthening our Bonds.

The event was host to several senior leader keynote speakers, including Secretary of the Air Force Deborah Lee James; Chief Master Sergeant of the Air Force James Cody; U.S. Transportation Command commander Gen. Paul Selva; AMC commander Gen. Darren McDew; Chief of the Air Force Reserve Lt. Gen. James Jackson; and Director of the Air National Guard Lt. Gen. Stanley Clarke III. A common theme among the keynote speakers was the message for all total force mobility Airmen: "Thank you for what you do."

The senior leaders had laudatory remarks for AMC's recent operations, which include the 12 million pounds of cargo moved out of Afghanistan over the last 50 days by deployed C-5Ms, as well as the humanitarian support mobility forces have provided, delivering more than 100,000 meals and 46,000 gallons of water over the last few months. Additionally, the leaders commended mobility air forces for their air refueling support to nearly 500 airstrikes against terrorists. According to the senior leaders who spoke at this year's symposium, these were just some examples of the successful feats by mobility forces throughout 2014.

As Secretary of the Air Force, the Honorable Deborah Lee James put it, "You did this without skipping a beat – and never getting a break." She added, "It's a total force effort to make these things happen; mobility forces are the bedrock of Air Force operations."

Secretary James also added that mobility airdrops broke ISIL's siege of Mount Sinjar, saving more than 20,000 Yazidi people. "This was your Berlin Airlift, and you performed admirably," she said.

Chief Master Sgt. of the Air Force James Cody also had high praise

for the mobility fleet. "There is no place on the globe that this Air Mobility Command can't get an Airman or can't get equipment." He continued, "We stand on your shoulders. You are truly giants. What you do has meaning."

General Selva offered words of praise as well. "I trust mobility Airmen because they provide solutions," he said. "We have run over 100 missions [in support of Ebola relief], all because mobility Airmen

have opened the door to a relief effort that will save hundreds of thousands of lives. This air mobility team is unstoppable."

All keynote speakers made a point to highlight the total force effort in current operations.

"You use the total force team to accomplish things that no other military in the world can do," said Gen. Selva.

Echoing his point, Lt. Gen. Jackson's remarks included that more than five thousand Reserve Airmen are supporting rapid global mobility daily, as well as providing local support at home stations supporting firefighting missions, amongst others.

"Your Air Force Reserve is doing just as much as the active duty," said Lt. Gen. Jackson. "75 percent of current reservists joined after 9/11. This gives me the confidence that we [have the right people] to do these mission sets."

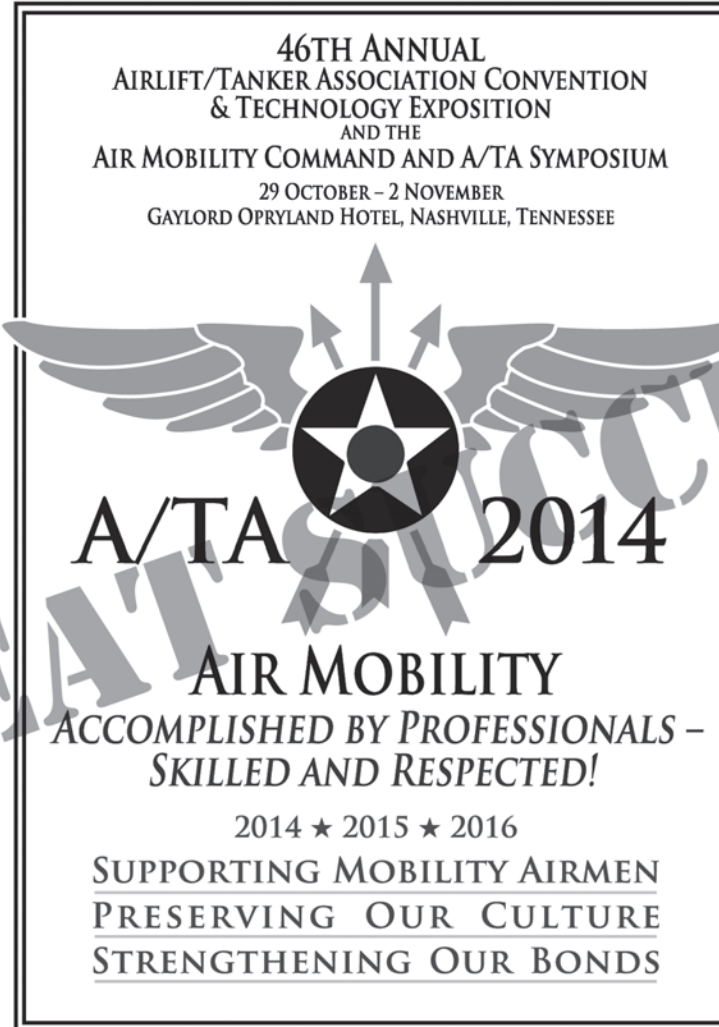
The National Guard Bureau's director highlighted the Air Guard's seamlessly-integrated capability as a proven choice for the war fight, an enduring choice for security cooperation, and the first choice for homeland operations. "Guardsmen are always on mission," said Lt. Gen. Clarke. "You could be overseas defending your country and then come home and have to support a national disaster in your home state."

national disaster in your home state."

Across the three main days of the AMC symposium, dozens of seminars were offered, focusing on professional development of mobility Airmen from around the globe. Topics covered everything from current operations like airdrops in Iraq, to "new normal" budget realities, to the outlook and recapitalization efforts for the current and future tanker fleet.

One seminar was dedicated to an update on one of the Air Force's newest organizations, the Air Force Installation and Mission Support Center, which will have a direct impact on every installation. The center was officially activated under Air Force Materiel Command 8 August, and will serve as the single intermediate headquarters for the delivery of installation support capabilities.

According to Col. Brian Duffy, AFIMSC (Provisional) vice commander, the unit's focus is to provide responsive, seamless support



to installations, while reducing overhead and costs at the MAJCOM level. AFIMSC will consolidate functions now performed individually at each of the 10 MAJCOMs, which will help eliminate redundancies in support to Air Force bases.

As the final keynote speaker for the symposium, Gen. McDew provided closing comments and wrapped up the multi-day event. "You deliver more than just military power. In ways both obvious and subtle, you underpin American diplomacy." He finished, "You are our mobility professionals and Air Force leaders."

A/TA and AMC Honor Mobility Professionals

The actions of many individuals and units of the mobility community were recognized at various events during the Convention & Symposium.

Col Earl B Young (USAF ret) was inducted into the Airlift/Tanker Hall of Fame. His presentation during the Hall of Fame Banquet on the final night of the Convention was met with a thunderous standing ovation.

Receiving awards at various times during the Symposium schedule, were 12 Young Leadership Award winners, 1Lt Jacob Bright, MSgt Shaun Brock, Capt Brett Davis, Capt Jacob Debevec SSgt Kyle Favorite, 1Lt Zachary Fonk, Capt Anthony LaMagna, TSgt McMahan, SrA Jasmine Nurse, TSgt Colin Schulze, TSgt Elizabeth Squires and Capt Andrew Webster; 7 Huyser Aircrew Award winners, Capt Matthew Davis, Capt Ryan Middleton, MSgt Nathan Brewer, TSgt John Lemoine, SSgt Lawrence Monahan, TSgt Colleen Ormond and MSgt Cameron Mann; the Gen P.K. Carlton Award for Valor winner, SrA Cody Nunez; the Halvorsen Award winner, TSgt Christopher Droegemueller; the Specialized Mission Award winner, TSgt Justin Saunders; the Gen Ronald R Fogleman ASAM Award winner, Maj Mason MacGarvey; the Key Spouse of the Year Award winner, Mrs. Kenna Jordan; the LtGen James Sherrad iii AFRC Outstanding Unit Award winner, the 452nd Air Mobility Wing; and the MGen Stanley Newman ANG Outstanding Unit Award winner, the 157th Air Refueling Wing.

Operations Support Squadron Recognized for Fuel Efficiency Efforts by Airman 1st Class Amber Carter, 60th Air Mobility Wing PA

The 60th Operations Support Squadron Current Operations Flight was named the 2014 Air Mobility Command Aviation Fuel Efficiency Operation Team of the Year on 1 November during the Symposium.

AMC annually recognizes those who make a significant impact on aviation fuel efficiency and have made significant contributions to Mobility Air Force aviation fuel efficiency efforts through their behavior, actions and innovations.

"Our team was credited with saving approximately \$22 million in operations cost and 1.7 million gallons of fuel," said Maj. Nicholas Rowe, 60th Air Mobility Wing Current Operations chief.

One of the achievements that put the 60th Operation Support

Squadron Current Operations team above the rest involved opening a new air refueling track, AR 622, which is credited with saving approximately \$1.2 million in operations cost.

"It allows us to have flexible time on and off the track," Rowe said. "It's an anchor track for aircraft to do air refueling operations (locally) rather than flying extended tracks up north."

Another way the team used efficiency to save money involved finding empty mission links which are credited with saving \$2.4 million in operations costs to include the price of running the aircraft, fuel and inspection time.

"The way mission linking works is when they have a mission that ends in Germany (for example), they look and see what needs to move out of Germany (or anywhere else on the route), rather than just flying an empty jet home," Rowe said. "Keeping the jet fully employed at all times is the goal."

Additionally, the current operations team assisted with in-flight refueling of the U.S. Air Force Thunderbirds and the U.S. Navy Blue Angels upon their departure from open houses.

"This saved the Air Force approximately 10 Tanker Airlift Control Center tankers," Rowe said. "If we didn't assist with this in-flight refueling, TACC would have to task 10 tankers to do the same job."

This award broadens the scope of the team efforts beyond pure objective data as there is much more to fuel efficiency than raw numbers.

"We developed early on the concept of linking missions together, looking at it smartly, looking at the crew compliment, the aircraft, reliability and gaining the most 'bang for the buck,'" said Linda Corpus, 60th OSS C-5 Galaxy mission development director. "We are dedicated to the mission. We are one of the most mission-driven people you will find."

While real fuel savings are important, this award highlights additional efforts toward the fuel efficiency program.

"Everyone here is hard working and dedicates 110 percent," said Staff Sgt. Raulo Rojas, 60th OSS C-5 planner. "Just like Maj. Rowe said, we aren't average, we are exceptional. We always put in the extra effort."

"I personally credit this effort to the culture of our Current Ops team," Rowe said. "There's not a day that goes by that I don't hear one of my controllers, directors, or barrel members say that they can do this better or this isn't smart and that kind of thinking is rampant. We don't know how to not think like that in our flight. It's really a unique culture of change and efficiency."

A Great Success

The 46th A/TA Convention & Symposium in Nashville, Tennessee was a great success by any measure. Photos of the gatnering appear on the following 4 pages —



"It's a total force effort to make these things happen; mobility forces are the bedrock of Air Force operations."

— Deborah Lee James, Secretary of the Air Force



"You deliver more than just military power. In ways both obvious and subtle, you underpin American diplomacy. You are our mobility professionals and Air Force leaders."

— Gen. Darren McDew, AMC commander

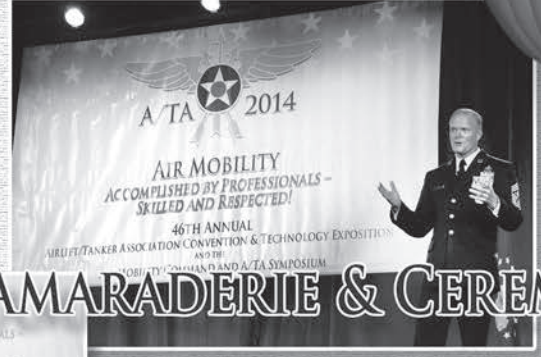
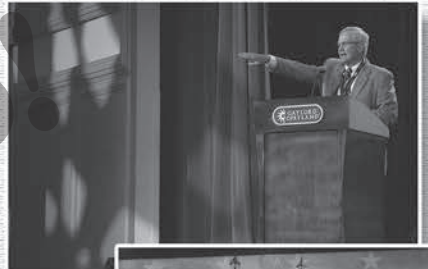


A/T/A 2014

GAYLORD OPRYLAND HOTEL NASHVILLE, TENNESSEE

GREAT SUCCESS

Air Force Photos courtesy of AMC Audio Visual
A/TA Photos by Collin Bakse



CAMARADERIE & CEREMONY



EDUCATIONAL EXPERIENCES

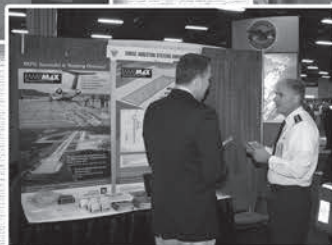




LEADERSHIP INTERACTION



MENTORING OPPORTUNITIES

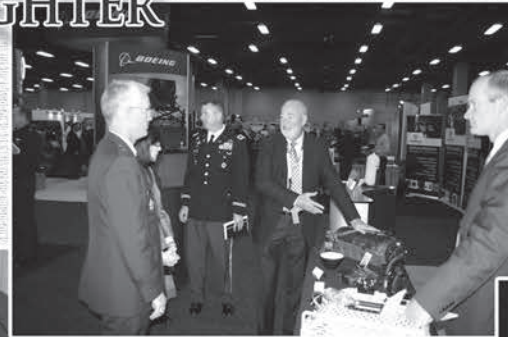




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Air Mobility
Heritage & Heroes

It All Started With One Wrecked Airplane...

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

It all started with one wrecked airplane in 1986. Today, the ever-growing Air Mobility Command Museum at Dover Air Force Base, Delaware, boasts a collection of 33 aircraft, a staff of more than 170 volunteers and a visitor experience that rivals the most notable museums in the country.

"We started with 20 feet of space in one of the maintenance hangers with an airplane that nobody else wanted," said Mike Leister, AMC Museum director.

The airplane that Mr. Leister is speaking of is the C-47A Skytrain, "Turf and Sport Special," that was considered, beyond salvageable. Found in a dump near Harrisburg, Pennsylvania, the aircraft, which had been used for target practice, was airlifted by a Pennsylvania National Guard helicopter to Dover AFB. This is the first aircraft that was restored for the newly conceptualized museum.

Mr. Leister has been with the museum since its conception as the Dover Air Force Base Historical Center on 13 October 1986. It originally was housed in three hangers within the main area of the base and was officially recognized with museum status in 1995 and moved to its current location in 1996. On 5 February 1997, AMC officially named the Dover Air Force Base Museum as the AMC Museum.

The AMC Museum is the only museum in the U.S. dedicated to military airlift and air refueling.

"We have 33 airplanes right now," said Mr. Leister. "Twelve of them are either the first, the last or the only one of their kind left in the world."

This includes the only surviving C-54 "M" Skymaster, the only surviving C-124A Globemaster II and the only surviving F-106 Delta Dart that was actually stationed at Dover AFB. In addition, the museum boasts the only C-5A Galaxy on display anywhere in the world.

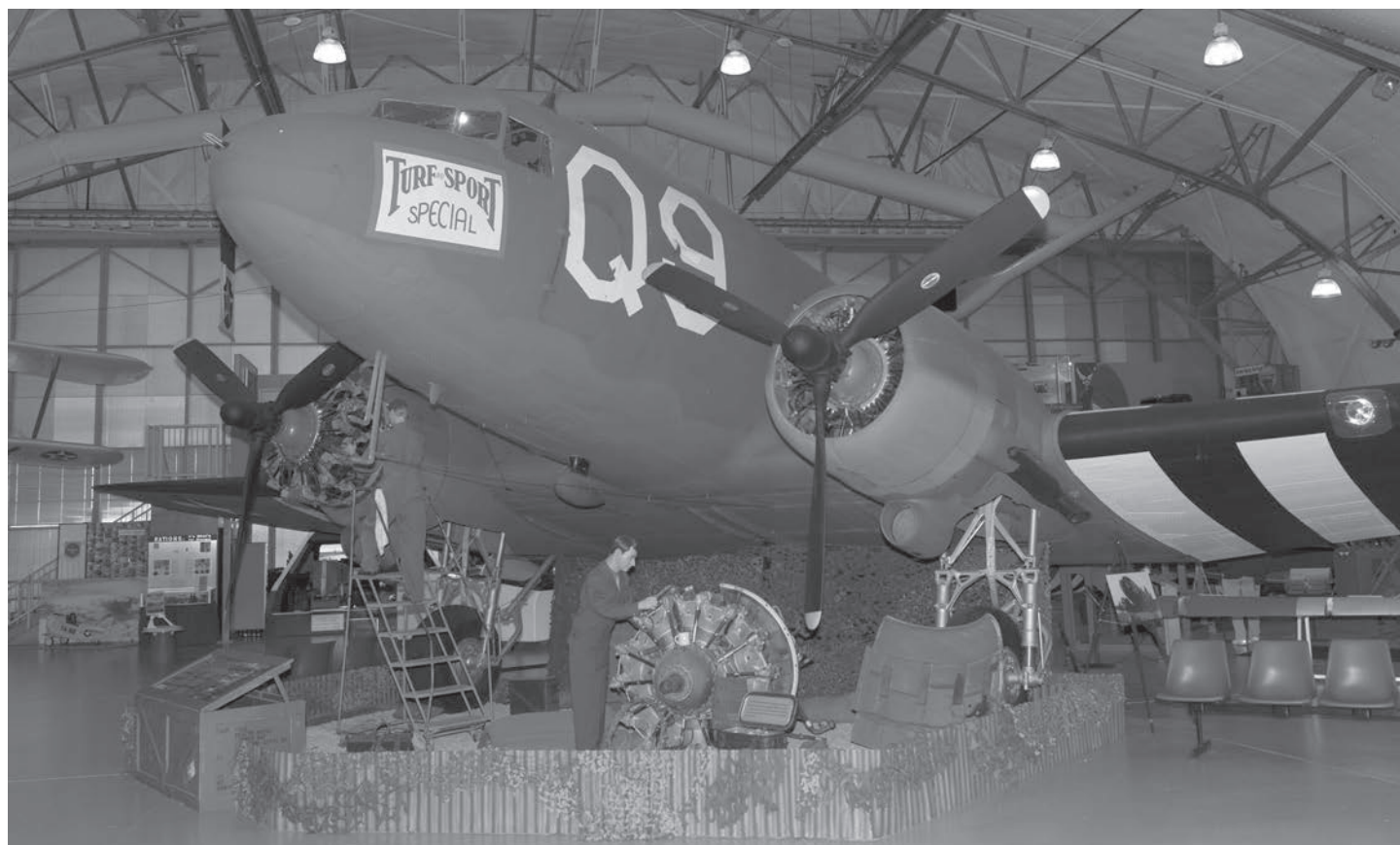
When it comes to these aircraft, the museum's restoration crew is renowned as one of the best, performing what they can to conserve, preserve and restore the aircraft that are in their care. But there are certain jobs that require help from the base.

"The base aircraft maintenance shops help us with our aircraft," said Mr. Leister. "There are some jobs we can't do in-house. The aircraft maintenance shops are allowed, by regulation, to assist us, and they go out of their way to really help us out."

Base leadership said it is an honor to assist the museum's mission.

"Team Dover is proud to partner with the Air Mobility Command Museum, to preserve the legacy of Air Force global reach," said Col. Michael Grismer, 436th AW commander. "I applaud the museum staff and their dedicated volunteers who have done amazing work preserving the history of airlift and air refueling."

In addition to the numerous aircraft, the museum houses func-



The C-47A Skytrain, "Turf and Sport Special," prominently sits on display 15 November 2014, inside the Air Mobility Command Museum on Dover Air Force Base, Delaware. This aircraft saw action on D-Day, the invasion of Normandy, dropping paratroopers from the 82nd Airborne Division into St. Mere-Eglise, France. (U.S. Air Force photo/Airman 1st Class Zachary Cacia).

tioning flight simulators, tens-of-thousands of artifacts and a multitude of exhibits that display AMC's, Dover AFB's and the Air Force's history.

Today, the primary mission of the AMC Museum is to collect, preserve and exhibit the artifacts and human stories significant to the development and employment of military airlift and refueling in the U.S. Air Force and the U.S. Army Air Force. The second closely aligned mission is to portray the rich history of Dover AFB and its



The cockpit of the C-47A Skytrain, "Turf and Sport Special." This type of aircraft carried personnel and cargo, and in a combat role, towed troop-carrying gliders and dropped paratroopers into enemy territory. (U.S. Air Force photo/Airman 1st Class Zachary Cacicia).

predecessor, the Dover Army Airfield. The museum makes this history available and attractive to both civilian and military personnel, so that in an increasingly complex society, the role of total force, veterans, operations and equipment is understood and appreciated for their value to the nation.

The museum is staffed by more than 170 volunteers, 80 percent of whom are veterans, who work as restorationist, store clerks, tour guides, archivists and a multitude of other jobs that are necessary to the day-to-day operations of the facility. But there are always volunteer opportunities for everyone, especially Team Dover Airmen.

"Our volunteers do virtually everything," said Mr. Leister.

The museum has also been available for countless other events, from car shows to retirement, promotion, award and change-of-command ceremonies.

"Our museum is one of the best," said Dr. Andrew Wackerfuss, 436th Airlift Wing historian. "Bias aside, it is rare to have a museum as well developed as this one is, and particularly, to have one whose collection is so focused on the mission of the base."

According to Mr. Leister, the museum will continue to grow and add aircraft to its collection. This includes tentative plans for a KB-50 Aerial Tanker, a World War II-era C-46 Commando and a Junkers Ju-52, a World War II-era German airlifter. The growth will not end here either, with plans to add a C-17 Globemaster III to the inventory.

"Building this from one wrecked airplane that a few people came to see from time-to-time, to the biggest tourist attraction in central Delaware and being considered the benchmark for field museums in the Air Force has been personally, very fulfilling," said Mr. Leister. "There are individual accomplishments that I'm proud of, but it's the overall accomplishment of the museum that I'm proudest of."

For those wishing to visit, the AMC Museum is located at 1301 Heritage Rd., Dover AFB, Delaware, 19902. Access to the museum is not available from on Dover AFB; the museum has its own entrance gate on Delaware Route 9, exit 91 on Delaware Route 1. Admission and parking are both free; and the museum is open to the public Tuesday through Sunday, from 9:00 a.m. to 4:00 p.m. The museum is closed Thanksgiving, Christmas and New Year's Day. ■

*"The
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INDUSTRY PARTNER SPOTLIGHT



Portsmouth International Airport at Pease

A DAY IN THE LIFE... Your Mission-Our Passion

The unmistakable silhouette of an inbound military aircraft enters short final expertly lining up with the centerline of the 11,321 foot runway; the official welcoming mat of Portsmouth International Airport at Pease.

The crew, for a few moments anyway, enjoys the panoramic aerial view that this dual-use airport, nestled alongside the Atlantic Ocean has to offer. Moments earlier, on the inbound call, service vehicles roar to life and position themselves in anticipation of this arrival. First responders, Port City Air (PCA) employees, eager to greet yet another military aircraft don their reflective vests and head to the pre-designated parking area along with a small fleet of multi-passenger buses that will transport the troops either to the FBO or to their hotel. Cones, oxygen bottles, GPUs and stairs are stationed alongside neighboring C-17s, C-130s and KC-135s as PCA's ground crew prepares the parking area for the inbound flight carrying troops destined for a few days of rest and relaxation.

Meanwhile, fellow PCA staff members are ensuring courtesy vehicles are ready to be dispatched, directions to final destination are printed, or catering orders are ready to be delivered to the crew. This is the day in the life of Port City Air employees; staff eager to leave a lasting impression on missions just arriving from overseas, as a last stop on US soil prior to launching overseas, or domestic training flights stopping in for a bite to eat. Regardless the mission, the passion is unmistakable. Treat every mission with the attention and respect every troop deserves.

LOCATION, LOCATION, LOCATION Fun, Fun, Fun

Yet, the preparation for this mission began days earlier with an initial inquiry from military operations. A quick rundown of operational needs were discussed along with the itinerary, aircraft type, number and classification of troops

as well as review of Customs protocol. Most importantly, overnight accommodations were discussed in detail; and that is where one of Port City Air's military specialists on staff really showcases our support services. Led by our CSR desk, no stone is ever left unturned when securing hotel rooms for our troops. Every effort is made to reserve rooms in our robust, eclectic and bustling downtown framed by the Atlantic Ocean on one side, charming cobblestoned streets throughout, and 18th century architecture housing quaint bistros, eateries, cafes, and bars.

The ever-changing seasons of Portsmouth, NH offer a natural backdrop for the festivities constantly in motion throughout the downtown area. Winter brings the resurrection of the town skating rink, enchanted gas-lit streets adorned with holiday decorations, and warm, cozy bistros beckoning weary travelers to sit by their roaring fires with their beverage of choice. For those in search of more energized locations, our micro-breweries, jazz clubs, and young-adult themed venues are ever so popular among the college and military crowd.

Spring and summer promise the launching of the tour boats destined for sparsely inhabited islands just waiting to be explored, an endless supply of adult beverages offered on outdoor decks overlooking the Atlantic Ocean, theaters entertaining crowds with popular plays and comedy routines, and concerts by the sea where all that is needed is a cooler and a blanket. The colorful and crisp naturally changing décor signals the urgency of celebrating the last of the outdoor activities during the season we know as fall.

Festivals, fairs, and almost all downtown locations commemorate endless open-air activities as a final tribute to summer but also bring about a renewed interest in preparing for winter festivities. Portsmouth NH is indeed a four-season quaint seaside village, a community devoted to its' military roots, hospitable in nature, determined by any means necessary to welcome all travelers; but its' military brethren in particular. More importantly, it is a town, with values identical to Port City Air, always in

perpetual motion, continually reinventing itself in a concerted effort to turn acquaintances into repeat visitors and repeat visitors into life-long friends.

Full Circle We are Port City Air

With a history rich in military involvement and support, Portsmouth International Airport and in particular, Port City Air has truly come full circle. Early marketing endeavors focused on educating the flying community about KPSM's dual use status both as a civilian and military airport. No longer an exclusive military base, in 2003 Port City Air's marketing team implored civilian carriers and corporate flight departments to consider PSM as a viable alternative to congested and overpriced metropolitan airports. Equally aggressive, sites were set on the trans-Atlantic traffic, marketing the superb infrastructure and geographically superior location of Portsmouth for flights in need of a Port of Entry airport.

Yet, once Port City Air was awarded the DoD military contract for the first time in 2005, it became abundantly clear that Port City Air's services easily adapted to military needs and quite frankly, our staff and our community has a natural passion for it. Trainers, transports, helicopters and fighters are all welcomed first by our staff but also by a cross-section of the local community, both civilian and retired military simply known as The Pease Greeters.

Our military contract allows us to service any branch of the military in need of services and fuel, with or without FSII. Our vast array of service vehicles, machinery and our 24-hour status allows us to handle virtually any type of military aircraft, any mission, any time. We could go on endlessly touting our service capabilities; it is vast and growing every day. However, our passion, it just can't be explained. It has to be experience. So make Portsmouth International Airport at Pease part of your next mission. You won't be disappointed.

Please contact Deb Harvey, Lisa Campbell or any one of our Charter Managers at 603-430-1111 to plan your next flight! ■

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Industry Partner HIGHLIGHTS

I would like to extend a heartfelt thanks to all our friends and loyal supporters from industry. Once again, you made a difference and helped to make our 46th Annual Airlift/Tanker Association Convention another huge success. We had a 30% increase in the number of exhibitors in 2014 and it was also great to see our military members return in significant numbers. Although we are not back to the attendance numbers that we have experienced in the past, 2014 was a major step in the right direction. We had approximately 2150 attendees in Nashville and that was a huge jump compared to the roughly 600 that attended in 2013.

You might assume that the A/TA convention planners can take a deep breath and relax following the convention before launching into the next planning cycle. However, the period immediately following the convention until the start of the subsequent calendar year, is actually a pretty busy time for the convention committee. During this time, we are actually working three different convention cycles simultaneously. We are wrapping up matters on the recently completed convention, beginning active planning for the upcoming

"I shared with many of you at the convention that I plan to step down as Industry VP following the 2015 convention. It has been a privilege to serve you in this capacity... Although I am stepping down from my current position, I am not going away and have volunteered to help with the 50th anniversary planning."

convention and laying the ground work for the following year. Bottom-line, there are no slow times for the planning process.

The upcoming A/TA 2015 annual event will be held at the Marriott World Center Resort in Orlando, Florida and this will be our 47th annual convention. We are also beginning long-range planning for our 50th A/TA Convention/Symposium/Exposition that we want to make a very special event as we celebrate 50 years as an Association. Although it is still a few years ahead, it will be here before we know it. We will keep you informed as those plans start taking shape – it will be a special event that you will not want to miss. Our newly elected Senior Vice President, LG (ret.) Rusty Findley, will be leading the 50th anniversary preparations – stay tuned for updates.

I shared with many of you at the convention that I plan to step down as Industry VP following the 2015 convention. It has been a privilege to serve you in this capacity. The upcoming annual event will be my eleventh year in this position and it is time for new blood and fresh ideas. Everything has its season and I have thoroughly enjoyed supporting A/TA in my role with industry. I will be sharing responsibilities this year with Colonel (ret.) Cary Walgamott as he prepares to assume these duties at the end of the 2015 convention (with approval of the membership). Cary has firsthand air mobility and industry experience and he is well qualified to assume my duties. Cary is also committed, as I have been during my time, to giving our industry exhibitors value for your marketing dollars. Although I am stepping down from my current position, I am not going away and have volunteered to help with the 50th anniversary planning.

Some of our most loyal industry exhibitors have been forced to pass on A/TA the last year or two due to the economic climate – we hope you will return soon. We have not forgotten you and A/TA will welcome you back with open arms. Please work us back into your event plans and hurry back to your A/TA family. Yes, these have been tough economic times, but things are improving and we hope to see you in Orlando this fall.

Bob Dawson, Industry Vice President

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