



AIRSTREAM

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2017





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910th Airlift Wing
2017 - Vol. 4

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910TH COMMANDER



Col. Dan Sarachene

PUBLISHER

The 2017 Airstream Almanac is the fourth annual almanac of the 910th Airlift Wing, continuing the more than 60 year tradition of the base magazine. All photos are U.S. Air Force photos unless otherwise noted. The opinions of contributors do not necessarily reflect those of the U.S. Air Force.

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ON THE COVER: A C-130H Hercules aircraft from Youngstown Air Reserve Station takes off from a dirt airstrip during a training mission at Camp Branch in Charleston, West Virginia, Aug. 9, 2017. (U.S. Air Force photo/Senior Airman Jeffrey Grossi)

IN THE BACKGROUND: The U.S. Air Force Thunderbirds aerial demonstration team performs its legendary bomb burst maneuver at the 2017 Thunder Over the Valley Air Show here, June 17. (U.S. Air Force photo/Senior Airman Jeffrey Grossi)

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Winger

A cartoon depicting Winger, the animated C-130 mascot created by Master Sgt. Bob Barko Jr.

We Are Youngstown

910TH AIRLIFT WING MISSION STATEMENT

To provide a current, qualified, mission-ready force.

VISION STATEMENT

Providing unrivaled tactical airlift, aerial spray and agile combat support—Always ready to answer our nation's call!

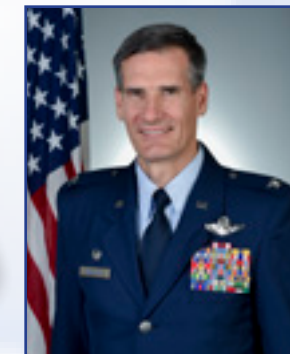
PRIORITIES

1. Recruit, Train, Retain vested Airmen.
2. Foster a culture of unrivaled excellence through empowerment, engagement, innovation, and accountability.
3. Develop professional, resilient, and ready Airmen.
4. Care for Airmen and their families.
5. Modernize and maintain facilities and equipment.

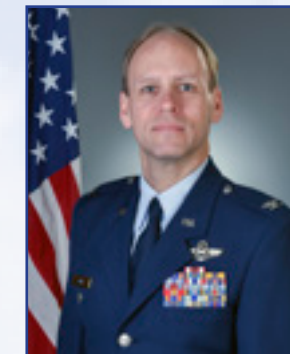
Trust • Teamwork • Leadership



910th Airlift Wing Leadership



Col. Dan Sarachene
910th Airlift Wing
Commander



Col. Joe Janik
910th Airlift Wing
Vice Commander



Col. Donald Wren
910th Mission Support
Group Commander



Lt. Col. Jeff Shaffer
910th Maintenance
Group Commander



Lt. Col. Bart Elsea
910th Operations
Group Commander



CMSgt. Robert Potts
910th Command Chief
Master Sergeant



Colonel Dan Sarachene
910th Airlift Wing Commander

What do you do here?

A new supervisor was interviewing employees to get to know each person's role within the agency.

"What do you do here?" she asked.

"I mostly do maintenance; fixing things that break, cleaning, making sure the place looks good," the first person replied.

"And how about you?" the supervisor asked, shifting her attention to a second person.

"I put men on the moon."

What We Do.

In the first few months of my command here, we held a strategic alignment event to ensure we had a clear strategic plan aligned with those of 22nd Air Force, Air Force Reserve Command and Air Force. The event produced our new wing mission statement, vision and priorities. Hopefully, you've heard about the product at commander's calls, in videos and in my commander's intent. We've prominently displayed it on posters in every building on our installation and on the tables at our dining facility. You may even have seen me walking around the base with my "PowerPoint slide," the strategic alignment poster, asking our Reserve Citizen Airmen if they know our mission, vision and priorities.

I hope by now you're familiar with and have even memorized these short statements that define and describe our purpose and focus—what we collectively do here.

The mission of the 910th Airlift Wing is:

To provide a current, qualified, mission-ready force.

Our vision is:

Providing unrivaled tactical airlift, aerial spray and agile combat support—Always ready to answer our nation's call!

Our five priorities are:

1. Recruit, Train, Retain vested Airmen.
2. Foster a culture of unrivaled excellence through empowerment, engagement, innovation and accountability.
3. Develop professional, resilient, and ready Airmen.
4. Care for Airmen and their families.
5. Modernize and maintain facilities and equipment.

These priorities focus our efforts to drive our wing toward mission execution and vision fulfillment.

How we do it.

Your assignment (reservist, technician, civil servant, and contractor) defines what you do here, but do you know how your role fits in and is essential to our wing strategy and our strategic alignment? Whether you crew a C-130 or repair them, process travel vouchers or fight fires, load pallets or give immunizations, fix a leaky roof or plow snow, you are a critical cog in the engine that drives us forward. No matter how large or small your role, you are contributing to the larger unfolding story of this wing and installation.

Just as an engine drives a vehicle, our culture will drive our strategic plan. Culture is born from values. Don't settle for ordinary, commit to the Air Force Core Values of integrity, service and excellence. Strong values empower a strong culture. We all joined this team for different reasons. I've enjoyed hearing your unique stories over the last year. Some of us weren't sure what direction to take in life. Others were interested in college benefits. Some were looking for extra income. Some were attracted to the sense of adventure. All of us answered our nation's call. Our country needs its military and the military needs this wing and installation. Our nation expects its military to be the best. We are all, therefore, called upon to be the best version of ourselves—committed to values producing the culture to drive our strategic plan and ultimately fulfilling our mission to the best of our abilities. When we all embrace that type of attitude and value system, incredible things happen.

So, however you answer the question, "what do you do here?" understand that how you do it is critical to our success. How you do it affects our mission effectiveness and rests just as much on one of us as all of us. Every job is significant, and we can only become "unrivaled" if we work together, with a strong culture driving our strategic plan!

A Matter of Perspective

In the story mentioned earlier, the new supervisor was interviewing a pair of janitors working for NASA in the 1960s during the Apollo missions. Neil Armstrong walked on the moon on a Sunday, and both janitors were back at work on Monday fixing sinks and mopping floors. Both observed and likely shared in the excitement among their coworkers at the ultimate culmination of decades of work. Both probably ate the celebratory NASA logo cake in the break room that day. But only one of them knows he helped put a man on the moon. The only difference between the two is perspective, but perspective has a powerful influence on culture.

My tale of the two janitors is derived from an actual encounter President John F. Kennedy had during a visit to the NASA space center in 1962. President Kennedy interrupted his visit to introduce himself to a man carrying a broom and asked him "what are you doing?" I can only imagine the sense of pride and mission ownership President Kennedy felt when the man responded, "Well Mr. President, I'm helping put a man on the moon." To most people, the janitor was just cleaning the building. Yet in the more epic, larger story unfolding around him, he was helping to make history. President Kennedy's charge, delivered to a joint session of Congress in 1961, to put Americans in space and on the moon before the decade ended resonated throughout NASA and inspired someone who many may have felt had little or no role.

In the same way, every time a Youngstown Herc delivers life-saving supplies to the helpless in harm's way, or drops a Humvee to the frontline warfighter; every time our unit steps into theater to provide agile combat support; every time we respond to a national emergency to provide our unique aerial spray capabilities, it is a testament to the culture of excellence at the 910th Airlift Wing. Every Reserve Citizen Airman, civil servant or contractor whose perspective allows him or herself to recognize their role as a vital part of our team and mission success greatly increases and enhances our culture of excellence. It's through this lens that unit pride is fostered, selfless efforts are focused and the seemingly unachievable, like putting a man on the moon, becomes achieved. Only together can we realize our vision and achieve our mission to provide a current, qualified, mission-ready force so the United States Air Force can fly, fight and win, because win we must!

So again I ask, what do you do here?

Dan J. Sarachene

DAN J. SARACHENE, Col., USAF
Commander

Col. Dan Sarachene, 910th Airlift Wing commander, maintains an active Twitter account to keep the community informed on the mission of the 910th. This page features a selection of the Commander's Tweets from 2017. Follow the Commander @910AW_Commander.



Chief Master Sgt. Robert Potts
910th Airlift Wing Command Chief

As I near the end of my second year as the Command Chief of the 910th Airlift Wing, I'm encouraged now more than ever. Together, we have overcome challenges and seen each other through trials and tribulation. I attribute this to three keys which have led to our success.

1. **I attribute our success primarily to the Airmen**, all of us, adhering strongly to the core values of integrity first, service before self and excellence in all we do. These core values help each of us make sound decisions based on enduring principles. You're doing a great job, and I'm proud to be your wingman! Excellence doesn't mean that it isn't ok to make a mistake, rather it means that we strive for excellence, mitigating errors and mistakes as much as possible.
2. Our wing commander, Col. Dan Sarachene, has led efforts to **establish a new mission statement** to focus our efforts. Our mission, "To provide a current, qualified, mission-ready force" is clear and consistent with the Mission of both the 22nd Air Force and AFRC. We have listed the wing's priorities to further focus our attention to attain the vision of "Providing unrivaled tactical airlift, aerial spray and agile combat support—Always ready to answer our nation's call!" This strategic alignment of our mission, vision and priorities serves to keep all of us working for the same common cause to make the wing a little better every day.
3. **The pride, attitude and leadership** of our leaders, commanders, officers, chiefs, first sergeants and all Airmen have improved over the last year, putting the wing in a great position for increased expectations and results. Our pride was evident several times in 2017, from Thunder over the Valley to the visitors from AFRC and 22nd AF to the improved rating we earned from the AFRC IG team in September. We responded when the nation needed us the most by deploying for Hurricane Harvey recovery support in Houston. Your incredible attitude and our collective leadership was essential to the success we had in 2017.

Despite all of our previous success, we continue to be tested every day. There are many challenges ahead of us. These challenges are little more than opportunity for you to succeed and meet our expectations to work hard and perform with excellence. Our challenge today is to be ready for tomorrow. Preparation to deploy within 72 hours will continue to be the theme; it is crucial that you are ready to deploy because we are counting on you to be ready to deploy and perform at the highest level. On our nation's worst day, we need to be at our best. We depend on our Airmen; we depend on you!

The headlines are filled with stories of exceptional Airmen doing tremendous things. You are among the most elite group of people to ever wear our country's uniform. You are the most capable, trained, equipped and educated ever to serve in the United States Air Force. It is because of your exceptionalism that we are postured to fly, fight and win on the ground, in the air, space and cyberspace today and tomorrow!

The future is uncertain. Continuous budget concerns, ongoing national and international political conflict, terrorist organizations and other variables lead us to know that a strong military remains essential to our national security. I am confident that our Air Force is well positioned to answer the call whenever and wherever we are needed!

Aim High, Airmen!

Robert J. Potts

ROBERT J. POTTS, CMSgt, USAF
Command Chief



Behind the scenes, making our @910AW holiday message. So grateful for the #ReserveCitizenAirmen and Civilians who make it happen, for their service and the sacrifice they and their families give for our national defense.



Nose art unveiling. Honored to display the "flying wheel" of the @OSHP on one of our C130s.



With @SteveWFMJ, a true professional, this am to tape a segment airing Sunday Morning. Really appreciate the time. We @910AW are so grateful for the support every day from the valley. Time is now for more action! #Budget2017 #ContinuingResolution #NationalDefense



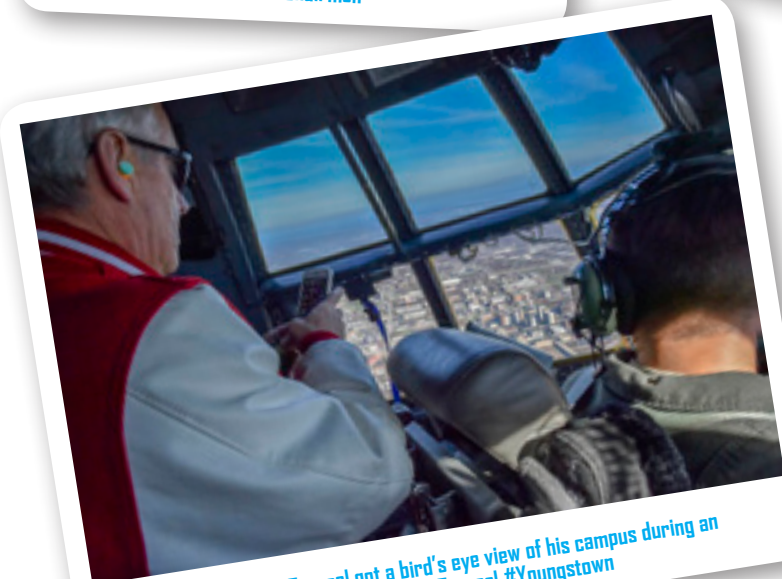
The birds are in the house! 13 degrees Fahrenheit & snow outside, cozy inside. Hangar space a premium this time of year. Keeping our #C130s warm & dry before flying tonight. #AFReserve #910AW #unrivaled #mission-ready @CitizenAirman #reservecitizenairmen



Values driven. Mission focused. People oriented. Results delivered. Everyday people doing the extraordinary. #910AW #ReserveCitizenAirmen #AFReserve #teamwork #purpose #Limitless #service #realstuff



Nice stick at the clinic today! Our medical technicians are the best! Always hiring quality people and a great way to #serve. @910AW @AirForceReserve #LIMITLESS #ReserveCitizenAirmen #medical #4N #healthcare #Nursing #teamwork



YSU President "Coach" Tressel got a bird's eye view of his campus during an orientation flight this week. #YSU #CoachTressel #Youngstown



Some people spend an entire lifetime wondering if they've made a difference. #ReserveCitizenAirmen don't have that problem. #910AW #AFReserve #YARS #Limitless #adventure #realstuff #Youngstown



Airmen from the 910th Airlift Wing's 757th Airlift Squadron, Youngstown Air Reserve Station, Ohio, perform a site safety survey before commencing a night aerial spray mission over the area affected by Hurricane Harvey, Sept. 14, 2017, at Joint Base San Antonio-Kelly Field Annex, Texas.

U.S. Air Force photo/Senior Airman Christopher Dyer

Aerial Spray: A Banner Year

The 910th Airlift Wing is tasked with maintaining and operating the Department of Defense's only large-area fixed-wing aerial spray capability to eliminate disease-carrying insects and unwanted and invasive vegetation and disperse oil spills in large bodies of water. 2017 was a marquee year for the aerial spray mission as the unit

was tasked with responding to the aftermath of Hurricane Harvey, eliminating mosquitoes in Texas to provide relief for rescue workers and help limit the spread of disease. The following pages contain stories and photos highlighting the unit's work in 2017. Visit www.youngstown.afrc.af.mil for more.



U.S. Air Force photo/Senior Airman Christopher Dyer

Master Sgt. Skye Tancer, a flight engineer with the 757th Airlift Squadron, Youngstown Air Reserve Station, Ohio, participates in a site safety survey before commencing a night aerial spray mission over the area affected by Hurricane Harvey, Sept. 14, 2017, at Joint Base San Antonio-Kelly Field Annex, Texas.



U.S. Air Force photo/Eric M. White

Master Sgt. Steven Feliz, a 910th Airlift Wing aerial spray maintainer, inspects nozzles on a wing boom for the Modular Aerial Spray System (MASS) on a Youngstown C-130H Hercules aircraft here, Jan. 4, 2017. The wing booms were installed for testing.



U.S. Air Force photo/Master Sgt. Bob Barko Jr.

910th ground support personnel send off one of the 910th's specially modified C-130H Hercules aircraft with an 'O-H-I-O' as the aircrew taxis the plane for takeoff from the Kelly Field Annex flightline, Sept. 10, 2017, at Joint Base San Antonio, Texas.



U.S. Air Force photo/Master Sgt. Bob Barko Jr.

910TH LAUNCHES AERIAL SPRAY MISSION AGAINST EAST TEXAS MOSQUITOES

Story by Master Sgt. Bob Barko Jr.
910th Airlift Wing Public Affairs

JOINT BASE SAN ANTONIO, Texas—The Air Force Reserve's 910th Airlift Wing arrived here, Sept. 8, 2017, to start aerial spray mosquito control application in areas of eastern Texas to assist Hurricane Harvey recovery efforts. The 910th operates the Department of Defense's (DoD's) only large area, fixed-wing aerial spray capability to control pest insect populations, eliminate undesired invasive vegetation and disperse oil spills in large bodies of water.

"We have a hell of a team here performing this important mission," said Lt. Col. Bart Elsea, mission commander for the mosquito control aerial spray mission working from a hangar close to the airfield here.

Elsea said more than 90 Reserve Citizen Airmen, based at Youngstown Air Reserve Station, Ohio, are working from a base of operations at the Kelly Field Annex. The personnel included members of the 757th Airlift Squadron, 910th Aerial Spray Maintenance Flight, 910th Operations Support Squadron, 910th Aircraft Maintenance Squadron, 910th Maintenance Squadron, 910th Communications Squadron, 910th Force Support Squadron, 910th Logistics Readiness Squadron and the 910th Airlift Wing Public Affairs Office.

He added that the 502nd Operations Support Squadron, based at the Kelly Field Annex, and the 433rd Maintenance Group, based at Lackland Air Force Base, are also providing invaluable support to the Air Force Reserve Command's aerial spray special mission.

Lt. Col. Mark Breidenbaugh, the chief entomologist of the 910th's 757th Airlift Squadron

and Aerial Spray Flight said there were several reasons why federal and state authorities called upon the 910th to assist in recovery efforts in the aftermath of Hurricane Harvey.

"Due to large amounts of standing, potentially polluted water, the numbers of pest insects have increased significantly," Breidenbaugh said. "This situation is impacting first responders and recovery workers as clean-up and repair efforts continue."

The 910th's chief entomologist added the Federal Emergency Management Agency (FEMA) and the Texas Department of State Health Services (DSHS) have requested the support of the 910th to treat millions of affected acres. Authorities requested DoD support because the scope of the disaster is beyond the capacity of available civilian mosquito control resources to respond in the immediate aftermath of Hurricane Harvey.

According to the 910th's daily situation reports, the wing has treated more than 1.4 million acres in eastern Texas since the 910th started mosquito control aerial spray operations on Sept. 9, 2017.

Breidenbaugh said the 910th conducts aerial spray missions at dusk and nighttime hours using night vision technology when pest insects are most active.

"The aircrews performing these flights are highly trained to successfully complete the mosquito control aerial spray operations," Elsea said. "Safety is paramount to us."

Breidenbaugh said the 910th Airlift Wing Aerial Spray missions use only Environmental Protection Agency (EPA) registered materials.

"Aerial Spray is a highly controlled application of the required material using a specially designed Modular Aerial Spray System (MASS)," said

Breidenbaugh. "We apply no more than one ounce per acre; that's less than one shot glass of material for an area the size of a football field."

Breidenbaugh added that for this mosquito control mission, the Texas Department of State Health Services (DSHS)

selected a material called naled.

According to the EPA, this material is effective in amounts not large enough to cause any concern for the health of humans, including children and pregnant women, or pets.

The 910th's aerial spray capability was used for pest insect control during disaster recovery efforts by treating more than 2.8 million acres in the aftermath of Hurricanes Katrina and Rita in 2005 as well as after Hurricane Gustav in 2008. The 910th's aerial spray oil dispersant capability was used in the aftermath of the Deepwater Horizon oil spill in 2010. Hurricane Harvey aerial spray operations are expected to significantly surpass previous missions in scope of areas treated by the Air Force Reserve.

"We are here to assist in recovery efforts and help the residents of East Texas," said Elsea. "We will be here as long as FEMA and Texas DSHS need our special mission capability."

Editor's Note: The aerial spray team performed 28 sorties, logging more than 138 flying hours and treating more than 2.7 million acres during this mission.



U.S. Air Force photo/Senior Airman Christopher Dyer



U.S. Air Force photo/Senior Airman Christopher Dyer



U.S. Air Force photo/Master Sgt. Bob Barko Jr.



U.S. Air Force photo/Senior Airman Christopher Dyer



U.S. Air Force photo/Senior Airman Christopher Dyer

A 910th C-130H Hercules performs an aerial spray mission over the area affected by Hurricane Harvey, Sept. 13, 2017, at Lake Jackson, Texas.

Senior Master Sgt. Bob Zanni, left, and Master Sgt. Mark Marino, loadmasters with the 910th Airlift Wing's 757th Airlift Squadron, operate the Modular Aerial Spray System during a night aerial spray mission.

Maj. Steve Stroney (center), a pilot with the 757th Airlift Squadron reviews a flight chart with navigator Lt. Col. Jeff Shaffer (left) and pilot Lt. Col. Frank Galati (right) during pre-flight preparations.

Senior Master Sgt. Bob Zanni (left) and Master Sgt. Mark Marino, loadmasters with the 757th Airlift Squadron prepare the Modular Aerial Spray System for a night mission Sept. 14, 2017.

Maj. Ryan Gray, a pilot with the 757th Airlift Squadron, prepares to commence a night aerial spray mission over the area affected by Hurricane Harvey, Sept. 14, 2017, at Joint Base San Antonio-Kelly Field Annex, Texas.

RESERVISTS OWN THE SKIES



U.S. Air Force photo/Senior Airman Christopher Dyer

Story by Capt. Jeff Kelly
Air Force Reserve Command

For the first time in the nearly 70-year history of the Air Force Reserve, all three special mission units have been called to action simultaneously due to a series of catastrophic events that have effected wide swaths of the U.S.

Reserve Citizen Airmen from across the country are conducting weather reconnaissance, aerial spray and airborne firefighting missions concurrently at different geographic locations. Air Force Reserve Command contributes 100 percent of the weather reconnaissance and aerial spray capabilities and 25 percent of the Modular Airborne Firefighting System capabilities for the Department of Defense. All three capabilities provide significant contributions to our nation's Defense Support to Civil Authorities missions.

Reservists from the 53rd Weather Reconnaissance Squadron, better known as the Hurricane Hunters, have been flying weather reconnaissance missions nonstop since Aug. 17. The life-saving data they have collected every day has contributed to the National Hurricane Center's ability to determine the intensity of multiple storms and predict where they could go. For a few days, Hurricane hunter crews were flying missions in three different hurricanes in the Atlantic region simultaneously for the first time in seven years.

Each storm mission is flown in a WC-130J Super Hercules aircraft by a crew made up of at least two pilots, a navigator, an aerial reconnaissance weather officer and a loadmaster. Many of these Reserve Citizen Airmen travel from around the country to be a part of the mission and only a small percent of the squadron are full-time air reserve technicians. The rest are traditional reservists who show up when called and put their

civilian jobs and their civilian careers on hold to fly into storms.

"The data we collect is essential to the National Hurricane Center," said Maj. Kimberly Spusta, 53rd WRS ARWO. "To venture into the center of the storm and get that data is critical so the National Hurricane Center can have the most accurate forecasts possible. That data will undoubtedly save lives."

While the Hurricane Hunters fly missions into the eye of the storm, AFRC's 302nd Airlift Wing is assisting the National Interagency Fire Center to provide a Modular Airborne Fire Fighting System-



equipped C-130H Hercules aircraft and aircrew to support ongoing aerial firefighting efforts in the western U.S.

Multiple geographic areas in the western U.S. are experiencing significant wildfire incidents requiring aerial firefighting support.

"It's been an active six weeks for our MAFFS crews and support personnel – our Air Force Reservists are trained and ready to provide additional support," said Col. James DeVere, commander of the 302 AW. "MAFFS 2 and its crew will contribute to the overall team efforts and work in support of fire suppression in the Western U.S."

The Colorado Reserve wing has been supporting the U.S. Forest Service requests for assistance with a MAFFS C-130H since July 30, 2017, in response to the U.S. Forest Service request for assistance, which began the federal activation of three MAFFS-equipped aircraft.

To complete the trifecta of AFRC special mission units providing emergency support currently, AFRC's 910th Airlift Wing has been tasked with providing its unique aerial spray capability to assist with recovery efforts in eastern Texas, following the devastation of Hurricane Harvey.

The 910 AW operates the Department of Defense's only aerial spray capability to control pest insect populations, eliminate undesired and invasive vegetation and disperse oil spills in large bodies of water. Due to the large amount of standing, polluted water, populations of pest insects that can transmit diseases are increasing significantly. This poses a health risk to rescue workers and residents of Houston. Authorities have requested the 910 AW to treat more than six million affected acres.

This mission will primarily target mosquitoes which are capable of transmitting diseases such as malaria, West Nile virus, Zika and various types of encephalitis. Increased populations of these pest insects can eventually lead to individual cases or widespread outbreak of these diseases. The pest insects can also hinder recovery workers, resulting in less time in the field.

The 910th's customized Modular Aerial Spray System is capable of a wide-variety of applications. For mosquito control, the system uses the Environmental Protection Agency (EPA) approved and regulated material "naled," which is not used in amounts large enough to cause any concern for human health, according to the EPA. The system disperses droplets small enough to land on a mosquito's wing, using less than one ounce of naled per acre. That's less than one shot glass for an area the size of a football field.

The Air Force Reserve is comprised of nearly 70,000 Reserve Citizen Airmen and will continue to innovate new ways in vital areas of defense to protect the United States.



AIR FORCE ONE BRINGS POTUS AND FLOTUS TO YARS



Air Force One lands here, July 25, 2017 with President Donald Trump and First Lady Melania on board. Trump greeted several service members and guests before departing the station.



President Donald Trump greets 910th Airlift Wing Commander Col. Dan Sarachene after arriving at YARS aboard Air Force One on July 25, 2017.

President Donald Trump greets 910th Airlift Wing members and other guests after arriving at YARS aboard Air Force One on July 25, 2017.

EMERGENCY RESPONSE PREPARATION

Photos by Mr. Eric M. White
 910th Airlift Wing Public Affairs
 Taken during a Major Accident Response Exercise here, May 16, 2017



Kevin Bricetto and Staff Sgt. Scott Carey, both firefighters with the 910th Civil Engineer Fire Department here, treat a simulated victim during the exercise.

910th firefighter Joseph Cavaleiro (right) instructs his team members on treatment for Airman Garri Johnson, a personnel helper with the 910th Mission Support Squadron, who is simulating a victim during the exercise.

Col. Donald Wren, 910th Mission Support Group commander, checks in with personnel and gives instructions at the Emergency Operations Center (EOC) during the exercise.

Master Sgt. Monroe Klein, an aircraft maintenance craftsman with the 910th Aircraft Maintenance Squadron, directs a Crash Damaged Aircraft Recovery (CDDAR) team installing lift bags.



HONORING THE THIN BLUE LINE

Photos by Mr. Eric M. White
 Taken May 17, 2017 at a Police Week ceremony honoring police officers who have died in the line of duty.
 Holding flag: Master Sgt. Loren Mount.



Raising Flag: Master Sgt. Loren Mount and Tech. Sgt. Wesley Whitaker



Standing by podium: Staff Sgt. Emily Uhlir
 Speaking: Lt. Col. Scott Stewart



Playing bugle: Chief Master Sgt. Shawn White



Laying wreath: Lt. Col. Scott Stewart and Capt. Nicholas Megyesi



AMBULANCE I N + T H E + S K Y

Story by Senior Airman Joshua Kincaid
910th Airlift Wing Public Affairs

WRIGHT-PATTERSON AIR FORCE BASE, Ohio—
“Can you hear me?”

The deafening roar of the C-130 Hercules engines makes the words nearly inaudible.

“What is your name?”

A team of Airmen maneuvering throughout the cargo area treating patients makes for a scene of organized chaos.

“How many fingers am I holding up?”

These are questions that you may hear if you find yourself aboard a C-130 Hercules with the 445th Aeromedical Evacuation Squadron (AES).

There was a joint training mission conducted on June 7, 2017 where the 910th Airlift Wing (AW) provided a C-130, the 914th Airlift Wing provided a pilot and the 445th AES provided the training crew.

“We provide the platform for the (445th AES) that they would be using in combat,” said Lt. Col. Larry Kroecker, a pilot with the 914th AW. “This is the primary medevac transport for deployed stations. It’s currently being used with our troops in (deployed locations).”

It was a joint training mission that lasted nearly six hours. The aircraft

LEFT: 445th Aeromedical Evacuation Squadron crew members, Maj. Jen Cowie (left) and Staff Sgt. Nicole Karsten (right), prepare to lift a Citizen Airman simulating a patient for a joint training mission here, June 7, 2017. The 445th AES trained for two hours while airborne to simulate a real-world scenario. (U.S. Air Force photo/Senior Airman Joshua Kincaid)

RIGHT: Staff Sgt. Charles Kilgore, a crew member with the 445th Aeromedical Evacuation Squadron here, gives instructions on emergency procedures during a joint training mission here, June 7, 2017. The 445th AES trained for two hours while airborne to simulate a real-world scenario. (U.S. Air Force photo/Senior Airman Joshua Kincaid)

departed Youngstown Air Reserve Station and flew to Wright-Patterson Air Force Base (WPAFB), Ohio to pick up the 445th AES crew members.

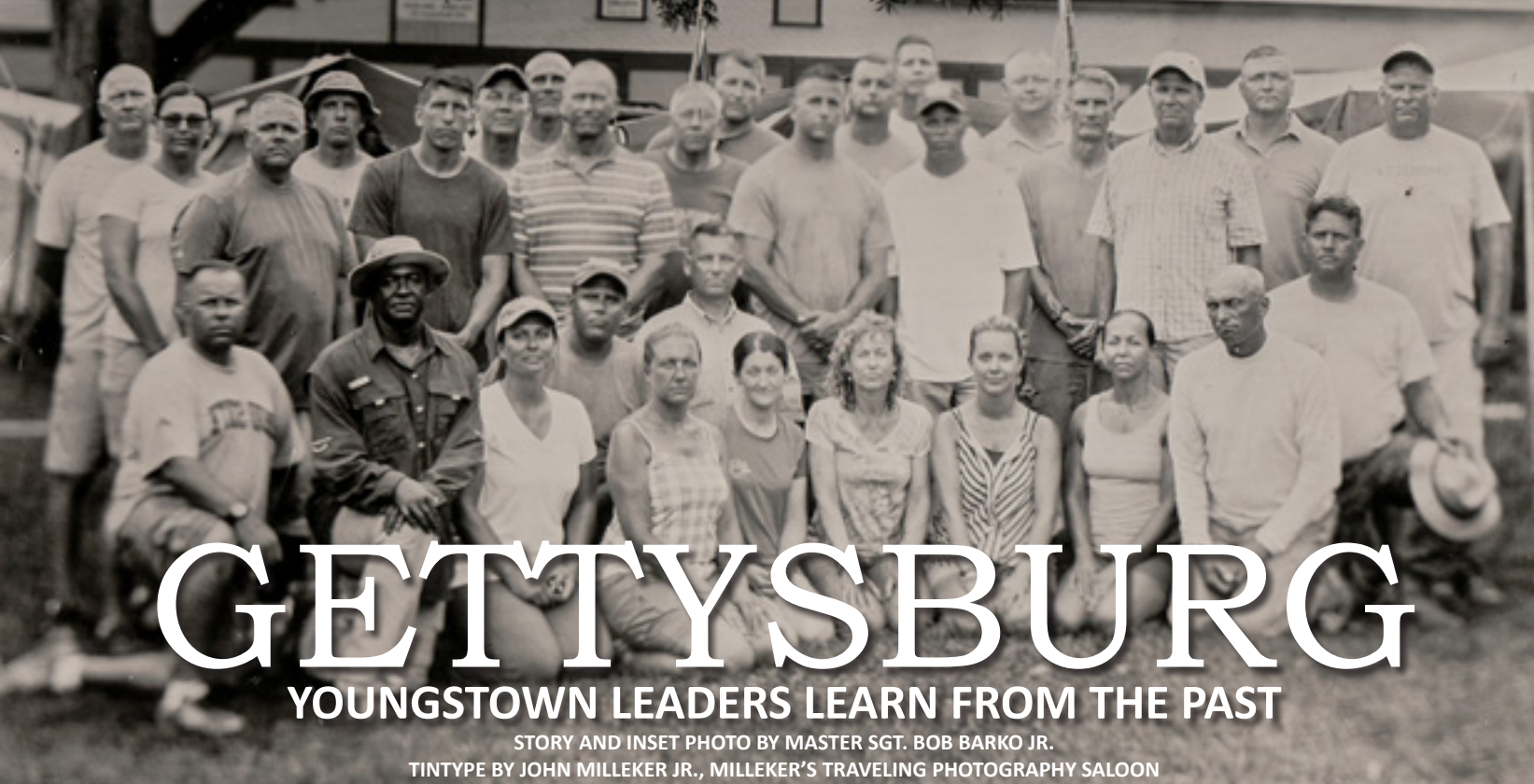
The aircraft then flew for approximately two hours in the areas around WPAFB while the AES members trained.

“This is an AES training mission where we conduct patient care emergencies, offloading and onloading of live bodies and other emergencies,” said Capt. Tyler Altier, a flight nurse with the 445th AES. “We have other crew members playing the roles of patients. It simulates more of a real-world environment downrange.”

After completing the exercises, the aircraft touched down at WPAFB to drop off the 445th AES crew members before making the roughly 45-minute flight back to YARS to conclude the joint training mission.

These missions are scheduled weekly for the benefit of all Airmen involved.

“We conduct these exercises to become more proficient in our job and to find weaknesses to develop upon,” said Senior Airman Dominic Slonkosky, a crew member with the 445th AES. “The most exciting part of this exercise is knowing that at the end of the day, I know how to save a life.”



GETTYSBURG

YOUNGSTOWN LEADERS LEARN FROM THE PAST

STORY AND INSET PHOTO BY MASTER SGT. BOB BARKO JR.

TINTYPE BY JOHN MILLEKER JR., MILLEKER'S TRAVELING PHOTOGRAPHY SALOON

It has been 154 years since the Battle of Gettysburg took place in the fields, foothills and streets in and around this small town; however, the passage of time has not quelled the desire of countless streams of people to visit this hallowed ground. Many of these people come searching for a better understanding of what happened here so many years ago.

A small group of such people assigned to the Air Force Reserve's 910th Airlift Wing traveled from Youngstown Air Reserve Station, Ohio, June 30 – July 2, to Gettysburg National Military Park, seeking knowledge that perhaps only the ghosts of the past can impart. The 31 officers and enlisted personnel were participating in a staff ride, a practice started by the U.S. Army in 1906 to help provide practical studies into tactics, leadership, communication and terrain. This staff ride was designed primarily to show examples of leadership that took place during the three-day Civil War battle in 1863.

According to the National Park Service website, the battle was a turning point in the Civil War that ended the Confederacy's most ambitious invasion of the North. The site also noted Gettysburg, often referred to as the "High Water Mark of the Rebellion," was the Civil War's bloodiest battle and was also the inspiration for President Abraham Lincoln's immortal "Gettysburg Address."

Col. Donald Wren, 910th Mission Support Group commander, organized the 910th's trip and led the group across many parts of the famed site. During the first stop on the battlefield, one of many that would take place over the three-day journey, he summed up the purpose of the time-travelling odyssey.

"I can't teach you leadership. I can't make you walk away from here and learn something," Wren said. "I can share examples of leadership, both good and not so good, that happened here during the battle. It is up to you to take what you will away from this."

Wren also said the staff ride was a way to add to the military educational experience and to put in place the human side or historical perspectives and events.

The 910th's stops at sites across the battlefield followed the conflict between Union and Confederate troops chronologically, starting with the initially contact on July 1, 1863 through the conclusion of the fighting on July 3, 1863. Accounts of orders issued and actions and reactions by noted military leaders of the day including Gen. Robert E. Lee, Lt. Gen. James Longstreet, Maj. Gen. George G. Meade and many more were related by Wren, a veteran of more than 15 visits to Gettysburg, and three additional highly experienced guides.

From the outset of the journey, Wren emphasized his belief that the art of leadership can't be learned from a book or seminar; however, he felt it could be learned through synthesizing one's own experience with behaviors

demonstrated by others considered and accept to be leaders. He noted he believes there are innate leadership qualities in everyone, but these qualities have to be understood to be effective.

"Gettysburg is ripe for teaching us leadership through critical analysis of decisions made during the crisis and applying that learning and understanding to our own style and methods," Wren said.

He said he hoped the staff ride participants would identify with at least one of the battle's key figures and use the connection to develop their own style of leadership. Wren also said he hoped the group learned something not only about history but about themselves from the trip.

910th Airlift Wing commander, Col. Dan. Sarachene, paraphrased the words of Lincoln's Nov. 19, 1863 speech to sum up what he hopes the Reserve Citizen Airmen under his command learned from the experience.

"We will little note nor long remember what we said here," Sarachene said. "But we can never forget what they did here."



Col. Donald Wren, 910th Mission Support Group commander, speaks to a group from the 910th Airlift Wing at the battlefield headquarters of Union Maj. Gen. George G. Meade here, July 1, 2017, during a staff ride designed to show examples of leadership that took place during the three-day Civil War battle in 1863.



Master Sgt. Shawn Froehling, an engine mechanic with the 379th Expeditionary Aircraft Maintenance Squadron, 746th Expeditionary Aircraft Maintenance Unit, conducts a 30-day desert inspection on the engine of a C-130 Hercules at Al Udeid Air Base, Qatar, Dec. 30, 2016.

MAINTAINING MOBILITY: AIRMEN KEEP EYES TO THE SKY

Story and Photos by Senior Airman Miles Wilson, 379th Air Expeditionary Wing Public Affairs

AL UDEID AIR BASE, Qatar— Every time an aircraft takes off from Al Udeid AB, it is required to go through various preflight inspections and checks. The process is reciprocated after it lands, to ensure that the aircraft is working properly and ready at a moment's notice.

Airmen with the 379th Expeditionary Aircraft Maintenance Squadron, 746th Expeditionary Aircraft Maintenance Unit, are responsible for carrying out these checks on the C-130 Hercules assigned to Al Udeid, and conduct the repairs necessary to keep these aircraft in the air.

"We play a part in making the aircraft fully mission capable," said Chief Master Sgt. David Prokop, superintendent of the 746th EAMU. "We go over the entire airframe and make sure that nothing is leaking or missing."

Airmen with the 746th EAMU, all reservists who deployed from Youngstown Air Reserve Station, Ohio, work diligently and efficiently despite the differences in the work environment here. Half of these Airmen are first-time deployers, and have taken up a routine of excellence in their work.

"Our Airmen came in and hit the ground running," said Capt. Donald Singleton, officer in charge of the 746th EAMU. "We have seen amazing work since being here and have received AMU of the month three times since deploying."

Soon after arriving, many of these Airmen faced their first real-world challenge.

"We were alerted to fly to a forward operating base to transport a critically injured patient back to Al Udeid for further transport to Germany,"

said Prokop. "On engine start, the aircraft experienced a grounding malfunction. We had to use an aircraft from a later line instead."

In order to switch to a new aircraft, the maintenance team had to completely deconfigure the primary aircraft, and then reconfigure the new one.

"The airplane they used had just returned from a mission three hours prior," explained Prokop. "It still had to be preflight inspected; it still needed to be fueled. So while we had crew chiefs working on that part, we had other crew chiefs reconfiguring the aircraft and engineers prepping it for flight. It was a concert of people and actions making it happen and getting it done."

Due to the combined work of several different agencies, the patient was able to be successfully transported and treated, reaching a stable condition.

"It was a true herculean effort by maintenance and operations as well as the aeromedical personnel that resulted in saving a life," said Prokop. "Our Airmen got to see the outcome of their work and effort. They now know that what they do makes a huge impact on the mission, and sometimes on people's lives."

On top of aeromedical evacuation, the C-130 also provides the capability to transport both supplies and troops and is capable of landing on improvised dirt runways, making it a truly versatile asset. The 746th EAMU provides both preventative and responsive maintenance to the airframe to ensure that mission continues.

"Seeing our birds fly is the most rewarding part of my job," said Staff Sgt. Christopher Alex, a crew chief with the 746th EAMU. "When we go out to complete inspections, and we actually find a discrepancy that could injure personnel or fail the mission, it really makes it worth it."



Staff Sgt. James Swann, a crew chief, applies lubricant to the landing gear of a C-130 Hercules at Al Udeid Air Base, Qatar, Dec. 30, 2016.



Staff Sgt. James Swann, a crew chief, moves a platform at Al Udeid Air Base, Qatar, Dec. 30, 2016.



An Air Force Reserve pilot watches as his C-17 Globemaster III receives fuel in flight from a KC-135R Stratotanker from the 434th Air Reserve Wing assigned to Grissom Air Force Base during a Civic Leader Tour July 27, 2017.

Ohio civic leaders gain Air Force experience in Colorado

Story and photos by
Senior Airman Jeffrey Grossi
910th Airlift Wing Public Affairs

A Boeing C-17 Globemaster III gently makes its descent onto the Youngstown Air Reserve Station airfield late at night on July 28, 2017. It's rare for anything other than the station's C-130H Hercules to land here. Rarer still, when the rear ramp door opens and its occupants begin to pour out, many are not wearing green flights suits or the standard Airman Battle Uniform we all know so well. Instead, we see men and women in civilian attire shaking hands, smiling, laughing and saying their final goodbyes before parting ways.

These individuals witnessed many aspects of the Air Force culture; its aircraft, its mission and through this shared experience, a taste of camaraderie.

It began with a group of 26 civilians, including law-makers, brick-layers, educators and business owners taking off from the YARS flight line in a C-17 supplied by the 445th Airlift Wing from Wright-Patterson Air Force Base around 9 a.m. July 27, 2017. They flew to Peterson AFB, Colorado to participate in a Civic Leader Tour. For many on board, this was their first time on a military aircraft, let alone a C-17.

CLTs are held to provide communication that significantly contributes to the public's understanding of the Air Force's current state of readiness, and operational challenges and issues.

During the flight, participants explored the cargo bay and sat in the flight deck while enjoying a birds-eye view of the world below. Some even had the chance to witness a KC-135R Stratotanker from Grissom AFB refuel their aircraft mid-flight.

And that was just getting there.

Upon landing and receiving the "OK," the loadmasters slowly lowered the rear aircraft ramp. Light trickled in and revealed the Colorado Rocky Mountains standing tall in the distance. The warm sunny Colorado weather matched the welcome from members of Peterson's 302nd Airlift Wing.

After receiving the tour itinerary over lunch, the group was shuttled to a Modular Aerial Firefighting System (MAFFS) storage facility. Here, Lt. Col Bradley Ross, an Operations and Training Officer, and Chief Master Sgt. Joe Rorick, Superintendent from the 302nd Operations Support Squadron at Peterson AFB, allowed the civic leaders to get up close and personal with a few of the MAFFS, all while giving them the rundown on the partnership between the 302nd AW and the U.S. Forest Service to combat wild fires, how the MAFFS work and how they are utilized.

The 302nd AW aerial spray mission isn't the only interesting operation on Peterson AFB. Later that day, the leaders visited North American Aerospace Defense Command (NORAD) and U.S. Northern Command (USNORTHCOM) to learn about their roles and mission. These two commands operate within a common security environment and share common values in the defense of the United States and North America.

"Personally, I always had great respect for the Airmen of the 910th, but when you see them working in collaboration with their colleagues in Colorado Springs, you really appreciate the young men and women who are serving our country. We in Youngstown and Mahoning Valley really owe a debt of gratitude to these folks," said Michael Hripko, the associate vice president for research at Youngstown State University. "We need to be very supportive to their missions, whether its hospitality

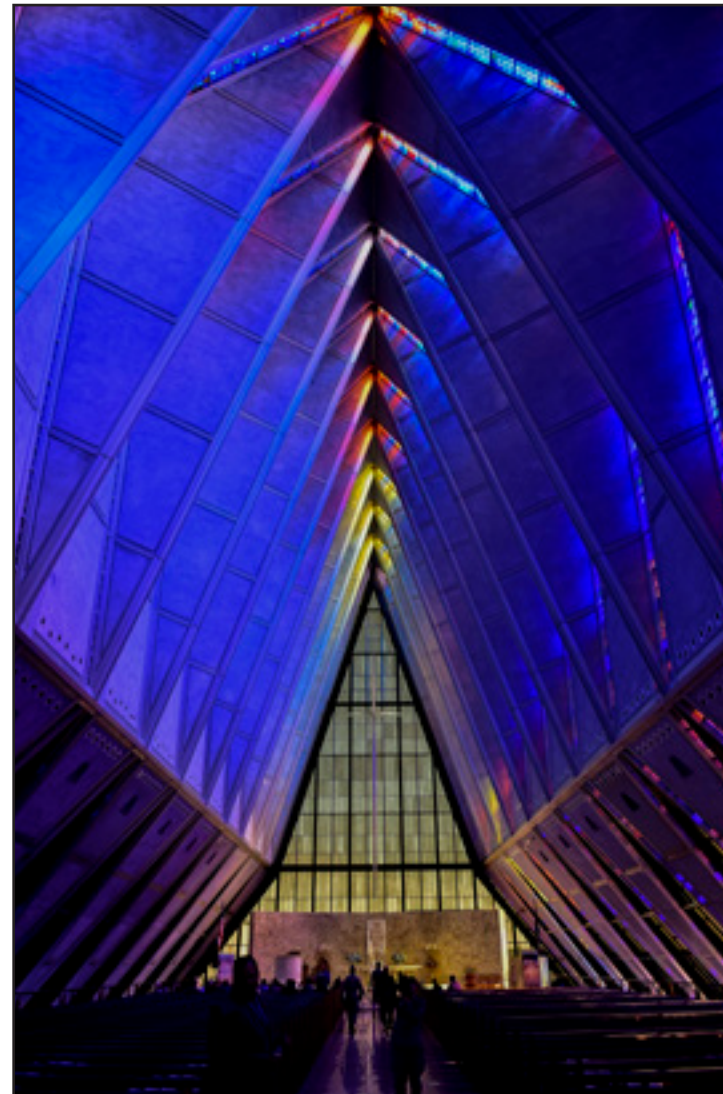
to their Airmen, support for their programming, collaboration in any way we can."

Part two of the trip took the civic leaders to the U.S. Air Force Academy. After introductions with Col. Gary A. Packard, the Head of Behavioral Sciences and Leadership for the U.S. Air Force Academy, the group was given a tour of the Academy Cadet Chapel and a look at the 94th Flying Training Squadron where the classroom is an airfield and the open sky. Tour members were allowed access to the control tower overlooking the airfield and the chance to speak with a few soaring instructors, qualified cadets who teach others how to fly, and a first-hand look at a TG-16 glider.

From there the leaders rode a bus to Peterson's flight line and boarded a C-17 headed back east to Youngstown. Through the roar of the aircraft's engines, conversations about the events of the tour were heard throughout the cargo bay.

"We received overwhelming positive feedback from our guests," said Col. Dan Sarachene, Commander of the 910th AW. "Everyone was truly amazed with all aspects of the trip; from the C-17 strategic airlift and aerial refueling to the briefing and viewing of the MAFFS equipment to the visit of NORAD and NORTHCOM. Reservists are also elements of the instructor corps at the Air Force Academy, which we were fortunate to see on our visit. And really, in every part of the trip, Reserve Citizen Airmen played an integral role. All our guests walked away from the two day experience with a lifetime of memories and a mental journal from which we hope they communicate the Reserve Citizen Airman story. And with great appreciation to the 910 AW Public Affairs staff, our mission is accomplished!"

The 910th AW plans on hosting another Civic Leader Tour in the summer of 2018.



Civic leaders board a Boeing C-17 Globemaster III assigned to the 445th Airlift Wing at Wright-Patterson Air Force Base, July 28, 2017.

Sean O'Brien, Ohio State Senator for the 32nd district, enjoys a view from the U.S. Air Force Academy's control tower overlooking the Rocky Mountains July 28, 2017.

Civic leaders explore the United States Air Force Academy Cadet Chapel, July 28, 2017, at the U.S. Air Force Academy.

Tech. Sgt. Scott Schaffner, a loadmaster from the 89th Airlift Squadron, answers a question from a YARS civic leader July 28, 2017, aboard a C-17 on a flight to Colorado.

Derek Emerson, the operator of the Howland Chick-Fil-A, talks with a U.S. Air Force Academy cadet about Airmanship July 28, 2017.



June 17-18
2017
THUNDER OVER THE VALLEY
AIR SHOW
 YOUNGSTOWN AIR RESERVE STATION



U.S. Air Force photo/Senior Airman Joshua Kincaid



U.S. Air Force photo/Senior Airman Joshua Kincaid



U.S. Air Force photo/Senior Airman Joshua Kincaid



U.S. Air Force photo/Senior Airman Jeffrey Grossi



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U.S. Air Force photo/Senior Airman Joshua Kincaid



Courtesy photo/Joe Rudinec, Rudinec & Associates

AIRMEN AT WORK

1.) 910th Airlift Wing Command Chief Master Sgt. Robert Potts serves a Thanksgiving lunch to a Reserve Citizen Airman at the Community Activity Center here, Nov. 5, 2016. (U.S. Air Force photo/Master Sgt. Bob Barko Jr.)

2.) Second Lt. Kristina Valentic, a clinical nurse with the 910th Medical Squadron, administers a dose of influenza vaccine to an Airman at the 910th Logistics Readiness Squadron Deployment Center here, Nov. 5, 2016. (U.S. Air Force photo/Staff Sgt. Rachel Kocin)

3.) Staff Sgt. Scott Carey, a firefighter with the 910th Civil Engineer Squadron (CES), evaluates 910th CES firefighters Tech. Sgt. Owen Brownfield and Staff Sgt. Justin Ross as they complete their Hazardous Materials (HAZMAT) training here, Dec. 4, 2016. (U.S. Air Force photo/Staff Sgt. Rachel Kocin)

4.) Members of the Emergency Management team look over a base map during a tabletop exercise held on March 4, 2017 by the Emergency Operations Center here. (U.S. Air Force photo/Senior Airman Joshua Kincaid)

5.) Senior Airman James Smith III, a member of the 910th Force Support Squadron, and U.S. Army Staff Sgt. Brandon Curry, a drill sergeant with the 1st Bn., 390th Inf. Reg., motivate a Reserve Officer Training Corps (JROTC) cadet doing pushups during an encampment here, June 21, 2017. (U.S. Air Force photo/Eric White)

6.) Tech. Sgt. Steve Lew, an aerospace propulsion craftsman with the 910th Maintenance Squadron here, rebuilds a C-130H Hercules aircraft engine turbine, July 6, 2017. (U.S. Air Force Photo/Senior Airman Jeffrey Grossi)

7.) Volunteers remove shrubs during the Trumbull County United Way at Work event, Aug. 25, 2017. (U.S. Air Force photo/Eric White)

8.) Lt. Gen. Maryanne Miller, Chief of Air Force Reserve, Headquarters U.S. Air Force, Washington, D.C., and Commander, Air Force Reserve Command, Robins Air Force Base, Georgia, and Chief Master Sgt. Ericka Kelly, Command Chief of Air Force Reserve Command, observe a 3-D printing demonstration from Staff Sgt. James Phillis Jr., an aircraft metals tech journeyman here, August 5, 2017. (U.S. Air Force photo/Senior Airman Jeffrey Grossi)

9.) Firefighters from the 910th Civil Engineer Fire Department battle a blaze on a training apparatus replicating an aircraft during Feel the Heat, a joint capabilities demonstration hosted here in conjunction with the American Red Cross, Oct. 26, 2017. The event included demonstrations of the 910th's firefighting and emergency response capabilities. (U.S. Air Force photo/Eric White)

10.) Lt. Col. Albert Bosco, an executive officer for Headquarters Air Force (HAF), and Daniel R. Sitterly, Acting Assistant Secretary of the Air Force for Manpower and Reserve Affairs, ensure the line is tight before rappelling down the 910th Civil Engineer Fire Department's training wall. The visit provided the opportunity for the assistant SAF to get out in the field and up-close with Reserve Citizen Airmen who are affected by the decisions, programs and policies of his executive agency office. (U.S. Air Force photo/Senior Airman Jeffrey Grossi)

11.) 910th Airlift Wing Chaplain Maj. David Black, briefs Daniel R. Sitterly, Acting Assistant Secretary of the Air Force (SAF) for Manpower and Reserve Affairs, on the 910th's efforts to ensure resiliency among its members, Oct. 14, 2017, here. (U.S. Air Force photo/Senior Airman Jeffrey Grossi)

12.) Lt. Col. Scott Stewart, 910th Security Forces Squadron commander, listens as U.S. Air Force Col. Garry Little, commander of Air Force Office of Special Investigations Region 1, talks about the fallen agents memorialized on a wall in the OSI building Nov. 29, 2017. (U.S. Air Force photo/Eric White)

13.) 757th Airlift Squadron Airmen fly a C-130 during an aeromedical evacuation training mission from Joint Base McGuire-Dix-Lakehurst, N.J., to Joint Base Charleston, S.C., Dec. 15, 2017. (U.S. Air Force photo/Master Sgt. Mark C. Olsen)

14.) Master Sgt. Jade Foley, a loadmaster with the 757th Airlift Squadron, talks with Sunny Jones from the Portage County Sheriff's Office aboard a C-130H Hercules aircraft here, Nov. 21, 2017 during a law enforcement official orientation flight. (U.S. Air Force photo/Master Sgt. Bob Barko Jr.)

15.) Tech. Sgt. John Hall, a fire team member with the 910th Security Forces Squadron here, writes a citation during a staged traffic stop with nine-year-old Donovan Bellamy assisting in the passenger seat, Aug. 7, 2017. (U.S. Air Force photo/Eric White)

16.) Col. Dan Sarachene, 910th Airlift Wing commander, addresses Airmen during a commander's call to kick off Wingman Day here, May 6, 2017. (U.S. Air Force photo/Senior Airman Joshua Kincaid)

17.) Senior Airman Nicholas Orcutt, a 757th Airlift Squadron loadmaster, assists with pushing a cargo pallet into place on a C-5 Galaxy cargo aircraft. (U.S. Air Force photo/Maj. Polly Orcutt)

18.) Master Sgt. Dan Scott, 910th Aircraft Maintenance Squadron Dedicated Crew Chief (DDC), performs the upper wing portion of a preflight inspection on a C-130H Hercules aircraft here, April 3, 2017. (U.S. Air Force photo/Maj. Polly Orcutt)





Need to Know

FY18 A UTAs

2018	March	3-4
2018	April	7-8
2018	May	5-6
2018	June	2-3
2018	July	14-15
2018	August	4-5
2018	September	8-9

FY18 B UTAs

2018	March	17-18
2018	April	21-22
2018	May	19-20
2018	June	16-17
2018	July	None
2018	August	18-19
2018	September	22-23

**For ALRS reservations:
Call 330-609-1923**

SAPR & Behavioral Health Resources



Sexual Assault Support for the DoD Community

safehelpline.org | 877-995-5247

About Department of Defense (DoD) Safe Helpline

Department of Defense (DoD) Safe Helpline is a ground-breaking crisis support service for members of the DoD community affected by sexual assault. Safe Helpline provides live, one-on-one support and information to the worldwide DoD community. The service is confidential, anonymous, secure, and available worldwide, 24/7 by click, call or text — providing victims with the help they need anytime, anywhere.

PSYCHOLOGICAL HEALTH

The Youngstown Air Reserve Station Psychological Health office offers confidential counseling and referral services for the 910th Airlift Wing and their families, working with depression, anxiety, stress, divorce, relationships, parenting, crises, substance abuse, child/adolescent behavioral issues, couples counseling, deployment, work/life balance and more.

Contact Information:

Behavioral Health
Office: 330-609-1500
DSN: 346-1500
Mobile: 330-559-3512



SEE THE 910th IN ACTION

For a deeper perspective on the 910th Airlift Wing, head to the unit's official YouTube channel at www.youtube.com/youngstownars. Check out the thumbnails and descriptions below for an idea of what you'll find there.



WE ARE READY—910th AIRLIFT WING MISSION VIDEO

The mission of the 910th Airlift Wing is: To provide a current, qualified, mission-ready force. This short video highlights the heritage and capabilities of the 910th and its Reserve Citizen Airmen with a focus on the unit's readiness to accomplish the mission anytime, anywhere.



TRUST

Mission execution doesn't happen by accident. It requires trust. This video is the first of a three-video series highlighting the values of Trust, Teamwork and Leadership. This video won first place in the 2017 Air Force Reserve Command Print and Broadcast Media Contest.



910TH CREW RETURNS FROM PUERTO RICO RELIEF MISSION

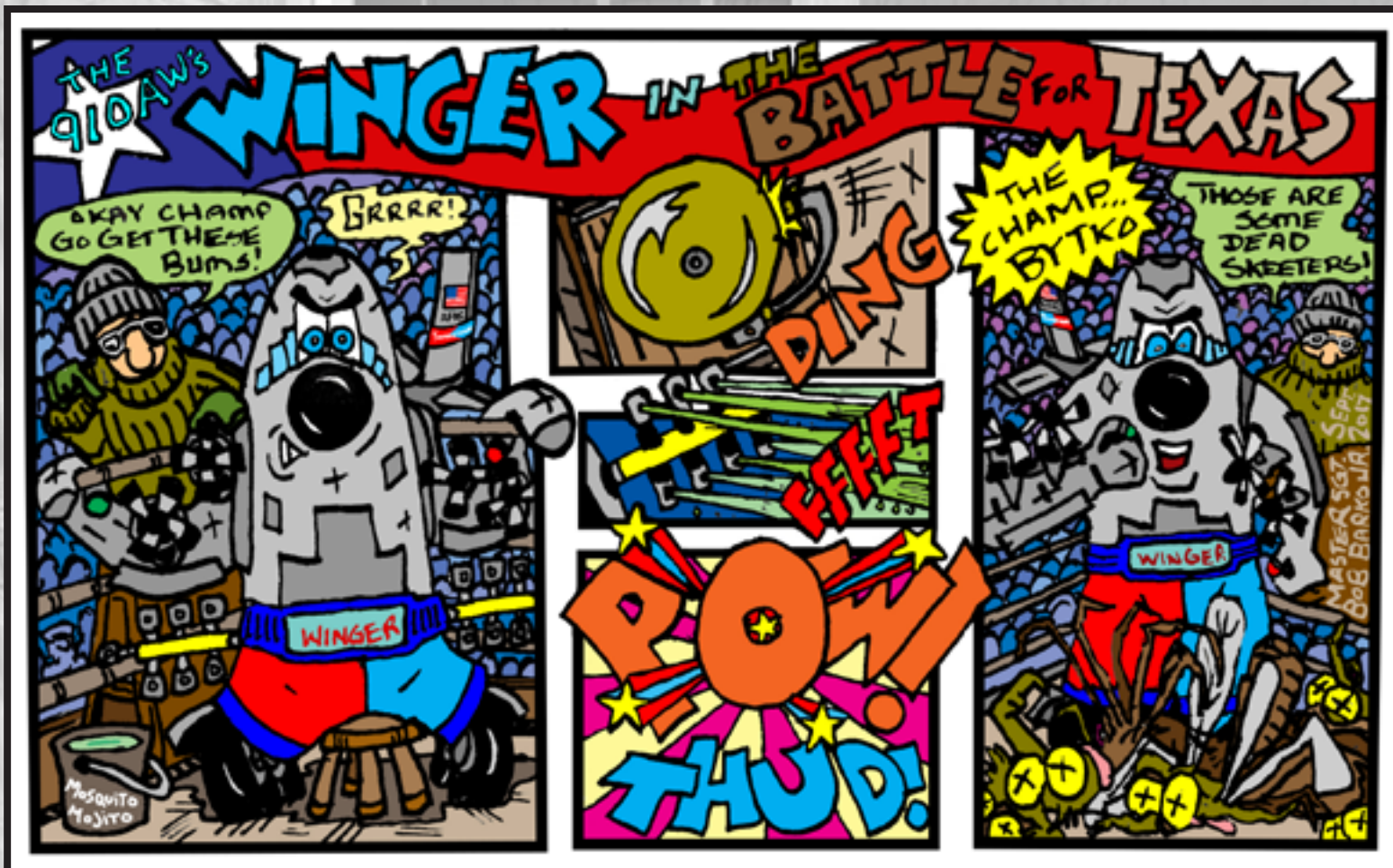
This news video covers the return of nine 910th Airlift Wing Reserve Citizen Airmen from a humanitarian relief mission to Puerto Rico in the wake of Hurricane Maria.



THUNDER OVER THE VALLEY TAKES FLIGHT

Youngstown Air Reserve Station hosted the 2017 Thunder Over the Valley Air Show here, June 17-18, featuring the U.S. Air Force Thunderbirds aerial demonstration team. This news video tells the story and covers highlights of the event.





The 910th Airlift Wing's official mascot, Winger, is depicted in this comic strip 'The Battle for Texas' as he 'goes into the ring' to use the wing's unique aerial spray capability to combat countless potentially disease-carrying mosquitoes that descended on the Lone Star State in the aftermath of Hurricane Harvey. In September 2017, a team of more than 90 Reserve Citizen Airmen assigned to the 910th travelled to Joint Base San Antonio to carry out mosquito control aerial spray operations in areas of east Texas devastated by Harvey. Aircrews flying specially-modified C-130H Hercules aircraft supported by a wide variety of Air Force specialties working as ground support treated more than 2.7 million acres in less than two weeks to assist the citizens of Texas in storm recovery. (U.S. Air Force illustration/Master Sgt. Bob Barko Jr.)



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The work you do is part of the 910th Airlift Wing story. Stay connected with your unit by joining the conversation on Facebook, Twitter, Instagram, YouTube and our public website at youngstown.afrc.af.mil. We post fresh content including articles, photos, news video pieces and more, to help tell the world your story.

Trust. Teamwork. Leadership.