

# THE CARGO COURIER

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

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## Ky. airmen receive Bronze Stars from Handy

By Tech. Sgt. Amy Mundell  
Cargo Courier Editor

Four members of the Kentucky Air National Guard's 123rd Airlift Wing received Bronze Stars from Gen. John Handy, commander of the U.S. Transportation and Air Mobility commands, during a ceremony at the Base Annex Nov. 25.

The medals honor Col. Howard Hunt, Lt. Col. Ken Ellis, Maj. Kevin Morris and Senior Master Sgt. Frank Green for their heroism and meritorious achievements during combat operations in the Persian Gulf and Afghanistan regions.

Hunt, commander of the 123rd Maintenance Group here, commanded a 1,400-person maintenance team in the Persian Gulf region during Operation Iraqi Freedom.

The other three airmen, all from the 123rd Airlift Control Flight, provided command and control of military aircraft operating in the Afghanistan area during Operation Enduring Freedom.

Col. Michael Harden, commander of the 123rd Airlift Wing, said he is extremely proud of the performance of the four men.

"These individuals represent the best of the Thoroughbred Express," Harden said.

"They went to war, did their job and returned with honor. No commander can ask



Tech. Sgt. Mark Rines/KyANG

**Gen. John Handy, commander of the U.S. Transportation Command and Air Mobility Command, applauds Col. Howard Hunt, Lt. Col. Ken Ellis, Maj. Kevin Morris and Senior Master Sgt. Frank Green after presenting them with Bronze Stars for their actions in the Persian Gulf and Afghanistan regions.**

for more, and we should all take pride in knowing that this wing is filled with folks like these."

The Bronze Star is awarded to service

members who distinguish themselves by heroic or meritorious service in connection with military operations against an armed enemy.

## Wing implements Air Force standard organization

By Tech. Sgt. Amy Mundell  
Cargo Courier Editor

The 123rd Airlift Wing transformed its organizational structure here Oct. 1 by implementing the Air Force's standard wing organization.

The changes were made to ensure that wing structure is consistent across the Air Force, said Col. Michael Harden, commander of the 123rd Airlift Wing.

The reorganization also will allow commanders to focus on specific core competencies, with the desired end-result being a more capable force to meet an increasingly complex mission, Harden added.

The reorganization produced five primary initiatives:

- Creation of the Logistics Readiness Officer Career Field, which combines the supply, plans and transportation officer positions into one merged career field
- Assignment of all aircraft maintenance personnel to the maintenance group
- Merger of the supply and transportation squadrons into one logistics readiness squadron
- Realignment of logistics plans under the new logistics readiness squadron
- Placement of the logistics readiness squadron, contracting and aerial port squadron into the existing support group, forming an entirely new unit named the mission support group

# *It is critical for wing members to understand direction the unit is headed*

**T**his month, as I do every January, I published and will brief the 2004 version of the wing strategic plan. It is critically important that all members of the 123rd Airlift Wing know and understand where we are going and how we intend to get there.

This plan outlines why we are here — our mission — and what we want to be — our vision.

It then goes on to outline how we want to operate and lists specific goals and objectives that, if attained, will allow us to perform our mission and fulfill our vision.

The vision for the 123rd — what we want to be — remains what it has been for the past five years.

It is simply this:

*A powerful, harmonious and EPIC military organization, comprised of proud citizens, dedicated to the profession of arms, prepared to successfully wage war, and provide world class service to community, state and nation.*

This is a short and simple statement of what each member of the Thoroughbred Express should want to make this wing become.

Leadership is committed to this vision, but it takes the understanding and commitment of each member to make it happen.

Because I want everyone in the wing to fully understand our vision, this column over the next several months will break it down



**Col. Michael Harden**  
123rd Airlift Wing Commander

into its various parts and explain what it means.

The first phrase I would like to explain is “a powerful, harmonious military organization.”

In this context, the word “powerful” means that the 123rd — and every member in it — is respected and listened to when he or she goes to war, to a deployment, to a conference, to a school or a community event, or simply picks up the phone and calls the Bureau or his Air Force counterpart.

We can only garner this respect if we decide to dedicate ourselves to being the best airmen, NCOs or officers that we can be.

We must constantly strive to take care of business and have our “stuff together” if we are to have the immediate credibility necessary to become “powerful.”

A perfect example of this is our wing plans shop, which gets our folks out the door with the right training and equipment to fight and win.

Because of their reputation for having their “stuff together” they have immediate credibility when they go to National Guard Bureau and ask for something.

They are consulted by other units, and their opinion is listened to — and acted upon — by policy makers nationwide.

They are a “powerful” organization, and they lend credibility to every member of the 123rd.

“Harmonious,” simply put, means that everyone is in tune with each other and singing the same song.

For the 123rd, the words to the song are found in our plan, and everything that we do should be aimed at achieving our vision and accomplishing the specific goals and objectives in the plan.

This does not mean that everyone acts the same, has the same personality or comes from the same background or culture.

It means that when disagreements occur — and they will every day — they are re-

**See DIRECTION, Page 5**

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# Choir of airmen



Senior Airman Alecia Willis/KyANG

Maj. Matt Stone of the 123rd Airlift Wing Plans Office leads a group of carolers as they spread holiday cheer during the December drill. The group, which included Wing Commander Col. Michael Harden, visited the Children's Christmas Party and holiday luncheons for each unit.

## *KyANG troops must be resilient*

The war is not over, but Air Guard members are returning to home and work.

This is a time of significant readjustment for those returning from the war and those who stayed home.

Both require resilience.

The American Psychological Association defines resilience as the ability to adapt in the face of adversity, trauma, tragedy, threats or other significant sources of stress.

The APA gives us a heads up about redeployments.

Check out their web site at <http://helping.apa.org/resilience/homecoming.html>.

Reuniting with family may fall short of a quick, smooth, "back to normal" adjustment. Instead, those returning often are hit right away with a laundry list of problems, including bills, family disputes and expectations that family interactions and intimacy will return to pre-war levels.

The returning member will experience

stress from culture shock, requiring time to adjust to the American way of life again.

Returning to work also can create tension. Often, employers underestimate how long it will take someone who's been away to shift gears.

Friends may want to talk about the war while the returning member wants to forget.

A rush to normalize creates undue stress.

The Good News is that we have a God who understands our stress and anxieties.

The Hebrew Scriptures remind us, "They who wait upon the Lord shall renew their strength" (Isaiah 40:31).

Coming home is another

chapter of adjustment.

It will not be the same home you left, but it can be a better home.

Patience, communication and negotiation are the tools God uses in our lives to bring good gifts.

—Lt. Col. Tom Curry  
Wing Chaplain

## AOY banquet scheduled for Feb. 7

The Kentucky Air Guard's outstanding airmen of the year for 2003 will be honored at a banquet Feb. 7.

The banquet gives member of KyANG an opportunity to recognize the accomplishments of Kentucky's outstanding airmen, said Chief Master Sgt. Michael Mitro, the 123rd Airlift Wing's command chief.

The dinner will be held at the Paroquet Springs Convention Center in Shepherdsville, Ky.

The cost is \$15 per person, and tickets can be purchased from any chief master sergeant.

This year's honorees are Senior Airman Mason Hoyt, Staff Sgt. Joseph Youdell and Master Sgt. Jon Rosa, all from the 123rd Special Tactics Squadron; and first sergeant of the year, Master Sgt. Gregg Romans of the 123rd Logistics Readiness Squadron.

The guest speaker will be Chief Master Sgt. Vickie Mauldin, command chief master sergeant of the Air Force Material Command and formerly the command chief master sergeant of United States Air Forces Europe.

The uniform for the evening is mess dress or dress blues.

*For more information, contact Command Chief Master Sgt. Michael Mitro at ext. 4465.*

### CORRECTION

The rank of Army Col. Mike Jones, the Kentucky National Guard comptroller and U.S. property fiscal officer (J-8), was incorrect in the November edition of the Cargo Courier.

# CES state maintenance personnel send packages to deployed Kentucky troops

By Capt. Kirk Hilbrecht  
KyANG State Headquarters PAO

When Kentucky Air Guard troops packed their bags and headed overseas for Operation Iraqi Freedom last year, members of the base civil engineers' state maintenance group decided they wanted to help.

Two of these state employees, Teresa Downey and Diane Jones, quickly launched a campaign to ship care packages to the deployed airmen, ultimately collecting nearly 2,500 pounds of items like snack foods and games to help boost the morale and welfare of the troops.

The idea began when Downey and Jones received an e-mail from Master Sgt. Tommy Miller, a deployed loadmaster with the 165th Airlift Squadron who also is a state maintenance employee when he's not serving on active duty.

"Tommy wrote back that living conditions were poor and that they were 'eating junk,'" Downey said.

"Tommy was one of us. Teresa and I sat down that afternoon and wondered, 'What can we do to help?'" Jones said.

"Food? Care packages? We needed to send snacks and items of home to our airman abroad," Downey explained.

"We wanted to do our part for the contingency overseas. We wanted to do something."

Both women began to solicit snack vendors, sundry producers and civic organizations for small items that might be sent to the deployed Kentucky airmen in the desert.

"We called on Frito-Lay. We called on churches. The response was overwhelming!" Jones said.

"Soon word got out of what we were doing for our airmen in the desert. When we would call on people, they would say, 'I'm so glad you called. I didn't know what I could do for the troops and airmen overseas,'" Downey said.

Downey and Jones soon collected more than 240 boxes of sundries, snacks and games for the Kentucky troops.

"Our full-time mission became calling, collecting, boxing and shipping all these items," Downey said. "We would come in at 6 a.m. and leave at 6:30 p.m. just to get our normal daily tasks done."



Senior Airman Philip Speck/KyANG

**State maintenance personnel collected and shipped nearly 2,500 pounds of care packages to deployed Kentucky Air Guardsmen last year during Operation Iraqi Freedom.**

"The rest of the CE staff, as well as the base personnel, all helped out, especially in the boxing and the shipping of the items," Jones said.

"We boxed up over 2,400 pounds of care-package goods!

"Then we wondered, 'How can we ship all these boxes?' So, we thought of who might have (the resources), and we called on (local car dealer) Neil Huffman," Jones said.

"Thirty minutes later, Mr. Huffman had a check for us to pay for shipping."

"It was a wonderful experience, and we are glad we could do our part to help raise the morale of our airmen in the Persian Gulf," Downey said.

"It was an exhaustive, tiring, fun and rewarding mission," Jones added. "I'm glad we could support our deployed airmen. 'Support' is what we do."

Lt. Col. Phillip Howard of the wing's civil engineers squadron also was pleased with the campaign.

"This effort really shows that this is one team, one fight," Howard said.

# Storm appointed newest adjutant general

## Cargo Courier Staff Report

Maj. Gen. Donald C. Storm was appointed the 51st Adjutant General of the Commonwealth of Kentucky by Gov. Ernie Fletcher on Dec. 9.

As the new adjutant general, Storm will have a dual role as both head of the Kentucky National Guard and the head of the Kentucky Department of Military Affairs.

The adjutant general is responsible for ensuring a trained, prepared and ready force to respond to both state and national emergencies.

Storm also will command the 7,400 men and women of the Kentucky Air and Army National Guard.

Storm began his military career in 1970 as an enlisted soldier, serving with Military Assistance Command Vietnam, where he was awarded with the Bronze Star.

After leaving active duty in 1972, he enlisted in the Kentucky Army National Guard and has been employed by the Guard since 1974. Since he was commissioned as an infantry officer in 1981, Storm has commanded and served in staff officer positions

at the company, battalion, brigade and state headquarters level.

His senior-level leadership assignments include director of Army personnel; state surface maintenance manager; director of plans, operations and training; and state counter-drug coordinator.

Storm previously served as the Kentucky Army Guard's Chief of Staff since October 2001.

"We are proud to have such a highly experienced military leader join our team," Fletcher said. "I'm confident he will bring the Kentucky National Guard to the next level."

"Col. Storm is as strong as new rope," added Lt. Gov. Steve Pence. "It is a great honor to have him on board."

Storm is a native of Laurel County, Kentucky, and a graduate of Eastern Kentucky University.

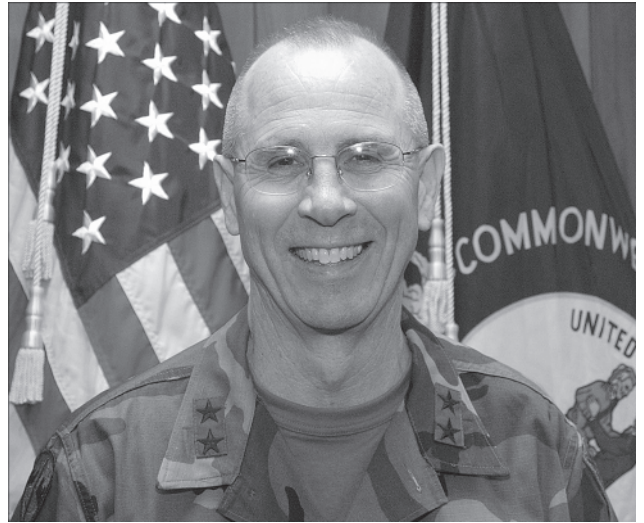


Photo courtesy of the Kentucky Army National Guard

He holds a bachelor's degree in finance as well as a master's degree in strategic studies from the United States Army War College at Carlisle Barracks, Pa.

Storm replaces Maj. Gen. D. Allen Youngman, who served in the position for more than two years.

## Direction

### Continued from Page 2

solved in favor of the wing mission and not some personal or organizational agenda.

The key to this harmony is open and honest communication.

Tell folks what you mean. If you disagree, that is all right as long as the disagreement is based on fact or honest feelings, and not because you just don't like the other guy.

Honesty brings trust, and without trust, true communication does not happen.

"Harmonious" also means that everyone in the 123rd feels comfortable and a real part of the wing. This means embracing all of our members regardless of gender, race or religion.

If one person feels left out or put upon because of gender or the color of his or her skin, we have failed to achieve our vision. This unit is a reflection of our community, and we should mirror community demographics if we are to recruit and retain into the 21st century.

We have a ways to go in this regard, and we will energize our new HRFM and existing Human Relations Council to fulfill this vision.

Finally, it is a given that the 123rd is a military organization, but I included that in our vision statement because it is

central to what we do. There was a time not long ago when the military aspect of the Air National Guard was downplayed because our society was going in a different direction.

We talked about acting like a business, benchmarking on General Electric, holding gatherings instead of formations and generally downplayed the idea that we were a military organization with certain military traditions and symbols.

But people join the 123rd because they like the military and want to do military things.

We must always remember that, and strive to honor our military traditions and responsibilities.

People may also join the unit for the educational benefits, the money or the travel, but they will only stay if we focus on and live the traditional military values of duty, honor, and country.

I have written quite a lot on just five words: "A powerful, harmonious, military organization ..." because it is important that we fully understand each and every word of what we want to become.

Next month I will focus on the next phrase, and maybe when we're finished with the whole thing we will have everyone singing the same song.

I ask for your support.

Thanks Loads!

## Sending holiday **CHEER**

Members of the 123rd Aerial Port Squadron load a C-130 Hercules aircraft on Dec. 12 as about 20 members of the Kentucky Air Guard prepare to deploy in support of Operation Iraqi Freedom.

The aircraft also transported more than 100 holiday care packages from unit family members to their deployed loved ones, who remained overseas during the holidays.



Senior Airman Philip Speck/KyANG

## Promotions, retirements & separations



*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:*

### SENIOR AIRMAN (E-4)

•Joseph O'Donnell,  
123rd Aerial Port Sq.

### TECHNICAL SERGEANT (E-6)

•Anthony Glover,  
123rd Aerial Port Sq.  
•Jennifer Lucas,  
165th Airlift Sq.  
•David Tors,  
123rd Airlift Wing

### MAJOR (O-4)

•John McCallie,  
123rd Civil Engineers Sq.

*The following individuals have retired as members of the Kentucky Air National Guard and reservists of the United States Air Force:*

•Maj. Larry Bolton,  
165th Airlift Sq.  
•Tech. Sgt. Larry Brinegar,  
123rd Civil Engineers Sq.  
•Master Sgt. Terry Chasteen,  
123rd Maintenance Sq.  
•Master Sgt. Kenneth Cheney,  
165th Airlift Sq.  
•Chief Master Sgt. Gary Cline,  
123rd Maintenance Sq.  
•Tech. Sgt. Robert Cummins,  
165th Airlift Sq.  
•Tech. Sgt. Kenneth Edwards,  
123rd Aircraft Maintenance Sq.  
•Staff Sgt. George Heeke,  
123rd Civil Engineers Sq.

*The following individuals have separated from the Kentucky Air National Guard:*

•Staff Sgt. Lewis Christopher,  
123rd Security Forces Sq.  
•Staff Sgt. William Billings,  
123rd Security Forces Sq.

•Master Sgt. Timothy Dougherty,  
123rd Special Tactics Sq.  
•Staff Sgt. Scott Forbes,  
123rd Aerial Port Sq.  
•Staff Sgt. Sheena Fugett,  
123rd Logistics Sq.  
•Staff Sgt. Travis Hayden,  
123rd Logistics Readiness Sq.  
•Staff Sgt. Ad Hodge III,  
123rd Maintenance Sq.  
•Lt. Col. Louis House,  
123rd Medical Sq.  
•Staff Sgt. Jeremy Howard,  
123rd Aircraft Maintenance Sq.  
•Staff Sgt. Kevin Hugues,  
123rd Student Flt.  
•Tech. Sgt. Michael Mackowiack,  
123rd Communications Flt.  
•Airman 1st Class  
Richard Mattmiller III,  
123rd Student Flt.  
•Senior Airman  
Shannon Schroeder,  
123rd Aerial Port Sq.  
•Airman 1st Class  
Joseph Scrogam III,  
123rd Student Flt.  
•Staff Sgt. Christopher Webb,  
123rd Airlift Wing  
•Staff Sgt. Nathaniel Welsh,  
123rd Maintenance Sq.  
•Chief Master Sgt.  
Carolyn Young,  
Headquarters, KyANG

# Chief of staff signs USAF Basic Doctrine

By Tech. Sgt. David A. Jablonski  
Air Force Print News

WASHINGTON — The service's core document outlining the enduring basics of air and space power has been revised, and hard copies will be in the hands of every officer and top-three noncommissioned officer by spring 2004.

Air Force Chief of Staff Gen. John P. Jumper approved the latest revision to Air Force Doctrine Document 1, Air Force Basic Doctrine, during a doctrine review at Maxwell Air Force Base, Ala.

Jumper, Secretary of the Air Force Dr. James G. Roche, and commanders of major commands met at Maxwell for Doctrine Summit IV. The summit is a periodic meeting of the most senior Air Force leaders to review operational-level doctrine in light of recent contingencies and events.

The document is the source for enduring basics such as the principles of war, tenets of air and space power, and functions of air and space power.

The revised version also updates the discussion on core competencies and distinctive capabilities, and it adds new text on the linkage between vision, operating concepts and doctrine.

Overall it has been substantially restructured for better readability and updated to include references to operations Enduring Freedom and Iraqi Freedom, officials said.

The Air Force Doctrine Center's commander, Maj. Gen. David MacGhee, explained the importance of the changes within the revised document.

"We all realize that 9-11 changed the world forever," MacGhee said.

"The old construct I grew up with, where forces were garrisoned at home and when we were called upon we moved forward, is very much an old construct. I think we've made great progress through lessons learned from Afghanistan, something we did not plan for, or train for. The services applied those lessons to Operation Iraqi Freedom, and I think you can see the results — a resounding success in combat operations."

Retired Lt. Col. Bob Poynor, a military doctrine analyst at the center, explained the revisions.

"This time, the introduction discusses why doctrine is important," Poynor said. "We explain to airmen why they need to understand and apply it."

Poynor has been involved from the beginning, having served as project officer for the document since its previous publication in 1997.

He helped establish the doctrine center and launched the first series of briefings for numbered air force commanders, their staffs and other senior leaders. The information from those briefings formed a large portion of the current doctrine document.

"AFDD 1 provides an intelligent baseline on which to form command relationships and set priorities; it contains all the basic information," Poynor said.

"Most importantly," he said, "it tells air-

men the difference between policy, strategy and doctrine, and what doctrine is and is not."

Poynor used the example of the transformation from the Cold War to an expeditionary air and space force to demonstrate the need for periodic revisions of doctrine.

"In the Cold War, everything was canned," he explained. "When forces were called upon to reinforce NATO or (South) Korea, for example, everything was orchestrated according to a prearranged operations plan. We didn't have to think about how to set up."

The modern expeditionary air and space force must fight in new ways and in new places from one deployment location to the next, he said.

"Now with an expeditionary force we must start over for each deployment," Poynor said. "There is no precanned structure, because we don't know the size and shape of each mission. We have to think about them as the situation develops and define the missions for common understanding in the joint environment. That's what doctrine does. It helps eliminate some of the heavy thinking before you go into an operation."

With Jumper's signature, the document was approved for release.

It is available for download from the AFDC Web site at <https://www.dctrine.af.mil>. Hard copy publication will follow. Professional military education schools will begin teaching from it soon.

## Jacket, pullover require metallic nametags

Air Force Print News

RANDOLPH AIR FORCE BASE, Texas — The Air Force has established both the mandatory wear date and proper wear for the new metallic nametag on service dress uniforms and pullover sweaters.

As of Jan. 1, the nametag must be worn on the wearer's right side of the service dress jacket with the bottom of the nametag level with the bottom of the ribbons, said Air Force Personnel Center officials here. It should be centered between the sleeve seam and the lapel.

If a duty badge is worn on the wearer's right side, men will center the badge a half-inch below the new nametag; women will center the badge a half-inch above the new nametag.

An exception is when a command insignia is worn by either men or women. It is worn either a half-inch above or below the nametag. Then, the duty badge is worn either a half-inch above or below the command insignia, depending on whether the airman is a current or former commander.

When the maternity jumper is worn as the maternity service dress, the nametag should be centered on the right side and placed even to, or 1 1/2 inches higher or lower than, the first exposed button.

The nametag will also be worn on pullover sweaters on the wearer's right side with the bottom of the nametag level centered between the middle of the sleeve seam and the seam of the neckline.

It will not be worn on the cardigan sweater.

## Act gives commissary, other benefits

Air Force Print News

WASHINGTON — The fiscal 2004 National Defense Authorization Act offers reservists and their families unlimited commissary privileges, better health benefits and an overall average military pay raise of 4.15 percent.

President George W. Bush signed the defense bill Nov. 24.

It allows reservists in the Selected Reserve, reserve retirees under age 60 and their families to have access to commissaries on the same basis as active-duty people, retirees and their families.

The act authorizes a minimum pay hike of 3.7 percent with additional increases to midgrade and senior noncommissioned officers and midgrade officers.

To improve readiness, the law allows Department of Defense officials to provide immediate medical and dental screenings and care to reservists who are assigned to a unit that has been alerted or notified of mobilization.

Reservists can obtain improved TRICARE coverage until Dec. 31, 2004, under the following circumstances:

—Nonmobilized reservists and their families can enroll on a cost-share basis if the reservist is unemployed or the employer does not offer health insurance.

—Coverage for mobilized reservists and their families can begin up to 90 days before the start of the reservists' active duty. Previously, coverage started only when the active-duty period began.

—Coverage can continue up to 180 days after separation from active duty. Previously, coverage lasted up to 60 or 120 days after separation, depending on the years of service.

## Farewell to the Ky. Air Guard

To all my Guard friends,

As I have said often and publicly, about five years should be the extent that we linger in a position.

Finding myself at that juncture, it is time to step off and let someone else carry the baton.

About 28 years ago I became part of an organization that encompasses ideals of public service that I find appealing.

The concept that, as citizens, we have a personal and social obligation to contribute to the security of our nation weighs heavily in my mind.

There can be no purer form of patriotism than the citizen-airman and citizen-soldier who toils for years balancing the obligations of family, work, recreation and military duty — everyday citizens who quietly go about their daily lives but when called will risk that last full measure of devotion to protect ideals

cemented with the blood of our forefathers over 200 years ago.

It has been my humble honor to work among the societal giants who guard our declared precepts of life, liberty and the pursuit of happiness.

Leading the Kentucky Air Guard has been humbling, rewarding and a privileged distinction.

I cheerfully look forward to a less hectic life style and will proudly follow the great deeds of Kentuckians striving to make the world safer for our children and grandchildren.

I heard it stated once that at first we become part of the Guard, and then eventually it becomes part of us.

I now have a fuller understanding and appreciation of that statement.

May God bless you all and keep you safe.

—Brig. Gen. Rick Ash  
Assistant Adjutant General for Air

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