



2024 IN REVIEW

# AIRSTREAM

A L M A N A C

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### COMMANDER



Col. Mike Maloney

### NOTICE

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As the 910th Airlift Wing begins transitioning to the C-130J aircraft, the unit's official mascot, Winger, introduces the newest member of the team, 'Super J'

**ON THE COVER:** The 910th Airlift Wing's first C-130J-30 Super Hercules aircraft is marshalled to its arrival ceremony on July 16, 2024, at Youngstown Air Reserve Station, Ohio. The C-130J-30 landed to a standing ovation from the media, distinguished visitors and Citizen Airmen. The arrival was the first in a planned three-year conversion from the unit's current C-130H Hercules fleet to the newer airframe model. (Photo by Staff Sgt. Dylan Bigelow)

**IN THE BACKGROUND:** A C-130J-30 Super Hercules aircraft takes off at Youngstown Air Reserve Station for its maiden flight as the 910th Airlift Wing's newest aircraft, Aug. 16, 2024. The wing is slated to receive eight C-130Js as it converts from legacy C-130H Hercules models. (Photo by Eric M. White)





**Col. Mike Maloney**  
910th Airlift Wing  
Commander

**M**ilitary history is replete with aphorisms, mantras, philosophies and high-brow doctrinal statements. Oftentimes, the rhetoric rises to the level of dogma. The arm-chair strategist armed with novels and books from Thucydides to Rommel will spout, almost by rote, pithy quotes from Sun Tzu and Clausewitz that strain to achieve relevance in the modern area... but the arm-chair strategist certainly sounds smart and erudite. The military professional, however, must operate on a more solid footing. The solid footing required can best be defined as the fundamentals.

The special operations community realized this long ago which resulted in the five Special Operations Forces truths. These five basic truths set the baseline for all special operations and guide every decision from the tactical, through operational all the way up to the strategic level. These truths underpin the fundamentals.

It is the mastery of the fundamentals that makes a combat team effective. It ensures trust, establishes predictability and, most importantly, adaptability to change.

The 910th Airlift Wing is changing. New aircraft, new skills to master, a new way of deploying and a new organizational structure is on the near horizon. None of these changes alter the fundamentals! The day-to-day functions of a unit remain and to navigate change we must rely on the fundamentals. In sports terminology, the blocking and tackling functions are still just as vital as ever. To achieve mastery of the fundamentals, training is the key.

2025 will be the year of training. The 910th Airlift Wing has a mission assigned and a plan to execute. We must now train to that plan. This is no great mystery. As I have stated many times, we must be ready to fight tonight. No one knows when the proverbial balloon will go up and we have a responsibility to respond to our nation's call at a moment's notice. That is the foundation of our profession. We cannot operate on the assumption that we will be forewarned in way, shape or form. We can, however, prepare and train to our mission set.

Change is inevitable and every organization must evolve with the times. In the midst of change, we will rely on the fundamentals of our trade to ensure success in the service of our nation.

A handwritten signature in black ink, appearing to read "Mike Maloney".



**Chief Master Sgt. Howard Dixon**  
910th Airlift Wing  
Command Chief

**L**eadership is not about a title or rank; it's about action, example and the ability to elevate those around you. Whether it's ensuring mission readiness, advocating for the welfare of Airmen, or providing candid counsel to all personnel, my approach is one of servant leadership—placing the needs of others above my own to achieve shared success. This balance not only reflects my dedication to the mission but also highlights the significance of family in grounding and sustaining us through the challenges of military life.

However, leadership is not confined to the workplace; it extends to our families and communities. As a husband to Marie and a father to Jaden, Elijah and Tristan, I understand that family is the bedrock of resilience. Their unwavering support strengthens my ability to serve and provides clarity in decision-making. When challenges arise—whether in balancing deployments, long hours, or the sacrifices inherent in our profession—it is my family that reminds me of the purpose behind the uniform. They are my motivation to lead with integrity and to advocate for the well-being of other military families.

At the 910th Airlift Wing, we stand on the threshold of transformation. Conversions, new aircraft, advanced mission sets and an evolving organizational structure are not just adjustments—they represent opportunities to define our future. I believe that embracing change with a positive and proactive mindset is essential for our success.

At its nucleus, the Air Force operates on a foundation of teamwork, resilience and mission focus. My role is to foster a culture where these principles thrive despite undergoing the inevitability of change. I am tasked with mentoring the next generation of Airmen, ensuring they are empowered to lead with confidence and embody the Air Force core values of Integrity First, Service Before Self and Excellence in All We Do.

Our wing's strength lies in its people—our Airmen, civilian personnel and families—who form the foundation of everything we do. Change may bring uncertainty, but it also brings the chance to innovate, adapt and excel. It is our responsibility as leaders and teammates to provide the guidance and support needed to ensure every Airman feels confident in navigating this transition. By focusing on collaboration, communication and training, we can make this period of change one of growth rather than disruption.

2025 will be a pivotal year for the 910th Airlift Wing. It will be a year of training, preparation and execution as we position ourselves to meet the demands of tomorrow's missions. It is imperative that we not only prepare for the technical challenges of new equipment and procedures but also build the mental and emotional resilience necessary to thrive in a constantly changing environment. Change tests our adaptability, but it also reaffirms our capability.

The future is ours to shape, and I have no doubt that the Airmen of the 910th will rise to the challenge, demonstrating the resilience, adaptability and professionalism that define who we are. Let's embrace this change and move forward together—mission-focused, Airmen-powered and ready to answer the call. Aim High Airmen!

A handwritten signature in black ink, appearing to read "Howard Dixon".

# UNLOCKING A NEW ERA

Photos by Staff Sgt. Christina Russo



TWO



SEVEN



EIGHT



ONE



FOUR



THREE



NINE



TEN



FIVE



SIX



ELEVEN

ONE: Maj. Gen. Melissa Coburn, 22nd Air Force commander, listens to welcome statements during a key ceremony for the new C-130J-30 Super Hercules at the Lockheed Martin production facility, Marietta, Georgia. TWO: Col. Mike Maloney speaks during a key ceremony at the Lockheed Martin production facility. THREE: Maj. Gen. Melissa Coburn, 22nd Air Force commander, receives the ceremonial key for the new aircraft. FOUR: Members from 22nd Air Force, the 910th Airlift Wing and Lockheed Martin pose for a photo during the key ceremony. FIVE: Col. Mike Maloney, 910th

Airlift Wing commander, receives the ceremonial key for the new C-130J-30 Super Hercules from Maj. Gen. Melissa Coburn, 22nd Air Force commander. SIX: Maj. Gen. Melissa Coburn, 22nd Air Force commander, and 910th Operations Group aircrew members pose for a photo during the key ceremony for the new C-130J-30 Super Hercules. SEVEN: Maj. Gen. Melissa Coburn poses for a photo on the flight deck of the C-130J-30 Super Hercules prior to takeoff at the Lockheed Martin production facility. EIGHT: Staff Sgt. Gage Roth, 757th Airlift Squadron loadmaster, performs preflight

duties prior to takeoff on the C-130J-30 Super Hercules. NINE: Col. Mike Maloney and Maj. Gen. Melissa Coburn pose for a photo after the C-130J-30 Super Hercules aircraft landed at Youngstown Air Reserve Station, Ohio, July 16, 2024. TEN: Senior Airmen Chloe Lenkner and Christopher Barber, 757th Airlift Squadron loadmasters, pose for a photo on the C-130J-30 Super Hercules at the Lockheed Martin production facility, Marietta, Georgia. ELEVEN: Maj. Gen. Melissa Coburn pilots the C-130J-30 Super Hercules aircraft over the southern United States.

LEFT: The 910th Airlift Wing's first C-130J-30 Super Hercules aircraft debuts on July 16, 2024, with a flyover of Youngstown Air Reserve Station, Ohio. (Photo by Tech. Sgt. Noah J. Tancer) ONE: Maj. Gen. Melissa Coburn, commander of the 22nd Air Force, attends the arrival ceremony. (Photo by Staff Sgt. Christina Russo) TWO: Col. Mike Maloney, commander of the 910th Airlift Wing, speaks at the arrival ceremony. (Photo by Staff Sgt. Christina Russo) THREE: Citizen Airmen and invited guests tour the new aircraft. (Photo by Staff Sgt. Dylan Bigelow) FOUR: The 910th Airlift Wing's first C-130J-30 Super Hercules aircraft is parked outside of the arrival ceremony for guests to view. (Photo by Tech. Sgt. Noah J. Tancer) FIVE: Citizen Airmen and invited guests get a closer look at the new aircraft. (Photo by Tech. Sgt. Noah J. Tancer)

The 910th Airlift Wing's first C-130J-30 Super Hercules aircraft arrived at Youngstown Air Reserve Station, Ohio, on July 16, 2024, as the unit begins its transition from its fleet of eight legacy C-130H Hercules aircraft.

"The 910th Airlift Wing's tactical airlift and aerial spray missions require a capable, reliable and adaptable airframe," said Col. Mike Maloney, 910th Airlift Wing commander. "Our C-130H Hercules aircraft have provided that for decades, and as we retire them from service at Youngstown Air Reserve Station we look forward to continuing their track record of success with a fleet of new C-130J-30 Super Hercules aircraft."

Conducting its maiden voyage from its place of composition at the Lockheed Martin production facility in Marietta, Georgia, Maj. Gen. Melissa Coburn, 22nd Air Force Commander, piloted the new aircraft's first journey to Youngstown ARS.

"The C-130J-30 Super Hercules is not just an aircraft," said Coburn. "It is a symbol of our shared dedication to excellence, resilience and service. It embodies the spirit of the 910th Airlift Wing, and of the 22nd Air Force. A spirit that is rooted in courage, determination and our relentless pursuit of excellence."

From within the aircraft, the crew had front-row seats to the dynamic sound of the engines, capable of climbing faster and higher, flying farther at a higher cruise speed and taking off and landing in a shorter distance. Culminating its first tour with a flyover of its new home, the C-130J-30 landed at Youngstown ARS before a crowd of news media representatives, distinguished visitors and Citizen Airmen.

Bill "Shaggy" Andrews, Lockheed Martin vice president of air mobility and maritime missions domestic programs, spoke during the ceremony welcoming the C-130J-30 Super Hercules aircraft.

"This aircraft was constructed by a workforce who invested over 78,000 hours of committed labor to provide you, the warfighters, with a capable, versatile and combat-ready platform, specifically designed for your mission... to provide agile combat support and employment, tactical airlift and aerial spray," said Andrews.

Sporting a rich history of C-130 aircraft, the 910th Airlift Wing first premiered C-130B aircraft in 1981 and has operated different variants for more than 40 years, including its tactical airlift and aerial spray missions. The wing's current fleet of C-130H Hercules aircraft are models from 1989 to 1992. They were assigned to the unit when the 910th received its Airlift Wing designation in 1994. They've carried the unit through 30 years of mission effectiveness in the tactical airlift genre.

Representing one of Youngtown Air Reserve Station's community partners, Josh Prest, the executive director of the Eastern Ohio Military Affairs Commission, took the stage to inform the local community of what the new planes mean to them.

"For those of you that don't know this (the transition to C-130J-30 Super Hercules aircraft) will represent a nearly one billion dollar influx into our local economy, adding on to the fact that this air base remains the second largest employer in the area and one of the pillars of our community," said Prest.

The new C-130J-30 Super Hercules aircraft are valued at approximately \$109.75 million per aircraft for a total investment of roughly \$878 million for Youngstown ARS and the Mahoning Valley. At the same time, according to the Air Force's C-130J-30 fact sheet, the Super Hercules will save the 910th Airlift Wing long-term costs as the aircraft reduces manpower requirements, lowers operating and support costs and provides life-cycle cost savings over earlier C-130 models.

Closing with the Air Force Song, guests attending the event then walked through the C-130J-30 Super Hercules' cargo bay and into the flight deck to witness where the newest music over the Mahoning Valley will be made.



ONE



TWO



THREE



FOUR



FIVE

# FIRST OF NEW FLEET BRINGS PREMIERE TACTICAL AIRLIFTER TO 910TH

Story by Tech. Sgt. Noah J. Tancer



# BUCKEYE II

COMBAT READINESS TESTED,  
EVALUATED, ENSURED

**BACKGROUND:** The sun rises behind a Citizen Airman assigned to the 910th Maintenance Squadron on the flightline at Dobbins Air Reserve Base, Georgia, Nov. 16, 2024. Members of the 910th Airlift Wing traveled to the Expeditionary Combat Support Training and Certification Center at Dobbins ARB for a training exercise to remain a lethal, ready force in the new strategic environment. (Photo by Staff Sgt. Christina Russo)

**ONE:** A 910th Airlift Wing post-attack reconnaissance team begins their sweep of an attack area for unexploded ordnance, Nov. 3, 2024 at Youngstown Air Reserve Station, Ohio. (Photo by Tech. Sgt. Noah J. Tancer)

**TWO:** 910th Civil Engineer Squadron firefighters rescue a staged casualty on the wing of a burning aircraft simulator, Nov. 4, 2024, at Youngstown Air Reserve Station, Ohio. (Photo by Tech. Sgt. Noah J. Tancer)

**THREE:** Firefighters assigned to the 910th Civil Engineer Squadron fight a simulated aircraft fire, Nov. 4, 2024, at Youngstown Air Reserve Station, Ohio. (Photo by Tech. Sgt. Noah J. Tancer)

**FOUR:** The lead C-130H Hercules aircraft assigned to the 910th Airlift Wing begins its take-off for a formation flight, Nov. 4, 2024, at Youngstown Air Reserve Station, Ohio. (Photo by Tech. Sgt. Noah J. Tancer)

**FIVE:** A C-130H Hercules aircraft assigned to the 910th Airlift Wing takes off, Nov. 4, 2024, from Youngstown Air Reserve Station, Ohio, during Bukeye II: Phase I. (Photo by Tech. Sgt. Noah J. Tancer)

## PHASE 1: HOME-STATION DEFENSE

Story by Tech. Sgt. Noah J. Tancer

**W**hat does it sound like to be combat-ready in the new strategic environment? Well, for anyone passing by Youngstown Air Reserve Station from Nov. 2–5, 2024, it sounded like a loudspeaker echoing “Attention on base: Exercise! Exercise! Exercise!”

Beginning with the November Unit Training Assembly weekend and bleeding another two days into the week, the 910th Airlift Wing conducted phase one of Combat Readiness Exercise Buckeye II, roping off the flight line and many buildings on the base to rehearse mission skill sets under fire.

“The combat readiness exercise is supposed to meet our pacing threats along with the national defense strategy,” said Paul Boothe, the exercise planner for the 910th Airlift Wing’s Inspector General office’s inspections division. “It’s also used to measure our wartime taskings and mission essential tasks.”

A combat readiness exercise is a wing-planned, executed and inspected operationally relevant exercise intended to inform commanders of their unit’s ability to accomplish the mission in a realistic scenario against peer or near-peer adversaries. The aim is to ensure the combat-readiness of every Airman.

“These exercises are meant to emulate the conditions you could expect during a wartime scenario,” said Boothe. “And in those scenarios, we all have our specific jobs and tasks we need to do to meet the standard if we are to align with the Chief of Air Force Reserve’s intent to improve in many areas of our profession.”

Under the supervision of about 30 wing inspection team members sworn in to watch closely and grade fairly, approximately 280 Citizen Airmen, in phase one, played their part in a faux wartime posture, maintaining and supporting the 910th AW’s tactical airlift mission as the installation underwent and responded to simulated air, ground and cyber attacks.

Phase two of Combat Readiness Exercise Buckeye II will happen at Dobbins Air Force Base, Georgia, Nov. 13–16, 2024, where players will use the installation’s expeditionary combat support facilities to meet mission essential tasks in a simulated contested, degraded and operationally-limited environment.



ONE



TWO



THREE



FOUR



FIVE

# PHASE 2: LETHAL, READY FORCE

Story by Staff Sgt. Christina Russo

DOBBINS AIR RESERVE BASE, Georgia—

**A**irmen from active duty, reserve and guard installations across the globe are what make the U.S. Air Force such a lethal, ready force in the new strategic environment. As the true assets of the Air Force, Airmen must strive to remain combat-ready while still innovating for the future. In doing so, members of the 910th Airlift Wing traveled to Dobbins Air Reserve Base, Georgia, Nov. 13-16, 2024, to conduct operational combat training in the second iteration of the three-phase 'Buckeye' training exercises.

"Exercises are essential in sustaining a lethal, ready force capable of mobilizing and deploying effectively," said Senior Master Sgt. Shelby Perkins, 910th AW Inspector General superintendent. "In a controlled environment (Buckeye II), Airmen can get a feel for a heightened threat environment as well as identify any risk areas."

Senior leadership at the 910th AW structured the Buckeye exercises to simulate wartime environments while using a crawl, walk, run approach to specific Task Qualification Training. By doing so, 910th members were able to check off their TQTs while clinching valuable hands-on training that could not be conducted at home station.

"Security forces, force support and civil engineer squadrons are unable to assess many of their TQTs at home station," said Perkins. "Dobbins ARB has many of the facilities, space and equipment to allow those squadrons to perform their specific TQTs."

TQT is training conducted while Airmen wear Mission Oriented Protective Posture 4 Chemical, Biological, Radiological and Nuclear gear. Airmen train with MOPP 4 CBRN gear on to ensure their ability to perform wartime mission-essential tasks during an attack.

"The overall purpose of this exercise was to assess and validate the operational readiness of the 910th AW," said Perkins. "During Buckeye II, we evaluated how effectively the wing can generate, sustain and deploy in a contested environment."

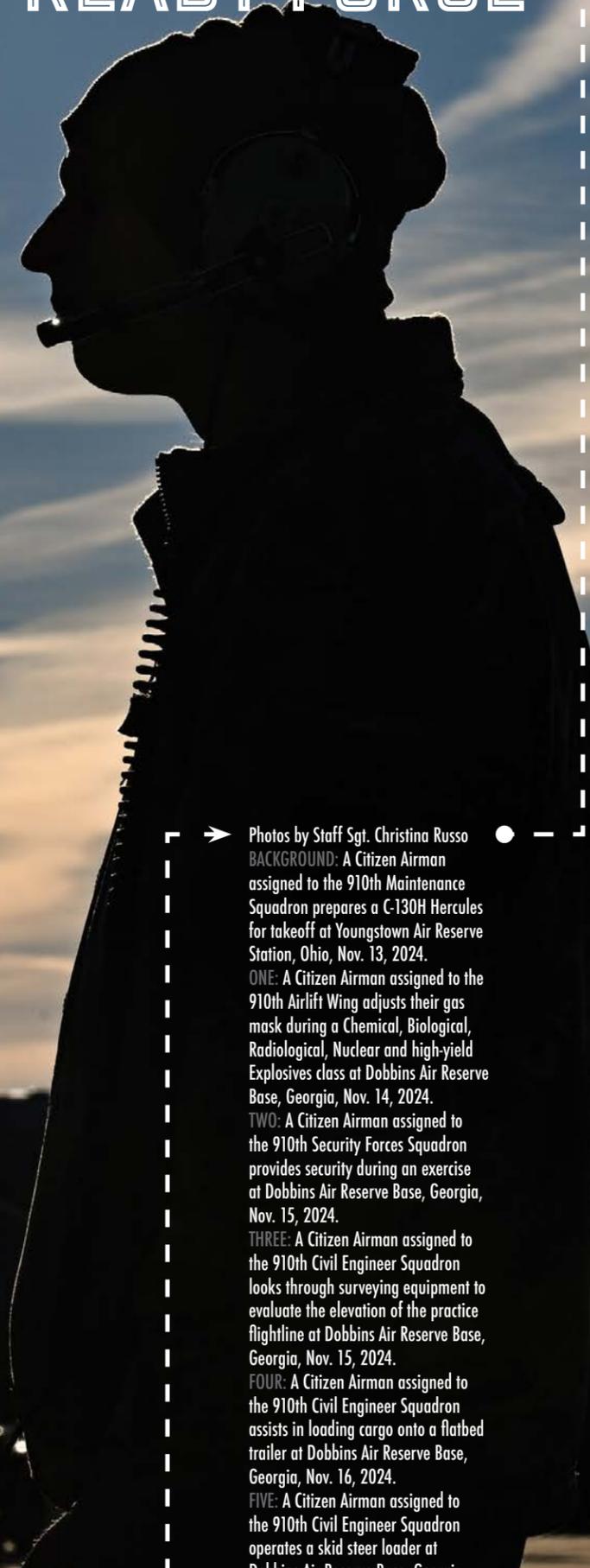
Staff Sgt. Jasmine Handy, an operations management specialist with the 910th Civil Engineer Squadron, said anticipation was brewing leading up to the exercise.

"As for me, I was initially nervous going into Buckeye II because working in the unit control center can get overwhelming with so much happening all at once," said Handy. "Once into the exercise you realized how much we all depend on one another and that it truly takes the whole team to get the job done."

According to Air Force doctrine, Agile Combat Employment increases survivability while generating combat power. It's a proactive and reactive operational scheme of maneuver within threat timelines. But without proper training, attitude and teamwork, ACE is implausible.

"Buckeye II demonstrated what the civil engineers team looks like in action as a 'one-unit team' despite being made up of many different shops," said Handy. "Throughout the exercise, it became clear how each shop relies on one another to accomplish their specific task and the overall mission."

While preparing for Buckeye III, senior leaders at the 910th AW will thoroughly evaluate the results of the previous exercises to assess what the final iteration will look like. No matter what training injects leaders decide to implement, the 910th's Airmen are expected to rise to the occasion as a lethal, ready force prepared to take on our nation's adversaries.



Photos by Staff Sgt. Christina Russo  
BACKGROUND: A Citizen Airman assigned to the 910th Maintenance Squadron prepares a C-130H Hercules for takeoff at Youngstown Air Reserve Station, Ohio, Nov. 13, 2024.

ONE: A Citizen Airman assigned to the 910th Airlift Wing adjusts their gas mask during a Chemical, Biological, Radiological, Nuclear and high-yield Explosives class at Dobbins Air Reserve Base, Georgia, Nov. 14, 2024.

TWO: A Citizen Airman assigned to the 910th Security Forces Squadron provides security during an exercise at Dobbins Air Reserve Base, Georgia, Nov. 15, 2024.

THREE: A Citizen Airman assigned to the 910th Civil Engineer Squadron looks through surveying equipment to evaluate the elevation of the practice flightline at Dobbins Air Reserve Base, Georgia, Nov. 15, 2024.

FOUR: A Citizen Airman assigned to the 910th Civil Engineer Squadron assists in loading cargo onto a flatbed trailer at Dobbins Air Reserve Base, Georgia, Nov. 16, 2024.

FIVE: A Citizen Airman assigned to the 910th Civil Engineer Squadron operates a skid steer loader at Dobbins Air Reserve Base, Georgia, Nov. 14, 2024.



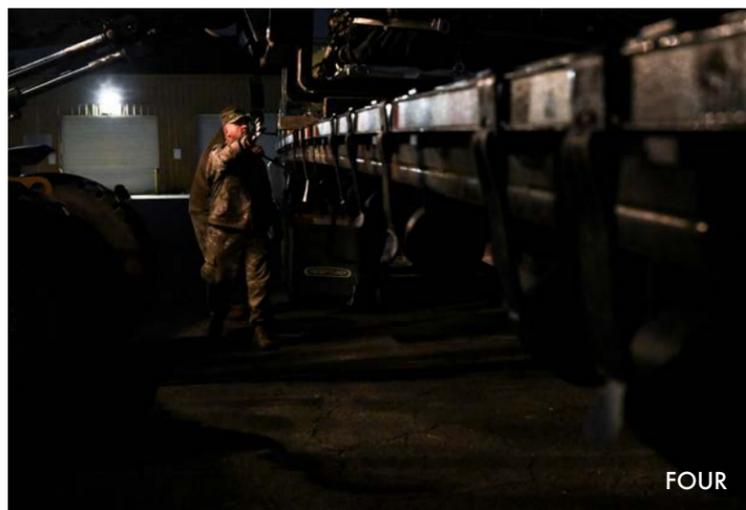
ONE



TWO



THREE



FOUR

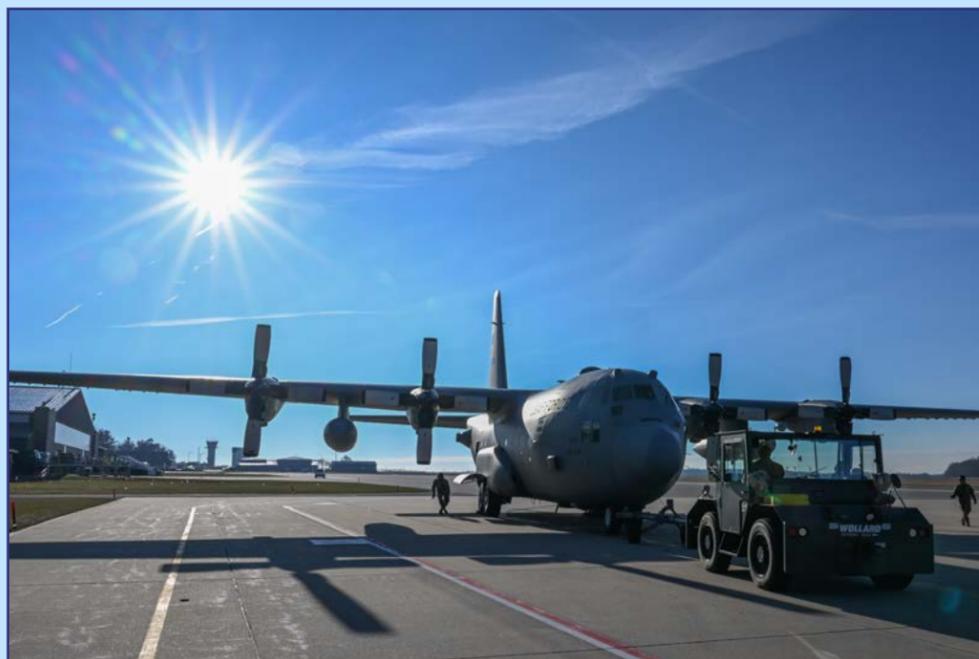
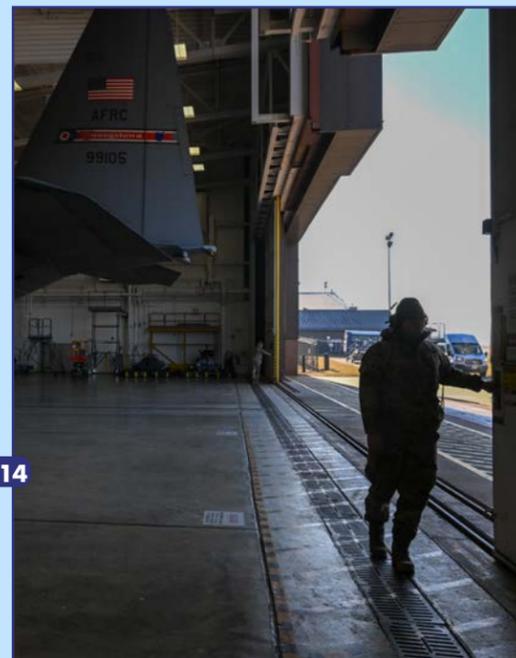


FIVE

## TAIL 105 FLIES AWAY FOR THE FINAL TIME

**BACKGROUND:** A C-130H Hercules aircraft flies away from Youngstown ARS for the final time, Jan. 31, 2024, as the unit prepares to receive eight new C-130J-30 Super Hercules aircraft.

**BELOW:** Members of the 910th Maintenance Group tow an aircraft to begin flight preparations for its final flight from YARS, Jan. 31, 2024. (Photos by Eric M. White)



## NEW ERA SOARS WITH MAIDEN J FLIGHT

**BACKGROUND:** A C-130J-30 Super Hercules aircraft takes off at Youngstown Air Reserve Station for its maiden flight as the 910th Airlift Wing's newest aircraft, Aug. 16, 2024.

**ONE:** A C-130J-30 Super Hercules aircraft takes off at Youngstown Air Reserve Station for its maiden flight as the 910th Airlift Wing's newest aircraft, Aug. 16, 2024.

**TWO:** A C-130J-30 Super Hercules aircraft taxis at Youngstown Air Reserve Station, Ohio, after its maiden flight as the 910th Airlift Wing's newest aircraft, Aug. 16, 2024.

**THREE:** The aircrew of the maiden C-130J-30 Super Hercules aircraft flight poses for a photo following the flight at Youngstown Air Reserve Station. (Photos by Eric M. White)





910th Aircraft Maintenance Squadron members board a C-130H Hercules aircraft on May 29, 2024, to conduct aerial spray preflight checks at Williston Basin International Airport, North Dakota.



# ADDRESSING THE OLD NOTE

Story and photos by Tech. Sgt. Noah J. Tancer  
WILLISTON, North Dakota

# SPRAY ON!

## 910th FLIES DOD-UNIQUE AERIAL SPRAY MISSION INTO THE FUTURE WITH HISTORIC YEAR

Through a year of pivotal transformation, the 910th Airlift Wing continued to operate the Department of Defense's only large-area, fixed-wing aerial spray capability to eliminate pest and disease-carrying insects and invasive vegetation and to disperse oil spills in large bodies of

water. 2024 marked the unit's first full year of spraying utilizing the new electronic modular aerial spray system which is expected to replace the unit's current outdated systems. The 910th Airlift Wing also welcomed its first new C-130J-30 Super Hercules aircraft as it prepares

to divest its older C-130H models. This required the 910th's aerial spray team to test application using their equipment aboard a J-model aircraft. Finally, the unit welcomed two new entomologists to the team, further securing the legacy of the mission for the future.

**H**istory tells many tales of legendary perseverance and dogged determination, yet an old note once left on a tree branch shows an empathetic glimpse into an annoyance shared across time between the denizens of North Dakota and a "Corps of Discovery" immortalized in U.S. history.

"The torment of those Missquetors and the Sufficety of Buffalow meat to dry... induce me to determine to proceed on to a more eligible Spot on the Missouri below at which place the Musquetors will be less troublesome and Buffalow more plenty," wrote Capt. Meriwether Lewis to his compatriot William Clark on Aug. 4, 1806, at the Missouri - Yellowstone Confluence where the rivers meet.

Over two centuries later the descendants of those mosquitos are still buzzing around the adventurers' memorials and pestering the local population. But in this day and age, the Williams County Vector Control District enlists the help of the 910th Airlift Wing, based out of Youngstown Air Reserve Station, Ohio, to control the historically agreed upon and potentially dangerous tormentors of North Dakota.

"It's a very positive thing for the community," said Devan Leo, the Williams County Vector Control District operations supervisor. "They really enjoy seeing the Air Force out here, seeing the big planes and knowing that they are important to the Air Force, the military, or whoever, just the fact that we would be thought of here in this community to be taken care of."

The 910th AW maintains the Department of Defense's only large area, fixed-wing aerial spray capability to eliminate disease-carrying insects and pest insects. From May 28-June 7, 2024, Reserve Citizen Airmen from Youngstown ARS and a 910th AW aerial spray-modified C-130H Hercules aircraft equipped with a modular aerial spray system operated out of the Williston Basin International Airport to conduct mosquito larval control operations with U.S. Environmental Protection Agency-approved product.

"By and large this is a working community, and the people here work

hard every day whether they are trucking, farming or working in the oil field they're outside in the environment for the most part," said Leo. "We're never going to get every mosquito, but the main point is to keep people comfortable at the very most, and because mosquitos are a vectoring organism we have to keep on top of it anyway."

Visible via the Cut Bluff Overlook where Lewis and Clark once stood, the unit treated 4,716 acres of the Missouri River wetlands south of Williston where the local populace and travelers hike and fish on U.S. Army Corps of Engineer lands open to the public. The wetlands provide ideal breeding grounds for mosquitos capable of hosting massive scourges of mosquitos in high flood years.

"The volume of application that the Air Force can provide, especially early on in the season, is really going to help taper down mosquito populations," said Leo. "Its a major benefit for us to have the Air Force do their application for us each year."

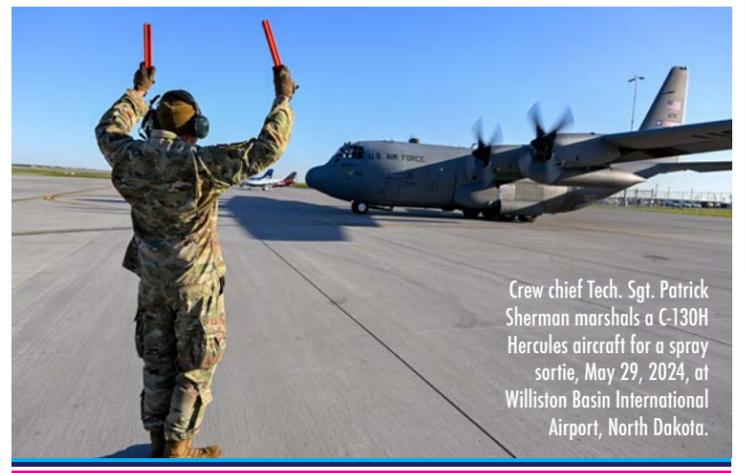
The Williston mission is one of many aerial spray missions conducted across North Dakota on an annual basis, providing real-world training to the Air Force's only aerial spray-qualified aircrews and system maintainers while simultaneously benefiting the comfort of local communities and lowering the risk of potential mosquito-borne diseases.

"This mission is unique because most of our missions target adult mosquitoes over populated areas in the evening with night vision goggles, but here we target the larval mosquitoes during the day over the wetlands before they emerge, controlling the problem at its source," said Lt. Col. Jennifer Remmers, a medical entomologist with the 757th Airlift Squadron.

In the end, almost everyone who has dealt with mosquitoes, even just a few, can probably imagine why the distinguished explorer Capt. Lewis didn't want to wait for Clark where they'd originally planned back in an era where the rivers were high, the land mostly untouched by man and no Air Force in the sky lending the denizens a helping hand.



Staff Sgt. Bryce Cooper, a 910th Aerial Spray Maintenance Flight aerial spray system maintainer, denotes the product load, May 29, 2024.



Crew chief Tech. Sgt. Patrick Sherman marshals a C-130H Hercules aircraft for a spray sortie, May 29, 2024, at Williston Basin International Airport, North Dakota.

# PROOF TO PASS THE TORCH

Story by Tech. Sgt. Noah J. Tancer

**A**s the 910th Airlift Wing prepares to upgrade its aging C-130H Hercules fleet to the newer C-130J-30 Super Hercules model, testing was needed to determine if and how the new airframe could perform the Department of Defense's only large-area fixed-wing aerial spray capability to control disease-carrying insects, pest insects, and undesirable vegetation and to disperse oil spills in large bodies of water.

That test began on March 21, 2024, when for the first time in the history of DoD aerial spray, the 910th AW's unique electronic modular aerial spray system was installed into a J-model from Keesler Air Force Base, Mississippi. The test was passed on March 25, 2024, with a successful spray application using water at Youngstown Air Reserve Station, Ohio.

"This is a huge win for Youngstown (Air Reserve Station)," said Tech. Sgt. Thomas Wiesen, an aerial spray system maintainer with the 910th Maintenance Squadron who assisted with the test. "The future of our base is the J-model and we needed to prove our spray systems could continue

the mission on the new airframe."

To make it happen, the 910th Maintenance Group worked hand-in-hand with members of the Warner Robins Air Logistics Complex C-130 System Program Office to emulate the future of DoD aerial spray. Together, they adjusted the J-model's electrical system to power the EMASS and installed spray-modified troop doors to accommodate the spray booms.

The newly modified J-model's maiden voyage was then piloted by a qualified Air National Guard - Air Force Reserve Command Test Center aircrew from Little Rock Air Force Base, Arkansas, while 757th Airlift Squadron loadmasters operated the EMASS on board.

"We've known H-models for 20-plus years here," said Master Sgt. Ethan Sanchez, a spray-qualified loadmaster with the 757th AS. "So us getting the J-model here and verifying our aerial spray system worked on it, I think, shines a light on our ability to adapt to a new airframe and bring our spray mission to the next level with that aircraft."

To confirm the EMASS's capability and compatibility aboard the J-model, droplet sample cards were fastened to the rear fuselage and tail of the aircraft to test potential swath loss and laid across Youngstown ARS's runway to test swath drift and density.

Functionality was deemed a success with approval to pass the aerial spray torch to the J-model, while the special mission's crew allotment on board the J-model is still being reviewed.

"The J-model currently seems as capable as an H-model for aerial spray," said Lt. Col. Karl Haagsma, the chief entomologist assigned to the 757th AS. "But there are some significant hurdles to be overcome due to redundancies in navigator and flight engineer positions."

The 910th AW's three-year aircraft conversion window is projected to begin mid 2024 with the aircraft swapping out one for one within that period. The unit's H-models will continue to operate the spray mission alongside the newer J-models until they replace the fleet.



# WELCOMING NEW ENTOS

Story by Capt. Donnie Hatheway

**C**apt. Benjamin McMillan and 1st Lt. Bethany Eutsey are two of the U.S. Air Force's newest medical entomologists joining the 757th Airlift Squadron, home to the Department of Defense's only large-area, fixed-wing aerial spray mission.

## INTRODUCING CAPT. BENJAMIN MCMILLAN

"The skillset that I am bringing into my new role as a medical entomologist is on how we can take learnings and research and apply it to the real world to not only protect American citizens but also deployed warfighters," said McMillan.

In fact, after running a study project with the 757th Airlift Squadron for aerial spray operations, he grew interested in becoming a military medical entomologist.

"I have a long family history with military service in all branches," stated McMillan. "There was always a large draw for me to give back to my community and country."

McMillan had initial exposure to both U.S. Army and U.S. Navy entomology, but when he learned about the U.S. Air Force's program, he was eager to begin his mission to commission and join the team at Youngstown Air Reserve Station.

"There is sturdy institutional knowledge on spray with the team we have here," explained McMillan. "There is great heritage here."

Backed by years of academic and applied

experience, McMillan is eager to begin his new officership role. He received a direct commission into the U.S. Air Force due to his impressive background as an entomologist and is looking forward to attending Officer Training School at Maxwell Air Force Base, Alabama, soon.

McMillan aspires to continue achieving the goal of entomology, which is to improve the operational environment and quality of life for all people.

## INTRODUCING 1ST LT. BETHANY EUTSEY

"I am super interested in insects, as all entomologists should be," exclaimed Eutsey.

She loves insects and science, so for her, becoming an officer as a medical entomologist who deals with both science and insects daily was a no-brainer.

"There are two types of entomologists, those that love bugs and those that hate bugs," said Eutsey. "You go into this field for one reason or another, but I really appreciate insects and wanted to learn more about them and use that knowledge to keep people safe."

Although Eutsey comes from a lineage of military background and experience, she is the first to wear the officer rank and is ready to lead large operations in the field, especially with spray missions.

"What we do is tremendously helpful to the

masses," said Eutsey. "We are preventing people from getting sick every day."

She may be new to her officer role as a medical entomologist but has a rich history of 15 years as an enlisted pest manager, where her passion for this field truly sparked. Eutsey is thrilled to be joining this elite team of entomologists.

"I wanted to come to Youngstown Air Reserve Station for over a decade to become an entomologist," exclaimed Eutsey. "This is where I want to be and where I will retire."

Eutsey is far from retirement, though, as she is not only gearing up to attend Officer Training School in February but will be starting work toward her PhD in Occupational Safety and Health through West Virginia University which will help her to be a better public health officer and more deployment ready.

"Our newest entomologists are critically important insofar as getting new talent who are functionally capable and legally certified to conduct the 910th Airlift Wing spray mission," said Lt. Col. Karl Haagsma, 757th Airlift Squadron chief entomologist. "The pool of appropriately educated and willing participants is remarkably small being that entomology is not a huge scientific niche, so I am pleased they made the commitment to serve in a national public health asset tasked to the U.S. Air Force."

## LEFT:

1st Lt. Bethany Eutsey, medical entomologist assigned to the 757th Airlift Squadron, joins the entomology team on her first DoD Category 11 Pesticide Applicator Training and Certification Course at Manatee County Mosquito Control District's Headquarters, Florida, from Jan 8-11, 2024. (Photo by Capt. Donnie Hatheway)

## RIGHT:

Capt. Benjamin McMillan, medical entomologist assigned to the 757th Airlift Squadron, checks the wind prior to a demonstration as part of his first DoD Category 11 Pesticide Applicator Training and Certification Course at Manatee County Mosquito Control District's Headquarters, Florida, on Jan. 10, 2024. (Photo by Capt. Donnie Hatheway)

## BOTTOM:

A C-130J-30 Super Hercules aircraft from Keesler Air Force Base, Mississippi, sprays water during a low pass at Youngstown Air Reserve Station, Ohio, as part of a flight test of the 910th Airlift Wing's unique electronic modular aerial spray system, March 25, 2024. (Photo by Eric M. White)



Maj. Melody Gemuend, 910th Force Support Squadron commander, and Maj. Anneli Liister, Estonian Air Force Headquarters chief of administrative sections, pose for a photo outside of the 910th Airlift Wing headquarters building during the Department of Defense's Military Reserve Exchange Program at Youngstown Air Reserve Station, Ohio, Aug. 8, 2024.



Luke Christy, Health and Fitness Program Manager assigned to the 910th Force Support Squadron, poses for a feature photo while holding a weight ball at the fitness center, Feb. 13, 2024. (Photo by Tech. Sgt. James E. Harris III)

# NATO PARTNERSHIP FORTIFIED THROUGH DOD'S MREP

By Capt. Donnie Hatheway

**M**aj. Melody Gemuend, 910th Force Support Squadron commander, and Maj. Anneli Liister, Estonian Air Force Headquarters chief of administrative sections, participated in the Department of Defense's Military Reserve Exchange Program, first in Estonia and then at Youngstown Air Reserve Station, Ohio, Aug. 2-9, 2024.

“The overarching purpose of the MREP program is for National Guardsmen and Reservists to participate in various training exercises, primarily, and that the placement directly relates to duties that we do when mobilized, all while building partnerships with NATO allies,” said Gemuend.

“I am an Estonian native and I have never been to this town,” said Liister. “This would have never happened if Melody wasn't here.”

Months after the Estonian portion of the reciprocal exchange ended, the 910th Airlift Wing, as the host installation under the MREP program, welcomed Liister to Ohio.

“The reciprocal exchange program for Anneli is for her to come here,” said Gemuend. “She is the first Estonian Air Force Reserve officer to come to the United States on a reciprocal exchange with the United States Air Force Reserve.”

Liister arrived to Youngstown Air Reserve Station right before the August unit training assembly. One of the MREP requirements is for the exchange member to participate in a UTA.

“I had the opportunity to go around the base and meet different people from different offices and introduce myself and ask what they do,” said Liister. “You (the 910th Airlift Wing) have more people than we (the Estonian Air Force) have, so there are many people doing many different things and projects here.”

Liister has been to the United States before, but it has only ever been for training courses in classroom settings.

“In my visits to the states I have never been immersed in the culture and with the Airmen like I have been this time around,” said Liister.

With Liister being the first Estonian Air Force Reservist to participate in the MREP program with the U.S. Air Force Reserve, she hopes that there will be a second representative sent next year.

“It has been a very great experience to see the world and how they (the U.S. Air Force Reserve) work,” said Liister. “I started my military career in 1995 and it was a very different time in Estonia, and now I am a reservist and only get to wear this uniform twice a year, so this year I get to wear it more because of this experience.”

Liister also noted that the opportunity to see larger aircraft like the 910th's C-130J Super Hercules and C-130H Hercules fleet, practice her English skills and visit Niagara Falls in New York were other highlights during her reciprocal exchange experience.

“I want to thank you, Anneli, because this was such a wonderful experience, and I hope that you had a great time while you were here,” said Gemuend.

Gemuend also extended gratitude to Col. Michael Maloney, 910th Airlift Wing commander, wing leadership and other organizations that afforded her the opportunity to participate in MREP.

“I would highly encourage that Citizen Airmen apply to the MREP,” said Gemuend. “The value for the member is that the program provides a great opportunity to see how our NATO partners operate, and it prepares them for future collaboration.”

# SERVING WITH A HEALTHY HEART

By Capt. Donnie Hatheway

**L**uke Christy, Health and Fitness Program Manager for the 910th Force Support Squadron, encourages all Youngstown Air Reserve Station members to maintain a healthy lifestyle.

“Being healthy will allow you to do your job and live your life to the best of your ability,” said Christy.

Promoting health and fitness for the entire wing, Christy not only leads the required Air Force fitness tests for all Airmen but creates individual and unique fitness improvement plans for them too.

“We want you to be healthy and fit so that you can do what the Air Force needs you to do and to be ready at a moment's notice,” said Christy.

Christy reiterates that no matter what your job is today, it could look different tomorrow, especially if the member deploys. This is what being “fit to fight” is all about.

“If you are fit and healthy, your immune system will strengthen, preventing you from getting sick and in turn allow you to carry out your daily duties and routine,” said Christy.

As Airmen, wingmen and leaders, it is crucial to lead by example and inspire those around you. One crucial way to do this is within the realm of physical fitness and healthy living.

“Find the type of daily activity that best fits your need,” explained Christy.

For Christy, it is play wrestling with his five-year-old son, but for others it can be taking a walk with the family, playing basketball or working out at the base fitness center.

“Getting your heart rate up strengthens the heart muscle and in turn could help prevent heart disease...especially if it runs in your family,” said Christy. “This advice is especially important during American Heart Month.”

Any member can come to the fitness center to receive advice from Christy who can assist them on their wellness journey.

For more information on the 910 FSS Fitness program please visit [www.youngstownfss.com](http://www.youngstownfss.com).

**20** Gemuend's reciprocal exchange experience happened from May 5-19, 2024, in Estonia, where she had the opportunity to fully immerse in the Estonian culture while sharpening her spear as a force support officer during her annual training in support of NATO exercise SPRING STORM.

“When I went over for my portion of the MREP experience, I was there for SPRING STORM and I was not only the only U.S. Air Force Reservist, but the only force support officer, too,” said Gemuend. “The exercise was spread across the entire country, so during my second week in Estonia I got to visit the different functions and units to see what they do.”

Gemuend toured Estonia's Cyber Center of Excellence, which their Air Force Reserve component is known for, and learned more about their primary mission, which is intelligence, surveillance and reconnaissance.

“Hands down my favorite part of the



# BREAKING GROUND AT YARS

Story by Tech. Sgt. Noah J. Tancer and Eric M. White | Photos by Eric M. White

TOP: Representatives of Youngstown Air Reserve Station, the U.S. Army Corp of Engineers Louisville District, Congressman David Joyce's office, JobsOhio and Mike Coates Construction turn shovels to mark the groundbreaking for the main gate project.

LEFT: 910th Airlift Wing Commander Col. Mike Maloney talks with media representatives after a main gate relocation and upgrade project groundbreaking ceremony at Youngstown Air Reserve Station, Ohio, April 23, 2024.

RIGHT: 910th Airlift Wing Commander Col. Mike Maloney welcomes guests and makes remarks at a main gate relocation and upgrade project groundbreaking ceremony at Youngstown Air Reserve Station, Ohio, April 23, 2024.



**A** groundbreaking ceremony gave greater visibility to what some have deemed a hidden gem nestled among cornfields in Vienna, Ohio, on April 23, 2024.

After years of effort toward funding appropriation, project planning, land acquisition and contracting, marked dirt in the field outside Youngstown Air Reserve Station's fence was broken with golden shovels. There, in approximately one year, a brand new main gate, security facility and visitor center meeting current Air Force standards will stand.

"This was the culmination of a lot of hard work, a lot of contributions from the community," said Col. Mike Maloney, 910th Airlift Wing commander.

Youngstown ARS was constructed in 1955 on land adjacent to the Youngstown-Warren Regional Airport. Through the following decades, the footprint of the installation gradually expanded to include 71 buildings spread over 230 acres

with an additional 91 acres leased from the Youngstown-Warren Regional Port Authority to provide an assault runway for training purposes. The main gate relocation project further expands the footprint by more than 40 acres and three new buildings.

More importantly, the project will enhance the security of the installation to currency with Air Force standards and the safety of 910th Airlift Wing Airmen and local community members by decongesting traffic flow on King Graves Road.

"It gives us better visibility on who is coming to the base," said Maloney. "It's more advanced for vehicle screening. It's better protection for the security forces that are manning the gate."

Although the current main gate has stood for decades as an able sentry for the base populous and infrastructure, post 9/11 changes to security requirements to protect against the threat of terrorism necessitate the relocation and upgrade project.

"The threat, frankly, is bigger than it was back in the day," said Maloney, "so we have to shift with the times and increase our security awareness."

Now that construction has begun, the U.S. Army Corps of Engineers, Louisville District, will oversee development.

"We're responsible for the design and construction of the project, and then at the time we complete the project, we'll turn it over to the base and they'll have it for operational use," said Cristie Mitchell, a representative of the U.S. Army Corps of Engineers.

The main gate relocation project is one of several developments at Youngstown Air Reserve Station helping the installation modernize for the future and remain combat-ready. Other initiatives include an expansion of the assault training runway and replacement of the 910th Airlift Wing's fleet of C-130H Hercules aircraft with new C-130J-30 Super Hercules aircraft, providing greater mission capabilities.



# SHARING IN THE LOVE

910TH SPOUSE FLIGHT — DEC. 7, 2024

TOP: A C-130H Hercules flies over the Allegheny River Valley.  
SECOND ROW: (Left) 757th Airlift Squadron loadmaster Tech. Sgt. Micaiah McCartney, stands on the ramp of a C-130H Hercules.

(Right) Aircrew with the 757th Airlift Squadron fly a C-130H Hercules over the Allegheny River Valley.  
THIRD ROW: Participants and crew members enjoy the flight.

FOURTH ROW: Spouse flight crew members and participants pose for a photo in front of the C-130H Hercules aircraft on which they flew. (Photos by Staff Sgt. Christina Russo)



# AIRMEN @ WORK

**ONE:** Tech. Sgt. Keri Savick, assistant Dedicated Crew Chief with the 910th Aircraft Maintenance Squadron, and Tech. Sgt. Jason Ross, DCC with the 910th AMXS, perform maintenance work on a C-130H Hercules at Youngstown Air Reserve Station, Ohio, Sept. 12, 2024. **TWO:** Staff Sgt. Victoria Russo, a fuel systems specialist with the 910th Logistics Readiness Squadron, drags a fuel hose after refueling a C-130H Hercules at Youngstown Air Reserve Station, Ohio, Sept. 12, 2024. **THREE:** A C-130H sits on the ramp following a demonstration flight at the 2024 Cleveland National Air Show at Burke Lakefront Airport, Sept. 1, 2024. **FOUR:** Integrated Defense Leadership Course student Airman 1st Class Ganiyu Babalola, a member of the 315th Security Forces Squadron at Joint Base Charleston, South Carolina, watches the perimeter during an area security operations exercise at Camp James A. Garfield Joint Military Training Center, Ohio, July 25, 2024. **FIVE:** Master Sgt. Chad Conroy and Tech. Sgt. Dakota Perkins, aircraft fuel system craftsmen assigned to the 910th Maintenance Squadron, use a breaker bar to loosen the bolts that affix a fuel tank to the wing of a C-130H Hercules aircraft at Youngstown Air Reserve Station, Ohio, May 7, 2024. **SIX:** Firefighters assigned to the 910th Civil Engineer Squadron fight a simulated aircraft

fire on a fire training apparatus, Nov. 4, 2024, during Combat Readiness Exercise Buckeye II at Youngstown Air Reserve Station, Ohio. **SEVEN:** The 910th Airlift Wing Base Honor Guard presents the colors at the 910th AW annual awards banquet, March 2, 2024, at Youngstown Air Reserve Station, Ohio. **EIGHT:** Staff Sgt. Justin Herod, a member of the 910th Security Forces Squadron, and Tech. Sgt. Ryan Cisneros, Integrated Defense Leadership Course cadre member, take cover as a grenade thrown by Herod detonates. **NINE:** Chief Master Sgt. Israel Nuñez, senior enlisted advisor to the Chief of Air Force Reserve and Command Chief Master Sergeant of Air Force Reserve Command, speaks with 910th Airlift Wing Airmen during an enlisted all call at Youngstown Air Reserve Station, Ohio, March 3, 2024. **TEN:** Maj. Mark Harris, the new commander of the 910th Civil Engineer Squadron, addresses his new squadron during his assumption of command ceremony on Feb. 3, 2024, at Youngstown Air Reserve Station, Ohio. **ELEVEN:** Staff Sgt. Jacob Clevenger, an aircraft maintenance helper assigned to the 910th Maintenance Squadron, and Atticus, University Hospital service dog, pose for a photo during the 910th Airlift Wing Career and Diversity Day, April 6, 2024, at Youngstown Air Reserve Station, Ohio. **TWELVE:** Master Sgt. Gilbert Martin

and Tech. Sgt. Joshua Powell, 910th Communications Squadron citizen Airmen, ready a communications device during the U.S. Army Networks Command High Frequency Skills Competition at Youngstown Air Reserve Station, Ohio, July 25, 2024. **THIRTEEN:** Senior Airman Khala Walls, an aerospace maintainer with the 910th Maintenance Squadron, wedges a troop door on a C-130J-30 Super Hercules aircraft from Keesler Air Force Base, Mississippi, March 19, 2024. **FOURTEEN:** Reserve Citizen Airmen assigned to the 910th Operations Group float in a 20-person life raft during water survival training on April 7, 2024, at Youngstown State University, Ohio. **FIFTEEN:** Tech. Sgt. Joseph Schierberl, a Defender with the 911th Security Forces Squadron conducts Chemical, Biological, Radiological, Nuclear, Explosives training at Camp James A. Garfield Joint Military Training Center, Ohio, July 28, 2024. **SIXTEEN:** Master Sgt. Dan Scott and Staff Sgt. Creston Shirey, 910th Maintenance Squadron members, install a new window on a C-130H Hercules aircraft at Youngstown Air Reserve Station, Ohio, Jan. 24, 2024. **SEVENTEEN:** Staff Sgt. Miranda Petti and Tech. Sgt. Peter Breidt, port daws with the 46th Aerial Port Squadron, Dover Air Force Base, Delaware, chain a Humvee down in the cargo bay of a C-130H Hercules aircraft at YARS on Jan. 6, 2024.



FOUR | Mr. Eric M. White



SIX | Mr. Eric M. White



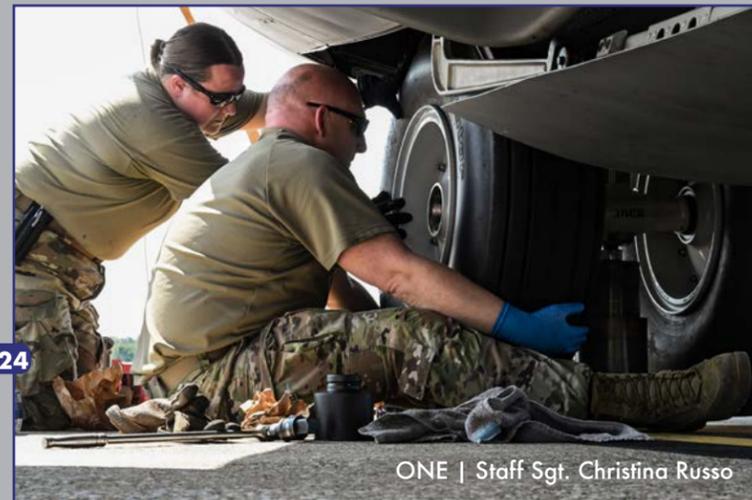
FIVE | Mr. Eric M. White



SEVEN | Master Sgt. Juliet Louden



EIGHT | Mr. Eric M. White



ONE | Staff Sgt. Christina Russo



TWO | Staff Sgt. Christina Russo



THREE | Senior Master Sgt. Bob Barko Jr.



NINE | Staff Sgt. Christina Russo



TEN | Master Sgt. Juliet Louden



ELEVEN | Master Sgt. Juliet Louden



THIRTEEN | Tech. Sgt. Noah J. Tancer



FOURTEEN | Tech. Sgt. Noah J. Tancer



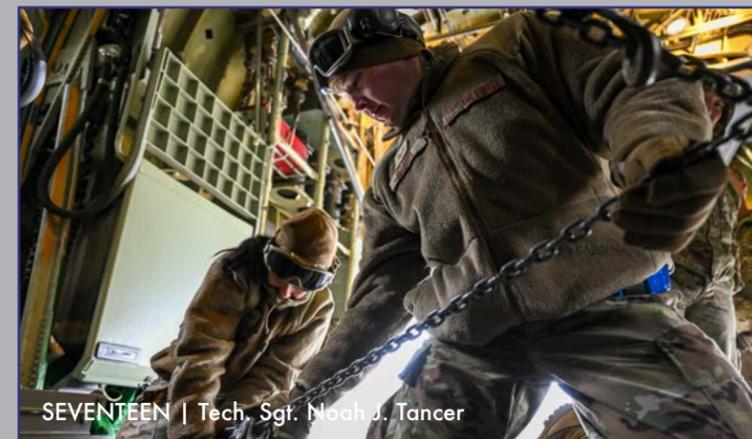
TWELVE | Capt. Donnie Hatheway



FIFTEEN | Staff Sgt. Christina Russo



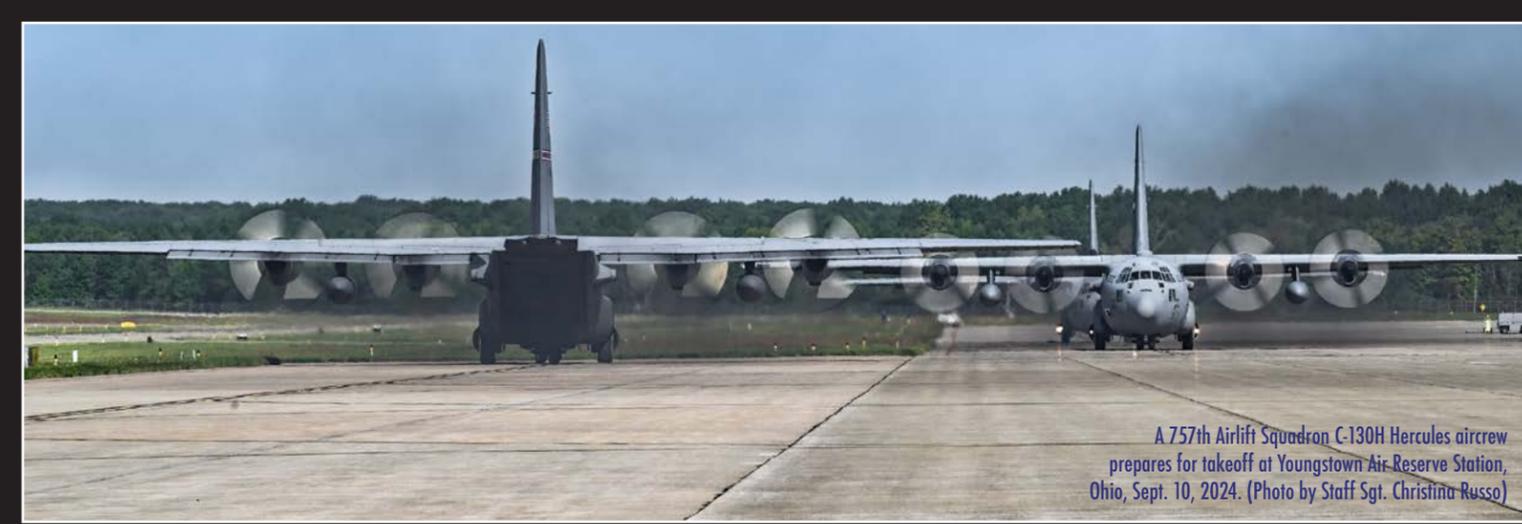
SIXTEEN | Eric M. White



SEVENTEEN | Tech. Sgt. Noah J. Tancer

# HERCULES

The 910th Airlift Wing soared through 2024, pursuing steadfast combat-readiness in both its tactical airlift and aerial spray mission sets.



A 757th Airlift Squadron C-130H Hercules aircrew prepares for takeoff at Youngstown Air Reserve Station, Ohio, Sept. 10, 2024. (Photo by Staff Sgt. Christina Russo)



A 910th Airlift Wing aerial spray-modified C-130H Hercules aircraft disperses mosquito control product, June 2, 2024, over the flood banks of the Missouri River south of Williston, North Dakota. (Photo by Tech. Sgt. Noah J. Tancer)



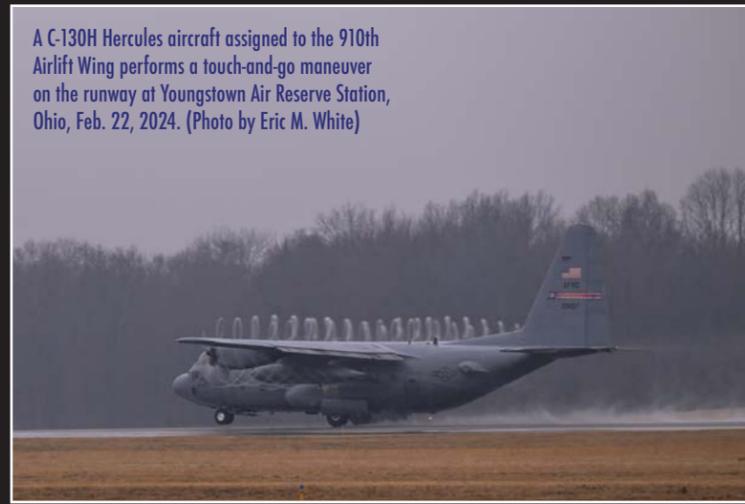
A C-130H Hercules aircraft assigned to the 910th Airlift Wing takes off from Youngstown Air Reserve Station, Ohio, for a local training flight, March 14, 2024. (Photo by Eric M. White)



A 910th Airlift Wing aerial spray-modified C-130H Hercules aircraft disperses mosquito control product, June 3, 2024, over the flood banks of the Missouri River south of Williston, North Dakota. (Photo by Tech. Sgt. Noah J. Tancer)



A C-130H Hercules aircraft's propellers spin prior to takeoff at Youngstown Air Reserve Station, Ohio, March 3, 2024. (Photo by Staff Sgt. Christina Russo)



A C-130H Hercules aircraft assigned to the 910th Airlift Wing performs a touch-and-go maneuver on the runway at Youngstown Air Reserve Station, Ohio, Feb. 22, 2024. (Photo by Eric M. White)



A C-130J-30 Super Hercules aircraft from Keesler Air Force Base, Mississippi, sprays water during a low pass at Youngstown Air Reserve Station, Ohio, as part of a flight test of the 910th Airlift Wing's unique electronic modular aerial spray system, March 25, 2024. (Photo by Eric M. White)



A C-130H Hercules aircraft receives fuel at Youngstown Air Reserve Station, Ohio, Jan. 25, 2024. (Photo by Eric M. White)

## WING AND GROUP LEADERS



Col. Mike Maloney  
910th Airlift Wing  
Commander



Col. Matthew Gorsuch  
910th Airlift Wing  
Deputy Commander



Chief Master Sgt.  
Howard Dixon  
910th Command Chief



Col. John Sebesta  
910th Operations Group  
Commander



Col. Joe Winchester  
910th Maintenance Group  
Commander



Lt. Col. Benjamin Iannucci  
910th Mission Support Group  
Commander



# MISSION

Provide Agile Combat Support & Employment, Tactical Airlift, and Aerial Spray

# VISION

Combat Ready ALWAYS!

# PRIORITIES

## DEPLOY

Airmen who are fully qualified and prepared to carry out the mission whenever and wherever they are called upon to do so.

## TRAIN

Airmen who are qualified in their primary AFSC and have ample opportunities for advanced training, both at home station and abroad.

## DEVELOP

Resilient Airmen who have dynamic and powerful opportunities to excel and grow as service members and leaders.



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Fostered via empowerment and innovation.  
Founded on a culture of compliance, inclusion, and open communication.

