



WELCOME  
2013 TEAM DOVER  
HONORARY COMMANDERS



**DOVER**



## 436TH AIRLIFT WING HONORARY COMMANDERS

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### 436TH AIRLIFT WING (AW) *MR. MICHAEL TATOIAN '09, '12*

Mr. Tatoian is the Executive Vice President and Chief Operating Officer for Dover Motorsports, Inc.



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### 436TH AW COMPTROLLER SQUADRON (CPTS) *MRS. SANDRA (SANDY) TARAS*

Mrs. Taras is the Chief Financial Officer for PATS Aircraft Systems in Georgetown, DE.



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### 436TH OPERATIONS GROUP (OG) *MR. BILL HARE '11, '12*

Mr. Hare is a Dover City Council Member and business owner of Always Advertising.



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### 3D AIRLIFT SQUADRON (AS) *MR. A.C. LUCAS*

Mr. Lucas is in charge of production planning and material procurement at Fordham and Old Dominion Brewing Company.





**DOVER**



**9TH AIRLIFT SQUADRON (AS)**

*MR. CRAIG WEARDEN*

Mr. Wearden is the principal of W. Reily Brown Elementary School.



**436TH OPERATIONS SUPPORT SQUADRON (OSS)**

*MR. JOHN YOHO*

Mr. Yoho is the owner of Little Caesars of Dover, DE.



**436TH MAINTENANCE GROUP (MXG)**

*MR. GEORGE KRUPANSKI JR.*

Mr. Krupanski serves as the President/ CEO of the Boys & Girls Club of Delaware.



**436TH AERIAL PORT SQUADRON (APS)**

*MS. DAWNE NICKERSON*

Ms. Nickerson is the Assistant Vice President for Citizens Bank.





**DOVER**



**436TH MAINTENANCE SQUADRON (MXS)**  
*MR. PATRICK OWENS*

Mr. Owens was appointed President of ILC Dover in March 2012.



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**436TH AIRCRAFT MAINTENANCE SQUADRON (AMXS)**  
*MS. S. RENEE SMITH*

Ms. Smith has an active television and speaking career, and is the author of *There Is More Inside* and *The Bridge to Your Brand: Likeability, Marketability, Credibility*.



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**736TH AIRCRAFT MAINTENANCE SQUADRON (AMXS)**  
*MR. GARY CAMP '12*

Mr. Camp is the Senior Director of Communications, Dover Motorsports, Inc.



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**436TH MAINTENANCE OPERATIONS SQUADRON (MOS)**  
*MRS. KIMBERLY (KIM) PROVO*

Mrs. Provo is a financial advisor with First Command Financial Services.





**DOVER**



### 436TH MISSION SUPPORT GROUP (MSG)

*MR. JAMES E. (JAMIE) TURNER III*

Mr. Turner is the Director Delaware Emergency Management Agency.



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### 436TH CIVIL ENGINEER SQUADRON (CES)

*MRS. ANNE M. GERMAIN*

Mrs. Germain is the Chief of Engineering & Technology with Delaware Solid Waste Authority.



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### 436TH LOGISTICS READINESS SQUADRON (LRS)

*MR. JAMES (JIM) WADDINGTON '12*

Mr. Waddington is the Executive Director for the Kent Economic Partnership.



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### 436TH FORCE SUPPORT SQUADRON (FSS)

*MR. RICHARD (RICH) RESSLER*

Mr. Ressler is a Wellness Team Manager with Wawa.



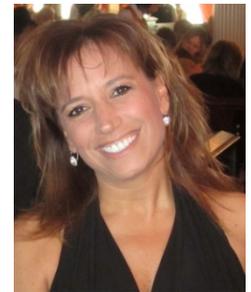


**DOVER**



**436TH CONTRACTING SQUADRON (CONS)**  
*MRS. LORI EWALD*

Mrs. Ewald is a retail merchandiser for Hasbro, Inc., and active community supporter.



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**436TH SECURITY FORCES SQUADRON (SFS)**  
*MRS. KAY DIETZ-SASS '09*

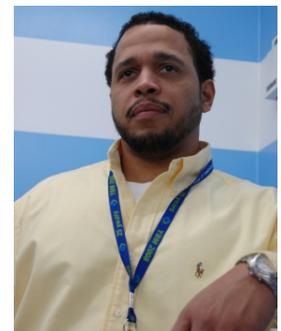
Mrs. Dietz-Sass is the Public Affairs & Emergency Management Coordinator for the City of Dover.



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**436TH COMMUNICATIONS SQUADRON (CS)**  
*MR. FREEMAN (CORNELL) RANDOLPH*

Mr. Randolph is the manager of Dover Sam's Club.



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**436TH MEDICAL GROUP (MDG)**  
*DR. ERIC B. KMIEC*

Dr. Kmiec is professor and chairman of the Department of Chemistry at Delaware State University.





**DOVER**



**436TH MEDICAL OPERATIONS SQUADRON (MDOS)**

*MR. K. SCOTT MCNARY*

Mr. McNary is a plant manager with Procter & Gamble.



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**436TH MEDICAL SUPPORT SQUADRON (MDSS)**

*MS. JUDITH (JUDI) HAUGHTON*

Ms. Haughton is the vice president of corporate cash management at WSFS Bank.



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**436TH AEROSPACE MEDICAL SQUADRON (AMDS)**

*DR. SAJJAD SAVUL '11, '12*

Dr. Savul is the Medical Director of Bayhealth Occupational Health.

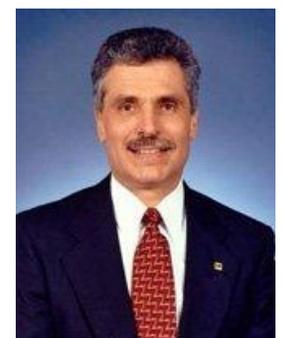


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**436TH DENTAL SQUADRON (DS)**

*MR. GERARD (JERRY) L. ESPOSITO '10*

Mr. Esposito is the President of Tidewater Utilities, Inc.





**DOVER**



**AIR FORCE MORTUARY AFFAIRS OPERATIONS CENTER  
(AFMAO)**

*MR. RONALD M. (MATT) TURLINSKI '12*

Mr. Turlinski is co-owner and operator of the Lighthouse Inn Bed & Breakfast.

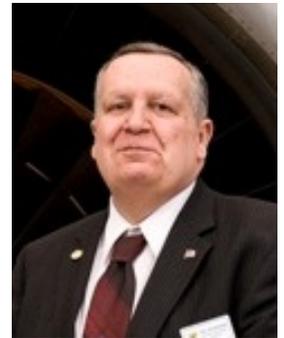


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**ARMED FORCES MEDICAL EXAMINER SYSTEM (AFMES)**

*HON. ERNST ARNDT '11, '12*

Judge Arndt is the deputy chief magistrate of Kent County, DE.



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**JOINT PERSONAL EFFECTS DEPOT (JPED)**

*MRS. SABRINA MALONE*

Mrs. Malone and her husband, Daniel, run an international website  
([workingmom.com](http://workingmom.com)).





## ABOUT THE 436TH AIRLIFT WING

The 436th Airlift Wing traces its roots back to the 436th Troop Carrier Group of World War II fame that activated at Baer Field, Indiana on April 1, 1943. Flying the C-47 Skytrain and based out of Bottesford, and later, Membury, England, the 436th TCG participated in four major airborne operations prior to the Allied victory in May 1945.

December 27, 1965 was a significant date in the history of the 436th Airlift Wing, on that date, the 436th Troop Carrier Wing was redesignated as the 436th Military Airlift Wing and activated in conjunction with the creation of the Military Airlift Command.

On April 16, 1971, the wing received its first C-5 Galaxy aircraft and began the phase out of the propeller-driven C-133 Cargomaster aircraft which had been part of the wing's inventory since 1966.

The 21st Century brought many new opportunities for members of the 436th and 512th Airlift Wings, along with civilians comprised the Dover Team to serve our Nation. After September 11, the men and women assigned to both the 436th and 512th Airlift Wings played an integral role in Operations ENDURING and IRAQI FREEDOM, on top of conducting normal day-to-day operations.

# 436TH AIRLIFT WING LEADERSHIP

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COL. RICHARD G. MOORE, JR.

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## 436TH AIRLIFT WING COMMANDER

Col. Richard G. Moore, Jr., is the Commander, 436th Airlift Wing, Dover Air Force Base, Del. He is responsible for the combined C-5 and C-17 wing providing worldwide movement of high-priority personnel and cargo. Dover AFB is the home to the Charles C. Carson Center for Mortuary Affairs, the DoD's largest aerial port, and the Air Mobility Command Museum.

Colonel Moore graduated from the U.S. Air Force Academy in 1992 with a degree in chemistry, and subsequently earned a Master of Engineering Management degree from Washington State University in 1997. His aviation career includes flying the KC-135R, C-12F, C-5A/B and C-17A aircraft.

### **FLIGHT INFORMATION**

Rating: Command pilot

Flight hours: 3,200 Aircraft flown: KC-135R, C-12F, C-5A/B, C-17A

### **MAJOR AWARDS AND DECORATIONS**

Legion of Merit

Defense Meritorious Service Medal

Meritorious Service Medal with three oak leaf clusters

Air Medal with one oak leaf cluster

Aerial Achievement Medal with five oak leaf clusters

Air Force Commendation Medal

Air Force Achievement Medal

Iraq Campaign Medal

### **EFFECTIVE DATES OF PROMOTION**

Second Lieutenant – May 27, 1992

First Lieutenant – May 27, 1994

Captain – May 27, 1996

Major – November 1, 2002

Lieutenant Colonel – December 1, 2006

Colonel – October 1, 2010

# 436TH AIRLIFT WING LEADERSHIP

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COL. JAMES C. MERCER

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## VICE COMMANDER

Colonel James C. “Cal” Mercer is the Vice Commander, 436th Airlift Wing, Dover Air Force Base, Del. As vice commander, he serves as assistant to the commander for leadership in the combined C-5 and C-17 wing providing worldwide movement of high priority personnel and cargo.

Colonel Mercer graduated from undergraduate pilot training at Columbus Air Force Base, Mississippi and then was assigned to Charleston Air Force Base, South Carolina to fly the Lockheed C-141B Starlifter. As part of the C-141B program move, he transferred to McGuire Air Force Base as the Special Operations Low Level II (SOLL II) evaluator aircraft commander initial cadre.

The colonel is a command pilot with more than 4,100 flying hours in the C-5, C-141A, C-21A, C-40B, and C-32B.



CHIEF MASTER SGT.  
JAMES M. SMITH, JR.

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## COMMAND CHIEF

Chief Master Sergeant James M. Smith, Jr., serves as the principle advisor to the 436th AW commander on matters of health, welfare and morale, professional development, good order and discipline, and the effective employment of more than 3,500 enlisted members of Dover Air Force Base’s Eagle Wing. The wing is a combined C-5 and C-17 base focused on rapid, global mobility by providing worldwide movement of high priority personnel and cargo.

Chief Smith has held numerous leadership positions within the maintenance group with diverse experience in all facets of aircraft maintenance to include superintendent of the 58th Aircraft Maintenance Unit and the 33rd Aircraft Maintenance Squadron at Eglin Air Force Base, Fla. as well as the superintendent of the Maintenance Group at Kunsan Air Base, Republic of Korea and Dover Air Force Base, Del. The Chief deployed to Saudi Arabia in support of Operation SOUTHERN WATCH.

# 436TH AIRLIFT WING LEADERSHIP

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**COL. DAVID E. POLLMILLER**  
436TH OPERATIONS GROUP COMMANDER

The 436th Operations Group provides C-5M and C-17A combat airlift, and is responsible for tactics, aircrew flight equipment, airlift scheduling, air traffic control, airfield operations, intelligence and weather support.



**COL. THOMAS A. REPPART**  
436TH MISSION SUPPORT GROUP COMMANDER

The 436th Mission Support Group delivers worldwide contingency operations and in-garrison missions through security, logistics, civil engineering, contracting, communications, personnel and quality of life services. The group manages in excess of \$1.7 billion of real property and equipment valued at \$847 million.



**COL. THOMAS J. KAUTH**  
436TH MAINTENANCE GROUP COMMANDER

The 436th Maintenance Group leads five squadron supports Team Dover's C-5M and C-17 field level aircraft maintenance and airlift missions during peacetime and combat operations. The group operates the Department of Defense's largest aerial port handling more than 5,000 aircraft, 25,000 passengers and 100,000 tons of cargo annually.



**COL. KEVIN J. MURPHY**  
436TH MEDICAL GROUP COMMANDER

The 436th Medical Group is responsible for providing a full spectrum of health care and patient-centered treatment for the men and women of Dover AFB and more than 11,000 TRICARE beneficiaries. The 436th MDG also supports the unique mission of the Air Force Mortuary Affairs Operations Center.

# 436TH AIRLIFT WING STAFF AGENCIES

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## AFSO21

LED BY MR. KENNETH W. JONES  
Air Force Smart Operations for the 21st Century is our Air Force's dedicated effort to maximize value and minimize waste in all of our processes. Our Mission is to establish a community of continuous process improvement at Dover AFB that leverages the benefits of the collective experience, expertise, tools, and best practices across the command.

## AIR MOBILITY COMMAND MUSEUM

LED BY MR. MICHAEL D. LEISTER III  
The Air Mobility Command Museum is a part of the National Museum of the United States Air Force's field museum system. Air Mobility Command is a major command of the United States Air Force. Its mission is to deliver maximum war-fighting and humanitarian effects for America through rapid and precise global air mobility.

## ANTI-TERRORISM

LED BY MR. MICHAEL E. MENDOZA  
The Anti-terrorism office manages the installation Antiterrorism/Force Protection program and serves as the principal advisor to the wing commander on all AT/FP matters. The office develops mitigation actions and countermeasures during increased force protection conditions. The office also prepares Dover AFB with an executable anti-terrorism plan and develops readiness exercises to ensure base agencies can respond to threat-based contingencies.

## CHAPEL TEAM

LED BY CHAPLAIN (LT. COL.)

DENNIS A. SAUCIER

The Chapel Team provides chaplains and enlisted chaplain assistants who help care for the wing's people. Chaplains provide pastoral guidance in matters pertaining to religious expression, religious conviction, ethical decision-making, moral reasoning, wedding preparation and more. Religious programs include Catholic and Protestant activities, as well as seasonal special activities and worship opportunities. Other faith group members may contact the chapel for information on locations and contacts for other faith groups.

## 436TH COMPTROLLER SQUADRON

LED BY MAJ. WILLIAM J. VIVONI

The 436th Airlift Wing Comptroller Squadron is responsible for funds accounting and budget planning, programming, execution and analysis. The Comptroller Squadron provides customer service to all wing and tenant units to include financial training and education. The squadron also supports AMC worldwide mobility requirements through funds disbursement, travel order processing and deployment of personnel.

## COMMAND AND CONTROL

LED BY MAJ. RICHARD K. CARTER

The Command Post team consists of dedicated command and control specialists, aerial port information controllers and maintenance coordinators. Our command and control specialists are the direct link to the Tanker Airlift Control Center – AMC's command and control center – and responsible for coordinating all mission events. Maintenance coordinators assist production supervisors in orchestrating all flightline activities, making sure all outbound aircraft are suitable for flight.

# 436TH AIRLIFT WING STAFF AGENCIES

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## COMMUNITY SUPPORT

LED BY

MR. MIKE SNODGRASS

The Community Support Coordinator is the focal point for installation Airmen/Family Comprehensive Airmen Fitness resilience programs, including Leadership Pathways, to help Airmen and their families withstand, recover and grow in the face of stressors and changing demands. The CSC coordinates resilience efforts – including all mental, physical, social and spiritual fitness initiatives – programs and activities. The CSC serves as coordinator for the Caring for People, identifying and prioritizing installation issues regarding concerns of Airmen and their families. The CSC serves as the executive director of the installation Community Action Information Board and the Integrated Delivery System Chair. The CSC leads efforts to develop long-term solutions through a variety of approaches to identify individual, family, installation and community concerns.

## EQUAL OPPORTUNITY

LED BY MS. ANNMARIE MOORE

The Equal Opportunity Office is the focal point for programs to ensure Air Force military and civilian personnel are provided equal opportunity and treatment regardless of their race, color, religion, national origin or sex. EO provides counseling for aggrieved members, assuring complaints are addressed and final actions are taken in a timely manner. They also provide education on sexual harassment awareness, effective communication and cultural diversity.

## HISTORIAN

LED BY MR. JOHN T, MURPHY

The Historian Office supports the wing commander and the wing by providing historically relevant information to aid in decision making. The historian objectively

records wing history and deploys to record contingency operations history to preserve an official record of Air Force mission accomplishment. The historian is the wing's focal point for organizational lineage, honors, heraldry, unit emblems and organizational flags.

## INFORMATION PROTECTION

LED BY

MR. MICHAEL DANIELS

Protect the wing from espionage, terrorism and threats of unauthorized disclosure or compromise of information or material considered vital to wing and command mission interests, national defense or national security.

The Information Protection Office is the primary office for all information, industrial and personnel security programs within the wing. The IP Office ensures the proper procedures for handling and safeguarding all classified information, storage and destruction are enforced. The office conducts unit security program reviews for every unit in the wing, oversees more than 100 unit security managers, and holds quarterly training for all new personnel assigned.

## INSPECTOR GENERAL

LED BY LT. COL. ALLEN D. SCHWARTZ

The Inspector General Office provides assistance to military personnel of all services, their dependents, civilians, retirees and the local community in processing complaints and administering the Department of Defense's Fraud, Waste and Abuse program. The office ensures complaints are investigated fairly, using all the facts, policies and guidance available and achieves timely, logical results. The IG confidentiality ensures the complainant's right to complain without fear of reprisal.

# 436TH AIRLIFT WING STAFF AGENCIES

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## LEGAL OFFICE

LED BY LT. COL. SCOTT D. BOEHNE

The Legal Office provides professional legal support and advice to command and other staff agencies on issues such as military justice, adverse actions, operations law, ethics and line of duty determinations. Also, service members, their families and military retirees can receive personal legal assistance on civil matters. Personal civil matters include wills and powers of attorney, Service Member Civil Relief Act matters, Uniform Service Members Employment and Re-employment Rights Act matters, domestic matters and consumer issues.

## PLANS AND PROGRAMS

LED BY MAJ. DAVID BOYTIM

The Plans and Programs Office provides Dover Air Force Base with executable contingency plans and realistic readiness evaluations, ensuring base agencies can respond to any global contingency. This division also provides the wing operations security officer and is the Arms Control/Counter Proliferation point of contact.

## PROTOCOL OFFICE

LED BY

2ND LT. CHRISTOPHER E. TREJO

Protocol delivers ceremonial support to the wing commander and offers precise and timely guidance for all wing-wide functions, such as the Annual Award Ceremony, change of command ceremonies and the Air Force Ball. The Protocol office coordinates with base agencies to ensure distinguished visitor itineraries, lodging, transportation and security needs are met. They also provide the Air Force Mortuary Affairs Operations with distinguished visitor support for fallen hero repatriation during Dignified Transfers.

## PUBLIC AFFAIRS

LED BY

1ST LT. ANTHONY RICHARDSON

Public Affairs handles internal information such as the wing publication, website and social media

and commander's calls. PA is the point of contact for print, radio and television media. They are also the liaison for community relations events, tours, speaking engagements and the Honorary Commanders Program.

## SEXUAL ASSAULT PREVENTION AND RESPONSE PROGRAM

LED BY MRS. ANN MCMILLAN

The mission of the Sexual Assault Prevention and Response Program is to give military victims of sexual assault an avenue to seek help and maintain confidentiality in reporting the incident/s in a safe and less intrusive process. A restricted report may be reported only to the SARC or healthcare provider by an active duty or Reserve component member. This allows a sexual assault victim to receive medical treatment and counseling without triggering an investigation. Trained victim advocates are available for crisis intervention, referrals and on-going support as well as accompaniments to medical appointments and investigative interviews if requested. The program also provides education and awareness of sexual assault issues. The SARC is available 24/7 to respond to calls of sexual assault.

## WING SAFETY

LED BY LT. COL. DEREK M. SALMI

The Safety Office includes flight, ground and weapons staff who provide development, coordination and management of mishap prevention. Potential mishaps are reduced through the use and analysis of current accident and injury data, hazard abatement plans, periodic inspections and surveys of facilities, activities and programs. Safety personnel investigate accidents and make recommendations to foresee and prevent mishap recurrence. They also develop standards, policies and procedures for mission unique safety activities through the use of Risk Management.

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# 436TH AIRLIFT WING UNITS

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## 436TH OPERATIONS GROUP

### 3RD AIRLIFT SQUADRON

LED BY LT. COL. JAMES R. DEHAAN

The 3rd Airlift Squadron provides global reach with unique, outsized and oversized airlift capability. The squadron provides worldwide airlift to meet Department of Defense, Department of State and Presidential mobility requirements. The unit supports global engagement through direct delivery of time-critical theater deployment assets and ensures combat readiness of AMC active-duty C-17 airlift crews. The 3rd Airlift Squadron's mission capability includes clandestine delivery, extraction and airdrop of special operations forces and equipment.

### 9TH AIRLIFT SQUADRON

LED BY LT. COL. CRAIG M. HARMON

The 9th Airlift Squadron provides global reach with unique outsized and oversized airlift capability. The "Proud Pelicans" provide worldwide airlift to meet Department of Defense, Department of State and Presidential mobility requirements. The unit supports global engagement through direct delivery of time-critical theater deployment assets and ensures combat readiness of AMC active-duty C-5 airlift crews.

### 436TH OPERATIONS SUPPORT SQUADRON

LED BY LT. COL. DOUGLAS D. JACKSON

The 436th Operations Support Squadron was activated Dec. 1, 1991 in compliance with the Air Force Chief of Staff's reorganization plan. It is a professional team providing dependable air traffic control, airfield management, weather, intelligence, life support, tactics, mission

planning and aircrew training services to the 436th and 512th Airlift Wings and their worldwide customers.

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## 436TH MAINTENANCE GROUP

### 436TH AERIAL PORT SQUADRON

LED BY LT. COL. HEATHER COOK

The 436th Aerial Port Squadron is known throughout Air Mobility Command as the "Super Port," where providing transportation service to destinations worldwide is business as usual. The 436th APS's primary mission is to provide airlift support for the movement of cargo, mail and passengers to support the operations directed by the President of the United States, the Department of Defense or the Joint Chiefs of Staff, as well as providing airlift support of worldwide humanitarian efforts, exercises, contingencies and emergencies.

### 436TH MAINTENANCE SQUADRON

LED BY MAJ. EARL W. DAVIS

The 436th Maintenance Squadron supports the 436th Airlift Wing's worldwide global mobility mission by providing trained maintenance specialists for the U.S. Air Force's largest cargo transport aircraft, the C-5 Galaxy. The squadron falls under the Maintenance Group and is comprised of seven flights. These flights perform the inspection and repair of aircraft system components, including avionics, hydraulics and electro-environmental systems, the field inspection/repair of fuel systems, local fabrication and manufacturing, and painting and corrosion control of aircraft parts. In addition, a DoD award-winning isochronal inspection team ensures aircraft serviceability and safety by

# 436TH AIRLIFT WING UNITS

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performing in-depth annual inspections of aircraft. The Maintenance Squadron provides all munitions and aerospace ground equipment support to Dover AFB and supports worldwide equipment and personnel requirements.

## 436TH AIRCRAFT MAINTENANCE SQUADRON

LED BY LT. COL. ANDREW J. LEVIEN  
The mission of the 436th Aircraft Maintenance Squadron is to provide safe, reliable aircraft and dependable maintenance support to Team Dover in fulfilling its global peacetime and combat taskings. The squadron carries out its mission through the services of one aircraft maintenance unit, a transient maintenance flight and a sortie support flight. The squadron fulfills a mobility commitment by deploying personnel worldwide in support of Air Mobility Command's off-shore en route system.

## 736TH AIRCRAFT MAINTENANCE SQUADRON

LED BY MAJ. JUSTIN RADFORD  
The mission of the 736th Aircraft Maintenance Squadron is to provide safe reliable aircraft and dependable maintenance support to Team Dover in fulfilling its global peacetime and combat taskings. The squadron carries out its mission through the services of one aircraft maintenance unit and a sortie support flight. The squadron fulfills a mobility commitment by deploying personnel worldwide in support of Air Mobility Command's off-shore en route system.

The aircraft maintenance unit is responsible for the inspection, repair, launch and recovery of 8 assigned C-17 aircraft. The sortie support flight provides the flights with the tolls and special

equipment necessary to ensure all aircraft are mission ready. Additionally, the support flight manages the squadron's vehicle fleet.

## 436TH MAINTENANCE OPERATIONS SQUADRON

LED BY MAJ. EARL WILLIAMS III  
The 436th Maintenance Operations Squadron provides the full range of logistical support for personnel within the Maintenance Group. The squadron provides the Maintenance Group commander with accurate, up-to-date information on the health and welfare of the group. The Maintenance Operations Squadron also provides support for two maintenance squadrons: the Aircraft Maintenance Squadron and the Maintenance Squadron.

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## 436TH MISSION SUPPORT GROUP 436TH CIVIL ENGINEER SQUADRON

LED BY LT. COL. CHARLES O. KELM  
The 436th Civil Engineer Squadron provides the resource protection, environmental quality, infrastructure/facility maintenance and repair, and human services necessary to support the 436th Airlift Wing's Global Reach mission. Its objective squadron structure is organized into eight major flights: operations, fire protection, housing, environmental, engineering, readiness, explosive ordnance disposal and resources.

## 436TH LOGISTICS READINESS SQUADRON

LED BY LT. COL. JAMES A. KODAT  
The 436th Logistics Readiness Squadron provides logistics support to the 436th and 512th Airlift Wings. The squadron directly contributes to the wings' operational capabilities and worldwide mobility execution. It executes air

# 436TH AIRLIFT WING UNITS

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and space expeditionary force readiness and expeditionary combat support planning through war reserve materiel management, deployment and reception planning, training and execution. The 436th LRS plans for emergency response deployments, combat support capability, and base and expeditionary support. The squadron maintains chemical warfare defense equipment and is responsible for an arms storage and issue facility. In addition, they provide quality, environmentally safe fuel and cryogenic support to the global airlift mission, ensuring timely service for all assigned C-5s, as well as a variety of transient aircraft and ground support vehicles and equipment.

## 436TH FORCE SUPPORT SQUADRON

LED BY

LT. COL. MATTHEW M. ORLOWSKY

The Force Support Squadron provides a full range of support programs for 4,800 military and civilian, 5,900 dependents, and 11,500 retirees, including manpower and personnel, sustainment services, airman and family services, force development, and community services.

## 436TH CONTRACTING SQUADRON

LED BY MAJ. TONYA J. BRONSON

The 436th Contracting Squadron supports Dover AFB by providing quality, customer-oriented contracting support, training and contingency contracting capability to meet all 436th Airlift Wing and tenant unit requirements. This support gives Dover AFB the capability to plan, budget and acquire material and services for all mission area requirements. The services provided range from single, low-dollar commodity purchases and equipment repairs to multi-million dollar service and construction

contracts. The 436th Contracting Squadron consists of four flights, all working together to achieve mission success with outstanding professionalism.

## 436TH SECURITY FORCES SQUADRON

LED BY MAJ. MELISSA G. BROWN

The 436th Security Forces Squadron is responsible for the safety and security of Dover Air Force Base's C-5 and C-17 fleet as well as law enforcement that affects the public safety of base residents and facilities. The squadron manages the 436th Airlift Wing's information and personnel security, combat arms training, drug suppression and criminal investigative support as well as crime and traffic analysis. Security Forces personnel work with the Judge Advocate General, Air Force Office of Special Investigation, wing leadership, Air Mobility Command staff, and federal, state, and local police. Security Forces also support the wing's mobility mission.

## 436TH COMMUNICATIONS SQUADRON

LED BY MAJ. TONYA J. BRONSON

The 436th Communications Squadron plans, installs, operates and maintains \$75 million in command, control, communications, computer and visual information systems for two C-5 airlift wings and the National Weather Service. Mission areas include classified and unclassified data networks, airfield navigation and landing equipment, air traffic control systems maintenance, airport surveillance and weather radar, telephone and wireless communications, public address systems, frequency management and base information management.

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# 436TH AIRLIFT WING UNITS

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## 436TH MEDICAL GROUP

**436TH MEDICAL OPERATIONS SQUADRON**  
LED BY LT. COL. ANDREA K. GOODEN  
The 436th Medical Operations Squadron provides the majority of medical care for non-flying beneficiaries. It offers quality health care and full-spectrum preventive and primary care services in family practice, pediatrics, internal medicine and women's health. Additionally, some types of specialty care are available.

## **436TH MEDICAL SUPPORT SQUADRON** LED BY

LT. COL. ANDREW C. LATTIMORE  
The 436th Medical Support Squadron provides diagnostic and therapeutic services, TRICARE, outpatient administration, resource management, medical information systems management, medical logistics, facility management, and personnel and administrative support for the Medical Group and eligible beneficiaries.

## **436TH AEROSPACE MEDICINE SQUADRON** LED BY LT. COL. JIFFY C. SETO

The 436th Aerospace Medicine Squadron provides direct medical support to operational forces through surveillance, identification and mitigation of hazards. The flights within the squadron work cohesively to ensure that all of Dover AFB's personnel are medically fit and operationally ready to fulfill all aspects of the wing's global airlift mission.

## **436TH DENTAL SQUADRON**

LED BY LT. COL. JIFFY C. SETO  
The 436th Dental Squadron is primarily responsible for ensuring individual and combat readiness by providing preventive and

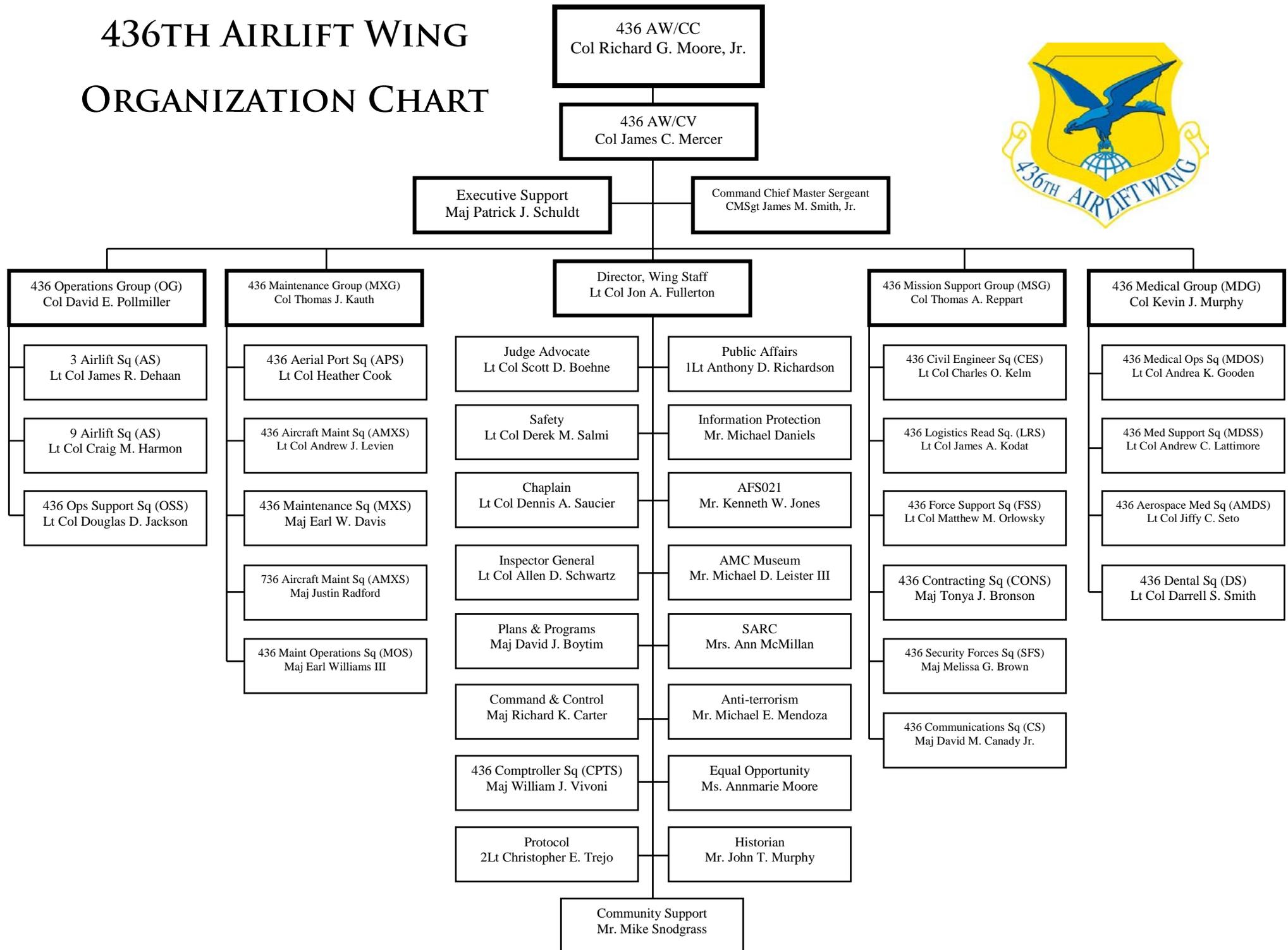
comprehensive dental services to America's preeminent expeditionary airlift team. The Dental Team encourages dental health through patient education and community involvement. The Dental Evidence Response Team supports the Armed Forces Institute of Pathology by performing dental forensic identifications to return America's fallen heroes to their families with dignity, honor and respect.

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# 436TH AIRLIFT WING

## ORGANIZATION CHART





# Dover AFB SNAP SHOT

*A summary of facts and figures representative of Dover Air Force Base*

U.S. AIR FORCE

## What We Believe ...

- **436th Airlift Wing Mission:** Delivering Today's Airlift... Forging Tomorrow's Leaders
- **512th Airlift Wing Mission:** Fly and fight by delivering airlift and support options for the defense of the United States of America and its global interests
- **436<sup>th</sup> Airlift Wing Focus Area:** Precisely Execute Today's Airlift Mission; Develop and Care for Airmen and their Families; Enable Dignified Return of Fallen Heroes; Enhance Local, State and Federal Partnerships; Provide Outstanding Base Support
- **436th Airlift Wing Vision:** Continue to be America's Preeminent Expeditionary Airlift Team
- **512th Airlift Wing Vision:** Flying and fighting as unrivaled Airmen
- **Core Values:** Integrity First, Service Before Self and Excellence in All We Do
- **Distinctive Capabilities:** 25% of AF's Global Airlift Capability; Aerial Port operations; Port Mortuary operations

## Dover AFB Basics

- **Established:** Dec. 17, 1941
- **Active Duty Strength:** Appx. 3,463
- **Total Force Strength (AD, Guard, AFRC, Civilians & Dependents):** Appx. 10,826
- **Economic Impact:** Approx. \$590 million
- **Aircraft in Inventory:**
  - 6 = C-5M Super Galaxy
  - 13 = C-17 Globemaster III
- **Career Specialties:** 50 officer, 73 enlisted

## Key Personnel

### 436th Airlift Wing

- Commander:** Col Richard Moore
- Vice Commander:** Col James Mercer
- Operations Group:** Col David Pollmiller
- Maintenance Group:** Col Thomas Kauth
- Mission Support Group:** Col Thomas Reppart
- Medical Group:** Col Kevin Murphy
- Command Chief:** CMSgt James Smith

### 512th Airlift Wing

- Col Raymond A. Kozak
- Col David Berkowitz
- Lt Col D. Scott Durham
- Col Kelvin McElroy
- Col Gretchen Wiltse
- Col Walton Reddish
- CMSgt William Wild III

## Dover AFB Demographics (numbers are approximate)

### Totals:

- **Civilian:** 1,167
- **Officers:** 364
- **Enlisted:** 3,099
- **AFRC:** 1,874
- **AD Dependents:** 3,803

### Average Total Service:

- **Officers:** 8 years
- **Enlisted:** 7 years

### Active Force:

- **Men:** 2,944
- **Women:** 519

### Ethnic Group/U.S.

- **Caucasian:** 2,685
- **Black:** 524
- **Asian:** 117
- **Am Indian/Alaskan:** 35
- **Hawaiian/Pacific Is:** 21

### Commissioning Source:

- **AFROTC:** 141
- **Air Force Academy:** 75
- **Officer Training School:** 54
- **Other:** 63

### Marital Status:

- **Officers:** 252
  - **Enlisted:** 1,616
- Average Age:**
- **Officers:** 32
  - **Enlisted:** 27
  - **Total below Age 26:** 1,559

## Budget

### Total FY11:

- **Ops and Maintenance:** \$30.1 million
- **Military Personnel:** \$262.7 million
- **Non-Appropriated Fund:** \$9.3 million
- **Mil Family Housing:** \$11.8 thousand
- **Construction:** \$52.1 million

## Tenant Units

- **512th Airlift Wing**
- **Air Force Mortuary Affairs Operations**
- **373rd Training Squadron, Detachment 3**
- **Armed Forces Medical Examiner System**
- **Joint Personal Effects Depot**
- **Air Force Office of Special Investigations, Army and Air Force Exchange Service, Defense Commissary Agency and others**

## Education Levels

### Enlisted-Highest Attained:

- **High School Diploma:** 2,385
- **AA or Equivalent Hours:** 862
- **B.A., B.S. or higher:** 191
- **Graduate:** 32

### Officer-Highest Attained:

- **B.A., B.S.:** 348
- **Graduate:** 215

## Unique Facilities

- **Charles C. Carson Center for Mortuary Affairs**
  - Only DOD stateside mortuary facility
- **436th Aerial Port Squadron**
  - Largest air freight operation in DOD
- **Air Mobility Command Museum**



**DEPARTMENT OF THE AIR FORCE**  
HEADQUARTERS 436TH AIRLIFT WING (AMC) DOVER AIR  
FORCE BASE, DELAWARE 19902-5201

Lieutenant Colonel Matthew M. Orlowsky  
436th Force Support Squadron Commander  
520 Main Gate Way, Room 250  
Dover AFB DE 19902-5220

Dear Honorary Commander,

We're pleased to have you participate in Team Dover's 2013 Honorary Commander program. You'll have the opportunity to learn about Team Dover's mission and operations, as well as to participate in social events and activities, through your interaction with your military counterpart over the next year. These events will give you a glimpse into the self-sustaining morale, welfare and recreation (MWR) facilities and programs we use to allow our Airmen and the community a chance to recharge and sustain the endurance, resiliency and balance needed to serve our nation and Air Force. As an Honorary Commander, you are eligible to use the 436th Force Support Squadron facilities on base (Golf Course, Bowling Center, Fitness Center, Skills Center, Aero Club, AAFES, etc.) during your tenure.

I would also like to personally highlight two programs among those mentioned above: the FSS Membership Benefits Card, also known as the Club program, and the Golf Course membership.

The FSS membership program, for monthly dues of \$5, will allow you to receive a 10 percent discount at most FSS facilities by showing the card with a \$5 or more purchase (with minor exceptions). While these benefits help you, they also have the benefit of investing in the MWR fund we use to support the activities mentioned above for our community and Airmen.

I'd also like to extend an invitation for you to purchase an annual Golf Course Membership for \$795. If you choose to purchase a membership, you will be afforded all course privileges of military members and DOD civilians. I'm convinced you will see the staff's winning spirit and dedication to our mission.

Consider using these activities to serve as a way to build your relationship with your commanders and their squadrons. If you have any specific questions regarding membership in any of these programs, please feel free to contact Ms. Mindy Rolkowski at (302) 677-4801 or myself at (302) 677-6900. Again, welcome to the program and we hope to see you soon!

Sincerely,

A handwritten signature in black ink that reads "Matthew M. Orlowsky".

MATTHEW M. ORLOWSKY, Lt Col, USAF  
Commander, 436th Force Support Squadron

*Deliver!*

## 9th Airlift Squadron bids fond farewell to C-5B

by Airman 1st Class Samuel Taylor  
436th Airlift Wing Public Affairs

3/13/2012 - **DOVER AIR FORCE BASE, Del.** -- Over the years, the C-5Bs of Dover Air Force Base, Del.'s, 9th Airlift Squadron have touched countless lives. From resupplying troops in overseas combat zones, to delivering hope to people affected by natural disasters, the aircraft has left behind a legacy of service that spans the globe. But as history has shown, all good things must come to an end.

So is true with the legacy of the 9th Airlift Squadron's C-5B. Its story came to a close when the final C-5B mission launched by the 9th AS ended March 12, 2012. Following the C-5B's "fini flight," the 9th AS became the Air Force's first all C-5M Super Galaxy squadron, setting a precedent of airlift capability for the rest of the Air Force to follow.

"[Dover AFB] has largest aerial port on the east coast; it would make sense to put the most capable, strategic airlifter right next to it, so that we can move more cargo faster," said Lt. Col. Dave Herbison, director of operations with the 9th AS. "The aircraft allows us to do more things: move more cargo; move it faster; move it further. It is a really exciting time for us right now."

The changeover comes approximately 25 years after the C-5B's introduction into the Air Force. The B-model incorporated all modifications and improvements made to its predecessor, the C-5A, including improved wings, simplified landing gear, upgraded turbofan engines and updated avionics. Even with these improvements, the C-5B developed a reputation for being a hands-on aircraft in contrast to the increasingly technology-dependant aircraft of today.

"[The B-model] is like an old-school muscle car; you have to tweak it to make it do what you want instead of watching a computer screen," said Staff Sgt. Michael Swank, a flight engineer with the 9th AS who flew on the "fini flight". "I think that's a good thing because it forces aircrew to know the plane. I will miss that aspect of the job."

Swank, and crewmembers like him, must now learn the ins-and-outs of the C-5M, including its more powerful and efficient engines, and technologically complex flight systems, to keep the 9th AS mission going strong. According to Maj. David Boytim, assistant director of operations with the 9th AS, the switch has been well prepared for.

It is a significant transition from the [B-model] to the [M-model]; not only is it a new aircraft with different flight systems, but it also presents [the 9th AS] with greater operational capabilities than ever before, said Boytim. [Our squadron] has seen this change coming and prepared accordingly - we're ready.

Though Team Dover's active-duty airlift team has set its sights on a bright future with the M-model, their B-model did not retire without its just desserts. As tail number 6020 touched down after returning from its final delivery to the Middle East, it received a spray-down courtesy of the Dover AFB fire department - a well-deserved soak after a legacy of service. Now, the responsibility to help deliver millions of pounds of cargo each year falls on the shoulders of the C-5M.

"I think [the C-5M] symbolizes strength: the strength of our military, and the strength of our Air Force. It symbolizes the steps our leadership is taking to take care of the national treasure that we've been given to work with. The airplane is more capable, more fuel efficient, and a cost saver. It is a better tool for us to move humanitarian relief, and to move assets to our war-fighters overseas faster and more effectively. With this airplane, we are able to usher in a new culture that the C5 community hasn't seen before."



Firetrucks from the 436th Civil Engineer Squadron Fire Department give C-5B Galaxy 86-0020 and aircrew a customary spray-down as it pulls into its parking spot following its "fini flight" March 12, 2012, at Dover Air Force Base, Del. The 9th Airlift Squadron now exclusively employs the C-5M Super Galaxy for local training, and state-side and overseas missions. (U.S. Air Force photo by Roland Balk)

## Dover C-17 aircrew delivers to Mali

by Tech. Sgt. Jeremy Larlee  
436th Airlift Wing Public Affairs

2/1/2013 - **DOVER AIR FORCE BASE, Del.** -- A Dover C-17 Globemaster III aircrew flew the first U.S. sortie into Mali, delivering French personnel, equipment and supplies to the war-stricken region.

The airlift mission took nearly 6 hours and carried a load that was near the C-17's maximum capacity.

The aircraft commander, Capt. Matthew Hood, 3rd Airlift Squadron evaluator pilot, said he was proud of the way his crew performed during the mission.

"I was really lucky to have a crew that was flexible and passionate about getting the mission done," he said. "There were a lot of changes made throughout the mission. Considering all of the hurdles, every single person rose to the occasion and did an amazing job."

The native of Smyrna, Ga., said the short-notice nature of the mission forced his crew to be extremely flexible, as many details were being decided as they waited on alert. He said his crew did a good job of being patient and focused on taking care of the things that they could.

Senior Airman Jensen Dejaynes, a loadmaster with the 3rd Airlift Squadron, said the mission tested the crew's ability to think on their feet.

"The biggest challenge was to remain flexible," he said. "We had to roll with the punches, because we couldn't predict what was going to happen."

Dejaynes, a native of Lakewood, Colo., said the mission provided him an opportunity to work with military personnel from other nations for the first time.

"It was hard to deal with the language barrier sometimes," he said. "But it was pretty cool to work with some of our international partners that I haven't worked with before."

Dejaynes said he was impressed by the teamwork that made the mission a success.

"I thought it was pretty cool to see all of the organizations that went into making this mission a possibility," he said. "We got to see the results of what we do play out on a global scale. It was a pretty humbling experience."

Hood echoed Dejayne's sentiment and said he felt very fortunate to be able to take part.

"It was pretty exciting to be part of an operation like this that is far reaching and has such a global impact," he said. "Any other C-17 crew given the chance would have done the same thing. We just happened to be at the right place at the right time. I was happy to have the opportunity to fill the role."



ISTRES, France - French soldiers march to a U.S. Air Force C-17 Globemaster III in support of missions in the Republic of Mali. The United States has agreed to help France airlift troops and equipment into Mali. (U.S. Air Force photo by Senior Airman James Richardson/Released)

## APS earns AMC awards

by Airman 1st Class Kathryn Stilwell  
436th Airlift Wing Public Affairs

1/22/2013 - Dover Air Force Base, Del. --

Thanks to their superior performance in direct mission support, innovative management and quality of life programs, the 436th Aerial Port Squadron recently took home the Air Mobility Command Large Terminal Unit of the Year award for 2012.

"Winning the award means that our mission, and our men and women of the Aerial Port, were superior performers within AMC, and the preponderance of the air mobility mission that was supporting the war was worked right here through Dover," said Maj. Jimmy Hendrix, 436th Aerial Port Squadron operations officer.

AMC recognized the Super Port for their operational excellence and community involvement. Dover competed against several other bases including Joint Base Charleston, Joint Base Lewis-McChord and Joint Base McGuire-Dix-Lakehurst.

"I think that one of the things that separated this year was there were a lot of initiatives that were undertaken to improve efficiencies," said Jim Ewing, AMC Logistics Readiness Senior Civilian of the Year and terminal operations manager with the 436th Aerial Port Squadron.

Ewing has been with the aerial port since 1987 and attests to the large work load Dover continuously undertakes each year along with the efficiencies tested in 2012.

"Dover was at the tip of the spear in testing efficiency enhancements. I think we were involved in three different proof of principles in 2012 and because we get involved like that, we're setting the way for the future. I think that probably stood out more than anything in this past year," said Ewing.

The primary mission of the aerial port squadron is the safe and efficient cargo and passenger processing for multi-modal movements to support global operations by properly training, equipping and deploying personnel.

"What that means is that we have the most innovative Aerial Port in the Air Force where our personnel are the best trained. Doing what we do here to ensure that the cargo is moving. Our short-term vision and mission is doing it safely, by the book, on time and with a smile. We love our job, so doing it with a smile is easy," said Hendrix.

The port processes a plethora of cargo consisting of anything from rations to medical supplies. They feed their cargo to six C-5M Super Galaxy's and 13 C-17 Globemaster III's capable of delivering supplies to overseas locations.

"Because it's an everyday channel mission, it's anything and everything, so we have no way to project what might be coming in and what might be needed in the theater from day to day. We know there are armor kits, like they put on the vehicles, and body armor is consumed by the service members, so those types of consumables. Rations, medical supplies, rubbing alcohol, parts and equipments for batteries. The best way to describe it is anything consumed by service members is what moves through here," said Ewing.

The channel mission played a role in their selection for the Large Unit Terminal of the Year award. 70 percent of all scheduled channel cargo going to Afghanistan transits the Super Port.

"Regardless if we win an award or not, we continuously challenge ourselves to improve the processes we perform every day. We consider ourselves award winners every year whether we bring it or not. It's a way of life, but we just pride ourselves in doing it every day. We have a lot of passionate people. It starts with the commander and works its way down to the Airmen. They take pride in what they do," said Ewing.



Airman 1st Class Sarah Lipfird, 436th Aerial Port Squadron, drives a 60K Tunner Loader to one of the loading docks as Airman 1st Class Benjamin Hann guides Jan. 14, 2013, at Dover Air Force Base, Del. The 436th APS recently won the Air Mobility Command Large Terminal Unit of the Year award. (U.S. Air Force photo/Tech. Sgt. Chuck Walker)

## Dover AFB Airman raises flight equipment efficiency with FEARS

by Tech. Sgt. Jeremy Larlee  
436th Airlift Wing Public Affairs

12/4/2012 - **Dover Air Force Base, Del.** -- When an expensive contract on an Air Force Aircrew Flight Equipment database program was not renewed, bases across the world had to find local solutions to fill the void. Some had to turn to time consuming spreadsheets or paper records.

At Dover Air Force Base, Del., one Airman created a solution to the problem.

The Flight Equipment Automated Records System, or FEARS for short, was created by Airman 1st Class Chris Sharlow, 436th Operations Support Squadron Aircrew Flight Equipment journeyman, to track the 12,383 Aircrew Flight Equipment items at Dover AFB.

He had created something similar on a smaller scale during a deployment in 2011.



Airman 1st Class Chris Sharlow, 436th Operations Support Squadron Aircrew Flight Equipment journeyman, performs an inspection on a parachute at Dover Air Force Base, Del., on Nov. 30, 2012. He is the creator of a new computer program used to easily track thousands of accountable aircrew equipment items. Sharlow's program is known as the Flight Equipment Automated Records Systems (FEARS) and is being used to ensure tracking and on-time inspections of items critical to safe, efficient mission accomplishment. (U.S. Air Force photo/Greg L. Davis)

"My leadership knowing that I am pretty computer savvy, asked me if this was something I could do," he said.

The FEARS program can be used to track all inspections done on the equipment, and all of the vital information about the items, like serial numbers, can be inputted. The system also tracks all of the base's aircrew members and the items that have been issued to them. Queries can be easily run to find the necessary information and it tracks the work done by all of the aircrew flight equipment technicians.

Sharlow said the previous program was extremely hard to use and was very time consuming. He said his main goal of the project was to create something everybody could use.

"Everybody is not good with computers," he said. "In FEARS, everything is laid out simply for those who are not technologically inclined."

Computers have been a passion for Sharlow since he was a young child.

"My grandmother bought her first computer in 1992, and I have been fascinated with them ever since." the native of Colton, N.Y., said. "I love building computers and downloading programs and tinkering with them to see how they work."

The Airman worked at a company providing computer technical assistance by phone before joining the Air Force. He is halfway toward earning his bachelor's degree in information technology.

Despite his expertise in computers, Sharlow still had a steep learning curve in developing his database program. He tried unsuccessfully to create FEARS in a few different programs, but he was foiled by network security issues. He got the break he needed when someone in his leadership chain mentioned a data base creation program already loaded on government computers.

"I had never used Microsoft Access before being tasked with this," he said. "I had to get a few how-to manuals and do a lot of internet searches, but I was up to speed quickly and the program fit our needs well."

The Airman was pulled out of the shift schedule and put to work solely on creating FEARS. After more than 500 hours of coding, the program was completed. With that hurdle done, he had to input all of the flight equipment data and inspections which he said was the most time consuming process of creating his data program.

In a mere 40 days, the data base was up and running. It has been a vast improvement over the old program,

said Tech. Sgt. Michael Rosatone, 436th OSS production superintendent for aircrew flight equipment.

"It has increased the effectiveness of our section by 100 percent," the native of Pittsburgh, said. "The old system required a lot of time to update. This one is much more user-friendly and takes a lot less time to use."

The sergeant said in addition to its mission effectiveness, the program is also a great supervisory tool. He said he can use it to easily track the work done by the Airmen in his section. The database is also a great source of metrics for Enlisted Performance Reports and award packages.

Rosatone said the creation of FEARS is a good example of how off-duty education can be a benefit to the Air Force. He said the program was completed well ahead of schedule and has run a lot smoother than the previous database program.

Sharlow is not resting on his laurels following the successful launch of the database program. He is working on a version 2.0 of FEARS that will be more aesthetically pleasing. He said it makes him feel good to contribute to his team in such a positive way.

"I love how I helped improve a daily part of my coworkers' day here," he said. "We are a great team here and I just wanted to do my part."

## Taking life one touch, one step at a time

by Tech. Sgt. Chuck Walker  
436th Airlift Wing Public Affairs

2/5/2013 - **DOVER AIR FORCE BASE, Del.** -- Imagine having to relearn all the things you learned as kid; how to eat, how to walk, how to talk. Imagine how frustrated and devastated you would be.

That's exactly what happened to Airman 1st Class Lori Cord, 436th Aircraft Maintenance Squadron crew chief, when she acquired a rare illness in late October of 2012.

A few days before Cord went home on leave, she received the annual flu immunization in the form of the flu mist. When she got to her home in Woodstock, Ga., Cord began to notice symptoms, but initially brushed them off.

"I noticed my feet were becoming numb and felt like they were being stuck with pins and needles," Cord said. "I was also starting to have a neck problem. Then my tongue started to go numb, and then my entire mouth, it was weird. Then my hands felt like pins and needles, and the next night it got worse."

A day before she was scheduled to return to Dover Air Force Base, Cord said she began to feel really weak. She tried to help her grandmother with some yard work, but she could barely pick up a 20 lb. bag of mulch and said afterwards her calves felt like they were on fire.

The day of her flight, Friday Nov. 2, both Cord and her parents knew something was wrong. The plan was for Cord to go straight to the emergency room once she got back to Delaware because they were afraid of her being stuck in Georgia.

When she arrived at the airport in Philadelphia, her friend, Senior Airman Nicholas Anderson, immediately noticed something was not right.

"Well, her flight arrives and I'm waiting in the terminal for what seemed like forever," Anderson said. "Then I finally see her and she is holding on to the wall as she is shuffling towards me. I asked her what was going on and she said her feet hurt and the pain was moving up her legs. I told her we had to get to the ER now."

Anderson and Cord spent seven and half hours at the emergency room, but the doctors were unable to determinewhat she had or what her symptoms meant. The doctors wanted her to see a neurologist on the following Monday.

Anderson said he and his roommate Senior Airman Nicolaos Hofbauer stayed with her over the weekend because they didn't want to leave her alone.

"Over the weekend it seemed like it had leveled out some," Anderson said. "On Monday, things seemed to get worse, she had to walk with her leaning on us. When we got to work they said to get her to the emergency room."

Cord said her condition started to deteriorate rapidly at the hospital.

"On Monday, I was a hot mess," Cord said. "I couldn't feel my back when I took a shower. When we got to the front desk they noticed I was walking weird and got me a wheel chair. When they saw that I couldn't even fill out the paperwork or hold a pen, I think they could tell something was really wrong. When we got back to the family medical area, I was slouching more and more, and they let a doctor see me really quick."



Airman 1st Class Lori Cord does dumbbell exercises as Sharon Wong, a physical therapist, assists Jan. 30, 2013, at the Bayhealth Physical Therapy Center in Dover, Del. Cord must go through physical therapy to help her recover from Guillain-Barre Syndrome. (U.S. Air Force photo/Tech. Sgt. Chuck Walker)

Cord's condition continued to deteriorate at an alarming pace. Along with all of her other symptoms, her speech started slurring badly. They took Cord to the downtown emergency room by ambulance.

Once at the ER, a neurologist did a spinal tap and found an extreme amount of proteins in her spine. The next thing Cord knew, she was told she was being transferred to the intensive care unit. There she was told for the first time what she had; something that would change her life.

Guillain Barre Syndrome.

According to the National Institute of Neurological Disorders, Guillain Barre Syndrome (GBS) is a disorder in which the body's immune system attacks part of the peripheral nervous system. The first symptoms of this disorder include varying degrees of weakness or tingling sensations in the legs. In many instances it spreads to the arms and upper body. These symptoms can increase in intensity until certain muscles cannot be used at all and, when severe, the person is almost totally paralyzed. In these cases the disorder is life threatening - potentially interfering with breathing and, at times, with blood pressure or heart rate - and is considered a medical emergency. The syndrome is rare, afflicting about 1 in 100,000 annually. GBS occurs a few days or weeks after the patient has had symptoms of a respiratory or gastrointestinal viral infection. Occasionally, surgery will trigger the syndrome. In rare instances, vaccinations may increase the risk of GBS.

In the ICU, Cord said it was explained to her that her condition would get worse before it got better. She was completely paralyzed from head-to-toe, lost her ability to talk, the ability to do anything on her own. Because GBS is a disorder where the diagnoses and recovery time can be extremely varied, it was unclear when symptoms were going to subside.

Cord was declared a critical patient. At that point, Master Sgt. Keith Eberhardt, 436th AMXS first sergeant, arranged for Cord's father and mother to be flown up from Georgia. Eberhardt arranged lodging amongst other things, and according to Cord's father Rick Cord, Eberhardt and others with the 436th AMXS took care of all the family's peripheral needs, so Rick and his wife Lisa could take care of their daughter.

"I was so impressed by the squadron and the Air Force family," said Rick, a retired 24-year police officer in Cobb County, Ga. "They took care of things so we could look after Lori. Every time I mentioned a need, they were there with help. They provided meals and everything. I was just blown away by the compassion people had for her. It was truly a humbling experience."

According to Rick, the recovery process was long and hard. He said it was like raising her from infancy again. The steps in her recovery process included time in the ICU, being moved to a physical therapy facility in Milford, Del., back to Temporary Living Facility on base, to finally a home off-base in Dover, where she has been recovering since leaving the Milford facility on Dec. 8, 2012.

"She had to learn to talk again because her mouth was paralyzed," Rick said. "We had to do absolutely everything for her. It was quite frightening for me. Daily I could see the recuperation was going very slowly. There were times I wondered if she would ever fully recover. But, I knew with her determination that she would."

It was this determination and commitment that would serve her well as she started the long road to recovery. One of the treatments required for GBS is mental health, because GBS can lead to depression as the patient experiences the painful process of trying to regain functions natural to them before GBS.

According to Rick and others, Cord's positive attitude was not only a source of strength for herself, but was encouraging to family, friends, coworkers and even other patients.

"The nurses said she is the most encouraging and uplifting person," Rick said. "She has an infectious enthusiasm. She had all the patients (in Milford) in a semi-circle around her all in wheel chairs doing exercises. She had everyone laughing and encouraged. The first time she got out of her wheelchair and onto a walker, the whole place, therapists and patients, erupted in applause."

Another person who noticed her attitude was her commander, Lt. Col. Andrew Levien.

"I want to point out how excited I am to have a person like Airman 1st Class Cord in our squadron," Levien said. "Her positive attitude in this difficult situation is something to be modeled. I have never seen such an upbeat person in the midst of a life-changing situation. She was always smiling, finding the positive in every challenge and regularly begging to come back to work. Her attitude is infectious."

Cord has slowly been progressing along the road to recovery. She and her father set the goal of Cord being able to go to work on her own for a full week as the time when he would return home to Georgia.

That goal was met on Friday, Feb. 1, and her father and mother drove back to Georgia on Feb. 3.

Kristoffer Surdukowski, Cord's physical therapist, said it is hard to say how much longer she will continue to recover. She has made great progress thus far, but still has a long ways to go to be back to normal again.

"With GBS there are no set parameters for recovery," Surdukowski said. "She has really progressed well. Her long-term outlook, in another two months she could be back close to 100 percent, that is looking normal. Her long-term prognosis is unknown, because a diagnosis is difficult to get to. This could come up again. There are a lot of question marks as to what will happen."

Cord's father had nothing but praise for the love and support his family and Lori received from the 436th AMXS.

"In my mind and how I was thinking, I had tunnel vision, nothing mattered to me but Lori's recovery," Rick said. "That's where the squadron came in. The first sergeant, her supervisors, the NCOs, everyone came in and took care of so much for us. It was just one show of compassion after another. "

Capt. Suzanne House, 436th Aircraft Maintenance Unit officer-in-charge, said it was great having Cord back to work and that she didn't expect to see her back so soon. She said it spoke of Cord's commitment to the Air Force.

"I noticed how much of a family our unit truly is, everyone was genuinely glad to see her back to work, it was almost like a reception line," House said. "She has been such a breath of positive energy since she has been back. It is great to see the progress she has made. I think it boosted morale for everyone to see her back. She is really inspiring."

Eberhardt, said the Air Force needs more people like her.

"She has the best attitude of anyone I've ever known," Eberhardt said. "We would be there to lift her spirits and she would end up lifting our spirits. She was so positive the whole time. Other people rallied around her. It was almost unbelievable to see. She was pushing her doctors and pushing her PTs for the opportunity to get back to work, that shows what kind of person she is. She just has a great attitude. In fact, we need more people with her attitude in the Air Force."

# DOVER AFB DIRECTORY

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Air National Guard – New Castle: (302) 323-3444  
Air Mobility Command Museum: (302) 677-5938  
American Red Cross: (877) 272-7337  
Arts & Crafts Center: (302) 677-3246  
Barber Shop: (302) 677-6895  
Base Chapel: (302) 677-3932  
Base Exchange: (302) 674-4862  
Base Operator: (302) 677-3000  
Base Pool: (302) 677-3558  
Base Theater: (302) 677-6890  
Bowling Facility: (302) 677-3950  
Child Development Center: (302) 677-3717  
Commissary: (302) 677-4189  
Community Center: (302) 677-3107  
Dining Facility: (302) 677-3926  
Education Center: (302) 677-4619  
Fitness Center: (302) 677-3962  
Golf Course: (302) 677-2988  
Health and Wellness: (302) 677-3733  
Housing Office: (302) 677-6969

Information, Tickets & Travel: (302) 677-6772  
Law Enforcement Desk: (302) 677-6664  
Library: (302) 677-3992  
Lodging: (302) 677-2841  
Military Clothing Store: (302) 674-3512  
Outdoor Recreation: (302) 677-3959  
Pass & ID: (302) 677-4546  
Passenger Terminal: (302) 677-4088  
Photo Lab: (302) 677-6569  
Post Office: (302) 677-6195  
Public Affairs: (302) 677-3372  
Retiree Services: (302) 677-4612  
Security Forces: (302) 677-6664  
Shoppette: (302) 674-3551  
The Landings Club: (302) 677-6024  
Traffic Management Office: (302) 677-4377  
USO: (302) 677-2491  
Veterinarian Services: (302) 677-5252/5253  
Visitor Center: (302) 677-6377  
Youth Center: (302) 677-6263



# AIR FORCE RANKS



**2nd Lt.**  
**2d Lt**  
**Second Lieutenant**  
**1st Lt.**  
**1st Lt**  
**First Lieutenant**  
**Capt.**  
**Capt**  
**Captain**  
**Maj.**  
**Maj**  
**Major**  
**Lt. Col.**  
**Lt Col**  
**Colonel**  
**Col.**  
**Col**  
**Colonel**  
**Brig. Gen.**  
**Brig Gen**  
**Brigadier General**  
**Maj. Gen.**  
**Maj Gen**  
**Major General**  
**Lt. Gen.**  
**Lt Gen**  
**Lieutenant General**  
**Gen.**  
**Gen**  
**General**

Below each picture are three variations of how the rank is referred to. The left version is how it's used by Air Force journalists in print products and on the web. The middle version is how the rank is used in AF correspondence and documentation, and the farthest right is the name of the rank completely spelled out.



**Airman Basic**  
**AB**  
**Airman Basic**  
**Airman**  
**Amn**  
**Airman**  
**Airman 1st Class**  
**A1C**  
**Airman First Class**  
**Senior Airman**  
**SrA**  
**Senior Airman**  
**Staff Sgt.**  
**SSgt**  
**Staff Sergeant**  
**Tech. Sgt.**  
**TSgt**  
**Technical Sergeant**  
**Master Sgt.**  
**MSgt**  
**Master Sergeant**  
**Senior Master Sgt.**  
**SMSgt**  
**Senior Master Sergeant**  
**Chief Master Sgt.**  
**CMSgt**  
**Chief Master Sergeant**  
**Command Chief Master Sgt.**  
**Command CMSgt**  
**Command Chief Master Sergeant**

In the master sergeant through chief master sergeant ranks, an inserted diamond between the chevrons indicates that person is a first sergeant.



# ACRONYMS

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ABU, Airman Battle Uniform  
ADLS, Advanced Distributed Learning System  
AEF, Air and Space Expeditionary Force  
AFB, Air Force Base  
AFI, Air Force Instruction  
AFPC, Air Force Personnel Center  
AFR, Air Force Reserve  
AFRC, Air Force Reserve Command  
AFSC, Air Force Specialty Code  
AGR, Active Guard Reserve  
ALS, Airman Leadership School  
AMC, Air Mobility Command  
APOE, Aerial Port of Embarkation  
ARPC, Air Reserve Personnel Center  
ARMS, Automated Records Management System  
AOR, Area of Responsibility  
ARC, Air Reserve Component  
ARPC, Air Reserve Personnel Center  
ART, Air Reserve Technician  
AFSO21, Air Force Smart Operations for the 21st Century

AT, Annual Tour  
AW, Airlift Wing  
BX, Base Exchange  
CC, Commander  
CCAF, Community College of the Air Force  
CEI, Civilian Employment Information  
CGO, Company Grade Officer  
COB, Close of Business  
COLA, Cost of Living Allowance  
CONUS, Continental United States  
CPO, Civilian Personnel Office  
DCU, Desert Combat Uniform  
DEERS, Defense Enrollment Eligibility Reporting System  
DFAC, Dining Facility  
DFAS, Defense Finance and Accounting Service  
DOD, Department of Defense  
DSN, Defense Switched Network  
EPR, Enlisted Performance Report  
FGO, Field Grade Officer  
FOD, Foreign Object Damage



# ACRONYMS

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FY, Fiscal Year	OI, Office Instruction
GOV, Government Owned Vehicle	OIC, Officer in Charge
GSU, Geographically Separated Unit	OIF, Operation Iraqi Freedom
GTC, Government Travel Card	OG, Operations Group
GWOT, Global War on Terror	OJT, On the Job Training
IDT, Inactive Duty Training	ORI, Operational Readiness Inspection
IG, Inspector General	OTS, Officer Training School
IRR, Individual Ready Reserve	POA, Power of Attorney
JB, Joint Base	POV, Privately Owned Vehicle
OPR, Officer Performance Report	PME, Professional Military Education
OPSEC, Operations Security	RNLTD, Report No Later Than Date
OSI, Office of Special Investigations	SGLI, Servicemembers Group Life Insurance
RDD, Required Delivery Date	SNCO, Senior Noncommissioned Officer
RM, Risk Management	SNCOA, Senior Noncommissioned Officer Academy
ROTC, Reserve Officer Training Corps	SOP, Standard Operating Procedure
TDY, Temporary Duty	SOS, Squadron Officer School
TR, Traditional Reservist	SWA, Southwest Asia
TRS, Tricare Reserve Select	TAFMSD, Total Active Federal Military Service Date
TSP, Thrift Savings Plan	TO, Technical Order
MAJCOM, Major Command	UAV, Unmanned Aerial Vehicle
MSG, Mission Support Group	ULN, Unit Line Number
MXG, Maintenance Group	UTA, Unit Training Assembly
MWR, Morale, Welfare and Recreation	UTC, Unity Type Code
NAF, Numbered Air Force	vMPF, Virtual Military Personnel Flight vPC-GR,
NCO, Noncommissioned Officer	Virtual Personnel Center-Guard ReservevRED,
NCOA, Noncommissioned Officers Academy	Virtually Record of Emergency DataX, Exchange XO,
NCOIC, Noncommissioned Officer in Charge	Executive Officer
OEF, Operation Enduring Freedom	

