THE CARGO COURTER 123rd Airlift Wing, Kentucky Air National Guard, Louisville, Ky.





Photos by Master Sgt. Charles Simpson/KyANG

Wing prepares for upcoming X-games

By Staff Sgt. David I. Tors Cargo Courier Staff Writer

Sixty-seven members of the Kentucky Air Guard will participate in an Inspector's General Exercise from Nov. 4 to 9 at the Combat Readiness Training Center in Gulfport, Miss.

The purpose of the exercise is to evaluate the combat readiness of participating units, said Maj. Greg Nelson, chief of plans for the 123rd Airlift Wing.

Members of the KyANG's civil engineering, firefighting, personnel, finance and visual information sections will join with more than 400 airmen from other units to face a simulated wartime environment.

The wing's participants will be flown to Mississippi aboard KyANG C-130s, but Thoroughbred Express aircrews will not be part of the IGX.

That's because they're slated for evaluation during an Expeditionary Operational Readiness Inspection to be held this winter at Ramstein Air Base, Germany. That EORI will examine the wing's aviation package as it participates in an Aerospace Expeditionary Force rotation.

The idea of providing two different kinds of inspections—an IGX and an EORI—exemplifies a new mind set for testing the combat readiness of Air Guard units, Nelson said.

Under the old system, each KyANG member would spend up to a year preparing for what was called an Operational Readiness Inspection, which required every unit in the wing to mobilize its equipment and set up a base at a remote location under simulated hostile conditions.

However, such an approach prevented Guard assets from being used effectively to meet global needs, Nelson said.

"If you are tying up an entire wing to get ready for an exercise, you end up taking them away from their real-world functions," Nelson said.

With the new system, some unit components will be inspected during real-world deployments—an EORI—while others will be

See X-GAMES, Back Page

TOP: Staff Sgt. Edward Moody practices donning his chemical gear during the August UTA in preparation for the IGX.

BOTTOM: Other wing members who will participate in the November exercise help their buddies correctly don their gas masks.

COMMANDER'S CALL

Wing drafting personnel plan for the future



ow do we manage a force of more than 1,100 people who are staffing functions ranging from training, utilizing, sus-

taining and replacing, while maintaining the ability to go to war at a moment's notice?

How do we look five or 10 years down the road to ensure that trained and experienced leaders and followers will be there to continue the mission?

What are *your* expectations for career progression and longevity in the Air Guard?

Do we have a plan that meets your needs and desires, as well as the needs of the Air Guard as a whole?

Soon you will see a new KyANG Instruction—36-2601, "Personnel Force Management."

This is a first attempt to at least get some basic ideas in writing to ensure that we have a consistent, definitive plan that anyone can look at and understand.

It is a "living" document that will be reviewed and refined each year to help manage our force for now and in the future.

So what's in this plan?

It starts by explaining the force management life cycle.

This is:

1) Accession—Recruiting and/or assigning members based on the needs of the unit and the individual (or, matching the right person with the right training at the right place and at the right time)

2) Education and training—Getting people qualified to meet expected military requirements based on the individual's capabilities and potential



Col. Bill Leslie 123rd Airlift Wing Commander

3) Utilization—Ensuring that qualified personnel are in positions commensurate with their grades, skill levels and experience

4) Sustainment—Keeping, motivating, challenging and preparing personnel to assume greater levels of responsibility based on demonstrated potential

5) Replacement—Qualifying personnel to assume greater responsibility, and determining the proper time, place and reason for replacement

For each of these areas we have established achievable objectives, goals and measurements, and will continue to refine them annually.

And what should you expect in terms of career progression and longevity?

That mostly depends on how well you meet the unit's expectations.

If you can't get the job done and can't be depended upon, you can expect nothing.

If you meet the minimum qualifications and can be depended upon to get the job done, you should be able to get in 20 years and retire at a grade commensurate to your ability and involvement.

How much you do above the minimum will determine how much longer you stay and what rank you achieve.

Not everyone will be a chief or a colonel. Nor will all of you want to be, and that's OK. But we want to ensure that the opportunity is there for those who want it.

You won't make the higher ranks simply based on longevity and getting the job done.

It won't simply come to you because it's "your turn."

You will achieve it if you are a *leader*. If you set the example, not just follow it. And if you live up to the core values of the Air Force:

INTEGRITY FIRST.

SERVICE BEFORE SELF.

EXCELLENCE IN ALL WE DO.

With W Lecho

This funded Air Force newspaper is published for members of the military services. Contents of The Cargo Courier are not necessarily the views of the U.S. Government, the Department of Defense or the Air Force.

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If you have a story idea, photo or article to submit, stop by the public affairs office, room 2117 of the Wing Headquarters Building. Deadline for the next issue is Oct. 9.



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An electronic version of the Cargo Courier is available at the Kentucky Air Guard's Web site — www.kyang.ang.af.mil

KyANG NEWS

UPS Plane Pull raises \$65,000 for Ky. charity

A rainy runway did not stop more than 20 teams from competing in the Fifth-Annual UPS Plane Pull held here July 29, raising a whopping \$65,000 for Kentucky Special Olympics.

Twenty members of the Kentucky Air Guard competed in the event while several more provided support services.

Each team member was asked to raise \$50 for the cause, but the unit's Co-Ed team alone contributed more than \$1,964.

The group pulled a 100-ton Boeing 757 the required 12 feet in a time of 7.68 seconds.

The winning team from NIBCO managed to finish with a time of 6.71 seconds.



Senior Master Sgt. Terry Lutz/KyANG

Each team played tug-of-war with a UPS Boeing 757 aircraft, pulling it 12 feet. The plane, which is 44 feet tall and 155 feet long, weighs more than 200,000 lbs.

Family Day 2000 to be Oct. 22

By Staff Sgt. Amy Carr Cargo Courier Editor

Potato salad and hamburgers go well with summer heat, but they will no longer accompany the wing's Family Day 2000.

Instead, this year's event, which is scheduled for Oct. 22, offers a new twist to the old way Guard members have grown accustomed to spending the day with their families.

A new menu that better complements the Fall season will be introduced, including chili and hot dogs.

Lt. Col. Rich Frymire, director of Family Day 2000, expects those and other changes to bring new life to the event.

"We hope to have a great day filled with fun new games, lots of entertainment and really good food," he said.

The cooks from Bean Soup 2000 will again be helping with the event, Frymire said, and the food lines are expected to go more quickly than during past Family Days.

The menu is not the only anticipated change for the event.

This year's feature attraction will be a

plane pull similiar to the event hosted by the Kentucky Special Olympics and UPS in July.

Each unit in the wing will be tasked to create a co-ed team of 20 members, six of whom must be unit family members, to compete in the event.

The pull is expected to be played in a tournament-style manner.

Each team will pull the aircraft twice, and the top teams will then comprise a Final Four. The competition will continue until there is an ultimate champion.

Although many changes are planned for the day, such events as the popular static display remain.

This year's display will include a C-130 Hercules aircraft, an Army C-23 Sherpa aircraft and an UH-60 Blackhawk helicopter.

Children's events and games also will remain a part of Family Day.

Large air-cushioned trampolines are slated for the event, along with karaoke.

Other attractions will include a bean bag toss, a basketball shoot and a cake walk.

To volunteer for Family Day activities, contact Frymire at ext. 4589.

Tuition Assistance forms due soon

Kentucky Tuition Assistance forms for classes beginning in the spring are due in the Base Retention Office no later than Oct. 1.

Several people were denied tuition assistance last semester because they missed the deadline. For information, contact Master Sgt. Scott Crimm at ext. 4604.

Cargo Courier awarded again

The Cargo Courier has, for the third consecutive year, been selected as one the best newspapers in the Air Force.

The paper received third place in the 1999 Air Force Media Contest, and 1st Lt. Dale Greer took home two writing honors. Greer, the wing's public affairs officer, won second place for commentary and third place for news writing.

KyANG NEWS

205th closes its doors for the last time

Displaced members expected to find new homes in the wing

By Staff Sgt. Amy Carr Cargo Courier Editor

For several years, members of the 205th Combat Communications Squadron knew this time would come.

Nonetheless, they were still saddened after receiving official notification that their unit was being deactivated Sept. 30.

Chief Master Sgt. Joe Goodin, chief of maintenance for the 205th, said he is unhappy to see such a good team break up, although he understands the reasons.

"The mission of the 205th was simply phased out as the Air Force reorganized it's initial communications method," Goodin said.

The unit originally was designed to provide satellite communications links for NATO, but Air Force officials began shuffling communications resources and priorities as the cold war came to an end.

Almost as soon as the 205th was given its mission tasking in 1993, the restructuring started taking place, leaving unit members with no idea of what would become of their futures in the KyANG. Still, unit performance was exemplary despite the constant state of flux, Goodin said.

"Members of the 205th have had to deal with change since our inception," Goodin said. "But, I know if anyone in the Kentucky Air Guard can handle change, it's members of the 205th."

Goodin said he will remember the unit's members as hardcharging, knowledgable airmen and NCOs.

Tech. Sgt. Al Staples, a former member of the 205th who now works for the state's weapons of mass destruction response team, said the unit worked extremely hard to become mission-ready, especially considering they started with an office in a broom closet when they were the 223rd Communications Squadron in 1989.

"We came such a long way, so the hardest part is seeing such a great team break up," Staples said.

Col. Bill Leslie, commander of the 123rd Airlift Wing, said he also is saddened to see the unit go but thankful its members have the opportunity to stay in the KyANG.

"The 205th has been an outstanding organization comprised of outstanding personnel," he said. "Unfortunately, the Air Force has determined that their mission is no longer required, but everyone in the 205th will have the opportunity to continue their Air Guard careers. They are all far too valuable for us to lose."

Many of the unit's members have already been reassigned to different career fields, leaving 29 members of the 205th yet to be placed. The wing has until Dec. 31, 2001, to find positions for them.



Staff Sgt. Troy Gritton works on a telephone switching panel during a deployment.



Photos by Senior Airman Aleica Dennison/KyANG

The 205th's Master Sgt. David Pollard and Staff Sgt. Duane Parisek take a break during a deployment to Germany.

KyANG NEWS

Chapel services to feature live contemporary music

By Staff Sgt. Amy Carr Cargo Courier Editor

A new worship site isn't the only change churchgoers will notice here on Sunday.

They also will be presented with a new musical experience.

After trying to organize a praise band for a number of years with no success, 2nd Lt. B.J. Geary and four other unit members are now ready to perform live music as part of the wing's chapel services.

The praise band will play a more contemporary style of music than what was presented in previous chapel services.

"We plan to rock the house!" Geary said, smiling.

Being energized by music is the idea behind the praise band, he added.

"We hope it helps those who attend to relax and have fun.

"It also may help people to clear their minds before the service starts," he said.

The band, Geary said, aims to create a

"refreshingly new" atmosphere.

"We decided that this was just a great time to make the transition because of the move into the new annex."

The annex, which recently was remodeled, features a state-of-the-art sound system that lends itself to a contemporary style of worship, Geary said.

In another change, overhead projectors will be used to present lyrics, replacing the old hymnals.

Geary said the band members, who are volunteering their time, are dedicated to doing an outstanding job.

The band has been practicing in the evenings for more than a month, even rehearsing hymns at home.

They plan to play at the beginning of the service and hope to be well received by the audience, he said.

The other band members are Senior Airman George Burke Jr., Senior Master Sgt. Glenn Farquhar, Master Sgt. Joan Hazle and Staff Sgt. Darren Miller.



Having just completed commissioned officers' training at Maxwell Air Force Base, Ala., I am happy to report that I learned a few things.

Over the course of a month of training, the staff made a special effort to ensure we learned four important things.

The first three were the Air Force core

values—integrity first, service before self, and excellence in all we do.

The fourth item we learned was that we are all part of a team.

During our morning

physical conditioning classes, each exercise was announced to prepare us for its execution. The announcement was then followed with the term "ready," to which we would respond with "team."

It all helped reinforce the concept that we would need to depend upon one another if we were to succeed. For some it can be hard to be a "team player," no matter how good the concept seems.

Sometimes we get so caught up in the idea that "if you want something done right, do it yourself," and we fail to trust others, perhaps without even realizing it.

We are indoctrinated into a life that teaches, "Cover your own backside" and "Look out

for number one." Life in the Guard has taught me that success here is dependent upon working

together if we are to bring

about excellence. The life of faith has taught me that we are each given gifts for the common good, that we must learn to trust and be trustworthy, willing to use the gifts given for the good of all.

—Chaplain (1st Lt.) John Von Almen



This month in history:

- Sept. 1, 1878—Emma M. Nutt begins work as the first female telephone operator.
- Sept. 4—Birth of **Lewis H. Latimer**. African American inventor patents the first carbon filament electric light bulb.
- Sept. 5—Birth of **Tashunka Witko** "Crazy Horse." Native American Oglala Sioux chief defeats the U.S. Army at Rosebud and at Rosebud and at Little Big Horn.
- Sept. 9, 1966—Judge **Constance Baker Motley** becomes the first African American woman to serve on the Federal District Court.
- Sept. 12—Birth of **Jesse Owens**, African American athlete. His victories in five track events at Germany's 1936 Olympics embarrassed Adolf Hitler and the official Nazi philosophy that blacks are genetically inferior to whites.
- Sept. 15—Birth of **Jan E. Metzeliger**, African American inventor. His 1883 machine, which allowed cobblers to make 1,000 shoes a day, revolutionizes the shoe industry.
- Sept. 20—Birth of **Dilip Sindh Saund**, Indian American activist. He was a legislator and U.S. Congressman who succeeded in changing laws so as to allow East Indians to become U.S. citizens.
- Sept. 25, 1981—Justice Sandra Day O'Connor takes her seat as the first woman on the U.S. Supreme Court.
- -Compiled by Chief Master Sgt. Ron Smith and Chief Master Sgt. Robert Wagner, human resources advisors.



Pay to increase 3.7 percent

By Jim Garamone American Forces Press Service

WASHINGTON (AFPN)—President Clinton signed the fiscal 2001 Defense Appropriations Act last month, paving the way for a 3.7 percent pay raise for service members Jan. 1.

The budget of \$288 billion is an increase of \$18 billion over fiscal 2000 and about \$3.5 billion more than the president requested.

The act provides \$75.8 billion to pay a total of 1.382 million active duty personnel and 866,934 members of the Reserve components.

The act also provides money for the Defense Department to begin eliminating outof-pocket housing costs. Currently, the Basic Allowance for Housing covers only about 81 percent of service members' housing costs if they live off base. DOD seeks to cut this 19 percent out-of-pocket expense to 15 percent in fiscal 2001 and to zero by 2005.

Congress matched the administration in funding operations and maintenance. O&M funding is set at \$96.9 billion in fiscal 2001. This is up from \$92.2 billion in fiscal 2000. The funding covers contingencies in Southwest Asia and in Bosnia and Kosovo.

Military modernization also got a boost from the act. Procurement for fiscal 2001 is set at \$59.2 billion.

Air Force procurement includes \$2.1 billion for 10 F-22 fighters, \$400 million for five F-15 fighters, \$2.8 billion for C-17 airlifters and \$380 million for C-135 modifications.

The Fiscal 2001 Defense Authorization Bill is still being drafted. The appropriation act actually provides the funds. DOD officials expect work to finish on this bill this month.

VA adding cemeteries for vets

By Gerry Gilmore American Forces Press Service

WASHINGTON (AFPN)—More military veterans will have access to a dignified final resting-place closer to home thanks to a Department of Veterans Affairs cemetery expansion project.

Over the past two years, four new VA national cemeteries opened, said Roger R. Rapp, deputy undersecretary for operations for the VA's National Cemetery Administration.

The NCA has operated VA national cemeteries since 1973 (except Arlington National Cemetery, which is operated by the Army), said Rapp, who noted the NCA's strategic goal is to ensure that the burial needs of veterans are met.

"Historically, we have not really served all the veterans as well as we could have, by not providing nearby cemeteries for large populations of veterans," Rapp said. "Now, we're looking to (establish) national cemeteries at other major metropolitan areas, too."

He said national cemeteries can take five to seven years to develop, range in size from 400 to more than 1,000 acres and can cost up to \$24 million. Sometimes the VA enters into partnerships to establish state-run cemeteries to reduce costs, he said. Congressionally directed VA studies in 1987 and 1994 showed a need to expand the national cemetery network to areas with populations of up to one million veterans, Rapp said.

He said surveys have shown that veterans are willing to drive an hour or two from home to use or visit VA cemeteries. This works out to about a 75-mile radius, Rapp said, noting more than 80 percent of the nation's veterans now have the option of choosing a state- or VA-run cemetery meeting that geographic criterion.

The NCA serves the nation's 25 million living military veterans. This population, especially among aging World War II vets, is rapidly declining, said VA spokesman Steve Westerfeld, who noted 550,000 veterans died in fiscal 1999.

"It is important for people to know that more than 1,000 World War II veterans are dying each day, in addition to another 500plus veterans from other periods of service," he said.

"Our job is to ensure that proper dignity and respect are provided to those who gave so much for their nation."

"We see the need for national veteran cemeteries well into the 2020s," Rapp said.

USAF stands up new wing

In an era of military downsizing, unit realignments and base closures, it's a bit surprising to see the establishment of a new unit. But that is exactly what has happened as commanders and members of the 694th Intelligence Group, the 543rd IG and the 373rd IG all came together to stand in formation as the Air Force's newest wing was established at Fort George G. Meade, Md., on Aug. 16.

Col. Harold J. Beatty assumed command of the newly formed 70th Intelligence Wing.

As commander of the unit, Beatty will be responsible for providing worldwide intelligence information to the president, vice president and top U.S. military and civilian officials.

The new wing will bring several geographically separated units together under the leadership of one element.

Expanded mentoring program announced

WASHINGTON (AFPN)—The Air Force recently announced its expanded senior leadership-driven mentoring program that applies to every officer, enlisted member, civilian, guardsman or reservist in today's Total Force.

The new version includes all Air Force members and broadens the relationship between them and their immediate leadership, according to Air Force officials.

The program's goal is development of all Air Force people—to help every member reach his or her full potential.

The new program sets the stage for real cultural change, officials said, and is geared toward developing a network of support where mentoring is everyone's responsibility.

AIR FORCE NEWS

Air Force unveils new TV commercials

Air Force Print News

WASHINGTON — Evoking feelings of "pride and patriotism, fascination and diversity," the Air Force has wrapped up test screenings of its new commercials, which premiered Aug. 25 in movie theaters and Sept. 2 on network and cable TV.

The unveiling for Pentagon media Aug. 23 was another initiative to address Air Force recruiting and retention challenges and increase the visibility of the service.

Even though the Air Force has met this year's recruiting goal, recruiters are not resting on their laurels.

"These commercials are the next offensive in our war on recruiting and retention," said Secretary of the Air Force Whit Peters. "At the heart of the issue is retaining the quality people we have in America's Air

Force today and getting our story out to people considering what to do with their lives — and to the people who influence them."

Gen. Mike Ryan, Air Force chief of staff, expects the new ads to help boost recruiting and retention by focusing audiences on the challenges and rewards of Air Force service.

"These ads reflect the intangible rewards of pride, honor and the higher calling of serving our nation," he said. "They also showcase our incredible people."

Brig. Gen. Ron Rand, Air Force director of public affairs, said the six new commercials consistently portray the dedication and professionalism of Air Force people performing important missions every day.

"These ads convey important messages: The Air Force does a lot for our country, the Air Force is a diverse family of extraordinary Americans, the Air Force is hiring, and the Air Force values and appreciates its people," Ryan said.

The ads were produced for the Air Force by Siegelgale, a branding and advertising firm in New York. Siegelgale scripted several proposals and hired a Hollywood production company to film the ads this year.

The job of directing the new commercials went to Bob Richardson, an Academy Award winner whose credits include director of photography for box office hits such as "Platoon," "A Few Good Men," "JFK" and "Wag the Dog."

The ads depict scenes of a KC-10 Extender refueling a B-2 Spirit and F-117A Nighthawks. Additional scenes include aerial shots

But it's not just glitzy airplanes that are showcased in the commercials. Bill Coker, assistant director, said the ad campaign's central theme was to show what it means to be an Air Force member.

"The ads emphasize Air Force people," he said. "You often see hardware (in past commercials) because it's exotic and exciting. But what these ads show is the team spirit and sense of adventure in what the rest of the Air Force does—the part that (the public) doesn't get to see very much, such as what it takes to launch a bomber or fighter."

He said the commercials also serve as a salute to those who work in support roles.

66

These ads reflect the intangible rewards of pride, honor and the higher calling of serving our nation. They also showcase our incredible people.

> —Gen. Mike Ryan Air Force chief of staff

> > Comes Close."

our members."

our Air Force," said Rand.

people in the Air Force."

All airmen "should see themselves as role models," Coker said.

Everyone appearing in the ads is an Air Force civilian or military member, such as Airman 1st Class Crystal Pajak, a 412th Component Repair Squadron jet mechanic.

While talking to a friend, she learned she had been selected to participate in a commercial. Not surprisingly, Pajak immediately called her family, letting them know "to start looking for me on television soon."

Following the filming and editing, the commercials were ready for screening by focus groups representing a sampling of the general public and Air Force members.

The civilian focus groups were held in Boston, Atlanta, Los Angeles, and Kansas City. The active-duty sessions took place at MoodAir Force Base, Ga., and at Hurlburt Field, Eglin Air Force Base and Patrick Air Force Base, all in Florida. During the screenings, comments from the audience ranged from the positive to the negative, said Steve Everett, head of Air Force public affairs research.

"The feedback from the focus groups was extremely important," said Everett.

"We took all the comments from everyone involved and used them to fine tune the ads."

For example, he said, in the civilian screenings, one ad generated comments ranging from "pride and patriotic" to one by a student who said, "I would have ignored (the ad)."

Other comments came from people who had previously expressed no interest in the military prior to the screening. Afterward, one such naysayer called an ad "fascinating. They (airmen shown in the ad) are trying to make an impact." Another viewer said

an ad "made me feel like I'm a winner, because I'm part of a winning team."

Similar comments were also evident throughout the Air Force screenings. "There were some ads where the airmen felt emotionally involved and reacted strongly," Everett said. Some airmen felt pride and patriotism, while others disliked the music and theme of some of the ads.

The commercials also tested a new theme line for the Air Force, "America's Air Force — No One

" 'No One Comes Close' really describes

"People in the focus groups interpreted

this to mean no other country in the world

comes close to the U.S.; no other Air Force

in the world comes close to doing what we

do; and no other endeavor comes close to

the high-tech opportunities available to

other communication advantages, said the

general. "For example, no one comes close

to our technical sophistication, no one

comes close to our education opportunities,

and no one comes close to what we offer

strong positive feelings and a greater un-

"Ultimately, we want these ads to evoke

"No One Comes Close" offers many

derstanding and awareness of the Air Force, our people and our mission," Peters said.

X-games

Continued from Front Page

evaluated stateside with an IGX.

Because of this, not all unit members need to participate at the same time. Additionally, not everyone is even required to participate, Nelson said.

"The inspectors are just ensuring that all elements of a wing are operationally ready, whether every member participates or not."

That doesn't mean the IGX will be a lightweight affair.

Senior Master Sgt. Glenn Farquhar, readiness flight chief for the wing's 123rd Civil Engineering Squadron, said the IGX will require 24-hour staffing and that most of the simulated bombings will occur during the hours of darkness.

He encourages unit members to do what they can to prepare ahead of time.

"We must know our mission-es-

sential task listings and be prepared to perform those tasks completely," Farquhar said.

"Everyone should be ready to administer self-aid and buddy care, be a facility manager, become a sweep team member or work in the contamination control area.

"We must be familiar with contamination avoidance and become very proficient at drinking water while wearing gas masks."

Farquhar recommends all unit members wear their masks a few hours each week to prepare for the IGX.

He also suggests that participants check equipment to ensure they have no missing items.

Master Sgt. John Martin, historian for the 123rd Airlift Wing, participated in an IGX in July at the Air National Guard Combat Readiness Training Center in Savannah, Ga.

He is the first wing member to participate in this type of exercise.

Martin said he was impressed by the manner in which the IGX was executed.

"It really trained me on how to perform my wartime taskings during a contingency," he said.

KyANG Promotions

The following individuals have been promoted to the rank indicated as members of the Kentucky Air Guard and reservists of the United States Air Force:

AIRMAN 1ST CLASS (E-3)

•Phillip Guptill, 123rd Airlift Wing •Elizabeth Lucas, 123rd Maintenance Sq.

SENIOR AIRMAN (E-4)

•Mark Willoughby, 123rd Services Flt.

STAFF SERGEANT (E-5)

•Jodi Gilbert, 165th Weather Flt.

TECHNICAL SERGEANT (E-6)

•James Barber, 123rd Logistic Sq. •Michael Hagar, 123rd Medical Sq.

123rd Airlift Wing Public Affairs Office Kentucky Air National Guard 1101 Grade Lane Louisville, KY 40213-2678

OFFICIAL BUSINESS