

# CITIZEN AIRMAN

A man in a flight suit is walking on a large propeller of a military aircraft. The propeller is dark and has several blades. The background is a textured, brownish-gold color.

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RESERVISTS

# RALLY

# IN THE PACIFIC

TO ENSURE THEY ARE READY NOW

Official Magazine of the Air Force Reserve

# READY NOW AND FOCUSED ON THE FUTURE

This year, we honor the men and women who established the Air Force Reserve 75 years ago. Incidentally, this year also marks the one-year anniversary of TASKORD '22, which prioritized readiness and transformation. I had the opportunity to reflect on both while meeting with your wing commanders during this year's Air Force Reserve Command Wing Commander and Command Chief Conference.

In my discussions during the conference, two themes emerged. First, TASKORD '22 could not have been the success it was without the diligence and dedication of Airmen at all levels, from new recruits through numbered Air Force commanders. I am immensely grateful to every Airman for their hard work. Second, the command is ready to build on its successes and move forward with TASKORD '23.

TASKORD '23 reiterates the priorities of Ready Now and Transforming for the Future. It amplifies the call to be combat ready and meet combatant command requirements. What does combat ready mean? It means fulfilling your requirements to be developed, committed and trained. Combat-ready Reserve Citizen Airmen hone their technical and leadership skills during every UTA and IDT, because they have limited time to become experts in their craft before returning to their civilian careers.

But as every Reserve Citizen Airman knows, maintaining this state of perpetual readiness is no easy task. Skills atrophy. Equipment breaks. Health degrades. While readiness is ultimately a personal responsibility, you are not alone. The second priority of both TASKORD '22 and '23, Transforming for the Future, is how the command helps you meet your readiness obligations. The command is empowering your wing commanders and front-line supervisors to enhance awareness and improve accountability through data dominance.

One way that we're doing this is by fielding first-in-the-Air Force tools helping commanders partner with their Airmen to find and fix readiness gaps. For example, there are several tools on the

Reserve App Store that give commanders real-time insights into travel vouchers and unit budgets. These tools will help us normalize operations so that your ability to participate will not be affected, even during a continuing resolution.

UTAs and AT can continue as normal operations despite other funding constraints. During such times, my expectation is that Airmen participate in UTAs and work with leadership to plan and schedule ATs as soon as possible. I also expect that units will use the available tools to spend and plan to end with zero dollars remaining at the end of a continuing resolution.

Additionally, your commanders and I are consistently advocating for concurrent and proportional fielding of the same technology used by our Regular Air Force counterparts. We are expanding our exercise participation to train as many Reserve Airmen alongside their active-duty partners as possible.

For example, over the summer, Reservists participated in exercises in South America and the Pacific to hone their expeditionary skills and warrior mindsets. Soon, the command will present an Expeditionary Air Base capability for the 25.2 Air Force Force Generation cycle, allowing Reserve Citizen Airmen to fill gaps that other major commands cannot fill, while providing our members with stability and predictability in their deployment cycles.

For 75 years, the Reserve has been ready to fight in possible early conflict. Faced once again with the prospect of great power competition, we must remember that conflict can occur any day. And because of this, we must remain perpetually ready. We are reliable, trained and equipped. We are a surge capability and a lethal force multiplier who operate every day alongside our active-duty partners. We will be there in a moment's notice should our nation call.

TASKORD '23 is how the Air Force Reserve will be prepared for conflict against our pacing threats. Our country depends on each and every Airmen being ready now and focused on the future.



## THESE LINES OF EFFORT ARE CRITICAL TO ENLISTED DEVELOPMENT

The current conditions require the Air Force Reserve to prioritize the Four R's that I laid out in the previous *Citizen Airman* magazine: Build a Ready Force, Develop a Resilient Force, Recruit and Retain the Force. This prioritization is key if we are to maintain the advantage against peer competitors, while transforming to meet the threats of tomorrow. To achieve this end, we must take a hard look at how we have developed the enlisted force from inception by asking ourselves, "What are we doing right?" and "What are we doing wrong?"

Lt. Gen. Healy has tasked me to not only answer those questions, but to lead the strategic effort in defining the Air Force Reserve's Enlisted Force Development strategy. This will be a collaboration with numbered Air Force, wing and staff stakeholders executed through a phased plan and approach. I had the opportunity to unveil phase 1 of this approach with presentation of the FY23 AFR EFD Strategy to your wing commanders and command chiefs during this year's Air Force Reserve Command Wing Commander and Command Chief Conference.

I encourage all members to seek out the newly updated TASKORD 2023 and AFR EFD Strategy to read them in their entirety. Below are the initial lines of effort that support a renewed focus on command-wide enlisted development to develop and implement changes for our enlisted force.

### LOE 1 - Build Combat Ready Airmen

- Update UMDs against manpower and UTC standards, ensuring optimized force mix across AFSCs; recruit to mission requirements and identified gaps
- Equip and educate Airmen on available tools/metrics to steer effectiveness and increase individual readiness
- Learning centered force development connecting Airmen's training, educations and experiences to succeed in complex, multi-domain environments
- Identify, plan and prioritize joint force training opportunities to support AFFORGEN cycles and increase AFSC/UTC duty mission capability rates

### LOE 2 - Deliberate Talent Management

- Re-align distance learning curriculum to meet Total Force leadership development objectives leveraging strategic partnerships to meet NDS/NMS direction
- Design and implement an AFR force development continuum to retain experience and increase capabilities to support life-cycle development across all statuses
- Develop a competency-based performance model for enlisted personnel, aligned with Airman leadership qualities, to enhance essential attributes and skills at all grades
- Program and budget for increased requests for in-residence professional military education allocations

### LOE 3 - Accountability and Standards

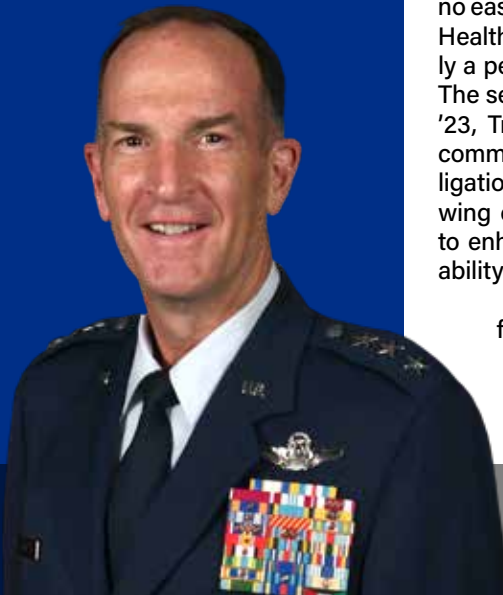
- Establish standardized AFR key indicators to consistently evaluate SEL performance and close unit performance gaps
- Revamp AFR enlisted promotion process: Objective evaluation against DAF standards and competencies, that is transparent and timely
- Enhance promotion processes and procedures for SNCOs to meet DAF promotion readiness (mission and professional) expectations

These LOEs and this approach serve to increase retention of highly qualified Airmen, increase organizational performance and talent management to ensure we are successful in recruiting, developing and retaining Airmen with the attributes required to compete, deter and win a high-end fight. With these LOEs in mind, I encourage you to let me know what we are doing right and what we are doing wrong. [AFRC.CCC@us.af.mil](mailto:AFRC.CCC@us.af.mil)

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**On the cover:** A flight engineer performs routine maintenance checks on an Air Force Reserve C-130H Hercules aircraft at Hilo International Airport, Hawaii, during Rally in the Pacific 2023. For more on the exercise, see the story beginning on page 6. (Photo by Staff Sgt. Christina Russo, graphic illustration by Ivan Rivera)



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Reserve Citizen Airmen from the 302nd Airlift Wing prepare for takeoff from Palau for an aeromedical evacuation training mission headed to Anderson Air Force Base, Guam, during Rally in the Pacific 2023. (Senior Master Sgt. Jessica Kendziorek)



## RESERVISTS

# RALLY

# IN THE PACIFIC TO ENSURE THEY ARE READY NOW

— By 22nd Air Force Public Affairs

Reserve Citizen Airmen prepare 'patients' for transport for an aeromedical evacuation training mission from Palau headed to Anderson Air Force Base, Guam, during Rally in the Pacific 2023. (Senior Master Sgt. Jessica Kendziorek)

Air Force Reserve Command's 22nd Air Force conducted a two-week long Agile Combat employment exercise, Rally in the Pacific 2023, with more than 23 Total Force units and nearly 400 Multi-Capable Airmen who worked tirelessly to execute and enable joint maneuvers in the region in September.

The exercise was held in the Indo-Pacific region, primarily Guam, Palau and the Philippines, with the main operating location out of Pohakuloa Training Area, Hawaii.

During the exercise, Airmen enhanced interoperability with allies and partner nations, showcased the ability to project the Reserve Mobility Air Force into the region, rapidly generated airpower across dispersed locations simultaneously and maintained a high-operations tempo.

"This is the fourth in the series of Rally exercises, which have built progressively upon each other," said Col. Gregory Berry, 934th Airlift Wing deputy commander and RITP23 mission commander. "The intent of this year's Rally in the Pacific exercise was to deploy a large group of Reservists out to the Pacific, train throughout the region, show our adversary that as a Reserve entity we could operate in their backyard, and then task and exercise the agile support elements."

To do that, everything started with the planning.

The team collaborated with leaders across the enterprise to outline exercise objectives to test and grow capabilities for ACE and the Air Force Force Generation, or AFFORGEN, model. Logistics planners were critical in establishing the tools and coordination to identify and align the functions, assets and resources required to execute RITP23's objectives.

Once firm expectations for the exercise were determined; from the intent to the training, the team had to develop the Deployments Requirements Manning Document, or the list of jobs that were required to make the exercise a success. From there, the team consolidated the list, sent it out across the Air Force Reserve requesting personnel to fill each job.

This was a new experience for Tech. Sgt. Ethan Smith, 403rd Logistics Readiness Squadron logistics management specialist, who took part in planning the exercise. Of the planning efforts, Smith said, "I got called and was asked if I wanted to help be a part a Pacific Air Force focused Rally exercise back in January (2023) and I agreed, so next thing I knew I was on the core planning team as the logistics planner."

The logistics planners' job is to manage the deployment, redeployment, and sustainment process.

For this exercise, the logistics planners had to get more than 400 Air Force Reserve members and more than 185 short tons of cargo from multiple stateside bases to the downrange location in Hawaii. This required assistance from local Installation Deployment Readiness Centers, building relationships and network within the local community for use of airfields, transportation and bed-down services.

Part of this deployment process is to establish the list of personnel needed to make the exercise a success.

"We used the force element building blocks for 'Establish the Airbase' as well as 'Mission Generation Force Element for C-130s' as a general guideline for what our total manning requirements needed to be," said Smith. "Utilizing these Force Elements, we were able to determine who would be the first personnel on ground, starting from day one, to start the base build up and continue from there for follow-on [forces]."

The overall plan of the exercise focused on executing the ACE concept and training Multi-Capable Airmen to succeed in contested, degraded or even operationally-limited environments.

As with any exercise, however, adjustments were made based on training and other requirements. One such requirement was a change to the main operating location, when Typhoon Mawar struck Guam, which caused a major adjustment to the plan.

Thoroughness of planning allowed the RITP23 team to quickly change from utilizing the Northwest Field in Guam as a forward operating base, and moving the main operating base to Pohakuloa Training Area in Hawaii, instead.

"Our initial intent was to bed down at the Northwest Field in Guam, but Typhoon Mawar caused so much damage that we had to move quickly to find another location," said Berry. "We basically replanned the entire exercise two and a half months prior to deployment using the Pohakuloa Training Area after confirming availability, surveying it and working the logistics."

By using PTA, the exercise personnel faced logistical challenges operating from Hawaii, Palau, the Philippines and Guam. These challenges amplified the team's already stressed logistics and maintenance capabilities, but allowed the Multi-Capable Airmen to showcase their ingenuity and adaptability to changes.

Berry said, "It was challenging in that regard, but challenge isn't a bad thing."

The camp was built in the mid-1950s and some of the buildings haven't been updated since then.

— Continued on next page





A C-130H departs Dobbins Air Reserve Base, Georgia, to support Rally in the Pacific. (Staff Sgt. Matthew Matlock)

By going to PTA there were more Multi-Capable Airmen training opportunities; which included the rifle and pistol pop-up ranges; water survival and land navigation training, and the 9-line and hoist training provided by the U.S. Army Charlie Company 3rd Battalion 25th Aviation Regiment aircrew using a HH60-M Black Hawk medical evacuation helicopter. These training opportunities are normally only available for security forces, fire fighters and medical personnel, or the survival, evasion, resistance and escape professionals and aircrew. Many of these opportunities would not have been available in Guam.

"We told them they were going to experience some good training, but it wasn't going to be comfortable, and everyone embraced it," said Berry. "The staff was amazing at flexing the plan to the change, to be able to handle the logistical strain of being spread out so far and it worked out as well, if not better for training than the original plan."

Another challenge fell directly onto the aircraft maintenance section.

This was due to both logistics for aircraft parts and aircraft maintenance issues because of the locations being spread so far apart. By creating a maintenance depot at the main operating location, however, RITP23 planners optimized maintenance resources – equipment, parts, and people – and were able to prioritize allocation to the various missions.

"I am so proud of all of the maintainers who worked through this exercise," said Chief Master Sgt. Ronald Clark, 927th Aircraft Maintenance Squadron superintendent. "They worked 12-

hour days and still had smiles on their face when they finished."

Other experiences included setting up communications, security, flying operations, medical transport training, and even command operations in the four locations.

"This exercise stressed the importance of how agile combat employment shifts the generation of airpower from large, centralized bases to networks of smaller, dispersed locations, or cluster bases to increase survivability," said Berry.

Since this was not a traditional exercise with broad objectives, the objectives were driven by 22nd Air Force's goals to accelerate readiness in case of a conflict in the Indo-Pacific region and supporting USINDOPACOM priorities. The area of responsibility itself provided unique challenges that enhanced 22nd Air Force's and 4th Air Force's capabilities to execute ACE and rapidly generate airpower in support of Department of Defense, allied, and partner nation priorities. Teams were put together to operate in multiple locations with varying levels of capacity and support, and then challenged participants' skills by providing real-world experience with units they do not regularly train with, while testing emerging operational concepts.

"We put our Airmen in a stressful situation with this exercise, and the attitudes of the Airmen, top to bottom, were nothing short of amazing," said Berry. "The days were long and not easy, the staff kept getting up off the mat when something would go wrong. They continually adapted and found new solutions to the problem at hand. The team fought for three straight weeks, and I couldn't be prouder of them."



Clockwise from top: Multiple C-130s are parked at Hilo International Airport after completing the drop-off of cargo and passengers for Rally in the Pacific. (Senior Master Sgt. Jessica Kendziorek); An aerial porter operates a forklift carrying cargo to be loaded onto C-130H aircraft. (Staff Sgt. Christina Russo); Tech. Sgt. Kyle Hiner and Tech. Sgt. Eli Elias set up communications for the exercise. (Senior Master Sgt. Jessica Kendziorek); A loadmaster directs a forklift operator from the back of a C-130. (Staff Sgt. Christina Russo); A C-130 prepares to taxi onto the flightline at Hilo. (Staff Sgt. Timothy Leddick); Staff Sgt. Derek Stowell participates in a baton training course. (Staff Sgt. Timothy Leddick)





— By Bo Joyner

# THE CIVIL AIR PATROL: RESERVISTS PLAY CRITICAL ROLE ON CAP-USAF TEAM

Senior Master Sgt. Shane Williams is a huge fan of the Civil Air Patrol. He joined CAP's cadet program in 1989 and has been involved with the Air Force's official auxiliary continuously since then. Today, he serves as the Reserve Forces superintendent for CAP's Rocky Mountain Liaison Region where he provides support to all CAP units within Colorado, Utah, Wyoming, Idaho and Montana. He also supports the CAP-U.S. Air Force headquarters as a subject matter expert for small unmanned aerial systems.

Williams is one of a handful of Reserve Citizen Airmen assigned to CAP-USAF, and he's proud of the work these Reservists do to support the Civil Air Patrol.

"As a prior CAP cadet and senior member, I really enjoy the opportunity to work with, support and mentor the volunteer members," he said. "CAP is one of the most important volunteer organizations in the country, and as the auxiliary of the U.S. Air Force, it's a privilege to assist and advise them."

Lt. Col. Jackie Fleming is CAP-USAF's Reserve Forces director. In her seven years of working with CAP, she has served in four of the organization's eight regions, and today she acts as the liaison between the Civil Air Patrol and the Air Force to help train, equip and support the almost 70,000 members of the Air Force Auxiliary in emergency services, cadet programs and aerospace education.

"I love working with the patriotic, hard working and dedicated volunteers, from the youngest of cadets to the most experienced seniors," she said. "Their innate sense of helping others and serving their country is exemplary."

Established on Dec. 1, 1941, to mobilize the nation's civilian aviation resources for national defense service, CAP has evolved into a premier public service organization that carries out emergency service missions when needed, both in the air and on the ground. Its more than 64,000 members devote their time, energy and expertise toward the well-being

of their communities while also promoting aviation and related fields through aerospace/STEM education and helping shape future leaders through CAP's cadet program.

CAP-USAF, headquartered at Maxwell Air Force Base, Alabama, provides day-to-day support, advice and liaison to the Civil Air Patrol and provides oversight for CAP programs. CAP-USAF personnel are the primary functional interface between CAP and other federal agencies.

In addition, CAP-USAF serves as the Air Force program office for the cooperative agreement between CAP and the Air Force. The CAP-USAF commander, as the program manager, is responsible for the oversight and validation of CAP's performance under the cooperative agreement. CAP-USAF advocates for CAP at all levels of the Air Force as well as providing advice and support to CAP field operations, to include homeland defense, homeland security, disaster response, and search and rescue. CAP-USAF falls

under the First Air Force and Air Combat Command.

The Civil Air Patrol is a federally chartered non-profit corporation that is also the Air Force auxiliary. CAP's mission is supporting America's communities with emergency response, diverse aviation and ground services, youth development and promotion of air, space and cyber power through aerospace education. CAP flies a wide range of operational missions daily, including search and rescue, disaster response and supporting counterdrug operations. CAP specialists also execute aerial target missions to maintain combat readiness of air defense assets, conduct special-use airspace surveys and fly orientation flights for teachers and Air Force ROTC and Air Force JROTC cadets.

Recognized by Air Force doctrine as a member of the Total Force, CAP has more than 38,000 adult members and more than 28,000 cadets in more than 1,500 units with an organizational pattern and rank structure similar to that of the Air Force. CAP has eight geographical regions composed of 52 wings, one for each state, Puerto Rico and the District of Columbia. Wings are divided into

groups, squadrons and flights. The CAP national headquarters is co-located with the CAP-USAF headquarters at Maxwell.

CAP is always there when the nation calls. Most recently, CAP supported relief efforts following Hurricane Idalia, the deadly brush fires in Maui and severe flooding in Vermont.

As the individual mobilization augmentee to the commander of CAP-USAF, Col. Daniela Martian is on a mission to educate Reserve Citizen Airmen about the Civil Air Patrol and the opportunities available to work with the Air Force's official auxiliary.

"The Reserve population of CAP-USAF currently sits at about 120 people," Martian said. "Of those, 20 are CAT B Reservists and 100 are CAT E Reservists. Of the 20 CAT Bs, seven have waivers to fly in their positions and they pilot CAP airplanes. The 100 CAT E Reservists technically are on 'points, no-pay status,' but through ACC, many execute man-days."

The colonel said the Reservists currently working with CAP "assist CAP unit commanders with administration and leadership, teach

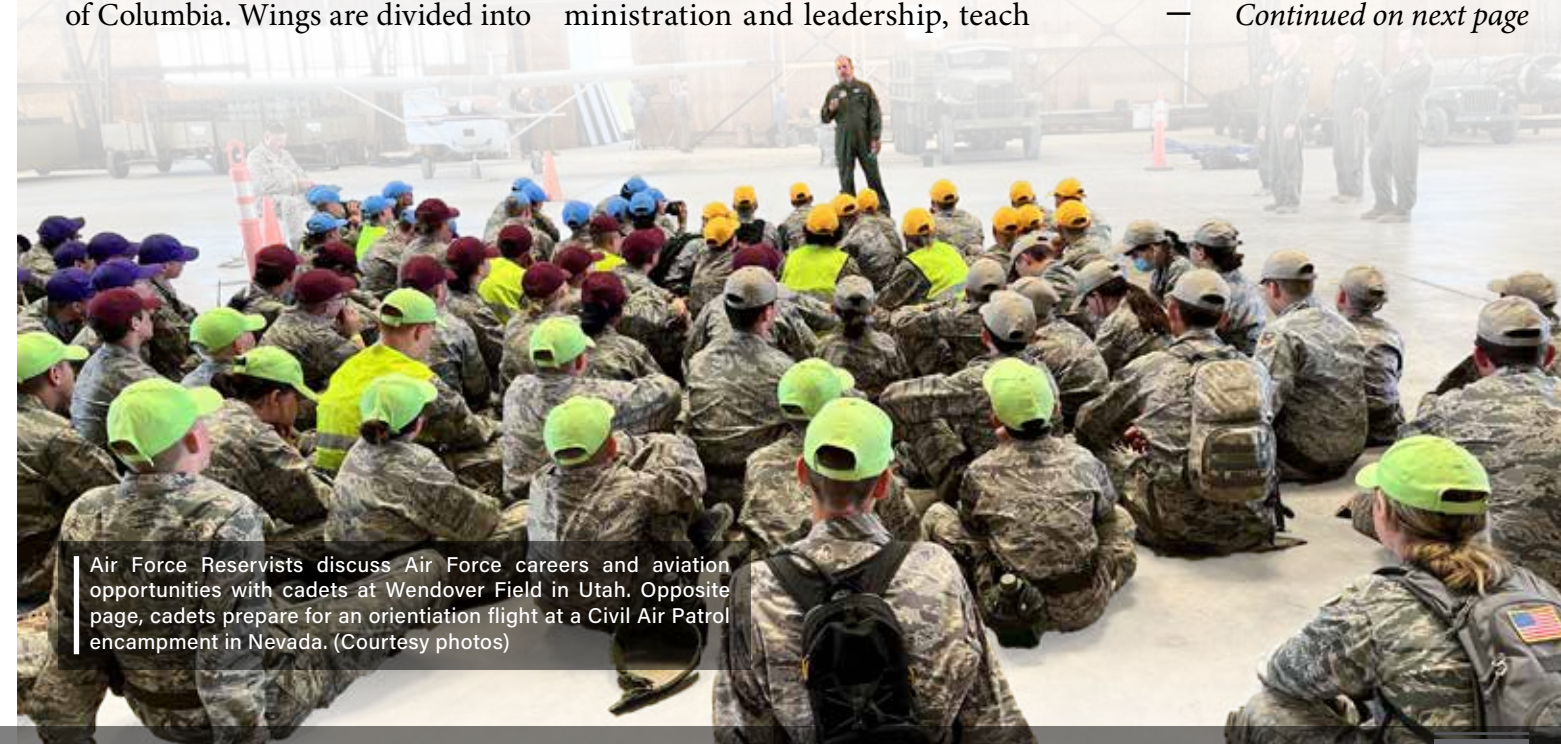
aerospace subjects to cadets, and serve as staff officers and advisors at cadet summer encampments, flight clinics and leadership workshops. Primarily, we support annual encampments that CAP hosts for its cadets, but honestly we do so many other things."

Between June and December 2022, CAP conducted 45 summer encampments and six winter encampments. A total of 7,361 cadets attended these 51 encampments.

"Our Reservists were at 92% of these encampments teaching academics, providing mentorship and educating cadets about Air Force careers, coordinating installation, logistical and aircraft support locally or with Air Force units, and monitoring safety, training intensity and cadet protection practices at the activity," Martian said.

Maj. Alejandro Reyes, a Cat-E Reservist, is the flight commander for CAP-USAF in the Florida Region. He joined CAP-USAF in January 2022.

— Continued on next page



Air Force Reservists discuss Air Force careers and aviation opportunities with cadets at Wendover Field in Utah. Opposite page, cadets prepare for an orientation flight at a Civil Air Patrol encampment in Nevada. (Courtesy photos)



CAP cadets pose at an encampment fire demonstration. (Courtesy photo)

“I love getting to interact with young cadet leaders, teaching courses on leadership and aviation, and being able to make an impact in their future by answering questions and sharing professional development opportunities,” he said.

Williams said he particularly enjoys seeing first-time cadets at encampments each year.

“Over the course of seven days, their confidence, enthusiasm and pride grow exponentially,” he said.

Lt. Col. Brian Conn is the Reserve forces director for CAP-USAF’s Detachment 5. He said the most rewarding aspect of working with CAP is building trusted relationships.

“Our relationships are the foundation of everything we do,” he said. “I learned a long time ago to speak less, listen more and focus on relationships. Otherwise, all the work and goals I envision or have set simply won’t materialize or last. Part of building a trusted relationship is intentionally learning another’s story, and few things are more powerful or compelling than a story.”

Conn said he will never forget one connection he made at Cadet Officer School, the premier leadership school offered through CAP for cadets.

“Seeing cadets from around the United States and from sister organizations in Canada and the United Kingdom come together has been a highlight of my Air Force career,” he said. “It was during one of these schools I had the opportunity to mentor a cadet from Quebec, Canada. English was a second language for her. She ended up winning the schoolhouse’s award for the best capstone essay. I could not have been more proud of and happy for this cadet.”

“It is very touching when cadets recognize you from a previous encampment or event,” he added. “Even if it has been a while, they recall events, classes or statements I may have made and which made an impact on them. It is so exciting to get to see their confidence and leadership style grow through the years and as they promote from entry-level cadets to encampment leadership roles.”

Lt. Col. Gia Petz, the Reserve forces director for CAP-USAF’s Rocky Mountain Liaison Region, said she loves mentoring and inspiring cadets.

“They are some of the most motivated kids I have met, and I am thrilled to help them plan their futures,” she said.

Petz recently had the opportunity to plan orientation flights in Blackhawk and Chinook helicopters with the Colorado Army National Guard for some of her cadets.

“A total of 127 cadets got the experience of flying in a military aircraft, many for the first time,” she said. “Their excitement was contagious.”

As she nears the end of her military career, Petz said it is rewarding to share experiences, stories and lessons with CAP cadets. “It’s kind of like passing the torch to the next generation,” she said.

Reyes said he would definitely encourage Reservists to consider getting involved with CAP.

“CAP-USAF is very fulfilling and provides an avenue for our military experience to be used as motivation and impact in up-and-coming leaders,” he said. “Additionally, CAP-USAF offers tremendous life-work balance and flexibility that other Reserve programs cannot.”

Williams agreed.

“CAP-USAF is an amazing way to serve, either as an assigned Cat E or attached traditional Reservist or IMA,” he said. “Our Reserve corps is key to the success of our advise and assist mission, and is one of the most unique opportunities available.”

From his perspective as a senior NCO, Williams said the CAP-USAF NCO corps has room to grow.

“I would love to chat with other senior NCO Reservists about some of the benefits CAP-USAF service could provide,” he said. “Our program will benefit greatly from the wide array of experienced enlisted members in the Reserve.”

“I always encourage Reservists to consider CAP if they are interested in engaging with cadets who may very well be the next generation of our Air Force, Space Force, Army or Navy,” Fleming said. “As we all work together during challenging times, the members of CAP restore my faith in humanity with their spirit and selflessness. It is an honor to serve alongside the CAP.” To find out more, e-mail [capusaf.css@us.af.mil](mailto:capusaf.css@us.af.mil).



Clockwise from top right, CAP cadets and instructors at a glider academy; Lt. Col. Gia Petz, Maj. Dan Silk and Maj. John Wimberly discuss CAP activities with Troy McIntosh, deputy assistant secretary of the Air Force for Reserve Affairs and Airman and Guardian Readiness; Cadets get an up-close look at an F-35; CAP leaders at the Space Operations National Cadet Special Activity at Peterson Space Force Base, Colorado; Lt. Col. Shawn Barber pilots junior ROTC students during an orientation flight; Maj. Steve Latham instructs a CAP cadet at a virtual reality lab. (Courtesy photos)



# RESERVE CHAPLAINS HONORED, HUMBLED TO SERVE AT ARLINGTON NATIONAL CEMETERY



— By Bo Joyner

There are close to 400,000 people buried at Arlington National Cemetery. On row after row of precisely placed headstones across 639 acres of rolling hills in Arlington County, Virginia, not far from the Pentagon, are the names of brave men and women who proudly served their country and are now laid to rest at one of the most sacred places in the United States.

On most weekdays at Arlington, about 30 funeral services are held, led by military chaplains assigned to the cemetery's chaplain corps. A pair of Reserve Citizen Airmen, Chaplain

(Maj.) Steven Rein and Chaplain (Capt.) Andrew Lloyd, are currently assigned to the chaplain cadre at Arlington, working tirelessly to provide dignified and memorable services for people who have died and their family members.

An individual mobilization augmentee, Rabbi Rein is called on to officiate at all Jewish Air Force funerals. On occasion, he fills in to support Jewish funerals for people assigned to other military branches as well as at additional Air Force funerals when no religious preference is requested. He has been working at ANC since June 2017.

“Working at Arlington has truly been an honor and the most fulfilling assignment of my Air Force career,” he said. “In addition to serving military families in a way that I am uniquely qualified to do, I love learning about the sacred stories of each and every individual and the lives they influenced. The connections and relationships are truly special.”

Also an IMA, Lloyd has been assigned to Arlington since June 2022. On a typical day, he will officiate at between one and four funerals. In all, he's presided at more than 300 funerals at ANC.

“Our primary role is to dignify the life of the deceased – someone we have never met – and convey gratitude on behalf of the Air Force family,” he said. “It is always my hope that families feel a bit of comfort in

knowing how grateful the Air Force is for the service and sacrifice of their loved one.”

Rein said that every service he presides over is special, but he will never forget a funeral he conducted a couple of years ago.

“Perhaps the most moving service I've conducted was for an individual who was among the liberators of the Dachau Concentration Camp during World War II,” he said. “My grandfather is a survivor of the Holocaust and was liberated from Dachau. Standing at this grave, in front of his family, I was able to share that I owe my very life and existence to the bravery and heroism of their father. It was truly an emotional moment for all of us.”

Rein said he will always remember officiating with a joint honor guard at the burial of the late Sen. Frank Lautenberg. “I will also always remember the hundreds of United States Capitol Police officers attending the funeral for a fallen officer who died during the attack at the Capitol on Jan. 6,” he said.

Lloyd vividly remembers the service he officiated where retired Gen. Richard Myers was in attendance. “General Myers served as the chairman of the Joint Chiefs of Staff on 9/11,” he said. “He was highly visible in the wake of the attack and occupied that role when I decided to join the Air Force. Having the opportunity to personally thank him for his leadership years removed from the attack was special.”

He went on to say that he cherishes every moment when he gets to present a flag to the next-of-kin. “I never tire of experiencing that special moment with grieving family members and knowing that we provided comfort and memories that will last for their lifetime,” he said.

Rein said that working at ANC as an IMA is vastly different from any other position he has had in the Reserve.

“Perhaps the biggest difference is that in prior assignments I was attached to an active-duty base chapel,” he said. “I would come in for Reserve duty and was inserting myself in the middle of a busy calendar of programs and events often without any context or planning. So much of a chaplain's success is based on relationship building, something that is very hard to do as a Reservist. In my work at ANC, all of us – both active duty and Reserve – are really on the same footing. We all engage with families in the same way and for the same brief period of time. I feel that I am truly an integral part of the team in ways that was not always true in the past.”

Rein said that he generally reaches out to the family about two weeks before a scheduled funeral. “This conversation serves as an opportunity for me to introduce myself, gather biographical information about the deceased and share with the family a detailed outline of a military funeral,” he said.

“Following this initial meeting, I begin writing my remarks and preparing for the burial service. I always seek to connect the life of the deceased with themes from the Jewish tradition and words of comfort and inspiration.”

On the day of the funeral, he meets with the family in person prior to the service so they can put a name to a face and he can answer any final questions they may have.

“I then head out to meet with the honor guard and finally officiate the service,” Rein said. “Upon completion, the final step is sending a condolence letter to the family, thanking them for entrusting us to care for their loved one.”

For Lloyd, a typical day begins with a time of personal prayer for the families he is about to support. He meets privately with the family about 45 minutes before the start of the service in the Arlington Cemetery administration building.

“We review biographical details of the person being buried – based upon obituaries and/or notes provided by the family in the weeks preceding the funeral,” he said. “Traditionally, we offer a brief prayer during that meeting and then depart to meet with the Air Force Honor Guard. Service types range at Arlington depending upon the person's rank. We officiate and conduct each type of service, which can range in length from a few minutes to up to 20 minutes.”

Rein said that he loves serving at Arlington and how his Reserve service ties in with his civilian life.

“As a civilian, I serve a congregation in Alexandria, Virginia,” he said. “Working at ANC has given me the opportunity to officiate funerals at Arlington for congregants of mine. Bridging these two worlds as a Citizen Airman has been truly rewarding.”

While Lloyd said the job can be physically and emotionally draining, he cherishes the time he has spent at Arlington.

“It is incredibly humbling to work at Arlington Cemetery and serve families at a moment that is not a happy occasion,” he said. “There are no do-overs in this job. We create memories that will last a lifetime. That is humbling and daunting ... and motivation to bring my best every day.” **CA**

Chaplain (Capt.) Andrew Lloyd, below, and Chaplain (Maj.) Steven Rein, opposite page, work tirelessly to provide dignified and memorable funeral services at Arlington National Cemetery. (Courtesy photos)







The Individual Mobilization Augmentee portfolio has ebbed and flowed through 75 years of the Air Force Reserve's storied history. Today, more than 7,500 IMAs are spread throughout 200 Department of Defense organizations globally. These part-time Reservists adapt to each active component's organizational culture while still responding to the nuances of the Reserve world.

Communication and administration in one organization can look completely different from another and lends itself to multiple leadership chains. One consistently found best practice rolled out as an official prototype in May, and offers a new model for IMA leadership, support and development.

The IMA Strategic Review team, founded in 2021 to identify issues with the IMA portfolio and make recommendations for improvement, researched and analyzed the portfolio's long tenure, governing law and policy, relevant systems and member readiness. The team, comprised of officers and enlisted members from various career fields, but mostly IMAs, noted many IMAs serving today faced the same challenges usually stemming from a disconnect between active and Reserve administrative processes, database access and career development. One initiative that quickly rose to the forefront is the practice of a senior IMA leading other IMAs within their respective organization.

Col. Samantha Dawson, a 19-year IMA currently assigned to the 363rd Intelligence, Surveillance and Reconnaissance Wing, Joint Base Langley-Eustis, Virginia, has been part of the IMA Strategic Review team since the start, initially focusing on IMA readiness and resources. She now spearheads the IMA administrative control effort to prototype a new IMA ADCON model.

"IMA ADCON is about Reserve leadership and codifying what units with successful IMA teams already do – empower and rely on Reserve leaders to make decisions, advise, integrate and advocate for IMAs," said Dawson. "IMA ADCON is not going to fix strategic level challenges of pay and systems, but it is a foundational cog in the wheel of our IMA Strategic Review initiatives."

Dawson engaged several organizations with an appetite for innovation and existing Reserve leadership. Partnering with the U.S. Indo-Pacific Command Joint Intelligence Operations Center, she led a 41-person, joint, total force team in researching manpower, personnel and legal constraints impacting both active and Reserve administrative control. Collectively, the team developed and analyzed five different solutions that led to a concept the INDOPACOM JIOC could prototype.

After months of meetings and legal reviews, the concept of an active-duty Air Force commander designating an IMA as a section commander went into official prototype status. In May, the USINDOPACOM JIOC became the first organization to establish an IMA section commander. Col. John Cherry became the first IMA section commander with G-series orders. The IMA section commander collaborates closely with mobilization assistants, Reserve advisors and senior enlisted advisors.

Cherry, whose IMA career spans three decades across an impressive list of organizations such as U.S. Air Forces in Europe, European Command, Pacific Air Forces and Space Systems Command, said the active component just wants rapid access to the incredible talent pool of IMAs, but IMA portfolio nuances present some inherent hurdles.

"Serving in the Reserve is a calling and for most of us it is a parallel career with a civilian profession," Cherry said. "This juggle is often difficult. The intent is to create a seamless and holistic total force governed by the same interchangeable policies and procedures as the active component. As the IMA section commander, I help eliminate some of these hurdles."

Cherry explained that his experience and command authority enables the active duty to meet their core intent and rapidly access IMAs unique skillsets.

"I am amazed at the level of experience and depth of full-spectrum knowledge the IMA force brings to the table," he said. "My role is to effectively incorporate and integrate these skills."

For Cherry, achieving this level of integration means that his position leads the Reserve administrative functions so that his active-duty counterparts can focus their assigned IMAs on mission delivery.

Cherry shapes resiliency as an IMA's first touch point. He holds all-calls, reviews performance reports, awards, decorations and advises his regular Air Force counterparts on issues concerning IMAs. Prior to prototype, the USINDOPACOM JIOC IMA leaders already advised on Reserve-specific administration, advocated for stratification, helped with job placement and career development, and assisted with many overall issues specific to the Reserve. However, the transition to an official leadership position empowers and equips Cherry to streamline these processes. The initiative is working.

Dawson views the new IMA section commander as not only a best practice to be shared, but a way to transform for the future.

"We need to make this an official role – written into policy," Dawson said. "IMAs deserve a leader

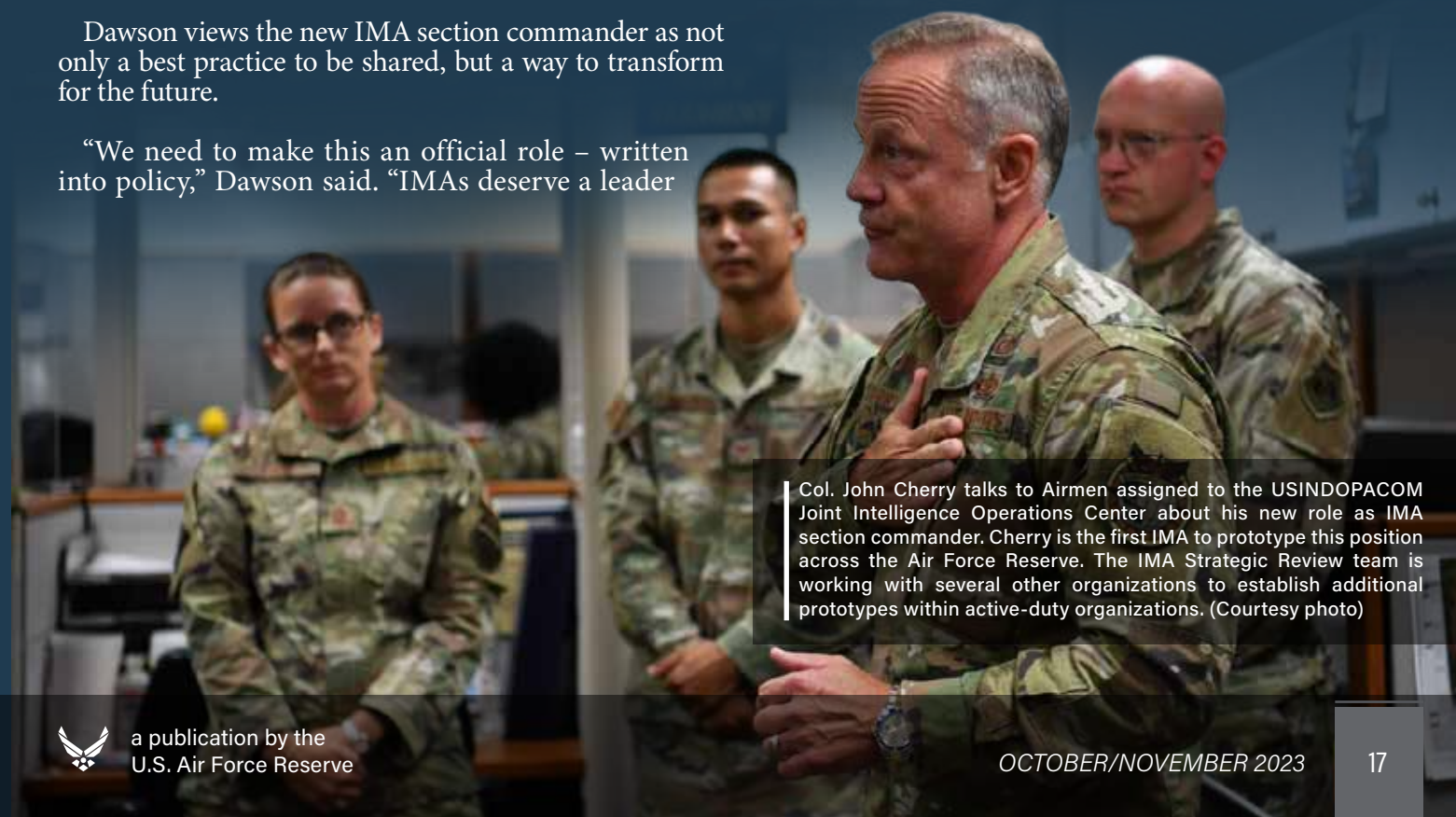
at their unit who is accessible and understands IMA life. Policy will establish the standards and expectations of the position and enable an IMA career development path."

USINDOPACOM's progress and success are closely monitored as the IMA Strategic Review team continues to advocate for an IMA section commander or IMA section director leading subordinate IMAs within active-duty organizations. Dawson is working with several other organizations to establish additional prototypes, further informing the way-ahead. Dawson emphasizes IMA ADCON has foundational elements, but implementation is adaptable to the organization, and not intended to change the rating chain or IMA's senior rater.

As the first IMA section commander, Cherry has established goals for himself and his formalized position. Tactically, he hopes to steer the pilot program from its initial operational capability to a fully operations capable command section, but he knows the larger impact comes at the strategic level.

"I think USINDOPACOM taking the lead in this initiative is both poignant and timely," Cherry said. "I hope this serves as a beacon for the larger Total Force to enhance their unity of effort and actualize the immense talent of the Airmen we call IMAs."

*(Mann is a member of the IMA Strategic Review Team)*



Col. John Cherry talks to Airmen assigned to the USINDOPACOM Joint Intelligence Operations Center about his new role as IMA section commander. Cherry is the first IMA to prototype this position across the Air Force Reserve. The IMA Strategic Review team is working with several other organizations to establish additional prototypes within active-duty organizations. (Courtesy photo)





On endless roads, the fixed horizon changes as time and distance pass by. Logistics never stop; they flow through every operation with a pulse.

Innovative Readiness Training is a Department of Defense program that delivers Joint Force training to service members and incidental benefits to American communities. IRT's vision is a secure and prosperous America supported by strong civil-military relations. And at the heart of it all is the Consolidated Asset Management Site located at Youngstown Air Reserve Station, Ohio.

"CAMS is one of the biggest cogs in the wheel for IRT in my opinion," said Master Sgt. Daniel Payne, the CAMS warehouse manager for IRT. "Without their equipment, these missions can't operate."

In the midst of the COVID crisis, CAMS was brought to Youngstown ARS in August of 2021 under the steady hand of Maj. Tina Hannasch, the commander of the 910th Logistics Readiness Squadron at the time.

Originally functioning out of Grissom Air Reserve Base, Indiana, their facilities became inadequate with the growth of CAMS. Youngstown's electronic slide opal storage units, climate-controlled warehouse, securable Conex yard and easy access to the interstate system made it a suitable replacement.

"Once I got into CAMS and IRT I saw that it was a way to help others

and that's why I like it so much," said Payne. "It's not a humanitarian mission, it's a training program but it in turn helps a lot of people, and I have to thank my wife and kids for putting up with me being on the road quite a bit."

CAMS circulates millions of dollars' worth of military equipment across the United States and its territories, transporting critical resources for Joint Force medical and civil engineer training.

"From Idaho to upper New York, down to Louisiana and everywhere in between we've either been, are going, or there's talks of us going," said Senior Airman Aaron Razayeski, a ground transportation specialist for CAMS. "There's really no way to describe it, it's always something different and it's always a new adventure."

All CAMS equipment and supplies are military-owned and kept up by an existing DoD budget. The basic health care or civil projects provided at no cost to the communities that qualify for IRT training are paid for by Americans for Americans through taxes as a mutually beneficial byproduct of training medics and engineers for future conflicts or natural disasters.

"Everybody has a gift and you're supposed to use that gift to help others," said Payne. "We have to be good stewards of what we've been given at CAMS as we store about 17 million dollars' worth of equipment, and

to replace it is even more expensive."

Under the Air Force Reserve Command's care, CAMS is slated to operate out of Youngstown ARS for at least seven years according to Payne, who hopes to keep it there longer as he believes it's not only a good training program for medical and civil engineering but also a good training program for ground transportation and vehicle maintenance members.

*(Tancer is assigned to the 910th Airlift Wing public affairs office.)*

Senior Airman Aaron Razayeski, a Consolidated Asset Management Site ground transport specialist for the Innovative Readiness Training Program, loads and transports IRT materials. In bottom left photo, Razayeski is assisted by Master Sgt. Daniel Payne, the CAMS warehouse manager for IRT.



# YOUNGSTOWN FACILITY KEEPS INNOVATIVE READINESS TRAINING PROGRAM ROLLING

Story and photos by Tech. Sgt. Noah J. Tancer





# MOUNTAIN MEDIC '23

## TESTS JOINT-SERVICE MEDICAL EVACUATION READINESS IN AUSTERE ENVIRONMENT

— Story and photos by Tech. Sgt. Justin Norton



Soldiers, Airmen and Guardians from multiple units participated in Exercise Mountain Medic '23, designed to simulate the evacuation and treatment of injured personnel in a joint-service austere battle zone throughout Colorado in August.

The two-week long exercise began with five days of classroom training, followed by hands-on training in an instructor-led environment and in-person familiarization with the C-130H aircraft and UH-60 Blackhawk helicopters. The following week, they engaged in scenario-based air and ground medical evacuation exercises in different locations.

“This was a multi-domain, multi-component, joint environment exercise designed to test the medevac and aeromedical response to a large-scale combat operation,” said Lt. Col.

Jennifer Housholder, Army Reserve Aviation Command UH-60 pilot. “We’re working together between the services to take the wounded and get them where they need to be. At the end of the day, that’s all that matters.”

Total Force members shared knowledge with each other gleaned from their military experiences and expertise during the exercise. Reservists with civilian jobs in the medical field also shared what they’ve learned through their time treating patients outside of a military environment. Participants also learned about how each service operates differently and collaborated on what the best practices were for different treatments and procedures.

“There are a whole bunch of resources, other units, other entities that are looking to do the same thing we are,” said Col. James Bershinsky,

commander of the Air Force Reserve’s 302nd Aeromedical Staging Squadron. “We just have to reach across the line, build a realistic training platform and innovate and adapt as we would be expected to do the next fight. We need to do a better job of resourcing and training our joint force to get the most modern techniques.”

Exercise participants formed two joint-service groups over the first week as they reviewed the basics of tactical combat casualty care, practiced how to draw and transfer blood to each other, applied tourniquets and learned about K-9 care. They also learned the procedures for caring and transporting injured and wounded from the point of injury, whether in the field or during a mass casualty scenario.

Guardians also taught the group what Space Force assets are capable of and what they bring to the fight in a joint combat environment, ensuring that air and ground teams could communicate effectively by providing GPS capabilities.

“The space domain cuts through all other domains, whether it’s land, air, sea or cyber,” said Housholder. “Everything we do is predicated on the capabilities that the Space Force affords us. We have to train within that integrated context, because that’s how we’re going to fight in the future.”

After the instructor-led training concluded, each team reported to their respective duty locations the following Monday to begin the scenario-based training.

United States Air Force Academy cadets, Airmen, Soldiers and Guardians were selected in advance to act as patients. Fabricated wounds were created using moulage intended to recreate the likeness of real injuries. Some simulated patients were outfitted with open wounds on their limbs and neck while others had facial trauma or disfigured appendages.

“It’s going to be a crescendo,” said Bershinsky. “We’re going to start with smaller levels of patients getting through and as that system gets busier, we’re going to find breakpoints and weaknesses, overload that system and pile onto those weaknesses. Over the course of the week, that tempo will rapidly build to a point where we purposely break aspects to find better ways to do it.”

An Air Force medical team arrived Monday at a predetermined location and stayed overnight at the end of each day. Their task was to set up an expeditionary medical treatment

facility with an enroute patient staging squadron mission. On an empty patch of dirt, the Airmen worked together putting up tents staged with medical and communications equipment. Each tent served a specific purpose depending on the severity of the patient’s condition and the needs of the medics manning it.

At the same time, a surgical team set up a working area at the original classroom training location equipped with tools to receive patients in need of a higher degree of care. Nearby, a fleet of UH-60s was prepared to be crewed in response to patients in need of aerial extraction.

Army aviators touched down at the Air Force expeditionary medical treatment facility with the first round of patients on board picked up from a location on Fort Carson. While enroute, the crew on board treated, assessed and documented the extent of the patient’s injuries.

“When there’s an injury on the field that can’t be transported by ground or needs faster care, usually they need a trauma surgeon within an hour,” said Spc. Adam Diefendorf, 5-159th General Support Aviation Battalion UH-

60 flight paramedic. “We have an idea of what we go into, but even when we get on the ground, we have to launch quickly per medevac doctrine. We get a report from the medic that’s on the ground and then we load them up quickly because there’s potential enemies in the area and we need to get them where they need to go within that hour of injuries sustained.”

The flight medic opens the side door and motions for ground medics to approach the aircraft as a team of four. Airmen positioned themselves on each corner of the litter and carried the patient off the helicopter toward one of the tents for further treatment.

During the second day, a 302nd Aeromedical Staging Squadron team set up a simulated treatment facility in a hangar at the Pueblo Memorial Airport. There they practiced off-loading patients from UH-60s, securing them into the back of a medevac truck and driving them to the hangar for further treatment and evaluation.

— Continued on next page



Two UH-60 Blackhawk helicopters outfitted for an aeromedical evacuation mission prepare to land in a field during Exercise Mountain Medic 23. Opposite page top, a C-130 Hercules aircraft lands on a dirt runway enroute to receive patients for aeromedical evacuation. Opposite page bottom, Airmen and Soldiers with the 302nd Airlift Wing and Army Reserve Aviation Command work together to carry a patient on a litter to a C-130.





They also trained how to receive patients from a UH-60 and transfer them into the cargo bay of a C-130 outfitted for aeromedical evacuation and personnel transport. When a helicopter landed with a patient on board, their engines remained operational. A team approached the helicopter with the blades spinning overhead, off-loaded the patient and carried them to the nearby C-130 with its engines also running. They were guided aboard by 34th Aeromedical Evacuation Squadron Airmen in the cargo bay.

“I’ve never loaded patients onto a Blackhawk before,” said Senior Airman Taylore Araki, an aerospace medical technician with the Air Force Reserve’s 944th Aeromedical Staging Squadron. “Just seeing how it’s done, then actually getting to do it and realizing that there was more to it than I thought was really good practice. Surprisingly, it wasn’t as difficult as I assumed it was going to be.”

Patient transfer training occurred again at Fort Carson when a C-130 landed on a dirt runway close to the expeditionary treatment facility. Participants used an ambulance bus provided by the Department of Veterans Affairs to load patients for transport, drive them to the C-130 on the dirt runway and reverse the vehicle close to the cargo ramp of the aircraft. 34 AES Airmen directed transport of the patients into the bay from the rear of the bus.

During flight the patients are treated and monitored by the medics on board. A Critical Care Air Transport Team augments the standard aeromedical evacuation crew aided by Army UH-60 flight medics training alongside them. These specialized teams care for critically ill or injured patients during flight while they’re transported to a higher level of care.

On the final day of the exercise, participants were faced with a mass casualty training scenario.

Medics and 10th Special Forces Group Green Berets located role players in dark rooms, assessing their injuries and evacuating them to the expeditionary treatment facility for further care. Panicked role players were comforted, and combative ones subdued while the team cleared obstacles keeping them from providing care to the injured.

“It was very chaotic,” said Araki. “I was stressed but I just remembered these are our patients and they need to get treated immediately. These are people’s loved ones. I think that was the pusher to get through it. These people need help, and they want to go home and see their families.”

Looking forward, Airmen and Soldiers from junior enlisted up to leadership expressed the need to expand the scope of the scenarios, involve more missions, invite other organi-

zations to participate and accomplish the training on a more frequent basis.

“It’s not just medevac and aeromedical,” said Housholder. “Anything we do is going to cross into multi-domain, multi-component and joint environments. Even as an air assault Blackhawk pilot, I’m not doing it outside of a joint environment. Not in today’s world. We need more integration. We have to get after training and exercising in an integrated way because that’s the only way we fight.”

The Air Force ground medical team gathered for an after-action discussion at the end of the exercise highlighting successes and pitfalls throughout the field portion of the training. Bershinsky addressed the multi-squadron team directly.

“How ready is ready enough?” said Bershinsky. “Everybody in this room is here to support the warfighter. We’re here to take care of them when they’re in trouble. We’re all family, we all wear this uniform. That’s our family member that may very well be lying in that situation. So, ask yourself, how much training is enough? My challenge to you is to hold yourself to a very high standard. Good enough is not good enough. Once you reach that standard and it becomes your norm, then you raise that bar yet again.” **CA**

Airmen and Soldiers from multiple units treat a patient in front of an ambulance bus parked behind a C-130 with a medevac truck nearby during Exercise Mountain Medic 23. Opposite page top, 302nd Airlift Wing Airmen listen to an Army flight paramedic explain how to carry and load a litter with a patient onto a UH-60 Blackhawk helicopter. Opposite page bottom, Senior Airman Amber Abeita, 944th Aeromedical Staging Squadron aerospace medical technician, inserts a needle into the arm of her wingman during walking blood bank training.





**PARTING SHOT:** Senior Airman Alexander Perry, 911th Aircraft Maintenance Squadron guidance and control systems specialist, watches a C-5M Super Galaxy, assigned to the 439th Airlift Wing, Westover Air Reserve Base, Massachusetts, taxi on the Pittsburgh International Airport Air Reserve Station flightline. (Master Sgt. Jeffrey Grossi)

## CITIZEN AIRMAN

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