

Travis Team  
349th Air Mobility Wing  
"In Omnia Paratus"

# CONTACT

April 2011 Vol. 29, No. 04



**349th Wing  
thanks our  
best and  
brightest  
during the  
Annual  
Awards  
Banquet**



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**On the Front and Back Cover:** The 349th AMW  
Annual Award Winners 2010:  
Category I/Civilian of the Year:  
**Ms. Susie Nunez/55th APS**  
Category II/Civilian of the Year:  
**Ms. Rebecca Henrichsen/23d CBCS**  
(Master Sgt. as a traditional reservist)  
Company Grade Officer of the Year:  
**Capt. Pauline Nguyen/23d CBCS**  
First Sgt of the Year:  
**Senior Master Sgt. Andrea Harris/82d APS**  
Senior NCO of the Year:  
**Senior Master Sgt. Danton Gipson/349th OSF**  
NCO of the Year:  
**Tech. Sgt. Hilda Maurera/945th AMXS**  
Airman of the Year:  
**Senior Amn. Cheryl Anderson/55th APS**

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# One team, one seam – we’re all in the fight together



*by Col. “Jay” Flournoy  
349th Air Mobility Wing Commander*

*“When we face new challenges as leaders and thinkers it is OK to admit that we don’t know all the answers and that we need to find new solutions to match an unfolding reality.”*

*—General Norton Schwartz, Chief of Staff, USAF*

**E**ach year, during the month of April, we are reminded of two great leaders of our past, the causes and values that they stood for, and the tragic ways in which their lives were senselessly ended.

President Abraham Lincoln and Doctor Martin Luther King were the trailblazers of their time. Leaders with unquestionable integrity and an unquenchable thirst for improving the lives of all people, regardless of race, sex, religion or job skill. These were two extraordinary citizens who dedicated their lives to their fellow man, searching for solutions to tough challenges and being a part of something bigger than themselves.

Our Chief of Staff, Gen. Schwartz, has clearly articulated the way ahead for our Air Force, laying out the Air Force priorities and his commitment to making this a better Air Force for all. He’s made it very clear that he has the utmost confidence in all of us as we move forward to take on the most challenging tasks. He has spelled out our major themes and challenged us to hold true to them.

His direction is, first of all, “Keep the promise” to our teammates and to our families. Your fellow airmen and family members are counting on you to exceed the standard twenty-four/seven, on and off duty, in and out of uniform. Second, “Precision and Reliability” is our standard regardless of job or specialty. Accepting anything less than perfection in the way we perform any task falls short of the mark. Third, “Everyone contributes”...no one has greater value to our collective mission than another. Every Airman enables combat power equally. From the personnel specialist issuing a common access card, to the services specialist ensuring that our troops are well fed, all play a key role in winning the total fight as a team. Fourth, be proud of what we do “For All”...for America, for the joint team, for our Air Force, and for our Airmen and their families. Each of you contributes to the total Department of Defense team no matter what task is being accomplished. Take pride in all contributions to the team effort.

Finally, all of the Services, and all of us in the AF, share a common mantra: “Send me.” No one joined our Air Force to sit the bench. You all train very hard to be the best at what you do, and this “put me in coach” attitude will ensure that the best team is on the field, at all times.

**G**en. Schwartz says “The future belongs to those who show up for it, and our nation needs each and every one of you to make sure that we are ready for some of the most competitive environments the world has ever known.” President Lincoln and Doctor King never sat on the sidelines hoping that things would get better or wishing for change. Like you, they tackled challenges head on, expending boundless energy, developing solutions to the toughest of tasks. Thanks to you and your families for sacrificing so much so that we can all continue to enjoy the freedoms that we hold so dear.

# What to do when life lets you down - reach out to your Wingman

by Chaplain (Lt Col.) Gregory Stringer  
349th Air Mobility Wing

As we go through our journey of life, it is certain that we will find times when we feel disappointed over a circumstance in our life. This disappointment can be “sourced” in a person, ourselves, an institution, or perhaps even with God or our Higher Power. Webster’s dictionary reminds us that disappointment comes when something or someone fails to meet our expectation or our hope.

In this beautiful and yet imperfect world, we will have times of great joy and times of sorrow and disappointment. People will let us down from time to time, just as we will let others down and cause them to have a reason to be disappointed in us. Situations can occur that show us that “life is not always fair,” in spite of our qualifications and hard work. Who has not worked hard and competed in a sport or for a career promotion, only to find yourself on the “short end of the stick” and losing the game or not getting the promotion. It is part of the human experience. Our thoughts and feelings are real and can “cloud” our minds and hearts to the truth of our value, talent, and importance to God and others. If we let the “doom and gloom” emotions gain control and affect our thinking, boy, can we be in deep trouble! If we stay in that dark place, we will become cynical, bitter, and unhealthy in how we look at ourselves, others, and the life we have from God. We might even want to “just stop playing the game.” So what are we to do when life seems unfair or it lets us down?

The answer is not always easy and it takes courage. It takes a willingness to “face the issues straight on” and to look at the reasons we are disappointed. It takes time to reflect on the situation, speak about the issues, and make adjustments to move forward into health and acceptance of that part of the journey and find joy and hope again. To get through the pain, it is important to have a trusted friend, family member, clergy member, or chaplain to listen and walk with you through issues. They will help you remember, life is not as dark as it looks at that moment. They will point you to the hope in what we currently, mistakenly, see as hopeless. God brings His love, light, and direction to guide us out of the dark dungeon we can create. God does that by faithfully providing other people all around us as resources to help us. We sometimes refer to them as “Wingman.” Let your “Wingman” listen to your woes and let the pain vent out from your soul. That is all part of the healing process. Yes, we might even have a day or two of having a “pity party” but it is important that we forge over the mountain and find resolution with “a little help from our friends”...and God. Sometimes, it takes the courage to forgive, even when no one will say they are “sorry for causing you the pain and disappointment.” That is part of the medicine that makes us well in our hearts, minds, and souls.

As a Christian chaplain, I find God reminds me to forgive and love others after a disappointment, since I am reminded God forgives me and loves me, when I disappoint Him. That is a revitalizing piece of knowledge! And it helps me to go forward and overcome the bitterness and hurt that life can throw at each of us.

As Airmen, who strive for *excellence in all we do*, remember, that does not mean we are perfect and will never make mistakes or let others or ourselves down. It means, when we fail or are disappointed, we will use all the resources available to move into the future in a healthy and hopeful way. It is only then, that we recapture and see the truth; we are very valuable beings to God, to others, and our nation!

I would like to leave you with a portion of a prayer from the Christian perspective that captures the importance of moving past our disappointments and dashed expectations into health. It was written by a Christian Scholar, Reinhold Niebuhr, and the first part of the longer prayer is called the “Serenity Prayer” used in many 12 Step Programs, such as Alcoholics Anonymous. The words are: “*God grant me the serenity to accept the things I cannot change; courage to change the things I can; and wisdom to know the difference.*” It is my hope that whatever your beliefs may be, that you would consider the nuggets of truth found in this prayer, apply them according to your beliefs, and find the power to overcome the disappointments that may find you, from time to time, in your journey of life.

**“God grant me the serenity to accept the things I cannot change; courage to change the things I can; and wisdom to know the difference.”**

--Reinhold Niebuhr, Christian scholar

# Spring into a Healthier You

by Capt. Lisa Kovalek  
349th Medical Squadron

Spring is often a time we start to think about cleaning out the garage, dusting off the cobwebs or reorganizing our closet. April is also a great time to do some 'spring cleaning' for your health. Winter months make it challenging to get to the gym or go for a run outside, but with longer days and warmer evenings, now is the perfect time to start setting new goals for staying in shape. How about signing up for a fun run such as a 5K or a 10 K race? Maybe you can't get in good enough shape in a month or two to run a marathon, but perhaps you can aim to be part of a relay team. Having goals, such as running a race, is a great way to help stay motivated and stick with a fitness routine. As a bonus, the money goes to support a good cause while you are supporting the mission by staying Fit to Fight.

Another key to achieving a healthier you, is to eat clean. The simple truth is you cannot stay healthy without eating healthy. You can exercise from the time the sun comes up until the cows come home, but if you make a run through your local drive-through afterwards, you are going nowhere fast. Many people who are accustomed to processed foods have a difficult time with the natural flavors of real food.

I'm here to tell you that over time, your taste buds *WILL* change. If you start eating this way regularly, you'll see that eventually, the stuff you used to love just doesn't taste the same any longer. Here are a few tips to get you started:

**-Don't Eat More Calories Than You Need** – This will vary day to day, depending on your activity level. Eating too much can slow you down and hinder your performance. A good rule of thumb is to stop eating just before you feel full and eat slowly to enjoy your food.

**-Eat Lots Of Plants** – Eat food that is straight from nature such as nuts, fruits and vegetables. Limit things that humans (corporations) have added; processed sugar, preservatives, salt, or altered in a way. I'm thinking the Twinkie that stays on the shelf for months without going bad.

**-Include Lean Proteins** – Lean ground turkey, skim milk, and grilled chicken provides your muscles the proteins it needs without the unhealthy fats that are more prevalent in red meats. When possible, avoid pre-packaged meat products such as sausage, salami and hotdogs as they are high in salt and you really never know what's in them. Fatty fish that are rich in healthy Omega-3 fats are an exception to this.

**-Enjoy Grains** – Eat grains that are high in fiber such as oatmeal, whole grain breads and brown rice. Other processed foods such as white bread and pastas lacking in fiber are processed quickly and leaving you feeling less satisfied.

**-Hydration** – Avoid filling up on fluids that provide with you empty sugar calories. Dehydration (loss of more than 2 percent of body mass) can decrease performance in most activities. Drink 24 ounces of fluid for every pound of weight lost during exercise.

**-Limit Supplements and Ergogenic Aids** – avoid it! Supplements are not needed if you eat a variety of whole foods. And remember, if you can't pronounce it, it probably shouldn't go into your body.



## **349th's Wingmen going 'above and beyond'**

# **Self-aid buddy care; a waste of time? I think not!**

*Story and photo by Senior Airman  
Amelia Leonard,  
349th Public Affairs*



**J**ust one day after completing the self-aid buddy care refresher course here at Travis, Senior Airman Anthony Cruz, 349th Aeromedical Staging Squadron, played an integral role in saving a limb, if not a life, of a complete stranger in Fresno, Calif. on Feb. 1, 2011.

Airman Cruz had just finished up at school for the afternoon and was driving home when he came across a man lying in the middle of the street, surrounded by blood, he said.

After pulling over and parking his car, Airman Cruz dialed 911 and informed the operator that there was a man lying on the street, covered in blood, in need of immediate

medical attention. He proceeded to grab a few shirts out of the back of his car and get to work. There were two male bystanders alongside the victim when he arrived, and he enlisted them to help in his efforts, he said.

Using the techniques he learned through the self-aid buddy care course, Airman Cruz checked the victim to make sure he was breathing, had good circulation, and was conscious. He then applied his shirts as tourniquets to the victim's wounds to stop excessive bleeding.

"This experience definitely made me more confident in my abilities," Cruz said. "I feel like I can handle the pressure."

There was a 5-6 inch laceration on the victim's left arm, and the victim's left leg had been partially amputated, according to Airman Cruz.

An ambulance and firefighters arrived shortly after, and Airman Cruz gave them all of the information he could.

"I just did what I thought was right," Cruz said. "I didn't do anything firefighters and Emergency Medical Technicians don't do every day."

**A**lthough he does not know how the man ended up there that Tuesday afternoon, it would be safe to say that it is a good thing Airman Cruz was there to help. If it had not been for Airman Cruz and his quick thinking, the unknown man on the corner of Maple and Cornell might not have survived.

# 349<sup>th</sup> Explosive Ordnance Dispo



**F**or the second year in a row, the 349th Explosive Ordnance Disposal Flight was named 2010 EOD Flight of the Year by Air Force Reserve Command.

With good reason, the motto of EOD is “*Initial success or total failure.*” The Airmen who perform this duty work under the most dangerous of conditions to keep all our deployed troops safe. These highly skilled technicians deal with manufactured munitions and improvised explosive devices, as well as being experts in chemical, biological, incendiary, radiological and nuclear materials.

While deployed 709 mandays, the 349th EOD team cleared more than 6,500 kilometers of roadway throughout the area of responsibility in Iraq. They performed 72 counter IED combat missions, clearing the

# osal Flight scores a deuce

*by Senior Master Sgt. Ellen Hatfield,  
349th Public Affairs*

Col. Jay Flournoy, 349th Air Mobility Wing commander, recently awarded the Air Force Combat Action medal to Tech. Sgt. Doug Baker, 349th Civil Engineer Squadron, Explosive Ordnance Disposal specialist. Sergeant Baker deployed as part of an EOD team. (U.S. Air Force photo/Senior Master Sgt. Jeffrey Rachal)

**kill zones and collecting evidence. They destroyed 1,600 unexploded ordnance and IED components, saving countless lives.**

**The team also trained the Iraqi Police Counter IED Division, preparing the way for Iraqi sovereignty with the U.S. troop drawdown imminent.**

**The list goes on. The flight led hazardous device countermeasure teams at the Pentagon, ensuring the safety of Secretary of Defense, Robert Gates and other high ranking officials. They directed vital support for Air Force One, supported the arrival and departure of 46 foreign heads of state for the Nuclear Summit, as well as providing counter IED team leaders for President Barack Obama during the G20 Economic Summit.**

# IG Perspective - Where is the balance?

*Submitted to The Inspector General  
by Col. Nina Armagno  
21st Operations Group Commander*

In today's Air Force, preparing for Operational Readiness Inspections and Unit Compliance Inspections has become a way of life. Combing Air Force instructions, scrubbing programs, scouring records, reading the Airman's Manual, studying technical orders, exercising processes, catching up on computer based training, running active shooter events, practicing self aid buddy care, evacuating, recalling, bag-dragging... Whew!

On top of constant preparation, Airmen are performing their normal duties. Airmen are focused on establishing a culture of excellence through compliance, sustaining scarce and valuable resources and evolving our mission areas in ways never conceived. With this sheer volume of effort, where is the balance? At times, it feels like we're on an endless highway with the pedal to the metal. Where is there room for anything but work, let alone get-togethers and family time? In the midst of

all of it, the answer is to take time to celebrate success. Recognize short-term wins and celebrate them. Take the time to celebrate mission success, individual success, team success and personal success. From the first stripe to the first star, celebrate promotions. From Airman of the Quarter to 12 Outstanding Airmen of the Year, celebrate individual accomplishments. From your first educational degree to your first child, celebrate personal achievements.

In the book *Leading Change*, author John Kotter presents an eight-stage process for leading change. Stage six of this process is to generate short-term wins. These wins are visible, unambiguous results of hard work. They "provide evidence sacrifices are worth it," and they build momentum. So remember to take time to celebrate the short-term wins. Long-term results will lead to an enduring culture of sustained excellence punctuated by many celebrations.

## 349th Wing Traditional Reserve Vacancies

AFSC	AFSC Title	Rank	AFSC	AFSC Title	Rank
11G3	Generalist Pilot	Officer	3S271	Education & Training	SSgt/TSgt/MSgt
11M3K	Mobility Pilot, General	Officer	41A3	Health Services Admin	Officer
14N3	Intelligence Officer	Officer	42B3	Physical Therapist	Officer
1A071	In-Flight Refueling	TSgt	43P3	Pharmacist	Officer
1A151	Flight Engineer	SSgt/TSgt	44M3H	Internist	Officer
1A291	Aircraft Loadmaster	MSgt	44R3B	Diagnostic Radiologist	Officer
1N051	Operations Intel	TSgt	45A3	Anesthesiologist	Officer
1N091	Operations Intel	SMSgt	45B3	Orthopedic Surgeon	Officer
2A571	Aerospace Maint	TSgt/MSgt	45S3A	Surgeon	Officer
2A656	Aircraft Elec & Env Sys	SSgt	45S3B	Surgeon	Officer
2A654	Aircraft Fuel System	SSgt	46F3	Flight Nurse	Officer
2A675	Aircraft Hydraulic Sys	TSgt	46M3	Nurse Anesthetist	Officer
2E173	Ground Radio Comm	TSgt/MSgt	46N3	Clinical Nurse	Officer
2F051	Fuels	SSgt	46N3E	Clinical Critical Nurse	Officer
2G071	Logistics Plans	MSgt	46N3H	Clinical Nurse	Officer
2T271	Air Transportation	TSgt/MSgt	46S3	Operating Room Nurse	Officer
3E252	Electrical Power Prod	SSgt	48A3	Aerospace Medicine	Officer
3E291	Pavement & Const	MSgt/SMSgt	4A091	Health Services Mgmt	SMSgt
3E451	Utilities Systems	TSgt	4N051	Aerospace Medical Svs	SSgt
3E473	Enviro Controls	MSgt	4N071	Aerospace Medical Svs	TSgt/MSgt
3E791	Fire Protection	SMS/CMSgt	4N071C	Aerospace Med, IDMT	TSgt/MSgt
3E800	Explosive Ord Disp	SMS/CMSgt	4N091	Aerospace Medical Svs	SMSgt
3E591	Engineering	MSgt	8F000	First Sergeant	MSgt
3D052	Cyber Sys Opers	SSgt	5J051	Paralegal Assistant	SSgt
3D152	Cyber Trans Sys	SSgt	5R051	Chaplain Assistant	SSgt

For more information about these vacancies, go to <https://www.afpc.randolph.af.mil/afpcsecure/MainMenu.asp>.  
For more information about ART vacancies contact the ART Recruiter office at 530-634-5189 or go to <http://www.usajobs.gov>.

# R-E-S-P-E-C-T

*Equal Opportunity team named best in command three times in a row*

*by Senior Master Sgt. Ellen Hatfield,  
349th Public Affairs*

**T**he 349th Air Mobility Wing equal opportunity office doesn't just pay lip service to going "above and beyond" in caring for wing Airmen. For the third year in a row, Air Force Reserve Command has selected the team as Outstanding EO Program award winner.

Fostering awareness and involvement in positive human relations and diversity initiatives is a vast undertaking because, well, you are dealing with people. The 349th EO team believes their success comes from helping the wing Airmen to treat each other with dignity and respect, and from the fact they treat each other equally as well. And that is the essence of equal opportunity.

The EO team is led by Capt. Clarissa Tuttle, and includes Capt. Rachel Alvarez-Montiel, Master Sgts. Grayland Hilt and Heather Bradley, and Tech. Sgts. Camilla Asuncion and Kenneth Macasaet.

Capt. Tuttle says their model for the program is consultative to support commanders and senior leaders, and direct counseling provided to unit Airmen. "The people of the 349th are wonderful to work with," she said. "We make time for everyone who walks through our door on a UTA and visit our units regularly."

She said her team works hard to build meaningful relationships through personal interactions and frequent communication with Reserve wing Airmen and active duty counterparts. The EO team has provided manning assistance across AFRC and the Air Force, conducting staff assistance visits for numbered air force counterparts, lending support to geographically separated units and serving as adjunct instructors to the Defense Equal Opportunity Management Institute at Patrick Air Force Base, Fla.

The rapport and connection between the EO staff is evident, as they speak, as one, about what makes them stand out as the benchmark for excellence three years running.

Captain Tuttle describes her team as "talented advisors, consummate professionals, dynamic instructors, excellent communicators and extremely personable. They promote a high level of comfort and trust."

Master Sgt. Hilt said the team gives more than 100 percent to the mission and to each other. "We all lead very busy lives, but will step in, deploy, fill in at other bases, whatever we're asked to do...this type of dedication and love cannot be bought or faked," he said. "It is my greatest joy to work with a truly awesome team. We are more a family than coworkers."

Tech. Sgt. Asuncion, as the newest addition to the team, said, "My greatest joy is having the privilege to work with the 349th AMW team. This group is the most cohesive group I have worked with in the eight years of my military career. I get great support, and we have the best communication."

The greatest challenge for the EO team is presented by the nature of their work, and human nature. The team is in agreement that overcoming personal bias and breaking old stereotypes present that challenge, as it deals with perceptions which cloud judgment, and individual feelings. "Landing in a place of complete clarity, objectivity and neutrality is a hurdle every EO advisor, anywhere, must get through," said Captain Tuttle. "All of our advisors have managed to achieve this in their own way."

"For those who are passionate about human relations, like our folks, this is also what they love most about this field."

For an entirely traditional reserve staff, the 349th EO office stays very busy, taking care of the more than 3,000 people assigned to the largest associate wing in the Air Force Reserve. But love of the job keeps this team from feeling like its work.

**M**aster Sgt. Hilt summed it up well. "There's nothing more rewarding than someone stopping me, somewhere on base, and saying, 'Thank you for the advice you gave me. It truly helped.'"

# Travis Team Leadership dominated by Golden State Road Warriors during wheelchair basketball game

*by Lt. Col. Robert Couse-Baker,  
349th Public Affairs*



Fans cheer the home team during a wheelchair basketball game between Team Travis leadership and the Golden State Road Warriors at the Travis Fitness Center, Feb. 26, 2011. The Road Warriors are one of the top wheelchair basketball teams in the country, and play as members of the National wheelchair Basketball Association. The Airmen received an hour of training in the wheelchairs and were spotted 20 points, but the Road Warriors quickly asserted their dominance on the court. The friendly, but spirited game hosted by the USO was cheered on by more than 300 members of the Team Travis community.



Col. Jay Flournoy, 349th Air Mobility Wing commander, presents a challenge coin to Mr. Don Bearden at halftime of a wheelchair basketball game between Team Travis leadership and the Golden State Road Warriors at the Travis Fitness Center, Feb. 26, 2011.

# Get smart when paying your taxes

*Chief Master Sgt. Tamara E. Brennan,  
349th Security Forces Squadron*

**A**ccording to Benjamin Franklin, "...in this world nothing is certain but death and taxes." I find both about as appealing, but at least we only have to deal with one of them at a time.

I think, though, that most of us do understand the need for taxes. Virtually all the infrastructure needed in our complex economy is built and maintained through taxes, as is our educational system. They even pay our Air Force salaries. Taxes may be painful, but as Oliver Wendell Holmes, Jr. put it, "Taxes are what we pay for a civilized society."

Having said all that, none of us wants to pay more than our fair share. Make sure you take every legitimate deduction you are entitled to. On the other hand, although paying taxes is necessary for the betterment of the society as a whole, unreasonably reducing your tax burden means someone else has to pay more to make up the difference. The great philosopher Plato weighed in on this with, "When there is an income tax, the just man will pay more and the unjust less on the same amount of income." It is all too easy to sometimes forget that we are all truly in this together, as a people, as a nation.

Serving in the military gives us access to different agencies that assist with preparing our taxes. Some charge fees that are reduced because we are military members, and others will help us prepare our taxes with no charge to us. One of the tax assistance resources on base is the IRS- Volunteer Income Tax Assistance Program (VITA), 1-800-906-9887 or 816-3203 on Travis AFB.

We can also log into Military One Source at <http://www.militaryonesource.com/> and click on [military one source tax filing services](#), and use the Tax Cut program to file if you have a simple return.

**R**emember, tax time is upon us. File your taxes and if you need help there are resources available to you.

## *ENLISTED PROMOTIONS*

### **SENIOR MASTER SERGEANT**

LAM, THANH C., 749th AMXS

### **MASTER SERGEANT**

PEREZ, MARGARITA E., 349th MSG

MUSE, ROBERT I., 945th AMXS

JORDAN, DAVID C., 312th AS

ALVARADO, ANTHONY R., 749th AMXS

SALMERON, RONALD A., 349th MXS

ERICKSON, JEREMY J., 749th AMXS

### **TECHNICAL SERGEANT**

CALDERON, JEZZEL C., 45th APS

FERGUSON, MATTHEW D., 945th AMXS

HAHN, JEREMY R., 312th AS

DEJESUS, EDWARD R., 749th AMXS

NGUYEN, VINH T., 349th MXG

### **STAFF SERGEANT**

DELANO, JENNIFER M., 45th APS

ROBERTSON, AARON J., 945th AMXS

SCHLUMBAUM, NICOLE M., 349th AMW

GERTENBACH, JACOB C., 349th SFS

SCOTT, ASHLEY C., 945th AMXS

BRANDENBURG, LORIEN K., 349th AES

VILLALOBOZ, ANDREW, 349th AMDS

Effective March 2011 or earlier.

