



AMC

DOVER



90024

*Super Galaxy*

*Welcome*  
*2016 Team Dover*  
*Honorary Commanders*





**DOVER**



## TEAM DOVER HONORARY COMMANDERS

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### **436th Airlift Wing (AW)**

*Mr. Robert Pancake '15*

Mr. Pancake is an entrepreneur and a franchisee of Buffalo Wild Wings Restaurants.



### **512th Airlift Wing (AW)**

*Mr. John W. Paradee '15*

Mr. Paradee is an Attorney at Law with Baird Mandalas & Brockstedt in Dover, Del.



### **436th Airlift Wing Command Chief (AW CCC)**

*Mr. Andrew Johnson '14, '15*

Mr. Johnson is the Director of Operations for Dentsply International's LD Caulk Division in Milford, Del.



### **436th Airlift Wing Director of Staff (AW/DS)**

*Mr. Greg Newman '14, '15*

Mr. Newman is a Facility Management Specialist for Hillyard Industries, Inc.





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**436th AW Comptroller Squadron (CPTS)**

*Mr. Michael Uffner '14, '15*

Mr. Uffner is the owner of Auto Team Delaware.



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**436th Operations Group (OG)**

*Mrs. Jessica Moyer '14, '15*

Mrs. Moyer is the President of Cure Spinal Atrophy as well as a personal trainer.



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**512th Operations Group (OG)**

*Dr. Mark Brainard '15*

Dr. Brainard is the President of Delaware Technical Community College, which has campuses in Dover, Georgetown, Stanton and Wilmington.



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**3d Airlift Squadron (AS)**

*Mr. John Eichten*

Mr. Eichten is the Senior Vice President of Aloft Aero Architects formally known as PATS Aircraft.





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**9th Airlift Squadron (AS)**

*Mr. Michael Caloway '15*

Mr. Caloway is the District Sales Manager and Operations Manager for United Electric Supply, Inc.



**436th Operations Support Squadron (OSS)**

*Dr. Dean Dobbert '14*

Dr. Dobbert is a Medical Doctor for Eden Hill Express Care.



**436th Maintenance Group (MXG)**

*Hon. James Murray '14, '15*

Hon. James Murray is a Judge for the State of Delaware and Family Court.



**512th Maintenance Group (MXG)**

*Mr. Kevin Phillipson '15*

Mr. Phillipson is an Adjunct Instructor for Wilmington University and the Administrator and Head Coach for both the Central Delaware Rugby Club and Wesley College Rugby Club.





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**436th Aerial Port Squadron (APS)**

*Mrs. Jenny Mabus '15*

Mrs. Mabus is the co-owner of Bayard Pharmacy.



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**436th Maintenance Squadron (MXS)**

*Mr. John Robert Ennis '15*

Mr. Ennis is the Director of Marketing for Leadership Central Delaware, Marketing and Program Development.



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**512th Maintenance Squadron (MXS)**

*Mr. Kenny Carter*

Mr. Carter is the Head Football Coach at Delaware State University in Dover, Del.



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**436th Aircraft Maintenance Squadron (AMXS)**

*Mr. Todd Ewald*

Mr. Ewald is a Control Systems Engineer with Good Manufacturing Practices.





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**736th Aircraft Maintenance Squadron (AMXS)**

*Mr. Kevin Yingling*

Mr. Yingling is the Business Development and Energy Services Manager for Delaware Electric Cooperative.



**436th Mission Support Group (MSG)**

*Mr. William Neaton '15*

Mr. Neaton is the economic development director for City of Dover.



**512th Mission Support Group (MSG)**

*Ms. Katrina Sullivan*

Ms. Sullivan is the Advertising Manager for Delaware State News.



**436th Civil Engineer Squadron (CES)**

*Mrs. Sandra Caloway*

Mrs. Caloway is the General Manager of MainStay Suites.





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**436th Logistics Readiness Squadron (LRS)**

*Mr. Rob Meding*

Mr. Meding is the owner of Meding & Sons Seafood.



**436th Force Support Squadron (FSS)**

*Mrs. Lisa Courtney*

Mrs. Courtney is the Senior Director Consumer Marketing & Partnership Activation for Dover Motorsports, Inc.



**512th Force Support Squadron (FSS)**

*Ms. Deborah Edwards '15*

Ms. Edwards is a Human Resources Generalist for First State Manufacturing in Milford, Del.



**436th Contracting Squadron (CONS)**

*Ms. Danielle Hufford*

Ms. Hufford is Marketing Manager at ShureLine Electrical.





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**436th Security Forces Squadron (SFS)**

*Mr. Glenn Shipley*

Mr. Shipley is the Legislative Assistant to Senators Brian Bushweller and Bruce Ennis.



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**436th Communications Squadron (CS)**

*Mayor Robin Christiansen '15*

Mayor Christiansen is the mayor for the City of Dover.



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**436th Medical Group (MDG)**

*Mrs. Tracy Skrobot '15*

Mrs. Skrobot is the former director of Middletown Main Street, Inc.



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**436th Medical Operations Squadron (MDOS)**

*Dr. Thomas Barnett*

Dr. Barnett is a Doctor of Medicine for Surgical Associates, P.A.





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**436th Medical Support Squadron (MDSS)**

*Mr. David Fisher*

Mr. Fisher is the Executive Director for Nephrology Associates.



**436th Aerospace Medical Squadron (AMDS)**

*Mrs. Susan Herr*

Mrs. Herr is the Executive Director for Dover YMCA.



**Air Force Mortuary Affairs Operations Center (AFMAO)**

*Mr. Tom Banez '14, '15*

Mr. Banez is the Program Manager for Delaware Department of Transportation.



**Armed Forces Medical Examiner System (AFMES)**

*Dr. Megan Williams*

Dr. Williams is the Director for Beebe Population Health.





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**Joint Personal Effects Depot (JPED)**

*Mr. Robb Carter '15*

Mr. Carter is the Sales Manager for New Penn Financial, Inc.



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**373d Training Squadron, Detachment 3 (TRS, det3)**

*Mrs. Stephanie Preece '15*

Mrs. Preece is the Chief Financial Officer for George & Lynch, Inc.





## 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. Michael W. Grismer, Jr.**

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436th Airlift Wing Commander

Col. Michael W. Grismer, 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 Grismer graduated from the U.S. Air Force Academy in 1992 earning a Bachelor of Science degree in Civil Engineering. He began his career as a civil engineering officer before graduating from Joint Specialized Undergraduate Pilot Training. Most recently, Colonel Grismer served as the Vice Wing Commander, 3 WG, Joint Base Elmendorf-Richardson, Alaska.

## **FLIGHT INFORMATION**

Rating: Command Pilot

Flight Hours: 4200

Aircraft: T-37, T-1, C-21A, C-5A/B/C, C-17, C-130H, C-12F, E-3

## **MAJOR AWARDS AND DECORATIONS**

Defense Meritorious Service Medal

Meritorious Service Medal with four oak leaf clusters

Aerial Achievement Medal

Air Force Commendation Medal with two oak leaf clusters

Air Force Outstanding Unit Award with four oak leaf clusters

Air Force Organizational Excellence Award

National Defense Service Medal

Armed Forces Expeditionary Medal

Global War on Terrorism Expeditionary Medal

Humanitarian Service Medal

## **EFFECTIVE DATES OF PROMOTION**

Second Lieutenant – May 27, 1992

First Lieutenant – May 27, 1994

Captain – May 27, 1996

Major – January 1, 2003

Lieutenant Colonel – January 1, 2008

Colonel – September 1, 2013

# 436th Airlift Wing Leadership

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**Col. Kevin J. Gordan**

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Vice Commander

Colonel Kevin J. Gordon is vice commander, 436th Airlift Wing, Dover Air Force Base, Del. 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. Dover AFB is home to the Air Force Mortuary Affairs Operations Center, the Department of Defense's largest aerial port and the Air Mobility Command Museum.

Colonel Gordon was commissioned in 1994 upon graduation from the University of New Hampshire. Prior to this assignment, he was the U.S. Transportation Command liaison officer to U.S. Central Command and U.S. Southern Command at MacDill Air Force Base, Fla.



**Chief Master Sgt.  
Geraldo P. Moore**

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Command chief

Chief Master Sergeant Geraldo P. Moore is the Group Superintendent of the 436th Operations Group, 436th Airlift Wing, Dover Air Force Base, Delaware. Chief Moore is the principle advisor to the Operations Group Commander on all matters related to the professional development, education, retention, combat capability, manning and morale of the 364 assigned enlisted personnel covering 12 distinct Air Force Specialty Codes. Additionally, he flies on operational missions as a Loadmaster on the C-17A Globemaster III. Chief Moore hails from the "Show Me" state of Missouri and entered the Air Force in August of 1988.

# 436th Airlift Wing Leadership

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**Col. William D. Hall**

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.

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**Col. Donna M.G. Pike**

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.

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**Col. Charles S. Nesemeier**

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.

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**Col. Kathryn W. Weiss**

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 SA William Singiser

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.

## **Chapel Team**

Led By Chaplain (Lt. Col.)

James L. Parrish

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. Ryan D. Carville

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 Robichaud

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.

## **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

# 436th Airlift Wing Staff Agencies

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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. Douglass Miller

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. Shane Noyes

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.

## **Legal Office**

Led by Lt. Col. Thomas Condie

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 Floryan

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 Capt. Andrew McFee

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.

# 436th Airlift Wing Staff Agencies

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## **Public Affairs**

Led by Capt. Sarah Bergstein

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. Laura Tasker

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. Mark W. Radio

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. JASON T. MILLS

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. MATTHEW S.  
HUSEMANN

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. AARON J. OELRICH

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.

## 436TH MAINTENANCE GROUP

### 436TH AERIAL PORT SQUADRON

LED BY LT. COL. JAROD P. BLECHER

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. JAMES A. WALL

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 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 AIRLIFT WING UNITS

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## 436TH AIRCRAFT MAINTENANCE SQUADRON

LED BY LT. COL. DANZEL W.  
ALBERTSEN

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 LT. COL. ANTHONY A. TRUETTE  
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 tools and special equipment necessary to ensure all aircraft are mission ready. Additionally, the support flight manages the squadron's vehicle fleet.

## 436TH MISSION SUPPORT GROUP

436TH CIVIL ENGINEER SQUADRON  
LED BY LT. COL. KEVIN P. GOLART

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. TODD A. WALKER

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 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. DONALD C. TASKER

The Force Support Squadron provides a full range of support programs for 4,800 military and

# 436TH AIRLIFT WING UNITS

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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 LT. COL. MATTHEW D. ERNEST  
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 LT. COL. DANA G. METZGER  
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. STACIE A. REMBOLD

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 MEDICAL GROUP**

### **436TH MEDICAL OPERATIONS SQUADRON**

LED BY LT. COL. JULIET T. DEGUZMAN  
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 AIRLIFT WING UNITS

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## 436TH MEDICAL SUPPORT SQUADRON

LED BY LT. COL. CHRISTOPHER R.  
JOSEPH

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. SEAN P. O'BRIEN

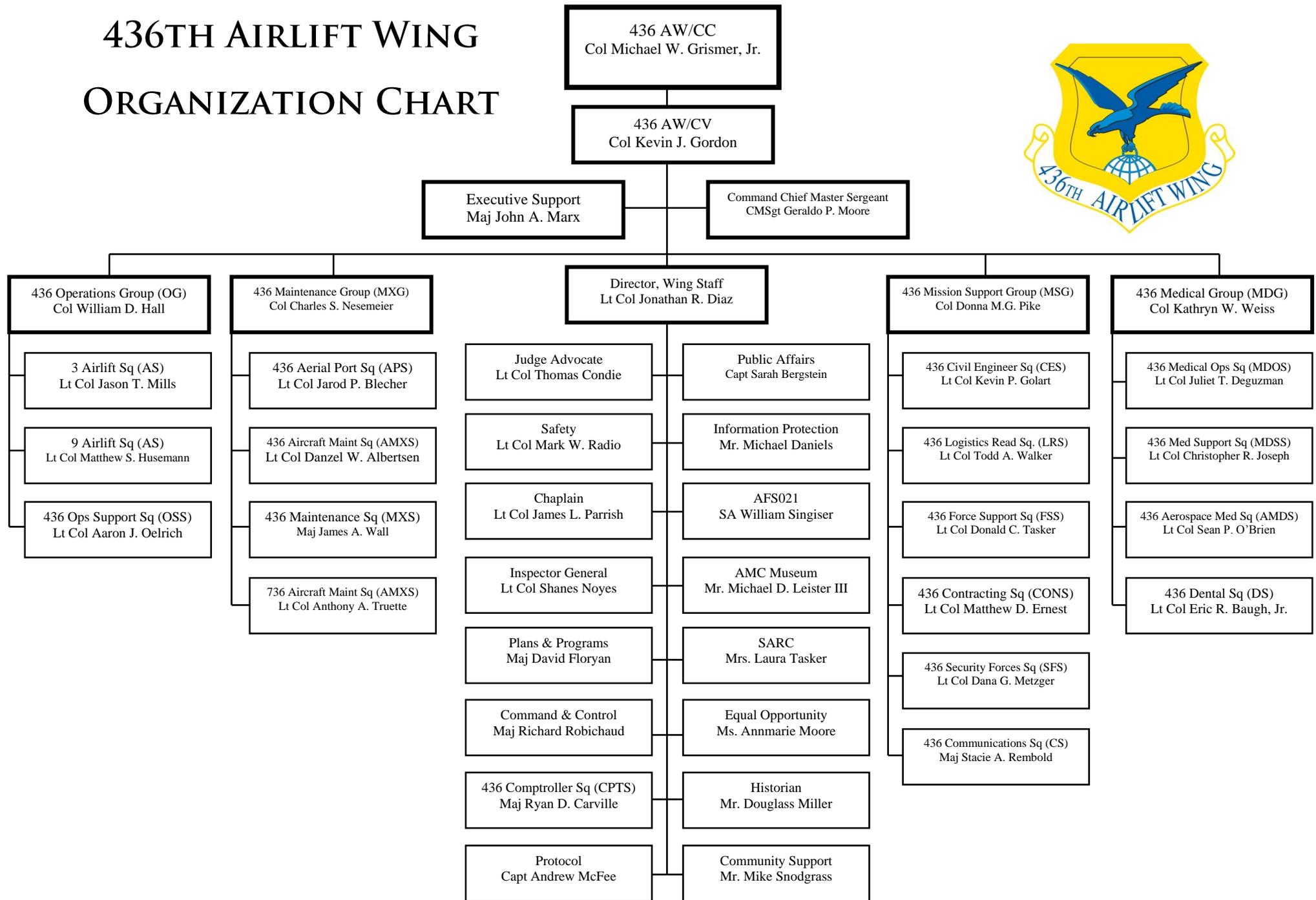
The 436th Aerospace Medicine Squadron provides direct medical support to operational forces through surveillance, identification and mitigation of hazards. The flights within the squadron work cohesively to ensure that all of Dover AFB's personnel are medically fit and operationally ready to fulfill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

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# 436TH AIRLIFT WING

## ORGANIZATION CHART





## **ABOUT THE 512TH AIRLIFT WING**

The 512th Airlift Wing originally stood up in Reading, Pa., and its nickname the “Liberty Wing” derives from that time period. The Reserve unit also spent time in New Castle, Del., Willowgrove, Pa., and Carswell Air Force Base, Texas. Aircraft flown over the years include the C-46 Commando, C-119 Flying Boxcar, C-124 Globemaster and C-141 Starlifter.

The wing currently flies C-5M Super Galaxy and C-17A Globemaster III aircraft and has been located at Dover AFB, Del., since 1973. It is a subordinate unit of 4th Air Force, headquartered at March Air Reserve Base, Calif., and Air Force Reserve Command at Robins AFB, Ga.

As part of the Reserve associate program, the 512th AW uses the active-duty host aircraft and equipment for training while contributing to real-world missions.

Comprised of 1,750 personnel, the Reserve wing has about 10 percent officers, 87 percent enlisted and 3 percent civilians. These figures include about 215 Air Reserve Technicians who provide management continuity and training support to keep the units combat ready between the unit training assemblies. Unit training assemblies are typically scheduled the first weekend of the month but can vary. The Liberty Wing is comprised of three groups, 14 squadrons and one flight.

# 512th Airlift Wing Leadership

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**Col. D. Scott Durham**

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512th Airlift Wing Commander

Col. D. Scott Durham is the Commander of the 512th Airlift Wing, an Air Force Reserve Command associate wing located at Dover Air Force Base, Del. He is the senior officer responsible for the 1,750-person organization, which supports Air Mobility Command's worldwide airlift mission, operating C-5M Super Galaxy and C-17A Globemaster III aircraft.

Colonel Durham graduated the ROTC at The Citadel, S.C., in 1990. On active duty, he served as an Air Traffic Controller, a C-130E Pilot and a C-17A Pilot, flying combat missions into Hungary, Iraq and Afghanistan. Colonel Durham was part of the initial cadre of Special Operations Low Level II qualified C-17 pilots and was key to establishing that Joint Chiefs of Staff mission at Charleston AFB, S.C. In 2003, he began his AF Reserve career. He has served as a command C-17 Evaluator Pilot, a C-17 airlift squadron Director of Operations and a C-5 and C-17 operations group Commander. Additionally, he was the Senior Executive Officer to the Chief of the AF Reserve and the Commander, AFRC and previously as the Deputy Director for Mobilization in the Office of the Assistant Secretary of Defense for Reserve Affairs.

## **FLIGHT INFORMATION**

Rating: Command Pilot

Flight Hours: 4,900

Aircraft flown: T-37, T-44, C-130E, C-17A

## **MAJOR AWARDS AND DECORATIONS** Legion of Merit Medal

Defense Meritorious Service Medal

Meritorious Service Medal with three oak leaf clusters

Air Medal with oak leaf cluster

Air Force Commendation Medal with oak leaf cluster

Air Force Combat Action Medal

Joint Meritorious Unit Award with oak leaf cluster

Air Force Outstanding Unit Award with four oak leaf clusters and valor device

Combat Readiness Medal with silver and bronze oak leaf clusters

## **EFFECTIVE DATES OF PROMOTION**

Second Lieutenant Nov. 13, 1990

First Lieutenant Nov. 13, 1992

Captain Nov. 13, 1994

Major Dec. 1, 2001

Lieutenant Colonel Aug. 2, 2007

Colonel Feb. 17, 2012

# 512th Airlift Wing Leadership

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**Col. Robert Graham**

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Vice Commander

Col. Robert Graham is the vice commander of the 512th Airlift Wing, an associate Air Force Reserve Command unit, located at Dover Air Force Base, Del. He is the second most senior officer responsible for the 1,750-person organization, which supports Air Mobility Command's worldwide airlift mission, operating C-5 and C-17 aircraft.

Colonel Graham received his commission through the Officer Training School. While on active duty, Colonel Graham served as a T-38 evaluator pilot, while concurrently acting as a systems and technology demonstration pilot for the Defense Advanced Research Projects Agency, flying multiple aircraft, including the F-5 and F-15. He entered the AF Reserve in 1994 and served as a C-17 evaluator pilot, chief pilot and airlift squadron commander. He has over 4,500 flying hours in support of numerous military operations, including operations Enduring Freedom and Iraqi Freedom. He also commanded two airlift squadrons throughout Operation Odyssey Dawn.



**Chief Master Sgt.  
Brad Ferguson**

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Command chief

Chief Master Sergeant Brad E. Ferguson is the command chief master sergeant of the 512th Airlift Wing, an associate C-5 and C-17 Air Force Reserve Command unit located at Dover Air Force Base, Del. As the highest ranking enlisted member in the wing, he serves as the principle advisor to the 512th AW commander on matters of health, welfare and morale, professional development, good order and discipline.

Chief Ferguson has 30 years of military experience with increasing levels of responsibility ranging from the Command Post Controller career field to the Air Force Plans and Program Integration Division. He has served in the regular Air Force and in the AF Reserve as a traditional reservist, an air reserve technician and as an Individual Mobilization Augmentee. In the civilian sector, he is the Chief of Acquisition Excellence and Change Management Office, Assistant Secretary of the Air Force, Acquisition, Pentagon, Washington D.C.

# 512TH Airlift Wing Leadership

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**Col. Jonathan M. Philebaum**  
512th Operations Group Commander

The 512th Operations Group's mission is to fly and fight by providing combat ready aircrews and mission support for the defense of the United States of America and its global interests. It is prepared to be the initial and primary source of C-5M and C-17A augmentation of the active forces in an emergency, requiring rapid and substantial expansion of the active forces.

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**Col. Laura J. Radley**  
512th Mission Support Group Commander

The 512th Mission Support Group provides fiscal and personnel guidance and oversight to ensure its units are manned, trained and equipped to meet their wartime taskings. It manages the most diverse collection of specialties in the wing as well as the wing's construction budget. The MSG is responsible for the infrastructure, security, logistics, human resources and community service roles of the wing.

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**Col. Eric W. Brandes**  
512th Maintenance Group Commander

The 512th Maintenance Group conducts C-5M and C-17A maintenance during peacetime and combat operations. It provides qualified maintenance personnel and equipment to support deployed operations and off station recovery maintenance worldwide. The MXG performs regionalized three-level maintenance for TF39 engines and the Air Force's only MSG-3 isochronal inspection for Air Mobility Command's C-5 fleet.

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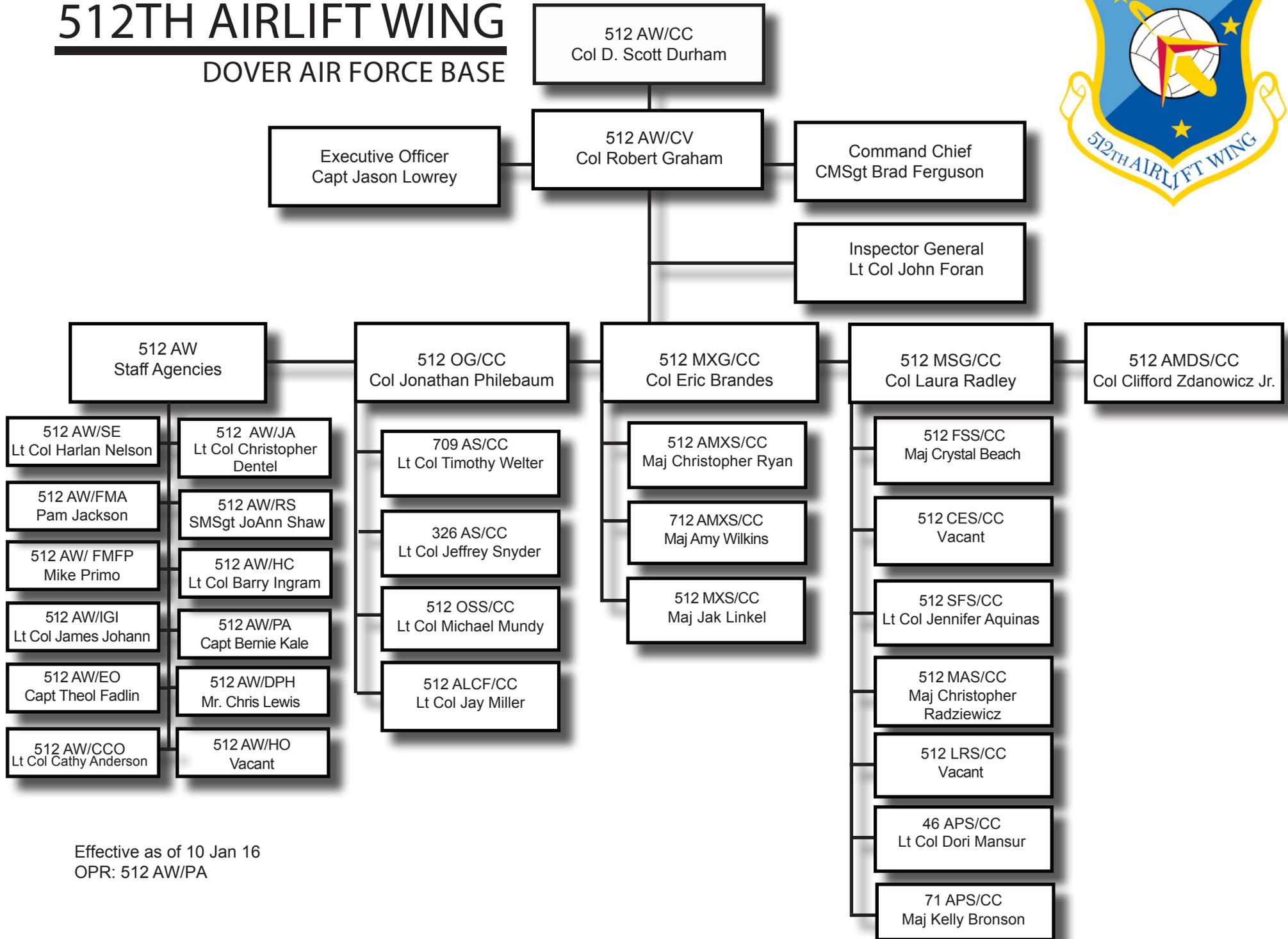


**Col. Clifford Zdanowicz, Jr.**  
512th Aerospace Medicine Squadron

The 512th Aerospace Medicine Squadron mission in wartime and peacetime is to deliver comprehensive medical support ensuring health and fitness to meet Air Force mission goals and to be ready with unrivaled health care delivery for freedom's defense.

# 512TH AIRLIFT WING

DOVER AIR FORCE BASE



Effective as of 10 Jan 16  
OPR: 512 AW/PA



U.S. AIR FORCE

# Dover AFB SNAP SHOT

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

As of Jan 2016

## What We Believe ...

- **436th Airlift Wing Mission:** Deliver Excellence in rapid global mobility to provide decisive capabilities, by leveraging innovation and teamwork, through bold leadership.
- **436th Airlift Wing Vision:** America's premier global mobility team – Empowered by a culture of excellence
- **436th Airlift Wing Priorities:** People, Mission, Family
- **436th Airlift Wing Motto:** Deliver Excellence
- **436th Airlift Wing Focus Area:** Precisely Execute Our Global Mobility Mission; Develop People and care for their Families; Enable Dignified Return of Fallen Heroes; Enhance Partnerships; Provide Outstanding Base Support
- **512th Airlift Wing Mission:** Provide combat ready Citizen Airmen to deliver today's airlift while sustaining our strategic reserve capability
- **512th Airlift Wing Vision:** Exceptional Airmen working together in the Air Force Reserve's premier strategic airlift wing supporting the nation's objectives through rapid global mobility

## Dover AFB Basics

- **Established:** Dec. 17, 1941
- **Active Duty Strength:** Appx. 3,214
- **Total Force Strength (AD, Guard, AFRC, Civilians & Dependents):** Appx. 11,104
- **Economic Impact (FY14):** Appx. \$629.8 million
- **Aircraft in Inventory:**
  - 18 = C-5M Super Galaxy
  - 13 = C-17 Globemaster III
- **Career Specialties:** 50 officer, 88 enlisted
- **Distinctive Capabilities:** 20% of the nation's out-sized airlift capacity

## Key Personnel

### 436th Airlift Wing

**Commander:** Col Michael Grismer, Jr.  
**Vice Commander:** Col Kevin Gordon  
**Operations Group:** Col William Hall  
**Maintenance Group:** Col Charles Nesemeier  
**Mission Support Group:** Col Donna M.G. Pike  
**Medical Group:** Col Kathryn Weiss  
**Command Chief:** CMSgt Geraldo Moore (interim)

### 512th Airlift Wing

Col Derin S. Durham  
 Col Robert Graham  
 Col Jonathan Philebaum  
 Col Eric W. Brandes  
 Col Laura Radley  
 Col Clifford Zdanowicz  
 CMSgt Brad E. Ferguson

## Dover AFB Demographics (numbers are approximate)

### Totals:

- **Civilian:** 1,099
- **Officers:** 342
- **Enlisted:** 2,872
- **AFRC:** 1,761
- **AD Dependents:** 3,182

### Average Total Service:

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

### Active Force:

- **Men:** 2,736
- **Women:** 483

### Ethnic Group/U.S.:

- **Caucasian:** 2,374
- **African American:** 470
- **Asian:** 98
- **Am Indian/Alaskan:** 21
- **Hawaiian/Pacific Is:** 32

### Commissioning Source:

- **AFROTC:** 147
- **Air Force Academy:** 80
- **Officer Training School:** 43
- **Other:** 58

### Marital Status:

- **Officers:** 252
  - **Enlisted:** 1,544
- ### Average Age:
- **Officers:** 33
  - **Enlisted:** 28
  - **Total below Age 26:** 1,386

## Budget

### Total FY14:

- **Ops and Maintenance:** \$74.2 million
- **Military Personnel:** \$224 million
- **Non-Appropriated Fund:** \$4.9 million
- **Mil Family Housing:** \$401.6 thousand
- **Construction:** \$148 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:** 1,482
- **AA or Equivalent Hours:** 1035
- **B.A., B.S. or higher:** 208
- **Graduate:** 38

### Officer-Highest Attained:

- **B.A., B.S.:** 324
- **Graduate:** 211

## 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

436th Force Support Squadron (AMC)  
Dover Air Force Base, Delaware 19902

Lieutenant Colonel Donald C. Tasker, III  
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 our 2016 Honorary Commander program. You'll have the opportunity to learn 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 change 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 Rewards Card, also known as the Club program, and the Golf Course access.

The FSS Rewards 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 play on our golf course by paying the daily green fees. As you visit all of the Force Support Squadron facilities, I'm convinced you will see the team'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 Hildebrand at (302) 677-6997 or myself at (302) 677-4530. Again, welcome to the program and we hope to see you soon!

Sincerely,

A handwritten signature in black ink, appearing to read "Donald C. Tasker, III".

DONALD C. TASKER, III, Lt Col, USAF  
Commander, 436th Force Support Squadron



## Patterson Dining Facility transforms under FTI

by Senior Airman William Johnson  
436th Airlift Wing Public Affairs

11/19/2015 - **DOVER AIR FORCE BASE, Del.** -- After months of construction and renovations, the Patterson Dining Facility on Dover AFB, Delaware, was reopened with a host of improvements to the facility, menu items and overall customer service.

The dining facility temporarily closed its doors April 1, 2015, to undergo improvements as part of the Air Force Food Transformation Initiative (FTI). FTI first launched in 2010 at six different Air Force bases and is an effort to increase overall customer satisfaction when compared to traditional dining facilities.

Maj. Jake Wygant, 436th Force Support Squadron operations officer, said FTI brings a better dining experience to Dover AFB and to those who use the dining facility.



Airman 1st Class Jorge Rijo, 436th Aerospace Medicine Squadron bioenvironmental engineer, grabs a to-go fruit cup during the soft opening of the Patterson Dining Facility Nov. 17, 2015, at Dover Air Force Base, Del. The dining facility now offers grab-n-go items outside of normal operating hours. (U.S. Air Force photo/Senior Airman William Johnson)

"The whole point of FTI is to increase food availability, nutritional content and the variety of food on base," said Wygant. "We are doing that by offering healthier food, increasing the hours of operation and by offering grab-n-go items."

These grab-n-go items are available in-between normal hours of operations, offering more opportunities for Airmen to grab a healthy lunch. Some grab-n-go items include prepared salads and sandwiches, snack items, fruit, yogurt and a variety of drinks.

The menu has also experienced a healthier overhaul. Many fried food options have been replaced by fresher and healthier choices. A new salad bar and a Mongolian style grill are just some of the improvements to the menu.

To help transition from the old items to the new menu, Airmen working in the dining facility have received world-class training from professional chefs. Staff Sgt. Jessica Williams, 436th FSS food service supervisor, said FTI benefits both the customers and the Airmen in the career field.

"I think FTI is very exciting," said Williams. "One of the biggest benefits of getting trained by a culinary chef is that it enhances our capabilities and exposes us to new ways to offer a quality meal."

The dining facility held a soft opening Nov. 17, 2015, for Airmen living in the dormitories. These Airmen were the first ones to experience the new facility and try out the new menu items.

Airman 1st Class Jorge Rijo, 436th Aerospace Medicine Squadron bioenvironmental engineer, said the improvements to the facility and food was immediately noticeable.

"The whole place looks completely different, it looks modern and looks like a place I would want to eat at," said Rijo. "The food is also much better than before. There is a bigger menu variety and I really like that they added a smoothie bar."

Other improvements include opening the dining facility for use by civilians and retirees. Also as part of FTI, Air Force Essential Station Messing (ESM), or meal card customers, can use their ESM entitlements at other force support squadron's non-appropriated fund morale, welfare, and recreation food and beverage outlets on base, including the King Pin Café, located inside the Eagle Lanes Bowling Center, and Mulligans Sports Bar and Grill, located at the Eagle Creek Golf Course.

The last improvement of FTI will be a flightline food kiosk opening in building 794 in the coming months. This will offer another outlet for Airmen to grab a quality meal.

The Patterson Dining Facility's hours of operations are from Monday through Friday are 6 a.m. to 9 a.m. for breakfast, 10:30 a.m. to 1:30 p.m. for lunch, 4:30 p.m. to 6:30 p.m. for dinner, 11 p.m. to 1 a.m. for midnight meal and from Saturday to Sunday and holidays 6:30 a.m. to 8:30 a.m. for breakfast, 10:30 a.m. to 1:30 p.m. for lunch, 4:30 p.m. to 6:30 p.m. for dinner, and 11 p.m. to 12:30 a.m. for midnight meal. For more information about Air Force food service operations and other quality of life programs, visit [www.usafservices.com](http://www.usafservices.com) or [www.myairforcelife.com](http://www.myairforcelife.com).



## Jumping into history

by Airman 1st Class Zachary Cacia  
436th Airlift Wing Public Affairs

4/21/2015 - **DOVER AIR FORCE BASE, Del.** - "Soldiers, Sailors and Airmen of the Allied Expeditionary Force! You are about to embark upon the Great Crusade, toward which we have striven these many months. The eyes of the world are upon you. The hopes and prayers of liberty-loving people everywhere march with you."

These remarks made by Gen. Dwight D. Eisenhower, Supreme Allied Commander, prior to the launch of the Allied invasion of Normandy, still carry weight to this day for one of the soldiers he was addressing, the now 93-year-old George Shenkle.

Seventy-one years after jumping into Nazi-occupied France and history, with eyes of the world set upon him and his comrades-in-arms, Shenkle, formerly of Easy Company, 508th Parachute Infantry Regiment, 82nd Airborne Division, reunited with the very C-47A Skytrain that he jumped out of April 18, 2015, at the Air Mobility Command Museum near Dover Air Force Base, Delaware.

"This is the culmination of the long process to bring this airplane back into the condition like it was on D-Day," said Mike Leister, AMC Museum director. "To have George come back one more time is a tribute."

Shenkle travelled from his home in Pennsylvania to visit the Douglas C-47A Skytrain, #42-92841, known as the "Turf & Sport Special," cargo plane that is permanently on display inside the AMC Museum. During his visit, Shenkle took time to talk with and pose for photos with countless museum visitors and volunteers.

One of the museum volunteers who spoke with Shenkle, retired U.S. Army Col. Bob Leicht, is part of an all-volunteer team of aircraft restorationist. They have spent the past several months to bring the C-47 to the configuration it was in on D-Day.

"Last month we repainted the interior of the airplane back to an original color," said Leicht. "We found the paratrooper seats; we restored those and just put them in."

But for Leicht and many of the other volunteers, having Shenkle visit the aircraft was the final piece to a larger puzzle.

"Now the aircraft, as best we know is restored to the condition it was on D-Day," Leicht said. "The cherry on the cake, if you will, is having the D-Day veteran coming back and re-entering his airplane; it ties it all together."

Shenkle himself, was impressed with the condition of the aircraft.

"I think they've done a wonderful job," Shenkle said. "I'm glad to see they've put the effort into this thing."

A highlight for all those who attended the event was the involvement of a group of World War II-era 82nd Airborne Division re-enactors. The nine re-enactors came dressed in the same uniforms and were equipped with same weapons and materials, as were the paratroopers who jumped on June 6, 1944, over Normandy.

"Today, we are representing the 508th Parachute Infantry Regiment," said Tech. Sgt. Neil Baughman, 193rd Special Operations Wing knowledge operations. "We are here for George Shenkle, the veteran who jumped out of this C-47 on D-Day."

The re-enactors boarded the C-47 with Shenkle to pose for photos, allowing the veteran to sit in the same seat



George Shenkle sits with re-enactors, who are depicting World War II-era paratroopers from the 82nd Airborne Division, inside a C-47A Skytrain April 18, 2015, at the Air Mobility Command Museum near Dover Air Force Base, Del. Shenkle is sitting in the same seat position on the very aircraft that he jumped out of on D-Day, June 6, 1944, over Normandy, France. (U.S. Air Force photo/Airman 1st Class Zachary Cacia)

position that he did on D-Day, position number three.

Shenkle maintains an active lifestyle, participating in various World War II ceremonies and reunions throughout the U.S. and Europe, including visiting Normandy every June 6th, for the anniversary of his jump.

"I will spend this May and June in France," Shenkle said. "We will be celebrating the 70th anniversary of Victory in Europe (VE) Day and the 71st anniversary of D-Day."

Events like this, Shenkle's visit, are becoming fewer and farther between as America's World War II generation of veterans is decreasing each and every day.

"It puts a face on a piece of history," Leicht said. "It's a personal connection to history, because when you think about it, the man jumped into history."



## ISO Dock keeps C-5 fleet in check

by Senior Airman William Johnson  
436th Airlift Wing Public Affairs

12/7/2015 - **DOVER AIR FORCE BASE, Del.** -- The 436th Maintenance Squadron Isochronal (ISO) Maintenance Dock helps keep the largest aircraft in the Air Force inventory, the C-5 Galaxy, in the air to deliver cargo, combat equipment and humanitarian relief supplies to anywhere in the world whenever called upon.

In an effort to maximize the lifespan of the C-5 fleet, the aircraft goes through a series of inspections that vary in recurrence and depth; pre-flight, home-station check, Maintenance Steering Group-3 Minor, MSG-3 Major and Programmed Depot Maintenance.

All C-5 aircraft in the inventory undergo an eight-year scheduled maintenance timeline through the MSG-3 process. The cycle for these inspections goes as such: Programmed Depot Maintenance, Minor ISO, Major ISO, Minor ISO then starting back at PDM. Each inspection is two years apart and continues for the lifecycle of the weapon system. Dover AFB has the only facility in the Air Force that is able to conduct Major ISO inspections.

The MSG-3 Major inspection takes approximately 55 days, depending on what services and repairs the aircraft needs. Maj. James Wall, 436th MXS commander, said at the 55-day rate, the ISO dock is able to turn out nine aircraft a year, which keeps the entire C-5 fleet on its eight year maintenance cycle.

During an ISO inspection, aircraft maintainers strip down the C-5 looking for any deficiencies, faults, cracks or any other problem in every system and of the aircraft.

First Lt. J. Spada, 436th MXS maintenance flight commander, said it is critical that all maintenance is performed right the first time during a major-level inspection. If something is missed during a major-level inspection, the aircraft could suffer until it undergoes another major- or depot-level inspection.

"The biggest difference between a major and a minor inspection is the amount of depot-level work that is done during the major inspection," said Spada. "We also check up on critical systems that have a high failure rate and perform a lot of preventative maintenance that has shown, if done in a four year interval, it will help the aircraft become more reliable as it progresses on."

With so much riding on these major inspections, there is little-to-no room for error. That is why Wall said it takes a special type of maintainer to work in the one-of-a-kind facility.

"As far as C-5s go, the most industrialized maintenance facility in the Air Force I would argue is the ISO dock here," said Wall. "The technicians that conduct the major ISO inspections are of a higher caliber maintainer and they have to be because of the environment that they are working in."

Tech. Sgt. Kevin Taylor, 436th MXS ISO dock floor chief, is one of those elite maintainers and helps recruit Airmen to work in the ISO dock. Taylor said typically C-5 crew chiefs are recruited for the job, but there are a host of other specialties that Airmen fill.

"There is more complicated maintenance in a major inspection than you'll find anywhere else at a field-level facility," said Taylor. "Because of the technical difficulties that we see during a major ISO, we have to vet and obtain only the best specialists and crew chiefs to work in this dock."

Approximately 30 Airmen from the 436th MXS have also been assigned to work at the 439th Airlift Wing at Westover Air Reserve Base, Massachusetts. The integration of the two wings began in 2008 as a measure to



A Team Dover C-5M Super Galaxy undergoes a Maintenance Steering Group-3 Major inspection Dec. 2, 2015, in the isochronal dock of the 436th Maintenance Squadron at Dover Air Force Base, Del. A major ISO inspection takes approximately 55 days and more than 100 maintainers can be working on the aircraft at any given time. (U.S. Air Force photo/Senior Airman William Johnson)

assist the 439th MXS with minor ISO inspections of the entire Air Force's C-5 fleet.

"Prior to 2008, the average Westover minor ISO inspection took 40-plus days to accomplish," said Master Sgt. Peter Michaud, 436th MXS Operation Location Alpha detachment chief. "With the integration of the 436th MXS OLA, 439th MXS and the advent of the MSG-3 process, the ISO was reduced by 26 days down to an 18 day average."

With recent upgrades to the C-5M Super Galaxy, the Air Force projects having C-5s in their fleet beyond 2040. However, it will be the responsibility of the Airmen in the 436th MXS ISO dock to ensure the C-5s see that date.



## Operation KUDOS/TUDOS

by Airman 1st Class Zachary Cacia  
436th Airlift Wing Public Affairs

9/2/2015 - **DOVER AIR FORCE BASE, Del.** -- For children, watching their parents go off on a deployment can be a dramatic and frightening experience. Team Dover recently hosted an event to help make that experience a little less scary for children.

The 2015 Operation Kids/Teachers Understanding Deployment Operations (KUDOS/TUDOS) took place to give children a better understanding of what their parents go through during military deployments, while also educating teachers on what their students and their students' parents go through Aug. 26, 2015, at the Youth Center on Dover AFB, Delaware.

"This event is meant to be fun, not scary," said Staff Sgt. Nicole Hawley, Mission Support Group NCO in charge of executive support staff and primary event organizer.

The event was open to all Team Dover children and school teachers from the base schools and local school districts. More than 250 students and 100 teachers participated in the annual event.

The children and teachers started their day with mock pre-deployment briefings and processed through a deployment line where the children received school supplies. Once processing through the deployment line was complete, the children and teachers were organized by mock military training instructors, who formed them into a formation and marched them to the track and field to participate in deployment exercises. The kids tried on gas masks and chemical suits, received self-aid buddy care training, had their faces painted with war paint and went through an obstacle course. This gave them an overall fun, but educational experience.

"This year we incorporated operational security," said Hawley. "We taught them what they can and can't say on social media, helping keep their deployed parents safe."

Military members are trained repeatedly on what they can and cannot say online. Examples include not disclosing where members are deploying to and when. Children may overhear their parents talking about these and post this information onto social media, not knowing or comprehending the damage it could potentially cause.

Kerry Phillips, wife of Lt. Col Michael Phillips, 436th MSG deputy commander, attended the event with her 10-year-old daughter, Ashlynn. Being a military spouse, Kerry accepted the challenges that she and her husband go through, but their kids did not have that choice. They were born into this life.

Speaking on military deployments, Kerry said that they can be a real challenge on the children.

"We have a lot of support when it comes to this," Kerry said. "We do things like this to help them understand the concepts."

Ashlynn enjoyed her experience at KUDOS/TUDOS.

"It's fun; I enjoy coming here because my dad is in the military," said Ashlynn. "We've been trying on gear and we've been looking at Nerf guns."

More than 100 teachers from on and off base schools took part in the event. These teachers all have students in their classes with parents in the military.



Children run and jump over obstacles while participating in Operation Kids/Teachers Understanding Deployment Operations (KUDOS/TUDOS) Aug. 26, 2015, at the Youth Center on Dover Air Force Base, Del. The fun-filled event allowed the participants to enjoy the beautiful day while experiencing some of the things their parents do when they deploy. (U.S. Air Force photo/Greg L. Davis)

"Well, I'm a civilian," said Nelle Cox, Dover AFB Middle School 7th and 8th Grade language arts teacher. "So for me, I'm learning a lot about what my students and their parents are going through and how I can better help them."

Cox went on to say that she now has a better understanding on why one of her students might perform poorly on a test or neglected homework, due to a parent's deployment.

"They have to deal with some issues that I myself have never had to experience," Cox said. "If it weren't for this event, I would have never been able to understand."

Not only did the children and teachers have fun at the event, so did the countless Airmen who volunteered their time. One of these volunteers, Airman 1st Class Jorge Rijo, 436th Aerospace Medicine Squadron bioenvironmental engineer, took part in teaching self-aid buddy care to the children and said he felt it was a rewarding experience.

"I'm gaining a great opportunity to help kids," said Rijo. "Teaching them what their parents go through on a deployment helps them put their minds at ease."

## Aerial port reservists support Operation Freedom's Sentinel

/ Published March 08, 2015



Reservists from the 512th Airlift Wing, Dover Air Force Base, Del., pose for a picture while deployed to Bagram Airfield, Afghanistan, in 2015. From left to right are Tech Sgts. Patricia Thurston and Jill Fitzgerald, and Staff Sgt. Debrah Thomas, who are all aerial porters assigned to the 46th Aerial Port Squadron. (Courtesy photo)

**DOVER AIR FORCE BASE, Del.** -- When the Air Force tasked the 46th Aerial Port Squadron from the Air Force Reserve's 512th Airlift Wing, here, with a partial mobilization in the fall of 2014, there were more volunteers than deployment slots available.

Tech. Sgts. Patricia Thurston and Jill Fitzgerald, and Staff Sgt. Debrah Thomas, all 46th APS members, or "port dawgs" as they're referred to, deployed to Bagram Airfield's 455th Air Expeditionary Wing in support of Operation Freedom's Sentinel, the United States' new mission on peacekeeping and counter-terrorism operations in Afghanistan.

Reservists getting a chance to serve at a deployed location that has been operating since 2001 are becoming increasingly rare, said Thurston, who recently returned from her deployment at Bagram.

Despite threats outside the wire, aerial porters on the flightline were able to accomplish their mission safely and effectively, ensuring cargo and passengers were where they needed to be, Thurston added.

By January 2015 and during the 512th AW reservists' deployment, the 455th AEW processed and moved nearly 63,000 passengers and over 6.2 million pounds of cargo and mail from Bagram Airfield, according to Thurston.

In addition to their missions as aerial porters on deployment, Thurston and Thomas volunteered as members of Bagram's honor guard along with teaching English to local Afghan men.

They are receiving accolades on deployment and back home for their work and determination, said Lt. Col. Gregory Kuzma, 46th APS commander.

On Saturday, the 512th AW named Thomas as the 2014 Airman of the Year for her efforts here and overseas. Since Thomas was deployed at the time of the presentation, Kuzma accepted the award on her behalf.

"Not only do they proudly represent the best of our 46th Aerial Port Squadron, they are fine examples of what the Air Reserve Component has to offer," Kuzma said. "I could not be more proud of my deployed Airmen supporting combat operations at Bagram."

## Reserve family attends signing of bill to aid Delawareans with disabilities

512th Airlift Wing / Published June 23, 2015



Master Sgt. Carrie Huot, 712th Aircraft Maintenance Squadron first sergeant, and her son Leopold, stand with Delaware Governor Jack Markell in his office June 10, 2015. Markell signed the state's Able Act, allowing individuals with disabilities to have a tax-free savings account similar to 529 accounts. (Courtesy photo)

**DOVER AIR FORCE BASE, Del.** -- When Master Sgts. Michael and Carrie Huot, both 512th Airlift Wing reservists, welcomed Leopold into the world seven years ago, they took on a new mission as parents of a child with down syndrome.

Their journey of love, learning and advocacy reached a notable milestone June. 10, 2015, when Delaware Governor Jack Markell signed legislation that allows families to set up tax-free savings accounts for people with disabilities.

Delaware became the 19th state to create an Achieving a Better Life Experience program, following a December 2014 federal law making it possible to do so. U.S. Senator Christopher Coons of Delaware is one of the original co-sponsors of that bill.

"And, who doesn't want to put \$10 a month away for their kid," she added. "Our state's ABLE Act now gives Leo the same opportunities as any other kid."

"I found it odd and hard to believe; \$2,000 is not that much," said Carrie. "I'm sure it was a lot back when it was created, in the 1960s I believe, but that cap has never been adjusted for inflation."

Coons said families of children with disabilities have faced the choice between federal benefits to help care for their child and saving for their child's future for far too long. "Americans with disabilities deserve every opportunity to build a brighter future and the financial stability to ensure independence and self-determination," he said in a news release on his website.

The Huots have been pushing for the ABLE Act for a couple of years, but Carrie said her good friends Rick and Amy Kosmalski, have been lobbying for eight years on behalf of their daughter Kayla, whom Delaware's ABLE Act is named after - "Kayla's Bill."

Kayla and the Huots' son Leo know each other through the state's Down Syndrome Association, which hosts several awareness events and socials for its members. They include buddy walks at the beach, holiday gatherings and college tail gate parties. Carrie is the southern representative for Delaware's DSA and helped organize a fund-raising half-marathon last year in Wilmington.

She said her son doesn't talk much, but he is a fun, outgoing little boy who loves animals, swimming and playing "Super Mario Brothers."

"Teee-go!," Leo blurted out as he listened to his mother talk about some of his favorite things.

Teee-go was a reference to his favorite cartoon, "Teen Titans Go," his mom explained.

"He can do everything, but it just takes him a little longer," she said. "When people try to help him with everything, he gets frustrated and says 'I do it.'"

Leo is the only child in his elementary school with down syndrome. He completed first grade with the aid of an assistant who walked him to class and helped him when necessary.

Carrie said she and her husband are glad he strives for independence but also realizes there are some things that he's going to need help with in the future.

"That's why it was important for us to be there at the bill signing," she said. "It was a big goal, and it was exciting for us to witness. Later, he'll be able to look at the pictures and know he was a part of it."

About a dozen children with disabilities and their families filled the office, where the bill was signed, and Leo's friend Kayla sat in the governor's chair.

Also present at Dover's Legislative Hall for the legislation signing was 512th Airlift Wing Honorary Commander John Paradee and his brother Delaware Representative Trey Paradee, one of the sponsors of Kayla's Bill.

"I am extremely proud of him; he deserves a lot of credit," said John. "As a financial advisor by trade, he especially understood the cause and the huge difference it could make in the lives of families with disabilities in Delaware.

"It's a very important piece of legislation which will impact so many."

For the Huots, Carrie said it allows them to do the same things for Leo that they do for his older and younger brothers -- legally in his name.

"And, who doesn't want to put \$10 a month away for their kid," she added. "Our state's ABLE Act now gives Leo the same opportunities as any other kid."

## From Plane to Table: Reserve aircrew delivers food to thousands in Nicaragua

512th Airlift Wing Public Affairs / Published December 23, 2014



Reserve Airmen from the 512th Airlift Wing delivered humanitarian supplies to Nicaragua aboard a C-5M Super Galaxy Dec. 20, 2014 just in time for the Holidays. 125,000 pounds of food and educational equipment were airlifted to Nicaragua's Augusto C. Sandino International Airport in Managua. The massive delivery was made possible through the Denton Program, a Department of Defense humanitarian assistance transportation program that utilizes space available military air, surface and sea-lift assets. The supplies were provided to World Missions Outreach, which is an international nonprofit organization based in Nicaragua that provides food, education, medical and ministry services to the country's citizens.

**MANAGUA, NICARAGUA** -- Donna Wright was anxiously peering out through a rusty fence on a humid Saturday afternoon when a C-5M Super Galaxy touched down on the runway.

She waved at the pilots as the mammoth plane made its way to a parking spot close to the passenger terminal. It was a rainy day in Managua, Nicaragua, so the ground crews at Augusto C. Sandino International Airport wasted no time meeting the C-5 with their two forklifts.

Inside the football field-sized cargo hold of the plane was 125,000 pounds of humanitarian aid, including rice, canned meat and pasta. The cargo was being delivered by U.S. Air Force Reserve Airmen from the 512th Airlift Wing, Dover Air Force Base, Delaware, and were going to feed 15,000 children in Nicaragua for the next six months.

To say Donna was excited would be an understatement. For the past 14 years she has been in Nicaragua with her husband, Larry, and had never set foot on a U.S. military aircraft delivering humanitarian aid to their organization.

"A C-5 plane full of humanitarian supplies, are you kidding? That is something that we could only imagine happening," said Donna. "It has been an honor to be able to receive the aid from the U.S. Military and the U.S. Air Force."

Mr. and Mrs. Wright run World Missions Outreach (locally known as Misiones de Alcance Mundial), an international nonprofit organization that provides food, shelter, education and ministry services to the people of Nicaragua. According to Donna, many of the children in Nicaragua live in extreme poverty in homes without access to indoor plumbing or electricity. Very little furniture also means these children are sleeping on dirt floors under tin roofs.

Saturday's delivery of humanitarian aid by the 512th AW to Nicaragua was made possible through the Denton Program, which is a Department of Defense humanitarian assistance transportation program that utilizes space available military air, surface and sea-lift assets. Cargo delivered through the Denton Program is provided by donors or private charities and is shipped worldwide free of charge for applicants that request transportation support.

"The program provides donating agencies with a great opportunity to move humanitarian cargo to places like Nicaragua and it saves a tremendous amount of transportation costs for these organizations," said Ken Hundemer, director of operations, Denton Operations at Joint Base Charleston, S.C.

In fact, the Denton Program is one of the main reasons why Donna and World Missions Outreach have been able to continue providing food and other services to the people of Nicaragua.

"We were sending so many containers to Nicaragua each year that we were in great financial need. A few sponsors helped, but it wasn't nearly enough to cover the shipping cost." said Donna. "When we received the first shipment from the Denton Program everyone at World Missions Outreach were completely blown away! The Denton Program has been a game changer for WMO, and ultimately, a life changer for thousands of children."

The humanitarian mission to Nicaragua provided the 512th AW C-5M Reservists with an opportunity to train on the numerous aspects of operating and maintaining the aircraft. Pilots were able to conduct mission planning and meet flight hours, maintenance crew chiefs ensured the aircraft operated smoothly and loadmasters optimized the placement of cargo for a safe flight.

The relief supplies being delivered on behalf of the Department of Defense also supported the diplomatic efforts of the U.S. embassy in Nicaragua. Col. Matthew D. Anderson, senior defense official and attaché for the embassy, said the U.S. has been working to increase their cooperation with the Nicaraguan government on matters like humanitarian and disaster relief.

"Having the U.S. Air Force support us by delivering food to thousands of children here is a huge deal," said Col. Anderson. "The Dover C-5M and its aircrew were instrumental in participating in an important program."

For Donna Wright and World Missions Outreach, the delivery of humanitarian aid by the U.S. Air Force Reserve's 512th AW provides a lasting impact on her organization and the children in Nicaragua.

Back on the runway, Donna had the opportunity to observe the numerous pallets of food being transferred from the C-5M's outsized cargo area to the forklifts. It is a moment 14 years in the making for her witnessing the efforts of the aircrew members working side-by-side with the Nicaragua airport personnel. All 125,000 pounds of food were going to be safely stored in a warehouse, ready to be delivered to the empty bowls of hungry children throughout the country.

And just before the aircrew closed the C-5M ramp and began preparing the aircraft for its trip back home, Donna was able to shake the hands of everyone involved with Saturday's humanitarian mission and thanks them for their efforts.

"We have great pride in the United States and our service members on these humanitarian missions have brought food, school kits, health kits, clothes and shoes for the children here," said Donna. "We appreciate the help and support from our U.S. military and the Denton Program."

## Reservists lend a helping hammer, foster diversity

512th Airlift Wing Public Affairs / Published June 17, 2015



The 512th Tech. Sgt. Joshua Morrissiey and SrA Ken Simpler of the Civil Engineer Squadron, Dover Air Force Base, Del., community members, and volunteers work on a house June 6, 2015. The Habitat for Humanity, a nonprofit organization partners with builders and volunteers to have two of five homes move-in ready within four weeks. The Blitz Project allows the reserve team to help the community while maintaining their building skills during on the job training. (U.S. Air Force photo/Tech. Sgt. Mercedes Crossland)

**DOVER AIR FORCE BASE, Del.** -- Reservists from the 512th Civil Engineer Squadron showed up June 6, 2015, in downtown Dover with work gloves, tool belts, hammers and nails to help build a home for a lesbian, bi-racial couple with three children.

With hopes and dreams of a promising future, Natalie and Latiesha Puzzo, submitted an application for a house through Central Delaware Habitat for Humanity, an organization which provides housing solutions for families. The process includes attending required workshops in areas such as finances, home ownership and sweat equity. Once the Puzzos were approved to receive a home, the next step was building it.

Thirteen reserve civil engineers participated in the Blitz Project on Kirkwood St., where the mission was to have two of five homes being built there, finished in a month. The Citizen Airmen constructed floors, installed dry wall, cut wood and measured doors as part of their skills training during a unit training assembly.

"The military coming out and helping build our house is amazing," said Natalie. "The support, hard work, and dedication shows what they stand for. They are great to talk with, sharing their stories and us sharing ours, as we build our home. We hope they know how much we appreciate them."

Staff Sgt. John Nelson, a 512th CES member and the volunteer coordinator for the reservists on site, said the Habitat for Humanity event was an immense success.

"The Habitat for Humanity crew was very pleased with our personnel and our work," he said. "They even invited us to participate again in the near future with other projects they still have on the calendar."

Known for barking orders to get the job done, Paul Fitzwater, the Blitz project site manager, said it was a pleasure to have the military members working on site.

"These guys are awesome. I wish that there was more for me to have them do. The military comes out, gets so much done and has fun. These guys rock."

Reservists assisted with building two of the homes on a lot, where houses will provide a safe environment for the new residents, according to the CDHFH website. The nonprofit agency has built over 300 homes in Kent County alone.

And now, its Blitz building program, affords reservists the opportunity to hone their skills through various labor projects that help the community.

"We love that diversity can help better the community," said Latiesha. "We're looking forward to living here and enjoying our new home." said Latiesha.

# 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	

