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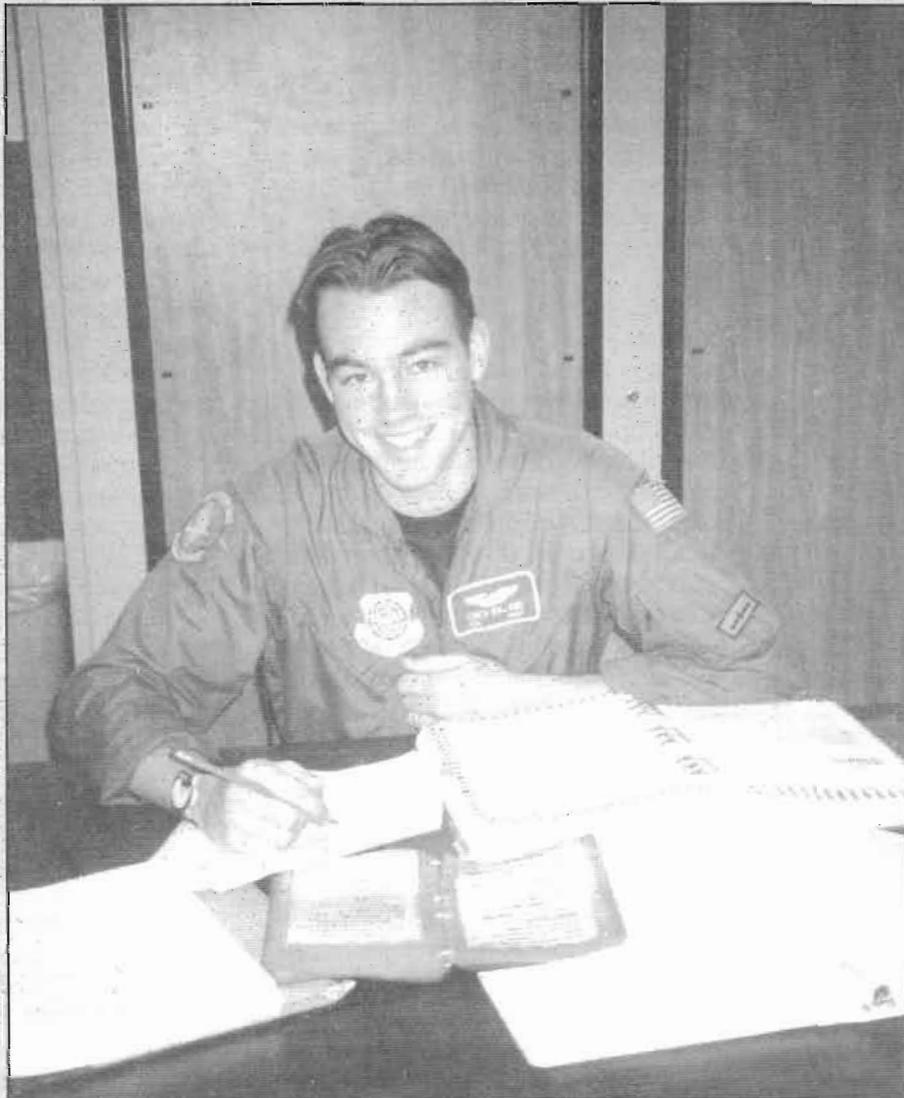


1947 - 1997

VIKING FLYER

RW

934th Airlift Wing, Air Force Reserve Command, Minneapolis-St. Paul International Airport Air Reserve Station, Minn.



Mark Davidson

***Aircrews earn high
scores in inspection***

► See Page 7

Col. Michael Gjede,
wing commander

Maj. Steven Hatcher,
public affairs director

Mark Davidson,
chief of PA

Cherie Huntington,
editor/PA specialist

Senior Master Sgt. Mark Davidson,
superintendent

Master Sgt. Darrell Habisch,
NCOIC

Master Sgt. Tim Turner,
Tech. Sgt. Janet Byerly,

Staff Sgt. Larry Dean,
newspaper staff

Tech. Sgt. Greg Krajewski,
Staff Sgt. Robert Walz,
photographers

On the cover

**Senior Airman
Chris Rieland,**
loadmaster with the
96th Airlift
Squadron, was
ready for the
Aircrew
Standardization
Evaluation Visit.
For more on the
inspection, see
Page 7.



Mark Davidson

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UTA schedule

Jan. 10-11	August 1-2
Feb. 7-8*	Sept. 12-13
March 7-8	
April 4-5	▶ UTA pay
May 2-3	should be
June 6-7	deposited by:
July 11-12	Dec. 15.

*22nd Air Force Staff Assistance Visit

Commentary

First impressions

Wing members won respect of inspection team

Col. Michael Gjede
Wing Commander

It's not often we get a chance to make a first impression. By definition, you get only one chance — and you certainly want it to be a good one.

Once again, the 934th Airlift Wing was able to accomplish just that. In case you've been out of touch, the wing very successfully completed an Aircrew Standardization Evaluation Visit, or ASEV, administered by Headquarters, 15th Air Force, Oct. 31-Nov. 7.

Although the inspection was oriented to operations and flying, as with any inspection the entire wing was being observed. The 96th Airlift Squadron and 934th Aeromedical Evacuation Squadron did a fabulous job. The stan-eval folks were relentless in laying out a plan for success and then executing that plan.

The testing and flight evaluations went virtually flawlessly, not only due to the extensive preparation by the stan-eval folks, but also the hard work and dedication of each of the

individual crew members of both organizations.

More importantly, though, was the continuous barrage of comments about the attitude and hospitality extended by the entire wing. Everybody with whom the team came into contact projected a helpful and confident attitude.

The team chief relayed to me during one of our conversations that they really weren't sure what to expect when they came here because of all the unknowns associated with the conversion from Air Combat Command to Air Mobility Command. They left here extremely impressed with the way we're doing business.

Not only did we set the standard professionally but also with our attitudes. This is the way a great wing operates. As I said: you only get one chance at a first impression. Congratulations. You all did great! □



Gjede

More than a facelift

Upgrading facilities requires ongoing attention

Maj. Gen. Robert McIntosh
Chief, Air Force Reserve Command,
Commander, Headquarters AFRC

Infrastructure is one of those hidden things vital to mission readiness. Buildings and facilities may not be as flashy as new airplanes on the ramp or as popular as a raise in pay, but they are equally important and require maintenance, renovation and replacement. New construction projects must negotiate a complex set of processes that prioritizes our requirements within the Air Force and,

ultimately, all of the Department of Defense.

The fiscal year 1998 budget allowed Air Force Reserve Command \$14.53 million dollars for five specific projects. We also have funds to tackle smaller projects and for planning and design work on future construction proposals.

Programming and budgeting are ongoing processes. The Office of Air Force Reserve and AFRC staffs are working today on future requirements necessary to help maintain our real property and mission readiness. □

Clinton nominates reservist as next secretary of the Air Force

President Bill Clinton announced his intent Oct. 21 to nominate **Daryl Jones** to be secretary of the Air Force.

The state senator from Florida would succeed **Sheila Widnall**, who returned to the faculty of the Massachusetts Institute of Technology (see Page 5). Jones served in the Air Force beginning with his graduation from the Air Force Academy in 1977 until 1984. He is a former Air National Guard pilot and currently serves in the Reserve with the 482nd Fighter Wing, Homestead Air Reserve Base, Fla. (Air Force News Service)

Retiree dental plan starts Feb. 1

Delta Dental Plan of California has been awarded the contract to administer the defense department's new dental plan for military retirees, their eligible family members and unmarried surviving spouses of deceased military retirees.

Benefits for eligible persons who choose to enroll begin

Feb. 1, 1998. More than 4.2 million people are eligible to enroll in the plan.

Under the five-year, \$1.53-billion contract, enrollees pay the full premium for coverage. Premiums will be collected from enrollees through payroll deductions from those who receive retired pay. Those who do not receive retired pay will be billed directly for premiums by Delta. (AFNS)

Staff sergeant promotions see changes

Air Force Reserve Command staff sergeants blocked from promotion consideration because of the authorized grade of their assigned position can compete for technical sergeant starting Dec. 1.

The new policy applies to both air reserve technicians and traditional reservists. To qualify, reservists must have four or more year's time in grade as a staff sergeant and 16 or more years of satisfactory service. They also cannot have an unfavorable information file or an outstanding personnel incident notification file, or be on the unit control roster. Staff

(Continued on next page) ▶

In search of balance

Departing vice commander urges caution amidst high expectations

Col. Tim Anderson
Vice Commander

It's Saturday of the November Unit

Training Assembly, and for a change, I have time for the niceties.

The reason I have time is also the reason I'm writing this — my vice commander's responsibilities are gradually being transitioned to my replacement, **Col. Ron Weight**. I want to use this opportunity to pass along some of my thoughts on Reserve commitment to you.

When I leave this month, I'll have 18 years of Reserve duty behind me, and I've seen a lot of changes. There has, however, been one constant — the commitment and dedication of unit members.

I've always been proud of how we have collectively been able to rise to each new challenge and sustain the business of airlift at that new level.



Anderson

The consequence has been that we have successfully transitioned from a standby force to a fully integrated and indispensable facet of the total force.

The danger, of course, is that in doing so we have raised the level of expectation among those who need the 934th's services. Expectations have risen to heights that may become unachievable in the future. There is something to the adage about how many times you can go back to the well before it becomes dry.

I'm convinced that cooler heads will come to realize that unrealistic expectations will hurt our ability to react effectively to future contingencies and that eventually, more resources will be committed to active duty force structure as well as to the air reserve components. Until that day comes, however, the burden will remain on your shoulders to meet increasing commitments.

My advice is for all of you to find balance in your life. Our core value of service before

self does not mean you should ignore your civilian commitments or family responsibilities in a blind effort to meet the demands of the military. If your life loses balance and that three-legged stool begins to lean too far in one direction, the whole stool collapses. A balanced approach to your responsibilities maximizes your ability to perform well in each aspect of your life, and nobody has to suffer — not your family, your employer or the Air Force Reserve.

I have so much faith in this unit and its people that I know you will weather the storms of expectations. The job will get done and you will all go on to be as successful as you choose to be.

Thank you for your support, professionalism and friendship. I will miss you all. □

Surfin' the VF

- 9 A-76 time line changes
- 11 Family party set for Sunday, Dec. 7
- 13 Aerial port earns humanitarian milestone

Agile combat support

Critical services include everything from engineering to medical care

(This is the last installment of a nine-part series on core values/competencies.)

Air and space power relies on a myriad of combat support activities that occur on the ground, according to retired **Gen. Ronald Fogleman**, former Air Force chief of staff.

"Agile combat support is a vital part of what the Air Force provides the nation," he said. This led him and other senior leaders to designate agile combat support as one of the Air Force's six core competencies.

Fogleman noted that in Joint Vision 2010, the chairman of the Joint Chiefs of Staff's vision of warfare in the next century, the chairman chose an operational concept called "focused logistics."

"Focused logistics was derived directly from pioneering the Air Force has done with lean logistics," Fogleman said. "Agile combat support reaches outside of pure logistics. It includes functions like force protection, Red Horse engineers, services, contingency medical care and other combat support functions."

Global engagement also points out

that better use of the Civil Reserve Air Fleet will increase the efficiency of Air Force mobility. However, "We must never allow ourselves to get in the embarrassing position of having to rely on a contractor, or other less agile forces, to put combat forces in the field," Fogleman said. "We move on time lines that simply will not work if we have to wait for support for our expeditionary forces."

Sheila Widnall, former secretary of the Air Force, said agile combat support allows combat commanders to improve the responsiveness, deployability and sustainability of their forces. The efficiency and flexibility of agile combat support will substitute responsiveness for massive deployed inventories.

"This will contribute to our efforts to make Air Force units more expeditionary in nature," Fogleman said, "so that we will continue to be the instrument of choice when the national command authorities want to engage quickly and decisively anywhere on the globe."

To do that, Air Force leaders adopted the concept of time-definite resupply, "a fundamental shift in the way we support deployed forces," Widnall said. "Resupply of deployed forces will begin upon arrival, reducing their initial lift

requirement. Time-definite delivery will form the basis for all resupply in the theater, thus reducing total lift requirement.

"When combat commanders require an item," she continued, "the system will reach back to the continental United States and deliver it where and when it is needed."

Agile combat support will also rely on improved command and control, the key to accurate and timely decisions, Widnall said. For example, she said, "The ability to know the location of critical parts, no matter which service or agency holds the parts, will allow enormous gains in efficiency.

"The Air Force depot system will continue to reduce cycle times and streamline its infrastructure," she said. "Outsourcing and privatization, as well as other services capabilities, will be major tools in helping to move the materiel needed for deployed forces from factory to flightline."

These agile combat support concepts will be pursued, the secretary said, first in the context of the air expeditionary force and, once matured, for the 21st century force. (Air Force News Service, "Must Run") □

Briefs in blue ...

(Continued from previous page)

sergeants who are overages are not eligible. (Air Force Reserve Command News Service)

Members warned against card misuse

As the holiday season proceeds, government travel card officials remind users that American Express automated teller machine cash is for official use only.

Meanwhile, the General Services Administration has closed the bids for the new travel card contract that will take effect Dec. 1, 1998. The Department of Defense will make the selection in July and then have five months to transition, if needed, to the new government travel card vendor.

With those and other changes in the works, the card officials look anxiously toward the holidays, a time traditionally punctuated by increases in charges, not all of them for official

business.

"Cardholders should remember that the use of that extra cash from the government American Express card is not worth the problems it could cause when they have to explain to their commander why they used the card inappropriately," said a government official. (AFNS)

Brief briefs ...

▶ A new web site, www.af.mil/aflinkjr/, has been designed for young people to learn more about the Air Force.

▶ **Torrejon Air Base, Spain**, will see the last of its Department of Defense presence by the end of the year. To date, nearly 900 European locations have been closed, reduced or placed on standby.

▶ Effective Jan. 1, 1998, **Maj. Gen. James Sherrard** will move from the position of vice commander, Air Force Reserve Command, Robins Air Force Base, Ga., to commander, 22nd Air Force, Dobbins Air Reserve Base, Ga., replacing the retiring **Brig. Gen. Michael Lee**. (AFNS, AFRCNS) □

Widnall bids farewell

Air Force secretary heads back to academia

Sheila Widnall

Departing Secretary of the Air Force

To the men and women of the U.S. Air Force:

Now that my tour of duty is up and I prepare to transition back to academic life, I want to tell each one of you what a fantastic tour I have had as your secretary.

Today as you read this, I want to be clear in my message — the Air Force's enlisted and officer corps and the civilian work force have made the last four years the most rewarding of my professional life.

As a youngster, I dreamed of being a part of the aviation world. As most of you are aware, my dreams became a reality at the Massachusetts Institute of Technology. However, as a child I had no idea as I watched B-29s fly over my house in Washington state that I would someday be the secretary of the mighty force those B-29 crews belonged to — the U.S. Air Force!

Millions of men and women have served in "Air Force blue" since that time. Through it all, the one human quality that stands out both yesterday and today in all of you is that quality we call commitment: commitment to the Air Force team, commitment to our core values, commitment to the mission. Commitment of people in its many forms has allowed the Air Force to exist and flourish as the world's preeminent air and space force.

In my travels I have witnessed this commitment. Whether in the desert, at Aviano Air Base, Italy; Kunsan AB, Korea; or Minot Air Force Base, N.D. — I have seen it. It is at the Air Force Academy and Basic Military Training. It is on the flightline at Travis AFB, Calif., and the Space Warfare Center at Falcon Air Station, Colo. Most recently I saw it in the faces of the Thunderbirds' crew chiefs and life support technicians as they prepared me for my "finis flight" at Edwards AFB, Calif., in early October.

Many reasons for this commitment exist — patriotism, pride, belonging, personal integrity, knowing that what you are doing makes a difference — these are just a few. Whatever the reasons, I thank heaven they exist — for the sake of the Air Force and our nation.

I am also well aware that the contemporary military missions that we are carrying out in the national interest have been very stressing. With the highest taskings seen during peacetime, I have asked you to conduct and support operations in Southwest Asia, Bosnia and Africa and you have performed flawlessly.

These contemporary military missions have created many new challenges and I commend you for reaching down deep to pull them off with innovation and style. I firmly believe that while we are putting up with many frustrations and irritants in dealing with these missions, we are writing new chapters in the conduct of Air Force and joint military operations.

While we do not know what the future will bring, we will learn lessons in Southwest Asia, in Bosnia, in Africa and all those other places where we may become involved, that will one day provide the foundation we depend upon to pull the nation out of the fire of a war.

I have had the time of my life flying in formation with all of you. I thank you and your families for your unwavering support. I also thank your families for their commitment and support of you and the Air Force. When I came in as secretary and traveled to bases, I heard comments like, "We're glad you came to the Air Force."

Now as I leave, I want to tell you that I'm very glad I came to the Air Force and I'm very proud to have been on your team. Continue your climb higher, farther and faster!

Dr. Bill and I wish you all the best. God bless you all. (*Air Force News Service, "Must Run"*)□

Air Force chief sets focus on quality of life

In his Sept. 16 confirmation hearing before the Senate Armed Services Committee, Gen. Michael Ryan spoke out regarding the need to take care of people and quality-of-life issues. He was confirmed Sept. 24 as the next Air Force chief of staff and sworn in Oct. 6.

Asked by the committee what his major challenges would be, Ryan stated: "My primary concern is recruiting, training and retaining high-quality people. The competition for highly motivated, ethically grounded, technologically adept people is intense. Moreover, sustaining a high quality of life for these men and women with our heavy operational environment is increasingly difficult."

Recognizing the part that high operation and personnel tempo play in reducing the quality of life for Air Force members, Ryan outlined some steps being taken to reduce OPTEMPO.

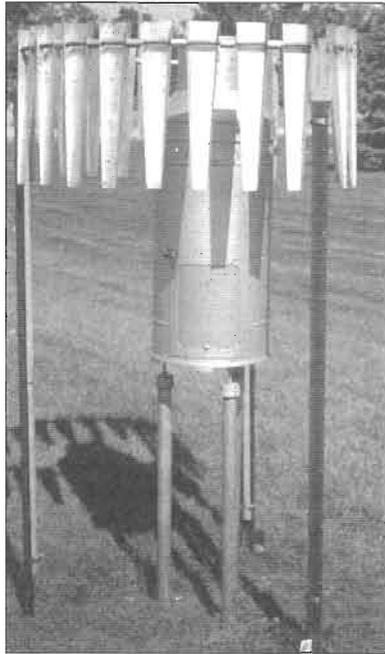
"We in the Air Force are reducing the number of inspections that we do on our forces, the number of deployments that are training related that are not vital and the number of competitions we have," he said, "so we can keep the force we have trained ready and fresh for the next inevitable contingency."

Ryan said he will also be focusing on families, making sure they are being taken care of while members are deployed.

In written statements to the committee, Ryan commented on the importance of investing in quality-of-life programs, adding, "We must maintain our high priority on quality of life to attract and retain superb people in order to sustain our world-class combat capability." (*AFNS, "Must Run"*)□

Official 'weather watchers'

Security specialists now wear another hat: snowfall/rainfall measurers



The measurement gauge is located on your right as you exit the base, in the middle of the grassy area behind civil engineering.

Mark Davidson
Public Affairs

The ranks of base "snow crews" grow daily, thanks to a new snow responsibility beyond plowing roads and the flightline, blasting the white stuff off airplanes and shoveling sidewalks.

This snow job is an easier one: measuring snowfall for the National Weather Service.

The 934th Airlift Wing is now the official snowfall and rainfall measurement authority for the Twin Cities metropolitan area. On Oct. 23, the weather service dedicated its weighing rain gauge, located to the east of the main front gate.

"We approached the 934th in early 1996 about installing the measurement gauge on the base," said **Craig Edwards**, Twin Cities NWS meteorologist-in-charge. "We wanted to maintain the historical snowfall report at the international airport, but the contract for the official weather observation at our old airport office did not require snowfall measurement. This is a valuable service to the

meteorological and climatological community in the Twin Cities."

Col. Michael Gjede, wing commander, and **Michael Edwards**, 934th Support Group Security Forces chief, worked with the weather service staff to get the gauge installed and security force members trained.

"Precipitation readings will be taken by the security force shift supervisors at 6 a.m., noon, 6 p.m. and midnight," said Edwards. "The midnight shift will compute all the figures and report them daily to the National Weather Service."

Recorded precipitation amounts measured at the base are made available to the news media by the weather service. The amounts serve as the historical snowfall record for Minneapolis.

So the next time you hear a television weather forecaster saying, "And the official snowfall amount at the airport is ...," you'll know the scoop.

Your Department of Defense security force is keeping the base safe and secure — and watching the snow for good measure. □

Viking Victors:

Senior Master Sgt. David Cormier

Honor: Minnesota American Legion Outstanding National Guard/Reserve Enlisted Man of the Year 1997.

Position: Supervisor/air reserve technician, electronic countermeasure section, avionics flight, 934th Maintenance Squadron.

Education: Associate's in electronic technology, Northwestern Electronics Institute, Minneapolis; enrolled in associate's program, Community College of the Air Force; airframe and powerplant license; Federal Communications Commission license with radar endorsement.

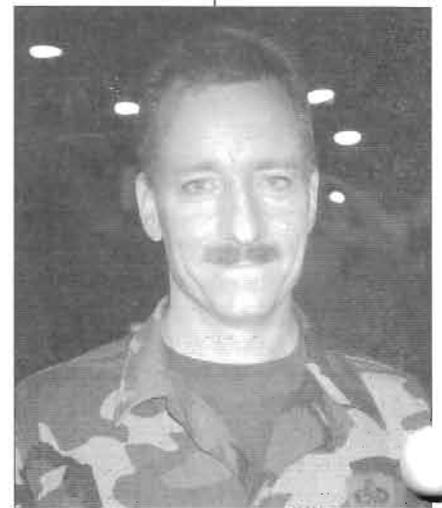
Hobbies: Camping, fishing, softball, basketball.

Professional organizations: Air Force Sergeants Association, American Legion.

Goals: "To help keep the 934th Avionics Flight one of the best in the Air Force Reserve."

Family: Single, lives in Minneapolis; girlfriend, **Betsy Johnston**; dog, **Whiskey**.

Comments: "I would like to thank **Doug Wold** [avionics chief] and the American Legion in receiving this award." □



Flying high

Major inspection confirms superior skills, training of wing aircrews

Cherie Huntington
Public Affairs

"Strong, healthy heart — superb condition" could have summarized the results of the "flight physical" conducted on the heart of the 934th Airlift Wing mission, Oct. 31–Nov. 7.

Team members from 15th Air Force conducting the Aircrew Standardization Evaluation Visit scrutinized every aspect of the wing's operational "heart health" and also performed a Staff Assistance Visit. ASEVs are given approximately every four years.

Aircrew members, both operational and aeromedical, are evaluated.

"The quality of flying we saw was very, very strong, across the board," said **Col. Louis Descoteaux**, ASEV team chief, at the outbriefing, Nov. 7.

Two critical portions of the inspection were aircrew testing and flight evaluations, and according to the team chief, wing aircrews performed well. A total of 102 aircrew members took written exams, with an average score of 98.4 percent. As for flight evaluations, all were deemed "Q-1," the top rating.

Also, two members were cited for outstanding flight evaluations:

Maj. Michael Bladel, 96th Airlift Squadron.

Tech. Sgt. Chris Vandenberg, 934th Aeromedical Evacuation Squadron.

Flight evaluations

Descoteaux and the team recognized Crew Resource Management as a consistent strength in every aircrew position: pilot, navigator, flight engineer, loadmaster and aeromedical evacuation members. Pilots were further noted for strong instructor procedures; and flight

engineers, for checklist use and systems knowledge.

Under Special Interest Items, other noteworthy areas emerged:

- ▶ Instrument procedures.
- ▶ CRM: **Capt. Mike Dargen** was noted as a "highly-motivated program manager."
- ▶ Aircraft taxi and thrust management: outstanding use of window spotters.
- ▶ Mission planning: strong knowledge of local procedures.
- ▶ Classroom instruction.

Staff Assistance Visit

Though totally separate from the ASEV, the SAV noted many commendable areas also, including:

- ▶ Flight evaluation folders.
- ▶ Excellent flight crew publications process, built by **Staff Sgt. Rob Mattern**, flight engineer, AS, and maintained by **Master Sgt. Brad Binion**, 934th Operations Group stan-eval flight engineer.

- ▶ Excellent testing program/notification system.

- ▶ Well-managed stan-eval section.



The quality of flying we saw was very, very strong, across the board.

— ASEV team chief

- ▶ "Outstanding training program" managed by **Maj. Rob Ross**, including a process to ensure compliance with ground training, with "meticulous" continuity books; qualification training program; and training administration.

- ▶ Excellent tactics program, under management of **Maj. Mark Blalock** and **Capt. Tom O'Reilly**, with detailed mission folders/planning and briefing checklists.

- ▶ Outstanding use of the ground trainer C-130 near the aerial port.

- ▶ Excellent availability of medical equipment.

- ▶ Excellent flight management program.

"Overall, we're very pleased with the SAV," said Descoteaux. "We know the unit has been in transition. You have a foundation in place and good people working for you."

He added that he hoped the entire process was beneficial for 934th members, because "it has been for us," he said. "Every time we go out, we learn something." He said the team would bring many ideas and information away to share with others.

Col. Curt Breeding, 934th OG commander, thanked the inspection team and said, "In the 28 years I've been in the Air Force, your team is the best team I've ever had the pleasure to work with. Things have changed."

Changing for the better

That change is for the better, according to **Col. Michael Smith**, 22nd Air Force director of operations, who attended the outbriefing.

"The focus has changed from the old two-by-four over the skull," Smith said, "focusing on looking to make a unit better ... It's an evaluation of [how you perform] day-to-day business. You have demonstrated that the focus here is on excellence, and it has been like that for a long, long time."

Breeding expressed his appreciation for that consistent focus, thanking members of the operations group and flying squadrons for all the hard work involved in final preparations.

"We understand the job ahead of us," he said. "You've identified a lot of work for us. We consider ourselves professional, dedicated people, and we'll take these suggestions to heart and run with them." □

Getting the lead out

Hearing the phrase, "Get the lead out," usually serves to speed up action on the task at hand.

At the 934th Airlift Wing, however, it means get rid of the lead in base drinking water.

According to **Kayla Ross**, industrial hygienist with 934th Bioenvironmental Engineering/Public Health, the base has been concerned with drinking water quality for a number of years. The main problem: large water mains service the base, but not enough water is used, so water tends to stagnate in the distribution system.

"Water quality studies show that most lead enters our drinking water from the wearing away of materials containing lead in the water system and plumbing fixtures," she said.

"In World War II, this base was a Navy training base designed for 3,000-5,000 people," said **John Marchetti**, base environmental engineering supervisor. "Now we have only around 350 people on the base."

In September, water samples were collected from base drinking fountains and sinks to reevaluate lead concentration. The samples showed the following:

- ▶ Water sitting in the pipes longer than **six hours** exceeded

established limits for lead in drinking water.

▶ Samples taken after running the water for **five minutes** showed much lower lead levels.

Even though the base installed a corrosion control treatment system last year to minimize lead in the drinking water, said Ross, the success of the system relies on flushing plenty of water through the system.

Building custodians have been instructed to help with an aggressive flushing system daily, running a faucet on each floor of buildings for 30 minutes a day. Water fountains should be flushed daily for around five minutes. Employees should let water run from the tap for about 15-30 seconds, or until the water gets noticeably colder, prior to drinking or filling a coffee pot.

"By following these suggestions, we should be able to minimize lead in our drinking water and improve its overall quality," said Ross.

◻ For more information on base drinking water, call 934th Bioenvironmental Engineering Service, Ext. 1608 or 1611. ◻

**Simple solution:
flushing more
water through
base system**

Viking Search:

C-130 fuel systems technician



Tech. Sgt. Jay Redfield, aircraft fuel systems journeyman

Clip this for a friend, colleague or family member and assist recruiters in their search

for new 934th Airlift Wing members.

Air Force Specialty Code/unit: 2A6X4, 934th Maintenance Squadron.

Job description: Perform maintenance on and inspect C-130 fuel tanks and cells; advise on fuel systems removal, repair and installation maintenance procedures and policies.

Special requirements: Must be able to work in confined spaces and must not be color blind.

Training:

▶ Seven weeks and two days, Sheppard Air Force Base, Texas.

Commitment: Job offers a stable workload focused on duty during

monthly Unit Training Assemblies and 15 days of annual tour. Very flexible scheduling of all duty time.

What's great about the job:

"The personal satisfaction I get in repairing an aircraft and getting it back in the air again." **Master Sgt. Ed Burke**, fuels systems supervisor.

Where you'd work: A modern, million-dollar fuel cell hangar.

Bonus career field: If you have six to 10 years of service for pay purposes and are cross-training into this field, or if you are a new recruit, you may be eligible for a three-year, \$2,500 bonus or six-year, \$5,000 bonus. The bonus is paid in increments over the enlistment time at the completion of each year of service.

Contact: 934th Recruiting Office, 612-713-1456. ◻

A-76

New base time line pushes possible reductions to 1999

Cherie Huntington

Public Affairs

Base officials investing hard work and long hours for A-76 requirements may not be breathing a sigh of relief, but they now have a bit more breathing room.

Milestone actions have been adjusted by Headquarters, Air Force Reserve Command, shifting approximately six months later for each

step, according to **Chuck Frans**, chairman of the Cost Comparison Management Steering Group for A-76 and management analyst with 934th Financial Management. Copies of the adjusted time line have been provided to each civilian employee of the 934th.

"Our initial Performance Work Statement has been submitted to headquarters," said Frans. "We're now developing our Most Efficient Organization document. We're looking

at a mid-February completion date, at which time a headquarters team will visit here."

On the adjusted schedule, possible Reduction in Force action moved from November 1998 to June 1999; if the base loses its bid for the work, the contractor start date changed from December 1998 to July 1999.

Frans invited base employees to send him e-mail with any questions or concerns they have on the A-76 process. □

Defense Reform Initiative

Chopping block looms ahead for DoD

Secretary of Defense **William Cohen** announced Nov. 10 a sweeping program to reform the "business" of the Department of Defense, from "corporate headquarters" at the Pentagon to the many agencies that support service members and their families.

The secretary was joined by **Vice President Al Gore**, who endorsed the effort as exemplifying the objectives of the National Performance Review. They were also joined by Chairman of the Joint Chiefs of Staff **Gen. Henry Shelton** and Deputy Secretary of Defense **John Hamre**, whom Cohen tasked to coordinate the reform effort last May.

Facelift, American business style

This Defense Reform Initiative will aggressively apply to DoD those business practices American industry has successfully used to become leaner and more flexible in order to remain competitive.

Resulting savings will help fund the "Revolution in Military Affairs," including the development and procurement of a new generation of information-based weapons needed to ensure American military superiority in the future.

Equally important, the Defense

Reform Initiative is aimed at ensuring DoD support elements are agile and responsive enough to support the warfighters, who are rapidly applying new technologies to change the way they fight.

Four focus areas

The Defense Reform Initiative has four pillars:

- ▶ Re-engineer by adopting the best private sector business practices in defense support activities;

- ▶ Consolidate organizations to remove redundancy and move program management out of corporate headquarters and back to the field;

- ▶ "Compete" [government and private sectors bidding for work] many more functions now being performed in-house, which will improve quality, cut costs and make the department more responsive; and

- ▶ Eliminate excess infrastructure.

Painful surgery necessary

"American business has blazed a trail and we intend to emulate their success," Cohen said. "We have no alternative if we are to have the forces we need as we enter the 21st century."

Actions under the four pillars include:

- ▶ Cutting defense staffs: secretary of defense by 33 percent in 18 months; Defense Agency staffing by 21 percent in five years; and DoD field and related activities by 36 percent in two years.

- ▶ Enhancing the role of the National Guard and other Reserve elements in domestic emergency response, with a Guard general officer serving as deputy director of military support operations and an increase in the reserve staff.

- ▶ By 1999, DoD will evaluate its entire military and civilian work force to find out what functions are commercial in nature and could be competed. Cohen's figures show that past competitions — with the public sector winning about half of all DoD competitions — are saving \$1.5 billion a year. By Jan. 1, 2000, nearly all utility systems will be privatized.

- ▶ Congress will be asked for two more rounds of base closures, one in fiscal year 2001 and another in fiscal year 2005. Cohen said that though the defense budget has been cut by 40 percent and military manning will be down 36 percent by 2003, the domestic base structure has declined by only 21 percent.

To put all these plans in motion, Cohen is creating the Defense management Council, chaired by Hamre, and including senior civilian and military officials. (Air Force News Service) □

A day in the life: Joint Guard

You're armed, wearing a flak vest and survival vest, and your aircraft is armor-plated and loaded with chaff and flares — uh oh, you're not in Minnesota anymore

Lt. Col. Larry Snider

Chief Navigator, 96th Airlift Squadron

Editor's note: Snider served as mission scheduler for three weeks during the wing's recent rotations in support of Operation Joint Guard, the United Nations' continuing presence in Bosnia-Herzegovina.

The following is a detailed account of a somewhat typical mission to Bosnia in support of Operation Joint Guard.

A few facts to set the stage: All OJG missions flown by the United States are NATO-sanctioned and directed, flown out of Ramstein Air Base, Germany. Ramstein is located in western Germany near the borders of France and the Netherlands. The base is just outside the town of Kaiserslautern, a city of more than 100,000 people.

The taskings for all OJG missions came through many channels, eventually ending up with the active-duty component at Ramstein. They, in turn, assign the Guard/Reserve forces their missions for the day.

Current operations people verify the taskings; tactics people plan execution of the mission; and maintenance people confirm availability of the aircraft. Operations scheduling people then assign a crew to each mission.

The aircrews go into crew rest, 12 hours of off-duty time intended for meals, relaxation and sleep. Meanwhile, the challenging — and usually overnight — jobs of servicing the aircraft, fueling, aircraft configuring and preflighting take place.

While this occurs, aerial port members prepare the cargo for the trip. Most flights are full cargo loads into Bosnia, with the aircraft returning empty to Germany.

3:45 a.m. The crew is alerted for their mission. All OJG people are billeted at Sembach AB, about 45 minutes from Ramstein.

4:45 a.m. Bus time for the drive to work.

5:30 a.m. Arrival at OJG Operations. The crew begins the long process of mission planning and briefings. Tactics and intelligence briefings are presented. The loadmasters devise an escape and evasion plan should the aircraft go down in an unfriendly environment. This is an important part of the mission, and the loadmasters invest considerable thought and effort into this plan. Think back a couple of years ago when a U.S. fighter pilot, **Capt. Scott O'Grady**, was shot down in the same region under similar circumstances.

6:45 a.m. Aircrew arrives at the aircraft briefed, armed and wearing flak vests and survival vests. The final aircrew briefing is conducted by the aircraft commander, **Maj. Steve Chapman**. His crew members for this flight, as for the three-week rotation, are **1st Lt. Mark Von Berge**, co-pilot; **Maj. Richard Larson**, navigator; **Master Sgt. John Skarhus**, flight engineer; and **Senior Master Sgt. Mike Gilbert** and **Staff Sgt. Thomas Kim**, loadmasters. The crew members assume their positions in the aircraft and make final preparations for the flight.

7:30 a.m. Takeoff. The crew is already four hours into their scheduled 15 1/2 hour crew duty day. Now airborne on the first of two shuttles to Bosnia, they press towards Tuzla AB with their cargo of five pallets of supplies.

This is only one of seven OJG missions today into the area of responsibility, or AOR. However, for today's flight, it's not a lucky day: we have an oil leak and have to shut down one of the engines and return to Ramstein. Chapman and his crew handle the inflight problem with aplomb. The crew members are not the only ones working hard on this problem. As soon as the word is passed to operations, the wheels are set in motion to ready another aircraft, transfer the load and try again. Upon landing, the crew starts over with a fresh airplane, one of the 934th's: **Flying Viking #835**.

9:40 a.m. After an excellent job by aerial port, maintenance and the aircrew, Chapman and crew again depart for Bosnia. The entire ground process came off without a hitch, but the time lost took a very long day and made it prohibitively long. The crew can no longer accomplish the mission as scheduled — two shuttles — and another crew has to be readied for the second shuttle.

12:15 p.m. As the crew approaches the AOR, the mood changes, and a new sense of urgency occurs. Combat entry checklists are run, and everyone sets aside all issues not related to the mission. The approach is reviewed, as are the escape and evasion plans, and the chaff and flare settings are cross-checked again.

Even though the same chain of events takes place on local training missions, it's understandably different in a hostile environment. A real paradigm shift occurs. Here, you have chaff and flares loaded; the plane is armor-equipped; the aircrew members wear flak vests and survival vests. It's not quite the same as flying over the farms and lakes of Minnesota.

12:35 p.m. After landing and taxiing to the ramp, the cargo compartment is opened and a forklift is pulled into place to begin the removal of the pallets. With engines still running, the loadmasters and Tuzla aerial port people expeditiously offload the C-130. The crew receives a clearance for takeoff and are airborne for Germany less than 20 minutes after landing.

2:45 p.m. Landing at Ramstein, mission complete. After debriefing, the crew is released. Maintenance, however, now has the task of preparing the aircraft for an early launch the next morning.

And the cycle begins anew. □

Family relocations made easy

Web site offers family support information

Q I'm a reservist moving to another state and joining another unit. The last time I moved, I remember getting a folder from the Family Readiness Program with information on the base and local area. Is that kind of

information available here or just at active-duty bases?

A The FRP center, located across from the Base Exchange has a wealth of information available. Also, there is a handy web site called FAMNET Crossroads at:

<http://www.famnet.com/>

Crossroads provides an easy, one-stop process for locating a particular military installation within a state or overseas country. For each location, information is available on:

- ▶ Installation and community.
- ▶ Real estate and rentals.
- ▶ Schools and child care.
- ▶ Base relocation services.

Other types of information available on Crossroads include emergency financial assistance; locators for military, veterans and

Job fair scheduled

The 934th Family Readiness Program will host a "Mini Job Fair," Monday, Dec. 15, at the center across from the Base Exchange, 9 a.m.-3 p.m.

☉For details, call Ext. 1516.

federal government employees; military associations; people missing in action or prisoners of war; or teens and youths.

Another available source is the FRP's "Standard Installation Topic Exchange Service," or SITES. This worldwide system is even more extensive than Crossroads.

☉Contact the FRP for more information at Ext. 1516. (*Air Force News Service, "Must Run"*)☐

T here's nothing like a family get-together with cake, punch, presents and stacks of beautiful storybooks to put the sparkle in the little ones' eyes.

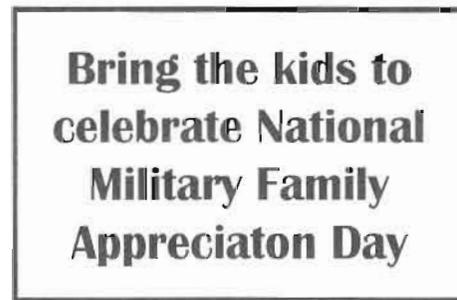
And with the Second Annual National Military Family Appreciation Day, the price is right: free, right down to the transportation.

The Joint Family Readiness Center's celebration is set for Sunday, Dec. 7, 1-2:30 p.m., at the National Guard Training and Community Center, Rosemount, Minn. Ceremonies begin at 1 p.m., with cake and punch at 1:30 and free gift drawings at 1:45. Military members and families from all branches of the service are invited to attend.

Gifts, free transportation

"The gifts have been donated by local community organizations," said **Patricia Botkins**, 934th Family Readiness Program director, "to recognize and show their appreciation to military families. You don't have to be present to win."

The gifts include concert tickets for Tony Orlando and Wayne Newton events, donated by Omega Travel; turkeys, donated by the Air Force



Sergeants Association; and various items donated by the Base Exchange.

Free transportation will be provided at 11:50 a.m. from the Family Readiness Center, Bldg. 752, across from the Base Exchange. The bus will leave Rosemount to return to the base at 2:30 p.m.

A book fair will be located in the lobby of the Rosemount center for holiday shoppers. Available books cover a broad

range of interests, from reference works to coffee table books to children's storybooks.

"Ten percent of all sales will go into the Friends of Family Readiness non-profit organization," said Botkins. "These funds are used to help Department of Defense families in need and programs in support of family readiness."

Sonya Link, wing volunteer coordinator and contact for the book fair, has arranged for the vendor to set up at on-base locations as well:

▶ **Saturday, Dec. 6:** fuel cell hangar, Bldg. 870, noon-4 p.m.

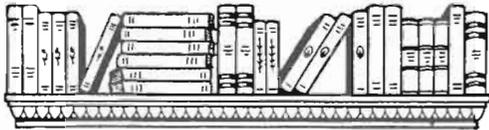
▶ **Sunday, Dec. 7:** BX, 11 a.m.-4:30 p.m.

▶ **Monday, Dec. 8:** Headquarters, Bldg. 760, 9 a.m.-3:30 p.m.

Sign up

Anyone interested in registering for free gifts must complete a short form available in unit orderly rooms or from the Family Readiness Center. The form includes a map with directions to the community center, which is located at 13865 South Robert Trail near the northern city limit of Rosemount.

☉Call the FRP for more information, Ext. 1516.☐



We've got mobility bags, pubs bags, chemical warfare bags, laptop computer bags. Now, a new one:

Bookworm's book bag

Civilians and enlisted members have joined officers in the Air Force chief of staff's professional reading program.

For civilians, the readings aimed toward all grades of workers actually combine military members' lists. The list for civilians in grades GS-1 to GS-8 is the same as the enlisted reading list. The 13 books identified for GS-9 to GS-12 civilians come from the officer basic list. Books for GS-13 and GS-14 civilians come from the nine books of the officer intermediate list; books for GS-15s and above come from the advanced list.

Enlisted members' lists are divided into basic, intermediate and advanced levels, correlating to the different stages of an enlisted career. The books are now incorporated into the curriculums of Airman Leadership School, Noncommissioned Officer Academy and Senior NCO Academy. The chief of staff has approved a proposal to issue the books to students free of charge to become part of the enlisted members' personal professional libraries.

Here are the new lists, with some books listed more than once:

Enlisted/Civilians GS-1 to GS-8

Airman Leadership School

"The Passing of the Night," Robinson Risner

"10 Propositions," Phillip Meilinger

NCO Academy

"They Also Flew: The Enlisted Pilot Legacy 1912-1942," Lee Arbon

"10 Propositions," Phillip Meilinger

"Lincoln on Leadership," Donald Phillips

Senior NCO Academy

"Makers of the United States Air Force," John Frisbee

"Winged Victory," Geoffrey Perret

"Profiles in Courage," John F. Kennedy

"The Killer Angels," Michael Shaara

Civilians GS-9 to GS-12

"The Art of War," Sun Tzu

"10 Propositions," Phillip Meilinger

"Lincoln on Leadership," Donald Phillips

"The Right Stuff," Tom Wolfe

"Hostile Skies," James Hudson

"A Few Great Captains," DeWitt Copp

"Winged Victory," Geoffrey Perret

"Officers in Flight Suits," John Sherwood

"This Kind of War," T.R. Fehrenbach

"Thud Ridge," Jack Broughton

"We Were Soldiers Once and Young," Harold Moore and Joe Galloway

"Heart of the Storm," Richard Reynolds

Civilians GS-13 to GS-14

"Makers of Modern Strategy," Peter Paret

"Air Power: A Centennial Appraisal," Tony Mason

"General Kenney Reports," George Kenney

"Deke!" Donald Slayton

"The First Air War," Lee Kennett

"Over Lord," Thomas Hughes

"USAF in Korea," Frank Futrell

"The Limits of Airpower," Mark Clodfelter

"Storm Over Iraq," Richard Hallion

Civilian GS-15 and Above

"On War," Carl von Clausewitz

"Ideas and Weapons," I.B. Holley

"Flight of the Buffalo," James Belasco and Ralph Stayer

"The Heavens and the Earth," Walter McDougall

"The Sky on Fire," Ray Fredette

"Why the Allies Won," R.J. Overy

"Hoyt Vandenberg," Phillip Meilinger

"Strategy for Defeat," Ulysses Sharp

"Joint Air Operations," James Winnefeld and Dana Johnson

"Joint Military Operations," Roger Beaumont

"The Generals' War," Michael Gordon and Bernard Trainor

"The Air Campaign," John Warden

Professional journal to be read by civilians of all grades: "Airpower Journal."

The officers' reading list was published in the May "Viking Flyer"; also, lists may be found on the Internet at <http://www.af.mil:80/lib/csafbook/index.html>. (Air Force News Service) □

Santa's elves' work year-round

Aerial port members receive valuable training while helping needy people around the world

Mark Davidson

Public Affairs

The 27th Aerial Port Squadron reaches one million pounds of humanitarian cargo palletized and loaded when they load 65,000 pounds of cargo on a Russian aircraft, Dec. 10-11.

The majority of this million pounds, totalled since 1994, is humanitarian assistance cargo authorized under the Denton Amendment, explained Senior Master Sgt. Michael Dressen, APS air transportation superintendent.

"Denton Amendment cargo is humanitarian cargo being sent to needy people throughout the world and is donated by private citizens or organizations," said Dressen. "The Department of Defense moves this cargo at no expense to the donating organization but strictly on a space-available basis, using DoD assets."

The U.S. Department of State and the U.S. Agency for International Development work with DoD to move the cargo to the destination countries. All humanitarian airlift requests by non-governmental sources must first be sent to the USAID for initial approval.

"The Air Force Reserve gets involved because we have an opportunity to maximize the use of airlift missions already deploying overseas that can

carry this cargo," said Dressen. "It not only provides valuable training for aircrews but also for the aerial port members."

"Groups such as the American Red Cross, Rotary Clubs, church groups and groups affiliated with specific humanitarian causes in foreign countries bring the items to the base in various kinds of vehicles," said Dressen.

Aerial port members unload the cargo then palletize it. Dressen works with the donating group to arrange cargo delivery just before or on a Unit Training Assembly so reservists can train in palletizing, load planning, manifesting and loading the aircraft.

It takes three to four people to load cargo on a C-130, and eight to 10 people to load a C-5, noted Dressen. "Since we don't have all the materials-handling equipment like an active duty aerial port, it's more of a challenge for us to load a big aircraft like a C-5."

That challenge doesn't worry Dressen and the reservists, however.

One million and counting

Here's a breakdown of aerial port's million pounds of humanitarian cargo loaded:

▶ **Months shipped:** Any month of the year.

▶ **Types of aircraft loaded:** C-5; C-141; C-130; KC-135; Navy C-9; AN-124, Russian equivalent of C-5.

▶ **Receiving countries:** Belize; Bolivia; Columbia; Guantanamo Bay, Cuba; Guatemala; Haiti; Honduras; Mongolia; Nicaragua; Panama; Paraguay; Ukraine.

▶ **Cargo content:** Clothing, dried food, furniture, medical supplies, textbooks, toys, ambulances, fire trucks, school buses. □

"I never have a problem getting reservists to palletize and load this humanitarian cargo," said Dressen. "Even when the snow and cold winds are hitting your face, or the hot sun is making you sweat, I know the aerial porters are thinking of the hardships of the needy people in other countries who are getting these supplies, and they feel good that they can help." □

Operation Christmas Child

Aerial port helps national program pack up Twin Cities gifts

The holidays may seem a little brighter for needy children of the world, thanks to helping hands from the 934th Airlift Wing and 934th Aerial Port Squadron.

A Russian AN-124 Anaconda, equivalent to the C-5 Galaxy, will park here Dec. 10-11 as part of Operation Christmas Child. This is a national program run by Samaritan's Purse, which is headed by Franklin Graham, son of the Rev. Billy Graham.

Approximately 200,000 pounds of donated items will be heading to Mexico City, 65,000 pounds on the AN-124 and the rest via ship. Aerial port members will load the aircraft.

This is OCC's first operations in a northern-tier city,

according to officials. Other stops this year are in Charlotte, N.C., and Long Beach, Calif.

Many Twin Cities churches, schools and civic organizations are collecting shoe boxes containing non-war related toys, such as stuffed animals, dolls, balls and cars; school supplies; basic hygiene items such as toothbrushes, toothpaste, soap, brushes and combs; baby items; and miscellaneous items such as T-shirts, socks, flashlight/batteries, and wrapped hard candy — no items that could break or leak.

Sorting and preparation of the shoe boxes will take place in Bloomington, Minn. Anyone interested in helping or getting more information can call the OCC hotline, 335-1310. □

Volksmarching 'pioneer'

Reservist finds way to share ageless sport

Tech. Sgt. Janet Byerly
Public Affairs

When people think of sports, they think of skill, finesse and long hours of training. Or maybe they associate sports with sweat, pain and discomfort.

That's why people tend to be confused when they first hear about volkssports: walking, biking, swimming and cross-country skiing events without the usual sports adjectives.

Volkssports are about participation and self enjoyment, a leisurely paced, "get out and see something new but stop for a cup of espresso along the way if you feel like it" kind of sport.

That's what appealed to **Master Sgt. Bob McGonigal** 16 years ago when he first got a taste of volksmarching when on annual tour to Frankfurt, Germany.

"It was a family activity, and it involved exercise," explained McGonigal, 934th Logistics Support Squadron's first sergeant. "We got to go places you wouldn't normally think to go, and it was really neat. You would see churches, old buildings and different alleyways and byways. You might come across a lake or a statue in a square you didn't know was there.

"I started because I wasn't in shape," he continued. "It was fun to go to an event and walk. They had sandwiches and beer for the walkers. Families were encouraged, and you could go at your own pace — all of which appealed to me."

McGonigal figured the sport would appeal to Minnesotans, too, so he set about establishing the first volkssports organization in the Twin Cities.

"Volkssports encompasses walking, biking, swimming and cross-country skiing events," he explained. "The national headquarters in Texas sent me information, and from there I got started. At the time, there was only one volkssport group in northern Minnesota."

The guidelines provided were basic:

set up a loop course, generally a 10-kilometer distance, with areas of interest along the way. Provide a map, certify the event and the distance for those who track their achievements, and provide a souvenir for sale afterward.

McGonigal handled all aspects of planning the events, including plotting a course, printing brochures and designing a souvenir medallion or pin.

Since the event fee is \$1, the sale of a few \$5 medallions afterward would not seem enough to get an organization off the ground, much less allow it to thrive as it has here. But its low cost is due in large part to tireless volunteers, such as McGonigal, who are intent on keeping the sport accessible, low-key and economical.

McGonigal credits **Donna Seline**, a volunteer whose connection with the Hennepin County parks turned existing park programs for biking, hiking and skiing, into volkssport sanctioned events.

"Donna's hobby is volkssports — it's what she does with all her free time," he said.

Which could also describe McGonigal, who used every spare moment promoting events, turning every trip in the car into an opportunity to drop off event leaflets at radio stations and post notices on community bulletin boards.

"Every year it grows in popularity," he said, estimating that he and Seline helped establish 10 volkssport groups in the Twin Cities.

McGonigal, bowing to pressure from his family, however, has gradually let others take over his responsibilities.

"I go to one or two events a year now," said McGonigal, a 3:18 marathoner. "I use the events to train for running races."

Whether McGonigal is training for a marathon or participating in a volkssport event, he says he is glad for that annual tour to Germany 16 years ago that put him on a path toward a life of fitness, and at the same time, helped establish a volkssports presence in the Twin Cities. □

Services Briefs

Reserve holiday party

The holiday party for reservists and civilian employees starts at 2:30 p.m. in the fuel cell hangar, Bldg. 870. Catered by the NCO Club, the menu for the free event includes barbeque meatballs, buffalo wings, drummies, cocktail weiners, crackers, chips and dip, vegetables and dip, pop, hot cider and coffee. A book fair will also be held (see Page 10.)

Toys for Tots

This Unit Training Assembly is the last for donations of new, unwrapped toys for Toys for Tots. Collection boxes are located in most wing buildings.

Base Lodging

Base Lodging will close early on the following days during the holiday season: Dec. 24 and 26, closes at 2 p.m.; and Dec. 31, closes at 9 p.m. Guaranteed room reservations will be prepared and forwarded to Security Police.

Snow sports

▶ Welch Village ski tickets are available, including Opski II coupons.

▶ Recreation services has new winter sport rental equipment, including cross-country skis and ice-fishing items.

Upcoming events

▶ Pig Out Cardio Challenge continues through Dec. 24. Each time a participant burns 500 calories on each of the fitness center's cardio machines, he/she takes a pig out of the pen. Awards go to those with the most released pigs. See the pig pen board in the fitness center, Bldg. 802.

▶ Bowling tournament, February UTA, sign-up closes this UTA. □

934th Recreation
Services, Bldg. 802,
Ext. 1128 or 1663