

EOD's explosive combination, Pg. 5/ CSAF: Taking care of Airmen, Pg. 10

WARRIOR



**BRIG. GEN. VANHERCK
TAKES COMMAND OF 509TH**

The Unsung Heroes of the Civil Rights Movement

By Staff Sgt. Samantha L. Branch
509th Bomb Wing Equal Opportunity

In 1976 President Gerald Ford signed the Executive Order recognizing February as Black History Month. Men and women of all races across the nation take time out in February to celebrate, educate, and honor all contributions made towards African American History.

This year's theme was "Civil Rights in America," chosen by the Study of African American Life and History. The final version of the Civil Rights Act was passed Feb. 10, 1964 by the Congress; prohibiting discrimination on the basis of race, color, religion, sex, or national origin.

Many know those who threw hard hitting punches in the fight for civil rights, such as Rev. Dr. Martin Luther King Jr., Rosa Parks, and Malcom X; but what about the unsung heroes who supported these heavy hitters and took a stand for civil rights?

Ella Jo Baker

Ella Jo Baker was born on Dec. 13, 1903, in Norfolk, Va. Baker studied at Shaw University in Raleigh, N.C., where as an undergraduate, she challenged discriminatory school policies. After graduating in 1927 as class valedictorian, she moved to New York City and began joining social activist organizations. She began to embark on the world of political activism in the 1930s.

Ella Baker, and many of her contemporaries, believed voting was one key to freedom. This inspired her to run a voter registration campaign called the "Crusade for Citizenship." Additionally, she co-founded the organization "In Friendship," fighting against "Jim Crow Laws" in the Deep South, and helped organize Dr. Martin Luther King's organization, the Southern Christian Leadership Conference.

In April 1960, Baker organized a meeting at Shaw University for the student leaders of the "Sit-Ins." From this meeting the Student Nonviolent Coordinating Committee was born. The SNCC worked with the Congress of Racial Equality to organize the 1961 "Freedom Rides." In 1964 the SNCC helped create "Freedom Summer," a voter registration drive designed to dramatically expand the numbers of black voters in the South.

As a result of Baker's guidance and encouragement, SNCC became one of the foremost advocates for civil rights in the country. Baker continued to be a respected and influential leader in the fight for human and civil rights until her death in 1986.

Bayard Rustin

Bayard Rustin was born in West Chester, Pa., on March 17, 1912. His focus on non-violence and skill for organization made him a key adviser to Dr. King. Rustin began working with Dr. King as an organizer and strategist in 1955. He taught Dr. King about Gandhi's philosophy of non-violent resistance and advised him on the tactics of civil disobedience. He assisted Dr. King with the Montgomery Bus Boycott in 1956.

Most famously, Rustin was a key figure in the organization of the March on Washington, at which Dr. King delivered his legendary

"I Have a Dream" speech on Aug. 28, 1963. One element that suppressed Rustin's fame was the fact that he was an openly gay man, which did not sit well with many leaders in the Civil Rights Movement. Rustin refused to hide his way of life. As a result Dr. King's advisers asked Rustin to stand in the shadows opposed to sharing the spotlight.

Rustin also co-founded the A. Philip Randolph Institute. The institute served as a labor organization for African-American trade union members. Rustin was also an expert organizer of human rights protests. In 1958, he played an important role in coordinating a march in Aldermaston, England, in which 10,000 attendees demonstrated against nuclear weapons.

Rustin passed in 1987, at the age of 75. On Nov. 20, 2013 Rustin was posthumously awarded the Presidential Medal of Freedom, the nation's highest civilian honor. President Barack Obama presented the award to Rustin's partner, Walter Naegle, who accepted on Rustin's behalf.

Whitney M. Young Jr.

Whitney Young Jr. was born on July 31, 1921 in Lincoln Ridge, Ky. Young attended Kentucky State Industrial College. He then worked as a teacher and served in the Army during World War II. Young's ultimate goal was to gain access for blacks to obtain respectable jobs, education, housing, health care and social services. Young achieved this goal with reason, persuasion and negotiation.

His "Domestic Marshall Plan" was devised to eradicate ghettos and increase spending on education, housing, vocational training, and health services; at a cost of \$145 billion over ten years. Young used his excellent negotiation skills in convincing presidents of prosperous companies to hire African Americans into high positions.

Young became president of the National Urban League in 1961. He expanded the organization membership and increased the annual budget from \$325,000 to more than \$6 million. Young took the lead on equal opportunity for African Americans in the U.S. industry and government services, to include the armed forces.

In thanks to Young's contributions and service to the nation, President Lyndon B. Johnson honored Young in 1968 with the Presidential Medal of Freedom.

Young died in 1971 at the age of 49. Young's legacy still thrives today. The house where he was born is now a National Historic Landmark, located on the campus of the Lincoln Institute of Kentucky. The Lincoln Institute campus is also the home of the Whitney M. Young Jr. Job Training Corps Center.

As February comes to an end this year, remember those unsung heroes who fought for civil rights. Ella Baker, a strong and determined woman who fought for voting rights; Bayard Rustin, the modest right hand man of Dr. Martin Luther King Jr.; and Whitney Young Jr., the persuasive negotiator who helped make it possible for African Americans today to take leading roles in corporate America.

Throughout all the obstacles, they emerged and made a vast impact on the course of history. Without these individuals the Civil Rights Movement would have remained stagnant, but with their help the march moved on with fortitude, resistance, and power.

Military Saves Week encourages fiscal fitness

By Amaani Lyle
American Forces Press Service

WASHINGTON (AFNS) -- Now in its eighth year of partnership with America Saves Week, the Defense Department's Military Saves Week begins today to help service members achieve financial security, flexibility and confidence, a Pentagon official said in a telephone news conference here Feb. 24.

The partnership initiatives continue to gain ground, with nearly 159,000 military members and their families taking the Military Saves pledge since 2007, said

Barbara Thompson, the director of the Defense Department's office of family policy and children and youth.

"Military Saves Week is our chance to focus on healthy financial practices that we know are important every day of the year," Thompson said.

The DOD has a range of tools and services including personal financial management counselors to help service members and their families set a goal, make a plan and save automatically, Thompson said.

"The complexity of today's financial environment combined with the reality of military life, including frequent moves

and deployments, present special financial challenges for service members and their families," she said. "Their personal financial readiness is vital to our national security."

Lenders, banks and educational institutions are among the dozens of participants who will promote good financial habits and strategies with tools for military members and their families to track their savings successes.

"It allows a mission focus free of worry about things at home," Thompson said. "In the Department of Defense, financial readiness is mission readiness."

THE WARRIOR

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To advertise in The Warrior, call the Sedalia Democrat at: 1-800-892-7856.

On the cover

U.S. Air Force photo/
Staff Sgt. Alexandra M. Boutte

Brig. Gen. Glen VanHerck, 509th Bomb Wing commander, address Team Whiteman during the change of command here. VanHerck's message amongst his closing statements focused on the challenges ahead.

NEWS BRIEFS

Estate of Staff Sgt. Chad R. Blackwell

Anyone with a possible claim against the estate of Staff Sgt. Chad R. Blackwell should contact Lt. Justin Ong in the Research Engineering Office at 660-687-2382.

509th MUNS schedules stockpile inventory

The 509 Munitions Squadron will be conducting a 100% stockpile inventory from March 3-7. If you need any munitions issued or have any that need to be turned in, please do so either the week prior or after the inventory. During this week we will only process emergency requests, submitted in writing, and approved by the group commander (or equivalent). If you have any questions or concerns please contact MSgt Smith at 687-8049 or TSgt Bowlin at 687-8051.

Telephone news line set up for retirees

A toll-free telephone news line has been set up for retirees and surviving spouses who do not have computer access.

By calling 1-800-558-1404, retirees and spouses can stay informed using this new easy-to-use menu-driven service. Callers can select from several different topics that are compiled from various electronic news sources.

Topics include pay and annuity matters, medical and health care, and other benefits and entitlements.

New location for Retiree Activities Office

The Retiree Activities Office has officially moved to its new location. Their new address is:

**750 Arnold Ave., Suite 114
Whiteman AFB, MO 65305**

They can still be reached at 660-687-6457 or toll-free at 1-800-303-5608. Office hours are still Monday through Friday 9 a.m. to 3 p.m.. For updated information, visit <http://www.whiteman.af.mil/units/509thbombwing/whiteman-retireeactivitiesoffice/index.asp>.

CCAF GEM Program

Military members avoiding taking classes because of work shifts, deployments or other time constraints have a new program to assist them. Community College of the Air Force degree requirements can be met through distance learning using the CCAF General Education Mobile (GEM), a partnership between CCAF and other schools. For more information call (660) 687-2420.

WEATHER

Today	Saturday
Wintry Mix	Chance of Snow
Hi 37	Hi 25
Lo 17	Lo 17
Sunday	Monday
Wintry Mix	Mostly Cloudy
Hi 18	Hi 19
Lo 13	Lo 5

Simple tips Airmen should 'take to heart'

By Senior Airman Zachary Vucic
Air Force News Service

FORT GEORGE G. MEADE, Md. (AFNS) -- February is designated American Heart Month with the mission to increase awareness about heart health, a growing problem within the Air Force, according to a cardiology consultant to the Air Force surgeon general.

Lt. Col. Samuel O. Jones said that in the medical community heart issues are no longer thought of as a problem exclusively for older patients. More and more, inactivity in the nation's youth is causing heart problems at younger ages, a problem that can be as damaging as smoking, he said. In some cases, unhealthy plaque buildup around the heart can start in a patient's teens.

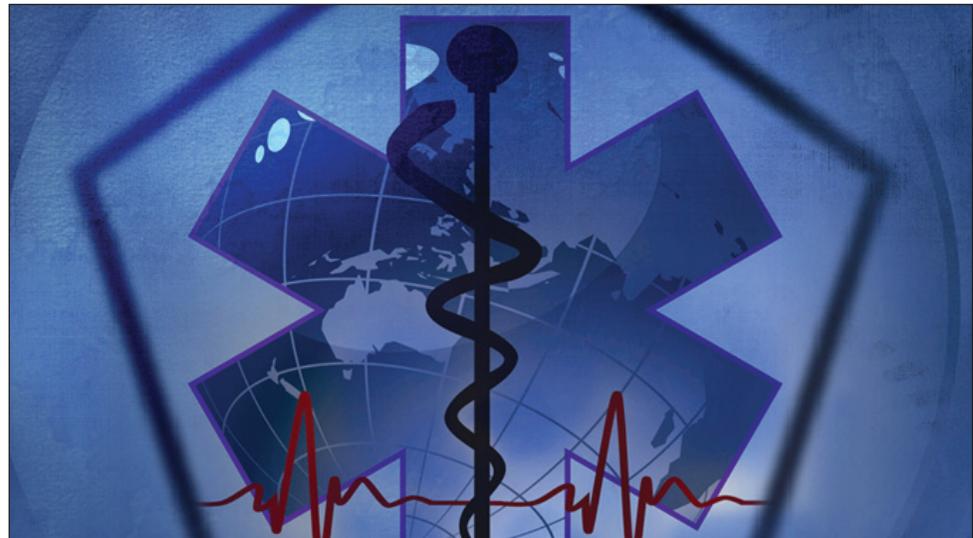
"Airmen have to ... follow the basic tenets of a healthy lifestyle," he said.

An important, yet often overlooked, aspect of that healthy lifestyle is found in how one goes about his or her day-to-day business, he said. The modern American lifestyle of fast food and development of technologies that make life easier, has contributed noticeably to increased inactivity.

Here are a few simple, everyday things that can increase daily heart-healthy activity

- Park further away when you visit the commissary and walk. Those few extra paces will add up quickly and require less than one minute of added time to your errand

- If work has you pinned to a desk, consider standing for periods of time. The Center for Disease Control suggests the benefits of periodically standing can increase blood flow, burn more calories, and



U.S. Air Force graphic/Corey Parrish

assist with energy balance and aid in weight management, all of which benefit heart health

- Take the stairs whenever possible, forego the elevators and escalators. Taking the stairs requires little additional time and benefits overall health

Try to avoid getting sucked into electronic targets such as smartphones in your free time, take a walk instead

- At minimum, exercise for 30 minutes, three times per week.

"It's not about making your life easier, it's about making your life healthier," Jones said. "Sometimes by making our lives easier we are actually killing ourselves."

According to the CDC website, about 715,000 Americans suffer a heart attack annually, and another 600,000 die from heart disease, the leading cause of death in both

men and women. The signs of heart-related problems range from very subtle to extreme in some cases.

Jones urged Airmen who may experience chest pain, dizziness or passing out, to get evaluated. Even if it turns out to be nothing, it still produces piece of mind. Other ways to be proactive about heart health include getting regular blood pressure and cholesterol checks, avoiding tobacco products, lowering salt intake, avoiding fast foods, and if you currently have diabetes, managing it properly.

This February, evaluate your lifestyle and decide if you are doing everything you can to prevent heart-related problems. A few extra steps a day will not make life more difficult, but it will make you healthier. Challenge yourself for the benefit of yourself.

Future bomber has legacy to uphold

By Senior Airman Zachary Vucic
Air Force News Service

ORLANDO (AFNS) -- With a proven history of success, today's bomber fleet has a reputation for excellence. It is, however, an aging fleet in need of a new addition, the deputy chief of staff operations, plans and requirements said during the 30th Annual Air Force Association Air Warfare Symposium and Technology Exposition Feb. 20, here.

Throughout history, bombers have played an integral role in major conflicts and rose to the challenge of new threats, said Lt. Gen. Burton Field of Headquarters Air Force, Washington, D.C.

Major campaigns have been well documented, crediting their capabilities as both bombers and hostile act deterrents. As the technological climate of war advances, the new long-range strike bomber will need the capability to combat these new threats.

"Because of what (bombers) have done, they represent power, they represent potential ... and they have a proven record of effectiveness in conflicts going back to War World II, and in every (conflict) until today," Field said.

The LRS-B must continue the legacy by assisting with land, sea and even cyberspace warfare in the form of communications interception, said Dr. Rebecca Grant, the president of IRIS Independent Research, a small business that specializes in national security.

The bomber must be proficient in all theaters.

"We have a tremendously noble fleet that has performed beyond expectations in conflicts ranging from Iraq to Afghanistan,"

Grant said. "(However,) we are already short for today's current theater demands. Looking a little bit ahead, it's clear we don't have enough penetrating bombers for the threats and challenges of the 2020's and beyond."

Grant cited the U.S. has yet to face a modern surface to air, or SAM, missile threat with its current fleet and may not be adequately suited for combat against more advanced SAM sites. A new bomber would be up to the task of tomorrow's combat environment and possibly replace some of the more dated aircraft, especially during a time when forces are being rebalanced.

"In (the mid 2020's) ... our armed forces will face challenges for which it was not designed," Grant said, noting the way to mitigate that challenge is by beginning plans now.

The bomber fleet is important not only for its ability to get bombs on target, but as a show of force, Field said. He cited several examples of bombers used as deterrence, including flying B-26 Peacemakers over Russia in 1952 during a parade, a B-52 Stratofortress' flight over China, and the more recent B-2 Spirit flight over North Korea.

The inventory goal for the new long-range strike bomber is 80-100 bombers by the mid 2020's, Field said. Bombers must be able to reach deep behind enemy lines with sufficient numbers to conduct operations across the depth of an entire theater simultaneously, the general continued.

The addition of a new bomber is paramount to maintaining this capability for tomorrow's conflict.

"Bombers can send messages," Field said. "They can influence or initiate action, and they are credible because of what they have done in the past."

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Adults - \$5.50, children - \$3.50

Weekly Fire Prevention Safety Message

By Tech. Sgt. Chris Gunn
509th Civil Engineer Squadron

As the winter season dwindles down and temperatures begin to rise, so does our hopes that spring has arrived. But don't be fooled! Winter is still here and the weather can change at moment's notice.

Here are a few things to keep in mind for the winter season is not quit over yet.

- Always make sure your smoke and carbon monoxide detectors are working. Test monthly!
- Portable heaters need "tip switch" protection and plugged directly into the outlet.
- Only use heating equipment that has the label of a recognized testing laboratory (URL).
- If you need to warm a vehicle, remove it from the garage immediately after starting it. Do not run a vehicle or other fueled engine or motors indoors (snow blowers), even if garage doors are open.
- Snowstorms are still very likely, so make sure vents for the dryer, furnace, stove, and

fireplace are clear of snow build-up.

- Never use gas or charcoal grills to heat your home.
- Remember the PASS method if you have to use a fire extinguisher.
 - Pull the pin, release a lock latch or press a puncture lever.
 - Aim the extinguisher nozzle at the base of the fire.
 - Squeeze or press the nozzle.
 - Sweep from side to side.
- Always call 911 if there is an emergency.

Whiteman Fire Emergency Services would like you and your family to continue to stay warm, safe and ready for any unexpected incidents as the winter season continues.

If you have any questions about fire prevention, fire safety, or training, contact the Fire Prevention Office for information at 687-6080, 687-3748, or 687-6083. You can also check out the Whiteman AFB Fire Emergency Services Facebook page for more fire safety tips.

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Explosive combinations fuel the flames of EOD



Airman 1st Class Ryan Carel, 509th Civil Engineer Squadron explosive ordnance disposal team member, controls an F6A robot using the control station at Whiteman Air Force Base, Mo., Feb. 11, 2014. This device operates robots to handle explosives, eliminating direct human interaction with the explosive device.

Story and photos by
Airman 1st Class Keenan Berry
509th Bomb Wing Public Affairs

There are different types of improvised explosive devices capable of causing massive damage at any given time, whether overseas or at home. The solution to this problem: a team full of dedicated service members at Whiteman.

"When a bomb is dropped, we will go out to where ever it is and check to see if it's safe," Ross said. "Ninety percent of the time, a dropped bomb isn't going to explode because they are made to free-fall for a determined amount of feet before arming. It is still our job to ensure the scene is safe in the event it does occur for the good of the base populace."

Another trait associated with the EOD team is inspecting the rounds of the A-10 Thunderbolt II to ensure they are usable. If the rounds are damaged, the team leader can decide whether to dispose of them or make them safe.

Occasionally, while the A-10 gun loader is feeding rounds to the A-10, rounds can get damaged and loose powder is left on the ground and equipment as a result. Since the powder is explosive, the EOD team must neutralize it as quickly as possible.

In addition to this, the EOD team is on stand-by 24/7 watching out for suspicious packages, bomb threats and explosive material around the base.

While required to respond in situations involving military ordnance, the team may also respond to other EOD-type emergencies off-base when contacted by civil authorities, according to Ross.

"If the police department doesn't have a bomb squad of their own, they will request us when there are explosives off-base," Ross said. "If we are the closest unit and the wing commander approves, we will handle any explosive item found off base. For instance, there was a case involving a suspicious package in a Wal-Mart parking lot behind residential homes in Marshall and the closest bomb squad was in Jefferson City, Mo. The Marshall civil authorities called the command post

here and they forwarded the message to EOD. Since we were the closest and the commander gave us approval, we went to go take care of it."

When stateside, EOD teams work in pairs or more regardless of the circumstance consisting of one team leader and one or more team members. When deployed, there is a group of at least three or more people. The team leader's role is to determine the situation and the solution. The team member's role is known as the "sounding board" for the team leader. They

give the team leader support and various ideas on how deal with the situation, according to Tech Sgt. Glenn Mitchell, 509th CES EOD team leader.

"While the team leader communicates with the on-scene commander, I'm preparing the support equipment while the leader figures out the problem," Mitchell said. "This includes the F6A robot, RTR-4 x-ray and any equipment vital to getting the job done."

Working in pairs is important when dealing with explosives because it eliminates the possibility of tunnel vision and irrational decision-making.

"When the team leader puts on the bomb suit, it's heavy and it can get very hot, causing him to lose his focus," Ross said. "He could also go down to the bomb do something wrong that may trigger it to go off. It's important for someone else to be present because they can help him concentrate and give him sound judgment."

The team leader normally discusses his plans with the team members before he deals with the bomb. If he goes to the bomb and performs procedures contradicting his plans, the team members are allowed to question him.

The EOD career field has seven different equipment packages. These packages contain specialized tools used to locate and render safe military ordnance/explosive. These items must be ready at all times, according to Mitchell.

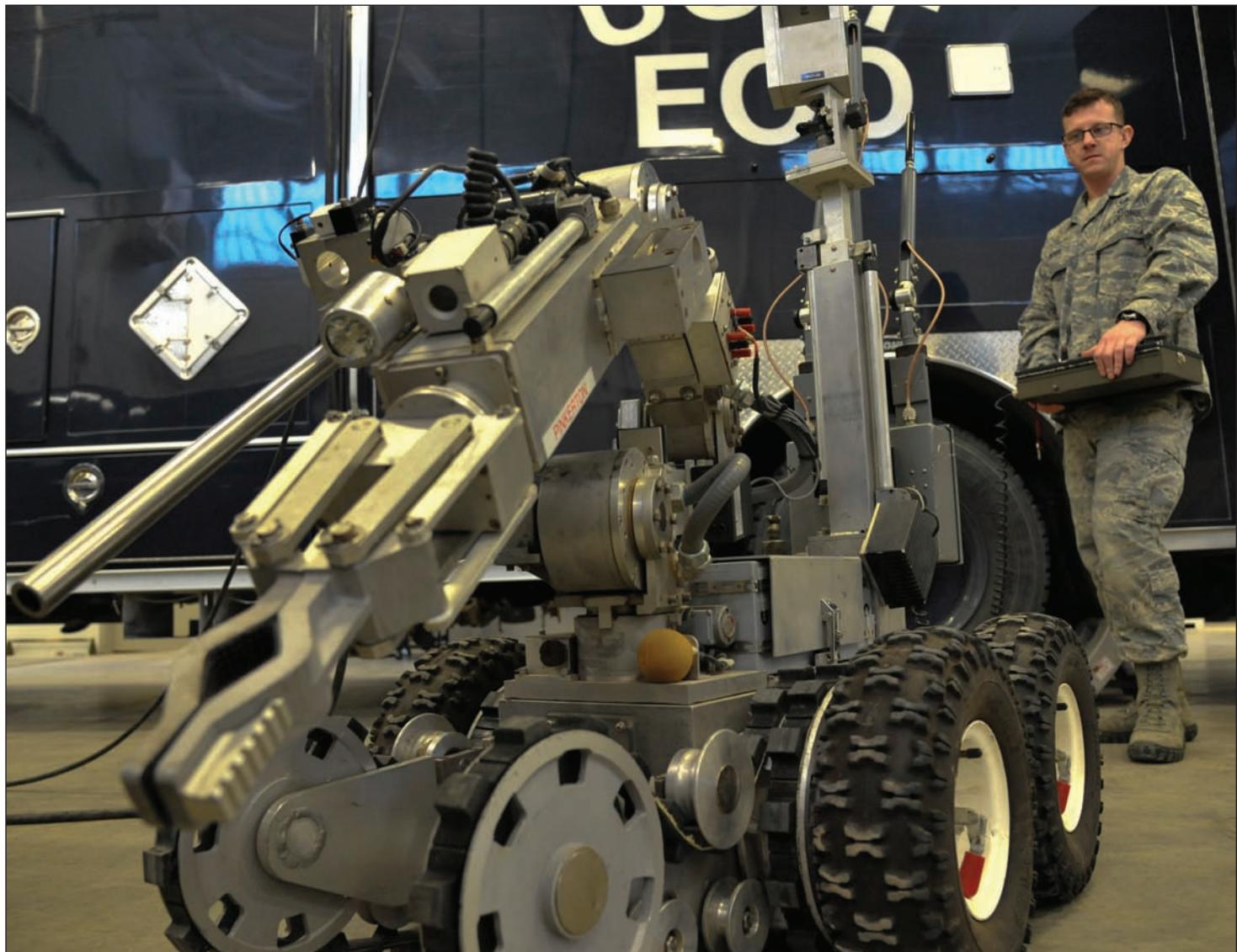
Sound judgment and teamwork are vital aspects within the EOD team mission. The



Senior Airman Fernando Aguilera, 509th Civil Engineer Squadron explosive ordnance disposal team, tightens his bomb suit helmet at Whiteman Air Force Base, Mo., Feb. 11, 2014. The bomb suit is designed to protect the subject from detonations.

EOD team camaraderie ensures the mission is done safely.

"Camaraderie is something we influence in every aspect of the EOD mission," Ross said. "Every time we deal with explosives, ordnance and bombs; we have each other's backs. Working together to ensure everyone is safe and the mission gets completed is the ultimate goals."



U.S. Air Force Staff Sgt. Donald Ross, 509th Civil Engineer Squadron explosive ordnance disposal team member, operates an F6A robot at Whiteman Air Force Base, Mo., Feb. 11, 2014. This robot is capable of moving certain pieces of ordnance, depending on weight, to safer locations. They place charges on improvised explosive device and detonate them from a distance.

Chaplain at War with Grief

My Experiences at Air Force Mortuary Affairs Operations, Dover AFB, Del.

By Chaplain (Captain) Kevin Hostettler
Chaplain, 509th Bomb Wing

As I prepared to tip the commissary bagger, "To the Colors" sounded. Instantly, I turned to face the flag flying over the 509th Bomb Wing headquarters. As I rendered honors to our flag during the National Anthem, a cold blast of wind hit my face. The music faded and tears formed. I was, for those few moments, transported back to the ramp at Dover Air Force Base, Del., where, just three weeks prior, I stood rendering similar salutes to flags covering too many of America's fallen warriors as they returned home one final time. I again heard the wails of sorrow and stood in sacred silence next to hundreds of grief-stricken souls. I was flooded with faces – faces of both the living and dead. I almost broke into uncontrollable sobbing on the shoulder of what would have been a quite startled commissary worker. Fortunately for both him and me, the last note sounded and I returned to the present moment. I tipped the unsuspecting bagger and drove both my groceries and tears home where I shared both with my wife and children.

My memories are jumbled, but my records show that I served as the "Chaplain-in-Charge" (CHiC for short) of the Family Support Team for about 40 of our nation's fallen during my 110-day deployment to Air Force Mortuary Affairs Operations (AFMAO) headquarters at Dover. Fallen Service members from each military branch return home from the AOR through AFMAO. I was responsible for shepherding (the best I could) family members of our fallen heroes through the raw emotion and shock of seeing a flag-draped



U.S. Air Force photo/Roland Balik
A U.S. Army carry team transfers the remains of Army Pfc. Cody J. Patterson of Philomath, Ore., Oct. 9, 2013 at Dover Air Force Base, Del. Patterson was assigned to the 3rd Battalion, 75th Ranger Regiment, Fort Benning, Ga.

transfer case containing their loved one's remains being carried by an honor guard out of the cavernous tail of a military transport, into a waiting mortuary vehicle and from there – into memory alone. In the course of my time there, I observed nearly 400 family members and friends express their pain in myriad ways – I don't suppose I'll ever forget the actions and reactions of those heroes behind our heroes. Dover has left its mark on me.

One day, my fellow deployed chaplain and I saw something particularly disturbing. He looked at me and said, "I just felt that go in and it didn't come out." Whatever "that" was, I felt it too. I still feel it and can't quite define or express it. I was given a coin, a

plaque, a quilt and a glowing LOE for my service at AFMAO, but I also came back with all sorts of intangible and inexpressible "things" that are now a part of me (many of which are still working their way out). Writing this has been a month in the making. It is one of my first small steps in an attempt to bring order to the whirlwind of thoughts and emotions surrounding my ministerial experience at Dover.

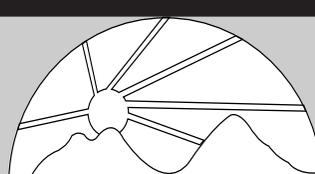
I find myself reluctant to talk about my experiences at AFMAO. I think my reluctance may be due, in part, to a deep reverence for my memories of those fallen warriors and their grieving families. In meditation, I remove my "mental shoes" as I enter my inner sanctuary in which I find the tears of hundreds stored. It is a sacred place; it is holy – set apart. In prayer, I bow my head to the God who heals and binds up wounds in expectation that He will answer and heal.

I remember quiet tears and tenderly held mementoes representing loved ones – heroes and friends. I beheld the beautiful faces of cherished memories. I joined the bereaved for a few short moments of their immeasurable sorrow; I grieved with them in my own feeble way – wishing I could magically whisk away the pain. I stood upright in salutes, cold winter blasts piercing through what seemed at times to be my own soul. The current foremost feeling in my heart is gratitude. I am so grateful that God and the Air Force gave me the opportunity to be a piece of the healing process for the grief-stricken as they took their first steps toward recovery from the worst news of their lives. I again offer my salute, this time for the grieving – those who walked away from Dover, returning to a home forever altered by the true cost of war.

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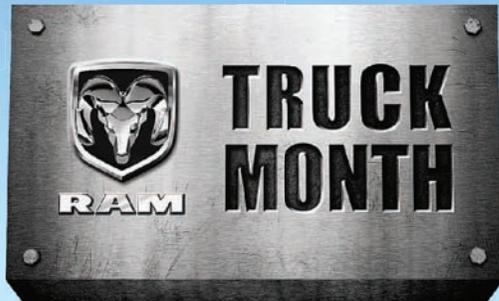
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Brig. Gen. VanHerck takes command of 509th

By Airman 1st Class Joel Pfister
509th Bomb Wing/ Public Affairs

Brig. Gen. Glen D. VanHerck took the reins as 509th Bomb Wing commander during a ceremony at Whiteman Air Force Base, Feb. 21, 2014.

Brig. Gen. Thomas Bussiere relinquished the guidon, and command, to Maj. Gen. Scott Vander Hamm, 8th Air Force commander, who in turn presented it to VanHerck.

"Today we bid a fond farewell to General Bussiere but we welcome, not for the first time, General VanHerck to this family," Vander Hamm said. "General Bussiere passes the stick to another winner, a superior officer who will continue a long, long line of proud leadership of the 509th Bomb Wing."

VanHerck comes to Whiteman after serving as commander of the 7th Bomb Wing, Dyess Air Force Base, Texas, succeeded Bussiere, who had been 509th Bomb Wing commander since June 2012.

This is the third time VanHerck, a Missouri native and University of Missouri graduate, has been stationed at Whiteman.

"It's a special day for us as a family, and I'm honored to have all of you here to witness this historic event for the wing itself," VanHerck said. "I can't tell you how much of an honor and a privilege it is to be standing here, in my home state of Missouri commanding this wing."

"Glen and I met in 1998 when he arrived and I was getting ready to depart in 1999," Vander Hamm said. "I knew then, years after meeting Tom, that here's another person to watch. He has the charisma and leadership qualities that people just want to follow."

Vander Hamm continued to express his confidence in the new commander.

"Command as you know is a high honor and a privilege. It's a select challenge one few ever have the opportunity to experience. It's a responsibility you cannot delegate," Vander Hamm said. "I have the utmost trust and confidence in you. You are the right person to develop our Airmen to be leaders that we will turn to in the future and I know you are up to the task."

Vander Hamm instructed the men and women of the 509th Bomb Wing to give their best efforts and support to the new commander.

"To the men and women of the 509th Bomb Wing, and our mission partners, you also receive a charge today, and that is to give your loyalty and your all to Brig. Gen. VanHerck and the mission of the 509th Bomb Wing just as you did to Brig. Gen. Bussiere," Vander Hamm said. "We are America's strategic global response force, ready to fight and ready to strike."

VanHerck's message to the wing was to focus on the challenges ahead, and be ready for anything.

"There are many challenges that lie ahead including the fiscal challenges that we're all aware of. We're going to reshape the force over the coming years, but there are more challenges that we don't know and are unaware of," VanHerck said. "We all need to be thinking about those. Those will be the ones that will surprise us, so we need to be ready as we go forward."

VanHerck expressed his determination to continue the tradition of outstanding performance at Whiteman.

"I look forward to working with each of you and the total force team here at Whiteman Air Force Base," VanHerck said. "Thank you again for being here and for your support. God bless all of you and God bless America."



Maj. Gen. Scott Vander Hamm, Eighth Air Force commander, hands over the wing guidon to Brig. Gen. Glen VanHerck, 509th Bomb Wing commander, during the change of command at Whiteman Air Force Base, Mo., Feb. 21, 2014. VanHerck is a Missouri native and University of Missouri graduate.



U.S. Air Force photo/Airman 1st Class Joel Pfister
A crowd of 500 spectators look towards the stage during the 509th Bomb Wing's change of command ceremony. About 60 of Brig. Gen. Glen D. VanHerck's, 509th Bomb Wing commander, family members were in attendance.



Maj. Gen. Scott Vander Hamm, Eighth Air Force commander, and the outgoing commander of the 509th Bomb Wing, Brig. Gen. Tom Bussiere, congratulate the newest 509th BW commander, Brig. Gen. Glen VanHerck. VanHerck is the former commander of the 7th Bomb Wing at Dyess Air Force Base, Texas.



Brig. Gen. Glen VanHerck, 509th Bomb Wing commander, stands next to Tech. Sgt. Andrew Jones, 509th Aircraft Maintenance Squadron dedicated crew chief for the B-2 Spirit bomber "Spirit of America," after the unveiling of the general's name on the aircraft. This aircraft is the wing commander's flagship.



Mr. Steven Baum, 509th Maintenance Group, T-38 Talon crew chief, salutes the newest 509th Bomb Wing commander, Brig. Gen. Glen VanHerck, after unveiling his name on a T-38 aircraft during the change of command ceremony. As part of an Air Force tradition one of the aircraft is painted with the new commander's name.

U.S. Air Force photos/Staff Sgt. Alexandra M. Boutte

CSAF: Taking care of Airmen, future roadmap key to AF success

By Rich Lamance
Air Force News Service

ORLANDO (AFNS) -- Getting top performing Airmen promoted sooner, changing the EPR system, streamlining the enlisted and officer professional education programs and developing a roadmap for the Air Force for the next three decades were some of the topics discussed by the Air Force's top officer during the 30th annual Air Force Association Warfare Symposium and Technology Exposition Feb. 20.

Air Force Chief of Staff Gen. Mark A. Welsh III spoke to an audience of Airmen, members of industry and AFA, providing an update on Air Force issues that ranged from fiscal realities over the upcoming decades to come to aircraft and equipment modernization to issues affecting Airmen today and in the future.

Welsh spoke to Airmen directly about several myths and misconceptions floating throughout the Air Force on the issue of education requirements, both private and professional. He emphasized the having a Community College of the Air Force degree will still be a requirement, but the requirement for bachelor's degrees and higher will be revised in the years ahead.

For professional military education, he said the current schools aren't going away, but there will be streamlined versions. "On the right hand side of the page, we're still going to require Airman Leadership School, we're still going to have the NCO Academy and the Senior NCO Academy," said Welsh.

"The only difference is that the NCO Academy and the Senior NCO Academy are going to be blended learning in the future. We're already doing the beta test on the Senior NCO Academy, and requiring the correspondence course before residency. It will actually shrink the length of the residence course, and it will not repeat the lessons found on the online version. It's not a CBT type of learning. It's more involved than that. So, that will be tested this fall, and we'll go fully operational next spring."

Welsh said that Chief Master Sergeant of the Air Force James Cody and the MAJCOM chiefs are also looking into the effectiveness of the current EPR, with a primary focus on Airmen promotion into the senior NCO ranks.

"Let me tell you the guidance I gave him that started all this. I told them I was concerned that a really average tech sergeant can make master sergeant at the same time as a phenomenal tech sergeant. I was concerned that the reality is that your job performance doesn't have anything to do with it."

"As long as you don't shoot yourself in the foot, you're going to get a 5 EPR and it will be WAPS testing and time in service and time in grade that makes the difference. RAND did a study for us that showed a 1.4 or 1.6 percent difference, that's the impact of your performance when making master sergeant. There's something wrong with that."

Fundamentally, Welsh said, "I want our best tech sergeants to make master sergeant first. There needs to be logical time in service, time in grade requirements, but we need our best performers to be senior NCOs faster so we can use them longer to lead our Air Force. And I don't know any master sergeant who wouldn't agree with that. That doesn't mean we haven't



U.S. Air Force photo/Scott M. Ash
Air Force Chief of Staff Gen. Mark A. Welsh III delivers his keynote speech Feb. 20, 2014, at the 30th Annual AFA Air Warfare Symposium and Technology Exposition in Orlando, Fla. Welsh talked about focusing on the mission, developing and celebrating Airmen, strengthening and embracing partnerships, and living our core values.

had qualified people in the past get promoted, it means our best people aren't moving forward quicker."

Welsh said that during a mock board held last year, overseen by Cody, there was about a 25 percent difference between who was promoted by the mock board, handled more like a senior master sergeant board, where records are scored, and weighting is based upon job performance versus how the traditional board turned out. And in one career field, the chief of staff noted that the best performers were not promoted under the current system.

"Job performance is what we should value most. It's not quarterly awards, volunteer work off duty, although those things are wonderful, but when it comes to promoting people at the senior grades, both officer and enlisted, job performance is what should matter most to us."

In the officer ranks, Welsh said there is a misconception that a master's degree is required at a certain level for promotion. He believes many officers feel it is at the rank of major. He said currently there is no requirement for a master's degree at any rank.

Welsh said he is going to recommend to the secretary that there should be a requirement. "We're going to look at to get promoted to the rank of colonel would require a master's degree. If you get picked up at school, you'll get it at school,"

He would like to make it a requirement before you get considered for promotion to major, lieutenant colonel or colonel to have squadron officer school, intermediate service school or senior service school complete before you get promoted.

"Squadron officer school is changing - we're shrinking the course. There's going to be a 100 percent opportunity for active officers to go. Don't take it by correspondence. If you get within a year of the major's board and you've been operationally deferred, go take it then. We're going to give you a chance to go. For intermediate service school, or senior service school, don't

take it by correspondence. In fact we're going to keep you from taking it by correspondence. Just wait and get it done when you go. You'll get a master's degree at the same time. Quit double

dipping on everything. We do not have to operate that way. In fact it is our job at the front of the room, (talking about MAJCOM commanders) -- all our senior raters have to understand that we have to change this.

"It's about job performance, guys. I want young officers doing their jobs, doing as good as they can, then going home and be young husbands, young wives, young mothers and fathers, young friends, young buddies. Have a life. We can do that and still have a very good Air Force."

In terms of where we're headed as an Air Force during the decades ahead, Welsh feels it's important to look at where we've been for the last 70 years.

"The Air Force has had a lot of guiding concepts we've walked through. We've actually gone through strategic bombardment at end of World War II in the late 40s, early 50s, to nuclear deterrence after the Korean War, as we built up the Strategic Air Command and the world's greatest strategic force."

The chief of staff said we drifted to air land battle during the 70s and 80s, and "we picked up global reach global power and parallel warfare, counter-terrorism to support counter insurgency operations, global vigilance, global reach and global power - question for us now is, so what's next?"

Welsh said the Air Force put out a vision

See CSAF, page 14

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Antone Smith, 509th Force Support Squadron intramural volleyball team, spikes the ball during the second half of a volleyball game against the 709th Munitions Support Squadron. The 509th FSS defeated the 709th MUNS after two games one with an overall score of 50-34.



Members from the 509th Force Support Squadron intramural volleyball team, defend during the second half of a volleyball game against the 709th Munitions Support Squadron. The 509th FSS defeated the 709th MUNS after two games one with an overall score of 50-34.



U.S. Air Force photos/Staff Sgt. Nick Wilson



Sierra Phillips, 509th Force Support Squadron intramural volleyball team, serves the ball during the first half of a volleyball game against the 709th Munitions Support Squadron. The 509th FSS defeated the 709th MUNS during game one with a score of 25-14.



Kevin Hostettler, 509th Force Support Squadron intramural volleyball team, jumps to defend the ball from Desmond Reaves, 709th Munitions Support Squadron, during the second half of a volleyball game at the Fitness Center of Whiteman Air Force Base, Mo., Feb. 18, 2014. The 509th FSS defeated the 709th MUNS during game two with a score of 25-20.

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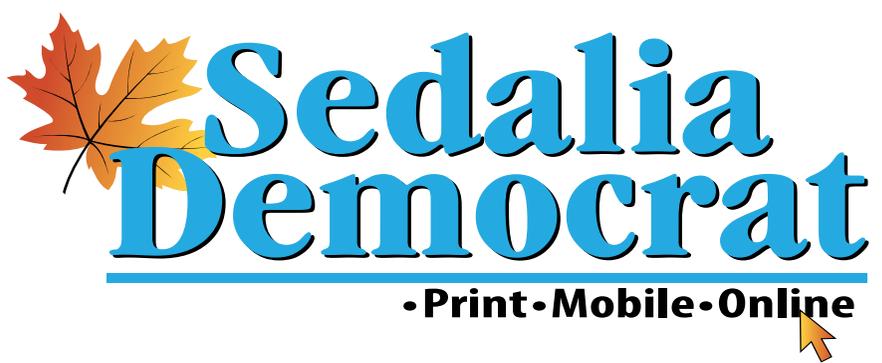
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509 FSS PAGE EDITOR: KYLE C. HAMRICK
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CSAF Continued from Page 10

document about a year ago that focused on Airmen and believes that, since 1947, they are the primary reason behind the service's success.

"They are the engine that drives this service. We put out a vision on global reach and power to remind Airmen that our core missions haven't changed since 1947. Airmen need to see where they fit, directly or indirectly in those core missions."

Welsh said that last year Air Force leaders worked on a resource strategy called Air Force 2023. It's not an Air Force strategy, it's a resource strategy designed to get us to the end of sequestration. We need a strategy...we're writing it. It will be done by June."

He said there's going to be a 30-year look to "make sure we don't get our feet stuck in today, and never get to the point where we can see over that 30-year hill." He added that the plan has to include strategic assessment and valid threat assessment, and "it has to include strategic priorities, different lines of operations, from science and technology to keep us moving in the right direction to stay on the leading edge of technology.

Welsh said that the second piece of this is a 20-year look. He said the idea is to bring the multiple master plans that we have that are done by our core function leads around the Air Force and integrate them into a single Air Force master plan.

"This is going to be important for us because it allows us to make those strategic trades across those portfolios that we have been struggling to get done for the past few years. Everybody's working hard at it, but the process doesn't make it simple. We're going to predict what our top lines are going to be for 20 years, then we're

going to tie our hands and try to live within them.

"If a program succeeds, can we proceed? If it fails can we go to a plan B. Are there pivot points we can identify where we have to look at the world around us and make changes, and production buy numbers or technologies we're pursuing and look at our science and technology priorities, as well as what's going on around us in the world. And attached to that master plan are flight plans and road maps for such things as ISR, bombers or human capital development."

Finally Welsh said we have the 10-year look, our resource strategy "We're going to balance the budget for 10 years, we're going to try to hold ourselves to that. The first five years becomes the POM input (5-year budget), then we roll it up and do it again. Balance it again so we keep reality within our funding streams. And the projections we're making down the road."

Welsh talked about some of the aircraft, weapon and equipment priorities during the years ahead to maintain air superiority. He mentioned getting the F-35 fielded, getting 4th and 5th generation aircraft to share data between them, missile and weapons upgrades and space and cyber superiority as key issues. He said that while not always popular, it's not too early to look at the 6th generation of aircraft.

Welsh concluded his remarks with a simple bottom line for the success of the Air Force -- is its Airmen and the core values they represent.

"These core values are who we are. They are what we stand for and they are what this uniform represents. If there are people in the Air Force who don't think they stand for the same thing, if these don't represent their values, they need to find another profession."

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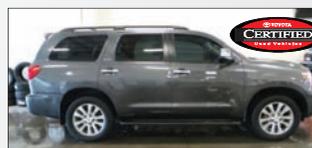
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