

Combat Airlifter

440th Airlift Wing, Pope AFB, N.C.

"Vincit qui primum gerit"

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"Still putting the air in airborne"

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On the cover:

Senior Master Sgt. Candace Chesley, 440th Medical Squadron, gives a Reservist a vision test. Sergeant Chesley is a "hybrid," one of the original 440th members to move to Pope Air Force Base, N.C., in 2006 when the new wing location was called Det. 1.

photo by Capt. Jim Ivie

440th Ops Group grows with two new Active Duty squadrons

by **Col. Brett Clark**
Commander, 440th Operations Group

The members of the 440th Airlift Wing are about to experience another chapter of history this fall. The 2nd Airlift Squadron, an active-duty C-130 unit that had been part of the 43rd Airlift Wing, and the 43rd Aeromedical Evacuation Squadron, are about to become part of the 440th Operations Group.

For months the wing has been subtracting, dismantling, packing and moving and now we have finally gotten to the point in this process where we can add people, assemble what's been taken apart, and unpack the contents of many of those boxes. The new association reminds me of the legendary phoenix rising from the ashes.

The men and women of the 440th have a long tradition of stepping up to the plate and getting things done. The integration may be challenging for some, but with the right attitude we can get it done.

After all, we are all professional Airmen in the U.S. Air Force. Fliers and maintainers, whether they are active duty or Reserve, all went to the same military schools and some of us even had the same teachers. I am certain that learning to plan and fly together will not pose a great challenge.

Because this association is the first of its kind, a lot of people will be looking at us to see how well we do. The scrutiny that we will be under brings another old saying to mind: "It's the pioneers that take the arrows."

I'm not worried. I have the utmost confidence in the abilities and spirit of our people to accomplish any given mission. The original members of the 440th helped set the standards for airborne operations when they worked with the 82nd Airborne Division in 1943.

I fully expect that the 440th will again be setting standards of excellence for all those who follow as this new Phoenix stretches its wings and takes to the sky.



photo by Capt. Jim Ivie

Col. Brett Clark, 440th Operations Group Commander, will oversee the 2nd Airlift Squadron, an active-duty C-130 unit, the 43rd Aeromedical Evacuation Squadron, also an active duty unit, and the 95th Airlift Squadron, which is a Reserve unit that was part of the 440th Airlift Wing in Milwaukee.

440th aircrew, maintainers continue Integrated CONUS Medical Operations Plan missions

by Lt.Col. Ann Peru Knabe

Almost two years have passed since the 440th started flying Integrated CONUS Medical Operations Plan missions. In late 2005, Col. Jay Flournoy and Lt. Colonels Bobby Oates, Jeff Paulus and Dennis Beatty drew up a plan that would use the talents of the 440th Airlift Wing aircrews and maintainers returning from activations overseas. The plan involved a strategic agreement with the Tanker Airlift Control Center for the wing to fly the missions, a first in the Reserve. ICMOP was originally designed to help injured servicemembers get home as quickly as possible after arriving in the United States from overseas. Prior to the 440th's commitment, ICMOP missions were almost always flown by active duty crews.

In 2007, the 95th Airlift Squadron scaled back its participation in ICMOP as the wing prepared to move its headquarters to Pope. But this September, the squadron started flying the TACC-generated missions again.

"Steve Chafe is the real mastermind behind the 440th getting involved again in ICMOP," said Lt. Col. Tim Reynolds, a 440th navigator, referring to Lt. Col. Stephen Chafe's role in bringing the mission back. "He initiated the efforts early this summer, and the senior leadership made it happen."

Colonel Chafe coordinated with TACC and helped resolve the unique challenges of flying these missions during and after the wing's move.

"It's a gratifying mission to fly," said Colonel Chafe, who is a pilot

with the 95th. "Usually we have two to 15 patients that we fly on any given sortie."

Colonel Chafe said one of his most memorable missions was a soldier with a broken back held together by pins.

"He was in obvious pain," said the pilot. "And the weather was looking particularly rough, so we delayed the flight until things cleared to avoid creating additional pain on this young man's body."

Lt. Col. Jon Thorell, also a 440th pilot, said what he remembers most are the Soldiers and Marines injured by improvised explosive devices.

"We've also seen severe cases of post traumatic stress syndrome, amputees, soldiers shot in the head and other terrible injuries," he said. "It's always an honor to fly the ICMOP missions when we have he-

roic patients who put their lives on the line for our country."

In the months that followed the 440th's initial commitment, the TACC mission expanded to include other C-130 airlift needs within the United States. Today the 440th frequently supports Joint Army Airborne Training under TACC requirements, like a recent exercise that took place at the Yuma Proving Ground Laguna Army Airfield in Arizona.

"Last week we supported the Military Freefall School Basic Course at Yuma," said Lt. Col. Andrew Krafft, a 95th AS pilot.

"We flew Army Special Forces, Navy SEALs, Marine RECONS (reconnaissance) and Air Force parajumpers. They jumped freefall from 13,000 feet."

Maj. Dieter Presser said the joint training exercises provide direct sup-

port in the Global War on Terror.

"These special forces are jump qualified after working with us," said the major.

"And the 440th benefits by keeping our aircrew flying skills current. I always leave JAATT missions with a greater appreciation for how the different branches of service interact."

Since the wing started flying ICMOP, more than 50 aircrew and 20 maintainers have volunteered to support the missions. Today the wing has two flying crews and four maintainers supporting ICMOP.

"The success of these missions is due entirely to the efforts of all the individuals who fly and support the missions," said Colonel Chafe. "It's a testament to our commitment to Service Before Self."



photo by: Lt. Col. Stephen Chafe

Tech. Sgt. Anthony Flores, a loadmaster with the 95th Airlift Squadron, marshals an ambulance at Kelly Air Force Base, Lackland, Texas, prior to flying an Integrated CONUS Medical Operations Plan mission.

Thinking
SMART

440th uses cutting edge technology to create Patriot Pope reservation system

The *Combat Airlifter* editorial staff took a few minutes to chat with Lt. Col. Clif Wade, the officer in charge of a new 440th program called Patriot Pope. The innovative transportation system uses opportune airlift to transport Reservists between Wisconsin and Pope Air Force Base, N.C. But the part of the program getting the most “buzz” is the online reservation component developed by 440th contractor, Walt Macomber.

COMBAT AIRLIFTER: *Who came up with the original concept of the Patriot Pope Reservation System? Was it people kicking around ideas? Or a long term process?*

LTCOL WADE: Colonel (Tim) Ward, the vice commander, and the folks in the BRAC office were discussing ways of getting personnel to Pope for the UTAs and he said “Wouldn’t it be nice to have some sort of reservation system, kind of like the commercial sites online, to request travel between Pope and GMIAP?”

The idea took off. We immediately went to our resident computer miracle-worker, Walt Macomber, the Wing’s webmaster, and asked him to help create the Patriot Pope Reservation System.

Mac was glad to help. He is the catalyst behind the web-based unit manning document that is being used to successfully hire people into the 440th and he is the reason our ideas for this travel system have been turned into reality.

COMBAT AIRLIFTER: *How many users can the Patriot Pope Reservation System accommodate?*

LTCOL WADE: There is really no limit to the number of users it can accommodate.

COMBAT AIRLIFTER: *How would you describe its interface?*

LTCOL WADE: The system is designed to be accessed through a dot.mil computer or through a personal computer with common access card reader capability. It is also designed to recognize the member’s ID card and will allow them access only to their records unless they have been given greater permission (i.e. as a unit representative).

COMBAT AIRLIFTER: *How long did it take to develop the program?*

LTCOL WADE: We started this process in July and it is continually evolving as more members begin to use it.

COMBAT AIRLIFTER: *How does this save money and make sense?*

LTCOL WADE: Patriot Pope allows the 440 AW to keep current and qualified people in the unit who are geographically separated, thereby reducing the cost to train new members. This is especially true with regard to aircrew and aircraft mechanics. Chicago and Milwaukee serve as one of the largest domiciles for airline pilots and mechanics. Fayetteville, N.C., does not share this advantage.

COMBAT AIRLIFTER: *Please explain how we are using “opportune airlift.”*

LTCOL WADE: Since many aircrew members from the 440th live in the Midwest, the 440th will operate C-130 training and proficiency missions during two weeks of every month from the 128th Air Refueling Wing ramp at General Mitchell.

This will drastically decrease the back and forth travel that more than 75 aircrew and maintenance reservists would need to make in order to stay current.

Opening seats on our C-130s as they transit between Milwaukee and Pope will also allow many other 440th reservists to participate with the 440th at Pope. This seemed like a logical benefit to the rest of the wing while aircrew members maintained their currency.

COMBAT AIRLIFTER: *Is this revolutionary?*

LTCOL WADE: Revolutionary? Absolutely! The 440th faces unique challenges at Pope, and requires unique solutions. We are definitely laying the ground work for our success, and building tools that many other reserve units can benefit from as well. Other units have UTA airlift but, as far as I know, this is the first time a unit has designed a web-based system for requesting seats on it. We not only wanted to give the members a chance to travel but we wanted to give the commanders a tool to manage who travels so that they can retain control of their UTA priorities. It’s also an excellent tool to verify the level of support services required during the UTA.

COMBAT AIRLIFTER: *How much does it cost – is it good to go once all the bugs are worked out?*

LTCOL WADE: The cost for the actual flight is free to the individual. However, if they choose to park at the remote parking lot at GMIAP, they will pay a minimal fee.

COMBAT AIRLIFTER: *Can you summarize the features?*

LTCOL WADE: For the Individual Traveler: Members may request up to six departures at a time. They are informed when they have been ap-

Tips and Tricks for Using the Patriot Pope Reservation System

1. Know your unit rep. (A list of representatives is available on the website https://wwwmil.440aw.afrc.af.mil/PatriotPope/PP_MainMenu.htm)
2. Read the User Manual, also on the website.
3. Download the Common Access Card reader drivers and install the reader on your home PC.
4. Verify your CAC is current.
5. Plan ahead. The schedule is usually posted three months in advance.

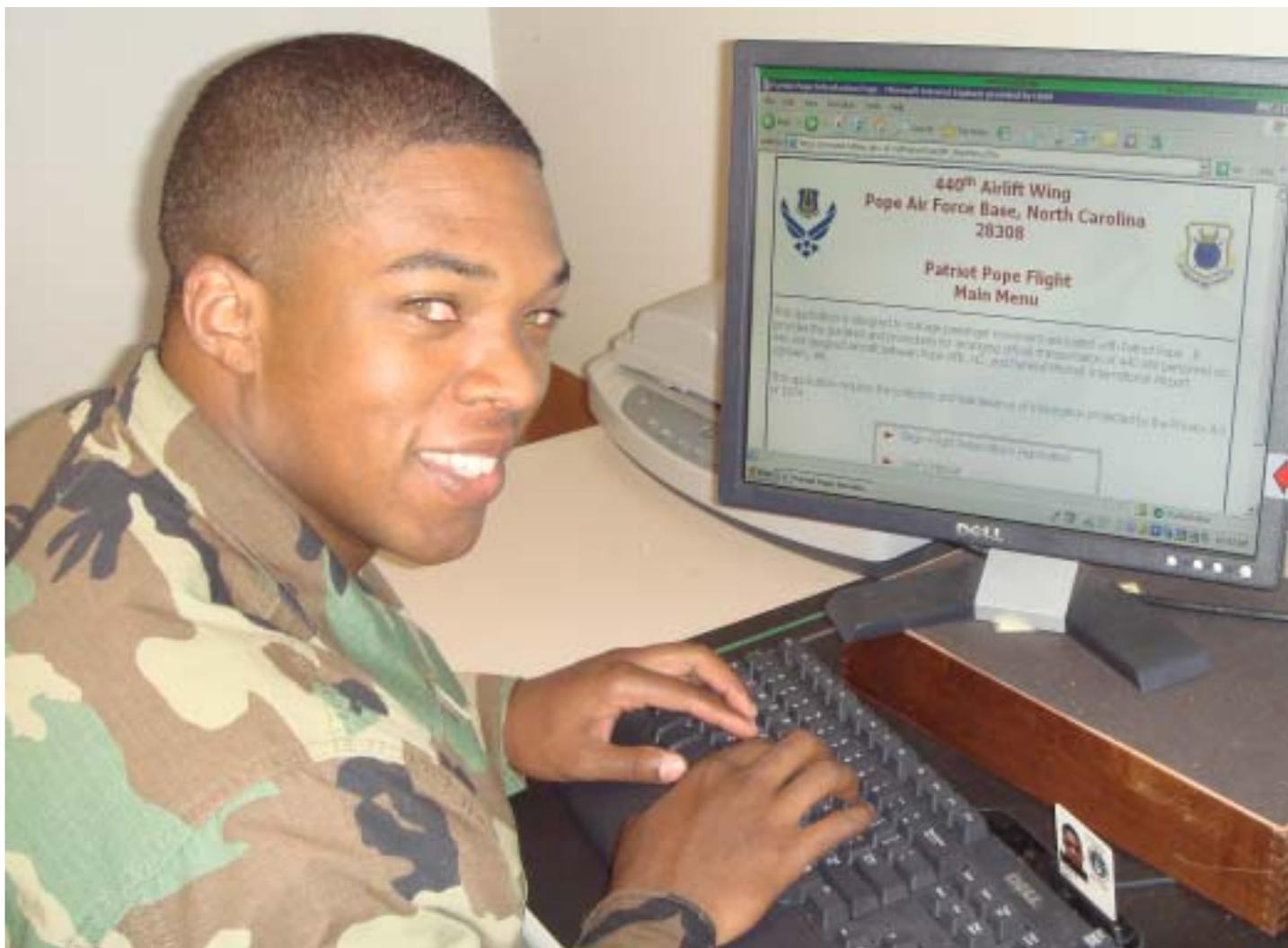


photo by Lt. Col. Ann Peru Knabe

Senior Airman Ruel Taylor, a traditional Reservist with the 440th Medical Squadron, logs onto the Patriot Pope Reservation System. Airman Taylor will use the Patriot Pope opportune airlift to fly between Wisconsin and Pope Air Force Base, N.C., on Reserve weekends.

proved a seat via e-mail. For that matter, they are informed if they've been placed on stand-by as well. (When a seat becomes available, they will be sent another e-mail.)

Members may modify or delete existing reservations as well. They can also view a listing of all their reservations for the future. For the Unit Commander: Unit commanders approve travel and can change travel priority within their unit.

COMBAT AIRLIFTER: *Is it limited to 440th members?*

LTCOL WADE: At this time, travel on Patriot Pope aircraft is limited to 440th AW members.

COMBAT AIRLIFTER: *Is PPRS available off base with a CAC card? Or still just dot.mil computers? And who will be on base to handle these requests?*

LTCOL WADE: Each unit is responsible for signing-out CAC readers to members requiring travel on Patriot Pope.

See your unit rep if you haven't received the reader and download instructions yet.

Once connected properly, members can access the Patriot Pope website from that computer. (Note: The home access feature of the website is temporarily disabled until AFRC modifies their permissions on the AFRC server. Once this feature is

available, members will be notified via e-mail. In the meantime, utilize the e-mail sign-up feature through your unit rep or access the website on a dot.mil computer.)

COMBAT AIRLIFTER: *Anything else you think is important?*

LTCOL WADE: Every traveler needs to realize that Patriot Pope is just one (very affordable) option for traveling between Milwaukee and Pope for UTAs. However, flights will occasionally and unexpectedly cancel and everyone using Patriot Pope must have their backup options ready now.

Certainly the wing will do all we can to get folks home should aircraft

break or weather prevent operating the flight. However, the wing cannot guarantee anything other than their best reasonable effort.

If you need options that are more definite – you as the individual traveler need to have these backup options in place and ready to go. Currently, any travel to and from a UTA is at the expense of the reservist.

COMBAT AIRLIFTER: *Any final advice for Reservists?*

LTCOL WADE: Most questions can be answered by reading the User Manual available on the Main Menu of the Patriot Pope website.



440th Honor Guard performs record number of military burials, other ceremonial honors

by Tech. Sgt. Steve Staedler

As the wing prepared to move to its new location at Pope Air Force Base, N.C., the 440th Honor Guard continued its mission, performing a record number of burials, parades, flag presentations and other official ceremonies.

In the last year alone, 440th Honor Guard members performed at 751 ceremonies, including 19 this past September.

It doesn't take a mathematician to figure out that's a clip of more than two ceremonies a day for the past year.

"That's quite a workload and speaks to the dedication of the honor guard members," said 440th Vice Commander Col. Tim Ward. "And the honor guard is all volunteers. That's really impressive."

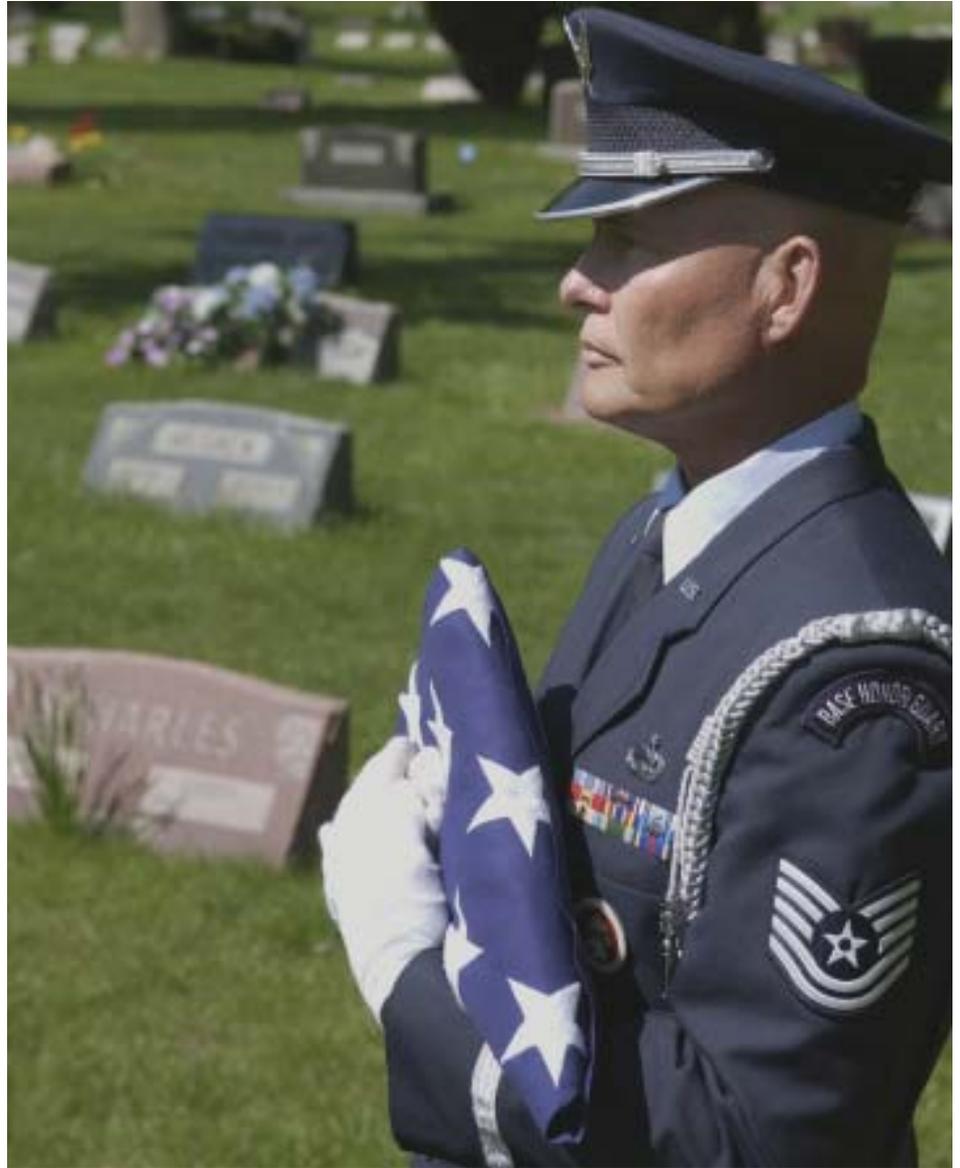
The mission of the Air Force Honor Guard is to render military honors at funerals, and represent the Air Force in ceremonies and official events.

From June 2000 to September 2007, a span of roughly 2,600 days, the honor guard performed at 3,361 ceremonies

The 440th team formed in 2000 after Air Force Reserve Command mandated a set number of honor guard teams to serve in different regions across the nation to help meet the funeral needs of World War II veterans who were dying in record numbers. Honor Guard members say this is the most significant part of their duty.

"It's my way of honoring those who have gone before us and have sacrificed part of their lives so that we can be free," said Master Sgt. Steve Franklin, 440th Honor Guard Airman. "It's important because it helps the family bring closure to the death of their loved one."

"Each and every one of these individuals is important," added Senior Master Sgt. Greg Gruener, NCOIC of the wing's Honor Guard. "If it wasn't for these veterans, who knows where we would be right now? It is an honor and privilege to perform military honors for these individuals. It's my way of saying, 'thank you for a job well done.'"



440th archive photos

The image portrayed by the Honor Guard is one of crisp, precise detail, in not only their uniform, but in representing the Air Force as a whole.

"Whenever families look to a ceremonial guardsman during a funeral, they should see an image of the person they're laying to rest," said Capt. Leo Lawson Jr., operations officer for the 250-person Honor Guard unit at Bolling Air Force Base, Washington D.C., the Air Force's largest Honor Guard unit.

"They should see the strength the person had while a member of the Air Force.

For Sergeant Gruener, the funeral that stands out the most is one that just occurred this past July for Master Sgt. Spencer Gibson, a former Airman with the 440th Logistics Readiness Squadron. "I had the pleasure of serving with him, I'm going to miss him a lot," Sergeant Gruener said. "For the all the funerals were performed at it, they were all good people, and will all be missed."

The 440th Honor Guard, which was regionally-based to serve the Midwest, was disbanded in September when the wing officially moved to its new home at Pope Air Force Base, N.C.

440th Airlift Wing Commander shares views on leadership, people and mission

by Col. Merle D. Hart
440th Airlift Wing Commander

Shortly after taking Command of the 440th AW at General Mitchell, I provided the Wing with a few thoughts that outlined my philosophy on a few key subject areas. Most of the following words are from that original discourse with a few additions.

It is important to take a few minutes to share some beliefs and philosophy to enhance your understanding of who I am. Each time I experienced a new commander, it took time for me to figure out their methods and their likes and dislikes.

Each possessed unique characteristics and most were exceptional leaders. Some of you already know me from Milwaukee or other assignments. Some of you know me from my short time here at Pope. However, most of you are meeting me for the very first time. Unfortunately, I will not have the opportunity to spend large amounts of time with each of you individually. Therefore, my goal is to give you a better understanding of who I am so that we waste no time in continuing the long-standing success of the 440th Airlift Wing.

Many of you are new to the Reserve and your expectations of whom and what we are vary. Many of you are not so new, and were brought up during times before Desert Storm when the Reserve participated as a Cold War Strategic Force. In this era of Hot Peace, the Reserve is a vital part of our Air Force Total Force participating daily in support of our nation's defense interests. We transitioned from the Strategic Reserve to the Operational Reserve in the early 1990s and there is no going back. That is indeed the fact; no matter where you look in the fabric of our Air Force, the Reserve is there. Foremost, there is only one Air Force standard when it comes to our profession; we meet the same operational requirements as our Active Duty counterparts.

Our Air Force is blessed with many exceptional folks, and they do not wear a common patch, Active Duty, Guard, or Reserve. The small numbers of folks who fail to measure up to our standards also wear no common patch. Neither your source of entry into the Air Force nor your badges earned ensure that you possess superior character and abilities. Leadership and professionalism do not emit from one source. Both the successful and the unsuccessful enter side by side through common portals. Where you came from and what patches you wear are indeed highlights and milestones of accomplishment that you should cherish.

To me, the terms Active Duty, Guard, and Reserve only delineate funding streams, not the standards to which we adhere or the core values we share—Integrity First, Service before Self, and Excellence in All We Do. Reservists add a grand dimension to the Total Force combining the skill sets mastered from our Air Force profession with those mastered in civilian industry. Combining our skill sets with our vast experience makes for an invaluable and unbeatable team.

Each of us is an Airman working hard to keep our Air Force the best in the world; I will set the course and establish the pace for each of us to pull his or her own weight, and then some, to become the best Wingman we can, the "Unrivaled Wingman." That's my promise to you!

Change

Base Realignment and Closure dramatically changed the 440th, marking a new beginning as we establish the first-ever Active-Associate Wing here at Pope AFB.

We are navigating uncharted territory filled with challenge and an unmatched level of opportunity. Active Association is a new twist

on an old concept of association between the Active Duty and Reserve. Traditional associations meant that the Active Duty owns the aircraft, and Reserve Wings associate and fly with them.

Under the new Active Association, the Reserve owns the aircraft and the Active Duty squadrons will associate and fly with us. There are additional details that differentiate this relationship even more, and other details yet to be determined.

The many changes and anxieties we faced during this transition are now becoming the challenges that face our Active Duty war fighting partners here at Pope. For those of you who became members of the 440th due to Force Shaping, most of your concerns and anxieties are common to all.

Use the adrenaline created by the anxiety of change to fuel your efforts to accomplish greater things individually and as a team. If your stresses seem excessive take advantage of established programs, talk to your friends, family and our Chaplains. You are a valuable member of our team and I am always ready to help.

Stress and anxiety are normal during trying and changing times, you are not immune. The challenges associated with the many changes to our Wing are indeed exciting and will provide us all with an opportunity for personal growth, career development and exceptional job satisfaction.

The events in transforming our Wing will be a major milestone in our Air Force journey. We will reflect fondly upon these times and the contributions we made to this new chapter for many years to come.

After 63 years, the 440th AW is once again back in North Carolina and there has never been a better time than right now to be part of the 440th!

Core values

It all starts here. What lies at the core of our being determines who we are and what we are able to achieve. As the old saying goes; "If you do not stand for something, you will fall for anything."

Years ago, General Fogelman wrote the words that are now entrenched in our Air Force culture; "Integrity First - Service Before Self - Excellence in All We Do."

Well before the Air Force core values were penned—I adopted West Point's motto of "Duty, Honor, Country" as my own, and often reflected on President Kennedy's admonition, "Ask not what your country can do for you – ask what you can do for your country." Maj. Gen. James D. Bankers, retired 22nd AF Commander, was one of my most significant mentors. While serving as the Wing Commander at Youngstown Air Reserve Base, Ohio, he put three words on the door of our Base Operations leading out to the flight line: "Pride, Attitude, Integrity."

These words allowed us to pause and reflect, and proved to be highly effective in capturing the unit's common spirit. I believe these words still greet the Airmen at Youngstown today as they head out to fly. That being said, my transition to our Air Force core values was simple—with "Pride" and "Attitude" interlaced among them.

• "Integrity First." This is the basis for everything we do. If we lack integrity, we are not honest with each other and likely to fail ourselves, our families, and our jobs. I guarantee with my personal honor that I will always be honest with you and expect the same in return. Integrity being critical to our operation, I will not tolerate any breach nor lack of honor. Not once!

• **“Service Before Self.”** I have spent over thirty years in the Air Force, often putting the good of the country and service ahead of everything else in my life—except for God and sometimes my family. I regret that my family has too often sacrificed for my service.

Having served on Active Duty and in the Reserve, enlisted, NCO and Officer, employee and business owner, as a Traditional Reservist and as an Air Reserve Technician, I understand many of your concerns. Your priorities, like mine, often adjust to circumstances. Your families, churches, civilian jobs, social organizations and obligations often take priority over Reserve duty.

There is no perfect mix; there will always be challenges and conflicts as these priorities compete for your time. One example is Professional Military Education (PME). Few ever have a convenient time to work on PME, but most figure a way to fit it in. Most of you will share my experience: bear down, sacrifice time, and force it into your life. Garner the good from such programs: they expand your understanding of all aspects of our profession.

• Finally, **“Excellence in all we do.”** What I expect from myself, you, and your fellow Airmen is to be 100% Air Force while on duty. Every job is important—every single one. Strive to be the best at your station, as I will at mine.

When the best you have falls short, you must push the extra mile and expand your capability. Embrace every opportunity to work smarter. Benchmark from other proven systems. If it worked well at your old job, it most likely will work well here. Success breeds success.

Discipline

If we all follow the Air Force Core Values, this would be the only time we would need to address this subject. Unfortunately, with an organization this large, there will be some discipline problems. When they occur, I expect Commanders and Supervisors to do four things: Be fair, be equitable, consult the JAG before taking any action, and keep me informed.

If you do these four things, the

decisions you make concerning discipline will be the right ones. I assure you: I do not seek confrontation, nor do I give less than my all for what is righteous and just. I find no pleasure in doling out punitive actions and work to prevent incidents from occurring.

The paperwork is much easier when dealing with positive issues. Problem people squander valuable time that is better spent on the vast majority of our people who perform and excel. I do not beat the masses for the sins of the few.

I manage for the compliant, not



for the rebellious. I normally differentiate reluctance and rebellion quickly and accurately. If you are a problem person, leave! Having served as the Inspector General at three different Wings, I understand the process. I cannot be intimidated: even if the President is copied in an e-mail, my resolve is steadfast. I will not relent in doing the right thing. My words are meant to inform, not challenge. Solve issues at the lowest level, address issues early, document, follow your chain of command, and most importantly, always give your First Sergeant and Commander the opportunity to resolve matters before you raise it to my level or higher. Remember: if it feels stupid or wrong, it most likely is.

People

One of the best and worst things that came along this past decade is the use of computers and e-mail. I love technology and all the wonderful things it provides. However, computers can never replicate the personal heartfelt attention and interaction required to establish strong bonds with a child, loved one, or your fellow Airmen. Get out and get to know them. I am forever in awe of the vast talents we have within our ranks. Commanders, First Ser-

able for the value of the recognition given and never process an award that has not been earned. If requested, I would gladly present any award should my schedule allow. For significant awards and recognition include your family and friends to make the experience more memorable and special. Ensure awards and recognition are timely; late is better than never, but on-time is the best-time.

• **Respect.** A performance appraisal OPR or EPR not done in a timely manner dishonors the individual rated and indicates a lack of caring on the part of the Supervisor

geants, and Supervisors: get to know your people's civilian jobs, family situations, promotion eligibility, upgrade training requirements, their strengths and their talents. Know their goals, and let them know ours.

• **Recognition.** In addition to knowing who they are, make sure you reward and recognize them. Recognize, reward, and credit. I do not award medals for time in service, other than for retirement. A medal given just to meet a board is wrong, unless truly deserved. If a medal is given for shallow reasons, it degrades the worth of the same medal awarded for highly commendable reasons. If a person has not received an award in years – or ever, check it out. Remedy the oversights where an award is deserved, be account-

and the Commander. To those who need some direction, give it early to avoid an unexpected swift kick down the road. Each one of us has, at some point in our lives, needed some sort of correction, the needed nudge, or even a kick that ultimately encouraged us to do things we thought were impossible. Done correctly, the bold action of giving honest and respectful feedback is how we improve as individuals and as a unit.

• **Roam.** I feel the best when I step away from my e-mail account and meet you around the base as you do the Wing's business. I will be out there at every opportunity I can. The more I get out, the better we will know each other. I want to

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know who you are as well as the great things you are doing for our Wing.

• **Remedy.** Finally, choose to fix problems rather than complain about them. Fix problems at the lowest level and always work through your chain of command. If I know of problems, I may be able to assist. If I do not know the issues at hand, I am powerless to influence their outcome. Not all problems can be fixed, whether due to a lack of solutions, expertise, time, money or opportunity. What we can fix, we will, and for those we cannot, I will always look you in the eye and give you an honest answer; I expect Commanders to do the same.

Mission

“Taking care of people who do the mission” is our primary method of “taking care of business.” However, sometimes the unit mission will need to come first. I will let you know when those times occur, and you can be assured that we will return to the primary method of business as soon as practical. Commanders, I expect you to do the same. Remember: the mission is why we exist and without us, the mission cannot be done.

Safety

We exist for the mission. Without safety, some of us who make up the “We” may be unable to participate in the execution of the mission, putting mission success in jeopardy. Safety is vital to Mission Accomplishment. I hold each of you personally responsible for the safety of our people, and I expect units to have a very active safety program, not just a monthly safety meeting.

Commanders and Supervisors, get out and see how your folks are doing their jobs, and stress safety both on and off the job. If you see a problem, become the catalyst that precludes an accident. Working with and around our Army brethren will expose some of us to unfamiliar operations and processes. Even though you may not understand their tasks, be mindful of common hazards and

if something looks out of line, take action and speak up. The Army wants to protect their Soldiers as well. Safety is for everyone.

No task is so important, or time so sensitive that safety can be disregarded or thought of as a hindrance to mission accomplishment. Haste often makes waste. During my watch, my desire is that no one gets hurt and no equipment gets damaged.

Standards

Standards are the minimum levels to which we operate. Commanders will be held accountable for their units' compliance. Uniforms are not for individual interpretation. Proper patches and hats are required, and no additional ornamentation will be tolerated.

If, for example, you have the lucky Packers or Cubs patch, wear it on your golf or bowling shirt or any other non-uniform item. We are not the scouts, so no unauthorized pins or badges belong on our Air Force uniform. Period.

Customs and courtesies are the cornerstones of good order and discipline. Pope is the #2 Distinguished Visitor destination within DoD, right behind Andrews Air Force Base. You will see a great number of DV cars on base, with a variety of vehicle placards. Salute these vehicles as appropriate. When uncertain – SALUTE. Address seniors and subordinates appropriately and with respect.

Give proper respect to rank and position. Loyalty to me and to your people will promote a healthy organization. I will support you 100% as long as you are in the right or had a logical reason to believe you were. Solid judgment must be used, and know that every circumstance is not fully outlined in a binder.

Past practice and current policy do not always match. Policy is policy, and exceptions are exceptions. Processes and programs constantly change. If you find something that you deem wrong, identify it, make suggestions for improvement, and move it up the chain. The Air Force of tomorrow will differ from today, just as we differ from the Air Force of yesterday.

NCOs

The NCO is the backbone of the Air Force. For all Non Commissioned Officers and those aspiring to become NCOs, take the time and trace the origins and legacy of this coveted position. For those selected, take the charge of that warrant and adhere to its tenets, constantly improving yourself and your people. Enforce and ensure the highest standards are met at all times. Junior NCOs are empowered to do great things, with such great empowerment great authority is delegated, great expectations made, resulting in great individual accountability. Be responsible for your actions and those under your charge. Senior NCOs are the masters of our enlisted force.

I hold “Master” Sergeants in the highest esteem. If you're a Master, Senior Master, or Chief Master, you are the resident experts, “the masters” who ensure the day-to-day business gets done. I have known E-7s/8s/9s who were not Masters, Seniors, or Chiefs. I expect those who hold those ranks to be “Master” sergeants, the resident experts and masters of their trade. A strong “Chiefs” and “Top Three” group can make any organization an exceptional organization.

Leaders

Officers and commanders are leaders and managers. You are my representatives. Your actions never go unnoticed. Our commission requires upholding the highest professional standards at all times. Maintain, improve, develop and challenge yourselves and your organizations; be at the ready. Professionalism, expertise, adherence to code and fiduciary responsibilities are expected norms from our superiors and our nation. There is a distinct difference between Leadership and Management; both are needed in any organization. Not all of you will possess these qualities in equal measure. I will work to enhance your unique talents to best fit our collective need while working to better yourself and our Wing. Mentoring is not just a program; it is one of my business

standards. I will trust you and your requests until proven otherwise.

You know your unit needs better than I. Treat others with respect and dignity as you enforce and maintain policy and standards.

Commanders are responsible for their organizations. Know your duties—including unit budget and finance. There is a distinctive difference between being commissioned and being an Officer; I have seen both. Hold the line.

I touched on some of the key elements surrounding what I believe in and what I expect. I do not believe there is a single key to leadership. Situations demand leadership properly fitted to meet the desired resolve. I hold no hidden agendas. If I want you to know something, I will tell you. Rarely do I use an emissary. What you see is what you get. I am far from perfect and strive most days to improve. I have a great job! I truly love this job and love being here. This is the highest honor I have received thus far. If you made it this far in the reading, thank you for hanging in there. Though there are many “I”s in this writing, do not misunderstand my focus. This job is about me serving you, not you serving me.

Building a new Active Associate Wing comes with great challenges as well as extraordinary opportunities. We are all a part of an exciting new future for the Air Force, and ensuring our place in the next chapter of our Wing's grand history. Grand opportunities such as this are few and far between. The excitement of being part of a “first-ever” operation is an exceptional motivator. The future success of our Wing is in our hands. We will work smart and hard. Intelligent hard work, clear goals and a collective vision will ensure our success. I will provide the goals and the vision. All good ideas will be considered and implemented. If you have suggestions, bring them forward.

Being the 440th Airlift Wing Commander is an honor which I cannot fully express. I will do my best to be the best. I will always keep my word. I promise each one of you that your welfare will always be considered first, and the good of the 440th and the United States Air Force will be maintained under my watch.

SF Reservist proves to be sharp shooter

photo and story by Lt. Col. Ann Peru Knabe

“Pull,” barks Master Sgt. DeMaine Milbach and moments later a clay pigeon flies into the air about 30 yards in front of him. In less than a pico-second the Reservist eyes the bird, takes aim and shatters the clay pigeon. He’ll shoot the 12-gauge shotgun 99 more times in an hour, hitting the propelled birds on every shot.

The 440th Airlift Wing Reservist, who works as a sheriff department detective in his civilian life, knows his weapons. He’s served as a personal security detail team leader for former CENTCOM Commander Gen. John Abizaid, and was the non-commissioned officer in charge of one of Gen. Tommy Frank’s central forward PSD detachments. The Reservist also qualified expert shooting the 9 millimeter pistol and the M-4 rifle, the standard weapon for the USAF Security Forces and soldiers worldwide.

But it’s his trap shooting skills that have propelled him into the spotlight. Sergeant Milbach recently tied for the Class A Singles Runner-Up at the Grand American Trapshooting Competition at the World Shooting and Recreation Complex in Sparta, Ill., when he shot 199 out of 200 birds.

“I missed that 176th bird,” he said, lamenting the one pigeon he missed. The eagle eye also shot 96 out of 100 at the Grand American handicap event from the 26-and-a-half yard line, earning him a half yard handicap increase to the esteemed 27 yard line, and earning 13 All-American points.

“All shooters start at the 20 yard-line,” he said, explaining how the further distance from the target correlates with level of shooting expertise. “And if you continue to hit at least 96 out of 100 pigeons, you get handicapped, which means you continue moving further from the target. The maximum distance is 27 yards away.”

A trap-shooter for more than 20 years, Sergeant Milbach said he heard the best shooters in the world have the ability to concentrate and focus for one heartbeat at a time. He defies the odds and looks down range before moving the gun in place and taking aim.

“I’m lucky to have solid hand and eye coordination,” he explains. “I can watch for the bird and quickly react when I see it.”



Master Sgt. DeMaine Milbach, 440th Security Forces, pauses during trap shooting practice. The sharp-shooting Reservist competes nationally.

A typical trap shoot requires competitors to shoot from five different angles at five different stations. The scoring is usually based on 100 clay birds which are automatically propelled from a trap through a voice-activated system. A scorer sits in a chair behind the shooters, documenting every hit or miss. Sergeant Milbach said trap shooting complements the military image, and

not just from a weapons perspective. “You need to be in great physical shape to participate in a 500 or 1000 bird marathon,” he said, explaining how some trap shooters will spend hours shooting competitively around the nation. It also helps hone eye and hand coordination, which we rely on in security forces.”

Quotable Quotes

“There is no greater honor than to serve our country during time of war, and we are very fortunate to serve in the greatest Air Force the world has ever known. The Air Force has technologically superior aircraft and equipment and can bring devastating airpower to bear on our enemies at a time and place of our choosing. However, our equipment isn’t what makes our Air Force great - it’s our people - our Airmen. Whether they are active duty, Guard, Reserve, civilian or contractor, our people make the Air Force successful, respected, and feared by our enemies. Throughout Air Force history, our success stems from our legacy of developing and caring for Airmen.”

— **Rodney J. McKinley, Chief Master Sergeant of the Air Force, from his Enlisted Perspective: Developing and Caring for Airmen**
<http://www.af.mil/library/viewpoints/cmsaf.asp?id=342>

Air Force Secretary focuses on discipline and responsibility

In the latest Letter to Airmen, the Secretary of the Air Force discusses how Air Force people have the responsibility to maintain the trust of the nation in executing daily work. “Whether providing security, maintenance, logistics, or conducting any facet of the Air Force mission in the air, space, or cyberspace, we all must foster discipline and retain it for the future.”

Read the complete Letter to Airmen at <http://www.af.mil/library/viewpoints/secaf.asp?id=341>

Air Force celebrates 60 years

“Our Air Force is 60 years old and still going strong. We have come a long way since the P-51 Mustang, B-17 Flying Fortress and C-47 Skytrain. It’s 2007, and Airmen are still leading the way.” <http://www.af.mil/shared/media/document/AFD-070917-056.pdf>

Chief of Staff’s latest ‘Vector’ highlights importance of discipline

The Air Force chief of staff’s latest vector focuses on the importance of a disciplined force. “No one should ever be given a reason to doubt our discipline, our integrity or our ability to fly, fight and win the nation’s wars. And we must never betray the nation’s trust in its Airmen as guardians of the common defense.”

Read the complete vector at <http://www.af.mil/library/viewpoints/csaf.asp?id=343>

CSAF’s Scope

Chief of Staff’s Scope current reading topics include:

- SERE Training
- Aircraft Maintenance Units

View the CSAF’s Scope at <http://www.af.mil/library/csafscope.asp>.



photo submitted

Fit to fight: 440th athletes run Air Force marathon

Two 440th relay teams ran in the Air Force Marathon. The all-female team, comprised of Col. Mona Vollmer, Senior Airman Melissa Dirnbauer, and Lt. Colonels Ann Knabe and Therese Kern, took third place overall, with a time of 3 hours, 47 minutes and 26 seconds. The male team, comprised of Col. Mike Pierce, Senior Airman Brandon McKnight, Airman Robby McKnight and Staff Sgt. Cotey Jordon, placed 9th in their division with a total time of three hours, 34 minutes and 38 seconds. From left, Sergeant Jordan, Airmen Dirnbauer and McKnight, Colonels Knabe and Kern, and Airman McKnight.

Services offers lodging tips for Pope AFB

The 440th Airlift Wing Services Flight recently announced that the Automated Lodging Reservation System is now available for members authorized lodging at Pope. The telephone number to call to access the system is (910) 394-1291 or DSN 424-1291.

Master Sergeant Bob Wheelless said that at this time, lodging reservation capability through this system is for scheduled primary and alternate UTAs only beginning with the October UTAs.

Reservations may be made up to 90 days in advance but no later than 10 days prior to a scheduled UTA. Members that will be performing duty during the week or non-UTA weekends will need to contact the Carolina Inn directly at (910) 394-4131, toll free at 1-888 AF Lodge (1-888-235-6343), or at <http://www.43dservices.com/> (follow the link of Carolina Inn Reservation System). Callers should mention if they have already scheduled a reservation using the ALRS.

Reservists familiar with the ALRS at General Mitchell Air Reserve Station will be able to access the system using their current Personal Identification Number, but must be sure to select Pope as the arrival destination said Sergeant Wheelless. Those not familiar with the

process should follow the voice prompts. Sergeant Wheelless said that callers will need their Social Security number and PIN. First-time callers will use the last four digits of their SSN, and then change the PIN to a four, five, or six digit PIN of their own selection. Sergeant Wheelless said that the member will then be prompted to make, change, cancel, or review current reservations on file.

Callers will enter their arrival date (MMDDYY) which will usually be the Friday before a UTA weekend. The next step is to enter the departure date before 11 AM EST (MMDDYY). Generally this will be Sunday of the UTA. Users must confirm if the reservations is for active duty training (ADT) or inactive duty for training (IDT).

Sergeant Wheelless said that at this point hotel information (including the address and telephone number) and confirmation number (exclusive to the ALRS only) is then provided to the member.

His last caution for users was that if they hear the Best Western as their lodging assignment, the hotel has been renamed the Baymont Inn & Suites.

Sergeant Wheelless can be contacted at (910) 394-2216 or DSN 424-2216.

Wisdom from the Chaplain



Keeping the "Main Thing" the "Main Thing"

by Chaplain (Capt.) David Fink

Welcome to Pope. As your new chaplain, I look forward to meeting each of you in the coming months and getting to know as many of you by name and face as I possibly can. I've been an Individual Mobilization Augmentee here at Pope for the last three years, but I'm thrilled to be back in the unit world again. I'm glad you're here!

As we get to know each other, I want to take this opportunity to let you know what I bring to the table as a chaplain. My work here is summed up nicely in a vision statement by our Air Force Chief of Chaplains, Brig. Gen. Charles Baldwin: "Glorifying God, Honoring Airmen, Serving All." I'd like to say a brief word about each of these over the course of the next three months.

First: *Glorifying God*. To glorify something simply means to make it appear big, or important. And that's my job: to make God appear big and important. Not that God needs my help with that. But sometimes it's easy for *us* to forget who we are and why we're here—why we're *really* here. That's where I come in. Your job is to fight and win wars, to protect the freedoms we hold dear. My job is to be a visible reminder of why we hold those freedoms dear in the first place. Freedom is all very well and good in the abstract, but it's what we do with our freedom that really counts. I'm here to help keep the main thing the main thing. And what could possibly be more of a "main thing" than God?

Service before Self: Featured Citizen Airman



Capt. Tyeshia N. King is the 440th wing commander's executive officer, and this month's featured Citizen Airman in the Combat Airlifter.

The Combat Airlifter staff "took five" with Capt. Tyeshia King, 440th executive officer for the wing commander.

How many years have you served in the military? 15 years active duty and Reserve

What is your education?

Masters Degree in human relations from Oklahoma, a Bachelor's of Science in computer information systems from Park University, and a Community College of the Air Force Degree in information management.

What are your previous assignments?

- Kadena AB, Japan
- Little Rock AFB, AR
- Moody AFB, GA
- Kunsan AB, Korea
- Camp Humphries AIN, Korea
- Tyndall AFB, FL

Any hobbies?

Shopping, Shopping and Shopping

What is your most memorable experience in the Air Force?

Earning my commission after 10 years of active duty service.

Final Notes



440th file photo

The 440th Honor Guard performed its last official ceremony in September. The 440th team was formed in 2000 to support the increased number of World War veteran funerals. When the wing moved to Pope Air Force Base, N.C., this fall the 440th honor guard was notified it no longer needed to support ceremonies in the Midwest. For more details about the record number of ceremonies performed by the honor guard, see pages 4-5.

“Vincit qui primum gerit”

What those mysterious words
on the cover REALLY mean

“Vincit qui primum gerit” looks like Latin to me. And it is. According to Maj. Dion Flinn, 440th Operations Group executive officer, *“Vincit qui primum gerit”* means “he conquers who gets there first.”

The motto was quoted in Charles Everett Bullard’s book, *Little One and His Guardian Angel: One Man’s Story of the 440th Troop Carrier Group During World War II.* It was also printed on an Army Air Force patch worn between 1942 and 1945. While not the most tidy use of grammar, the latin motto conveys the spirit of the wing.

“Our recent association is a prime example of the 440th’s ability to change and grow in a dynamic environment,” said Wing Commander Col. Merle D. Hart. “I found that motto fitting for the Combat Airlifter, especially when you think of the years of legacy associated with our wing. We had many, many ‘firsts,’ and I expect even more in the next decade.”

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