

AfSA

MAGAZINE

MARCH/APRIL 2015

THE OFFICIAL PUBLICATION OF THE AIR FORCE SERGEANTS ASSOCIATION

A SMOOTH TRANSITION

Tips for making
the leap to a
civilian career



A UNIQUE PATH

Going from enlisted
to major general

REST IN PEACE

A look at Arlington
National Cemetery

A FINAL SALUTE

Remembering the
Doolittle Raiders





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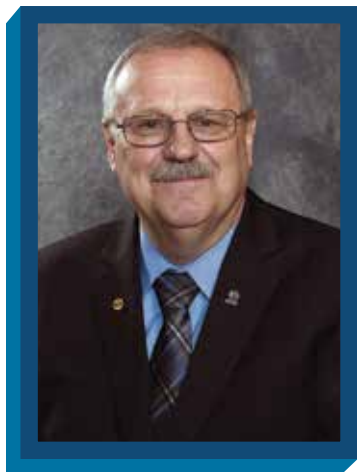
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Daniel Yeomans,
CMSgt, USAF Retired
AFSA International
President

AFSA HAS YOUR BACK

Hello, AFSA Nation. As always, thank you for your continued support of our Association. We remain ever committed to being “The Voice of the Enlisted.” Your support and membership provide the strength we need to be effective at the Chapter levels, and on Capitol Hill.

2015 has started with a bang! I hope that you are taking advantage of our new “5 Years for \$25 Cyber Membership.” You get all the benefits of a traditional membership with one exception: You receive a digital copy of our *AFSA Magazine* rather than a hard copy. For those members desiring a hard copy, we still have our traditional membership rates and terms.

2015 will be a very busy year from a legislative standpoint. You can count on AFSA to be there, advocating for you when it counts the most. Sequestration budgets are still putting a squeeze on our military leaders, who are fighting to try to make ends meet. Our troop strength is down, challenging our nation’s ability to respond when our Air Force is called into action. Many key modernization programs are not receiving the funds they need, jeopardizing our ability to equip our Airmen at needed levels. In addition, cuts to benefits each and every one of you count on are being proposed.

Here is a short list of things that keep AFSA awake at night and that we are working to address. Your membership dollars are at work!

- **Pay:** The cost of living continues to rise each year. Unfortunately, pay increases and COLA are not keeping pace. Each year we lose more and more buying power. The past two years, the 1.8 percent pay raise passed into law by Congress was not upheld. Instead, we

received 1.0 percent, which cost many of us hundreds of dollars each year. We were relieved that some plans to freeze pay raises were not enacted. However, know that AFSA will tell your story to all of the 535 members of Congress. All Airmen wearing the uniform, and those retirees who wore the uniform, deserve pay raises and COLA increases that at least keep up with cost-of-living increases. We will share this story.

- **Health care:** Health care increases for all services provided by the military have been proposed. Increases impact all TRICARE services, prescription costs, co-pays, and more. AFSA is continually fighting to ensure that any increases are minimal. Up to this point, we have been unable to prevent some erosion of our health care benefits. However, if you compare what has been proposed to what has actually occurred, we can take pride in having prevented many worst-case scenarios.
- **Commissary:** Every year Congress wants to cut commissary subsidies that will raise store prices, reduce hours, and potentially result in the closure of some stores. You can thank AFSA and other member groups of The Military Coalition—Congress’s plans failed! The commissaries are alive for now!
- **Education:** AFSA will continue to fight to ensure reasonable Tuition Assistance is available to all who are eligible. In addition, we will resist plans to erode benefits as recommended under the Post-9/11 GI Bill!
- **Retirement:** Massive changes are being proposed to our military retirement system. We are pleased to announce that AFSA’s work with The Military Coalition has resulted in Congressional pledges to grandfather in any changes. Regardless, some proposed changes are radical to say the least. AFSA will pay close attention to all proposed changes, educate our membership on planned changes, and fight valiantly to ensure our retirement system remains fair and viable!

As always, feel free to contact me at any time. As International President, I look forward to your cards and letters to ensure your AFSA remains focused and relevant. God Bless You—and God Bless America! My email address is AFSA.President@roisc.com.

Daniel C. Yeomans

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On the Cover: Between military retirements and separations—voluntary and not—thousands of service members are looking for second careers in the private sector. To help set these individuals up for success, several branches of government, private corporations, and even the White House have organized programs to ease their transition into the civilian workforce.

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MEMBERSHIP

One year/\$25, two years/\$44, three years/\$64, life membership/call AFSA Headquarters for pricing. A subscription to the **AFSA Magazine** is included in membership dues. Non-member subscription rate is \$27 per year.

EDITORIAL STATEMENT

AFSA Magazine is the only magazine dedicated solely to serving the Total Air Force enlisted corps and their families. We are obliged to serve the interests and concerns of Air Force enlisted personnel and 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 **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).

AMM

An AFSA affiliate, the Airmen Memorial Museum (AMM), located in AFSA's Airmen Memorial Building, features rotating exhibits and stands as a tribute to those who have served. It is also an annual participant in the Combined Federal Campaign (CFC #10518).

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YOUR VOICES HEARD

ON THE RIGHT TRACK

"Thanks for all the good articles and things AFSA HQ does for the troops. I joined AFSA at Ramstein in the early '60s, got a chapter going in Berlin in the late '60s, and still like to associate with the troops at Berlin and Air Traffic Control conventions. Thanks again."

—J.F.

"AFSA, you are doing some great things for members. Keep up the good work."

—CHIEF JOSEPH

"As a retired service person of 40 years, I very much miss the life, action, events and being informed of 'what's what.' I deeply appreciate AFSA's efforts and all the legislation and great things they continue to do, including the latest use of technology to inform old-timers like myself."

—D.M.

"Thanks so much for the email updates; keep them coming."

—L.B.

CONSTRUCTIVE CRITICISM

"I am not a life member of this organization for the purpose of political sniping. If actions do in fact speak louder than words, then the House majority would have protected us. They didn't. I don't really respect organizations that allow their political rhetoric into discussions. Your newsletter would have been more effective without your political sniping."

—D.C.

CONCURRENT BENEFITS

"Regarding H.R. 333, the Disabled Veterans Tax Termination Act, do you support this, or do you have another bill to end the 50 percent cap and allow all disabled retirees to receive concurrent retirement and disability pay?"

—D.B.

AFSA Response: H.R. 333 is one of three pieces of concurrent receipt legislation that AFSA is supporting that would end the 50 percent threshold. Here are details on each:

- H.R. 303, introduced by Rep. Gus Bilirakis, would allow the receipt of both military retired pay and Veterans' disability compensation for any service-connected disability. Concurrent receipt benefits are now only available to those with disability ratings of 50 percent or more.
- H.R. 333, introduced by Rep. Sanford Bishop, would permit retired service members who have a service-connected disability rated less than 50 percent to receive concurrent payment of both retired pay and Veterans' disability compensation. The bill also accelerates the phase-in period for existing concurrent receipt provisions and makes permanent concurrent receipt eligibility for Chapter 61 disability retirees with less than 20 years of service.
- S. 271, introduced by Sen. Harry Reid, would allow the receipt of both military retired pay and Veterans' disability compensation for any service-connected disability. It's the companion bill to H.R. 303, discussed above.

KEEPING THE FAITH

"I would like to know the status of H.R. 4551 and H.R. 4593. Both bills have been floating around or lost for quite some time (years) now. You mentioned in the July/August 2010 Airmen's Forum of then *Sergeants* magazine that you were working to get these bills passed 'this year,' which would have been 2010."

—L.C.

AFSA Response: H.R. 4551, the "Keep Our Promise to America's Military Retirees Act," and H.R. 4593, the "Keeping Faith With the Greatest Generation Military Retirees Act of 2010," were two bills introduced in the 111th Congress by Rep. Chris Van Hollen (D-MD) to try and fulfill the promise of free lifetime health care for retirees who entered the service prior to Dec. 7, 1956. H.R. 4551 would have given military retirees and family members the option of participating in the Federal Employees Health Benefit Plan (FEHBP), while H.R. 4593 sought to waive Medicare part B premiums for this group of deserving military retirees. We use past tense here because, despite AFSA's support, neither bill was passed by Congress in 2010, rendering both null and void. It has been our longtime policy to support any legislation that

Comments appearing in the Airmen's Forum are culled from letters, emails, and social media posts sent by our members and supporters to Headquarters AFSA. The Forum serves as a platform for members to voice their opinions on a given subject, which may or may not reflect the views or positions of the Association as a whole. AFSA Magazine reserves the right to select and condense letters for publication. Send your questions and comments to AFSAComm@hqafsa.org.

"moves the ball down the field toward the goal line" on this issue. Unfortunately, no new legislation has been introduced since to make good on the now-broken promise of military health care.

DIGITAL MAGAZINE FEEDBACK

"PLEASE, AFSA, don't get rid of the hard-copy AFSA Magazine! I prefer the hard copy ONLY. When I am done reading it, I use it as a marketing tool for prospective new members, like other members, hopefully, are doing."

—L.B.

AFSA Response: We are not planning to do away with the hard-copy magazine in the foreseeable future. We know that we have a lot of members who still want a hard-copy magazine, and you bring up a good point about marketing.

Having said that, we live in a digital age where people expect to be able to access information electronically, and the digital version of the magazine provides that option. This should also be a draw to new members, and an indication that AFSA is keeping up in the ever-evolving communication landscape.

“ OUTSTANDING EDITION. I LOVED READING IT AND FOUND THE WHOLE EXPERIENCE VERY EXCITING. GLAD TO SEE THESE ADVANCES TO HELP THE MEMBERSHIP GROW AND THRIVE. ”

—M.C.

Cost is also a factor, as it is expensive to print and mail hard-copy magazines. If people prefer digital only, it saves the Association money to deliver it that way. Those members signing up or renewing at the "5 years for \$25" rate will get the digital magazine as part of their memberships, but they will need to subscribe with an additional cost to get the hard copy.

We hope this clears up any confusion and allays any fears about the print version of AFSA Magazine going away.

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THE MCRMC SIMPLIFIED AFSA BREAKS DOWN AND EVALUATES THE COMMISSION'S FINDINGS

The Military Compensation and Retirement Modernization Commission (MCRMC) released its final report on Jan. 29. Since then, AFSA has begun the arduous process of evaluating the commission's recommendations so we can advise lawmakers and the Administration on their potential impact on the all-volunteer force.

The National Defense Authorization Act for Fiscal Year 2013 established the commission to review military compensation and retirement programs and make recommendations for modernization to President Obama and Congress. The commission's stated purposes were to ensure the long-term health of the all-volunteer force, provide for high quality of life for the members of the Uniformed Services and their families, and make sure that the associated compensation and retirement programs are financially sustainable. The commission looked at military life holistically in its evaluation of military compensation and retirement programs by factoring in details related to health care; pay; retirement; family-support programs; education assistance; family housing; commissaries and exchanges; and Morale, Welfare, and Recreation (MWR) programs. Here are a few of the recommendations in its report:

- **Retirement:** The MCRMC recommends replacing the current 20-year-cliff vesting military retirement system with a blended defined benefit/401(k)-style retirement package. Its proposal would be optional for the current force, mandatory for new service entrants, and have no impact whatsoever on current retirees. The Thrift Savings Plan (TSP) would be adjusted to include an automatic investment and match. Service members would have the opportunity to de-enroll in TSP, but they would be re-enrolled at key career milestones and other life-altering events in an effort to encourage participation. Upon retirement, service members would have the option to withdraw a lump-sum portion of their retirement. Those who choose to do so would not receive the payout of any remaining amount until age 60.

- **Survivor Benefits:** The panel recommends the creation of a new SBP option that is fully funded by service members, with more upfront payment, but SBP would no longer be subject to the DIC offset. The existing SBP program with the DIC offset would be maintained for service members who want to retain lower-cost coverage.

- **Financial Literacy:** The commission found financial illiteracy pervasive throughout the military in all ranks and services. They recommend comprehensive financial-literacy training (including for health care choices) throughout a service member's career, not just at basic training.

- **Reserve Component Duty Status:** The panel recommends Congress and the Department of Defense consolidate the 30 existing federal duty statuses to six.

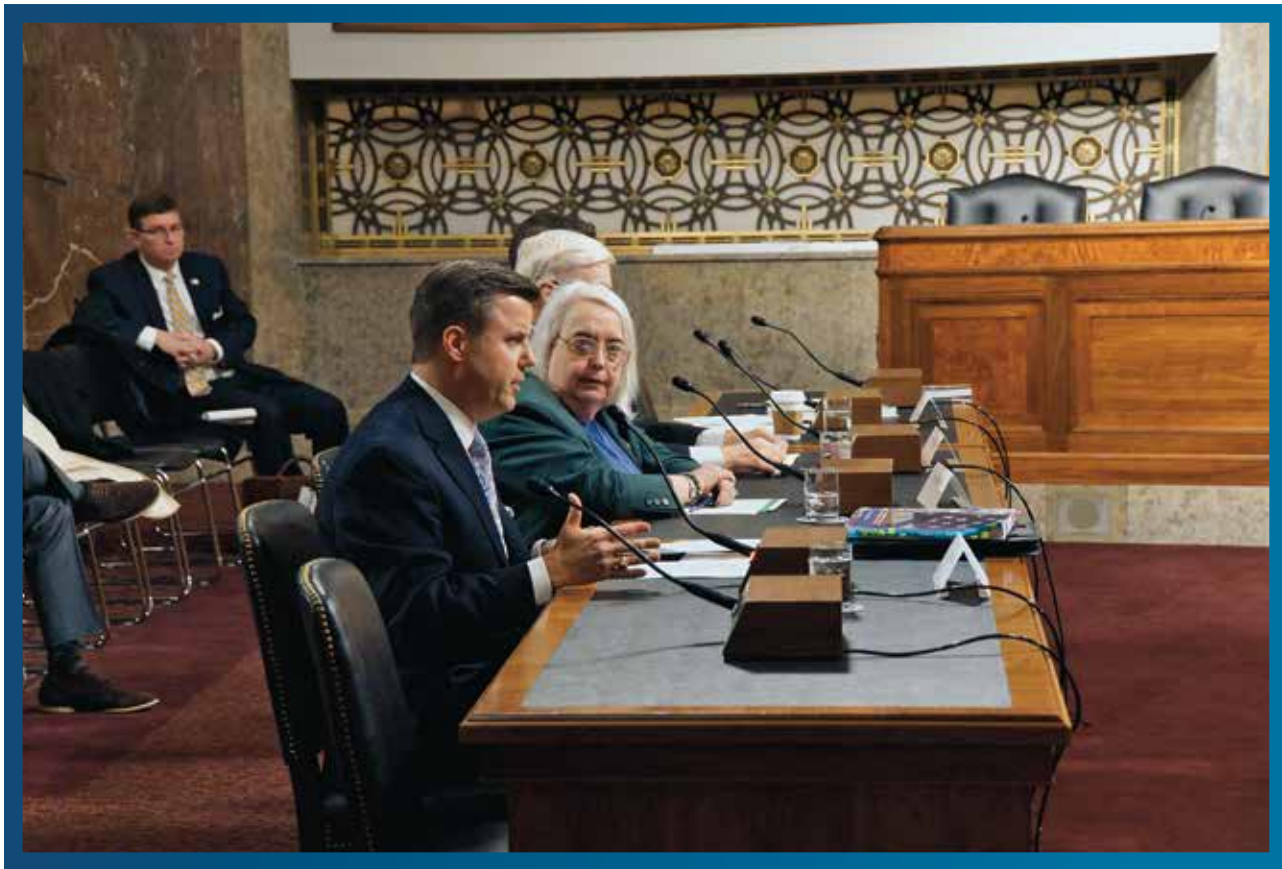
- **Medical:** The commission made a number of significant recommendations involving health care. First, it wants to create a new joint readiness command to oversee the delivery of health care across all services and other programs that directly impact the readiness of the Total Force. Next, it proposes the elimination of TRICARE for military families and working-age retirees, replacing it with a selection of commercial insurance plans (called TRICARE Choice) similar to those available for federal civilian employees. Much of the cost of the insurance for active-duty dependents would be subsidized through the creation of a new Basic Allowance for Health Care (BAHC).

Retirees would initially pay 5 percent of whatever the cost share is but see those amounts increase 1 percent per year until it reaches 20 percent of the cost share (estimated to be over a period of 15 years). Active Guard/activated reservists and their families would receive care similar to the active-duty benefit, and inactive personnel would be eligible for commercial health care options at a 25 percent cost share. Military Treatment Facilities (MTFs) would remain and be part of the network, but their principal focus will be on the treatment needs of active-duty members.

Last but not least, the Commission has urged Congress to improve support for service members' dependents with special needs and collaboration between Departments of Defense and Veterans Affairs—*especially in cases where joint electronic health records are concerned.*

- **Commissary:** The panel recommends consolidation of the commissary and three individual exchange systems (Army/Air Force, Navy, and Marine Corps) into a single DoD retail organization. The new entity would be expected to use a number of civilian practices in the commissary, like a variable-pricing scheme similar to the one AFSA helped defeat 10 years ago.

- **Child Care:** The commission views child care as a force-readiness issue, so it suggests Congress improve access to child care on military installations by ensuring the DoD has the information and budgeting tools to provide child care within 90 days of need. First, the commission recommends that a better tracking system be implemented, allowing the DoD to better understand the length of waitlists and wait times for child care at military installations. The commission also found job descriptions for child care professionals at CDCs are outdated; it recommends that a more accurate job description be implemented in an effort to avoid too much staff turnover. Last but not least, the commission recommends that child care providers not be included in furloughs or hiring freezes to ensure job security.



AFSA CEO Rob Frank, one of four association executives invited to the Feb. 11 Senate Armed Services Personnel Subcommittee hearing, speaks about the MCRMC's recommendations.

- **Education:** The commission recommends the termination of the Active Duty Montgomery GI Bill (MGIB) and Reserve Education Assistance Programs (REAP) and restricting Post-9/11 GI Bill transferability of benefit options to members with at least 10 years of service. They also want to eliminate the housing stipend for family members in 2017, as well as unemployment benefits for Veterans receiving the GI Bill housing stipend.

- **Transition:** The commission recommends that the Department of Labor work more closely with the Veterans Administration to provide effective services to active-duty members transitioning out of the military.

- **Food Subsistence Assistance:** The commission recommends discontinuing the Family Subsistence Supplemental Allowance (FSSA) program for families in the continental United States because they can use the Supplemental Nutrition Assistance Program (SNAP). FSSA would remain in place for families outside the continental United States who do not have a similar alternative.

- **Space-Available Travel:** The commission recommends that when a service member is deployed, the spouse will be

able to access Space-A travel after 30 days of deployment. The current rule is 120 days.

- **Military Child Education:** The Commission wants to better measure how the challenges of military life affect children's school work by implementing a national military dependent student identifier. According to recent studies, while military dependent students face significant challenges, there is no national public data available to allow educators to provide appropriate resources to meet those challenges. Identifying military dependent children students as such will help improve their educational experience and increase their opportunities for success. Note: Language establishing a military dependent student identifier was added to H.R. 5, the Student Success Act, by the Chairman of the HASC Personnel Subcommittee, Rep. Joe Heck, during a Feb. 11 mark-up session of the House Committee on Education and the Workforce.

That's a quick synopsis of the MCRMC's most significant proposals, and AFSA is currently studying the potential impact of each one. While we don't expect to agree with some of these recommendations, it is important not to lose sight of the fact that they are only recommendations and most would require action by Congress to be implemented. With the exception of the military dependent student identifier, there is no legislation pending in Congress that would allow these changes to become law.

SUICIDE AND AT-RISK VETERANS NEW LAW SEEKS BETTER MENTAL HEALTH RESOURCES THROUGH THE VA

AFSA CEO Rob Frank was at the White House on Feb. 12 to witness President Obama signing into law the Clay Hunt Suicide Prevention for American Veterans Act (also known as the Clay Hunt SAV Act). AFSA was pleased to support this important initiative, which calls for third-party audits of suicide-prevention programs in the Veterans Affairs Department to determine which efforts are successful and which should be cut. It also creates a centralized website detailing mental health care services available from the VA and starts a three-year pilot program to repay student loan debt for those who study psychiatric medicine and commit to working for the agency. VA estimates that 22 Veterans take their lives every day, which equates to over 150 suicides per week, over 600 suicides per month, and over 8,000 suicides per year. Passage of the SAV Act is a positive step, and anything else that can be done to end this alarming problem should be done.

2016 DEFENSE BUDGET PROPOSAL RELEASED ON TIME BUT OVER SEQUESTER LIMITS

Released on time in early February, the President's FY 2016 Budget Proposal is a mirror image of last year's budget with just handful of changes. The Administration requested \$534 billion for its base budget, which sounds pretty good until one realizes that under sequestration the amount spent on defense cannot exceed \$499 billion. In doing so, this puts the onus on lawmakers to undo sequestration or find the cuts themselves. This plan concerns AFSA greatly because the amount requested is so much more than what is allowed, placing even greater financial strain on military families when it comes to compensation and benefits. For instance, the FY 2016 Budget Proposal would:

- **Cap the annual military pay raise for the third straight year:** The President's FY 2016 budget proposes a 1.3 percent increase in military basic pay. This is, of course, a full percentage point *less* than the 2.3 percent increase required under current law. Limited pay raises will continue through FY 2020, with increases of 1.3 percent in FY 2017, 1.5 percent in FY 2018 and FY 2019, and 1.8 percent in FY 2020.
- **Reduce housing allowances:** The FY16 proposal would slow the annual BAH increases by an additional 4

percent over the next two to three years, until rates cover 95 percent of housing rental and utilities costs. Rate-protection features would remain in effect. In other words: No one who is currently living in a particular area would see his or her BAH decrease. If the survey data in an area indicates that the BAH rate should decrease, *only* members moving into the area would receive the lower rate, consistent with the current rules. Finally, DoD expects that the out-of-pocket target of 5 percent would take several years to achieve, since the department is just slowing the growth of future increases.

- **Cut the commissary subsidy:** Once again, the President's Administration is requesting cuts in Defense Commissary Agency's operating cost subsidy that would lead to a 66 percent loss of purchasing power for the consumer. The most visible impact to commissary patrons would be a reduction in operating days and hours, with most stores remaining open five or more days a week.

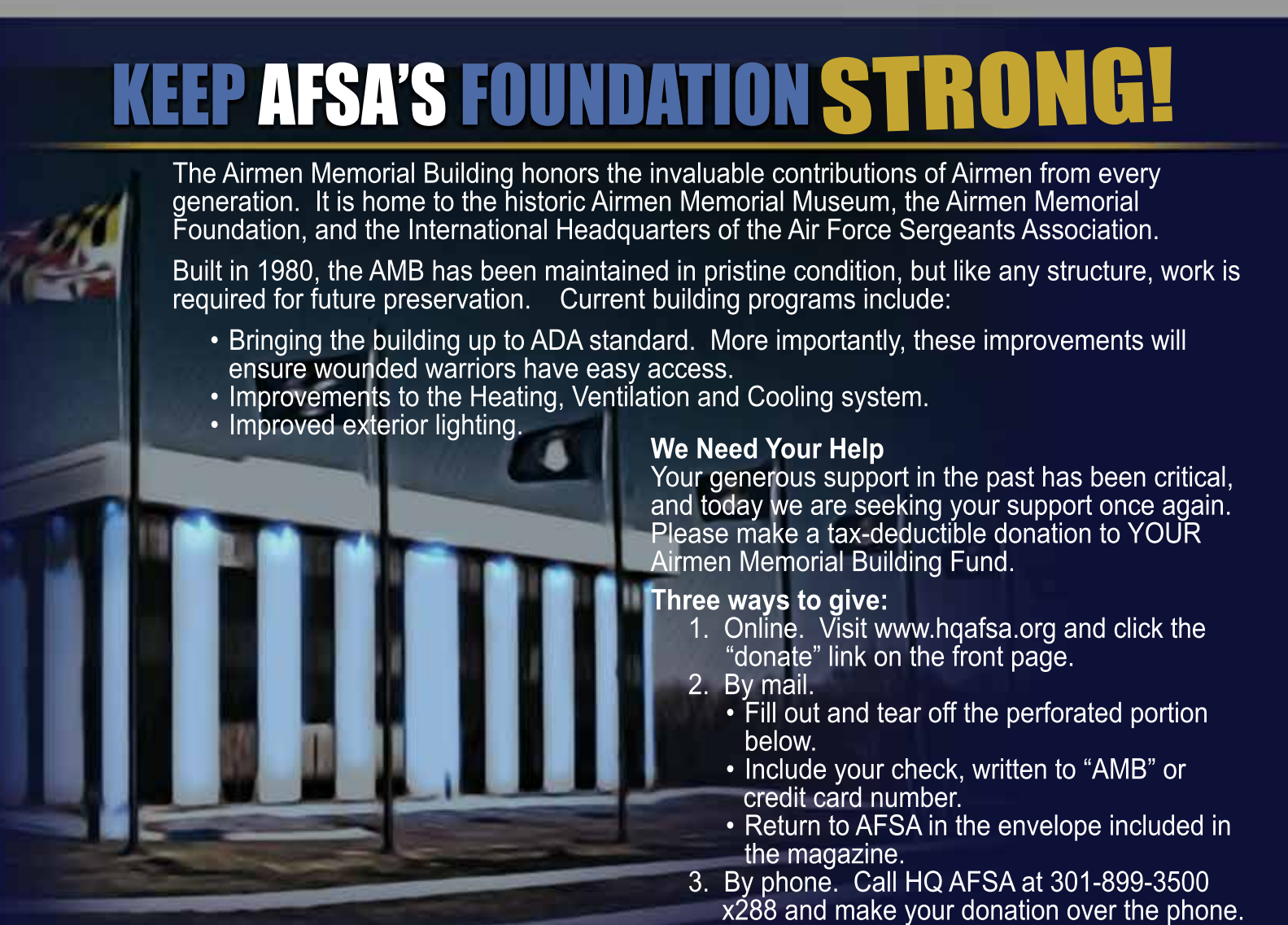
- **Consolidate TRICARE health plans and raise out-of-pocket costs:** The FY 2016 budget proposal would merge TRICARE Prime, Standard, and Extra into a single program with higher deductibles and co-pays. Working-age retirees would pay for service in military treatment facilities, absorb the Prime enrollment fee, and pay standard co-payments and deductibles. The proposal also would add a new means-tested TRICARE for Life enrollment fee; pharmacy co-pays would rise as well. Only active duty service members would be exempt from pharmacy co-pays.

Not everything in the President's proposal was bad, but we did have to look hard to find positives. We see he requested additional funding for base child care and youth programs and a small increase in funding for Department of Defense Education Activity (DoDEA) schools. The proposal also would continue support for spouse employment through My Career Advancement Accounts (MyCAA), the Military Spouse Employment Partnership, and Military OneSource.

As a reminder, the annual budget submission is a non-binding document, and its contents will be largely ignored by lawmakers. Still, there is always a fair level of danger that proposals like these could gain traction on Capitol Hill, so we will be working with our champions in Congress to see to it that this doesn't happen.

THEN AS NOW A SECAF SPEECH FROM 1978 THAT STILL RESONATES TODAY

Carefully crafted by Congress, military retirement benefits function as a powerful incentive for top-quality people to serve 20 to 30 years in uniform (arguably their best ones),



KEEP AFSA'S FOUNDATION STRONG!

The Airmen Memorial Building honors the invaluable contributions of Airmen from every generation. It is home to the historic Airmen Memorial Museum, the Airmen Memorial Foundation, and the International Headquarters of the Air Force Sergeants Association.

Built in 1980, the AMB has been maintained in pristine condition, but like any structure, work is required for future preservation. Current building programs include:

- Bringing the building up to ADA standard. More importantly, these improvements will ensure wounded warriors have easy access.
- Improvements to the Heating, Ventilation and Cooling system.
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HOW DID WE GET HERE? A TIMELINE OF CHANGES TO OUR DEFENSE BUDGETS

The classic conundrum asks which came first, the chicken or the egg? While playful debate might produce funny conversation in that subject area, there is no mystery as to why we are where we are with regard to defense budgets—and it's definitely no laughing matter to military families and Veterans.

2011

Congress's recognition of federal financial difficulty culminates in the Budget Control Act (BCA) of 2011. Legislation is designed to be so repulsive, by way of massive cuts to defense and entitlement programs alike, that Congress would never allow it to pass.

2012

After numerous debates and stalls, late in the year a Congressional "super-committee" composed of leaders from both chambers and both major parties fails to reach agreement in resolving the BCA of '11.

2013

In mid-March the automatic budget-cut mechanism known as sequestration is triggered due to the super-committee failure in 2012; \$50 billion in arbitrary defense cuts begins, including civilian furloughs.

Continued from page 8

despite the risk to themselves and the burden of innumerable sacrifices. The nature of military service and the importance of long-term security offered by its retirement plans were eloquently articulated by Secretary of the Air Force John C. Stetson during his Jan. 18, 1978, testimony before the President's Commission on Military Compensation. His words still resonate today:

"The military services are unique callings. The demands we place on our military men and women are unlike those of any other country. Our worldwide interests and commitments place heavy burdens and responsibilities on their shoulders. They must be prepared to live anywhere, fight anywhere, and maintain high morale and combat efficiency under frequently adverse and uncomfortable conditions. They are asked to undergo frequent exposure to risk, long hours, periodic relocation, and family separation. They accept abridgement of freedom of speech, political and organizational activity, and control over living and working conditions. They are all part of the very personal price our military people pay.

"Yet all of this must be done in the light of—and in comparison to—a civilian sector that is considerably different. We ask military people to be highly disciplined when society places a heavy premium on individual freedom, to maintain a steady and acute sense of purpose when some in society question the value of our institutions and debate our national goals. In short, we ask them to surrender elements of their freedom in order to serve and defend a society that has the highest degree of liberty and independence in the world. And, I might add, a society with the highest standard of living and an unmatched quality of life.

"Implicit in this concept of military service must be long-term security and a system of institutional supports for the serviceman and his family which are beyond the level of compensation commonly offered in the private industrial sector."

➔ Let us know what you think of by emailing your feedback to AFSA at AFSAComm@hqafsa.org.

AS WE SEE IT SETTING THE FACTS STRAIGHT ON MILITARY PERSONNEL COSTS

The Department of Defense and some lawmakers keep loudly proclaiming that military personnel costs are "killing us" and that they "take up half of the Pentagon's budget." However, this statement is intentionally misleading; that figure ("50 percent") includes DoD *civilian* personnel costs, as well. Actual military personnel costs, according to DoD's own figures—which include military quality-of-life programs, military retiree programs, military health care programs, etc.—account for less than one-third of the DoD budget, just as they have throughout most of the history of the All-Volunteer Force.

Recently, members of the Military Compensation and Retirement Modernization Commission tried to set the record straight about this widespread misinformation concerning military benefits being cited by, in particular, DoD and the Administration.

2014

Upon realization of the scope and importance of its report, the MCRMC gets a nine-month extension for its final report, now due by Feb. 15, 2015.

Late in the year, reacting to the enormous and detrimental impact of sequestration, House and Senate leaders concoct the Bipartisan Budget Act of 2013. This move drastically reduces cuts for FY14 and FY15, but FY16 and beyond become vulnerable to the cuts again.

2015

After multiple years of using Continuing Resolutions to continue funding the government after the start of the fiscal year, Congress passes a CR for all mandatory Appropriation Bills (except for DHA) through the end of FY15.

The 114th Congress convenes and the budget process is set to return to “regular order.”

MCRMC’s final report is released with 15 modernization recommendations.

The President’s FY16 Budget is submitted on time, but above sequester levels.

“There’s a huge misunderstanding as to how much is really being spent on our military personnel as part of the defense budget,” said Dov Zakheim, MCRMC commissioner and former Department of the Defense comptroller. “People think it’s 50 percent. It’s not. It’s 29 percent.” Former U.S. Senator and Nebraska Governor Bob Kerrey (D), added that Social Security and Medicare, not military compensation, are the “crushing” spenders of federal dollars. “It would be unfair to identify military retirement as the big problem, because it isn’t,” Kerrey said. “To address military retirement without going after Social Security and Medicare is basically saying we would balance the budget on the backs of our military retirees, and that would be the wrong thing to do and send a terrible signal.”

Despite these facts, DoD continues to target the quality-of-life programs of service members—those who fight and die for this nation. Therefore, it is apparent that current and past military members and their families can expect no cover or advocacy from DoD or the Administration on these important quality-of-life-sustaining programs.

It’s time that our leaders, civilian and military, end the manipulation of military benefits and compensation in

their game of “Budget Jenga” and try to grasp the injurious impact they are having on the morale of service members (current and past) and their families through their relentless targeting of military quality-of-life programs.



ADVOCACY IN ACTION

AFSA CEO Rob Frank and his wife, Mendy, listen as the Chairman of the Senate Armed Services Personnel Subcommittee, Sen. Lindsey Graham (R-SC), discusses some of our concerns with the Military Compensation and Retirement Modernization Commission's recommendations.

A man with short brown hair and a slight smile is shown from the chest up. He is wearing a digital camouflage military jacket over a light blue dress shirt and a dark patterned tie. The jacket is open, revealing the shirt and tie. The background is a vibrant blue with white diagonal lines. The text 'COVER STORY' is in the top left, and 'A SMOOTH TRANSITION' is at the bottom in large yellow letters.

COVER STORY

**A SMOOTH
TRANSITION**

TIPS FOR MAKING A SUCCESSFUL LEAP FROM THE MILITARY TO A CIVILIAN CAREER

By Shane S. Karp

In the last two decades, Air Force active-duty numbers have dropped more than 21 percent, from 396,382 in 1995 to 312,453 as of September 2014.

On top of the standard separations and retirements seen yearly, the Air Force made more than 6,000 involuntary cuts to Airmen ranks under the fiscal 2014 force-management program, leaving thousands of former service members wondering what they can do today to transition smoothly into the civilian workforce—and many more current service members pondering the same question for their future.

In an effort to set these separating service members up for success, several branches of government, private corporations, and even the White House have organized programs to make the transition into the civilian workforce less daunting.

GETTING STARTED

The Department of Defense operates its own Transition Assistance Program. Initiated by the Veterans Opportunity to Work Act of 2011, it requires four mandates be completed by all military personnel before separating or retiring:

1. Pre-separation counseling
2. A Transition GPS (goals, plans, success) workshop
3. Two benefits briefings given by the Department of Veterans Affairs
4. A Capstone event, which is meant to verify career readiness and includes having a 12-month post-separation budget plan and a résumé.

The Department of Veterans Affairs also established several resources to help Veterans find work once they hang up the uniform.

A good starting point is the eBenefits Employment Center, an online job-search resource sponsored by the VA that brings together about 1.5 million private-sector and federal jobs for Veterans in a searchable database. In addition to the job-search engine, the website includes a skills translator that suggests potential civilian positions based on military experience, as well as a profile and résumé builder.

A transitioning service member can also enter the VA's Vocational Rehabilitation and Employment program, which, according to its website, offers job training, employment accommodations, résumé development, and job-search coaching.

Other features related to this program include education and career counseling, which is meant to ensure the most effective use of VA benefits. For Veterans looking for a more



Ron Bacci, Illinois state chair of the Employer Support of the Guard and Reserve, speaks with civilian employers during the ESGR "Breakfast with the Boss" at the 182nd Airlift Wing in Peoria, Ill., Sept. 17, 2014. (U.S. Air National Guard photo by Staff Sgt. Lealan Buehrer/Released)

one-on-one experience, personalized support also is available through the program.

“[The VR&E program] allowed me to be able to finish my education,” says Chris Cantu, a retired U.S. Army combat

Hiring Our Heroes, a U.S. Chamber of Commerce foundation, is another nationwide initiative to help Veterans, transitioning service members, and military spouses find meaningful employment opportunities.

“Since our launch in March 2011, we have hosted nearly 750 hiring fairs and connected hundreds of thousands of Veterans and military spouses with employers in all 50 states, the District of Columbia, and Puerto Rico,” notes Eric Eversole, executive director of Hiring Our Heroes.

PRIVATE-SECTOR SUCCESS

An initiative started by Hiring Our Heroes, in partnership with Capital One, brings companies together to commit to hiring 500,000 Veterans and military spouses. As of mid-year 2014, more than 2,000 companies had committed to hiring more than 475,000 Veterans and military spouses toward that goal, Eversole says.

That response is a testament to what military leaders already know and what other employers are quickly learning: The skills service members learn and hone in the military can quickly and

positively be applied to private-sector jobs.

Kristine Urbauer, program manager of Veterans’ initiatives at General Electric describes Veterans working in the private sector as loyal, quick on their feet, effective under pressure, punctual, willing to take direction well, and overall wonderful employees. Those qualities are why corporations are looking to bring more Veterans into the private workforce, she says.

For instance, Wal-Mart, the world’s largest company by revenue, has introduced programs to assist service members in their shift from military to civilian life.

Wal-Mart’s Welcome Home Commitment, which started on Memorial Day 2013, is a campaign to hire 100,000 Veterans by 2018. Within this commitment is a pledge to hire any Veteran to work for Wal-Mart within 12 months of separation, as long as he or she is discharged honorably.

“When I was transitioning from active duty, I went to a military officer hiring conference,” says retired U.S. Army captain and current Wal-Mart store manager Tracey Lloyd. “Wal-Mart turned out to be the best for me.”



A brochure from a job fair arranged for military members, their spouses, and dependents by the Airmen and Family Readiness Center at Shaw Air Force Base, S.C. (U.S. Air Force photo by Airman 1st Class Krystal M. Jeffers/ Released)

medic now working as a chiropractor. “If it weren’t for the VR&E program and the Post-9/11 Bill, there’s no telling where I’d be now.”

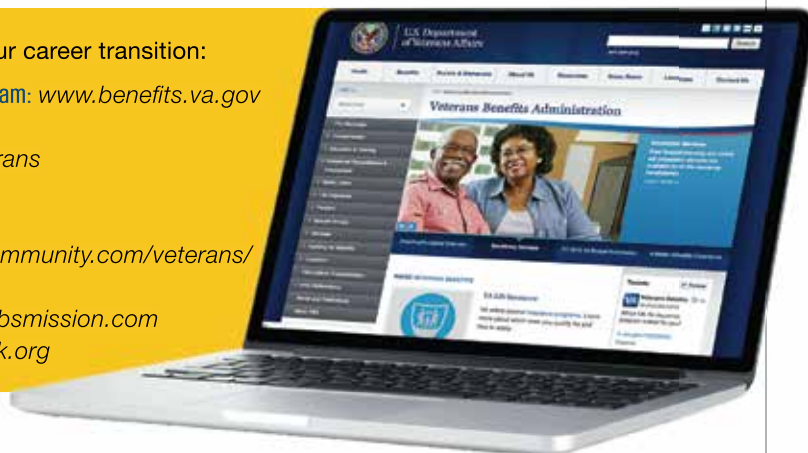
First Lady Michelle Obama and Jill Biden also stepped up to help former military members link up with prospective companies looking to hire them. In 2011, Mrs. Obama and Mrs. Biden teamed up to launch their own initiative, Joining Forces, which according to President Barack Obama, has helped nearly 700,000 Veterans and military spouses obtain new jobs.

Specifically, the Joining Forces initiative focuses on expanding employment and career-development opportunities, highlighting service members’ workforce potential, educating employers about the need to create military family-friendly workplaces, and working on reducing or eliminating licensing and credentialing barriers for service members.

MILITARY-TO-CIVILIAN JOB SEARCH RESOURCES

Consult these online tools and programs to begin your career transition:

- VA's Vocational Rehabilitation and Employment (VR&E) program: www.benefits.va.gov
- Joining Forces: www.whitehouse.gov/joiningforces
- Federal government's USAJOBS: www.usajobs.gov/veterans
- Hiring Our Heroes, by the U.S. Chamber of Commerce: www.uschamberfoundation.org/hiring-our-heroes
- Wal-Mart's Welcome Home Commitment: www.walmartcommunity.com/veterans/the-veterans-welcome-home-commitment
- JPMorgan Chase's 100,000 Jobs Mission: www.veteranjobsmission.com
- General Electric's Get Skills to Work: www.getskillstowork.org



Then there's financial powerhouse JPMorgan Chase, which spearheaded a similar program: 100,000 Jobs Mission. Through the initiative, what started in 2011 as 11 companies' commitment to hiring 100,000 Veterans by 2020 has already well exceeded that goal and everyone's expectation. As of Sept. 30, 2014, the 100,000 Jobs Mission has grown to include more than 180 companies and has accounted for the employment of more than 190,000 Veterans.

"If you want somebody who's going to get the job done, hire a Veteran."

**—President Obama,
2015 State of the Union**

"We hold no group in higher regard than Veterans, and they bring tremendous value to our business," says Maureen Casey, director of military and Veterans affairs at JPMorgan Chase. "Veterans have the skills we seek in our top employees."

LEARNING ON THE JOB

For its part, General Electric has taken a unique approach to integrating service members into the workforce. Their collaborative program, Get Skills to Work, not only matches Veterans to a career based on their interests and skills, it also focuses on getting them accelerated training and education in order to obtain careers in manufacturing.

The goal of the Get Skills to Work program is for service members leaving active duty to have a smooth transition into

civilian life, and since the program is focused specifically on training for manufacturing jobs, which are in high demand, the hope is that graduates of the program will obtain employment quickly, says Urbauer.

Completing the four-week program earns grads a Certified Production Technician certificate, which recognizes that graduates are able to demonstrate mastery of manufacturing production.

"Veterans are an untapped resource," Urbauer adds. "We have over 10,000 Veterans who work within GE right now in the U.S., and we know what valuable employees they are."

The program also gives companies the opportunity to create a free account, which allows them to search for Veterans based on their skills, manufacturing badges, or location.

Despite subtle differences in each program and initiative, the goal remains the same: helping service members transition into the civilian workforce with ease and success. And according to statistics given by the Bureau of Labor Statistics, these resources seem to be doing just that. The number of unemployed Veterans peaked around 2010 with an unemployment rate just below 9 percent. Since then, that number has decreased yearly, most recently with a decline from 7 percent in 2012 to 6.6 percent in 2013, and then again all the way down to 4.7 percent in December 2014.

The declining unemployment rate among Veterans seems to be correlated to the growing push to hire them since winding down operations in the Middle East. This push includes a strong endorsement from President Barack Obama, who affirmed during his 2015 State of the Union address, "to every CEO in America, let me repeat: If you want somebody who's going to get the job done, hire a Veteran."

FROM ENLISTED TO

Maj. Gen. H. Brent Baker stands in front of an F-35 Lightning II at Hill Air Force Base, Utah, Sept. 20, 2013. Baker hosted an official welcome ceremony for the F-35. (U.S. Air Force photo by Airman Taylor Queen)



TWO-ST★R

HOW A FORMER FUELS SPECIALIST BECAME A MAJOR GENERAL

By Shane S. Karp

Most Air Force members have a plan when they enlist. Maybe the plan is to do 20 years and retire, or attend college while working and earn a bachelor's degree.

Those are both honorable ambitions, but not many enlisted members' plans include becoming a two-star general.

Meet Maj. Gen. H. Brent Baker Sr., former enlisted fuels specialist, current AFSA member and vice commander of the Air Force Materiel Command.

Baker enlisted in the Air Force in 1979, and cites a specific feeling inside him as the reason he joined the military.

"I just always felt a calling to serve my country," says Baker. "I've never regretted it. I think it was a great decision I made, and I've enjoyed every second of it."

Baker comes from a military family, including a father who served in the Army and an uncle who served two tours in Vietnam as part of the Marine Corps. The work ethic demonstrated by his father and uncle trickled down to Baker, who with the ever-important help of a supporting wife, found a way to balance working full-time, having three young children, and going to school on nights and weekends to obtain his degree.

"It really is a family decision, because it's not just about you achieving a goal," says Baker. "It's also how it impacts your family, and I always appreciated the support I received."

MAKING THE LEAP

After earning his degree, Baker felt the next logical thing would be to try and obtain his commission.

"I made up my mind fairly early in my career that I was going to stay in and serve," he says. "I just thought to myself, 'If I'm going to stay in and serve, why not at least try and attempt to become an officer?'"

Baker's path to Officer Training School was not without doubters, though.

"The largest roadblock I encountered would be what I call 'nay-sayers,'" says Baker. "I had a lot of folks who would say, 'You're not going to get accepted—why are you doing this?'"

For some, that alone might be enough to derail the plan, but Baker used it as motivation. "It made me more resolute;

to make sure I worked hard and achieved my goals," he recalls. "It just gave me motivation to say, 'Yes, I will do this.'"

EXPERIENCE WHERE IT COUNTS

Baker believes his time as part of the enlisted force has helped him a great deal as a commissioned officer.

"By the time I transitioned and became an officer, I had six years' experience in the Air Force, and I think that really helped me," he says. "I'd seen a lot of good things, and a lot of bad things ... learned ways to lead an organization, and ways to not lead an organization."

Insight into the enlisted force is something Baker feels helped him become successful as a commissioned officer.



Maj. Gen. Baker talks with Staff Sgt. Marcus Dixon, Staff Sgt. Jedediah Sherwood and Staff Sgt. Katherine Lamb in his office at Wright-Patterson AFB, Ohio. (U.S. Air Force photo/Susan Murphy)



CONTINUING TO SERVE

Airmen leaving active duty who want to remain in uniform have many options. The Air National Guard, Air Force Reserve, or Army are all possibilities for those who still want to serve their country. Seeking a commission is also a possibility for those who qualify.

AIR NATIONAL GUARD:

- The ANG has more than 140 units throughout the United States, giving members the opportunity to serve part-time where they live, while still enjoying some of the benefits of being a military member.
- Palace Front Program: Palace Front is for Airmen whose commitment to the Air Force is ending but who are looking to make a seamless transition with no break in military service.
- Palace Chase Program: Palace Chase is for Airmen who have completed at least half of their original active-duty contract and are looking to transition directly from the Air Force to the Air National Guard.
- For more info, go to: www.goang.com/join/prior-service

AIR FORCE RESERVE:

- Accepts prior-service military members whose commitment is ending.
- Airmen may continue working in their prior-service Air Force specialty code, or retrain into another AFSC based on their ASVAB scores, medical profile, and job availability at a particular base.
- For both the ANG and Air Force Reserve, the age requirement states that as long as your age minus your years of service is less than 40, you may be eligible to join, and in many cases, you keep your rank upon transition.
- Air Force Basic Military Training would not need to be repeated.
- For more info, go to: www.afreserve.com/how-to-join/prior-service

COMMISSIONING PROGRAMS:

- The Air Force also offers enlisted members

several programs to help them become commissioned officers.

- Airman Education and Commissioning Program: Offers active-duty enlisted personnel the opportunity to earn an officer commission while attending school and earning their bachelor's degree.
 - Airmen selected for this program will remain on active duty, but their job is to attend school as a full-time student.
 - Upon completion, students attend Officer Training School and are then assigned to an officer position.
- Other programs for enlisted members looking to gain a commission include: the Airman Scholarship and Commissioning Program, Leaders Encouraging Airman Development, Professional Officer Course – Early Release Program, Nurse Enlisted Commissioning Program, and the Physician Assistance Training Program.
- For more info, go to: m.airforce.com/benefits/enlisted-commissioned-programs

OPERATION BLUE TO GREEN PROGRAM:

- For those interested in gaining new training in another branch, the Army offers its Blue to Green program.
- This program offers service members the opportunity to continue wearing the uniform by allowing qualified Air Force personnel to transfer to active-duty service in the Army. Enrollment in the program depends on your current enlistment obligation, and your branch's willingness to release you to the Army.
- For more info, go to: www.goarmy.com/careers-and-jobs/current-and-prior-service/continue-serving/transitioning-services/blue-to-green.html

Whether you are looking to shift to the Air National Guard or Air Force Reserve, seeking a commission, or even transitioning to another branch, there is opportunity for most to remain in uniform after leaving active duty.



“Don’t let anyone derail you or discourage you from achieving that dream. I encourage folks not to get dissuaded in any form or fashion. If that’s something they want to do, they should do it.”

—Maj. Gen. H. Brent Baker Sr.

“It made me more aware of enlisted issues,” he says. “It made me more empathetic to some of the issues our enlisted folks have challenges with.”


Baker, who entered into Officer Training School as a staff sergeant, acknowledges his time as an enlisted member also helps garner the support of the enlisted force he is now tasked to lead. “My personal opinion is that the enlisted folks treat you a little differently once they find out you’re prior enlisted,” he says. “It makes you more credible in their eyes to some degree. I think they like the fact that a prior NCO was able to achieve something like that.”

Now, 30 years after attending OTS, Baker describes his career as a little part of the “American dream,” and advises

enlisted members who are interested in obtaining their commission to work hard to do so.


“Don’t let anyone derail you or discourage you from achieving that dream,” says Baker. “I encourage folks not to get dissuaded in any form or fashion. If that’s something they want to do, they should do it.”




Baker says he hopes that enlisted members use his experience as an example to show that the Air Force is very supportive of prior-enlisted officers, and although he is a major general now, Baker describes his time in the enlisted force as some of the best days of his life. “I wouldn’t change the enlisted days for anything,” he says. “I’m just proud to now represent the Airmen and NCO corps as an officer.”



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The U.S. Air Force Honor Guard firing team carries out the 21-gun salute to honor fallen service members. (U.S. Air Force photo/Master Sgt. Cecilio Ricardo)



**ARLINGTON NATIONAL CEMETERY
IS THE FINAL RESTING PLACE FOR
NUMEROUS AMERICAN HEROES—
AND IT PLANS TO STAY THAT WAY
FOR THE FORESEEABLE FUTURE**

By Shane S. Karp

With rolling green hills spanning enough land to fit more than 600 football fields, Arlington National Cemetery is evolving to maintain, and continue to be, the final resting place for active-duty service members, Veterans, and their families. Since more than 400,000 individuals already claim the cemetery as their final resting place, and up to 30 new funeral services occur each weekday, one would be justified in feeling concern over the potential to run out of room for burials in Arlington.

That's not an immediate issue, though, explains U.S. Army Col. Joseph A. Simonelli, chief of staff at Arlington National Cemetery. In fact, there are currently about 50,000 available

gravesites and approximately 25,000 available locations on Arlington's Columbarium and Niche Wall.

But to ensure available space remains in the future, the cemetery is currently in the midst of the Millennium Expansion Project. Scheduled for completion in 2016, the expansion project will add approximately 27,000 additional gravesites and wall locations.

"We expect to continue burying service members and their eligible family members into the 2050s," Simonelli says.

So what is the biggest challenge facing Arlington National Cemetery? Simply meeting the demand of requests for services at the cemetery, according to Simonelli.

Arlington has made great strides to maximize the number of services it can schedule and conduct per day, the colonel adds, but with approximately 135 burials each week and 32 new requests per day on average, scheduling and conducting a service at the nation's most famous cemetery can take several weeks or as much as several months.

"The process to schedule a burial at Arlington National Cemetery can be complex, and we handle each family's request individually with the utmost care and professionalism," Simonelli says.

Airmen place wreaths on graves at Arlington National Cemetery. (USAF photo; Captain Raymond Geoffroy/Released)



Airman 1st Class Colton Burnett carries wreaths during a Wreaths Across America event at Arlington National Cemetery, in Arlington, Va. (DoD photo/EJ Hersom)

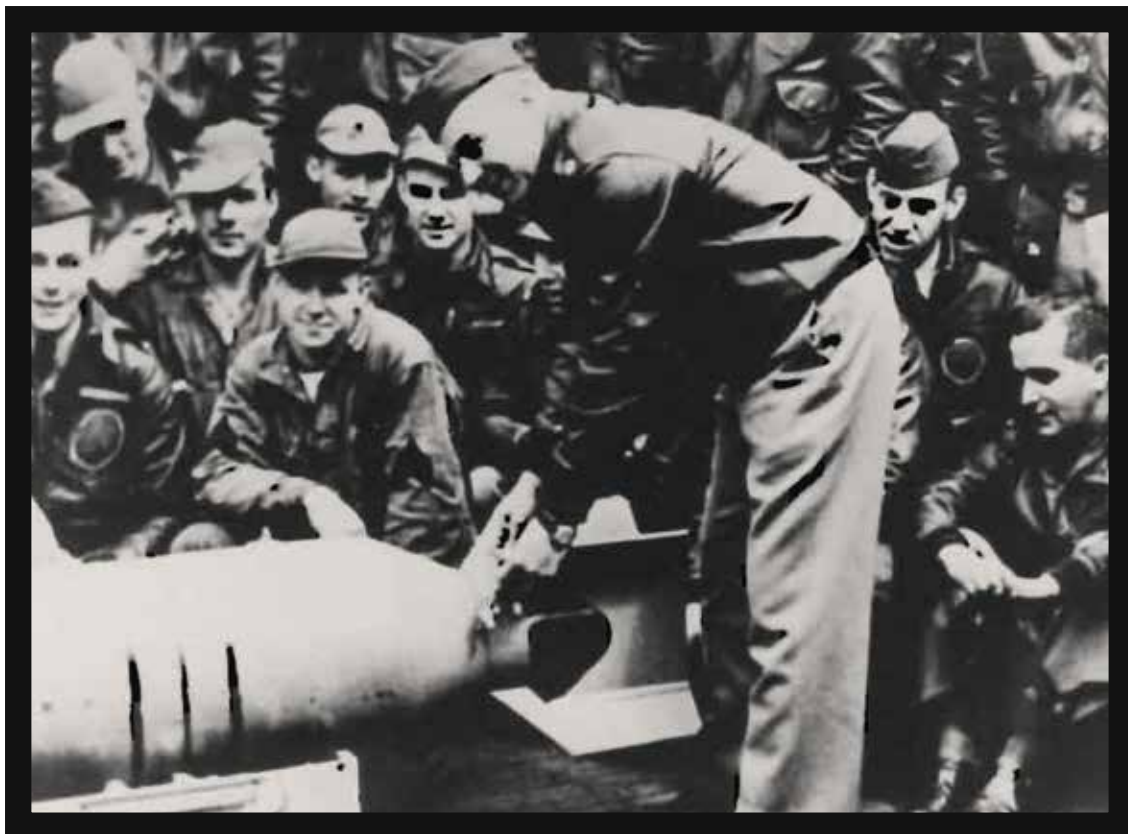
Most active-duty or retired members of the military are eligible to be interred in Arlington. Qualifications for interment at the cemetery are verified at the time of death, and the eligibility requirements for ground burials differ from those for placing remains in the Columbarium or Niche Wall.

Based on those factors, the cemetery typically accommodates burial requests with one of three different options:

- **Standard military honors:** includes a casket team, firing party, military chaplain (if desired), and a bugler.
- **Full military honors:** includes a casket team, firing party, bugler, escort platoon, military chaplain (if desired), military band, and caisson (if requested and available). Those in the pay grade of E-9 or commissioned officers receive full military honors. Enlisted members who die as a result of hostile enemy action also receive full military honors as well as expedited scheduling.
- **Traditional burial:** Spouses, minor children, and adult dependents with no prior military service receive a casket team and military chaplain (if requested).

Visitors to Arlington National Cemetery are welcome 365 days a year, and approximately 4.5 million people pass through its gates annually. Some come to visit departed friends or family members; others come because they understand that calling Arlington your final resting place is a privilege that is earned, not purchased, and they want to pay their respects to those who have earned it.

Service Status	In-Ground Burial	Inurnment in the Columbarium or Niche Wall
Active-duty members of the armed forces*, their spouses, minor children, and dependent adult children	✓	✓
Retired members of the armed forces*, their spouses, minor children, and dependent adult children	✓	✓
Recipients of: Medal of Honor, Navy Cross, Air Force Cross, Distinguished Service Cross, Silver Star, Distinguished Service Medal, Purple Heart	✓	✓
Any former prisoner of war whose service terminated honorably	✓	✓
Active duty and Veterans of the armed forces whose last service finished honorably*, as well as their spouses, minor children, and dependent adult children		✓
Reserve and National Guard members who die while on training or full-time service, as well as their spouses, minor children, and dependent adult children		✓
* Excluding those who served on active duty for training only		



THE DOOLITTLE RAIDERS

EARLY HEROES OF WWII SAY GOODBYE TO A TIME-HONORED TRADITION

By Sean M. Miskimins

If you were watching the news around Veterans Day weekend 2013, you might have caught some historic images or video—something no one will ever witness in person again. That Saturday, the USAF Museum

at Wright-Patterson AFB in Dayton, Ohio, hosted what was to be the last reunion of the few still-living men who participated in the epic Doolittle Raid on Tokyo during World War II.

Coming just four months on the heels of the demoralizing attack on Pearl Harbor, Hawaii, the April 1942 Doolittle Raid on Tokyo was not designed to bring about any sort of catastrophic defeat upon Japan. Rather,

Then Lt. Col. Doolittle attaches Peace Medals given to the U.S. by the Japanese prior to Pearl Harbor to some of the bombs that were to be dropped in the Doolittle Raid. (National Archives photo)

it was designed as a morale booster for the United States—both for civilians and the military. As for the Japanese civilian population, it was an early warning in the war. The message: “*Don’t believe everything you’re told. If we really want to, we can reach out and get you.*”

The raid’s basic plan of launching B-25 Mitchell bombers off of an aircraft carrier deck, after sailing close enough to Japan for the bombers to reach their target in Tokyo, was not thought of by any Army Air Forces (AAF) personnel; it was an idea hatched by an operations officer on staff for Admiral Ernest King of the U.S. Navy (USN). Once it was decided that this “necessary” morale mission would move ahead, crews were sent to Eglin Field, Fla., to train. The

A North American B-25 Mitchell roars across the South Carolina sky at the 50th Reunion of the Doolittle Raiders in 1992. (Moon collection, AMM)



primary training consisted of being able to get the Mitchells airborne in 467 feet or less, as that was how much room they would have aboard the *USS Hornet* aircraft carrier to get into the air—or face a quick and violent crash into the sea.

Due to its lightweight frame, the B-25 was considered the bomber most likely to get off the deck of such a short runway. With each of the 16 Mitchell bombers in the mission carrying a five-man crew, there were exactly 80 AAF men who would come to be known as the Doolittle Raiders. Of these, 28 were enlisted, ranging in rank from Corporal to Staff Sergeant.

At 3 a.m. on April 16, 1942, still some 700 miles from Japan—the planned launch point was 500 miles

650 miles out from the Japanese coast, Halsey, the man technically in charge of the mission, then gave the order to launch the planes.

Despite a fear of gas shortages leaving the crews unable to reach their target, the men were still eager to go. One Raider even refused an offer of \$150 cash from a relief (back-up) crew-member who wanted to take his spot in the plane. By 7:20 a.m. the first plane, piloted by Lieutenant Colonel Doolittle himself, launched. It pulled off the



Fifty years after WWII, an elderly David Thatcher (second from the right) stands with five other members of the Doolittle Raid. The men are gathered with then AMM Director George Hicks (far left) to celebrate the production of the video “Count Me In,” which told the tale of the Raid. (AMM photo)

deck with yards of runway to spare—enough to give the next crews up great confidence. All 15 subsequent crews launched and were successfully headed toward Tokyo by 8:20 a.m.

The Japanese patrol boats, before the U.S. sunk them, did get a message out, putting Tokyo on alert for an incoming air attack. But Japanese intelligence believed the AAF bombers couldn’t reach the island until they

were within 300 miles of the coast, so given the distance out at sea where the U.S. carriers had been spotted, Japan believed the attack would not come until the next day, Sunday the 17th.

well said they had “never seen him so depressed.”

With one bold, swift plan, the myth of Japan’s untouchable land had been smashed by 80 brave men. And

attack on Pearl Harbor, coupled with the recent April 9, 1942, fall of Bataan in the Philippines, meant that by the time of the Tokyo Raid, Americans from Charleston to Seattle were hoping



Lt. Col. Doolittle was considerably older than most of the men who went on the Raid that day in 1942. By the time of the 50th reunion, he had, unfortunately, already passed away. Here, Doolittle’s son, John, represents the late General at the group’s 1992 reunion. (Moon collection, AMM)

How wrong the Japanese were. By 12:30 p.m., Doolittle and 12 other bombers were over Tokyo; the three other bombers had been assigned to other targets—one each to Osaka, Kobe and Nagoya. They had flown in right over the Emperor’s palace, though Doolittle had stressed to his and the other crews that it was *not* to be a target.

The bombs dropped on Tokyo that day instead inflicted damage to the intended military targets. But the B-25s were relatively smaller bombers with limited payload space, so there was not a horrific amount of destruction. But that was never the main goal.

This raid had been more about demoralizing the psyche of the Japanese people—and its military leadership. You needed look no further than the architect of the attack on Pearl Harbor, Harvard-educated Admiral Yamamoto, to see that the Doolittle-led raid had achieved that goal. Yamamoto stated he was “ashamed” of the attack on the capital, and those who knew him

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- *The Rising Sun*, by John Toland
- *Doolittle’s Raiders*, by George Hicks

a new reality was made clear: The Allies, should they desire, could make the Japanese homeland feel the hard hand of war—even at this early stage of WWII. It also changed Japanese military policy; after the raid, Japan assigned four fighter groups to be stationed near Tokyo to protect the city.

But the Doolittle Raid did not just hurt Japan’s morale; it also raised America’s. With the nation’s collective anger and anguish following the Pearl Harbor attack still lingering, military enlistees continued to pour into recruiting stations even four months later. However, at this early point in the war, the American people had no victory to hang their hat on. The sneak

and waiting for *any* good military news. The Doolittle Raiders gave America that much-awaited news.

For the 80 crewmembers involved, though, the raid had always been a one-way mission, given the limited gas rations a B-25 could carry along with its bomb load. Landing in Japanese-occupied China and then evading capture was considered their best possible option; landing in the Soviet Union meant internment for the rest of the war, which is exactly what happened to one plane’s crew that was forced to land near Vladivostok. The men of the other 15 planes bailed out or crash-landed in China. Of these 75 men, three died in crashes or bailouts and eight were captured—three of whom were later executed by the Japanese after being brought back to Tokyo. The remaining 64 men went on the run after landing and managed to evade capture with the help of sympathetic Chinese citizens who were tired of Japan’s brutal rule over the eastern half of their country.

In 1959, 14 years after the Allied victory over Germany and Japan in WWII, when many of the war’s Veterans were still relatively young, the city of Tucson, Ariz., presented 80 silver goblets to the Doolittle Raiders—one for each man on the mission. The idea was that every year at a reunion, they would drink cognac from the goblets. Goblets of the men who had died during the war, or died since the last reunion, would be turned over in the 80-compartment display

case. That case today is housed at the USAF Academy in Colorado Springs, Colo., but it traveled for special occasions, including to the various reunion spots of the Raiders over the years. In 2013, the travel destination of the goblet case was Dayton, Ohio.

Some 71 years after the epic raid on Tokyo, all but four goblets were turned upside down. Three of the four remaining Doolittle survivors were well enough to travel to Dayton, but they decided this would be the last time. "We're getting so old that we can't get around anymore," stated Gunner Staff Sgt. David Thatcher from his wheelchair. For this last reunion, a closely guarded bottle of 1896 cognac, which had been given as a birthday present to then-General Doolittle in 1956 and set aside for the "last reunion," was finally opened. The three men on hand toasted their 76 fallen comrades.

Sharing Staff Sgt. Thatcher's sentiments, Lt. Col. Edward Saylor said, "I think it's time to put [the annual reunion] to rest." Saylor had been an Engineer Staff Sergeant aboard a B-25 that crash-landed in China after dropping her bombs the day of the famous Raid. Staying in the USAF after the war, he later attained the rank of Lieutenant Colonel. Saylor and Thatcher are the two remaining enlisted survivors of the Doolittle Raid.

While this historian understands why this great tradition must come to an end, it only saddens me. The end of this reunion hammers home what I already know—that these living treasures, like all of the American men and women who won WWII, are disappearing right before our eyes. Talk to them before they are gone. Ask them questions, and write down what they have to say—or else as a people we'll lose some of our history. And lost history can never be replaced.

Note: Lt. Robert Hite was not well enough to travel to the 2013 reunion in Dayton, but Lt. Richard Cole, who had been Doolittle's co-pilot on the mission, was the third member able to attend.

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2014 ANNUAL REPORT



FROM THE CEO

By Robert L. Frank



YOUR AIR FORCE SERGEANTS ASSOCIATION HAS A BRIGHT YEAR AHEAD!

Not only are we looking to specifically grow membership, but the headquarters is working to considerably improve our products and services along with member and chapter support. As many of you know, we had significant challenges rolling out our database upgrade, but I assure you the headquarters team is working hard to improve this system each and every day. 2014 was certainly a busy year, and I appreciate the work my predecessor, Doc McCauslin, did to enact the budget and usher it into motion for the year. Most of all, I am thankful for the support of the entire Executive Council and extremely proud of the efforts from our headquarters team! Mark, Ernest, Keith, Morgan, Darla, Mel, Teresa, Francesca, Paul, Scott, Judy, Juanita, Brenda,

Yolanda, Brandon, Janice, Dee, Betty, John, Jimmy, Charles, Tracy, Shane, LaToya, and our newest addition, Jim, are all great professionals; I am proud to call them teammates!

As we analyzed our financial status for the year, we suffered a deficit for the second year in a row. The charts you see on page 12 of the Annual Report include all of our funds, even the general fund, scholarships, and the benefit fund. The good news is that we are on solid financial footing and are working to make our investments even stronger! We came in almost on target with our projected expenditures this year, and were within 1 percent of the budget; two areas exceeded expectations: costs associated with the Professional Airmen's Conference, and some unforeseen work on the Airmen Memorial Building this past year.

Our biggest challenge, and a major reason for the deficit, involved our expected income. We fell 7.5 percent short on dues revenue, 62 percent short on magazine advertising sales, and 21 percent short on contributions; the last of these accounted for over half of the shortfall in the general fund. Scholarship donations were down significantly, and our benefit fund, which includes a variety of insurance products, missed projections this year by 15 percent, accounting for a third of the overall net loss.

It is not all doom and gloom, as we are working to improve our revenue position in 2015, but we need your help! First, we are seeking out quality non-dues revenue opportunities at every turn. However, we will not sacrifice integrity to make a quick buck, so we must ensure we align with reputable companies. We will debut new insurance products and highlight several great options we currently have. You might be surprised at the diversity of our insurance portfolio (www.afsainsurance.com); AFSA even offers pet insurance, a fact I learned too late after an expensive veterinarian bill! Yes, you will get mailings from time to time, as this is the nature of the business, but we aim to put quality products in front of you to help keep our dues structure low. We also will be highlighting some other under-utilized programs that could mean a good deal more money to the association while still benefiting you as a member—a win-win. For example, did you know USAA offers the AFSA credit card (www.usaa.com/afsacc)? It is very similar to the standard rewards credit card offered by USAA, but in addition to your rewards, AFSA gets a monetary benefit when you open an account and make eligible purchases. I just applied and received my AFSA American Express card and ask you to look into it as well.

As I indicated earlier, we absolutely had a lot going on at the headquarters in 2014. We

ushered in a major database upgrade despite significant personnel changes, and although we have had a few glitches, it will be a much more capable and flexible system for both the headquarters and the field once fully implemented. We launched a new version of the website and delved into major social media engagement. You may have already noticed that we are on Facebook, Twitter, and Instagram! We started a series of newsletters and an informational messaging program and have engaged the media in several new ways. Your feedback is very important to us, and we sought it through readership surveys and focus groups. All of these efforts have enhanced our ability to tell our story, engage members and non-members, and invigorate a dialogue on important issues.

Our Military and Government relations directorate was extremely busy this year, despite the log jams on Capitol Hill. We were successful in our advocacy efforts to repeal the 2013 COLA reductions for current retirees, block commissary cuts and health care increases, and secure the 50th state's ratification of the Interstate Compact on Education for Military Children. Not all our efforts were "wins," and we were disappointed with a pay raise that was smaller than the law requires for the second consecutive year, as well as the introduction of out-of-pocket housing expenses. We tracked more than 500 bills, resolutions, and amendments, and had over 10,000 engagements with a variety of legislators, staffers, and leaders—tremendous work from our legislative team! In the end, we netted over 25 positive legislative actions in significant areas through a very tough political environment, and we are gearing up for a busy schedule throughout 2015. Also, we are forging relationships like never before with government and non-governmental agencies, and other service organizations, as well as strengthening our ability to work with your lawmakers.



On the Cover:
The United States
Capitol dome in
Washington, D.C.

FROM THE CEO

As always, we need your continued help in identifying issues of importance, and we rely on your engagement with your elected officials. To better serve you in this area, we launched our new Legislative Action Center, and we now use a program called Voter Voice, which has replaced CapWiz in 2015. Regardless of the vendor name, the Legislative Action Center houses all things legislative, so you can visit the center and be confident that your actions there will support AFSA's overall efforts. If you haven't visited the center, you can do so at: www.votervoice.net/AFSA/home.

Member and Field Relations continues to serve the field with great professionalism, and we strive to make things even better. We have ushered in extended service hours, new applications, and are enhancing the reporting process to better serve our chapters. Although our membership did not grow overall in 2014 and fell short of our recruiting goal of 18,150, we made 179 percent of our retention goal, exceeding the combined goal of 24,450 by 2,383, through great work from our chapters and divisions! As word spread of the 2015 membership campaign that offers five years for \$25, many people waited to join and renew under that campaign this year, which negatively impacted our 2014 numbers. The good news is that we are reaping the benefits of the campaign now and expect much higher numbers this year! We also established two new chapters in 2014 and anticipate more growth in 2015.

Our new online store, Chevrons (www.tmgwebstores.com/afsa), was established and rolled out new products; we now have more than 30 AFSA-branded products, including many great recruiting and presentation items.

Finally, the 2014 Professional Airmen's Conference was a great success! Although our attendance wasn't what we had seen in years past, we welcomed back the military conferences in a limited capacity. Jacksonville, Fla., was a gracious host this year, and we had many informative speakers who helped us honor our many recent achievements. Big plans are in the works for the 2015 PAC in San Antonio, and you will find many improvements and changes to our format to enhance your conference experience. Mark your calendars and plan to join us Aug. 22-26 in San Antonio!

We have a bright future this year with plenty of planned improvements, and your headquarters is here to serve all of you to the best of our ability with the goal of strengthening our association. We have our work cut out for us with the 114th Congress, but rest assured we are primed and ready to be your agents on Capitol Hill. This is a team sport, and we need your help. Growing membership will have a profound effect on our ability to continue to be the voice of the enlisted here in Washington, D.C. You all are the key to growth and serve as the solid foundation from which we advocate.

Together, we are unified Airmen and families; we have great strength in numbers; and we are one powerful voice!



Robert L. Frank, AFSA Chief Executive Officer

By Keith A. Reed, Director, Member and Field Relations



Have you ever wondered what makes a person stand in long lines for a certain brand of coffee? Or what makes people camp out overnight for the latest and greatest version of cellphone technology? It's simple: In both cases, the participants find value in what they obtain in the end, be it coffee or a cellphone. Merriam-Webster defines *value* as "a fair return or equivalent in goods, service, or money for something exchanged."

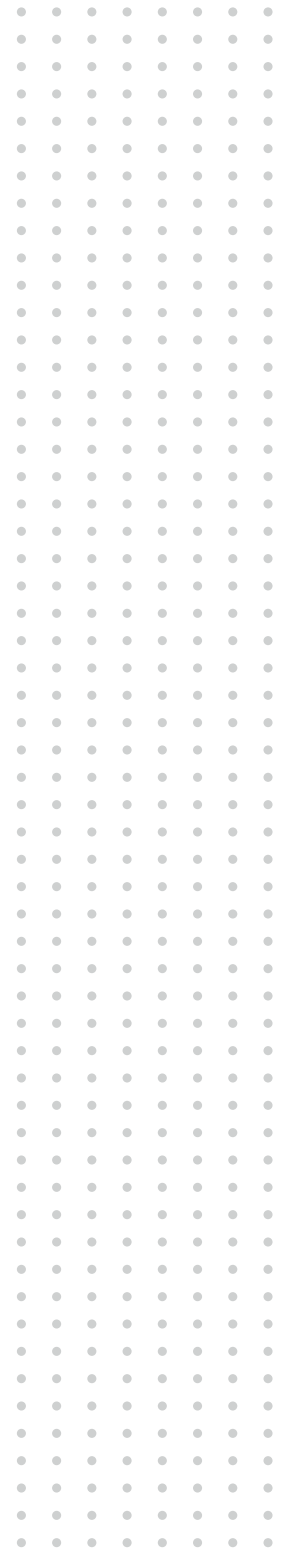
In 1961, AFSA was founded during the height of the Cold War; a year later came the Cuban Missile Crisis, a point in our history when the future of the free world was severely threatened. Throughout these critical times in history, the professionalism displayed by Air Force Airmen reflected the service, support, and sacrifice that filled our nation's rich history.

That same professionalism among Airmen remains today, but, unfortunately, it is being met by proposed degradation in compensation and benefits. Recently, the Military Compensation and Retirement Modernization Commission released aggressive recommendations to Congress

and President Obama regarding military pay and benefits, retirement, health care, and more. On the cover of the Feb. 9, 2015, *Air Force Times*, headlines included: "The End of Military Pay & Benefits as you Know Them," "Kiss TRICARE Goodbye," "Smaller Pensions," and "Combining Commissaries & Exchanges."

AFSA has always been a force for uniting Airmen around common causes. Your Association has fought for improved quality-of-life benefits for America's Airmen and their families since its inception in 1961—and we are still fighting. How much do *you* and others *value* those benefits? Airmen, past and present, have served and continue to serve this great nation with the highest levels of dedication and professionalism. You have protected our country— and so AFSA is proud to protect your interests on Capitol Hill and in the halls of the Pentagon and the White House.

AFSA continues to unite Airmen—and a growing, united membership gives us the influence to make a difference for you, our members.



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- What a Home Inspection Can Do for You

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VETS-CARS

The Vets-Cars Group is a veteran owned and operated company dedicated to providing AFSA members with a respectful and superior automobile purchase and ownership experience. The Vets-Shield vehicle service contract was developed as a true "For Vets - By Vets" product. It is top-of-the-line coverage, mirroring factory coverage, and it is price-regulated. For more information, visit www.vets-shield.com.

DELL COMPUTERS

Exclusive discounts and promotions for AFSA Members on Dell notebooks, mini laptops, work stations, and much more. Check out the new Dell notebook colors: pink, red, black, green, brown, white, and more by visiting the AFSA website at www.hqafsa.org and look under "Membership Benefits" and click on the "Dell" icon.

FLOWERS FROM FTD

AFSA members can automatically save 20 percent on floral and gift



purchases by visiting the AFSA website at www.hqafsa.org; look under "Membership Benefits" and click on the "FTD" icon or call (800) SEND-FTD and use the promo code 4578.

AFSA TEAM GIFT ITEMS

Share your AFSA pride! AFSA has a wide range of very reasonably priced AFSA caps, commemorative coins, decals, medal, pins, plaques, awards, and certificates available 24/7 by visiting the AFSA website at www.hqafsa.org. Just click on "Shop the AFSA Store."



Communication

WIRELY—WIRELESS CELL PHONE DISCOUNTS

Shop for the latest phones from top wireless carriers, including Verizon Wireless, Sprint, and T-Mobile! Discounts from \$50-\$100 or more, including free phones and accessories are available—with many top manufacturers to choose

from! Free shipping and free return shipping on all orders. Get the latest smartphones at a discount while signing up for the plans you need including new accounts, upgrades, add-a-lines, and family plans. Don't pay retail prices any more—get your discounted phones by visiting www.wirefly.com.



Employment

AFJROTC EMPLOYMENT OPPORTUNITIES

AFJROTC has employment opportunities for recently retired or retiring Air Force members. AFJROTC currently operates 869 units worldwide with expansion plans to 955 units in the near future. To request information on how to become an AFJROTC instructor, call (866) 235-7682 (ext. 5275/5300/0261/0371) or visit www.afoats.af.mil/afjrotc/instructors.asp for complete instructor requirements and application information.

PUBLICATIONS & INFORMATION

Communication, an informed membership, and an active membership committee are keys to the success of an organization. AFSA fulfills these critical functions by distributing information through its *AFSA Magazine*, legislative bulletins, newsletters, and other publications.

AFSA MAGAZINE

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 to Air Force Active Duty, Air National Guard, and Air Force Reserve Command enlisted members—active

duty, retired, and veteran—and their families.

AFSA Magazine reports on AFSA's legislative efforts; Air Force, VA and DoD news; AFSA member 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.

AFSA Magazine was published six times this fiscal year. The January/February issue was a special Enlisted

Almanac that provided up-to-date information on base locations; military pay and compensation; Air Force structure and end strength; and active duty, reserve components, retiree, and veteran entitlements. Supplemented with charts and graphs, the annual Enlisted Almanac brings an understanding and perspective that no other magazine can match. Other *AFSA Magazine* issues were printed in March/April (with the AFSA Annual Report), May/June, July/August, September/October, and November/December.

Other Publications and News Items

AFSA e-NEWS

The e-News is a monthly electronic newsletter that presents information about membership benefits, current campaigns, and thoughts from the executive Council and Headquarters staff. To access past newsletters, visit the publications page on AFSA's website.

HEADLINE ROUNDUP

The Roundup compiles headlines from a variety

➔ Find your AFSA online at www.hqafsa.org.



AFSA'S PUBLICATIONS PROVIDE AN IMPORTANT LINK BETWEEN AFSA INTERNATIONAL AND ITS MEMBERS.

of news sources that may be of interest to our members. The easy "click on the headline" format lets readers choose the articles they want to see in full. This product is delivered to inboxes a couple times a week. To access past Roundups, visit the publications page on AFSA's website.

WASHINGTON REPORT

The Washington Report provides the latest information on the legislative front, as well as informing members about AFSA activity with elected officials, senior Air Force leaders, the Department of Veterans Affairs and other government leaders. To access past Reports, visit the publications page on AFSA's website.

CALL TO ACTION ALERT

Subscribers to AFSA's Legislative Action Center can be alerted via email when it is imperative that lawmakers hear from them on key issues. Included in the email is a sample message that members can edit or send as is to their elected officials. To subscribe to this service, visit the Legislative Action Center on the AFSA website.

LEGISLATIVE ACTION CENTER

AFSA's Legislative Action Center is a hub of information

about all things legislative. On this site members can search for and communicate with 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.

TWITTER

As-it's-happening information releases are shared via the social media service. If AFSA staff members are in the room on Capitol Hill and are permitted to use smartphones, they'll report live. Follow us @AFSAHQ.

FACEBOOK

The AFSA Facebook page, managed by HQ AFSA, provides information in a way that encourages members to engage with, share, and comment on relevant news. To be part of the conversation, like AFSA on Facebook.

INSTAGRAM

AFSA added an Instagram account this year to share photos and video that embody all things Airmen. To follow us, sign up for an Instagram account and look for Air_Force_Sgts_Assn.

Special Publications

AFSA Fact Sheets, POW/MIA Week, Legislative Awareness

Week publications, special booklets and brochures, and excerpted copies of congressional testimony, etc., are special publications that are provided throughout the year for AFSA activities and to key Total Air Force enlisted leadership.

AFSA ONLINE

AFSA's website, www.hqafsa.org, is the online informational source for legislative, DoD, VA, and other Air Force news and actions. The website itself is designed to provide information to non-members and encourage them to join the Association. The site is also the portal for members to log in and access the member-only site, with information and resources meant to enhance their membership.

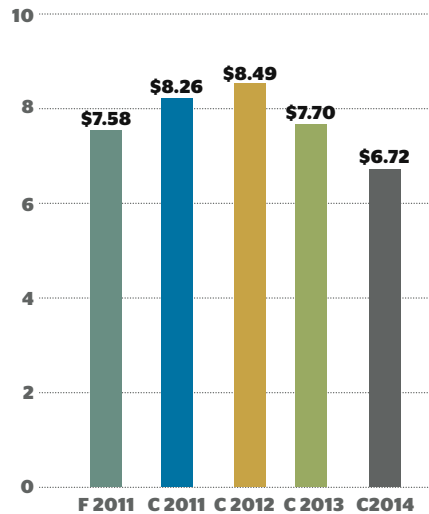
Summary

AFSA's publications provide an important link between AFSA International and its members. AFSA's publications inform members on the latest developments within Congress, DoD, VA, AF, and other agencies affecting the lives of enlisted members and those of their families. Additionally, they serve as visible reminders of how AFSA is representing its members.

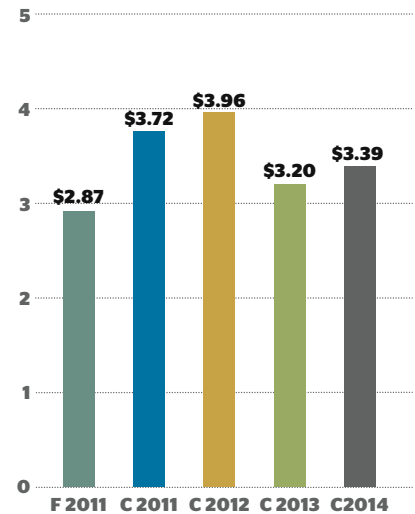


- The F 2011 figures represent an accounting year beginning May 1, 2010 through Dec. 31, 2010.
- The C 2011-C2012 figures represent an accounting year beginning January and ending December.
- The Air Force Sergeants Association has implemented a new accounting period effective January 2011.
- In Combined Net Income, negative values not to scale.

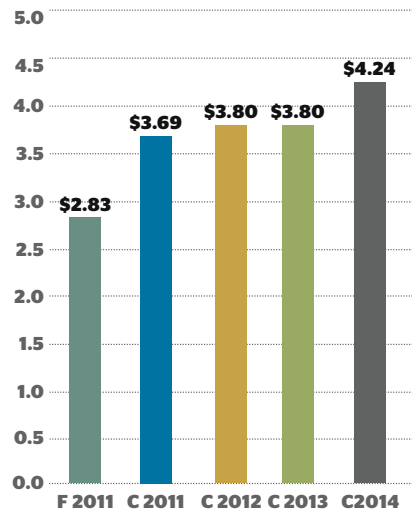
COMBINED ASSETS (in millions)



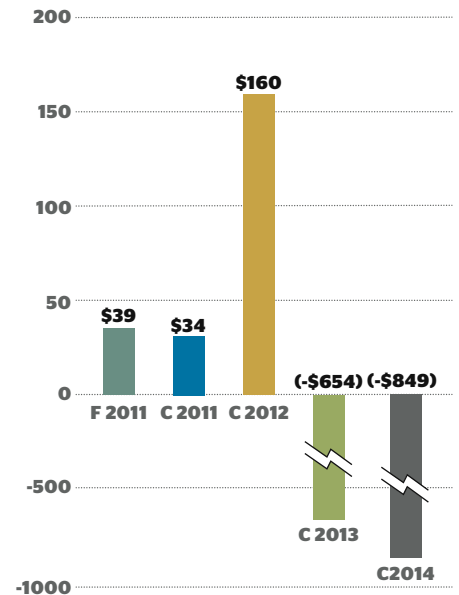
COMBINED REVENUE (in millions)



COMBINED EXPENSES (in millions)



COMBINED NET INCOME (in thousands)



“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 “monument” that stands as a tribute to Airmen of yesterday, today, and tomorrow. Below is a synopsis of the programs through Dec. 31, 2014.

AFSA SCHOLARSHIP PROGRAM

Established in 1967, the AFSA Scholarship Program provides financial educational assistance to AFSA and International Auxiliary members’ children under the age of 25 years. Since the first scholarship award in 1968, AFSA members’ donations have supported 571 grants totaling \$832,100. In September 2014, AFSA disbursed \$23,500 for 12 grants awarded to AFSA and Auxiliary member children.

AFSA INTERNATIONAL AUXILIARY EDUCATION PROGRAM

The AFSA International Auxiliary Education Program (AEP) provides Auxiliary members with the opportunity to enhance their career skills and educational levels through educational grants. In addition, the Auxiliary awards educational Scholarships to AFSA and Auxiliary members children over the age of 19 but under 23 years as long as the student is in at least his/her

second year of school. These two programs have awarded 158 grants/scholarships worth \$153,700.

AIRMEN MEMORIAL FOUNDATION FUND

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 less than 24 years of age. 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.

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 Airmen



Memorial Museum, the Airmen Memorial Foundation, and the National Association of States Veterans Homes-DC Office. Donations help ensure this enlisted memorial is maintained and operated in a manner in which all Airmen can be proud.

THE AIRMEN MEMORIAL MUSEUM

Donations to the Airmen Memorial Museum help the AMM present the Total Air Force enlisted corps through public exhibits and educational research that concentrate on America’s Airmen—their rich history, contributions, and traditions.

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 2014, approval continued for AMF participation in the fall 2015 Combined Federal Campaign. This was the AMF's 32nd 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 2014, 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

provides scholarships to active-duty and retired AFAD, AFRC and ANG enlisted members' dependent children. In CY 2014, the **CMSAFs Scholarship Committee** Chaired by CMSAF #8 Sam Parish, selected 11 AFAD, ANG, and AFRC dependent children to receive scholarships totaling \$14,000. These academic-excellence scholarships brought the 27-year CMSAF program's cumulative total to 259 grants worth \$367,500. 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.

\$3,000 CMSAF Paul W. Airey Memorial Scholarship

Cameron Connolly

\$2,500 CMSAF Scholarship

Darbi Haley

\$2,000 CMSAF Scholarship

Kaitlin Crowell

\$1,500 CMSAF Scholarship

Hannah Wooten

\$1,000 CMSAF Scholarship

Daniel Dunnigan

\$1,000 CMSAF Scholarship

Joseph Nance

\$1,000 CMSAF Scholarship

Kiley Reecy

\$1,000 CMSAF Scholarship

Hannah Gilman

\$1,000 CMSAF Scholarship

Kristina Farrell

\$1,000 CMSAF Scholarship

Luke Granlund

\$1,000 CMSAF Scholarship

Alexander Aills

2. The Airmen Memorial Scholarship Fund.

The CY 2014 **AMF Scholarship Committee** met in June 2014 and selected 20 AFAD,

SINCE 1987, THE AMF AND ITS MANAGED FUNDS HAVE AWARDED 796 AWARDS FOR \$1,000,500.

ANG, and AFRC enlisted members' dependent children for awards totaling \$26,500. **The Julene Howard Memorial Scholarship and Richard Howard Scholarship**, established by CMSgt (Ret.) Richard Howard, **The Sharon Piccoli Memorial Scholarship**, established by AFSA Past President Geno Piccoli; 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: a \$1,000 scholarship (Audrey M. Andrews Memorial Scholarship), five \$1,000 scholarships sponsored by the United Services Automobile Association, one \$2,000 Academic Excellence Scholarship, and seven \$1,500 Academic Excellence Scholarships. These scholarships brought

the total AFM scholarship awards to 537 worth \$633,000.

\$2,000 Richard Howard Scholarship

Kathlyn Cooper

\$2,000 Julene Howard Memorial Scholarship

Dustin Pletan

\$2,000 Sharon Piccoli Memorial Scholarship

Jordan Frotz

\$2,000 Sgt James R. Seal Memorial Scholarship

Karson Nelson

\$2,000 Academic Excellence Scholarships

Ashley Williams

\$1,500 Academic Excellence Scholarships

1. Hannah Iwersen

2. Tyler Allen

3. Megan Schrader

4. Troy Kyser

5. Ashley Johnson

6. Amber Cook

7. Angelica Rodriguez

\$1,000 Audrey Andrews Scholarship

Rebecca Wolff

\$1,000 USAA Scholarship

1. Mariel Munji

2. Cailynn Houlihan

3. Alicia States

4. Dylan Geyer

5. Laura Erickson

Founded in 1986, the Airmen Memorial Museum (AMM) proudly celebrates 27 years of preserving the accomplishments of the Total Air Force Enlisted Corps.

Located in the Airmen Memorial Building, 5211 Auth Road, Suitland, Md., (International Headquarters for the Air Force Sergeants Association), the Airmen Memorial Museum stands as a tribute to enlisted Airmen who have served in the Signal Corps (1907–1918), the Army Air Service (1918–1926), the Army Air Corps (1926–1941), the Army Air Force (1941–1947), and/or the United States Air Force (1947–Present). The AMM researches, documents, and communicates many achievements and contributions by current and former Air Force Active Duty, Air National Guard, and Air Force Reserve Command enlisted men and women to our nation's air and space power. By preserving these stories, the AMM ensures that enlisted Airmen's contributions are not forgotten and that enlisted Airmen take their rightful place in America's military history.

Publications

The museum continues to publish the AMM Spotlight in the *AFSA Magazine* and continues to receive outstanding support from the AFSA

International Headquarters. The AMM Spotlight is a special dedication to the achievements of enlisted Airmen and their aircraft. The following features were published in 2014: “*Long Overdue Recognition*,” “*A Place of Our Own*,” “*Elite Air*,” and “*Crazy Brave*.”

The AMM will continue to make each AMM Spotlight available for viewing in the digital version of *AFSA Magazine* hosted on AFSA's website. Although expanded use of the Internet by the museum continues to be desired and discussed, it is somewhat constricted by time, funds, and other limitations.

Signage

Congressman Steny Hoyer was instrumental in assisting with the county's support for road signage. In the first quarter of 2013, Prince George's County Department of Public Works and Transportation installed three directional road signs for the AMM.

Exhibits

Following a spring and summer of construction, visitors to the AMM saw a new exhibit gallery that

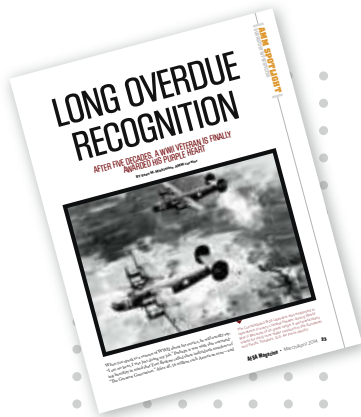
opened in late Summer 2014. Happily, the *Chief Master Sergeants of the Air Force Gallery* has received good reviews thus far. We are currently seeking sponsorship.

Upon entering the gallery, visitors are immediately greeted by the colorful flag of the CMSAFs. The outer walls of the gallery feature portraits of all 17 Chief Master Sergeants of the Air Force, dating all back to 1967. The first CMSAF is, of course, Paul Airey, whose handsome bronze bust can be seen in the new *Chiefs Gallery*.

As visitors walk through the many corners of the gallery, they will see that this new AMM display boasts the uniforms (adorned on mannequins) of five former CMSAFs. The featured Chiefs are Harlow, Barnes, McCoy, Binnicker, and Benken. By far the most eye-catching (or as some visitors have commented, “unique”) is the Vietnam War-era powder-blue jumpsuit that was given to CMSAF Donald Harlow when he visited Udorn Royal Thai Air base late in the Vietnam War. As time goes on, the AMM hopes to have uniforms and or personal artifacts from ALL the Chiefs.



AIRMEN MEMORIAL MUSEUM



The artifact that visitors to the gallery seem to take the most time studying is the large display case featuring the several-hundred count “Challenge” coin collection of CMSAF Frederick (Jim) Finch. Although many stories of the origin of the “challenge coin” exist, the version that is most widely accepted by the Air Force enlisted corps comes from the Vietnam War. As the story goes, the challenge coin originated from the Bullet Club in Vietnam. Bullet Clubs were created by front-line fighters who carried live, fully functional, “personalized” bullets from their own weapon with them wherever they went, especially to the Hooch Bars. If a member was ever challenged to produce his bullet and could not do so, then he had to buy a round of drinks or drinks for the rest of the night.

The *Chiefs Gallery* of course does not forget its Sergeant-based roots; the halberd display sees to that. A halberd, or a hatchet mounted to a 6-plus-foot handle, is displayed on the wall in the gallery. An extensive text panel explains how the tradition of the halberd in U.S. military history dates all the way back to Sergeants in Colonial times. Please make a point the next time you are near the Washington, D.C., area to stop by AFSA International Headquarters and see this fine new display that

pays homage to these USAF leaders of the last half-century.

In the summer of 2013, the AMM opened its new exhibit *Base Life*. This new exhibit, through the use of AMM artifacts as well as researched text, tells the tale of a by-gone era—immediately after WWII when the Cold War was in its infancy. The exhibit looks at life not only on Air Force bases in the U.S., but overseas as well.

The exhibit highlights the 1950 to 1969 time period, beginning with the occupancy of Japan and Germany after the war. Visitors to the exhibit see how these former enemy nations quickly became U.S. allies in a new war—a Cold War against the Soviets. USAF bases quickly sprang up all over the two defeated former-Axis nations. Visitors see everything from pipes and lighters from Asia to beer steins sent home as souvenirs from Germany.

The exhibit doesn’t skip out on the base experience back stateside either. From giant steel milk cans that were delivered to Andrews AFB to “I Like Ike” presidential campaign pins to recruitment books dealing with the new recruitment push for female enlistees, visitors walking through *Base Life* get a stroll back in

time. Hopefully, the artifacts bring the feeling of the 1950s and ’60s more “to life” than, say, an episode of “Madmen.”

On May 27, 2009, the AMM was honored to host the Chief Master Sergeant of the Air Force and the family of the first Chief Master Sergeant of the Air Force Paul W. Airey (deceased) during a grand opening reception of *Airey Hangar*. Airmen Memorial Museum’s Exhibits were officially re-opened to the general public on June 1, 2009. The two hangars chronologically portray enlisted historical events, beginning with the Army Signal Corps’ Aeronautical Division through World War II. The unique people-centered approach to interpretive, educational exhibitions used in the AMM’s galleries focus on the people who have made history.

The first hangar accurately presents the enlisted history of the U.S. Air Force and its predecessor organizations from 1907 through 1947. Significant changes were made to Gallery A: Five built-in displays were constructed to include a POW Exhibit, and a salute to America’s Airmen of Tuskegee, with a video honoring the Tuskegee Airmen, was also added. The new built-ins and new exhibits increased the gallery’s total display space by 25 percent.

One of the first exhibits is “Reflections” honoring the careful thoughts of our *Total Air Force* Enlisted Corps.

The Cheney Awards displays numerous artifacts associated with this prestigious Air Force award presented for an act of valor, extreme fortitude, or for an act of self-sacrifice. The Cheney Award has been presented to 24 enlisted recipients since its first presentation in 1927. The exhibit contains award artifacts from several donors.

The Atomic Missions and the End of World War II Exhibit commemorates the end of the war and the atomic missions of 1945. The exhibit features personal items from enlisted participants on both the Hiroshima and Nagasaki bombing missions.

The Poignant Memories of World War II Exhibit contains rare WWII color photography of the late Jeffrey Ethell and Bob Sand.

The newly dedicated *Airey Hangar* proudly displays the CMSAF Paul W. Airey exhibits. Furthermore, the Airey Hangar consists of various exhibits depicting the lives of other enlisted personnel. One such exhibit is the Orderly Room exhibit, which reminds people of “the old days” when the orderly room was central to an organization. There is

a computerized database containing the “duty roster,” a listing of Air Force enlisted members and their Air Force service. Visitors steadily expand this database where, for a small fee, donors can commemorate their own military service or a family member’s service to the nation.

The anchor of *Airey Hangar* is the “BEAR (Basic Expeditionary Airfield Resources) Base” Exhibit. BEAR Base is an interactive exhibit that allows visitors to enter and get a true sense of a base and its minimum essential facilities to house, sustain, and support operations—including, if required, a stabilized runway, taxiways, and aircraft parking areas for Air Force expeditionary capabilities. The exhibit is co-sponsored by USSOCOM Deployment Cell, Alaska Structures. The AMM is continuing the interior infrastructure expansion efforts to highlight women in service, as well as the technological, information, and space age. We are proud to announce the addition of a USAF F-16 Thunderbird replica, donated by the United States Air Force’s Recruiting Service.

Another unique display in the lobby of the Museum is the Enlisted Military Uniform Exhibit. The display exhibits some of the enlisted members’ uniforms from the early Signal Corps through

today’s Air Force Service Dress Uniform. The AMM is always actively seeking both stories and artifacts. We continue to strive to constantly update and change our exhibits.

One the other side of the Enlisted Military Uniform Exhibit is “Service Before Self,” honoring our Total Air Force Enlisted and its predecessor organizations Medal of Honor recipients.

We are attempting to find more gallery space as well as implement new Air Force art into the museum. We also want more exhibits featuring a diversity of USAF enlisted uniforms. As you can imagine, this takes a lot of planning as well as time and effort. These things, of course, also require financial support.

Museum Outreach Collections

The AMM’s 2014 calendar was extremely well received and continues to be in great demand as an educational tool. The Museum’s focus in the 2014 calendar was “America’s Airpower Series—From Kittyhawk to the Dawn of the Jets.”

The 2014 AMM Label Program also celebrated

and paid tribute to the contributions of air power, “From Kittyhawk to the Dawn of the Jets.”

The AMM’s continued success in the annual Combined Federal Campaign #10518 and AFSA members’ charitable support throughout the year and response to each outreach mailing, demonstrate people’s strong interest in the AMM and its dedication to “telling the enlisted story.” The AMM receives no federal or state funding.

In CY 2014, the AMM received six donations from six donors, conveying 122 individual artifacts, library, and archival items. The quantity and quality of the items being donated are evidence of the Air Force enlisted community’s support for the museum’s exhibition and research programs. We will continue to seek more artifacts from “back in the day,” but a greater need right now is artifacts from both the Korean War (1950-1953) and current operations. We need to expand these exhibits, but we have limited artifacts. If you are interested in helping us tell more of the Total Force enlisted corps’ story, please contact us today.



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Matthew S. Console

PAST 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), and Jeffrey E. Ledoux (2009-2012)

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 Ruhoff (2007-2008), and Marie McDowell (2008-2011)

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