

A/TQ

AIRLIFT/TANKER QUARTERLY
Volume 20 • Number 2 • Spring 2012



On-Time Departure

Eight Years of Service and Sacrifice Come to an End in Iraq

Pages 8-11

Part II: An Interview with Lt Gen Mark Ramsay, 18th AF/CC

Pages 22-25



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Training



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AIRLIFT/TANKER QUARTERLY
Volume 20 • Number 2 • Spring 2012

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ON THE COVER: A computer generated artist's conception depicting the last flight out of Iraq on 17 December 2011. The illustration features the Travis Air Force Base, CA, C-17, (tail number 66159) that made the historic flight. (A/TQ Image by Collin Bakse).

No More 'Iraq-Related' Stories?

When I began working as the Art Director/Assistant Editor, of *Airlifter*, the predecessor of *Airlift/Tanker Quarterly*, back in the late 80s, the Iran-Iraq War was winding down and would eventually end, more or less a draw, with the implementation of a cease-fire in July of 1988.

Two years later, President George Bush ordered warplanes and ground forces to Saudi Arabia after obtaining King Fahd's approval. Iraqi troops had begun to mass along the Saudi border, breaching it at some points, and indicating the possibility that Hussein's forces would continue south into Saudi Arabia's oil fields. Operation DESERT SHIELD, the US military deployment to first defend Saudi Arabia grew rapidly to become the largest American deployment since the Southeast Asia Conflict. And large deployments always mean lots of air mobility forces will be hard at work. Iraq-related air mobility stories have been in news almost everyday since.

From Operation DESERT SHIELD and Operation DESERT STORM to No-Fly Zones to Operation IRAQI FREEDOM to Operation NEW DAWN – U.S. and Coalition forces, especially air mobility forces, were involved in Iraq-related missions on an almost daily basis. That's right at a quarter-century worth of missions relating to a single country.

To be sure, U.S. air mobility forces had been involved in many other countries during those 25 years – Grenada, Panama, Bosnia, Somalia, and Afghanistan to name a few – but Iraq could almost always be counted on to provide a story to fill just about as much space as needed.

The "everyday" status of Iraq-related air mobility stories may be coming to an end but I'm sure there will be Iraq-related stories every now and then for years to come.

For one thing the new Iraqi Air Force is already flying C-130Es and is in line to receive 6 new C-130Js – about \$1.5 billion worth, and that means delivery stories, training stories and first flight stories are forthcoming. And that's not all.

As the Iraqi military expands in capabilities and capacity, the U.S. military will no doubt seek to shape and influence the development trajectory of Iraqi forces. This will likely mean exercises, training, professional military education, arms sales and other security-cooperation activities designed to shape and influence the Iraqi forces in ways that promote the development of a professional, civilian-controlled, Western-oriented interoperable force. There will be a story or two in there.

In addition to seeking to shape the development of the Iraqi forces themselves, the United States is likely to use sustained military-to-military engagement as one of many tools, which means that there will surely be an Iraqi C-130 and crew at the AMC Rodeo in 2013. That's always a good story.

Collin Bakse, editor

Chairman's COMMENTS



Gen Walter Kross
USAF, Ret

The late spring/early summer brings a list of seasonal "To-Dos." For A/TA members that list includes making and acting on plans for attending this year's Air Mobility Symposium and A/TA Convention to be held in Anaheim, CA, 1-4 November.

Every year we partner with Air Mobility Command (AMC) to leverage as many professional and educational opportunities at the Symposium as possible. This year, we are changing things somewhat and are very excited about the opportunities those changes offer. It's funny, but sometimes it takes hard times to bring out the best in us. Airmen are innovative folks and that innovation often grows out of necessity.

In the past, we have opened registration on our website (www.atalink.org) in early June. But this year, we are delaying the kickoff of our registration process as we plan collectively with our Air Mo-

bility Symposium partner, AMC, to consolidate a number of professional activities—simply put, to leverage opportunities, maximize value and cut costs.

For those of us not serving on Active, Guard, and reserve duty, look for our registration notices on the website to do normal, routine sign up—expecting open registration in mid-summer.

For those serving in uniform or civil service, the key to taking full advantage of the opportunities at this year's Symposium lies in a good read of the AMC messages that are always found at AMC/CCX at the top of our website instructions page. We will endeavor to keep you, and all members, properly informed as early as possible.

This year's Convention will be our 44th such gathering. In terms of growth – sheer size of the annual event – our history has been one on growth spurts and plateaus. A few years ago we "plateaued" once more – as worldwide commitments, economy impacts, and limits imposed by our convention venues – all combined to level off the "head count" of those attending.

Since we are an organization supported 99% by volunteers, we were frankly okay with the current size of the Convention. And, consequently, we have tried to concentrate on improving the quality of our processes and content of both the Symposium and overall convention events. We use similar procedures to those used by those of you in uniform (Hot Wash, customer feedback, agile metrics, and continuous improvement) to keep our gatherings truly professional and worthwhile to all who attend.

In the past, world events and military events have resulted in one cancelled A/TA Convention, and in curtailments of our scheduled events due to operational recalls. We have learned to plan and prepare for those "out of the Blue" contingencies.

We are now entering what we believe is a sustained period of austerity in all National Defense operations and funding. Everything, including professional symposia and conventions are under review. Policy and guidelines instituted over the coming months will set the boundaries and ground rules for years to come. So be it.

Together, we will assure that the quality will always be there and I'm convinced that this will be the best and most valuable Symposium yet—from our collaborative recognition programs, to our unique Air Mobility seminars and professional development opportunities, to the elusive, but precious value of the "Convening of the Mobility Air Forces—Past and Present."

Professional organizations like A/TA can only improve if we are Early Adopters. It is no fluke that our membership is young, vibrant, innovative, and professional. This youth energy drags along the rest of us Old Codgers—including me. But we are proud to be so uncomfortable, so compelled to stretch mentally and serve the membership. Keep pushing.

Last year, we elected to alter the criteria for the A/TA Hall of Fame so that it more aptly mirrors our membership and the role all of us play in Air Mobility and serving our Nation. We are proud this year to announce that the 2012 Inductee into the A/TA Hall of Fame is Staff Sergeant William H. Pitsenbarger. He is the first enlisted airmen to be awarded both the Medal of Honor and the Air Force Cross posthumously. These days, there is great and proper emphasis on our mobility airmen clearly understanding "Why We Do What We Do." One needs only to read of Staff Sergeant Pitsenbarger's valor and heroism on April 11, 1966 to understand.

President's MESSAGE



CMSgt Mike Reynolds
USAF, Ret

Greetings A/TA members! We are off and running in 2012 heading for the finish line in Anaheim at our annual convention, which will be held 1-4 Nov 2012. This year started out with our first board meeting in Orlando. We began laying the ground work for a great 2012 convention. We took a look at the things that went well at the Nashville Convention, which were many, and a look at things that could be improved, which, thankfully, were few. From start to finish the 2011 convention was great, which included educational seminars and concluded with a phenomenal HOF Banquet.

Our Hall of Fame selection process is completed. We are very pleased to inform you that we had six great packages to select from, and all 6 nominees are very worthy candidates. The initial down select committee met at Scott AFB on 18 April, with the final selection being made by the A/TA Board of Officers at the end of April.

Thanks to those who took time to prepare and submit a nomination package. Also, thanks to the volunteers who served as committee members for the selection process.

*"I am very pleased
to announce that
Staff Sergeant
William H. Pitsenbarger
is the 2012
A/TA HOF Inductee."*

I am very pleased to announce that Staff Sergeant William H. Pitsenbarger is the 2012 A/TA HOF Inductee. As you all know, SSgt Pitsenbarger is the gold standard for service before self. SSgt Pitsenbarger was awarded both the Medal of Honor and the Air Force Cross. If you are not familiar with or don't know the details of his actions, I highly recommend that you look him up on-line and read the many articles about his life in our USAF. Of course, you will hear details at the A/TA Convention in Anaheim, California, this fall.

Welcome to Major General Brian Meenan, AFR, and Brigadier General Roy Uptegraff, ANG, who will serve as the A/TA Liaison Officers representing the Air Force Reserve and Air National Guard. I look forward to working with each of you. MGen Meenan replaced MGen Buddy Reed and BGen Uptegraff replaced MGen Tom Haynes. Generals Haynes and Reed will be missed. I certainly respected their advice and enjoy their friendship. I wish them the best in all future endeavors, especially the 18 hole endeavor. I would also like to welcome CMSgt (R) Dave Spector and Colonel (R) Barb Jacobs to our Board of Advisors. Both are great Americans and bring a lot of Air Mobility experience to the table.

Colonel (R) Miles Wiley has accepted the position on the Board of Officers as the Vice President of Programs, and we certainly look forward to Colonel Wiley providing his normal high energy, enthusiastic support that you have become accustomed to seeing from him while serving in other positions within A/TA and the USAF.

The A/TA Enlisted Education Grant (EEG) Program is moving forward very nicely, and much of the thanks go out to Bud and Pam Traynor, although, I would add that the largest part of the thanks goes to Pam. She keeps me up on all issues and progress of the program. She interfaces with all students and provides assistance to each as needed. If you are attending college or plan to attend, please go to the A/TA web site and read about the EEG. It is a great opportunity for our enlisted personnel. If, after reading the information posted on our web, you have questions; please don't hesitate to contact me, Bud or Pam. We stand ready to assist.

The Airlift/Tanker Association will hold its 44th Annual Convention and Symposium at the Anaheim Marriott Hotel and Convention Center in Anaheim, California, from 1 - 4 November. Our theme this year is, "Someone, Somewhere Needs Something – Mobility Airmen Answer the Call."

As we approach the summer season please be careful and take care of you and your family; enjoy the time – we want you all healthy and well!

To take a message from our past President Mark Smith: thanks for the sacrifices you and your families are making for air mobility and the United States of America!!

Load Clear!

Secretary's Notes

Your A/TA Board of Officers met in February to begin planning for the year. We could not imagine all the changes to our original planning session, so our board meeting next month in Colorado Springs, Colorado should be very interesting. As always, all A/TA members

are welcome to attend board meetings to meet your board and give us feedback. The board will meet on Saturday, 0800, June 9, at the Marriott Colorado Springs.

The Board will then travel to Seymour-Johnson AFB, SC to hold its summer board meeting on 24-25 August 2012. Details to follow.

In case you missed the announcement, Airlift/Tanker Association shirts and other clothing items are now available to you 24/7, 365 through National Bank Products. Our web master has made it easy for you to order the shirts:

- Type in www.atalink.org to reach the A/TA web site
- Click on "About Us" on the web site which will take you to the National Bank Products web site
- Or, if you prefer to go direct, type in www.nationalbankproducts.com in your browser window.
- When the National Bank Products web-site comes up, put cursor on "NBP Online" box, and click on the "click here to login"
- Next screen, Enter the user name (AT-Amem) and password (Airlift). The user name and password are case sensitive and must be entered exactly as shown but without the parenthesis.
- Next screen comes up with A/TA official logo on it. Just under our logo, click on stock orders which will give you a drop down menu and pictures of the merchandise will magically appear in the left center of screen.
- Follow prompts to order.
- When you're finished looking or you have completed your order, simply "log off."

The site has basic merchandise, but if you want something and you don't see it, use the "Search" box, or go back to the main

See "Secretary's Notes" page 5 >>>

2011 A/TA Year End Financial Report

Col (ret) John J. Murphy, Jr., A/TA Treasurer

STATEMENT OF FINANCIAL POSITION 12-31-11

ASSETS

Cash	\$2,190,833
Accounts Receivable - Logo Sales	\$3,362
Investments - US Treasury	\$50,000
Investment - CSX Stock	\$25,272
Inventory - Logo Items	\$7,736
Property and equipment	\$0
Total Assets.....	<u>\$2,277,203</u>

LIABILITIES AND NET ASSETS

Liabilities	
Accounts Payable and Accrued Expenses.....	\$0
Total Liabilities.....	\$0

NET ASSETS

Unrestricted	\$1,268,074
Temporarily restricted (Reserves).....	\$1,000,000
Temporarily restricted (Memorial).....	\$9,129
Total net assets	<u>\$2,277,203</u>

Total Liabilities and Net Assets \$2,277,203

STATEMENT OF ACTIVITIES 12-31-11

UNRESTRICTED NET ASSETS

Unrestricted revenues, gains and other support	
Corporate Memberships	\$118,430
Individual Memberships.....	\$221,542
Convention Exhibits	\$764,529
Convention Registrations	\$1,228,304
ATA Events	\$31,554
Magazine Advertising	\$52,187
Dividends.....	\$569
Unrealized Gain on Securities.....	-\$572
Interest.....	\$32
Investment Income	\$40
Logo Sales, Net.....	\$97
Total Unrestricted Revenues, etc.....	<u>\$2,416,712</u>

Net Assets Released from Restrictions

Restrictions Satisfied by Payments.....	\$6,373
Total Unrestricted Revenues, Etc.....	<u>\$2,423,085</u>

EXPENSES:

Program Services	\$1,969,560
Management and General	\$160,736
Total Expenses.....	<u>\$2,130,296</u>

Increase in Unrestricted Net Assets \$292,788

TEMPORARILY RESTRICTED NET ASSETS

Award Donations	\$0
Scholarship Fund.....	\$6,373
Net Assets Released from Restrictions	
Restrictions Satisfied by Payments.....	(\$6,373)
Change in Temporarily Restricted Net Assets.....	\$0

Increase in Net Assets \$292,788

NET ASSETS AT BEGINNING OF YEAR \$1,984,415

NET ASSETS AT END OF QUARTER \$2,277,203



The Airlift/Tanker Association's 2011 financial statements are published in the Spring Edition of the Airlift/Tanker Quarterly as required by our By-Laws. The Statement of Financial Position and Statement of Activities are prepared by a Certified Public Accountant (CPA) as a part of our annual financial audit and 2011 income tax filing process.

The Association enjoyed another year of modest growth as we continued to build our reserves. 2012 will be a challenging year for all professional military associations as well as for our government. Our Association is no exception. To help slow the budget

hemorrhaging, we will not raise our membership dues or convention registration fees in 2012. We will continue to be cautious and conserve our resources. The conservation of our financial resources will remain our #1 goal so that we will continue to provide the highest quality services to our membership.

STATEMENT OF FUNCTIONAL EXPENSES 12-31-11

FUNCTIONAL EXPENSE	PROGRAM SERVICES	MANAGEMENT	FUND RASING	TOTAL
Awards	\$20,097	\$0	-	\$20,097
Scholarships & EEG	\$42,000	\$0	-	\$42,000
Bank Service Fees	\$40,822	\$0	-	\$40,822
Convention	\$1,676,577	\$0	-	\$1,676,577
Convention Refunds	\$0	\$0	-	\$0
ATA Events	\$31,554	\$0	-	\$31,554
Depreciation	\$0	\$0	-	\$0
Insurance Premiums	\$0	\$2,462	-	\$2,462
Magazine	\$134,588	\$0	-	\$134,588
Administration	\$0	\$155,304	-	\$155,304
Postage & Reproduction	\$1,374	\$0	-	\$1,374
Secretary	\$0	\$989	-	\$989
Memorial Expense	\$0	\$0	-	\$0
Board Operating Expenses	\$22,549	\$0	-	\$22,549
Logo Merchandise Expense	\$0	\$0	-	\$0
Treasurer	\$0	\$1,982	-	\$1,982
	\$1,969,560	\$160,736	-	\$2,130,296

"National Bank Product (NBP)" screen, click on "Contact Us" for phone numbers, etc.

If you want a different color, click on the "color tab," which will show all colors; same process for sizes, except you click the down arrow for size. Select which logo you want... you have a choice of two. Cost of item applies to items small through XL. For double XL and above, there is a \$4 fee. There are tax and shipping fees.

The Association does NOT make a profit from any of the merchandise sold. Since this is the first year the A/TA has offered this service, I would appreciate your feedback at secretary@atalink.org.

With the approach of spring and summer comes the annual PCS cycle. If you are not sure of your expiration date, check the address label of your Airlift/Tanker Quarterly. You can also go to the website (www.atalink.org), click on the login tab and view your status, as well as the contact information we have for you. If you have changes, please update your information. Keeping us up to date will ensure you continue to receive the award-winning Airlift/Tanker Quarterly.

Remember, serving you is our top priority! Dan

When did you last update your membership info? It's Easy!

Simply go to www.atalink.org -

Click "Membership" and scroll down to near the bottom of the page -

Click the link

"update your contact information" -

Log-in using your first name,

last name and SSN final 4 -

Update your info!

That's It!

Why is this important?

Because when you use

On-Line Registration

(the preferred method) for the

2011 A/TAConvention & Symposium, having your membership info up to date

will get you through the process without a hassle! And, it's just as important for

those of you who wish to register

the old-fashioned way using the form on page 28, because rates are impacted by

your membership status.

...

UPDATE YOUR MEMBERSHIP INFO TODAY!



Association ROUND-UP

Send Association and
Chapter related articles to
atq@atalink.org

A Leader on Leadership

by Maj. Chad Harris 97th Airlift Squadron

Retired Lt. Gen. John Sams Jr., visited Altus Air Force Base, Oklahoma, on 9 March to speak at a luncheon as part of the 97th Air Mobility Wing's Annual Leadership Development Plan. His visit also afforded an opportunity to recruit new members to the Airlift/Tanker Association.

The topic of Sam's speech centered on historically tested leadership techniques through times of reduced resources. He also highlighted information gained after attending the Air Force War Fighting Symposium about the strategic view of how the Air Force is proposing to respond to the current budget cuts.



A/TA Senior VP, LtGen John Sams, Jr., USAF, ret, (Standing R) speaks to a crowd of 80+ at a luncheon held at Altus AFB, OK, on 9 March. Gen Sams spoke about leadership and current AF budget concerns. (Courtesy Photo).

The event was attended by Altus and Oklahoma leaders. Former Oklahoma Legislator David Braddock was particularly interested in the future of the C-17 Globemaster III and the KC-46A aerial tanker.

"Although Altus AFB may be a very small part of the overall strategic vision of the Air Force, its impact through the C-17 and KC-135 has been noteworthy for years," Braddock said. "I hope it will be felt for years to come as the KC-46 joins the inventory."

Eighty-four members of the wing attended the luncheon which concluded with Col. Anthony Krawietz, 97th AMW commander, presenting Sams with the 60th wing commander coin commemorating his time as the 60th Air Mobility Wing commander at Travis AFB, California.

Diamondhead Chapter

The Diamondhead Chapter recently participated in several community events.

Chapter President, Capt Andy Stewart, and 1st Vice President, Col (R) Mike Fricano, attended the University of Hawaii ROTC annual awards ceremony and presented \$500 scholarship checks to four cadets – Brandon Raines, Dakota Chance, Lyneth Ann Battle, and Kenneth Mackenthun.

Stewart and Fricano also attended the Civil Air Patrol, Hawaii Wing's annual awards banquet and presented awards for the "Outstanding Senior Member of the Year" and the "Color Guard Team of the Year."

Fricano and chapter Secretary, MSgt Angell Stone, attended Joint Base Pearl Harbor-Hickam's annual Volunteer Recognition ceremony, where the chapter received a certificate of appreciation for our volunteer efforts.

Several Diamondhead chapter members also participated in the Special Olympics "Polar Plunge" event, raising over \$1500.

Plus, several chapter members participated in the annual Hawaii Food Bank's annual Food Drive.



Diamondhead Chapter President, Capt Andy Stewart (CL), and 1st Vice President, Col (ret) Mike Fricano (CR), attended the University of Hawaii ROTC annual awards ceremony and presented \$500 scholarship checks to four cadets – (L to R) Brandon Raines, Dakota Chance, Lyneth Ann Battle, and Kenneth Mackenthun. (Diamondhead Chapter Photo).



Diamondhead Chapter Secretary, MSgt Angell Stone (L), and 1st VP Col (ret) Mike Fricano (2ndR) present the "Outstanding Senior Member of the Year" Award at the Civil Air Patrol, Hawaii Wing, Annual Awards Banquet. (Diamondhead Chapter Photo).



Diamondhead Chapter officers, MSgt Angell Stone (L), and Col (ret) Mike Fricano (R) present the "Color Guard Team of the Year" Award at the Civil Air Patrol, Hawaii Wing, Annual Awards Banquet. (Diamondhead Chapter Photo).

Someone, Somewhere, Needs Something...

MOBILITY AIRMEN ANSWER THE CALL

44th Annual A/TA Convention & Symposium
Anaheim, California • 1-4 Nov 2012



**Registration for the
2012 A/TA Convention & Symposium
is Scheduled to Open 1 July!***



	MORNING	MID-DAY	AFTERNOON	EVENING
Thursday, November 1st	GOLF TOURNAMENT REGISTRATION* & BANQUET SEATING RESERVATIONS			OPENING RECEPTION IN THE AMT EXPOSITION AREA HOSPITALITY SUITE CRUISE TOURNAMENT
Friday, November 2nd	AIR MOBILITY TECHNOLOGY EXPOSITION ACTIVITIES REGISTRATION* & BANQUET SEATING RESERVATIONS* Rolls & Coffee Lunch SEMINARS SEMINARS Award Presentations** Award Presentations**			A/TA RECEPTION IN THE AMT EXPOSITION AREA HOSPITALITY SUITE CRUISE TOURNAMENT
Saturday, November 3rd	AIR MOBILITY TECHNOLOGY EXPOSITION ACTIVITIES REGISTRATION* Rolls & Coffee Lunch SEMINARS SEMINARS Membership Meeting Award Presentations**			COCKTAIL RECEPTION A/TA HALL OF FAME BANQUET HOSPITALITY SUITE
Sunday, November 4th	FAREWELL BRUNCH	AIR MOBILITY LEADERSHIP VIDEO VI & VI Alumni Meeting		
	MORNING	MID-DAY	AFTERNOON	EVENING

- PROFESSIONAL
DEVELOPMENT
SEMINARS
- AWARDS
PRESENTATIONS
- AIR MOBILITY
TECHNOLOGY
EXPOSITION
- ANNUAL
MEMBERSHIP
MEETING
- HALL OF FAME
BANQUET
- SPECIAL
RECEPTIONS
- AND MUCH MORE!

*Due to on-going planning, all dates, times and events are subject to change.

The A/TA

Enlisted Education Grant Program

Designed to help you reach your educational goals.

New \$400 Grants Now Available!

The A/TA Enlisted Education Grant Program is designed to help A/TA enlisted members achieve their educational goals. Recipients are free to use their \$400 Enlisted Education Grant money for tuition, books, transportation, etc...

Airlift/Tanker Association Enlisted Education Grants are available to Air Force, Air National Guard and Air Force Reserve members pursuing undergraduate or graduate degrees.

EEG CRITERIA:

- ★ Current Membership in the Airlift/Tanker Association
- ★ Enlisted Member in Grades of E-1 through E-9
- ★ Commander's Recommendation
- ★ Assigned in an air mobility operational and/or support function (an augmentee on a mobility or maintenance support team, for example), OR, anyone directly or indirectly supporting the USAF Airlift or Air Refueling mission.
- ★ Must be a current member of Airlift/Tanker Association during the course which you are using to apply for the grant.
- ★ Checks will be issued upon completion of a course with proof of a grade of C or better in an accredited degree program
 - ★ Application must be postmarked within three (3) months of course completion.
 - ★ Individuals are limited to one ETG per 12-month period.
 - ★ Student financial need is not a criterion
 - ★ May not be used for a lower or lateral previously awarded degree

Additional details and forms are available online at www.atalink.org

If you meet the criteria, apply today! The A/TA wants to help you continue your education, so you, too, can soar like an eagle.



Working to
Improve
America's
Air Mobility
Force.

A/TA "Founding Father," General William G. Moore, Jr., Dead at 92

General William G. Moore, Jr., U.S. Air Force (Retired), of Franklin, Tennessee, died Sunday, 18 March 2012, in Huntsville, Alabama. Moore was a renowned aviator, airlifter and combat veteran of three wars.

A native of Waco, Texas, Moore began an exceptional public service career in 1940 by enlisting in the Army Air Corps as an aviation cadet. He graduated seven months before Pearl Harbor.

He flew 100 combat bomber missions during WW II and the Korean War, including the daring raids on the Ploiesti oil refineries in Romania during 1943.

In 1962, after graduating from the National War College, he began his airlift career as commander of the 314th Troop Carrier Wing in Tennessee. During his tenure he developed many of the aerial delivery and combat tactics, techniques and procedures still in use today. His achievements as an airlift commander included transporting a full Army Division overseas.

In 1966, Moore was assigned to Vietnam to organize the airlift effort in support of the Southeast Asia conflict. At Tan Son Nhut airfield, Moore had responsibility for all tactical airlift in Vietnam and, while under his command the airfield developed the highest traffic density in the world and cargo throughput expanded nearly five times. During Vietnam he also flew more than 140 combat airlift missions.

In 1970 he became commander of Military Airlift Command's Twenty-Second Air Force, in California. There he had prime responsibility for the extensive strategic airlift flown from the continental United States to Southeast Asia. While he was Twenty-Second Air Force commander, the world's largest aircraft, the C-5 Galaxy, entered the Military Airlift Command inventory and a C-5 squadron was activated at Travis.

In 1972 Moore assumed command of the Thirteenth Air Force in the Philippines, known as the Jungle Air Force. He was responsible for United States Air Force units in Taiwan, Thailand and the Republic of the Philippines. C-130 Hercules under his command were the first aircraft into Hanoi to prepare for returning prisoners of war, and he commanded the homecoming operation at Clark Air Base.

Moore was assigned as chief of staff, Pacific Command, in 1973. He participated in the planning and execution of numerous missions: complex airlift efforts for resupply of Cambodia; evacuation of Phnom Penh and Saigon; and, the Mayaguez operation.

General Moore assumed the position of Commander-in-Chief, Military Airlift Command, Scott Air Force Base, in 1977. He stressed the "Total Airlift Force" emphatically to insure equal treatment and opportunity for all active, reserve, air national guard, tactical, strategic and civilian members of the air mobility family.

His accumulated experience involved command at all levels: squadron, wing, air division, numbered air force, major command and specified command. These experiences contributed toward the development of his leadership philosophies, which emphasized people, their training and

development of common sense and good judgment, enabling exercise of command judgment and decentralized authority.

His military decorations and awards include the Distinguished Service Medal with two oak leaf clusters, Silver Star, Legion of Merit with four oak leaf clusters, Distinguished Flying Cross with oak leaf cluster, Air Medal with nine oak leaf clusters, Joint Service Commendation Medal, Air Force Commendation Medal with oak leaf cluster, Commendation Ribbon, Croix de Guerre with palm, Vietnamese Air Force Distinguished Service Order, 2d Class, and Vietnamese Armed Forces Honor Medal, 1st Class, with cluster.

He retired from the United States Air Force in 1979 as a highly decorated and honored four star General.

Upon retirement, Moore entered the private sector, and began a second distinguished career culminating in his position as president of the Metropolitan Nashville (Tennessee) Airport Authority, where he directed the planning, development, financing and operation of the Nashville International Airport, Smyrna Airport, John C. Tune General Aviation Airport and the Springfield Airport.

Under Moore's leadership, the authority constructed Nashville's present passenger terminal complex, added two parallel air carrier runways, substantially extended a third runway and competed a \$35 million expansion of airport facilities including cargo facilities in response to the needs of companies moving products into and out of Middle Tennessee by air. These accomplishments were made possible within strict budgets and tightly compressed schedules by Moore's continued adherence to the leadership philosophies he developed in the military, emphasizing people, personal accountability, and ingenuity.

Moore was a dedicated member of the Middle Tennessee (Nashville) Roundtable, Rotary Club, Leadership Nashville Alumni Association, Chamber of Commerce and SAR. He helped raise funds for many charitable organizations and was honored in return: 1990 Fred Russell Distinguished American Award, 1990 Barry Dean Fulton Award from United Cerebral Palsy of Middle Tennessee; 1993 Outstanding Nashvillian of the Year by Kiwanis Nashville; and 1996 Citizen of the Year by Easter Seals Tennessee.

Moore was especially proud of having been a founding member of the Airlift/Tanker Association, which grew from his idea to hold a reunion of fellow Vietnam era airlifters into what is now considered the premier organization supporting America's mobility mission. General Moore was inducted into the Airlift/Tanker Hall of Fame in 1997.

Moore was preceded in death by his parents, Annie Elizabeth and W.G. Moore; sisters, Annie Louise Williams and Barbara Irene Page; and his wife of more than 60 years, Marjorie Y. Moore. His survivors include daughter and son-in-law, Allyson and Raymond C. Kirkpatrick III, grandson, Todd, and three brothers: Ira Joel, Kenneth Lee, and Samuel Durwood Moore.

A graveside service with full military honors took place at the United States Air Force Academy, Monday, 2 April 2012.



Cover STORY

The four air expeditionary units that were the air and space components to U.S. Forces-Iraq inactivated during a flag-casing ceremony on 18 December 2011, marking an end to the units' operational status. The 467th Air Expeditionary Group, 368th Expeditionary Air Support Operations Group, 321st Air Expeditionary Wing and 9th Air and Space Expeditionary Task Force-Iraq stood down following the conclusion of Operation New Dawn. "For many of us here today we have spent most of our adult lives engaged in the battle to free first Kuwait and then Iraq," said Lt. Gen. David Goldfein, the U.S. Air Forces Central Command commander, who presided over the ceremony. "Today is a day full of emotions, a day of reflection, and a day to remember – it's also a day to remember all those who died in Iraq for our country, for Iraq, for this region...for their brothers and sisters in arms."

The ceremony was held just hours after the last U.S. expeditionary flight out of the country and the last military convoy departed Iraq and crossed into Kuwait, punctuating the end of a nearly nine-year war. It also afforded senior leaders an opportunity to reflect over the many accomplishments and sacrifices of service members. "Because of you, and those like you, a nation is free, full of people who can go to the polls, elect the leaders of their choosing, without risk of being persecuted or struck down by a brutal regime," said Maj. Gen. Russ Handy, the 9th Air and Space Expeditionary Task Force-Iraq commander. "Through your sacrifices, you have provided immense opportunity (to the Iraqi people) with the potential (for them) to do great things."

The end of Operation New Dawn fulfilled a pledge made by President Obama last fall to bring the troops home by the end of the year.

During Operation New Dawn, the U.S. Air Force helped advance the Iraqi air force through mentoring, training and advising Iraqi airmen on everything from support functions to operations while they steadily modernized and rebuilt. At the end of 2006, the Iraqi air force had only 748 airmen and 28 aircraft. Now, the force has more than 6,000 airmen and 72 aircraft in its inventory, including the T-6 and C-130E Hercules.

Last September, through the Foreign Military Sales program, the government of Iraq made its first payment for 18 F-16 Fighting Falcon fighter aircraft. The FMS program is the government-to-government method for selling U.S. defense equipment, services and training. With this F-16 package, Iraq purchased logistical support as well as pilot and maintenance training. When the aircraft are delivered, sometime in late 2014 or 2015, Iraq will have one of the most advanced multi-role fighter aircraft in the world in its inventory. "We have enabled the Iraqis to prepare for their own future," Gen. Norman Schwartz, the Air Force Chief of Staff, said during a visit to Iraq last fall. "We will certainly continue to have a relationship and will continue to work with them."

The "On-Time Departure" of the U.S. military from Iraq was accomplished in large measure through the service and sacrifice of America's Air Mobility forces. The following highlights some of their efforts —



On-Time Departure

Compiled by Collin Bakse, editor

Eight Years of Service and Sacrifice in Iraq Comes to an End

Editor's Note: This article was derived from material by Maj Dale Greer, 386th Air Expeditionary Wing; MSgt Scott T. Sturkol, Air Mobility Command Public Affairs; Tech. Sgt. Mareshah Haynes, Defense Media Activity; SrA Chuck Broadway, 9th ASETF-ACCE-Iraq PAO; SrA Amber R. Kelly-Herard, 332nd Air Expeditionary Wing Public Affairs; A1C Madelyn Ottem, 60th Air Mobility Wing Public Affairs; James Bowman, 18th Wing Public Affairs; and, Donna Miles, American Forces Press Service.

After the attacks on September 11, 2001, and the overthrow of the Taliban and al-Qaeda in Afghanistan, the United States Government turned its attention to Iraq and the regime of Saddam Hussein. Citing intelligence information that Iraq had stockpiled and continued to develop weapons of mass destruction (WMD) such as poison gas, biological agents, and nuclear weapons, as well as harboring and supporting members of Osama Bin Laden's al-Qaeda terrorist network, the United States and Great Britain led a coalition to topple Hussein's regime in March 2003. Since the end of the Persian Gulf War of 1990-1991, the United States Air Force had maintained a continuous presence in the Middle East, enforcing no-fly zones in the northern and southern portions of Iraq, termed Operation NORTHERN WATCH, based out of Turkey, and Operation SOUTHERN WATCH, based out of Kuwait and Saudi Arabia.

The Air Force command and control element for Operation IRAQI FREEDOM was the Combined Force Air Component Commander (CFACC), Lt. General T. Michael Moseley, who had overseen operations in Afghanistan. The primary political goal of Operation IRAQI FREEDOM was to create "a stable Iraq, with its territorial integrity intact and a broad based government that renounces WMD development and use, and no longer supports terrorism or threatens its neighbors." Based on that primary objective, the combined force commander's top three objectives were to "defeat or compel capitulation of Iraqi forces, neutralize regime leadership, and neutralize Iraqi theater ballistic missile/WMD delivery systems."

Although Operations NORTHERN WATCH and SOUTHERN WATCH had significantly degraded the Iraqi air defense system and the Iraqi Air Force had essentially ceased to exist, planners remained concerned with Iraqi Air Defenses. Indeed, during the initial invasion of Iraq, the Air Force noted more than 1,000 anti-aircraft artillery (AAA) firings, and more than 1,600 surface to air missile (SAM) launches. During the same period, however, the Air Force lost just one A-10 to enemy fire and two Air Mobility Command (AMC) aircraft suffered SAM strikes out of 236 attempts. The first air operation of Operation IRAQI FREEDOM was a psychological operation leaflet drop on 9 March 2003. The leaflets urged non-interference and stressed coalition support for the Iraqi people.

On the evening of 19 March 2003, one day prior to the onset of combat operations, Air Force F-117 stealth fighters struck the Dora Farms complex southwest of Baghdad based on intelligence that Saddam Hussein was in the area. Unfortunately, the attack was not successful. Combat operations began the next day and the USAF participated in air strikes on key targets in and around Baghdad, launching more than 1,700 coalition air sorties and missile launches against Iraq. Similar to Operation ENDURING FREEDOM, during the first six weeks of operations 68 percent of weapons employed were precision guided munitions. Additionally, on March 26, 2003, C-130 and C-17 aircraft dropped nearly 1,000 paratroopers of the 173d Airborne Brigade onto Bashur airfield near Erbil in Northern Iraq. That marked the first time that the C-17 had been used in a combat airdrop. The mission took place because Turkey refused to allow the Air Force to use its air bases to deliver troops and supplies into northern Iraq, necessitating the capture of the airfield. On April 6, 2003, CENTAF leadership declared air supremacy over all of Iraq and on April 16, 2003, the first humanitarian relief flight landed at Bashur airfield.

Coalition Air Forces flew nearly 1,000 Intelligence, Surveillance, and Reconnaissance (ISR) sorties during the initial weeks of Opera-

tion IRAQI FREEDOM, collecting 42,000 battlefield images and more than 3,000 hours of full motion video. As of April 30, 2003, coalition air forces numbered 1,801 aircraft, 863 of which were U.S. Air Force fighters, bombers, tankers, special operations and rescue aircraft, transport aircraft, and ISR and command and control aircraft. In the first six weeks, coalition air forces flew more than 41,000 sorties and the USAF accounted for more than 24,000 of the total. Likewise, Air Force C-130 aircraft transported over 12,000 short tons of materiel during the initial stages of the operation, while Air Force tankers flew more than 6,000 sorties and disbursed more than 376 million pounds of fuel. At the end of April 2003, the Air Force had approximately 54,955 active duty personnel in Iraq, 2,084 Air Force Reserve personnel, and 7,207 members of the Air National Guard. In

addition, the Civil Reserve Air Fleet (CRAF) was called upon for only the second time in its history (the first had been during Operations DESERT SHIELD and DESERT STORM). Although only active for four months, the CRAF moved nearly 100,000 troops to the Area of Operations (AOR).

The Air Force also employed Global Mobility Task Forces (GMTF) during Operation IRAQI FREEDOM. The GMTF accompanied advanced forces and made determinations on whether or not captured airfields could be quickly converted for coalition use as logistics hubs or as close air support bases. The success of those teams in identifying suitable bases led to the first basing of coalition aircraft inside Iraq on April 4, 2003, when U.S. Air Force A-10s were based at Tallil Airfield.

Major combat operations were declared over on May 1, 2003. However, Iraq remained unstable, with little security and massive looting. The situation continued to deteriorate and coalition forces soon found themselves facing an insurgency caused by a number of factors, including lack of infrastructure and basic services for citizens, as

well as ethnic and religious tensions among various groups. Since 2003, the U.S. Air Force maintained a continuous presence in Iraq until the last flight out on 17 December 2011.

Air Force operations during that period, although classified as security, stability, transition, and reconstruction operations, remained at a high operations tempo. The Air Force provided constant combat air patrols in support of ground forces, and as well as providing airlift, ISR, aerial refueling, aeromedical evacuation, and combat search and rescue capabilities. Air Force Joint Terminal Attack Controllers (JTACs) provided command and control for close air support missions, while the Air Force performed a range of other missions using civil engineers, security forces, logistics readiness personnel, and dozens of other Air Force specialties. Similar to Operation ENDURING FREEDOM, this also included hundreds of Airmen filling "in lieu of" taskings to perform tasks with the Army. Finally, remotely piloted aircraft (RPA) also filled the skies of Iraq and were heavily relied upon by military leaders at all levels because of the real time situational awareness and persistent ISR presence they provided. The Air Force also surged its assets when required. For example, during the period January to April, 2005, when the Marines increased their forces in Iraq, the Air Force supported that surge with 325 inter-theater airlift missions and 1,059 intra-theater missions, completing what Marine Corps historians believed to be the largest troop rotation in U.S. military history. Likewise, when the Army "surged" forces into Iraq in late 2007 and 2008, the Air Force supported those operations with increased airlift and close air support missions.

Much as it had done in Operation ENDURING FREEDOM, the



SOUTHWEST ASIA --On 28 September 2003, somewhere in Southwest Asia, Tanker maintenance troops from the 319th Air Refueling Wing at Grand Forks Air Force Base, N.D., watch as a tanker from the 22nd ARW at McConnell AFB, Kan., rolls off into the sunset for a night air-refueling mission. The units were working together in the 340th Expeditionary Air Refueling Squadron, helping to set the pace for Operation Iraqi Freedom. (U.S. Air Force photo by Staff Sgt. Scott T. Sturkol)

United States Air Force performed major combat operations and sustained logistical operations over an extended period of time and performed a wide range of missions under difficult and changing circumstances.

Air Refueling Plays Key Role at Start of Air Ops in Iraq

Whether it was a KC-135 Stratotanker or a KC-10 Extender, Air Mobility Command's air refueling aircraft played a key role at the onset of Operation Iraqi Freedom, according to AMC history.

Keeping those fighter aircraft in the fight at the start of OIF were aircrews flying the KC-135s and KC-10s. In the 2009 AMC History Office publication, "Air Refueling: Without Tankers, We Cannot..." several missions for the opening OIF air campaign are highlighted, including the attack on the Dora Farms complex mentioned earlier: "On the first mission, KC-135s refueled two F-117 Nighthawks and five support aircraft on the way to their targets and then the F-117s on their way back," the publications states. "Other tankers played a critical role in the 33-hour B-2A Spirit bombing missions from Whiteman Air Force Base (Mo.)."

The publication also highlights efforts of AMC wings for the beginning of OIF.

"The 319th Air Refueling Wing (of Grand Forks AFB, N.D.) deployed 10 KC-135Rs fitted with the Multi-Point Refueling System - the wing-mounted hose and drogue pods. This system allowed the KC-135s to support all aircraft including U.S. Navy and coalition probe-equipped planes," according to the publication.

"As the threat subsided, the tankers moved into the combat area. At one point, a 22nd Air Refueling Wing KC-135R (from McConnell AFB, Kan.) flew over Tikrit, Iraq - one of the most heavily defended and dangerous cities in theater - to support six aircraft involved in a search and rescue mission for a downed F-15E Strike Eagle crew."

Six months into OIF, tanker Airmen and aircraft were stationed at non-disclosed bases throughout Southwest Asia. At the 340th Expeditionary Air Refueling Squadron, part of the 379th Air Expeditionary Wing, they had "teamwork went beyond that of one unit" in combining assets of five KC-135R Stratotanker units.

The director of operations for the 340th EARS in October 2003, Maj. Eric Brumskill from Grand Forks AFB said combining people and planes from the 6th Air Mobility Wing, MacDill AFB, Fla.; 319th ARW of Grand Forks AFB; 22nd ARW of McConnell AFB; 19th Air Refueling Group of Robins AFB, Ga.; and the 92nd ARW of Fairchild AFB, Wash., worked out well to meet the OIF mission requirements.

"Having so many units under a commander from one unit and having the director of operations from another unit can be a challenge," said Brumskill, who is now a lieutenant colonel with the 96th Air Refueling Squadron at Joint Base Pearl Harbor-Hickam, Hawaii. "There are always issues with deployed members and home units that must give their inputs about their people. The challenge is finding the right belly button to push to make things happen with no familiarity. Overall, the crews and staff (were) nothing but professional, and truly exemplify 'one team - one fight.'"

Maj. Joel Rivard, who was a captain and KC-135 pilot deployed from Grand Forks AFB in 2003, also highlighted the 340th EARS success early on for OIF.

"We had people and planes from different bases deployed here and except for different faces, it was pretty seamless," said Rivard, who is now stationed in RAF Mildenhall, United Kingdom. "We all come from the same schoolhouse (at Altus AFB, Okla.), so we're all working off the same sheet of music. Yes, there are some differences from base to base, but they're minor. Tanker folks all get along very well with one another so we all started off as friends from the beginning."

While the 340th EARS was comprised of KC-135s, the 908th EARS at another Southwest Asia base was formed mainly of KC-10s which also supported OIF air refueling support. The 908th EARS was initially established in 2001 to support Operation Enduring Freedom, but also picked up support OIF in 2003, history shows.

Capt. Sean Flynn, a KC-10 pilot deployed from the Air Force Re-

serve's 514th Air Mobility Wing at Joint Base McGuire-Dix-Lakehurst, N.J., who deployed to the 908th EARS in 2010, said supporting the air refueling operations for OIF or elsewhere was what "kept the mission going."

"With the constant supply of tanker gas, we can enable our fellow service members on the ground and in the air to continue to do their mission. We often fly long hours and in extreme weather conditions," Flynn said. "You really see the big picture while working in the area of responsibility. It takes everyone from the base support staff, to the bus drivers, to the maintainers to help get us to the end result which is a successful mission in which we can deliver well needed gas to help the fight."

In the early days of Operation Iraqi Freedom, as was the case for many air operations in the Air Force's history, air refueling was key to success. Alexander Wathen, a military defense analyst with the Airpower Research Institute and the College of Aerospace Doctrine, Research, and Education at Maxwell AFB, Ala., highlighted that fact in his October 2005 article for the Air and Space Power Journal.

Wathen's article, entitled, "The Miracle of Operation Iraqi Freedom Airspace Management," explained the extensiveness of the early Iraq air campaign.

"The air campaign that danced over Iraq was an intricate ballet conceptualized, designed and executed by the men and women of the Combined Air Operations Center," Wathen wrote. "In all, 1,801 total aircraft flew 41,404 sorties in a 720-hour period between (March) 19 and (April) 18, 2003."

Wathen may have also best defined the importance of air refueling for OIF through his explanation of the acronym - NKAWTG.

"The tanker crew saying, 'Nobody kicks a- without tanker gas,' was never truer than in OIF. One of the biggest factors to consider in designing the airspace is the large amount and layout of the airspace to be dedicated to air refueling. Most of the 1,800 aircraft supporting OIF flew missions covering great distances and required long loiter times over their targets, requiring more fuel than their internal fuel tanks would allow, and necessitating air refueling."

386th AEW Crew Flies Last OIF Mission and First OND Sortie

After seven arduous years, Operation Iraqi Freedom officially ended 31 August 2010, concurrent with the start of Operation New Dawn, a nation-building initiative based on strategic partnerships between the United States government and the Iraqi people.

The final OIF mission departed the 386th AEW flightline around 7 p.m. on 31 August, flying more than 60 U.S. Army Soldiers from an undisclosed air base to Baghdad International Airport. The C-130 aircraft, assigned to the 737th Expeditionary Airlift Squadron, then returned at 11 p.m. with a similar number of outbound troops, staying only long enough to refuel and reload before flying back to Baghdad early the following morning. That sortie marked the wing's first mission in support of OND.

"This is a historic day in the United States military's ongoing efforts to help the Iraqi people build a sustainable democracy," said Col. Patrick X. Mordente, the pilot for both missions and the commander of the 386th AEW. "I couldn't be more proud of the accomplishments of this wing and its Airmen as we've worked to support Operation Iraqi Freedom since 2003, transporting hundreds of thousands of tons of cargo into and out of Iraq and across the U.S. Central Command area of responsibility. Our wing's motto is 'Gateway to Victory,' and each Airman here has played a role in making that motto a reality."

"Now, as the U.S. military transitions to Operation New Dawn and a strategic partnership with the Iraqi people, the wing will continue to provide airlift and ground-transportation services in support of the 50,000 U.S. forces who remain there, building a better future in concert with the citizens and government of Iraq."

The 386th AEW had been essential to the prosecution of Operation Iraqi Freedom since standing up more than seven years earlier,

officials noted. Its C-130s, for example, provided airlift to every forward operating base in Iraq, according to Col. Scott Brewer, commander of the 386th Expeditionary Operations Group.

"We've gone everywhere in Iraq, flying troops and cargo wherever they've needed to go," Colonel Brewer said at the time. "You name a base, and we've probably been to it. In the past three months alone, our C-130s have flown 74,000 passengers and 1,700 tons of cargo into, out of and around Iraq, while C-17s based here have flown an addition 82,000 passengers and 34,000 tons of cargo. Both efforts contributed significantly to OIF and the responsible drawdown of forces in Iraq."

Colonel Brewer said the wing's outstanding level of achievement during OIF was "a testament to the dedication of every Airman who's served here."

"This is a story about dedication, flexibility and adaptability across the board," he said. "Maintenance has to generate the aircraft, the aerial port has to prepare the cargo, and the aircrews have to fly the missions, often in a fluid environment marked by unpredictable mission needs. That's a pretty big picture, yet our wing consistently maintains a mission effectiveness rate in excess of 98 percent. That means 98 out of 100 missions are satisfied on time, while the rest typically get satisfied within the next 12 hours. It's all about teamwork."

Colonel Brewer understood that the teamwork would need to continue in the months ahead as the wing provided airlift support for the 50,000 U.S. troops remaining in Iraq.

"We still need to support those 50,000 forces, so our job is far from complete," Colonel Brewer said. "We're still going to be delivering cargo and moving troops around Iraq as operational needs dictate. We're still going to be generating aircraft and flying the sorties that keep the theater moving, each and every day. It's what we do, and we will continue to do it as long as we're needed."

The 386th AEW also played a key role in transporting tens of thousands of troops back to the United States during OIF, providing base operating support for the 5th Expeditionary Air Mobility Squadron, an Air Mobility Command tenant unit.

The 5th EAMS operated the busiest aerial port of debarkation in the U.S. Central Command area of responsibility. Lt. Col. Aaron Gittner, 5th EAMS unit commander, said that one of their missions was to provide commercial airlift for military members leaving the theater at the end of their tours or for mid-tour rest and rehabilitation.

"We've been moving about 23,000 passengers and about 10,000 tons of cargo a month, which is split pretty evenly between inbound and out-bound flights," Colonel Gittner said. "Our numbers have been falling off a bit recently with the responsible drawdown of forces in Iraq, because fewer troops have been coming into the theater, but we will continue to support the remaining forces for some time to come. Logistics is an essential part of Operation New Dawn, just as it was an essential part of Operation Iraqi Freedom."

Ground transportation was another arena in which the wing provided substantial support for OIF, according to Col. Tal W. Metzgar, commander of the 387th Air Expeditionary Group.

The group is home to the 387th Expeditionary Logistics Readiness Squadron, the only long-haul combat trucking unit in the United States Air Force. In just six months, the squadron's 320 personnel moved nearly 900,000 tons of cargo and rolling stock into and out of Iraq, carrying everything from electric generators to Mine-Resistant Ambush-Protected vehicles as they covered more than 6 million miles of dangerous roads.

Ali Base Airmen help U.S. forces transit Iraq

In September of 2011 Aerial Porters and Airmen from the 407th Air Expeditionary Group's passenger terminal at Ali Base, Iraq, were preparing for an increase in passengers and cargo during the final months of Operation New Dawn.

As the main aerial hub in southern Iraq, this terminal had pro-

cessed about 5,000 passengers and more than 850,000 pounds of cargo each month since June 2011 – the most volume the terminal had ever experienced since it opened in 2005. The aerial porters were confident they had an efficient system ready to handle the influx of personnel and cargo.

"We try to keep the process streamlined and get guys in and out because we're pushing record numbers of troops through here," said Tech. Sgt. Jeremy Fisher, a 407th AEG aerial transporter, who is from Appleton, Wis. "We keep cargo and passengers moving and sometimes redeploy personnel from entire forward operating bases. It really contributes to the big picture in Iraq."

Fisher, deployed from Hickam Air Force Base, Hawaii, said his team of air transportation Airmen, also known in the career field as "port dogs", set a goal of 30 minutes to unload, reload and have the aircraft taxiing out to the runway.

Once a plane landed, Fisher said pallets of cargo aboard the aircraft were unloaded by a team of port dogs and placed into holding areas for passenger pickup. A passenger terminal representative then guided the incoming personnel safely off the aircraft and into the terminal. The process was then reversed to quickly load the plane and get it flying.

With the entire process down to an exact science, the 407th AEG dogs had the first passenger loaded onto the plane seconds after the last passenger exited.

Working efficiently not only allowed passengers a quick departure, it kept everyone out of the intense heat.

According to Fisher, temperatures often reached 130 F. During an "engines on" load, when the aircraft engines are still running, temperatures approached 200 F degrees behind the aircraft.

"Safety is our number one concern. We have to ensure passengers are following a safe route on and off the plane," Fisher said. "(Safety) is an important aspect of our mission because we're moving valuable cargo and passengers in and out of theatre."

Most of the passengers and cargo transitioning through Ali Base's gates were returning home.

"I feel proud that I had an impact in sending people back home," said Staff Sgt. William Travis, a 407th AEG aerial porter deployed from Yokota Air Base, Japan. "It's important to me that we help out the Army. When I see them smile as they get on a plane to go home, it makes me feel better about what I do."

Last Commander of Joint Base Balad Departs

On 4 December 2011, Operation New Dawn, which began 14 months earlier, concluded, with the transitioning of the second largest U.S. base in Iraq to the Iraqi government – Joint Base Balad, Iraq.

Brig. Gen. Kurt Neubauer, the 332nd Air Expeditionary Wing commander and the final commander of Joint Base Balad, relinquished command during a ceremony at Joint Base Balad, on 4 December.

"My first feeling was of gratitude for the privilege of wing command again," said Neubauer, who took command 5 October 2010. "The second was the challenge of facing the unknown of accomplishing the mission from (JB) Balad while effectively shutting down a base the size of Charlottesville, Va."

The general took command and helped transfer JB Balad to the government of Iraq.

"I'm very proud of what our wing accomplished and the experience of command in (U.S. Central Command) has been profound, both professionally and personally," Neubauer said. "I will greatly miss serving with the (332nd AEW Airmen), but I'm anxious to be reunited with my family and go on to our next assignment in Korea."

After returning home to Luke Air Force Base, Ariz., Neubauer will serve as 7th Air Force vice commander at Osan Air Base, Korea.

Along the way, Neubauer said he has gained many memories of the 332nd AEW.

"There are so many memories – for example, flying that last combat sortie from (JB) Balad," he said. "Other things that come

to mind are personnel rotations. You get attached to people after serving with them. Watching squadron and group commanders turn over (command), or seeing my command chief leave – those are bittersweet memories.”

The general also highlighted transferring the air control and C-130 Hercules squadrons and standing up detachments for the MQ-1 Predator and MC-12 squadrons as unforgettable events.

“The last very vivid memory is seeing (JB Balad) fade from the view of our C-130 after we signed the base over to the Iraqi air force,” he said. “That memory will stay with me for a long while.”

The general said his command was not always easy.

“Our biggest challenge was getting the mission done – defending the base, providing top cover for U.S. Forces-Iraq and assisting our Iraqi hosts – while simultaneously drawing down our Airmen and equipment,” Neubauer said. “That was a real test, and I couldn’t be more proud of the leadership, stamina, strength and agility of our 332nd AEW group and squadron commanders. They did a Herculean job balancing those divergent mission tasks.”

Despite the challenges, however, the 332nd AEW succeeded.

“My most rewarding experience is not losing anybody through the course of 14 months,” he said. “In spite of the fact that we were under significant indirect fire threat, and things got a little hairy as personnel and equipment thinned out, we went in this thing together and we came through the other side together.”

Neubauer praised the accomplishments of the Airmen of the 332nd AEW.

“I think everybody has a lot to be proud of,” he said. “They may not realize how important their role is and continues to be in this part of the world, but let there be no doubt that what they did has been righteous and worthy work. It’s something they should be proud of, and more importantly, they shouldn’t be bashful about telling their families and their fellow citizens back home what they did here.

“Finally, I’d ask them to understand that they added to the heritage and legacy of the Tuskegee Airmen,” he continued. “The story of the Tuskegee Airmen is about character. Like (the original Tuskegee Airmen) in the 40s, our Airmen revealed their character by the way they handled the adversity of accomplishing the mission, protecting the force, preparing for the future and transitioning the base to the Iraqis. They should be very proud of themselves for that.”

Although Neubauer is leaving the 332nd AEW, he said he will take the lessons he learned with him.

“Regardless of what rank or what position an Airman serves in, everybody can be inspirational,” Neubauer said. “You just have to unlock their potential, and each one of us has talents and gifts in different measure. Those talents and gifts can inspire other Airmen. That inspiration creates belief, and belief is powerful. I’m talking about belief in the mission, belief in each other and belief in ourselves because once you create belief, you release other virtues – virtues like trust, virtues like loyalty. When you have belief, trust and loyalty, you get action that is unstoppable.

“Regardless of proximity to the flightline or the badge above your U.S. Air Force tape on the (Airman Battle Uniform), regardless of how many stripes on your sleeve or brass on your collar, every single Airman can inspire,” he continued. “All we have to do is look at our Red Tail heritage and think of American Airmen like Benjamin O. Davis or Lee Archer. Although they’re gone, they still inspire us today.”

President Obama Marks End of Iraq War at Fort Bragg

President Obama traveled to Fort Bragg, North Carolina on

Wednesday, 14 December 2011 – home of the Airborne and Special Operations Forces – to salute the service of the soldiers, sailors, airmen, Coast Guardsmen, and Marines who fought in Iraq and helped to bring the war to an end.

“As your commander in chief, and on behalf of a grateful nation, I’m proud to finally say these two words,” he said, “Welcome home.”

He told the crowd assembled in a hanger on base:

“It’s harder to end a war than begin one. Indeed, everything that American troops have done in Iraq – all the fighting and all the dying, the bleeding and the building, and the training and the partnering – all of it has led to this moment of success. Now, Iraq is not a perfect place. It has many challenges ahead. But we’re leaving behind a sovereign, stable and self-reliant Iraq, with a representative government that was elected by its people. We’re building a new partnership between our nations. And we are ending a war not with a final battle, but with a final march toward home.”

More than 1.5 million American troops served in Iraq – including many from Ft. Bragg who conducted multiple tours of duty. And the President said that we’ll continue to honor their service now that the war is over:

“Part of ending a war responsibly is standing by those who fought it. It’s not enough to honor you with words. Words are cheap. We must do it with deeds. You stood up for America; America needs to stand up for you. That’s why, as your Commander-in Chief, I am committed to making sure that you get the care and the benefits and the opportunities that you’ve earned.”

President Obama said the war had been “a source of great controversy here at home, with patriots on both sides of the debate.” He acknowledged it was not perfect, but said they were leaving behind “a sovereign, stable and self-reliant Iraq, with a representative government that was elected by its people”.

Panetta Concludes Iraq Mission Noting Service, Sacrifice

On 15 December 2011, in Baghdad, Iraq, Defense Secretary Leon E. Panetta joined Chairman of the Joint Chiefs of Staff Army Gen. Martin E. Dempsey and other U.S. and Iraq leaders in honoring eight years of service and sacrifice as they commemorated the end of the U.S. military mission in Iraq.

“No words, no ceremony can provide full tribute to the sacrifices that have brought this day to pass,” the secretary said during a ceremony here.

Panetta paid tribute to the Iraqi government and military for their courage, leadership and loyalty to Iraq’s future.

“Your dream of an independent and sovereign Iraq is now a reality,” he said.

He also praised the leadership of Ambassador James Jeffrey and Army Gen. Lloyd Austin, commander of U.S. Forces Iraq, who oversaw the drawdown that the secretary called “one of the most complex logistical undertakings in U.S. military history.”

“Your effort to make this day a reality is nothing short of miraculous,” he said.

But Panetta reserved his highest praise for more than 1 million U.S. military members who served in Iraq since 2003.

“Your nation is deeply indebted to you,” he said. “You have done everything your nation asked you to do and more. Your dedication, your commitment to this mission has been the driving force behind the remarkable progress we have seen here in Baghdad and across the country.”

The secretary recognized the nearly 4,500 service members who died and more than 30,000 who were wounded making this progress a reality. He also acknowledged family members who have



President Obama welcomes home soldiers “on behalf of a grateful nation,” at Ft. Bragg, NC, on 14 December 2011. (U.S. Air Force Photo).

experienced the strain, sacrifice and heartbreak of watching their loved ones deploy into harm's way time and time again.

The outcome being commemorated today was never certain, the secretary said. He recalled traveling to Iraq in 2006, one of the most challenging periods of the conflict, as part of President George H.W. Bush's Iraq Study Group. Sectarian violence had spiraled out of control and Iraq was in turmoil.

Five years later, at great cost in both blood and treasure, "the mission of an Iraq that could govern and secure itself has become real," the secretary said.

"The Iraqi army and police have been rebuilt," Panetta said. "Violence levels are down, al-Qaida weakened, rule of law strengthened, educational opportunities expanded and economic growth expanding. And this progress has been sustained even as we have withdrawn nearly 150,000 U.S. combat forces from the country."

The cost has been high, in blood and treasure for the U.S. and for the Iraqi people, Panetta noted.

"But because of the sacrifices made, these years of war have now yielded to a new era of opportunity," for a free, independent and sovereign Iraq, he said.

Panetta emphasized that Iraq's challenges aren't over, but promised that the U.S. will continue to stand with Iraq as it navigates them.

"Together with the Iraqi people, the United States welcomes the next stage in U.S.-Iraqi relations, one that will be rooted in mutual interest and mutual respect," he said.

"We may be ending the war, but we are not walking away from our responsibilities," he said.

Travis Crew Makes Historic Flight Out of Iraq

A Travis C-17 Globemaster III departed Iraq 17 December 2011 with approximately 129 service members and media on the flight headed for Kuwait as Operation New Dawn came to a close.

After nearly 9 years of Operations Iraqi Freedom and New Dawn, America was withdrawing its military presence from Iraq. Travis aircraft transported the last group of combat service members from Tallil Air Base, Iraq to Ali Al Saleem Air Base, Kuwait.

The last aircraft out of Iraq was operated by a Travis-based crew from the 21st Airlift Squadron – Capt. Aaron Jones, Capt. Brian Walsh, Staff Sgt. Mike Burk and Airman 1st Class Nicole Cruz-Ramos.

Both Jones and Walsh are aircraft commanders, and took on the challenge of executing a night vision goggle landing.

"It was an honor," Jones said. "Lots of time, effort and sacrifices were put into the war. It was incredibly humbling to be the last people there."

"We both felt really lucky to be a last part of that puzzle," Walsh said.

The last Airmen on the flight were escorted by Maj. Gen. Anthony Rock, 321st Air Expeditionary Wing commander, and Maj. Gen. Russell Handy, 9th Air and Space Expeditionary Task Force-Iraq commander.

"This represents the final chapter in Operation New Dawn, but I think the important thing to remember is this is not just the end of eight years of Operation Iraqi Freedom and Operation New Dawn," Rock said. "This is the end of 21 years of Air Force and U.S. military involvement in and around Iraq."

Lt. Gen. David Goldfein, U.S. Air Forces Central Command commander and staff greeted the service members and civilians on the flight when the aircraft arrived at its destination in Ali Al Saleem Air Base, Kuwait.

The historical flight representing the end of a war did not proceed as most routine flight departures.

"It was a high priority mission," Jones said. "We received a call from the tower and they let us know that the air traffic controller was getting on the jet and that he was the last guy."

"The command center said a very thorough headcount was needed because there were no missions scheduled to go back in there," Walsh said.

There were unique and challenging aspects to the mission, Jones said. "Everything came full circle. People sacrificed so much and it's an honor to help them finish the job."

305th Airmen facilitate return of last Airmen from Iraq

On 20 December 2011, Airmen with the 305th Aerial Port Squadron Detachment 1 facilitated the return of more than 250 Airmen from Iraq at Baltimore/Washington International Thurgood Marshall Airport.

The Airmen were the last of the Air Force contingent in Iraq and were home in time for the winter holidays as stated by the president.

Airmen with the 305th APS Det. 1 processed the returnees through Air Mobility Commands largest passenger gateway, the AMC Passenger Service Center, at BWI.

The 305th APS Det. 1 is a detachment of Air Mobility Command's 305th Air Mobility Wing based at Joint Base McGuire-Dix-Lakehurst, N.J.

"This is what they do," said Maj. Edward Hogan, 305th APS commander originally from Shiloh Village, Ill. "Our Det. 1 professionals strive to make their small part of AMC's mission a reality every day. Watching them receive our warriors back with first-class professionalism and in a quiet and unassuming way, is just simply fulfilling. Although they work and reside hours from the 305th Air Mobility Wing they epitomize the 'CAN-DO' attitude without fail."

Senior Master Sgt. Adrian Rivera, 305th APS Det. 1 superintendent, originally from El Paso, Texas, and his team provide a complete range of passenger services to hundreds of thousands of DoD travelers between the Continental United States, Europe, and Southwest Asia at AMC's premier commercial gateway.

"I am fairly new to Baltimore and have been assigned here for only two and a half months. The missions we handle are equally special because they contain personnel who have family members eagerly awaiting the return of a loved one," said Rivera. "Though welcoming home the final personnel serving in Iraq was unique in itself as we, the United States, are closing a chapter in history and I am very fortunate to be directly involved."

Not only was Rivera involved in facilitating the retirees' transition back to America soil, but he was also exposed to large crowds of families, media outlets and Air Force senior leaders as he and his team fulfilled their mission.

Among the senior Air Force leaders on hand to celebrate the return of Airmen from Iraq and welcome them was Lt. Gen. Richard Y. Newton, the assistant vice chief of

staff of the Air Force.

"We've been a part of a terrific joint team," Newton said. "We've made great strides in lifting up the Iraqi people so that they can now support and defend their nation, and now they can look forward to enjoying the freedoms they richly deserve. Our United States Air Force has made great contributions toward making that happen. It's been a worthy cause and it's great to bring them home now."

Tech. Sgt. Jason Harper, an airfield manager assigned to Yokota Air Base, Japan, was deployed to Sather Air Base and managed the airfield at Baghdad International Airport along with supporting Iraqi civilian air traffic control functions.

"It was a good feeling knowing we have given them all the tools they need to succeed," Taylor said of assisting the Iraqi military. "It



Staff Sgt. Gerardo Munoz guards a C-17 Globemaster III that transported the last combat Airmen from Iraq on Dec. 18, 2011. The C-17 was from Travis Air Force Base, Calif., and was led by a Travis crew. (U.S. Air Force photo/Master Sgt. Cecilio Ricardo)

was a very unique experience - something that I don't think I'll ever get the opportunity to do again - to go into Operation New Dawn and see the mission change into what it is now. I thoroughly enjoyed it. "

Maj. Gen. Anthony Rock, the director of Iraqi Training and Advisory Mission - Air Force, U.S. Forces - Iraq, U.S. Central Command, also returned home on the flight with Airmen who were under his command in Iraq.

"This represents the final chapter in Operation New Dawn, but I think the important thing to remember is this is not just the end of eight years of Operation Iraqi Freedom and Operation New Dawn," Rock said. "This is the end of 21 years of Air Force and U.S. military involvement in and around Iraq."

A crowd of family members, USO volunteers, co-workers and well-wishers greeted the Airmen as they made their way through customs and into the lobby of the airport.

"It just makes your heart soar," Rock said of the outpouring of support from the community. "It really makes it all worthwhile."

The return home was the perfect Christmas present for the returning Airmen during the holiday season, some after being away from their loved ones for up to a year.

Staff Sgt. Jerry Whitehurst was one of those eagerly awaiting the arrival of the Airmen at the airport. Whitehurst, who is stationed at Dover Air Force Base, Del., was serving in South Korea five of the six months his wife, Lt. Col. Pamela Howard-Whitehurst, who is assigned to Aberdeen Proving Ground, Md., was deployed to Iraq. Whitehurst arrived back in the U.S. just two days before his wife.

While the couple was away from home serving their country, their two children stayed in Maryland and were cared for by an aunt and their nanny. "This would've been our first missed Christmas, but we're flexible," Whitehurst said. "We're military, so we adapt easily and the kids would've been OK with it."

Whitehurst said his children were hoping their mother would be home in time to celebrate with them, but they weren't sure. He said he didn't tell the children the day their mother was arriving, and they planned to pick them up from their piano lessons after school to surprise them.

"They're going to go crazy," Whitehurst said. "I Skyped them every day, sometimes even two times a day while I was gone, but Mommy wasn't able to do that, so they miss her a lot more."

Whitehurst said there was one more gift his family received through his wife being deployed in support of the newly completed Operation New Dawn.

"We realized that life is a lot shorter than most people think, so we're planning a lot more vacations and spending more time together," he said. "We have to enjoy each other while we can."

These 250 Airmen expected the 2011 holiday season to be the last holiday spent in Iraq. Instead, they were home for the holidays.

"There are many 'last of ... ' moments associated with the end of the Iraq mission for the DoD; however, to be part of welcoming home the last contingent of Airmen is indeed special," said Hogan. "The shaking of hands, high-fiving and cheering as they exited customs was a small gesture that clearly made these specific Airmen's homecoming memorable for all involved. Additionally, to see so many Air Force senior leaders attend today's homecoming; mingle with the families; and welcome the Airmen home was inspiring and it made the moment very special."

On-Time Departure

President Obama said U.S. forces would depart Iraq by the end of 2011 - and thanks to the hard work and dedication of America's Air Mobility Forces almost all were home for Christmas.

POSTSCRIPT:

Mobility Airmen Dine with President Obama, First Lady

Master Sgt. Jessica Coombs and husband Master Sgt. Jeremy Coombs had a "once in a lifetime chance" to have dinner with President Barack Obama and First Lady Michelle Obama during an event dubbed, "A

Nation's Gratitude: Honoring Those Who Served in Operation Iraqi Freedom and Operation New Dawn."

The Kadena master sergeants were among the 78 service members who were invited to attend the 29 February 2012 White House dinner in Washington. A Department of Defense press release described the event as a way to "express the nation's gratitude to, and recognize the significant contributions of, the men and women in uniform who served in Iraq."

"I couldn't even speak - I was in shock," said Jessica, superintendent of the air terminal operations center at Kadena from the 733rd Air Mobility Squadron, after she found out that she was selected to attend the



U.S. Air Force Master Sgt. Jessica Coombs and husband Master Sgt. Jeremy pose for a photo while in the East Room at the White House on 29 February 2012. They were to attend a dinner event dubbed, "A Nation's Gratitude: Honoring Those Who Served in Operation Iraqi Freedom and Operation New Dawn." (USAF Photo).

White House State dinner which honored veterans who sacrificed and served in Iraq.

When she and her husband Jeremy, superintendent of passenger operations for the 733rd AMS, entered the east entrance of the White House it was like stepping into a history book filled with paintings, statues and pictures of all the past presidents and first ladies. They and the

other guests were given the freedom to stroll around the rooms of the East Wing of the White House which included the State Dining Room, the Vermeil Room, the Presidential Library, the Red Room, Green Room and Blue room; while the Marine Corps band was playing music and hor's doeruves were served.

"After standing in line we finally had the opportunity to meet the President and the First Lady. I told President Obama it was an honor to meet him and thanked Mrs. Obama for having us over for dinner," Jessica said.

After "Hail to the Chief" was played, President Obama walked over to the table where both master sergeants were sitting and started talking to them about raising teenagers and the challenges and benefits of being a dual military couple with children.

The dinner was "relaxing, fun and the conversations were casual" with the commander-in-chief, said Jessica. She added that the president went out of his way to make sure they had everything they needed or wanted. "It was an amazing evening that we will never forget."

"I kept making sure I wasn't dreaming because never in a million years would I have thought that loving my job and doing it the very best of my ability would put me in a situation as breathtaking as this," said Jessica.

Jessica was deployed to Iraq from June through December 2011 at Ali Air Base, also known as "Contingency Operating Base Adder." Her team moved more than 35,000 passengers, 65,000 tons of equipment on more than 3,000 missions. Coombs and her team were among the last Air Force members out of Iraq.

"We were working so hard to make sure everyone else got out that it came as a great relief to finally board the C-17 and more importantly have the confidence to say that not a single person or unauthorized item was left behind," Jessica said. "My team will take great pride in the huge accomplishment for a long time to come. We knew that doing our job was going to have a historical impact for our career field, so we didn't want to let anyone down."

They didn't.

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Delivering HOPE: The Next Generation Humanitarian Relief Ration

by Maj Gene A. Jacobus, USAF

Hungry and desperate children scanned the skies over the hollow structures where their homes once stood prominently. Feeling anxious and isolated, their childhood had been filled with war and destruction, stealing their innocence and skewing their perception of reality. Just when all was seemingly lost, the sound of an American cargo aircraft's engines echoed between the destroyed homes. Their fear and anxiety gave way to excitement as the aircraft's wings rocked and small symbols of hope and nourishment blanketed the adolescent crowd providing a glimmer of light in an otherwise dark situation. The year was 1948, the place



was post-World War II Berlin, the mission was Operation Vittles and the pilot was then-Lieutenant Gail Halverson affectionately known as the "Candy Bomber." At the time, no one could have known the impact of such a seemingly small gesture. An entire generation credited Colonel Halverson and the candy he airdropped with saving their lives by delivering hope during their darkest hour exactly when and where it was so desperately needed. Nearly seven decades later, the Humanitarian Operations Packaged

Essentials (HOPE) ration has the potential to, once again, revolutionize the strategic impact of humanitarian assistance through airdrop.

In the 64 years since the Berlin Airlift and the actions of the Candy Bomber, the United States has supported thousands of people following numerous disasters through the airdrop of humanitarian rations. Though each crisis presents unique challenges to relief efforts, the airdrop of humanitarian rations is driven by two common factors: speed and accessibility. When relief must be provided rapidly and accessibility to the affected populace is limited or nonexistent, airdrop provides a means for delivering aid. The speed of response is heavily skewed in today's interconnected global environment.

The 24-hour news cycle pushes disasters into the forefront of social consciousness with minute-by-minute updates as the tragedies unfold. This applies immense pressure on governments to respond quickly amid public outcries for action. However, developing networks linking humanitarian supplies to the affected populace in the wake of a disaster is complex and time consuming. The United States Transportation Command (USTRANSCOM), in support of Geographic Combatant Commands, has proven extremely effective in rapidly establishing this supply network by deploying air and ground forces capable of opening Aerial Ports of Debarkation and distribution nodes. Though these forces are posted to respond quickly, the means to move the humanitarian rations and supplies from their distribution node to the people in need requires the mobilization and organization of many different governmental and non-governmental agencies. However, this process is even more complex and consumes more precious time.

In 2010, USTRANSCOM's Joint Task Force-Port Opening (JTF-PO) forces were on the ground coordinating humanitarian relief operations at Port-au-Prince International Airport within 48 hours after the catastrophic 7.0 magnitude earthquake struck Haiti killing an estimated 230,000 people and displacing over 1 million more. Despite their rapid re-opening of the airport, a critical distribution node for the flow of aid, the JTF-PO leadership stated "it was difficult to compel US and international relief organizations to pick up their cargo [humanitarian relief supplies] in a timely manner." This is further complicated by the flood of aid from numerous donor countries creating more confusion and slowing overall support

efforts. Though speed of response is critical, it is invariably linked to the accessibility of the affected populace. This is impacted by a number of variables depending on the disaster.

In a hostile or non-permissive environment, such as Bosnia in 1993 or Afghanistan in 2001, access is limited by the level of hostilities between warring parties on the ground. In a permissive environment, like New Orleans in 2005 or Haiti in 2010, access can be limited or completely denied due to critical infrastructure damage. When time is of the essence and accessibility is limited or nonexistent, airdrop offers one opportunity for the United States to provide rapid relief across the spectrum of operational environments.

Since the early 1990s, the U.S. government has successfully supported humanitarian relief operations through the airdrop of Humanitarian Daily Rations (HDRs) which offered improvements over the Meal-Ready to Eat (MRE) historically used. Developed by the Department of Defense in 1993, the HDR is a culturally neutral vegetarian meal, containing at least 2200 calories and designed to provide the basic nutritional needs for a single affected person for approximately 24 hours. The HDR has been airdropped in support of many different humanitarian relief efforts such as Bosnia, Afghanistan, Iraq and, most recently, Haiti. The two primary methods used to airdrop HDRs are multiple boxes in a container delivery system where they are airdropped in bulk with a parachute or via packages dispersed individually by the Tri-Wall Aerial Delivery System (TRIADS) which allows individual HDRs to free fall from the aircraft without parachutes.

Despite the historic success of HDR airdrops, limitations of the ration demand a look at new technologies to enhance relief efforts. One of the overarching challenges is the size and weight of the ration. Due to the pressure induced expansion and contraction of the HDR package, only a limited number of them can be airdropped by a single aircraft depending on the airdrop pressure altitude. Further, at approximately two pounds per ration, the weight of the HDR has generated significant concern with the possibility of causing injury or death to recipients or damage to their property. Obviously, this is an unacceptable result when the United States intends to provide humanitarian relief.

While no definitive data has been compiled on the number of injuries or deaths associated with the airdrop of individual HDRs, there are reports from Bosnia and Afghanistan of individuals being wounded and killed by falling palletized rations. A study of humanitarian airdrops supporting operations in Bosnia reported “a number of fatalities, from airdrops into enclaves.” Some argue the likelihood of injury or death from an individual HDR impact is minimal; however, a single instance can have adverse effects on the people receiving the aid and the countries providing it. To mitigate this risk, the United States deploys specialists from all military branches, including Air Force Air Mobility Liaison Officers, to establish and secure drop zones. However, this requirement slows the delivery of rations because it requires additional resources to insert those forces prior to providing relief supplies and demands an area of land to be identified and secured to ensure the airdrop is free of hazards.

A prime example was the impact on the humanitarian relief efforts in the aftermath of the 2010 earthquake in Haiti where “limited area” affected ground personnel’s ability to “secure a large enough drop zone for standard airdrop operations.” In addition to the physical characteristic limitations and ground support requirements, the HDR does not include water. This is a fundamental flaw because it does not meet the basic need of the affected populace. Victims typically do not have access to potable water following a disaster and can statistically survive nearly twice as long without food than without water. This process requires more assets and time because pallets of water must be rigged with parachutes and airdropped along with HDRs. These limitations coupled with the demands of a rapid response with uncertain access challenges necessitate the development and fielding of the next generation of humanitarian ration.

Imagine if the U.S. government had the ability to blanket downtown New Orleans with vital humanitarian rations, including water, within hours after landfall of Hurricane Katrina in 2005. What if men and women, young and old, could have looked up from their rooftops to see American cargo aircraft delivering HOPE during their darkest hour exactly when and where it was so desperately needed? This vision can be a reality as the next generation humanitarian ration, with unique characteristics to provide rapid support regardless of environment and access restrictions, is being developed and tested. The Humanitarian Operations Packaged Essentials (HOPE) ration is a small package containing a single food item (USAID bar) or a 6oz package of water enclosed in a small, lightweight, pouch. When airdropped, the HOPE ration packages freefall to the ground at a gentle 17 mph. These design characteristics allow the HOPE to be airdropped in mass over a heavily populated area, thus providing relief directly to the affected populace without the risk of injury or death to victims receiving the airdropped aid. This negates the current Water pouch with overwrap.

USAID Bar With Foam Overwrap

Though the HOPE can significantly change the way the United States provides initial humanitarian assistance, there are still challenges which must be overcome before it can be fielded and ready for the next disaster. One such challenge is the funding required to complete testing, procurement and mass production of the HOPE rations.

In today’s fiscally constrained environment where many existing

programs are under intense scrutiny, it could be difficult for some to justify the need for a new program. However, President Obama did outline the need for innovative humanitarian relief capabilities in the 2010 National Security Strategy when he said “the United States must be better prepared and resourced to exercise robust leadership to help meet critical humanitarian needs.” Unfortunately, history has proven that there is limited support for humanitarian relief materials when there is no significant disaster attracting global attention and driving requirements for relief package development. However, when disaster strikes, the need is there but it is already too late.

Another challenge is the deployment mechanism and procedures used to deliver the HOPE rations from AMC aircraft. Currently multiple designs are under review and being tested by the United States Army Natick Soldier Research, Development & Engineering Center, Natick MA, in coordination with AMC, but will require more extensive testing and funding. Once testing is completed, procedures must be developed, or existing procedures must be modified, in order to safely and effectively employ HOPE ration packages. Further, aircrew members and ground personnel must be trained on the new procedures for loading and deploying the HOPE which could demand

more time and funds to accomplish.

Finally, once development and testing is complete, the HOPE rations must be purchased in bulk and stored at strategic locations to facilitate rapid response to humanitarian crises. Though these challenges are complex and will take a concerted effort by multiple joint and interagency organizations, the strategic impact of the HOPE transcends the effort it will take to make the concept a reality.

While disasters can cripple even the most developed countries, they are absolutely devastating to underdeveloped countries that struggle with stability, basic governance and economic development. As a world leader, the United States seeks to respond swiftly and completely to humanity in crisis around the world. Colonel Gail Halverson embodies that spirit and proved decades ago that no matter how small the package, delivering hope at the right place and the right time can change the course of history and save the lives of those affected by disaster. The HOPE ration has the capability to do the same for the next generation of disaster victims. This is why the United States government must rally behind the HOPE to ensure it is ready for the next great disaster where hours, not days, make the difference in saving lives. ■

“Imagine if the U.S. government had the ability to blanket downtown New Orleans with vital humanitarian rations, including water, within hours after landfall of Hurricane Katrina in 2005. What if men and women, young and old, could have looked up from their rooftops to see American cargo aircraft delivering HOPE during their darkest hour exactly when and where it was so desperately needed?”

Major Gene A. Jacobus is an Air Force Fellow in the Air Force Joint Mobility Fellowship Program assigned to Scott Air Force Base, Illinois.



This “in-residence” Intermediate Developmental Education program is designed to broaden officers’ perspectives through personal observations of senior Department of Defense, legislative, and political leaders making strategy and policy decisions. His program includes three four-month rotations within Headquarters Air Mobility Command Commander’s Action Group, Eighteenth Air Force Commander’s Staff and United States Transportation Command Legislative Affairs.



Since its inception in 1990, **National Air Cargo** has provided quality, efficient freight forwarding services for its customers. Be it military emergencies, business deadlines, medical supplies or a token of affection – National has mastered the art of freight forwarding.

The company began with a focus to develop an integrated global network that would move airfreight anywhere on the planet, faster and more reliably than any other company. This focus has afforded National with many outstanding endorsements from customers who consistently put their most critical time definite material in National's hands to deliver. A recent National Customer Satisfaction Survey 72% of the company's clients indicated that their expectations were being exceeded, and the rest indicated that their expectations were always met.

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20+ Years of Delivering to the World

When National Air Cargo celebrated two decades of service in October of 2011 the company released the following press release:

BUFFALO, N.Y., Oct. 14, 2011 - With its first shipment on October 14, 1991 National Air Cargo, a United States air freight forwarder, has emerged into a leading global freight forwarder with presence in Europe, Middle East, Far East and Africa with more than 500 employees. National specializes in express cargo delivery and has developed a global reputation for exceptional customer service and performance moving high priority shipments across the globe. National currently moves over 15% of all cargo in United States Central Command and over 40% of all Intra-Theater commercial cargo supporting the United States Department of Defense. After experiencing huge growth and success in the the freight forwarding industry, National sought to acquire their own airline. In 2006, National acquired Murray Air and rebranded it as National Airlines, a wholly owned subsidiary of National Air Cargo Holdings. National now has a fleet of B747-400F's, B757Combi's, B757-200 Pax, and DC-8F's.

Mr. Chris Alf, CEO of National quoted, "Our continued growth stems from our people, who have created a 'can-do' culture and commitment to excellence that is unrivalled in the industry."

On Oct 10, 2010, National announced the expansion of its fleet to suit itself in a very competitive way in the global marketplace. The expansion includes three B747-400 BCFs, which are the first long range wide-body freighters for the company. This move enabled National's transition into a more modern and fuel efficient fleet in order to provide better service to its customers. The inaugural flight for the first B747-400 BCF was on September 9th, 2010 from Frankfurt, Germany to Kuwait City, Kuwait, onwards to Bagram, Afghanistan and then on to Hong Kong, with a return flight to Frankfurt.

On April 4th, 2011 National had its first landing at Dubai World Central, Al Maktoum International Airport. To date, National is the leading operator out of Dubai World Central and has completed more than 300 flights. Being part of the expansion, National also acquired five B757-200's, out of which four are undergoing conversion as combi's (with 10 pallet positions and 46 passenger seats) and one B757-200 is in full passenger configuration with 12 First/Business Class seats and 152

coach seats. National Airlines has begun International Passenger Charters and are poised to begin passenger charters in Middle East using the B757-200 passenger aircraft. With its robust freight forwarding arm and a new modernized airline, National currently moves cargo in over 220 countries with a fleet of 33 leased or owned aircraft.

"The challenge of making the impossible happen became a passion within the National team and we continuously look at areas of improvement ensuring our customer a full spectrum focus," mentioned Mrs. Lori Alf, Board Member of National Air Cargo Group on the occasion of National's 20th anniversary.

Exemplary Mission, Extreme Situations

Business today is a global game, with the whole planet as a playing field. So, whether you're on Greenwich, Tokyo or Timbuktu time, you need a carrier that delivers the goods when promised and in perfect condition. National Air Cargo is aware that businesses, governments and even lives hang in the balance with every shipment it moves. National Air Cargo has a record of delivering on time, every time to every corner of the world in every type of circumstance - from military urgency to emergencies resulting from natural disasters. National Air Cargo has performed many exemplary missions, accomplished in extreme situations.

National Air Cargo in one instance moved 3500 tons of freight picked up from different parts of the world and redistributed to 18 destinations in the Middle East within 11 days from pick up to delivery. Similarly there are instances where temperature controlled shipments have been delivered in less than 12 hrs from the pickup time in Europe to the delivery at the consignee's doorstep in the Middle East.

National Air Cargo quickly flew in by charter service to repair the broken propeller of a ship that was stranded in the Pacific.

National Air Cargo was requested to fly airlift missions of defense equipment to U.S. military units in South Korea.

The critical mid-ocean delivery of a repaired periscope was made to a submarine in the Atlantic Ocean by National.

After a sudden and relentless mudslide in Brazil, several towns were caked in mud as everything ground to a standstill. Hundreds were without power until National moved huge diesel generators to the site to restore power and help bring order to the area.

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Industry Partner HIGHLIGHTS

Preparations for our convention in Anaheim, California are in full swing. This will be the 44th Annual Airlift/Tanker Association Convention and the theme for this year's convention is: **Someone, Somewhere Needs Something... Mobility Airmen Answer the Call.** The convention theme accurately captures the mission of Air Mobility Command – when there is a need anywhere on the globe, AMC will do its part to meet that need. A/TA as an organization is equally committed to our mission, to promote the AMC mobility culture. By now you should have received your 2012 exhibitor packages. If you have not received an exhibitor package, please contact me at exhibits@atalink.org and I will send you the latest 2012 planning information.

We anticipated challenges with our 2012 convention in Anaheim and those challenges are becoming reality. With the difficult business climate in the state of California, as well as federal budget pressures, A/TA was forced to make an adjustment to our fee structure. The Industry Partner membership remains \$1500/year – among the lowest corporate member dues in the industry. However, we have made a small increase to our exhibit fees (last increased in 2006). We have increased our exhibit fees by \$100 per exhibit unit (just a 3% increase), but we are also making a registration policy change that will more than offset the increase. We are re-instituting our policy of free individual registrations for purchase of an exhibit space. Free individual registration certificates will be issued for booth purchases according to following schedule:

- One to three exhibit spaces purchased – one free individual registration certificate
- Four to seven purchased spaces – two free individual registration certificates
- Eight or more spaces – three free individual registration certificates

We are again working options to increase participation of senior military leaders in the General Officer Tour of exhibits on Friday afternoon. In addition, we are also planning to expand the exhibit hours to allow further exposure of our attendees to the Air Mobility Technology Exposition (actual hours are still being worked – standby for specifics). There will also be a major construction project in progress between the Marriott and Hilton Hotels in Anaheim. This will require some minor adjustments, but should not cause any significant disruptions for us. This project will make a walkway between the two hotels and the Anaheim Convention Center.

This year we may also have the opportunity to synchronize other AMC conference activities with our A/TA Convention. This is the result of government funding challenges presenting us with the opportunity to do some creative things to meet multiple conference requirements at a single location/event. There will be more information to share on this topic in the near-term, but the details are not currently available.

Just as flexibility is a key attribute of airpower, flexibility has long been a key factor in our management of the A/TA annual convention. Exercising flexibility will be essential to the success of the 2012 A/TA Convention as we deal with significant external factors that are beyond our control. It will therefore be important to keep our exhibitors well informed as we make necessary adjustments in order to manage our convention. We will communicate directly with our exhibitors and will post important messages on our website (www.atalink.org under the Exhibitor tab). We look forward to seeing you at our 44th annual convention in Anaheim.

Bob Dawson, Industry Vice President

Editor's Note:

Parts of the interview with Lt Gen Ramsay published in the Spring 2012 hard copy edition were in error and do not reflect his views, those of the 18th Air Force, or Air Mobility Command. As such, it should be disregarded in favor of the online version which follows. We apologize for any inconvenience.

An Interview with Lt Gen Mark Ramsay, 18AF/CC

PART II

By Colonel Greg Cook, USAF (Ret)

Shortly after taking command of the 18th Air Force in September of last year, Lt. Gen. Mark F. Ramsay's office contacted A/TQ with an offer for the general to sit down with the magazine for an in-depth interview. The offer was quickly accepted and arrangements were made for Col. Greg Cook, USAF ret, the magazine's Public Relations Coordinator, to meet with General Ramsay during the 2011 Airlift/Tanker Association Convention & Symposium in Nashville last November. The following is Part II of the interview (Combined with Advance Q&A, Edited for Conciseness) —

ATQ: What do you think are the biggest challenges facing air mobility over the next two years?

Lt Gen Ramsay: When we look at the global mobility enterprise we look through the lens of whether we have the right Airmen, the right equipment, the right infrastructure, and the right C2 systems in place to perform the mission so that others may prevail.

In terms of our Airmen to include civilians, we pay close attention to our manning levels and experience required to execute our mission. This includes the Total Force as we rely heavily on our reserve forces to provide air mobility support to multiple combatant commanders. The challenge in the next few years and beyond will be to ensure we manage reductions and experience levels such that we don't increase risk to the point that would jeopardize mission success. We are all about ensuring that others prevail.

In terms of the right equipment, it really underscores the importance of the modernization initiatives that the Air Force through AMC continues to work. As the operational commander I'm pleased with the programs on the books. For example, when I look at

the improved engines and upgraded avionics of the C-5M, we're bringing a vital outsized airlift asset into the 21st Century. The KC-46A program is another major investment that is on track to begin replacing our aging fleet of KC-135s later this decade, and we

"Ultimately though, when it comes down to it, I think the answers to meeting our challenges today and in the future lay within what I see as our greatest asset: our Total Force Airmen."

continue to procure C-130Js to modernize our intra-theater airlift fleet. We have many other modernizations and recapitalization programs to enhance or maintain our capability. Finally, we're turning over every stone to find ways to become more efficient while also remaining highly effective.

In terms of efficiencies, AMC is the Air Force's largest user of fuel. With that in

mind, and recognizing our responsibility to the taxpayer, we've looked hard at best practices for improving fuel efficiency. The AMC Fuel Efficiency Office is working on more than 70 initiatives, and we're achieving success by leveraging the innovative thinking of folks like our maintainers, aerial porters and crews and using things like mission index flying. As a result, we are well on our way to reduce consumption by more than 140 million gallons (10% percent of our 2006 baseline) by 2015. We need everyone in AMC to get on board with fuel efficiency initiatives, and make suggestions on how we can best achieve our fuel reduction goals.

That kind of innovative thinking is also reflected in our embrace of different approaches to routing: one example is the KC-135R polar overflight route from Moses Lake, WA, direct to Manas. The flight is 12 hours thanks to direct routing, saving about 4.5 hours and \$54,000 per mission, as well as eliminating the need for an overnight at RAF Mildenhall. In addition to supporting DoD's efficiencies initiatives, the result of these approaches is an increase in tanker velocity to the warfighter and an enhancement of our global partnerships.



LtGen Mark, Ramsay, 18AF/CC, (L) sits down with Col Greg Cook, USAF ret, (R) for an in-depth interview at the 2011 A/TA Convention & Symposium last November. (A/TA Photo, Collin Bakse).

Another example is our approach to multimodal operations. Last September through October we had to deploy the 82nd Combat Aviation Brigade (CAB) while redeploying the 10th CAB to Southwest Asia. That was about 60 helicopters and 700 short tons for the 82nd and 35 helicopters and 1,000 short tons for the 10th. We used sealift to move the helicopters to Western Europe and back, significantly cutting down the distance our C-5s had to fly. We flew approximately 20 missions bringing the 82nd into theater and another 28 bringing the 10th out. By bringing sealift into the equation, we're able to save fuel (compared to flying directly from and to the U.S.) and conduct the operation with fewer aircraft, freeing up the mobility fleet to meet other combatant commander requirements. It's a smarter way to do business.

Getting back to challenges and the construct we use to evaluate the enterprise ... we obviously look hard at our infrastructure and C2. Both really underwrite our operational capability and capacity. This means carefully considering the critical IT upgrades we need to operate more effectively and efficiently in tomorrow's air traffic control systems. Modernization of information and communication technology, particularly our C2 systems, has and will remain absolutely critical for continued sustainment of global mobility operations. We're able to accomplish some amazing things with our current systems, like the first-ever C-17 South Pole rescue mission we did last June during the Antarctic winter. With very short notice, we did the planning and had the crews in the air 16 hours after mission approval, flying on Night Vision Goggles in terrible winter weather. Almost every facet of our enterprise worked very well.

Ultimately though, when it comes down to it, I think the answers to meeting our challenges today and in the future lay within what I see as our greatest asset: our Total Force Airmen. People are the source of the great ideas, insights, and innovative approaches that help us operate more efficiently and effectively. I think as leaders, our role – our mandate – is to provide them with the tools and resources to bring sound ideas to reality as well as being great listeners.

ATQ: Do you see the TACC changing in the future/ if so, how?

Lt Gen Ramsay: One of our many continual focus areas is our structure to ensure we can meet tomorrow's challenges. TACC remains a work in progress as we've constantly evaluated and evolved how TACC is organized, equipped and manned to deal with an ever changing global security situation and mobility enterprise. IT has enabled us to improve our processes and flight man-

age missions; we will continue to enhance our processes with a keen eye towards more fuel efficient operations. In addition to the TACC, we have made evolutionary changes to Headquarters 18th Air Force and the Expeditionary Center to provide better span of control and C2 over the global mobility enterprise. In terms of HQ 18th Air Force, we have adapted our organization over the past several years to provide vital operational capabilities to better present air mobility forces to the combatant commands. Finally, we are in the process this year of moving

ity enterprise. The planning and execution process is very mature and we are constantly looking for ways to refine it.

ATQ: We are in the 20th year of the command. Would you say mobility has become an equal player on the Air Force flight field, if not the biggest?

Lt Gen Ramsay: I think the best way to look at mobility is what we bring to the nation and how well we perform. In terms of what we provide to our nation, we are

Lt. Gen. Mark F. Ramsay



Lt. Gen. Mark F. Ramsay is the Commander, 18th Air Force, Scott Air Force Base, Ill. As Air Mobility Command's sole warfighting numbered air force, 18th Air Force is responsible for the command's worldwide operational mission. With more than 43,000 active-duty Airmen and 1,300 airlift and air refueling aircraft, 18th Air Force manages a streamlined organization that focuses the air mobility warfighting capability through the 618th Air and Space Operations Center (Tanker Airlift Control Center) two expeditionary mobility task forces, 15 wings and one stand-alone group.

General Ramsay entered the Air Force in 1982 as a distinguished graduate of Officer Training School. He has commanded an air refueling squadron and wing (KC-135s), and an airlift group comprising six different fixed and rotary-winged aircraft transporting our nation's most senior leaders. He has also commanded two expeditionary air refueling squadrons supporting operations Provide Comfort and Southern Watch. The general was the U.S. Central Command Air Forces Deputy Director of Mobility Forces from fall 2004 through spring 2005, ensuring airlift and air refueling missions supported the combat, humanitarian, convoy casualty mitigation, and national democratic election operations in Iraq, Afghanistan and the Horn of Africa.

General Ramsay has served as Chief of the Programs and Mobility Division at Headquarters U.S. European Command; Chief of the Global Mobility and Program Integration divisions and Director of Strategic Planning on the Air Staff; and Deputy Director for Politico-Military Affairs for Europe, NATO, Russia and Africa on the Joint Staff. Prior to his current assignment, he was Deputy Chief of Staff, Operations and Intelligence, Supreme Headquarters Allied Powers Europe, NATO, Casteau, Belgium.

the global enroute system under the Expeditionary Center to place the responsibility for this vital part of our expeditionary mobility forces under the commander currently responsible for training them.

ATQ: So, your success stems from identifying problems?

Lt Gen Ramsay: AMC has been very successful for a number of reasons, and a major one has been to identify issues and solutions before they become a problem. For example, for months beforehand we looked at the enterprise involving the drawdown of forces from Iraq last Fall and developed how we were going to flow the force in full collaboration with USTRANSCOM and our customers. We had to get out in front and were therefore heavily involved in building the plan that stated who and what left first and last, and everything in between. We use a DOD teleconferencing capability on a daily basis to plan and operate across the mobil-

ity enterprise. The planning and execution process is very mature and we are constantly looking for ways to refine it.

So,
ATQ: Isn't it also about what we were talking about earlier in terms of C2? You have the ability to reach into the cockpit of an airplane and talk directly to the pilots while they're involved with the operation. So, you have the opportunity to micromanage or empower.

Lt Gen Ramsay: What technology has allowed us to do in terms of C2 is not what we do as a matter of practice. We routinely reach out to AMC aircraft under TACC command and control, and do so for some 800

to 900 mission worldwide each day. When the mission dictates, we occasionally elevate oversight to more senior leadership. A good example was a medical evacuation mission flying from Libya to Boston last Fall. For lots of reasons to include the urgency of the mission, airfield security, outdated data on airfield capabilities, and deteriorating early winter weather, we elected to remain in very close contact with the crew via several means to help ensure we provided everything necessary to ensure mission success. This is the exception rather than the norm.

ATQ: For a routine mission, there's really no need because you have reporting and global positioning and all that is available. But for a special mission or special mission need or something that is really high visibility, you have the ability to be there in the cockpit?

Lt Gen Ramsay: Absolutely. We continue to

test systems for fleet wide implementation from a tactical standpoint. AMC is aggressively looking C2 and we're energized on C2 from the strategic down to the tactical cockpit level.

ATQ: How is the TACC and its relationships different than other command and control centers?

Lt Gen Ramsay: TACC is a global operations center. It executes missions 24/7 around the world. About every 90 seconds an air mobility is performing a takeoff or landing somewhere on earth. Today we have done so on all seven continents. That said we rely on other COCOMs and their air components to ensure we have a full understanding the nature of each AOR.

ATQ: So what you are saying is that one size doesn't fit all within this category?

Lt Gen Ramsay: The AOC is a weapon system within our Air Force, and like other AOCs we have tailored it to meet the demands of the global operating environment. We have challenges that require us to employ capabilities not resident in other AOCs. We work within the overall Air Force C2 community to maintain and enhance our capabilities.

ATQ: Is there anything else that you just want to add out there, like as a message?

Lt Gen Ramsay: It is wonderful to come back into AMC after a 6+ year absence and see first-hand that the command is in great shape. Our airmen continue to work hard, but they understand that our mission directly contributes to our national security around the world. They understand that we serve so that others may prevail. I want to thank all our air mobility warriors for a job very well done! ■

18th Air Force, Expeditionary Center Units Stand Down, Realign to Increase Efficiency, Effectiveness

Two 18th Air Force units stood down and several were realigned under the U.S. Air Force Expeditionary Center as the latest step in an ongoing restructuring process intended to enhance AMC's effectiveness and efficiency in global air mobility operations, expeditionary education, and enroute and installation support.

The restructuring included the 19 March inactivation of Headquarters, 21st Expeditionary Mobility Task Force at Joint Base McGuire-Dix-Lakehurst, N.J., and the 20 March inactivation of Headquarters, 15th Expeditionary Mobility Task Force located at Travis Air Force Base, Calif. These inactivations administratively align the task forces' subordinate units, the 615th Contingency Response Wing at Travis, the 621st CRW at Joint Base MDL, the 515th Air Mobility Operations Wing at Joint Base Pearl Harbor-Hickam, Hawaii, and the 521st AMOW at Ramstein Air Base, Germany under the U.S. Air Force Expeditionary Center at Joint Base MDL. Plans also call for the June inactivation of the 615th CRW, with the alignment of its subordinate units un-

der the 621st CRW.

"These changes represent a more effective and efficient way of carrying out our global air mobility mission," said Lt. Gen. Mark Ramsay, 18th Air Force Commander. "The reduction of 18th Air Force's span of

support of combatant commanders across the globe. At the same time, these changes give the Expeditionary Center responsibility for a portfolio of missions which truly reflect their core competencies: contingency response, expeditionary combat support training, enroute and installation support, and building partnerships."

Ramsay added that the changes built upon the success of restructuring efforts in January 2011 that placed responsibility for air base wings support under the EC. He also noted that the latest efforts were expected to continue that success by placing contingency response and enroute forces under the same commander. Even with the changes, the 18th Air Force still remains the Nation's largest Numbered Air Force.

AMC officials noted that the restructuring resulted from a deliberative process that brought together leaders at all levels. That process determined the course of action that best helped meet the command's obligation to be good stewards of taxpayer resources by operating and organizing in the most efficient and effective way possible. ■

"The reduction of 18th Air Force's span of control allows us to put greater focus on AMC's operational mobility mission, especially the planning, exercising, execution, and assessment of airlift, air refueling, and aeromedical evacuation operations in support of combatant commanders across the globe."

—Lt Gen Mark Ramsay, 18th Air Force Commander

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blank in on-line version due to
story re-formatting.
See editor's note page 22.***

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dedicated to
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The staff at the Air Mobility Command Museum greatly appreciates all offers of artifact donations from potential donors. The museum depends on the generosity of the public to provide it with artifacts to create and update its exhibits.

The museum's collection policy states that it may only collect artifacts that are relevant to airlift and air refueling history and the history of Dover AFB from 1941 to the present. The museum would not be able to accept, for example, a U.S. Navy artifact or WWI artifact because it falls outside that scope of collection.

If you wish to make a donation, you may be asked to leave the item at the museum so the Collections Committee can examine it and determine if it can be accepted into the museum's collection. You'll be given a Temporary Deposit Receipt identifying the item or items that you have left with the Collections Committee. If the Committee decides that the item or item falls within the museum's scope, you'll be asked to sign a Proffer of Gift relinquishing all rights to the item. Donations are only accepted unconditionally which means that the donor may not place restrictions upon use or display of an item or request that the item be returned. It's also important to remember that artifacts acquired by the Air Mobility Command Museum are the property of the National Museum of the USAF, of which the AMC Museum is a part.

Air Force regulations prohibit the museum staff from appraising or making a valuation of a donation for tax deduction purposes.

The museum can make the best use of an artifact when it knows as much as possible about its history. For example, if you're donating an Army Air Force-era Ike jacket; museum staff would like to know who wore it and when, if the person was involved in any major campaigns, or anything else that may be known. A donor probably can't provide too much information!

Please remember that if the museum staff must turn down your offer of a donation, it's done only with the greatest reluctance. The museum appreciates the generosity of all those who wish to make a donation.

If you wish to make a donation, please call or e-mail the director, Mike Leister at 302-677-5939, (michael.leister@us.af.mil).

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additional contact information for this page.

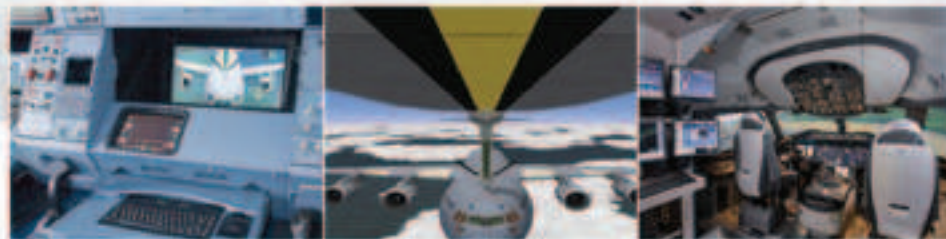


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