

# A F S A

MAGAZINE

SPRING 2019

DEFENDING THE ENLISTED CORPS AND THEIR FAMILIES SINCE 1961 | [www.hqafsa.org](http://www.hqafsa.org)



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KEYS TO SUCCESS FROM CMSAF KALETH O. WRIGHT

EYE ON WASHINGTON

VA MISSION ACT UPDATE

AFSA ANNUAL REPORT

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## EDITORIAL STATEMENT

AFSA Magazine is the only magazine dedicated solely to serving our members and their families.

We are obliged to serve the interests and concerns of our members by striving to report timely and accurate information. The editors reserve the right to edit all submissions but will never materially alter the author's viewpoint. The opinions expressed in this publication are not necessarily those of the Air Force Sergeants Association or its editors.

AFSA does not necessarily endorse products or services advertised in the AFSA Magazine. Produced in the United States of America.

## AFSA

Founded in 1961 by four Air Force enlisted people, AFSA is a non-profit, tax-exempted organization representing the professional and quality-of-life concerns of the Total Air Force (active duty and components) enlisted members in active, retired and Veteran status, and their families, on Capitol Hill and in the Pentagon. Through its many programs and worldwide chapters, AFSA also reaches out to bases and communities to help those in need and to raise awareness of the sacrifices, concerns and contributions of those who have worn or are wearing enlisted chevrons.

## AMF

An AFSA affiliate, the Airmen Memorial Foundation (AMF), provides educational assistance to dependent children of the Total Air Force enlisted force. It is also an annual participant in the Combined Federal Campaign (CFC #10517). Donate to the AMF here.

[https://members.hqafsa.org/Members\\_AFSA/Donate/Members\\_AFSA/Fundraising/AFSA\\_Ways\\_to\\_Give.aspx](https://members.hqafsa.org/Members_AFSA/Donate/Members_AFSA/Fundraising/AFSA_Ways_to_Give.aspx)

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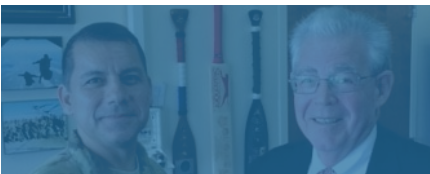
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SPECIAL INSERT: AMF ANNUAL REPORT



**ON THE COVER:** Chief Master Sgt. of the Air Force Kaleth O. Wright (center left) tours the Blatchford Preston Complex (BPC) dormitories with Col. Benjamin Jonsson, 379th Air Expeditionary Wing vice commander (center right), and other base leaders, at Al Udeid Air Base, Qatar, Dec. 20, 2018. Wright toured a dormitory and recognized Airmen with the cleanest rooms. (U.S. Air Force photo by Tech. Sgt. Christopher Hubenthal)



Michael R. Carton  
Air Force Sergeants Association  
27th International President

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# PRESIDENT'S COMMENTARY

## AFSA BIRTHDAY

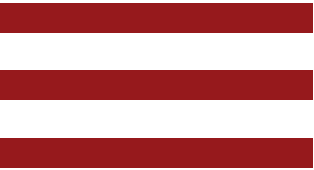
May 3, 1961 is a significant date in AFSA's history. 3 May 2019 is AFSA's 58th birthday; the day we were incorporated and started the long, arduous, and very successful journey to ensure the economic fairness and improved Quality-of-Life for enlisted members and their families. Much has changed in 58 years, all to the benefit of our members and their families. Congratulations AFSA for being the beacon of light in a very rough and stormy sea called service and family member benefits. Today, our Airmen, Soldiers, Sailors, Marines, and Coast Guard members and their families enjoy a better life style due to your unflinching efforts. Despite all of our successes, our mission is still ongoing. AFSA will continue to address issues and concerns impacting the daily lives of all of our constituents.

## CHANGE

AFSA, just like the Air Force, has experienced change since 1961. Albeit, our change has been slower, we never-the-less have evolved and we must continue evolving in order to meet the challenges of this dynamic generation of Airmen. This is important if we are to continue to execute our mission, vision, and focus. In the Winter edition, I spoke to Outreach and how you can and should expand your efforts to encompass the base and local community. There is a third community you should consider as well, the Military Family. Many of our members have families, a spouse and children, and we are in a position to potentially offer programs/activities which involve the family and allows AFSA to support a key element of our membership. I have listened to the diverse list of chapter activities and programs being executed across AFSA; all to ensure our Airmen and Families can enjoy a better life. I have experienced the passion chapters express with these initiatives as well as the feedback they receive from participants. AFSA is implementing an updated chapter-wide support effort by posting your chapter's Events, Projects, Activities (EPA) on our web page under the President's Corner. It is designed to capture best practices and share the wealth of information, to include guidelines on how to set up and execute an event, project or activity. Since *we are good people doing good things*, it stands to reason we would naturally share our individual and collective wealth and knowledge for the betterment of others.

## EVOLVING

During my visits to the Division Professional Airmen's Conferences, I outlined what AFSA needs to look like in 2030. Just as AFSA has evolved since 1961, it is imperative we evolve both from a mission and structural perspective. The member and family will always remain our priority mission and vision. However, how we execute and grow into the future is also critical to our future success. We are currently studying the impacts of changing AFSA's leadership structure to be more responsive to our 2019/2020 environment as well as for the next decade. AFSA must be structured in such a way which ensures we are responsive to the Airman of today and tomorrow. At the end of the day, you the Airmen of 2019, will be leading the AFSA of 2030. We owe it to you to make sure our association is adaptive, responsive, and executing the AFSA mission. Failure, at this point, is not an option if we are to continue our mission, vision, and focus.



## DIVISION CONFERENCES

The series of Division Professional Airmen's Conferences has concluded. My thanks to Divisions 1, 3, 4, and 6 for allowing me the opportunity to sit in and hear what your members are doing for our association and the Air Force as a whole. I am continually amazed at how involved and immersed chapters are within their base and local communities. Kudos to each and every one of you for living up to and exemplifying the Air Force Core Values. A special shout out to Division 6 for having six Command Chiefs on their Leadership Panel. What great insight and wisdom they provided to the delegates. Another very special shout out to Division 2 and in particular Chapter 358, for hosting a 7 member, multi-service Senior Enlisted Leadership panel. Each branch of the service was represented and Division 2 delegates were able to enjoy insights and feedback from our Sister Services top enlisted leaders. Great job on everyone's part.

## YOUR AFSA

One of the points of discussion at the recent Division conferences was "What AFSA Needs." The most important thing we need is to "LISTEN TO EACH OTHER." If it sounds a bit old school, that is because it is old school. Listening never goes out of style and in order to fully grasp how AFSA is changing, we must listen to what our members are saying, particularly our younger members, those who will be our future leaders. AFSA has a chain of command and I highly encourage you to engage your Chapter and Division leadership and respectfully express your points of view and

concerns. You are always welcome to contact me directly via email or phone and talk about your concerns. I serve you, the members, and I want to ensure your AFSA experience is enjoyable, pleasant, and rewarding on a professional and personal perspective. Speaking of professionally and personally rewarding, do you know what AFSA can offer its members? If you think about it from a personal and professional perspective, AFSA can and does:

- Create cohesive and focused teams which you can join and learn. AFSA is a team;
- Provide leadership, fellowship and mentorship opportunities, all of which translate to your Air Force and/or civilian career endeavors;
- You must learn to follow in order to lead others, and you must follow and lead in order to mentor;
- Assist personal networking and enhance your AF-wide personal connectivity. You will have friends around the world you can connect with to share experiences and information;
- Help you inspire an individual's personal and professional growth, development, and confidence;
- Aid in fostering a life balance between personal, home, family, work, profession, and friends;
- Provide recognition and reward for your individual and team efforts;
- Develop a deeper respect and understanding of each other.



Michael R. Carton  
AFSA International President



### We are families, linking arms and standing strong together through deployments and separations

We are Veterans... of wars abroad and battles we've fought when we return

We are an international association with 7 Divisions and 125 Chapters across the world

We are 100,000+ strong; one powerful voice sharing the Enlisted story and concerns with our Nation's congressional and military leaders to continually advocate for promised military benefits and services

We take care of military members and their families... past, present and future.

We are here for you -- join AFSA now



We invite you to join, re-new or give the gift of membership

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# WE ARE AFSA

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# EYE ON WASHINGTON

## VA MISSION ACT UPDATE

It's been nearly a year since President Trump signed legislation to fundamentally transform elements of VA's health care system. The VA MISSION Act of 2018 consolidated VA's seven community care programs into one, expanded the Program of Comprehensive Assistance to Family Caregivers; increases VA's ability to recruit and retain the best medical providers and established a BRAC-like process to review the department's infrastructure.

The new Veterans Community Care Program is slated to launch first on June 6th and the limited time-frame VA was given to establish the program has many in Washington wondering if the department needs more time to properly implement the program. There are reasons for this concern. Less than 60 days remain before implementation and the proposed rules have yet to be finalized. The third-party administrator contract has been awarded for one region and another two regions are under protest. Contracts for the remaining three regions have yet to be announced and there is always the possibility of appeals being filed there as well. Most recently, a damaging report by the U.S. Digital Service (USDS) called into question the viability of VA's Decision Support Tool which would be used to determine a veteran's eligibility for the program.

The departments access standards which again are not yet finalized will be based on average drive time and appointment wait times.

- For primary care, mental health, and non-institutional extended care services, VA is proposing a 30-minute average drive time standard;
- For specialty care, VA is proposing a 60-minute average drive time standard; and
- VA also proposed appointment wait-time standards of 20 days for primary care, mental health care, and non-institutional extended care services, and 28 days for specialty care from the date of a request with certain exceptions.

Eligible Veterans who cannot access care within these standards would be able to choose between eligible community providers and care at a VA medical facility. Veterans already receiving care through VA Choice will be grand-fathered into the new program. A veteran might also be eligible for the VCCP if needed services are unavailable; they reside in a state without a full-service VA medical facility; it's in their best medical interest; or, if they need a level of care from a VA medical service line that the department knows it cannot provide in a manner that complies with VA's standards for quality.

The VCCP also includes access to urgent care which a veteran could receive through any provider in the community care network but a word of caution here, they may be charged a co-pay for that service.



By press time even the VA was wavering a bit on its ability to launch the VCCP without a hitch. Department officials acknowledged that there may be problems at the start but pledged to work quickly and resolve them if that were to occur. We are less confident than they are given the departments recent failures with critical IT programs. But we will work with lawmakers to ensure that the intent of the law—to provide Veterans access to high-quality care is fully realized.

The BRAC-like process to review VA infrastructure isn't slated to begin for another year or so and VA's plan to hire and retain more doctors and nurses has yet to materialize. We do, however, know the status of expansion of VA's Program of Comprehensive Assistance for Family Caregivers—it will not launch as required by this fall because the software needed to manage the new program will not be ready. We learned of the delay at VA's FY2020 Budget Rollout briefing in early March and VA now projects they won't be able to launch that part of the MISSION Act until June of next year.

## NDAA UPDATE

Despite delays with the budget process, Members of the House and Senate Armed Services are on track to complete their respective versions of the annual defense policy bill, the National Defense Authorization Act in a timely manner. Both committees plan to start work on the bill during the month of May and have their work completed prior to the Memorial Day Recess. Historically the House finalizes its bill first with the Senate following sometime thereafter. Despite their early effort, we don't anticipate a completed bill (conference agreement) prior to the October 1st start date for the new fiscal year. Much of the later effort hinges on lawmakers reaching consensus on budget caps and spending levels which we hear might not be achievable until sometime this fall.



Stopping on the steps of Capitol Hill before a meeting with Representative Mark Takano and Representative Dean Phillips.

Pictured left to right: Legislative Chairman Dr. James Crissinger, Military & Government Affairs Director Keith Loudermill and International President Mike Carton

## FRONT AND CENTER – AFSA SUBMITS TESTIMONY TO CONGRESS

On March 12, 2018, AFSA submitted a written testimony to the Joint House and Senate Veterans Affairs Committees. We urged lawmakers to improve care of women veterans, suicide prevention, to implement the VA MISSION Act, and many other issues. You can read the entire written testimony by visiting the Air Force Sergeants Association [www.hqafsa.org](http://www.hqafsa.org)

## DOD PROMOTES COMMISSARY-EXCHANGE MERGER AS A COST-SAVING MEASURE

Early last year DoD began moving forward with a recommendation from the department's Reform Management Group (RMG) to, in their words, "Consolidate the defense resale enterprise in order to achieve the economies and efficiencies necessary for the survivability of the defense resale enterprise and the continued availability of these benefits to our total force their families and other authorized patrons." At a meeting regarding the proposal, AFSA and its Military Coalition partners expressed concern [to DoD] regarding their belief that finding inefficiencies in the defense resale system would be achieved through consolidation as well where would any potential savings from this action go. Our concerns were not unfounded. The fact that numerous studies found anywhere from 50 to 90 percent of two-way mergers fail in the private sector—an ominous statistic considering DoD would be proposing a 4-way merger here.

Those concerns were largely ignored, and in July of last year, DoD pressed ahead with a special Task Force to provide recommendations that would support their objective. Early this year the Task Force endorsed the DoD business plan and it appears it is headed to Capitol Hill for their consideration and approval. The three exchange services disagreed with many of the Task Force's findings which included 200-800 million in savings over the first five years and another 400 to 700 million each year thereafter. They contend that data used to generate these figures are grossly flawed and the predicted outcomes no way near match current industry expectations. Despite their respective exchange's opposition, the Army, Air Force, and Navy concurred with the Task Force findings to allow the proposal to move forward. Under the merger proposal, commissaries would remain separate stores with the merger's primary focus being on a new governance structure and various system processes the patrons don't normally see. We remain concerned about the validity of the analysis used by the Task Force but even more about the potential (harmful) long-term effects this change could have on the exchange and commissary benefit. Once the proposal





is presented to Congress, we will ask lawmakers to carefully consider if the proposed cost-savings are being overstated and to ask where the money from the savings will go. Congress must pay careful attention to this because historically, the exchange and commissary access rank high on the list of important earned benefits by enlisted members particularly those in the lower grades.

**Editor's Note:** *AFSA is fortunate to partner with many great organizations who share similar views on issues affecting military service members, veterans, their families and survivors. Veterans Education Success (VES) is one of those organizations. Like AFSA, they seek to create greater educational opportunities for our members and protect the integrity and promise of the GI Bill and other federal education programs. We've worked with them on a host of issues, such as urging VA to better protect the GI Bill and student veterans; fixing delays in GI Bill payments to veterans and schools; and protecting servicemembers' rights under the Military Lending Act. Student loan forgiveness is a benefit that some 100 percent disabled veterans are not aware of so if this situation applies to you or someone you know, pay close attention to this story by VES. On a related matter, the Public Service Loan Forgiveness program could be eliminated in the future if the Administration gets its way. A provision in their FY2020 Budget Proposal to Congress seeks to end the program for borrowers of new student loans starting July 1, 2020.*

## GET OUT OF DEBT HELL: FOUR THINGS TO KNOW IF YOU'RE A DISABLED VETERAN WITH STUDENT LOAN DEBT

By Mike Saunders



Until recently, if you were 100 percent disabled or had a finding by the Department of Veterans Affairs (VA) of Individual Unemployability (IU) you could get your student loans forgiven, but with one expensive caveat: it was considered taxable income by the IRS. That meant an unexpected tax bill for wounded warriors who were often unprepared to pay such a large amount of money. Unfortunately for some, this increase in reported annual income made them ineligible for means-tested programs like Medicaid or Supplemental Security Income (SSI).

That's no longer the case and it could have huge implications for you and your family.

Today, any student loans forgiven due to disability or IU are no longer considered taxable income at the federal level. This means Uncle Sam won't be sending you a tax bill come April.

Forty out of the fifty states won't tax you if you have your student loans discharged due to disability. The states that haven't yet followed the federal government are Arizona, Arkansas, California, Georgia, Iowa, Massachusetts, Minnesota, Mississippi, Pennsylvania, and Virginia. If you live in one of these states, consult a tax professional before you get your student loans forgiven.

Most importantly, this is the case regardless of how old you are or how long ago you took out student loans - so be sure to tell your fellow veterans and their loved ones. VA and the U.S. Department of Education (ED) are working together to make it easier for you to apply to have your loans forgiven. So here are four things you need to know before applying:

### Over 42,000 Veterans May Qualify

VA and ED estimate there are more than 42,000 veterans with severe disabilities who hold a total of more than \$1 billion in outstanding student loans and who may be eligible for student loan forgiveness. Sadly, more than 25,000 of those veterans were in default with \$168 million in outstanding loans. Defaulting on your loans hurts your credit score and can cause a lot of financial trouble. If you or a veteran you know are facing student loan default, you can apply to have your loans forgiven and receive free help from Veterans Education Success (VES) to support you through the process. Contact us today so we can help you through the process.

### Be Vigilant and Watch Out for Scam Artists

VA and ED have teamed up to notify veterans who have student loans and may be eligible to have them forgiven. ED will send letters to qualifying veterans to apply for federal tax-free forgiveness of their student loans. To see what these letters will look like click here. The letters will state they are from ED and Nelnet, the company administering the IU student loan forgiveness process.

**If you get a letter from someone that's not ED and Nelnet, beware, it's probably a scam.** ED and Nelnet manage a website, [disabilitydischarge.com](http://disabilitydischarge.com), to provide resources and more information. Even though it is a .com versus .gov website, this is the official website to you help you and is a trusted source of information.



This is a free service and you do not have to pay any fees for the application. Ignore any companies claiming they can help get your student loans forgiven for a fee, as they are scams. Be sure to **notify VES** <https://veteranseducationssuccess.org/contact/> if you come across one these scam artists trying to take advantage of veterans.

#### What to Do Next

Apply online at [www.disabilitydischarge.com](http://www.disabilitydischarge.com). If you received the letter, you do not have to submit documentation of your service-connected disability since ED already has obtained this information from VA. You can call Nelnet seven days a week at **1-888-303-7818** from 8:00 am to 8:00 pm Eastern Time or email [disabilityinformation@nelnet.net](mailto:disabilityinformation@nelnet.net) for any questions or get the process started.

ED will work with the VA to conduct a new match of veterans with severe disabilities with the student loan database to identify more borrowers who may be eligible. Veterans will receive notices on a staggered basis each quarter, but you don't have to wait. Considering the potential tax bill, you can avoid paying Uncle Sam, it may be worth applying without the letter from ED.

If you or someone you know may be eligible for student loan forgiveness and haven't received a letter, you can start the application today, but you will have to provide evidence of your service-connected disability.

#### Receive Help at No-Cost from the Experts

If you are 100 percent disabled or have been determined to be Individually Unemployable by VA and you are in default on your student loans - you have rights that protect you and your family.

ED should have notified you of your rights before you defaulted on your student loans but failed to do so for thousands of veterans.

If this happened to you, please reach out to me and my team at VES. We want to help you get your money back and ensure ED does a better job of notifying veterans of their rights. This should not have happened to you and VES is here to make it right.

--

*Mike Saunders is the Director of Military and Consumer Policy at Veterans Education Success.*

## HEALTH HAZARDS LINKED TO WATER CONTAMINATION

If you've been stationed at a military base with aircraft since the 1970s, there is a chance that you have come into contact with per- and polyfluoroalkyl substances (PFAS), which are common chemicals used in firefighting foams for training across the Department of Defense (DoD). The firefighting foam laden with chemicals gets sprayed on the aircraft, but then subsequently drains into the ground, seeping into water sources that are used by military members and their families on base. But in some cases, the contamination has also made its way off base and into local community water sources. The effects from exposure to these chemicals have been linked to health issues such as ulcerative colitis, thyroid disease, reproductive issues, developmental delays in children, and cancer.

Lawmakers in Washington have been pushing legislation to hold the DoD responsible, and to make them pay for treatment and reparations to communities who have experienced the fallout from these practices. This of course can quickly turn into a complicated situation and not one that comes with an easy solution due to high costs associated with medical treatment and the probability of difficulty proving that health issues are directly connected to PFAS in a water source on or near a military base. Visit [https://partner-mco-archive.s3.amazonaws.com/client\\_files/1524589484.pdf](https://partner-mco-archive.s3.amazonaws.com/client_files/1524589484.pdf) to see the list of over 400 installations that have been identified by the Defense Department as having at least one location of a known or suspected instance of PFAS contamination. If you or a loved one have experienced health defects that could possibly be linked to the military's use of these chemicals in firefighting foam, and have been stationed at one of the listed installations, please reach out to you Military & Government Relations Team at [milgov3@hqafsa.org](mailto:milgov3@hqafsa.org) and let us know.

## THE LATEST ON SURVIVOR BENEFIT PROGRAMS

Memorial Day is quickly approaching, which gives us the opportunity to spotlight and honor our nation's survivors: families and spouses of those who have lost their lives in connection to their service to the country. Two of the largest benefits that are available to these survivors are the Survivor Benefit Plan (SBP) and the VA Dependency and Indemnity Compensation (DIC) program. As the issue currently stands, SBP and DIC are offset dollar per dollar. This means that for every dollar the survivor receives for SBP, they receive one less dollar in DIC. This issue has been something AFSA has been fighting for years, but recent legislative efforts have picked up and garnered support from both sides of the aisle.



**H.R. 553** <https://www.congress.gov/bill/116th-congress/house-bill/553/text>, also known as the “Military Surviving Spouses Equity Act,” along with its counterpart **S. 622** <https://www.congress.gov/bill/116th-congress/senate-bill/622/related-bills?q=%7B%22search%22%3A%22s.+622%22%7D&r=4&s=1>, are two current bills that would accomplish the repeal of the requirement for the two benefits to offset each other.

AFSA's position on this issue is that these payments are paid for different reasons, and therefore should not be considered together when being dispersed to surviving families. SBP is purchased and paid into by the service member with the intent to serve as a partial retirement payment to their survivor, while DIC is a benefit paid to the survivor from the when the member dies due to a service-connected reason. The military is the only government entity in which the offset rule applies. Surviving spouses of any other category of federal employee are eligible to receive both payments concurrently. AFSA continues to fight for the parity of this benefit and the rights that we believe all surviving spouses are entitled to.

## TRICARE PROGRAM CHANGE

As a reminder, starting this year you will only be able to enroll or make changes to your TRICARE Prime or TRICARE Select plan during the annual TRICARE Open Season or after a **Qualifying Life Event (QLE)** <https://tricare.mil/lifeevents>. The next TRICARE Open Season will take place in fall of 2019 for coverage starting on January 1, 2020. A Qualifying Life Event is a certain change in your life, such as marriage, the birth of a child, or retirement from active duty, which may mean different TRICARE options are available to you. A QLE opens a 90-day period for you to make eligible enrollment changes. Additionally, a QLE for one family member means all family members may make enrollment changes. Click on the link in this article to find out more about TRICARE QLEs.

## GI BILL BENEFITS: THE FOR-PROFIT CASH COW

The GI Bill is one of the greatest benefits of joining the military. It allows the service member or a member of their family to continue to better themselves and pave the way for their future, whether that be within the military, or in a civilian capacity.



When it comes to choosing the best school for your needs however, things can get tricky. Because of what is referred

to as the 90/10 rule, certain for-profit colleges have found a way to target veteran students in a predatory manner. Here's how it works: The 90/10 rule was established so that for-profit colleges and universities must receive at least 10 percent of their revenue from sources that are not federal financial aid. The monetization of veterans happens because revenue from the GI Bill and Tuition Assistance are *not* counted as federal financial aid. Predatory educational institutions quickly became aware of this loophole and have been heavily marketing to veteran students ever since.

The problem isn't just that these institutions of higher learning are operating in a seemingly selfish manner and deceiving veteran students about their true intentions. Recently, colleges like ITT Technical Institute and Corinthian have closed their campuses without warning after failing to stay afloat among federal crackdowns on their poor practices. Over the past several years, thousands of students have been left in the lurch when their school unexpectedly shuts its doors. When this happens, it leaves veterans and other students with worthless credits and wasted benefits, and oftentimes thousands of dollars of debt. This, coupled with the recent **difficulties** <https://www.va.gov/oig/pubs/VAOIG-19-06452-97.pdf> surrounding the rollout of the new “Forever GI Bill,” (mostly having to do with BAH rule changes), has made it even more stressful for veterans and their families when it comes to choosing their education and career paths. Before you make the choice on which institute of higher learning is the best fit for your needs and lifestyle, we sincerely urge you to exercise caution and do your research to determine who really has your best interest in mind, versus who just has a vested interest in your hard-earned benefits.

Here is a list of some things to look for when deciding which school is the right one for you:

- Yellow-Ribbon Program participation
- On-site veteran service centers
- Flexibility and online programs
- Tuition assistance programs
- Credit for military experience
- Tutoring/academic support for military students

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### WANT MORE LEGISLATIVE INFORMATION?

To view the AFSA website [www.hqafsa.org](http://www.hqafsa.org) and its Legislative Action Center and Legislative Program information. You'll find our Legislative Platform, Accomplishments, Key Issues and Testimonies. To enroll in our weekly *Washington Report* and *Headline Roundup* eNewsletters, visit [www.votervoice.net/AFSA/home](http://www.votervoice.net/AFSA/home)



**MEETING AIRMEN,  
HEARING THEIR STORIES  
AND LISTENING TO THEIR FEEDBACK  
INVIGORATES ME AND HAS  
BECOME MY FAVORITE PART  
OF THE JOB.**

*An Airman shows off her picture with Chief Master Sgt. of the Air Force Kaleth O. Wright Oct. 19, 2018, at Nellis Air Force Base, Nevada. Wright met with Airmen from all around the base. (U.S. Air Force photo by Airman 1st Class Andrew D. Sarver)*

*Chief Master Sgt. of the Air Force Kaleth O. Wright greets one of his former Airmen, Tech. Sgt. Amanda Taylor, 726th Operations Group command support staff superintendent, during a base tour Oct. 19, 2018 at Nellis Air Force Base, Nevada. Wright and Taylor were stationed together at Osan Air Base, South Korea, between 2007 and 2008 where they used to play basketball together. (U.S. Air Force photo by Airman 1st Class Andrew D. Sarver)*



*Air Force senior leaders speak with Airmen at Tyndall Air Force Base, Florida, Oct. 14, 2018. Air Force senior leaders toured Tyndall Air Force Base to assess the damage from Hurricane Michael, one of the most intense tropical cyclones to ever hit the U.S. (U.S. Air Force photo by Senior Airman Joseph Pick)*

# CMSAF #18



## BECOMING THE LEADER WE NEED

By Chief Master Sgt. of the Air Force Kaleth O. Wright

Since joining the Air Force senior leadership team, my teammates and I have traveled to more than a dozen countries for over 200 base visits. We've met, spoke, and taken thousands of 'selfies' with some of the world's greatest Airmen. Meeting Airmen, hearing their stories and listening to their feedback invigorates me and has become my favorite part of the job. Wherever Airmen operate, no matter how remote, we try to get out and witness first-hand how they execute the missions we ask of them. While each conversation is unique; the questions Airmen present often trend toward a common theme – Leadership. Whether in Djibouti, Africa, Seoul, Korea or San Antonio, Texas, Airmen often want to know two things, how I became the 18th Chief Master Sgt. of the Air Force and what it takes to become a leader in our United States Air Force.

Many times, we see senior leaders like Generals, Chiefs, or even Chief Master Sgts. of the Air Force and we think, "Wow, this person must have had an excellent career from the start and been destined for a position of leadership." While that may be true for many past and present Air Force decision makers, it wasn't true for me. My journey had a few self-inflicted speed bumps as I got in my own way quite a bit. It wouldn't be a stretch to say that I was a menace. I liked to drink too much and I liked to fight. I was often late to work because I had been drinking and fighting the night before. My interest in pursuing a 'good time' far outweighed any interest in pursuing a career as an Airman. To top it all off, I

complained the entire time. I wasn't well versed in taking responsibility for my actions and I definitely wasn't eager to look in the mirror and say, "I need to do

better." Like many of our young Airmen today, I needed help

to get my act together. For me, that help came in the form of a man named Joe Winbush.

As my first squadron superintendent, Master Sgt. Winbush, was responsible for the development of his assigned Airmen. As I very quickly found out, Joe took this responsibility seriously. Upon graduating from Dental Assistant technical training, I took seven days of leave before heading off to my first duty station at Pope Air Force Base. When my last day of leave came, I decided that I didn't feel like starting my new job because seven days was far too short. I then made a decision. I picked up the phone, called my gaining unit and said, "Hey, I'm supposed to be there tomorrow but I think I'll show up sometime next week." The voice on the other end of the line said, "Okay, hold on a minute." They handed the phone to a Master Sgt. Joe Winbush, who very quickly said, "Who is this!" "This is Airman Wright," I said, "I'm supposed to be there tomorrow..." Before I could say another word, my new boss let me know in some very direct language that my impromptu leave request would not be approved, and that I better have my rear on the next bus to Fayetteville, North Carolina. He was very convincing, so I got my rear on the very next bus. Waiting for me at the station was Joe Winbush who grabbed me by my BDU collar and delivered the first of many mentoring sessions.

The story doesn't end there as I didn't become a model Airman overnight. The patented 'Winbush tough-love mentoring sessions' became a regular occurrence as my bad habits, negative attitude and unprofessional behaviors continued over the next few years. Joe must have seen something in me though, because he never

gave up. He was there for me, pushing me to be my best, encouraging me when I was, and holding me accountable when I was not. He saw me through some very tough times, deployed with me and helped me through the loss of my mother. To this day, I'm not sure how he did it. He all-but adopted me into his family. He showed more patience than anyone in my life ever had. He was very tough but he was fair and he dealt with me like he would his own son. In fact, somewhere along the way, I began calling him "Pops."

Master Sgt. "Pops" Winbush did more than just teach me how to follow orders. Through his mentorship, he started me on a journey to both lead myself and to become a leader of others. Pops stoked a passion which led me to the position I now hold. When I found out that I was to be the 18th Chief Master Sgt. of the Air Force, I knew that it



Air Combat Command and 1st Fighter Wing senior leaders introduce outstanding Airmen from their unit to Chief Master Sgt. of the Air Force Kaleth O. Wright during his visit to Joint Base Langley-Eustis, Virginia, June 29, 2018. Wright toured JBLE for two days seeing the day-to-day operations of the different wings and units here. (U.S. Air Force photo by Airman 1st Class Anthony Nin-Leclerc)

was the result of Pops' hard work as much as mine. The following are some of the traits that he shared with me and a few that I have picked up along the way. I have found that most successful Air Force leaders have many of these leadership traits in common. I hope you find them as useful as I have.

## CHARACTER

Character has to be the foundation of great leadership because all other traits depend on it. Many times, when speaking about character, we confuse it for personality. These two are related, but very different things. Personality can be described as what is on the outside, or what everyone else sees. Character is what's on the inside.



U.S. Air Force Chief Master Sgt. of the Air Force Kaleth O. Wright shakes hands with a 100th Security Forces Squadron Airman during a visit at RAF Mildenhall, England, Dec. 26, 2018. Both Wright and Air Force Chief of Staff Gen. David L. Goldfein visited Team Mildenhall prior to heading back to the U.S. after a visit to U.S. Central Command during the holidays. (U.S. Air Force photo by Staff Sgt. Christine Groening)

Who you are, what you stand for, what is your personal ethos and values? These questions all relate to your character. I like to think that leadership begins with character because it's something that you can't fake. If a leader lacks character, it shows. When you see someone removed from a position of leadership due to a lack of confidence, it usually has nothing to do with incompetence, knowledge or training. Those are important, but nowhere near as important as character. Some fatal flaw in their character didn't hold up under the scrutiny of leadership. When you are in a position where Airmen look to you for guidance, you have to have a strong foundation of good character, or the whole thing falls apart.

## ATTITUDE

Attitude is next on the list of leadership keys to success, and it's one of the first things I look at when building my teams. Throughout my travels as Chief, I get to see and engage with



PETERSON AIR FORCE BASE, Colo. – Chief Master Sgt. of the Air Force Kaleth O. Wright salutes after performing a ceremonial flag folding at the High Frontier Honor Guard on Peterson Air Force Base, Colorado, April 10, 2019. Wright credits his time in the base honor guard with changing his perspective of the Air Force. (U.S. Air Force photo by Staff Sgt. Emily Kenney)



Airmen from all over our Air Force. Often, my first touch point is with the team leaders – the commander, the first sergeant, the chief. These interactions usually go one of two ways. Local leaders often say something like, “Chief, let me tell you how bad it is here ... how hard it is ... how much it sucks.” The airmen from that organization always echo that negative attitude, focusing on the bad aspects of their assignments. While understanding the challenges of an assignment is necessary, I much prefer leadership teams who respond with, “you know chief, it's tough out here, but let me tell you about some of the things that we're doing to make life better for all of our Airmen.” They recognize the challenges and then focus on solutions, looking toward their strengths to help fix the situation. Their teammates will share their optimism. The Airmen of the teams led by leaders with positive attitude and outlook, reflect that attitude and outlook. Recognizing that attitude reflects leadership will help you become a more effective leader.

## DISCIPLINE

While character is somewhat built-in, and attitude can be learned, one of my favorite keys to success requires good old-fashioned hard work. Think for a minute about anybody you know in this world who you would consider a successful leader. Think about our Chief of Staff, General Dave Goldfein, Microsoft Founder, Bill Gates, media mogul, Oprah Winfrey, or maybe even your mom or dad. ***Think of anyone who has reached the pinnacle of success in their chosen career field. Now, ask yourself, do you think they became successful leaders by being undisciplined? Do you think someone has to wake them up first thing in the morning, tell them to workout, eat right or go to bed on time? I guarantee you the answer to that question is - No.***

Great leaders understand why it's important to wake-up on time, workout, eat right and get rest. They put effort into making sure these healthy behaviors become their habits through self-discipline. Just like those leaders, it's really up to you to make sure you model the behaviors you expect of your teammates. Once you discipline yourself to practice what is preached, your effort will become a downhill snowball of healthy habits, helping you to embody the ideal of a disciplined leader. Your discipline will be key to becoming an effective leader on our team. But remember, it all starts with one step, one decision and one choice to stop hitting the snooze button on your leadership career.

## EXCELLENCE

This next key to leadership is one of the easiest to remember, because it's also one of our Air Force Core Values. “*Excellence in all we do*” is something we learn to recite on day one of our indoctrination into the U.S. Air Force. Although it may become committed to our memories early-on, it's often one of the hardest things to achieve in life, because well ... life. When facing time constraints, family needs or task saturation, some start to settle for 'okay' instead of 'excellent'.

Aristotle said, “Excellence is not a singular act, but it is a habit. We are what we do repeatedly.” With that in mind, I'd like you to do something for me. The next time you are working a task and you feel like telling yourself, “that's good enough,” take a minute and remember what Aristotle said. Remember that when you practice mediocrity, it becomes your habit. Then I want you to eliminate “good enough” from your vocabulary. -- Another sentence -- After that, I think you'll be successful in eliminating it from your day to day actions.

## TEAMWORK

Bottom line, none of us can go it alone. If you want to be a great leader, you have to be a part of something bigger than yourself. My favorite African proverb sums it up with, “*If you want to go fast, go alone. If you want to go far, go together.*” Leadership isn't about going fast. It's not a sprint to get your team pulling in the right direction. It's a marathon where everyone has to cross the finish line at the same time. As the leader, you have to make sure everyone is ready and motivated for every step of the race. As a leader, you will succeed or fail on the efforts of your teams. I know that I could not do what I do without the hard work and support of my teammates.

These keys will help you along your way to becoming the leader our Airmen deserve. Do me a favor, though. Once you master the keys to leadership success, take a lesson from Master Sgt. Joe Winbush. Find an Airman who challenges your patience. Find someone who needs guidance and be the leader that helps them achieve more than anyone ever thought they could ... *just like my Pops.*



## A ONE-OF-A-KIND COMMUNITY, A KIND AND CARING MISSION

The Air Force Enlisted Village (AFEV) is a nonprofit organization whose core mission is to provide a safe, secure home for surviving spouses of retired enlisted U.S. Airmen. Located along the beautiful Emerald Coast of northwest Florida in Shalimar near Eglin Air Force Base and Hurlburt Field, apartments are available at Bob Hope Village, our independent living community, and at Hawthorn House, our assisted living and memory care residence located on the Bob Hope Village campus.

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★ *Thank you to our AFSA friends for 50 years of support.* ★





**"IF YOUR ACTIONS INSPIRE OTHERS TO DREAM MORE, LEARN MORE, DO MORE AND BECOME MORE, YOU ARE A LEADER."**

– JOHN QUINCY ADAMS

*Chief Master Sgt. Michelle R. Jackson, Command Chief of the 82nd Training Wing*



## SERVING TO SERVE OTHERS

**SHEPPARD AIR FORCE BASE, Texas** – There are many types of leaders. The suited corporate boss who is focused on low-risk, high-reward decisions. The tough-love football coach determined to get his team to the regional championships. Even Jerry, who was the only responsible one and was forced to be the manager of his friend's '90s Pearl Jam cover band, does his best even if he was not ready for the responsibility. What do all three of these leaders have in common with a command chief master sergeant at the largest technical training base in the Air Force? Each cares about the well-being of their people.

Chief Master Sgt. Michelle R. Jackson, Command Chief of the 82nd Training Wing, brings that quality to the home of the Air Force's largest consortium for Aircraft Maintenance, Logistics and Civil Engineering technical training – more than 900 courses in all. She supports and leads the enlisted permanent party force, as well as more than 60,000 students that complete their training each year. Leading that force, she said, is something she has been excited to be a part of and takes pride in since she first joined Team Sheppard in June 2017.

Each Tuesday morning, Jackson welcomes the newest Airmen and other students to Sheppard AFB, most of whom are arriving straight out of basic military training at Lackland AFB, Texas, to begin training in one of Sheppard's myriad career

fields. She also greets the newest permanent party members to the base which is located just outside of Wichita Falls and 10 minutes south of the Red River.

From an airman basic fresh off the bus or a senior non-commissioned officer at their 10th duty station – the 24-year Air Force veteran gives each of them her expectations and as well as imparting a little wisdom to help them adjust to their new training environment, base and local community. "I tell our newest students that tech training is not going to be easy," she said. "It is hard, it is challenging, but it is not designed for anyone who gives their best to fail. The expert in anything was once a beginner. Starting day one, [the new students] will begin to be led, trained and developed by experts who were once beginners."

### EVERYONE STARTS SOMEWHERE

That perspective comes from Chief Jackson's own experience, as she was not born an empathetic and charismatic Command Chief. In fact, joining the Air Force wasn't even a thought early in her life, not until she began looking for an opportunity to expose her son to different types of cultures and adventures. Then, she said, she decided to join the Air Force, and from there her destiny changed.

She noticed something in those who led her, the responsibilities they took on and the discipline to perform

their duties to a high standard. Her leaders, she said, also saw something in her that put her in a position to be groomed for leadership roles.

“At the time I was going through BMT, I was simply going through the motions and did not have time to pause and value the training I was being introduced to,” she said. “The turning point for me was working around leaders who genuinely cared for others and their well-being, and that exposure made me want to be the best at supporting and taking care of others.”

One such genuine leader in her life, she said, was Tech. Sgt. Shirley V. Harmon, Chief Jackson's supervisor when she was an airman first class working in the command section at the 86th Airlift Wing, U.S. Air Forces Europe.

“Sergeant Harmon was extremely inspirational and while I did not have a clear understanding of it at the time, she pushed and gave me countless responsibilities that were typically lead by more seasoned NCOs and SNCOs,” Jackson said. “She never allowed me to slip when it came to standards and always explained the importance of remaining true to our core values.”

She said Harmon saw something in her and encouraged and inspired her to be a better Airman every single day.



Brig. Gen. Ronald E. Jolly Sr., 82nd Training Wing commander, stands with Chief Jackson following the opening cannon volley to start the 100th anniversary of the 100th Airborne Division in Wichita Falls, Texas.

“I had such a high level of respect for her that I did not dare disappoint or let her down,” she said. “She helped me understand that even as an A1C, I had the ability to influence change.”

The lessons learned and the experience of being pushed to her full potential would help Jackson throughout her career, and today, from the first time they meet to when they graduate technical training she pushes the newest of Airmen to heights they didn't dare dream of.

## SERVING TO SERVE OTHERS

Building on those early experiences, Jackson went on to become the executive assistant to Chief Master Sgt. of the Air Force Rodney J. McKinley, where she learned another core tenet of her leadership values.



“During my time in the Office of the Chief Master Sergeant of the Air Force, I would often hear Chief McKinley say, ‘treat people with dignity and respect, even if you have to escort them to the front gate,’” Jackson said. “I always keep this in the back of my mind when dealing with challenging and disappointing situations.”

That focus on putting others before herself – just as her mentors did -- has helped shape Jackson into a leader well-suited for taking care of the newest generation of Air Force Airmen being trained at Sheppard.

“In my current position, I am responsible for 47 percent of all BMT graduates. I try to be an emphatic leader when communicating with our students,” she said. “It is important for me to build trusting relationships with our newest Airman in my effort to better understand and mentor them as they prepare for the operational Air Force.”

Jackson puts a lot of time and emphasis into the Airmen in training under her command -- people she sees not as subordinates, but as teammates and wingmen.

“A leader is selfless, they put others' needs and the success of the team ahead of their personal desires,” she said. “A leader takes the time to listen to others and to hear them out before injecting their own opinions, because they genuinely care about those they lead. A leader is focused on doing the right thing, even when it may be unpopular, because they understand their responsibility as a leader.”



Her own creed and core values help Jackson stay aware of the pitfalls that can befall leaders who might be too proud or fail to see the big picture. She believes leaders have to be aware of their own biases when it comes to executing the mission. An opportunity to excel could be missed, for example, if a

I am humbled by this opportunity to be a part of Air Force history in the making because I am confident a number of these new Airmen will be in our history books one day for something incredible."

Jackson said interacting with all the students training at Sheppard – enlisted, officer, Air Force, Army, Navy and Marines – has grown on her and her excitement has not stopped. Sometimes, she said, it causes her to reflect on her younger self.

"I would advise [my younger self] to seek out every personal and professional development opportunity offered and never shy away from them," she said. "Leaders often see more in us than we do in ourselves, and when they are pushing us outside our comfort zones, it is because they see our potential long before we see it in ourselves.



L: Chief Jackson adjusts an Airman's tie before an event, making even the smallest

of details a learning opportunity for Airmen in her command. R: Chief Jackson and Airmen from Sheppard Air Force Base, Texas, prepare for a drill down the team. Leaders, she stressed, risk losing credibility if the people they lead feel undervalued in the process.

Expect the best of yourself every day, place the success of the team above your own, genuinely care about the well-being of those you lead and always remain humble," she said. "Regardless of where you are in the chain of command, you are both a leader AND a follower."

While guiding Sheppard enlisted force is her primary responsibility, Jackson also takes time to mentor junior commissioned officers in regards to their relationship with those they will lead. She said she tries her best to mold them into officers and commanders that she would look up to if she was in their Airmen's shoes.

Add small text

She added, "Do not be afraid of failure. Failure teaches us something every single time. It motivates you to double your efforts, to focus and to learn more."

"I advise company grade officers to spend time with their NCOs talking about more than just the mission," she said. "I ask them to lean on [their team], keep abreast of changes with their personnel, good and bad. This allows them to build trusting relationships with their team."

Ending her time here, Jackson has been one of the shining lights on everyone whom she has mentored. This year Jackson will be leaving the 82nd Training Wing for her new assignment as command senior enlisted leader to the National Reconnaissance Office in Chantilly, Virginia.

## PART OF HISTORY IN THE MAKING

All of this reflects Jackson's love for the mission and people she serves. She said she is thankful for the opportunity to work with Airmen in training, and was excited from the first moment she found out she was coming to Sheppard. She quickly adopted Sheppard's motto -- "Combat Capability Starts Here" -- as her own.

"I am excited every single day because I get to spend time with men and women who are excited to be here," she said. "They are eager to learn more about our Air Force, deployment opportunities and their new life as an Airmen.



Chief Jackson celebrates with her Wing at the Air Force Ball (2018).

# THE PATH TO LEADERSHIP

## THE JOURNEY OF 21ST CENTURY ENLISTED EDUCATION

By CMSgt TODD M. SIMMONS,  
Command Chief USAF Air University  
Maxwell AFB, AL

The path of enlisted leadership development has taken several turns over the past 30 years. Most of us on active military duty today are products of the 1991 “Year of Training Initiative,” where Air Force leadership aligned three levels of Enlisted Professional Military Education (EPME) with the three levels of an Apprenticeship Training Model: Journeyman - ALS, Technician - NCOA, and Craftsman - SNCOA. The framework of that model remains, but the supporting policies have evolved to address emerging force management issues resulting from decades of high ops tempo and changes to force end



*CMSgt Todd Simmons in front of Headquarters Air University International flag display. Air University hosts over 70 countries attending various enlisted and officer military education courses.*

strength thereby challenging effective enlisted development. The world has changed dramatically since 1991, and the Air Force's expectations of the enlisted force have changed with it. To keep pace, we need to change how we educate and develop 21st century Airmen, and Air University is taking significant steps to transform the journey!

### THE OLD ROAD

On February 10, 1995, I arrived at my first duty station in full service dress uniform. As I entered the squadron I saw a towering figure with so many stripes on his sleeve I thought it would be impossible to count them all. He was an imposing man with a razor-sharp uniform. I could feel his presence in the room. There he was...a CMSgt...the first I had met at this point in my short career. Over the next year, I observed this Chief be a force in the organization, proving daily he was a person of competence, commitment, and character. How was he developed? What tools, through his 30 years, was he provided to become the leader needed for a nation going to war in 1990 and to prepare a force thrust into a perennial state of war 15 years after his retirement from the Air Force?

When I was selected to the rank of CMSgt, I immediately thought of my first Chief; even though almost 20 years had passed, he was still the single best example of a CMSgt that came to mind. As I developed into a leader and having completed all three levels of enlisted professional military education, I asked the same question a different way. How was I built? Why was I made that way? What tools did I have to help develop a force needed to fight future conflicts — potentially against near-peer adversaries — years after I retire? Today these questions loom large and are what drives me every day.

As the Air University Command Chief, I serve the commander responsible for providing the full spectrum of Air Force education, graduating 50,000 resident and 120,000 non-resident officers, enlisted, and civilian personnel each year from commissioning programs to the highest levels of PME. One of Air University's biggest challenges is ensuring we have an effective education and development program that helps build impactful leaders at all levels for a rapidly changing Air Force. How do we take an Airman Basic and deliberately develop a strategic leader throughout their career who can think critically, take mission command, and extend the operational reach of commanders? It's a big challenge, but our team is up to the task.

## SETTING OURSELVES UPON A NEW PATH

The National Defense Strategy states PME has stagnated as it has focused more on the accomplishment of mandatory credit at the expense of lethality and ingenuity. Furthermore, the NDS calls for PME to be used as a strategic asset to build trust and interoperability across the Joint Forces and with our international partners. Air University has taken action and is transforming the path of enlisted professional military education to develop leaders who can execute mission orders and are competent in national level decision making. We must evolve our thinking to remain flexible and dominant in an increasingly crowded global arena.

To this end, EPME curricula at all levels were redesigned under four shared program outcomes: Leadership, Mission, Problem -Solving, and Culture. To increase the relevance of our curriculum, course development was re-imagined under a continuous improvement model versus the episodic “review and overhaul” model used in the past. Those four shared outcomes ensure the education we provide retains common themes that bind the programs to strategic guidance and create tiered linkages that students will recognize as they progress from one level of EPME to the next. Under the new philosophy, EPME courses have already rapidly incorporated



*CMSgt Todd Simmons joins First Sergeant Academy class 19C graduation run.*

multi-domain operations, Joint, nuclear, and other lessons in response to national security directives. These changes will not only prevent stagnation as the NDS states, but also helps to answer one fundamental question I had as a new CMSgt. Although today, as the Air University Command Chief, my question is even more significant: What tools do we as an institution need to provide Airmen today to best prepare them to lead in the wars of tomorrow on unknown battlefields and in unknowable domains?

Airman Leadership School (ALS) will be critical to building those leaders we need. It starts with our talented airmen who are bringing amazing technological skillsets and mindsets to our force from day one. ALS has undergone a significant revision to exceed the standards established by the NDS. Direct instruction with experiential learning and simulation replaces archaic multiple choice tests. The curriculum is less mechanical and focuses on leadership attributes and the skills learned are geared towards real-world application. ALS will be student-centered with more guided discussions and group exercises to strengthen the foundation of the education curriculum, and ultimately create the problem-solving skills necessary to meet the evolving needs of our force. Currently, the new course is in a beta test across three ALSs (Maxwell, Langley, and Peterson) with all ALSs undergoing rigorous training to prepare for their summer-to-fall transition. These changes will not only increase the lethality of our airmen, but offer the combatant commanders force multipliers in the field with airmen who can critically think, make difficult decisions, and understand mission execution in all environments.

The Non-Commissioned Officer Academies (NCOA) serve as one of the most critical levels of EPME. As technology evolves and the role of enlisted personnel continues to expand, it is vital that we develop NCOs to mission plan and execute orders with



*CMSgt Todd Simmons stands in front the original symbol for Air Corps Tactical Schools Prop and Wings, outside of Headquarters Air University.*

limited guidance. This evolution will require a significant investment and a change in expectations of these ranks. The course is being revised to focus more on leadership and lethality with several changes already completed. In the summer of 2018, the Barnes Center for Enlisted Education Academic Affairs team added new lessons on the National Defense Strategy, Joint integration, and cyberspace operations. Throughout 2019, the focus is on mapping the curriculum to EPME's shared "four outcomes." By January 2020, we anticipate the NCOAs will have undergone a 50% overhaul to the current course. And we will continue to nudge and tweak and ensure relevance.

NCOs will play a crucial role, as they always have, in winning our nation's wars. At this tier, NCOs are leaders at the pointy end of the spear and must be adequately prepared to carry out mission orders in any environment. Education will not solve this alone, but it remains one of the critical steps on the path of building leaders.

Similarly, the demands on our SNCOs have also evolved. As they grow to be Chiefs, they will perform in roles significantly different than my first Chief in 1995 and even me only seven years ago. To prepare our leaders for the demands of future conflict, SNCOs must be ready to make rapid, repeatable tactical decisions that have strategic implications in an environment where they have limited access to communications, information, and direction. As such, we

must accelerate them along the journey from operational leader to strategic leader, communicator, and influencer. SNCOs must be able to comprehend and advise commanders on the range of impacts their decisions will have across the entire spectrum of conflict and organizational structure.



*CMSgt Todd Simmons speaks to 350 Command Chiefs, Career Field Managers, and Commandants at the 2019 CMSAF Senior Enlisted Leaders' Summit on enlisted development initiatives.*

To prepare them for this we will create additional curriculum in strategic situational awareness, develop strategic communication skills, and leverage blended-reality simulations to challenge critical thinking. Beginning in the fall of 2018, the Air Force Senior Non-Commissioned Officer Academy (SNCOA) began offering course electives in subject areas such as cyber terrorism, China, personnel and manpower, strategy, and culture. By following the NDS priority of "strengthening alliances and attracting new partners," the SNCOA partnered with the Inter-European Air Forces Academy and delivered the first-ever Mobile Education Course. This course was hosted by the Romanian Air Force and included 19 Romanian Warrant Officers and SNCOs. Air University, in partnership with MAJCOMs and COCOMS, is expanding our enlisted professional development courses into the Indo-Pacific and Central Command theaters by year's end and is growing our support in AFRICOM and EUCOM as well. These international relationships are essential to building strategic-minded Airmen with an understanding of coalition warfare.

The Air Force Chief Master Sergeant Leadership Course (CLC) operates as the fourth step of EPME. With the changing environments on the global stage and the reemergence of great power, strategic competitors like Russia and China, it is imperative we rapidly build an enlisted cadre that can effectively lead in a dreaded environment, cut off, and operate across multiple, complex domains. Our efforts continue to ensure Air University fulfills the ever-evolving strategic development needs of the top 1% of our enlisted corps. The CLC, in collaboration with the CSAF-chartered Blue Horizons program, earned a research grant to assess senior enlisted leaders' critical thinking skills. Additionally, in the fall of 2018, the cadre began offering elective course sessions, allowing students to take an active



*Air University opens Innovation Lab 2 October 2018 at MSFRC - Muir S. Fairchild Research Information Center.*



Lieutenant General Anthony Cotton, Commander and President Air University and CMSgt Todd Simmons, Command Chief visit Alabama State University ROTC Detachment 19.

role in their learning by identifying and rectifying their own leadership gaps. Furthermore, the CLC curriculum was aligned with the First Sergeant Academy, allowing for shared experiences to strengthen the commander, superintendent, and First Sergeant “leadership triad” to effectively lead the fighting element of our Air Force—our squadrons.

The Chief Leadership Course is where we believe the fundamental question is finally answered: Are we building the right leaders? If this strategy is executed correctly through the continuum of learning with education, training, and experience as critical individual paths that converge into one developmental journey, we will have built capable Airmen who can lead, fight, and win whenever called upon. Finally, the USAF First Sergeant Academy significantly re-engineered its course to better align with the CSAF's Focus Area #1. First Sergeants are essential to ensuring command success and that the beating heart of the Air Force is healthy. Understanding this was the catalyst for replacing a blended 4-week distance learning/2-week in-residence experience with a fully immersive 4-week in-residence course. This change was based on an assessment that Airmen selected as First Sergeants enter the job with increasingly less experience and

are also handling more complex situations more frequently. This change enabled the program to replace knowledge-based courseware with experiential learning in the areas of mediation, negotiation, counseling, and resiliency. All graduates receive full certification as Resiliency Training Assistants. Also, students now receive 20 hours of legal information and procedures directly from the Judge Advocate General (JAG) School.

## THE JOURNEY IS ONLY BEGINNING

In the future, as we move out with educational program improvements, we see the broader challenge of better integrating education, training and experience as an arduous but not impossible task. Each leg of the development triad, has in the past, stood on its own without much thought to the greater effect synergy and integration can generate. Air Force senior leaders now recognize the need for a deliberate, systematic, and connected approach to enlisted force development such that CMSgts of the future have the competence, commitment, and character required to operate in a rapidly evolving world. It is an exciting time, and the road is being paved as we speak—stay tuned for more to follow!

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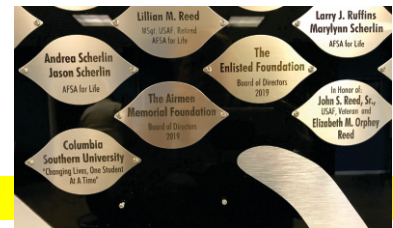
The **Airmen Memorial Building (AMB)**, located near our Nation's Capital is home to the Air Force Sergeants Association. AFSA represents the Total Enlisted Corps and their families in Congress, the DoD, the Veterans Administration and through local communities across the globe. AFSA is a non-profit, politically non-partisan United States Armed Forces Veterans Service Organization.

**Built in 1980, the Airmen Memorial Building is a fitting tribute to all past, present, and future Airmen.**

In honor of our building's 39th Anniversary, AFSA invites you to help protect, maintain and enhance AFSA headquarters by sponsoring a leaf on our **AMB Benefactor Tree**. Your tax-deductible donation (Tax ID#520743333) is a permanent symbol, and unwavering reminder of how you helped support and continue our success. Each leaf recognizing you, your family, loved ones, your group or business will be permanently and prominently displayed on our beautiful **AMB Benefactor Tree** at the entrance of the Airmen Memorial Building at 5211 Auth Road in Suitland, Maryland.

**Each Leaf is a minimum donation of \$1,200** (\$100 per month/12 months) and may be personalized with a name, dates of service or special date, memorial tribute, the name of your company, or a special message of your choosing.

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*The U.S Air Force Thunderbirds flight demonstration team flies in diamond formation during the Hill Air Force Base, Utah Open House June 7, 2009. The Thunderbirds are assigned to the U.S Air Force Demonstration Squadron at Nellis Air Force Base, Nev. (U.S. Air Force photo/Billy Arrowood)*

**PROPOSED**  
**2019 - 2020**



# AFSA LEGISLATIVE PLATFORM

*This platform of legislative objectives will serve as a “blueprint” for testimony and lobbying efforts, in conjunction with responses dictated by day-to-day events. There are seven major focus groups listed below. Within those generalized focus groups are the Association-approved initiatives, which we will list a few main objectives; as we win approval for one of those targeted areas, we will remove that particular item and add another from our on-going support list. This list is not all-inclusive and will be amended as dictated by the situation and events. Understanding our Nation's fiscal situation, success in each of these areas will not always be defined by what is gained, rather the level of benefit preserved or gaining a portion of our objective.*

## **AFSA's SEVEN MAJOR FOCUS GROUPS**

### **MILITARY HEALTHCARE – VETERAN/RETIREE BENEFITS – CARING FOR SURVIVORS – MILITARY BENEFITS & PROGRAMS – AIR NATIONAL GUARD & AIR FORCE RESERVE – EDUCATION – MILITARY FAMILIES**

- Improve access to earned military health care benefits; enhance existing coverage/services and resist future fee increases
- Improve funding and access to VA healthcare thereby ensuring the nation fulfills its obligation to care for those “who shall have borne the battle”; enhance the disability claims and appeals process and reduce backlog; ensure ancillary programs, services, etc., remain fully funded; advocate for maintaining a strong focus on suicide awareness and prevention; extend concurrent receipt to all retirees with disability ratings; expand and enhance access for women Veteran health care
- Repeal the VA Dependency and Indemnity Compensation (DIC)/ Survivor Benefit Plan (SBP) offset of annuities for survivors of service members who died of service-connected causes
- Sustain military pay comparability with the private sector via full military pay raises in accordance with current law and protect or enhance related benefits like leave, Basic Allowance for Housing (BAH) to include dual BAH, bonuses and special pays while protecting funding for commissaries, base exchanges, and MWR facilities; review and enhance COLA for high cost areas. Fix the contracted military housing issues
- Fix the complex reserve duty status system (e.g., 12304b situation) without reducing compensation value; reduce the Guard & Reserve retirement compensation age from 60 to 55
- Support legislation that promotes future success through the use of hard-earned education benefits, like Tuition Assistance, MyCAA, Montgomery or “Forever” GI Bill and ensure that these programs remain relevant and fully funded for them or any dependents whom their benefits may have been transferred
- Extend and enhance educational and employment programs for military spouses; fully fund Impact Aid



## ON-GOING LEGISLATIVE ITEMS

- Provide option of TRICARE Reserve Select (TRS) to Air Reserve Technicians (ART)
- Resist TRICARE fee increases, pharmacy co-pays and authorize pre-tax payment of health, dental and long-term care premiums to include chiropractic care
- Extend the VA Caregivers Act to full-time caregivers for veterans of all eras
- Promote and enhance transition programs and employment opportunities for veterans and spouses
- Improve access to affordable child care, encourage payment policies that accommodate military lifestyles (i.e., accommodate periods of leave, offer tax breaks), and monitor extension of CDC hours to ensure they reflect operational pace of service members and families using those facilities
- Seek adjustments to allowances to better reimburse members for expenses they incur for housing and government-directed PCS moves
- Credit all post-9/11 active duty service toward Guard/Reserve early retirement
- Remove the annual cap on inactive duty points that can be applied towards retirement
- Acquire Tuition Assistance (TA) program benefits for Air National Guardsmen and Dual Status Technicians & enhance Selected Reserve Montgomery GI Bill (MGIB-SR) benefits
- Allow survivors of military retirees to draw the full, final month's retired pay
- Repeal or further modify the Uniformed Services Former Spouse Protection Act (USFSPA)
- Protect the voting rights of military service members
- Pursue further legislation and funding for Hyperbaric Oxygen Therapy (HBOT) as treatment of persistent post-traumatic stress disorder (PTSD)/post-traumatic stress injury (PTSI) for veterans through VA

- Provide a full accounting of POW/MIAs from all past and future military actions
- Advocate for DIC recipients to be able to remarry at age 55 and maintain their benefits
- Guard the American flag from purposeful acts of physical desecration

## ON-GOING POLICY ITEMS

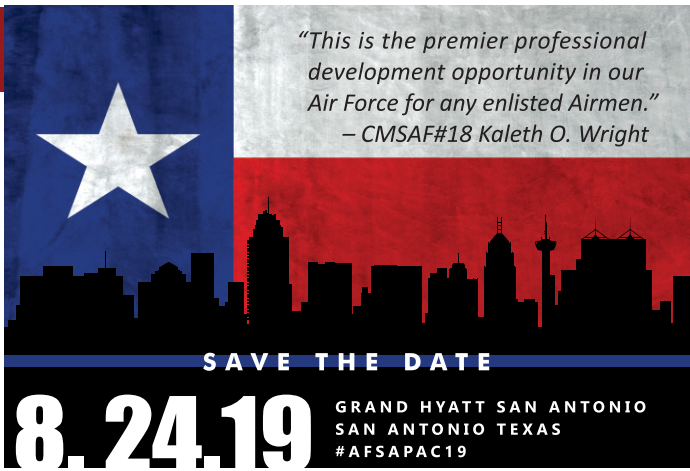
- Extend time on station between Permanent Change of Station (PCS) moves
- Pursue changes in Status of Forces Agreements (SOFAs) to provide overseas military retirees with full exchange/commissary benefits and postal services
- Establish a catastrophic leave program; allow military members to transfer their annual leave to other military members
- Extend length of time allowed on final PCS move for household goods to two years



**The AFSA Legislative Action Center is a platform that allows AFSA members to:**

- Search and contact elected officials by zip code
- Look up and act on specific legislation
- Sign up for legislative alerts

For a look at all of AFSA's legislative priorities for the coming year, to sign up for AFSA Legislative eNewsletters and learn more about AFSA's Legislative Program by visiting our website today. [www.hqafsa.org](http://www.hqafsa.org)



*"This is the premier professional development opportunity in our Air Force for any enlisted Airmen."  
- CMSAF#18 Kaleth O. Wright*

**SAVE THE DATE**

**8.24.19** GRAND HYATT SAN ANTONIO  
SAN ANTONIO TEXAS  
#AFSAPAC19

#AFSAPAC19

2019

# PROFESSIONAL AIRMEN'S CONFERENCE



During the AFSA Annual International Convention, the Executive Council, and Division and Chapter Delegates come together with our active members to share valuable information, discuss and ratify bylaws, review the Legislative Platform, vote for elected officials, set goals and objectives for the coming year, and celebrate all of the past year's amazing success.



In addition to AFSA's general membership, attendees and guests have the opportunity to meet and greet with past and present AFSA, and military and congressional leaders as part of the professional development forums, attend special events and our prestigious awards and honors ceremonies.



Within our International Convention, AFSA hosts the Professional Airmen's Conference (PAC) to support and educate service members on the issues affecting the U.S. Air Force and our National security. The PAC features participants from USAF First Sergeants, Enlisted Professional Military Education, USAF Career Assistant Advisors, Military Training Leaders and USAF Career Field Managers, as well as Senior Enlisted Leadership groups.



**AFSA CONFERENCE REGISTRATION**  
now... **\$325** (Late registration \$350 Aug 1 - 24)



- Complete Registration provides you with access to:**
- Information Expo, Grand Opening and Theme Party;
  - AFSA International President's Breakfast;
  - AFSA President's Reception and Dinner;
  - Air Force Honors Banquet and CMSAF Awards;
  - Unique Professional and Leadership Development Opportunities
  - Beverages (e.g. coffee, tea, etc, during morning hours) at meetings;
  - Information Expo activities throughout conference;
  - Speakers, entertainers, and related conference/convention activities.



**REGISTER ONLINE NOW - WWW.HQAFSA.ORG**

# Professional Airmen's Conference



August 24 - 29 | Grand Hyatt San Antonio, Texas

## 2019 PROFESSIONAL AIRMEN'S CONFERENCE

### AFSA INTERNATIONAL CONVENTION REGISTRATION INFORMATION

Please complete the registration form on the accompanying page and forward with payment to AFSA Headquarters. Or, visit the AFSA website to register on-line. [www.hqafsa.org](http://www.hqafsa.org)

**INDIVIDUAL COMPLETE REGISTRATION \$325\***  
(May 1 - July 31 - \$325; August 1 - 24 Late Registration \$350)

#### Complete Registration provides you with access to:

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- AFSA International President's Breakfast;
- AFSA President's Reception and Dinner;
- Air Force Honors Banquet and CMSAF Awards;
- Beverages (coffee, tea during morning hours) at meetings;
- Information Expo activities throughout conference;
- Speakers, entertainers, and related convention activities.

Separate Admissions option available for those who wish to attend selected events only. See website for this option.

### AFSA INTERNATIONAL CONVENTION SPECIAL EVENT SCHEDULE

The 2019 Convention is held in beautiful downtown San Antonio. The Grand Hyatt is steps from the Shops at Rivercenter, the Alamo and the Riverwalk.

#### Saturday, August 24

Conference guests arrive during the day.

#### Special evening events include:

- InfoExpo: Exhibitor & Sponsor Meet & Greet
- Opening Event "Mid-Year Mardi Gras"
- Surprise Events

#### Sunday, August 25

- AFSA International President's Breakfast and Award Recognition Ceremonies\*
- AFSA International President's Briefing
- InfoExpo: Exhibitor & Sponsor Meet & Greet
- Professional Development Forum: Senior Leadership Perspective with Sergeant Major John Wayne Troxell, Senior Enlisted Advisor to the Chairman, Joint Chiefs of Staff (Open to all Convention Attendees, Military Service Members; Active, Retired, Veterans, DoD Civilians)

#### HOTEL REGISTRATION

**GRAND HYATT SAN ANTONIO TEXAS**  
600 East Market Street, San Antonio, Texas 32202

Conference attendees and delegates should plan to arrive on **Saturday, August 24** and depart on **Thursday, August 30, 2019**.

**Special AFSA rates... \$126 per night!**  
(Double occupancy \$149, plus tax)

Visit the [www.hqafsa.org](http://www.hqafsa.org) website to make Hotel reservations. Or call direct 844-300-6241

NOTE: Please make sure you let the Hyatt reservation agent know that you are with the Air Force Sergeants Association, or the Professional Airmen's Conference and give them our **Pass key: Air Force Sergeants 2019**. Limited availability. Book now!

#### Monday, August 26

- Professional Development Forum: Senior Leadership Perspective with General David L. Goldfein (AF/CC) Chief of Staff of the U.S. Air Force (Open to all Convention Attendees, Military Service Members; Active, Retired, Veterans, DoD Civilians)
- Professional Development Forum:
  - AFSA's Four Worthy Charities
- InfoExpo: Exhibitor & Sponsor Meet & Greet
- Professional Development Forum: Senior Leadership Perspective with the 12 Outstanding Airman Panel of the Year (Open to all Convention Attendees, Military Service Members; Active, Retired, Veterans, DoD Civilians)
- AFSA International President's Reception\*

#### Tuesday, August 27

- Professional Development Forum:
  - Legislative Update w/a member of the U.S. Congress
  - Senior Leadership Perspective with MAJCOM/COCOM Command Chief Panel
- InfoExpo: Exhibitor & Sponsor Meet & Greet

#### — CONFERENCE DRESS CODE -- BUSINESS MEETINGS

AFSA Members: AFSA Blazers,  
Professional Business Attire.

Military (TDY status): Light Blue, long/short sleeved shirt/blouse w/without tie/tab.  
*Personnel attending specific PAC Military Conferences should check with their conference manager.*

#### PRESIDENT'S BREAKFAST/AWARDS

AFSA Members: Business Attire  
Military Personnel: Service Dress Uniform

#### PRESIDENT'S DINNER

AFSA Members: Business Attire  
Military Personnel: Service Dress Uniform  
Top Performer Club Members  
AFSA Members: Blue Blazer,  
Military: Service Dress Uniform

#### CONFERENCE CAPSTONE

AFSA/AF HONORS BANQUET  
Gentlemen: Tuxedo or Dark Suit  
Ladies: Evening Wear (suit, long or short)  
Military: Mess Dress/Semi-Formal Uniform

#### Wednesday, August 28

- Professional Development Forum:
  - Former CMSAF Panel Discussion Sponsored by PEARL® AFSA Insurance Program
  - Senior Leadership Perspective with:
    - Chief of Staff of the U.S. Air Force
    - General Charles Q. Brown, Commander Pacific Air Forces
    - CMSAF Kaleth O. Wright
    - Department of Veterans Affairs

- Conference Capstone & Reception - AFSA/AF Honors Banquet/CMSAF Awards Reception\*

#### Thursday, August 29

- Final AFSA Meetings
- Conference Adjourned

\*Complete registration and tickets required

**DON'T MISS THIS EVENT. SAVE MONEY NOW - REGISTER ON-LINE NOW! [www.hqafsa.org](http://www.hqafsa.org)**

2019 AFSA INTERNATIONAL CONVENTION  
PROFESSIONAL AIRMEN'S CONFERENCE  
Aug 24 - 29, 2019 | Grand Hyatt - San Antonio, Texas



## EVENT PROGRAM BOOK ADVERTISING

Special\* AFSA Member, Division & Chapter Rates

AD RESERVATION DEADLINE: JUNE 15, 2019 | AD ARTWORK DEADLINE: JULY 10, 2019

Return this completed form with payment and ad copy to the HQComm Department at [afsacomm@hqafsa.org](mailto:afsacomm@hqafsa.org). For additional questions, please contact Andrea Sanford, Director Business Center, Marketing & Communications 800-638-0594 x 297

### YES!

I'd like my information featured in the 2019 Commemorative Event Program Guide Magazine

Special\* AFSA Member, Division & Chapter Discounted Rates

#### CONTACT/BILLING INFORMATION

Business Name \_\_\_\_\_

Point of Contact \_\_\_\_\_

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City/State/Zip \_\_\_\_\_

Email \_\_\_\_\_ Phone Number \_\_\_\_\_

Division # \_\_\_\_\_ Chapter # \_\_\_\_\_ Membership # \_\_\_\_\_

This ad is for my (check one):  Division  Chapter  Personal  Other \_\_\_\_\_

#### PRINT AD SIZES

Please select the ad size and price. Your ad material must be of print-ready high resolution quality and submitted with the exact dimensions as listed below. All program book ads are printed in full color.

Full Page (7.5"wide x 10"high). . . . . \$250

Half Page (7.5"wide x 4.75" high). . . . \$150

1/3 Page (7.5"wide x 3"high) . . . . . \$100

1/4 Page (3.5"wide x 4.75"high). . . . \$ 85

Business Card (3.5"w x 2.125"h). . . . . \$ 50

My print-ready ad is attached here (do not fold)

My ad will be sent to: [afsacomm@hqafsa.org](mailto:afsacomm@hqafsa.org)

**Please add AFSAPAC19Program AD and your Div/Chapter/Membership# in the subject line.**

*Ad resolution must be at least 300DPI. PDF is the preferred format. AFSA cannot adjust or change text and will not accept photo copies, low resolution or folded artwork. Ads must be emailed to [afsacomm@hqafsa.org](mailto:afsacomm@hqafsa.org) by JULY 10. Ad design services are available at an additional cost. Please contact us for details.*

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Credit Card # \_\_\_\_\_

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Date \_\_\_\_\_

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	Payment received:	_____
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2019 AFSA INTERNATIONAL CONVENTION  
PROFESSIONAL AIRMEN'S CONFERENCE  
Aug 24 - 29, 2019 | Grand Hyatt - San Antonio, Texas



## AFSA MEMBER REGISTRATION FORM

Register online: [www.hqafsa.org](http://www.hqafsa.org) – Use this form if you do not have online access!

**AFSA MEMBERS USE YOUR MEMBERSHIP NUMBER TO REGISTER ONLINE: [www.hqafsa.org](http://www.hqafsa.org)**

If you do not have access to a computer, please complete this form and send with payment to:

AFSA - Conference | 4211 Auth Road, Suitland, MD 20746 | 800-638-0594 | Fax: 301-899-8136 | mfsvc@hqafsa.org

**IMPORTANT: MAJCOM, Command Chiefs, EPME, AF Reserves, MTL, CAA, AF Recruiter, First Sergeants conference attendees should NOT use this registration form. These attendees MUST register on-line via the Air Force Portal.**

### INDIVIDUAL CONVENTION REGISTRATION FORM

Name \_\_\_\_\_

Member ID \_\_\_\_\_

Rank (if applicable) \_\_\_\_\_

Address \_\_\_\_\_

City/State/Zip \_\_\_\_\_

Home phone \_\_\_\_\_

Work/Duty/Cell phone \_\_\_\_\_

Division & Chapter # \_\_\_\_\_

I am (check all that apply)

- AFSA Member                       Non-Member
- AF Active Duty                       Guard
- Reserve                                 Retired
- Veteran                                 Other \_\_\_\_\_

A Guest/Spouse will accompany me (go online, or use separate form to register)  
Name \_\_\_\_\_

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**Option 1: Complete Early Registration** . . . . . \$300  
*Register between March 15 - April 30*

**Option 2: Complete Regular Registration** . . . . . \$325  
*Register from May 1 - July 31*

**Option 3: Complete Late Registration** . . . . . \$350  
*Register August 1 - August 24*

**Complete Registration provides you with access to:**

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- Air Force Honors Banquet and CMSAF Awards;
- Beverages (e.g. coffee, tea, etc, during morning hours) at meetings;
- Information Expo activities throughout conference;
- Speakers, entertainers, and related conference/convention activities.



**Option 2: Separate Admissions**

*Do not use this section if paying for Complete Registration. This option is for guests who wish to attend selected special events only.*

EVENT	PRICE
<input type="checkbox"/> Info Expo Grand Opening, Theme Party and Concert	\$ 60
<input type="checkbox"/> AFSA President's Breakfast and Recognition Ceremony	\$ 65
<input type="checkbox"/> President's Reception & Dinner	\$110
<input type="checkbox"/> Air Force Honor's Banquet	\$115

**TOTAL AMOUNT DUE:** \$ \_\_\_\_\_

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**AIRMEN MEMORIAL BUILDING**

**5211**



→ **A MESSAGE FROM AFSA HEADQUARTERS**

# FOCUS ON THE TEAM

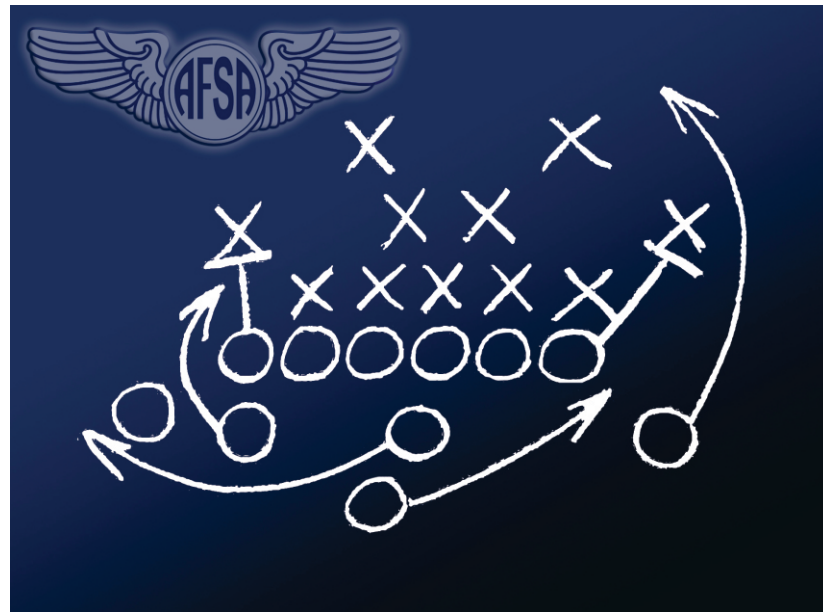
By Keith A. Reed, Executive Director

You all know that I'm a true fan of the Dallas Cowboys. You know, America's Team; The Stars of the National Football Conference (NFC); the 2018 NFC East Champions.

Over the years, the Cowboys have been successful because they display attributes of teamship. I remember one play that I will never forget. It was January 3, 1983 (*Monday Night Football*) in a game against the Minnesota Vikings, Tony Dorsett made a 99-yard touchdown run. It was an awesome play and great run. The Cowboys were



backed up on their own one-yard line. However, it wasn't solely the ability of Dorsett that made the play successful, and until last year, historic, it was through true teamship that we recall that play, that run, as greatness. Don't get



me wrong, Dorsett is one of the greatest. Nevertheless, if it wasn't for Tony Hill who made a few key blocks on the field on about the 40-yard line, the play may not have been historic or as great.

As you can tell by now, I am inspired by celebrating teamship. Like the NFL, the Air Force Sergeants Association is structured into teams. More importantly, the AFSA is made up of good people — ordinary people doing extraordinary things. The AFSA embraces teamship and it's through the strength of its teams, we become better, meet our milestones, accomplish our goals and grow our membership.

In 2018, your International Headquarters focused on the team concept to ensure we delivered Hot Fries, *and we delivered!* We celebrate our great teamship of our Divisions and our Chapters, however, more importantly, we celebrate YOU our members!

2018 was a great year and 2019 is expected to be even better with greater team opportunities — unlimited, one would say. **I'm reminded of an African proverb that speaks to the value of Team Work: "If you want to go fast, go alone. If you want to go far, go together."**

**The AFSA is Stronger Together**

# FINANCIAL REPORT

Jan. 1–Dec. 31, 2018 (Preliminary)

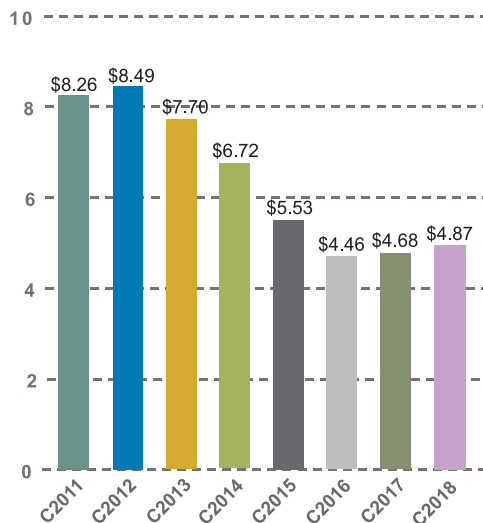
## Financial Position

■ Total combined assets increased from the prior year by approximately \$184,000 due to upgrades to the Airman Memorial Building 2018 Get Well Plan and AFSA Van purchase.

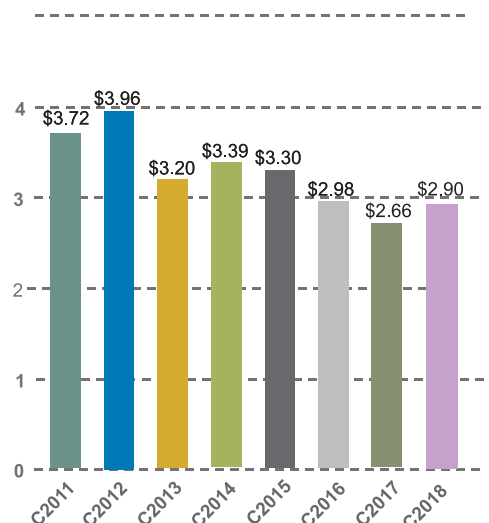
## Revenues

■ Combined revenue increased from the prior year by approximately \$243,000 largely to due to an increase in Professional Airman's Conference attendance and donor contributions.

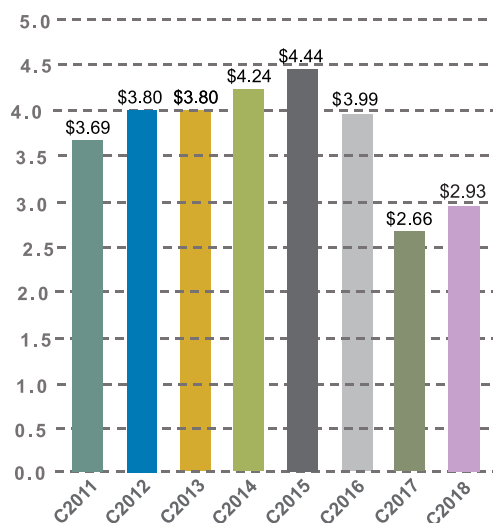
COMBINED ASSETS  
(in millions)



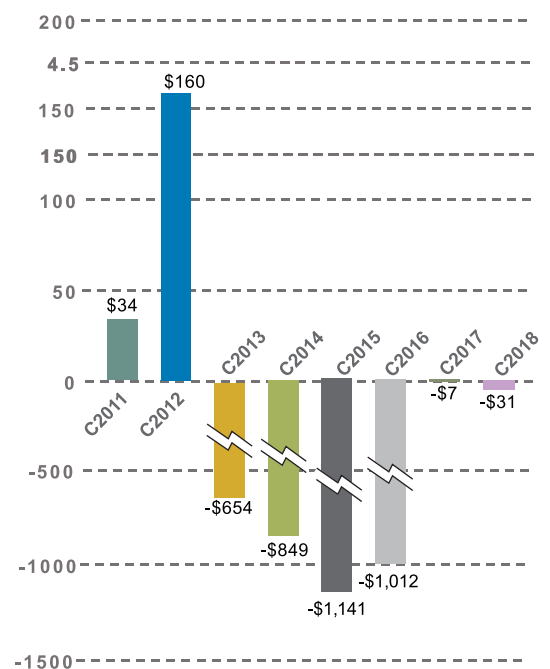
COMBINED REVENUE  
(in millions)



COMBINED EXPENSES  
(in millions)



COMBINED NET INCOME  
(in thousands)



# YOUR EXCLUSIVE AFSA MEMBER BENEFITS

**MEMBERSHIP MAKES A DIFFERENCE** | *Your AFSA leadership advocates education and legislates in Congress and with military and local leaders to keep you protected and up to date on issues, laws and regulations that strongly affect your earned benefits, services, and family support.*

*Your membership gives you access to career and professional development resources, educational scholarships, local and global amenities; opportunities to join others to give back within your local military communities, plus Mission partner discounts, rewards and membership perks.*

*We are pleased to provide you with the following Membership Benefit Guide and list of current membership benefits and services.*

## Membership is for Everyone

100,000 MEMBERS 

AFSA currently offers three membership categories for:  
AFSA Uniformed Membership: United States Uniformed Service Members (active, retired or Veterans - past and present.

- **UNIFORMED:** All Active Duty, Guard, Reserve, Retired and Veterans of the Uniformed Services.
- **FAMILY:** Family members of active AFSA members.
- **ASSOCIATE:** DoD Civilians, Civil Air Patrol, JROTC, Member Service Providers/Sponsors, Non-Military Supporters.
- **GIFT MEMBERSHIP:** Share the benefits with military associates, friends, family and co-workers.

**JOIN OR RENEW NOW:** [www.hqafsa.org](http://www.hqafsa.org)



## Legislative Representation

Our legislative priorities are specifically focused on issues that affect the enlisted corps and their families. The AFSA Military & Government Relations representatives regularly meets with members of the United States Congress and United States Air Force senior leaders to advocate for fair and equitable benefits that matter to today's Airmen, Veterans and their families.

Our Legislative priorities include:

- Military Health Care
- Military Pay and Benefits
- Military Families
- Education
- Caring for Survivor's Military Benefits & Programs
- Veteran/Retiree Benefits
- Air National Guard and Air Force Reserve

To view the complete AFSA Legislative Platform, visit [www.hqafsa.org](http://www.hqafsa.org)

## AFSA Communications & Subscriptions

Get connected now. Communication for an informed active membership and legislative committee are key to the success of our organization. AFSA fulfills these critical functions by distributing information through the AFSA website, social media outlets, the *AFSA Magazine*, legislative bulletins, newsletters and other timely publications.

### AFSA WEBSITE AND MEMBERSHIP PORTAL

Your first stop for AFSA membership and mission information is the AFSA website. Visit "About Us" for our history, objectives, leadership, and division and chapter locations. Select the "Member Log-in" tab to update your information, access the AFSA Chevron store and more. [www.hqafsa.org](http://www.hqafsa.org)

## AFSA SOCIAL MEDIA PROGRAMS FACEBOOK, TWITTER, INSTAGRAM

We're very social and you're invited to join in to comment and share our posts and special membership information. [Facebook.com/AFSAHQ](https://www.facebook.com/AFSAHQ), [Twitter](#) & [Instagram](#): @AFSAHQ

## AFSA MAGAZINE (Online & Subscription)

*AFSA Magazine* is AFSA's premiere publication and is used to inform members, congressional representatives, Department of Defense and Veterans Administration officials, and the public about issues, topics, events and actions affecting the Total Air Force enlisted members and their families. The magazine is published quarterly (February, May, July and November), **sent electronically to all members through email**, and **subscriptions are also available to purchase** (Members \$20, Non-members \$28, Individual Magazine purchase \$7.) To ensure delivery and to subscribe, update your personal email address and email to [mfsvc@hqafsa.org](mailto:mfsvc@hqafsa.org), or call **800-638-0594 x 288**.

## AFSA E-NEWS, AFSA HEADLINE ROUNDUP, WASHINGTON REPORT AND AFSA LEGISLATIVE CALL TO ACTION ALERTS

These important eNewsletters provide headlines from a variety of news sources, inform members about AFSA legislative activity with elected officials, senior Air Force, the DoD, the Department of Veteran Affairs and other government leaders. Subscribe now by emailing to: [milgov3@hqafsa.org](mailto:milgov3@hqafsa.org), [www.votervoice.net/AFSA/home](http://www.votervoice.net/AFSA/home)

## LEGISLATIVE ACTION CENTER

AFSA's Legislative Action Center is a hub of information about all things legislative. On this site, members can search their elected officials, sign up for action alerts, search for legislation by key word, and take part in the latest AFSA advocacy or survey campaigns. To subscribe, visit [www.votervoice.net/AFSA/home](http://www.votervoice.net/AFSA/home)

## Educational Support: Scholarships



AFSA and the Airmen Memorial Foundation (AMF) joined together to conduct a scholarship program to financially assist the undergraduate studies of eligible dependent children of the enlisted Total Air Force members; AFSA, AMF (including the CMSAF Scholarship Program), and AFSA International Auxiliary award scholarship valued from \$500 to \$4000 to students attending an accredited academic institution. The grant amount and total number of

To date, over 2 million dollars in scholarships have been awarded to Air Force dependent children of AFSA members.

## Educational Support & Professional Dev.

### AFSA SCHOLARSHIPS & GRANT OPPORTUNITIES

**Educational Support & Scholarships:** Applications for the upcoming academic year are available between January 1 and March 31. Completed application packages with all required documents can be sent to AFSA Headquarters NLT March 31. After March 31, applications are ineligible for consideration. 1-800-638-0594 | [www.hqafsa.org/scholarships.html](http://www.hqafsa.org/scholarships.html)

### BELLEVUE UNIVERSITY \$1,000 AFSA MILITARY TUITION WAIVER

A Preferred AFSA Mission Learning Partner, Bellevue provides AFSA members with a \$1,000 Military Tuition Waiver, a Personalized Degree Plan, and will also waive the application fee for each student. 402-557-7632 | [bellevue.edu/militarypartner](http://bellevue.edu/militarypartner)

### COLUMBIA SOUTHERN UNIVERSITY

A Preferred AFSA Mission Learning Partner, and one of the nation's top online universities, CSU offers AFSA members a 10% tuition discount and will waive the application fee (\$25 value) through the learning partnership. 251-981-3771 | [columbiasouthern.edu/tuition-financing/partnerships](http://columbiasouthern.edu/tuition-financing/partnerships)

### eKNOWLEDGE FREE SAT & ACT COLLEGE TEST PREP PROGRAMS

The eKnowledge SAT/ACT Prep Project with AFSA enters its 14th year assisting students and families. A value of \$350 waived. Students pay only \$19.99 for the cost of streaming, student support, customer support, shipping and materials. 951-256-4076 | [www.eknowledge.com/NewLookAff/Home.html?coupon=292520F63C](http://www.eknowledge.com/NewLookAff/Home.html?coupon=292520F63C)

### FELA FINANCIAL EDUCATION PROGRAM/VALOR

FELA, Financial Education & Literacy Advisers (FELA) offers a complimentary, online financial education program known as Life Cents for VALOR for AFSA members and their families. Signing up is quick and easy, and you have the opportunity to win gift cards, books and more. [www.valorusa.org](http://www.valorusa.org)

## TRIDENT UNIVERSITY

A WASC accredited, 100% online university, offers AFSA members and their families a 15% discount for bachelor's degrees and 27.5% for master's/MBA degrees under the military TA program. Trident will waive the application fee (\$75 value) and there is no cost for textbooks. 800-579-3197 | [trident.edu](http://trident.edu)

## WALDORF COLLEGE

A Preferred AFSA Mission Learning Partner, Waldorf College provides AFSA members and their families with a 10% discount on Waldorf online degree tuition. In addition, you, your spouse and children qualify for a \$500, one-time scholarship towards first-year tuition costs. 877-267-2157 | [waldorf.edu/about/partners](http://waldorf.edu/about/partners)



### Welcome to AFSA...

*by becoming a member, you have joined an exclusive group of dedicated military support professionals. We are the Nation's most influential association devoted to the total enlisted corps and their families.*

## PROFESSIONAL DEVELOPMENT AT AFSA ANNUAL CONVENTIONS

The AFSA International Convention is held annually and is host to the Professional Airmen's Conference. Members and guests learn about issues affecting the U.S. Air Force and our national security. The Conferences feature educational forums, keynote speakers and program participants are chosen from senior congressional, DoD and Air Force military leaders, educational centers, supporting joint services trainers, as well as Enlisted Leadership groups. These forums continue to build on the strong, solid foundation of activism, education and support for our Total Enlisted Corps and their families.

The 7 AFSA Divisions and 125 Chapters hold annual conferences at local levels to provide a wide range of educational, mentoring and professional development opportunities, community support and awards. The Annual Conferences and Convention are a great way to meet, greet, network and celebrate with your peers.

Become an active member within your local Chapter and Division to learn about upcoming Conference dates, enroll in our social media and watch our website for the International Convention, its location and registration information. [www.hqafsa.org](http://www.hqafsa.org)

To ensure delivery of important AFSA Membership information, please share/register your personal (not mil) email address within your contact information.

## Employment & Job Placement Assistance

### AFJROTC EMPLOYMENT OPPORTUNITIES

Interested in becoming an AFJROTC Instructor? Employment opportunities for recently retired or retiring Air Force members. 866-235-7682 | [airuniversity.af.edu](http://airuniversity.af.edu)

### MILITARY SPOUSE EMPLOYMENT PARTNERSHIP

AFSA member spouses can connect for targeted recruitment, employment and educational solutions. [msejobs.militaryonesource.mil](http://msejobs.militaryonesource.mil)

### EASTER SEALS - VETERAN STAFFING NETWORK PARTNERSHIP

Provides supportive services to prepare veterans and their spouses to become job ready. <http://veteranstaffingnetwork.org>

## Finance and Insurance

### CREDIT CARDS - AFSA USAA REWARDS VISA SIGNATURE CREDIT CARD.

An AFSA Mission Partner. Get the card that supports the Air Force Sergeants Association (AFSA) and helps AFSA's mission to advocate improved quality of life and economic fairness for Air Force enlisted members and their families. 877-499-2372 | [usaa.com/afsavisa](http://usaa.com/afsavisa)

### IDENTITY THEFT- INFOARMOR'S PRIVACYARMOR

Start monitoring and protecting your identity. InfoArmor uncovers identity fraud at the source to detect more fraud sooner, including unauthorized account access, fund, transfers, and password resets. Receive a free instant quote or enroll online. 800-789-2720 | [orders.infoarmor.com](http://orders.infoarmor.com)

### INSURANCE - AFSA INSURANCE PLANS

Health, Life, Dental, Cancer, Long-term Care, Travel and Pet Insurance. AFSA offers a variety of insurance options to fit you and your families' needs. [www.afsainsurance.com](http://www.afsainsurance.com)

### INSURANCE - ACCIDENTAL DEATH AND DISMEMBERMENT

Your AFSA membership entitles you to a FREE \$1,000 Accidental Death and Dismemberment Insurance Certificate. Please visit the AFSA website at [hqafsa.org](http://hqafsa.org) (Member login) under the "Resources" tab to download a copy of the insurance certificate.

## LEGAL SERVICES - LEGALSHIELD

We're making smart legal coverage simple. What if instead of shelling out hefty fees for a few days of legal help, you paid a monthly membership and got a law firm for life? Well, we're taking legal representation and making some revisions—in the form of accessible, affordable, full-service coverage. Finally, you can live life knowing you have a lawyer in your back pocket who, at the same time, isn't emptying it. Also, protect your Private information, Explore our affordable plans designed for ultimate protection when it comes to Identity Theft. Whether it's just you, or your whole family, we're constantly working to keep your identity and private. 850-624-4814

<https://www.legalshield.com/info/airforcesergeants>



## Home and Auto



### AUTO BUYING PROGRAM -THE VETS-CARS GROUP

We help Veterans buy cars. A Veteran-owned and operated company dedicated to providing AFSA members and their families with a respectful and superior automobile purchase and ownership experience.

405-355-8387 | <http://vetscars.com>

### HOME & AUTO INSURANCE - USAA

Protect what's important to you with affordable insurance from USAA. As an AFSA Mission Partner, USAA offers top-rated coverage at low rates. 877-499-2372 | [usaa.com](http://usaa.com)

### HOME BUYING/SELLING -THE TAYLOR MADE TEAM AT KELLER WILLIAMS PREFERRED PROPERTIES

A team of highly seasoned real estate professionals dedicated to providing AFSA members and their families with exceptional, personalized service throughout the entire buying and selling process. Upon request, will provide a free consultation and a dedicated realtor in each state. 240-737-8192 | [taylormadeteamdmv.com/afsa/](http://taylormadeteamdmv.com/afsa/)

## Health and Family Support



### HEALTH – Discount Prescription Card

AFSA members and their families will save an average of 20% on prescription drugs not covered by insurance and as much as 50% on select generic medication when ordering by mail. 800-882-5541 | [www.afsainsurance.com](http://www.afsainsurance.com)

### Tragedy Assistance Program for Survivors (TAPS) Partnership

TAPS offers compassionate care to all those grieving the loss of a military loved one. We are proud of our AFSA/TAPS Mission Partnership and encourage our members to contact TAPS when in need. 800-959-8277 | [www.taps.org](http://www.taps.org)

## Shopping Discounts



### Apple Systems

AFSA members and their families can save anywhere from \$20 to \$200 on MacBook, MacBook Air, MacBook Pro, iMac, Mac Pro, Mac mini, iPad, iPad Pro and iPad mini. Be sure to request your AFSA member discount when calling Apple. 877-377-6362

[https://www.apple.com/us\\_epp\\_248960/shop](https://www.apple.com/us_epp_248960/shop)

### Azigo Cash-Back Online Shopping Mall

AFSA members and their families can earn lots of cash back for shopping at your favorite stores such as Kohl's, Target, Nordstrom, Zappos, Sephora, and more. Shop and earn cash today!

<https://afsa.partnersmall.com/customPage/0/home>

### Dell Computers

AFSA members and their families can save on select Dell products. 800-695-8133 | [www.dell.com/afsa](http://www.dell.com/afsa)

### Flowers from FTD (use promo code 4578)

AFSA members and their families save 20% on floral and gift purchases. 800-736-3383 | [www.ftd.com/ufs20/](http://www.ftd.com/ufs20/)



# JOIN AFSA or RENEW your MEMBERSHIP NOW

To join or renew visit [www.hqafsa.org](http://www.hqafsa.org) or call 1-800-638-0594, ext. 288.

DO WE HAVE YOUR CORRECT/CURRENT INFORMATION? Visit website and click on "UPDATE INFO"



## Subscriptions - Military News

### AIR FORCE TIMES

Subscribe to the *Air Force Times* at the price of \$39.95 for 52 issues. With this exclusive offer, you'll save 76% off the newsstand price. As an AFSA Mission Partner, the Air Force Times will also donate \$5 to AFSA for every paid subscription. 800-368-5718  
<http://offers.airforcetimes.com/afsa/>

## Travel, Hotel and Car Rental Discounts

### GREAT WOLF LODGE

AFSA members get 20% off Great Wolf Lodge's best available rates! Clear your calendar, pack your swimsuit, and head to any of Great Wolf Lodge's eleven Resorts. 800-905-9653 | [www.greatwolf.com](http://www.greatwolf.com)  
(use promo code AIRF207A)

### HOTEL DISCOUNT PROGRAM

AFSA members and their families may receive savings that exceed 50% and average 10-20% below-market on all hotels around the world. 800-892-2136  
[travel.localhospitality.com/afsa/travel-afsa.html](http://travel.localhospitality.com/afsa/travel-afsa.html)  
(use pass code "AFSA2" [upper case])



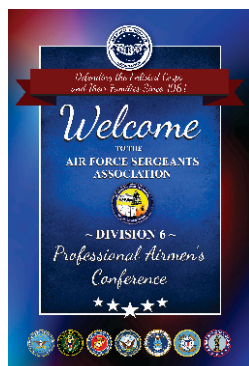
#AFSAGivesback... from 5/10K Runs in support of local charities, to Veterans Home visits, food and coat drives, Father/Daughter dances, pizza parties, movie nights and more, your AFSA membership provides you with an opportunity to make new friends at home and abroad with the same interests and concerns.

### ENTERPRISE RENTAL CAR

AFSA members and their families may receive discounts from Enterprise/National and Hertz. In most cases, rates are lower than those available with a government ID card. 800-261-7331 | [legacy.enterprise.com/car\\_rental/deeplinkmap.do?bid=028&refId=AIRFCSGT](http://legacy.enterprise.com/car_rental/deeplinkmap.do?bid=028&refId=AIRFCSGT) (use promo code NA16w01)

### HERTZ RENTAL CAR

AFSA members and their families can receive discounts from Enterprise/ National and Hertz. In most cases, rates are lower than those available with a government ID card. 800-654-6511 | [hertz.com](http://hertz.com) (use promo code 10635)



We can print and design your Division Conference Guides, Magazines, Posters, Signs, and other marketing materials.

## AFSA BUSINESS CENTER

With our brand new Canon ImagePress Digital Press and dynamic HQ Business Center Team, we can now print and design your AFSA Division and Chapter business cards, post cards, flyers, program guides, conference guides, and special occasion and celebration booklets, programs and invitations, banners, large presentation checks and more. We also offer graphic design services to ensure a consistent communications message and overall credibility. For price list, visit [www.hqafsa.org/communications--marketing-materials.html](http://www.hqafsa.org/communications--marketing-materials.html) Or, email directly to: [afsabusinesscenter@hqafsa.org](mailto:afsabusinesscenter@hqafsa.org)



Large Presentation Checks, Personalized Posters, Signs, and Banners.

Business Cards, Postcards, Websites and more.



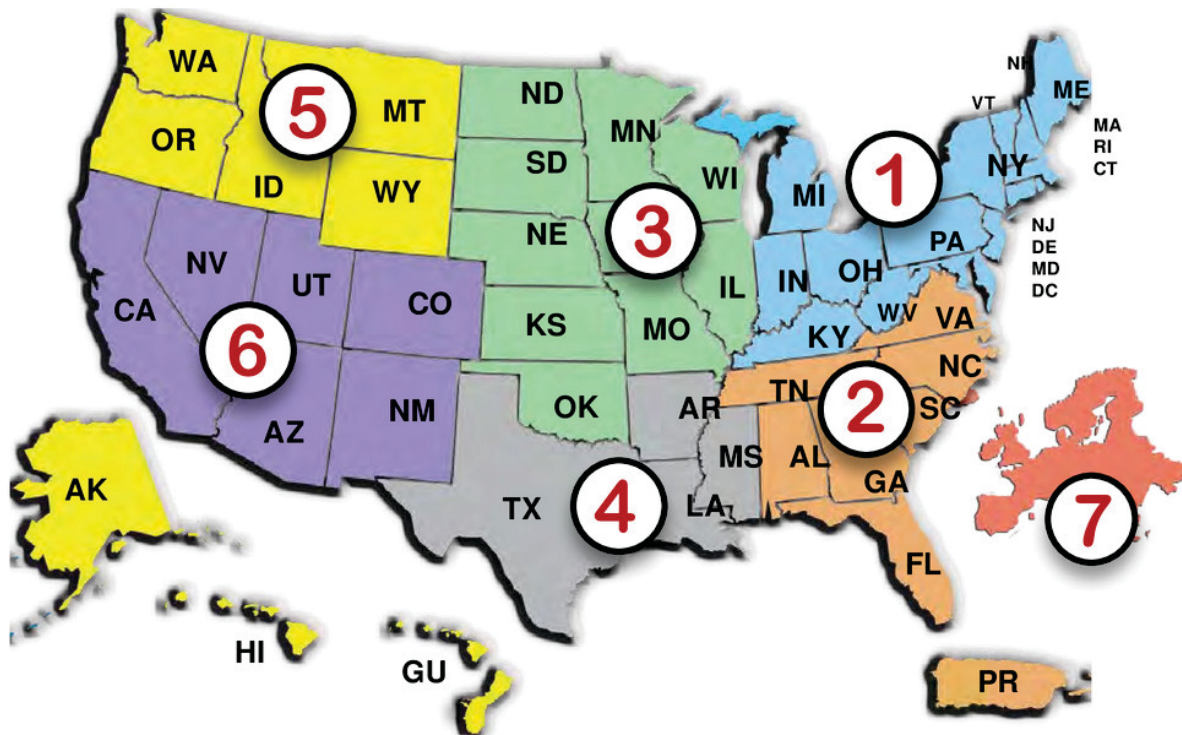
### Member alert... UPDATE YOUR CONTACT INFO

LOG ONTO YOUR  
AFSA MEMBERSHIP ACCOUNT.  
- UPDATE HOME ADDRESS  
- UPDATE & SHARE PERSONAL EMAIL  
(.MIL NOT PREFERRED)



# WITH 7 DIVISIONS AND 125 CHAPTERS ACROSS THE GLOBE WE PROVIDE

**AFSA DIVISIONS**  
MAP OF DIVISIONS, CHAPTERS BY STATE



## DIVISION 1

### CONNECTICUT

F0182: Bradley/Hartford, CT

### DELAWARE

F0201: DoverAFB, DE

### INDIANA

F0779: Fort Wayne, IN

### KENTUCKY

F0482: Louisville, KY

### MARYLAND

F0102: JB Andrews Naval Air Facility, MD

F0254: Fort Meade, MD

### MASSACHUSETTS

F0109: Westover ARB, MA

F0161: L.G. Hanscom AFB, MA

### MICHIGAN

0768: Selfridge ANG Base, MI

### NEW HAMPSHIRE

F0155: Portsmouth, NH

### NEW JERSEY

F0211: McGuire AFB, NJ

F0258: Atlantic City, NJ

### NEW YORK

F0171: East Meadow, NY

F0174: Rome, NY

F0177: Niagara Falls, NY

### OHIO

F0751: Wright-Patterson AFB, OH

### PENNSYLVANIA

F0265: Philadelphia, PA

## DIVISION 2

### ALABAMA

F0444: Maxwell AFB, AL

F0467: Birmingham, AL

### NCR

F0300: The Pentagon

### FLORIDA

F0552: MacDill AFB, FL

F0553: Tyndall AFB, FL

F0554: Eglin AFB, FL

F0557: Patrick AFB, FL

F0559: Jacksonville, FL

F0564: Port Saint Lucie/  
Lake Worth, FL

F0567: Hurlburt Field, FL

### GEORGIA

F0404: Robins AFB, GA

F0451: Albany, GA

F0452: Dobbins ARB, GA

F0455: Columbus, GA

F0460: Moody AFB, GA

F0480: Fort Gordon, GA

### NORTH CAROLINA

F0363: Asheville, NC

F0365: Charlotte, NC

F0367: Pope AFB, NC

F0371: Seymour Johnson AFB, NC





## PUERTO RICO

F0570: San Juan, PR

## SOUTH CAROLINA

F0306: Charleston AFB, SC  
F0373: Greenville, SC  
F0376: Myrtle Beach, SC  
F0377: Shaw AFB, SC

## TENNESSEE

F0473: Nashville, TN  
F0476: Clarksville, TN  
F0477: Arnold AFB, TN  
F0478: Chattanooga, TN  
F0479: Knoxville, TN

## VIRGINIA

F0358: Langley AFB, VA

## DIVISION 3

### ILLINOIS

F0872: Scott AFB, IL

### KANSAS

F0972: McConnell AFB, KS

### MINNESOTA

F0858: Minneapolis/St. Paul, MN

### MISSOURI

F0804: Kansas City, MO  
F0881: Whiteman AFB, MO  
F0883: Waynesville, MO

### NEBRASKA

F0984: Offutt AFB, NE

### NORTH DAKOTA

F0959: Minot AFB, ND  
F0964: Grand Forks AFB, ND

### OKLAHOMA

F0985: Tinker AFB, OK  
F0988: Altus AFB, OK  
F0990: Vance AFB, OK

### SOUTH DAKOTA

F0951: Ellsworth AFB, SD

### WISCONSIN

F0851: Milwaukee, WI

## DIVISION 4

### ARKANSAS

F0658: Little Rock AFB, AR

### LOUISIANA

F0615: Barksdale AFB, LA

## MISSISSIPPI

F0651: Columbus AFB, MS  
F0652: Keesler AFB, MS

## TEXAS

F1054: Sheppard AFB, TX  
F1055: Fort Worth, TX  
F1056: Dyess AFB, TX  
F1062: Houston, TX  
F1066: Goodfellow AFB, TX  
F1069: Laughlin AFB, TX  
F1073: Dallas, TX  
F1075: Randolph AFB, TX  
F1076: Lackland AFB, TX  
F1077: Fort Sam Houston, TX

## DIVISION 5

### ALASKA

F1473: Elmendorf ARB, AK  
F1474: Eielson AFB, AK

### GUAM

F1560: Andersen AFB, Guam

### HAWAII

F1550: Hickam AFB, HI

### IDAHO

F1164: Mountain Home AFB, ID

### JAPAN

F1551: Yokota AB, Japan  
F1552: Misawa AB, Japan  
F1553: Kadena AB, Japan

### KOREA

F1554: Kunsan AB, Korea  
F1556: Osan AB, Korea

### MONTANA

F1156: Malmstrom AFB, MT

### WASHINGTON

F1461: McChord AFB, WA  
F1462: Fairchild AFB, WA

### WYOMING

F1178: F.E. Warren AFB, WY

## DIVISION 6

### ARIZONA

F1260: Luke AFB, AZ  
F1261: Davis-Monthan AFB, AZ

### CALIFORNIA

F1311: Oxnard, CA  
F1320: Travis AFB, CA

F1322: McClellan AFB, CA  
F1328: Edwards AFB, CA  
F1330: Los Angeles AFB, CA  
F1356: Vandenberg AFB, CA  
F1365: La Jolla, CA  
F1372: Beale AFB, CA  
F1379: Moffett Field, CA

## COLORADO

F1179: Buckley AFB, CO  
F1180: USAF Academy, CO  
F1181: Peterson AFB, CO  
F1182: Shriever AFB, CO

## NEVADA

F1252: Nellis AFB, NV  
F1253: Creech AFB, NV

## NEW MEXICO

F1201: Kirtland AFB, NM  
F1255: Cannon AFB, NM  
F1257: Holloman AFB, NM

## UTAH

F1163: Hill AFB, UT

## DIVISION 7 (EUROPE)

### AZORES

F1653: Lajes, Portugal

### BELGIUM

F1655: SHAPE/Brussels, Belgium

### GERMANY

F1674: Ramstein AB, GE  
F1678: Geilenkirchen NATO AB, GE  
F1681: Spangdahlem AB, GE

### ITALY

F1650: Ghedi AB, Italy  
F1657: Aviano AB, Italy

### NETHERLANDS

F1661: Volkel, NL

### SPAIN

F1663: Rota Naval Station, Spain

### TURKEY

F1660: Incirlik AB, Turkey

### UNITED KINGDOM

F1665: RAF Alconbury, UK  
F1669: RAF Lakenheath, UK  
F1670: RAF Mildenhall, UK  
F1671: RAF Croughton, UK

# AFSA INTERNATIONAL FOR WORTHY CHARITIES

## TAKING CARE OF OUR OWN

*“Taking care of our own” is not just a slogan with AFSA members; it is a core value. AFSA members “take care of their own” by participating in the AFSA International Charities Programs. The charities consist of programs to which members and non-members can donate funds to help enhance the quality of life for enlisted Airmen and their families and to maintain the Airmen Memorial Building that stands as a tribute to Airmen of yesterday, today and tomorrow. Below is a synopsis of the programs.*

### AFSA SCHOLARSHIP PROGRAM

The AFSA has distributed over **\$920,100** dollars in

scholarships. AFSA member's dependent children pursuing undergraduate degrees are eligible for scholarships. Each person pursuing a scholarship must have a valid sponsor. Sponsors must be military members (active duty, retired, or veterans). The scholarships awarded are from \$1,500 to \$2,500 to students attending an accredited academic institution. The amount and total number of scholarships awarded are dependent upon funds available. In addition, AFSA conducts a program to financially help members with a valid need of assistance to enhance their income potential through formal education and/or training. The AEG program is designed for members to obtain effective education and/ or training to acquire improved marketable skills.



### THE AIRMEN MEMORIAL BUILDING FUND

Built by AFSA members, the Airmen Memorial Building (AMB) is so named to represent and stand as a living monument to not one, but to all enlisted Airmen. The AMB houses the Air Force Sergeants Association International Headquarters, The Enlisted Foundation and the Airmen Memorial Foundation, DC Office. Donations help ensure this enlisted memorial is maintained and operated in a manner in which all Airmen can be proud.



### AIRMEN MEMORIAL FOUNDATION

Founded in 1983, the Airmen Memorial Foundation (AMF) is a not-for-profit charitable and educational assistance organization. The organization provides funds for worthy causes such as scholarships to enlisted Airmen's children under the age of 23. Of special note, the AMF also manages, at no cost, other scholarship programs such as the Chief Master Sergeants of the Air Force Scholarship program. To date, the AMF and its managed funds has awarded over 935 scholarships, totaling over 1.2 million dollars.



### THE ENLISTED FOUNDATION

The Enlisted Foundation (TEF) was established in 2017 for the mutual welfare of members of the armed forces and their families; to include educating others on quality of the lives of enlisted members servicing in the armed forces.



Your contributions help to continue enhance the quality of life for our AFSA members and their families. Donate to AFSA Charities now by visiting... [www.hqafsa.org/donate](http://www.hqafsa.org/donate)



# INFORMATION TECHNOLOGY

By Fran L. Killebrew, Manager Information Technology

Have you ever stopped and thought about how much technology is in your everyday life now? From the smart phones that have the same functionality of a small computer, to your fridge that can communicate with said smart phone so you can see what is inside of it. Technology is enabling us to be more connected with others and the world around us. However, technology is only as good at the data that it uses.

We have made the push for all members to make sure their information is as up-to-date as possible. This will help us to ensure we stay connected with you and to keep you informed of the latest and greatest that AFSA has to offer. Please keep in mind that your personal email address is our best way to reach

you with information. Military email addresses are good; however, it is increasingly harder to have "outside" email delivered to military email addresses. I encourage everyone to go to the members site, <https://members.hqafsa.org> and log into the members site.

If you encounter issues accessing the site, please let us know and we will be happy to assist with getting you logged into the site.

We here, at AFSA headquarters are committed to 'High Touch, High Tech' and our goal is to leverage these technologies to better serve you... *Our Members.*



# COMMUNICATIONS

By Andrea D. Sanford, Director Business Center, Marketing & Communications

*Communication, informed membership, and an active membership committee are the keys to the success of an organization. AFSA fulfills these critical functions by distributing information through its AFSA magazine legislative bulletins, newsletters and through successful social media communications. Please visit our website and click on the UPDATE INFO button to ensure we have your most current and complete contact information, including your personal email address.*

**AFSA MAGAZINE** is AFSA's premier publication and is used to inform members, congressional representatives, Department of Defense and Veterans Administration officials, and the public about the issues, topics, events and actions affecting Air Force enlisted members and their families.

AFSA Magazine is the only magazine dedicated solely our enlisted military members and their families. AFSA Magazine reports on AFSA's Congressional and Legislative efforts; the Armed Forces, VA and DoD news; AFSA members activities; and other special features to let readers know what our Airmen, of yesterday and today, did and continue to do to keep our nation safe and ensure our democratic way of life.

**SOCIAL MEDIA** is the modern-day thread that has the ability to bridge the generation-gap to connect us all together. Social networking use, mobile devices, instant messaging and digital content understanding among internet users ages 40-64 grew by 88% since 2014. By utilizing social media in creative and appropriate ways, we are building relationships and sharing important information on a much greater scale than ever before.

Divisions and Chapters that utilize Facebook, Instagram, text messaging, SnapChat, Twitter, videos, etc. are reaching across the divide to communicate effectively to enhance membership growth and retention.

Your social media must feature current contact information, meeting dates and locations. Post often to educate and entertain, share photos of your members participating in activities, and of your overall success.

Website: [www.hqafsa.org](http://www.hqafsa.org)

Facebook: @AFSAHQ

Instagram: @AFSAHQ

Twitter: @AFSAHQ

Vimeo: @AFSAHQ

YouTube: @AFSAHQ

Legislative Action Center News: [voter/voice.net/AFSA](http://voter/voice.net/AFSA)

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call: 800-638-0594 x288

4 Quarterly Editions

(Winter, Spring, Summer & Fall)

AFSA MEMBERS..... \$20

NON-MEMBERS..... \$28

Individual Magazine Purchase: \$7 each



# HOW TO GROW YOUR REPLACEMENT

By Kim R. Webster, MBA  
Human Resource Manager



*Growing your replacement is critical to the success of your Chapter or Division and to the Air Force Sergeants Association (AFSA). Creating a solid succession plan will ensure that AFSA's legacy remains long after you are gone. The following are some tips on planning your own succession:*

1. **Define How You Want AFSA's Legacy to Continue Within Your Chapter/Division.** Decide how you want your Chapter or Division's AFSA legacy to look like as well as the why. It is important that you are able to communicate the why just as eloquently as the how. As you are developing the how, make sure it is short and easy to understand and communicate to others. A good rule of thumb – can someone who doesn't know anything about AFSA understand your vision.
2. **Decide What Skills – Technical and/or Soft – Are Needed to Execute Your Legacy.** Work within your Chapter or Division leaders to decide on the best skills needed to execute AFSA's legacy. Engage your top leaders to help you put together an outline of your Chapter/Division best practices. Once you have identified the skills and best practices needed, share them with your potential successor and help them identify ways to sharpen those skills. Maybe it's a call to your top retainer to discuss how they are able to get individuals to retain their membership.
3. **Identify Potential Successors.** Discuss with your leadership team individuals who they think may be a good successor. Look at interest more than skills. Skills can be obtained, interest is more important. Look for

those individuals who are quick to help out when needed. These individuals may not be looking for a leadership role, but are excellent leaders in the making. They just don't know it yet.

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*“Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence.” — Sheryl Sandberg*

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4. **Be A Conduit to Key Relationships.** Now is the time to start connecting your successor to key individuals that can help them develop into the leader AFSA needs. These relationships can be as small as the vendor you use to print awards to as big as the Executive Director of AFSA Headquarters. Help the new team build bonds that will last after your departure.
5. **Start Now.** The best time to start succession planning is half way through your term. That way you have a better understanding of what is needed for your Chapter/Division. Then, start to write down your plan in a step-by-step guide making sure you include any time sensitive areas.

*The bottom line is to be intentional and supportive. Many leaders fail in succession planning due to insecurities and ego. It's important to let go and to allow AFSA's vision to rise above anything that may be stopping you from finding the right replacement. Leaders are only as good as their mentors. Be the mentor AFSA needs to create great leaders.*



# COMMUNICATE

## DON'T BE A SECRET MEMBER

By Brenda L. Hill  
Director, Member and Field Relations

*When was the last time you told someone you were an Air Force Sergeants Association (AFSA) member? Was it today, yesterday, last week? Or, was it last month, three months or was it six months to a year? If the answer is "No," ask yourself this question: In a general conversation, "Have I ever told anyone that I am an AFSA member?" If the answer is "No" again, my last question to you is **"Why are you being a secret member?"***

As you know, the AFSA was founded and incorporated on **May 3, 1961** by four founding fathers: MSgt Benny McGehee, TSgt Lee Thompson, TSgt Virgil Perry, and Sgt Don Ward. For **58 years**, this great association of yours continues to be strong, is well respected, influential and works closely with the White House, the Pentagon, the Department of Defense, Veterans Affairs, and Air Force officials across the globe. The AFSA is a visible force that has lobbyists on Capitol Hill to fight for the quality of life benefits for you and your families. Just to name a few, AFSA has been able to increase military pay, protect Basic Allowance for Housing (BAH), reject attempts to increase out-of-pocket housing expenses, boost Veterans benefits and greatly improve the post 9/11 GI bill.

Also, the organization that you belong to has many discount benefits that range from discounts on University tuitions, credit cards, insurance, to home buying/selling and legal services that are exclusively for AFSA members. Your organization even provides scholarship opportunities for your dependent children, and a yearly Family-Focused Scholarship for a family member. Your organization, the AFSA, also offers employment and job placement assistance, educational support and professional development every year at the AFSA Convention.

### Now why haven't you told someone you are an AFSA member?

Another one of the great things about your association is that today, AFSA is accessible all around the world through our 125 chapters. Many of you volunteer or

have volunteered your time on the Executive Council, as Division Vice Presidents, Chapter Presidents, Chapter Vice Presidents, Membership Chairs, Trustees, or as Secretary/Treasurer. Whether you volunteer for a month or have volunteered for years, your service and hard work was and is very much appreciated by us all. We know you, as members, need to be able to see, feel and touch AFSA on a local level and our chapters provide that local and invaluable relationships to you.

We need to communicate this information to our neighbors, our friends, and our family members. Tell them why you are a member and tell them why they should be a member.

### Communicate, Don't Be a Secret Member

Now, let's look back. Throughout 2018, to generate growth in every membership category, we introduced new and robust membership recruiting and retention campaigns such as the Joint Membership for \$50, the Member For Life for \$200, and We Love Our Airmen 1 year for \$30. For retention, we focused on one and two-year members by offering a 3-year membership for \$75, and the Deployed Military Special Campaign 2 years for \$50.

Also, we had eight chapters and four divisions that requested, and was approved by AFSA Headquarters, their own special membership campaigns that they



offered to their chapters and divisions. To further assist chapters with their recruiting and retention efforts, for one week, the AFSA Headquarters offered and sent out free marketing materials that included: Tri-Fold Brochures w/Application, Organizational Guides, AFSA Postcards, Posters and AFSA Selfie Signs. (Contact [afsacomm@hqafsa.org](mailto:afsacomm@hqafsa.org) for marketing materials for your Division or Chapter).

## Changes that happened in 2018:

### 1. Bylaw 4; Membership, Section 1: Composition, Sections 3a,1-2, 3b, 3c,1-2 Classes of Membership:

*“Membership in AFSA shall consist primarily of enlisted men and women (hereinafter referred to as Uniformed Services or Uniformed Personnel) of the United States Armed Forces (USA, USMC, USN, USAF and USCG), be they Active Duty, National Guard or Reserve personnel in active, retired, or veteran status, and others meeting the qualifications for membership. Family members, and other individuals may be members as outlined in the Family & Associate membership classes of AFSA membership.”*

### 3. Preamble was changed to read:

*“With reverence for God and Country, and being ever mindful of our responsibility to aid in maintaining a superior defense for our beloved country; our interest in the welfare of persons who served and are serving in the Air Force; our devotion to our fellow enlisted members and their families in fortune and distress; and our reverence for the memories of those departed, we unite to further the aims and objectives of this association.*

### 4. Scholarships:

The AFSA/CMSAF/AMF Scholarship Program eliminated the 1180 SAT and 24 ACT score requirement.

### 5. Recognition Awards:

Because most chapters did not have a physical place to display their chapter awards, we switched from an individual plaque to Perpetual Plaques for the Chapter of the Year Over and Under 500, Top Recruiting Chapter, Top Retaining Chapter, Humanitarian Service Award, International Legislative Award, CMSgt Richard L. Etchberger Chapter Communication Award, Volunteer Service Award and the President's Esprit De Corps Award.

These awards are now proudly displayed in the AFSA Headquarters' large conference room.

## Challenges in 2018

From a membership perspective, the membership campaigns provided a boost in recruiting and retention and the Chapters did an excellent job recruiting new members. The membership numbers were steady for three of the four quarters; however, overall, the numbers did not show growth and we did not reach our strategic goal. The difference from the beginning year-end strength and the year-end strength was 5,183 members. This means, we did not retain enough of our members. The good news is this problem can be fixed.

In looking ahead, we plan to continue to introduce new and robust membership recruiting and retention campaigns as well as continuing to offer chapters the opportunity to request special membership campaigns for their chapters and divisions. Your Member and Field Relations Department will continue to be here to assist our members and our 125 chapters in their recruiting and retention efforts. You can reach us by calling **1-800-638-0594, ext. 288.**

For AFSA to continue to be successful, it will take a concerted effort between the Divisions, Chapters, Headquarters and members. It's time that we all communicate. Communicate to your Airmen, your Sergeants, your Chiefs, your families, your friends, your neighbors, and your co-workers. Communicate to them what a great association you belong to and all the great accomplishments. Communicate to them why you joined and why they should join. Communicate to the new member you just recruited by sending them a welcome letter. Communicate when and where the chapter meetings are held. Communicate to them a few months after they joined to see how they are doing and inform them about the Professional Airmen's Conference and other things that are going on. Communicate to the person you spoke to three months ago about joining who wasn't interested then but may be interested now. Communicate to each other. If you are a top recruiter or top retainer, share what you know. It's time for us all to communicate how proud we are to be Air Force Sergeants Association members.

**We Thank You.  
We Appreciate You.  
We are AFSA.**

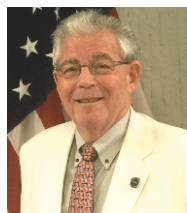


**Communicate, Don't Be a Secret Member**



# AFSA LEADERSHIP

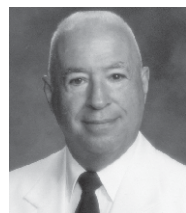
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CMSgt (Ret)  
Michael Carton



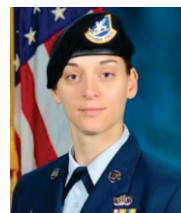
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**Division 4**  
SMSgt (Ret) Dr.  
James Crissinger



**Division 5**  
MSgt  
Curtis McLean



**Division 6**  
CMSgt (Ret)  
Kerry Wright



**Division 7**  
MSgt  
Joshua Hinsey

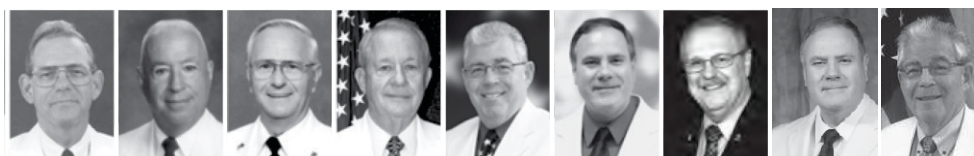
## PAST INTERNATIONAL PRESIDENTS



**L to R:** Benny McGehee (1961–1964), Earl Lehman (1964–1965), Elmer Andrews (1965–1968), Leon Donnelly (1968–1969), Robert Long (1969–1970), John Concannon (1970–1971), Jose Rodriguez (1971–1974) and Mike Hammer (1974–1976)



**L to R:** John Paul May (1976–1978), Walter Scott (1978–1980), Lewis Spence (1980–1982), John Hodson (1982–1984), Charles Bryant (1984–1985), John McBrien (1985–1988), Geno Piccoli (1988–1991) and Victor Bartholomew (1991–1992)



**L to R:** Donald Gammon (1992–1994), Claude Klobus (1994–1997), Steven Norberg (1997–2000), Michael Parente (2000–2003), Joseph Kuchera (2003–2005), John R. McCauslin (2005–2009), Michael R. Carton (2009–2009) Jeffrey E. Ledoux (2009–2012) Daniel C. Yeomans (2012–2016), Jeffrey E. Ledoux (2019–2018) Michael R. Carton (2018–Present)

## AUXILIARY PAST PRESIDENTS



**L to R:** Mary Hohman (1973–1974), Barbara Avery (1974–1976), Audrey Andrews (1976–1979), Jacqueline Hopkins (1979–1981), Willa Hyde (1981–1984), Phyllis Bartholomew (1984–1986), Gloria Pinksaw (1986–1988) and Shirley Mello (1988–1991)



**L to R:** Peggy Stala (1991–1993), LaRene Paul (1993–1994), Barbara Beichler (1994–1997), Elaine Warner (1997–2000), Kathryn Oden (2000–2003), Carolyn Whitsell (2003–2007), Carol Ruholl (2007–2008) and Marie McDowell (2008–2011)



# AFSA LEADERSHIP

## INTERNATIONAL HEADQUARTERS LEADERS



**Benny W. McGehee**  
November 1964 -  
April 1966



**Joseph P. Brosnan**  
May 1966 -  
October 1970



**Frank C. Fini**  
November 1970 -  
April 1981



**Donald L. Harlow**  
May 1981 -  
October 1983



**James D. Staton**  
October 1983 -  
January 2004



**Richard M. Dean**  
February 2004 -  
May 2009



**John R. McCauslin**  
June 2009 -  
May 2014



**Rob L. Frank**  
June 2014 -  
October 2016



**Keith A. Reed**  
April 2017 -  
Present



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MEMORIAL  
BUILDING  
Suitland, MD

## INTERNATIONAL HEADQUARTERS TEAM



**L to R:** Keith Reed (AFSA Executive Director), Juanita Weems (Chief of Staff, Accounting & Finance Director), Brenda Hill (Member & Field Relations Director), Andrea Sanford (Business Center, Marketing & Communications Director), Keith Loudermill (Military & Govt Affairs Director), Maurice Senegal (Accounting & Finance Deputy Director), Francesca Killebrew (IT Manager), Kim Webster (HR Manager).



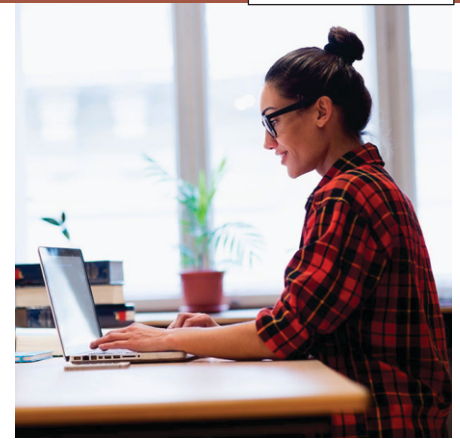
**L to R:** Jammie Abraham (AFSA Team: Member Services Supervisor, Member & Field Relations), Larine Greaser (AFSA Team: Business Center, Graphic Design), Yolanda Green (AFSA Team: Member & Field Relations, Headquarters Scheduler), Rebecca Grierson (AFSA Team: Accounting & Finance), Ashley Griffin (AFSA Team: Business Center, Logistics Support), Taneka Jarrell (AFSA Team: Accounting & Finance).



**L to R:** Lisa Kibler (AFSA Team: Member & Field Relations), Marshall Padgett (AFSA Team: Military & Govt. Affairs Legislative Comm/Legislative Assistant), Jim Roberts (AFSA Team: Business Center, Mail Room Mgr./Asst Bldg Mgr), Gerald Robinson (AFSA Team: Business Center, Logistics/Mail Room Support), Ashley Webb (AFSA Team: Military & Govt. Affairs & Legislation).



# AIRMEN MEMORIAL FOUNDATION



*The Air Force Sergeants Association founded the Airmen Memorial Foundation (AMF) in 1983. What started as a museum activity evolved into the Airmen Memorial Museum (AMM) and was incorporated as a stand-alone entity in 1988. The AMF then became a leader in philanthropic and educational endeavors focusing on current and former enlisted Air Force Active Duty (AFAD), Air National Guard (ANG), and Air Force Reserve Command (AFRC) members' dependent children.*

In December 2018, approval continued for AMF participation in the fall 2019 Combined Federal Campaign. This was the AMF's 36th year as the only all-enlisted-focused charity (#10517) in the national charity drive. Funds derived from this participation will support the Foundation's extensive educational activities. In CY 2018, the AMF provided administrative and financial management services to the two educational funds listed below.

**1. The Chief Master Sergeants of the Air Force (CMSAF) Scholarship Fund**, which provides scholarships to active-duty and retired AFAD, AFRC and ANG enlisted members' dependent children. In CY 2018, the CMSAFs Scholarship Committee Chaired by CMSAF #8 Sam Parish, selected 11 AFAD, ANG, and AFRC dependent children to receive scholarships totaling \$16,500. These academic-excellence scholarships brought the 30-year CMSAF program's cumulative total to 303 grants worth \$433,000. Among the major contributors to this worthwhile program

are the worldwide military conferences, the graduating classes of the Senior NCO Academy, other enlisted Professional Military Education organizations and groups where one of the former CMSAFs conducted speaking engagements around the world.

The 2018 Chief Master Sergeants of the Air Force Scholarship Program awarded 11 scholarships totaling \$16,500. The top scholarship—The CMSAF Paul W. Airey Memorial Scholarship—goes to Kianna Evette Flowers. She will continue her education at The University of Maryland, Baltimore County, Baltimore, Maryland.

**\$3,500 CMSAF Paul W. Airey Memorial Scholarship Sponsored by GEICO® Kianna Evette Flowers**

**\$2,500 CMSAF Scholarship Hunter C. Henry**

**\$2,000 CMSAF Scholarship Heath M. Henry**

**\$1,500 CMSAF Scholarship Carson Brooke Ratley**

**\$1,000 CMSAF Scholarship Katelyn Taylor Shibilski**

**\$1,000 CMSAF Scholarship Sean Patrick McGinley**

**\$1,000 CMSAF Scholarship Denise Marie Castle**

**\$1,000 CMSAF Scholarship Amy Elizabeth Riggs**

**\$1,000 CMSAF Scholarship Jordan Alyssa Dubose**

**\$1,000 CMSAF Scholarship Mya M. Vigil**

**\$1,000 CMSAF Scholarship Isabelle Rose Pellot**

**AFSA Members... you can support the Airmen Memorial Foundation, Inc with your CFC pledge - Designate #10517**

**Thanks to your generosity, this year we provided 25 AMF Scholarships totaling \$37,500 and 11 CMSAF Scholarships totaling \$16,500!**



**AIRMEN MEMORIAL FOUNDATION CFC# 10517**



**Your tax-deductible donations helped make a difference by funding continued educational opportunities for Military members and their families**

**2. The Airmen Memorial Foundation Scholarship Fund (AMF)**

The CY 2018 AMF Scholarship Committee met in June 2018 and selected 25 AFAD, ANG, and AFRC members' dependent children for awards totaling \$37,500. The Clyde V. Prince Memorial Scholarship was the top scholarship at \$4,000; The Veterans United Home Loans Academic Excellence Scholarship was the top sponsored scholarship at \$3,000; The Julene Howard Memorial Scholarship and Richard Howard Scholarship, established by CMSgt (Ret.) Richard Howard; and the Sergeant James R. Seal Scholarship, established by Mrs. Emma Seal were the top "named" awards at \$2,000 each.

In addition, the AMF awarded additional sponsored scholarships: five \$1,000 scholarships sponsored by the United Services Automobile Association (USAA), five \$1,000 scholarship sponsored by the Government Employees Insurance Company (GEICO), five \$1,000 scholarship sponsored by the First Federal Bank of Kansas City, one \$2,500 Academic Excellence Scholarship, and two \$1,500 Academic Excellence Scholarships. These scholarships brought the total AFM scholarship awards to 632 worth \$771,000.



**AMF SCHOLARS**

The 2018 AMF Scholarship Program awarded 25 scholarships totaling \$37,500. Without the support of the gracious donors and sponsors, the AMF would be unable to grant the number of scholarships provided to deserving recipients each year.

**\$4,000 Clyde V. Prince Memorial Scholarship**  
Tristan Wyatt Boling

**\$3,000 Veterans United Home Loans Academic Excellence Scholarship**  
Deborah Kay James

**\$2,500 Academic Excellence Scholarship**  
Sarah Nicole Richardson

**\$2,000 Richard Howard Scholarship**  
Allysa N. Temple

**\$2,000 Julene Howard Memorial Scholarship**  
Ashley Dane Reynolds

**\$2,000 Sharon Piccoli Memorial Scholarship**  
Donovan Walker Wright

**\$2,000 Sgt James R. Seal Memorial Scholarship**  
Megan Ashley Valliere

**\$2,000 Academic Excellence Scholarships**  
Mary Leanne Brannon

**\$1,500 Academic Excellence Scholarships**  
1. Alesia Nicole Booth  
2. Chad Michael Gallego

**\$1,000 USAA Scholarship Academic Excellence Scholarships**  
1. Grace Margaret Tristan  
2. Charles Joseph Gallego  
3. Jordan Rene Maxwell  
4. Ericka L. Hewes  
5. Alexander Jeriel Minzler

**\$1,000 GEICO Scholarship Academic Excellence Scholarships**  
1. Alexander J. Molina  
2. Kamryn Taylor Alward  
3. Kayla Rose Scott  
4. Emma Mae McCurdy  
5. Megan Marie Liguori

**\$1,000 First Federal Bank of Kansas City Academic Excellence Scholarships**  
1. Elizabeth Kirstin Strasko  
2. Garrett P. Walters  
3. Skye Michelle McCall  
4. Brandi A. Walker  
5. Corinne McKenzie Ebner

**SINCE 1987, THE AMF AND ITS MANAGED FUNDS HAVE AWARDED 899 AWARDS FOR \$1,150,000.**



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**HQ Email:** [staff@hqafsa.org](mailto:staff@hqafsa.org)

**Comm Email:** [afsacomm@hqafsa.org](mailto:afsacomm@hqafsa.org)

**Legislative Action Center:** [voterveoice.net/AFSA](http://voterveoice.net/AFSA)



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FOR** Honor

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