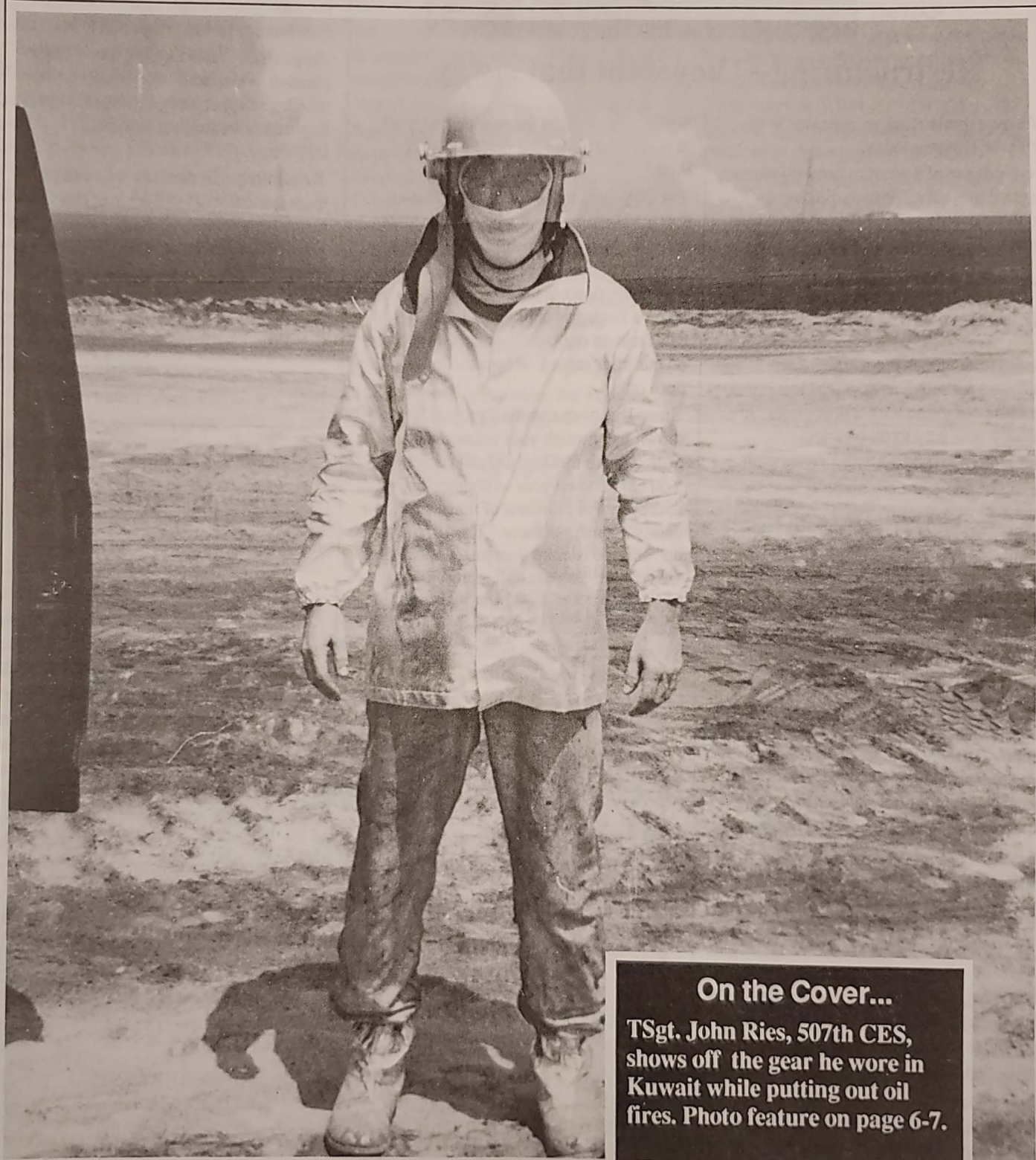


An Air Force Reserve Newspaper



On the Cover...

TSgt. John Ries, 507th CES, shows off the gear he wore in Kuwait while putting out oil fires. Photo feature on page 6-7.

(Photo courtesy TSgt. John Ries)

Quality Talk

By Lt. Col. Robert E. Lytle

Restructuring--They went that a way

We are experiencing an upheaval in the Air Force Reserve today.

It reminds me of a western comedy where the good guy asks, "Where did they go?" and three people point different directions, saying, "They went that a way."

On one hand...

We are undergoing the Total Quality Management movement. TQM is not just the same old game with a new name...it's a totally new way to do business.

The plan of attack for TQM starts right at the top as all senior commander's are trained in how the process works. From there everyone, even airman basics within our unit, will become involved.

Some have tried to define TQM as simply "doing it right the first time" but it's more than that. TQM is a continuous process of evaluating the way we do business, doing the job and then reevaluating our performance, until we get things right.

From this viewpoint, TQM will always be with us. There will always be a better way to do business. New ideas, innovations and shortcuts (but not on safety), are expected and encouraged. TQM gives each of us a voice in helping the 507th perfect the way we do our mission.

On the other hand...

The entire Department of Defense is undertaking cutbacks even more drastic than those seen after WWII.

It's called Restructuring.

The world is changing and so must we. No one can predict the future but I want you to know this: The mission of the 507th Tactical Fighter Group has always been and will remain "To be prepared to

deploy anywhere in the world in support of national defense--To Fly, Fight and Win."

For 20 years, the 507th has lived up to that mission. Across the board, our track record proves our capability. We should be proud of our record. Because of that, I personally don't expect the 507th to end up on a Pentagon chopping block. But we can't rest on our laurels or depend solely on our track record. We must continue to push on.

Since I've been commander, you have shown me through your actions your dedication to this unit and our country. You have shown your willingness to excel, even in the worst of times, and your ability to "hang in there." The Okie "can do" attitude is more than just words; it's a way of life. You are living proof of that.

The winds of change will blow us back and forth in the years to come, but I know you won't break. We must focus on the future, not worry about it.

507th Tactical Fighter Group Editorial Staff

COMMANDERLt. Col. Robert E. Lytle
Director, Public Affairs1st Lt Richard Curry
NCOIC, Public AffairsSSgt. Stan Paregien

On-final is an authorized Air Force publication for members of the 507th Tactical Fighter Group, Tinker Air Force Base, Oklahoma City, OK 73145-5000. contents of On-final are not necessarily the official views, or endorsed by the U.S. government, the Department of Defense, or the Department of the Air Force.

The editorial content is prepared and edited by the 507th TFG Public Affairs Office. Copy deadline is noon on UTA Sunday for the preceding month's edition. The PA phone number is 734-3078.

The Quality language

Editor's Note: Total Quality Management is more than "just a new program"--it is a new approach to getting things done. As with new programs, however, there comes new buzzwords. This series is designed to introduce and help readers become familiar to the language of TQM.

Appraisal: Inspections, tests, or other planned evaluations used to determine whether outputs conform to customer requirements; another term for inspection.

Breakthrough: Actions required to meet stretch goals and accomplish vision; innovation, going beyond what is possible under current processes.

Catch ball: Communication up, down and across the organization, that goes from person to person several times to be clearly understood. Ideas, thoughts, perceptions, etc., are discussed freely back and forth to make sure everyone has the same understanding or concept. Requirements can be clearly defined and negotiated using the Catch Ball method.

Competitive Benchmarking: A systematic way of measuring the performance capabilities of the best competitor in each area of our business, and developing plans to meet or exceed the competitive levels.

Consensus: A resolution or treatment of an issue that all members of the group can support, whether or not they fully agree with it. Preferred to voting.

NEWS AT LARGE

10 AF to remain at Bergstrom after closure

BERGSTROM AFB, Texas--Tenth Air Force, a reserve headquarters responsible for managing all Air Force Reserve fighter and refueling aircraft in the United States, will remain at Bergstrom after the base closure, according to military officials. But it will be leaner.

Last February, Air Force announced all three Air Force Reserve numbered air forces, including 10th Air Force, would be deactivated by the end of September, 1992. This week, Air Force Reserve officials announced a decision to retain lean operational numbered air forces with operations, safety and logistics functions. Approximately 50 full-time staff members will remain at each of the locations which also include McClellan AFB, Calif., and Dobbins AFB, Ga.

"The staff in Austin will remain at Bergstrom AFB as long as the 924th Tactical Fighter Group is here," said Brig. Gen. David R. Smith, commander of 10th Air Force. The reserve F-16 fighter unit is scheduled to stay as long as the airfield remains operational.

When active duty leaves Bergstrom in September 1993, four Air Force Reserve units will remain in place...the 924th Tactical Fighter Group, HQ 10th Air Force, 10th Air Force Civil Engineering Flight, and the Ground Combat Readiness Center which is responsible for training reserve security police. Remaining will be approximately 32 active duty military, 1,125 reservists and 694 civilians including mostly Air Reserve Technicians.

Under the reorganization, Air Force Reserve Numbered Air Forces (NAFs)

will more closely mirror the revised structure of the active NAFs, according to Maj. Gen. John J. Closner, Chief of the Air Force Reserve. "The NAF commanders, along with wing and group commanders, will be responsible for unit readiness while Air Force Reserve headquarters, at Robins AFB, Ga., will assume direct responsibility for assisting field units in the support functions.

"We were challenged to streamline our structure, clarify functional responsibilities, and reduce the amount of management overhead," said General Closner. "As a result, I have decided on a leaner staffing concept for the NAFs, modified management layers, and focused the responsibility for managing our combat capability firmly in the hands of the wing commanders."

ACC to provide global power for future military

By SSgt. Scott Clough
TAC Public Affairs

LANGLEY AFB, Va. (TACNS) -- The headquarters for Air Combat Command will stand up at Langley AFB in June after Tactical Air Command, Strategic Air Command and Military Airlift Command dissolve.

When operational, ACC will project global power in the air as part of the new Air Force Vision: Air Force people building the world's most respected air and space force ... global power and reach for America.

The command will have fighter, bomber, refueling, command-control-communications-intelligence and reconnaissance aircraft. There will also be intercontinental ballistic missiles under ACC.

"Within ACC, providing worldwide, versatile combat forces will be our overarching mission," said Gen. John Michael Loh, TAC commander. "We'll train, equip and provide air forces for theater commanders worldwide, including the new U.S. Strategic Command, our overseas commanders and our regional commanders such as U.S. Central Command and U.S. Southern Command.

"In addition to providing combat-ready forces for those commanders, we will be the proponent for the tactics, new

equipment, budgeting and planning for all of those commanders. ACC will also be responsible for many of the bases supported within the United States that were formerly part of TAC, SAC and MAC," Loh said.

Transition teams from TAC and SAC are already working on detailed plans to activate the new command. That activity will be made formal when an ACC Provisional headquarters stands up Jan. 15.

The provisional command, with less 100 people, will develop the composition of ACC headquarters, proper command relationships and how forces will be organized in ACC. Almost all of TAC's assets will go into ACC. SAC's will be split between Air Mobility Command and ACC.

"Most of our activities in TAC have been related to keeping sufficient forces in place and ready to deploy for a major confrontation in central Europe," Loh said. "SAC was ensuring we had enough nuclear capability to destroy the Soviet Union and deter an attack on the United States. That was based on the large nuclear arsenal of both nations. That was the old market, or the old customer base.

"The new customer base says yes, there is still a threat in the Soviet Union, and we must have adequate forces to deter at the nuclear level, but not with nearly as many as before.

"We also need to be organized, trained and equipped to handle regional contingencies in a number of places around the world, not just in central Europe. In the future, the Middle East and a number of other places around the world could be where ACC is required to provide forces to fight," Loh said



The TAC Patch will soon be a collectors item!

Total quality management comes to 507th

by Chaplain (Capt.) Joel Clay

There is a cultural change coming our way in the new form of management known as Total Quality Management. This cultural change also involves the changing of primary attitudes of life from what has been commonly called the "pre-baby boomers" and the Baby Boomers.

This is a significant difference in not only attitude but also outlook on how to go about problem solving. Pre-Baby Boomers (Prebs) tend to look at problem solving from a top-down angle such as "I say it and you do it", without having to justify or explain the reasoning for the decision.

Baby Boomers (BB) tend to always want to "know why" before accomplishing the task at hand. Another aspect of this

difference is in a task versus process outlook regarding problem solving.

Task attitude is best defined by the Majority Rules mentality. If three people look at a problem and two decide how to solve the problem in one way, it is considered the decision of the threesome.

In the process way of problem solving, all three should discuss options and compromises until there is a consensus, i.e., "I agree to fully support and try it this way to see how it works." This option insures full participation and support from all parties in the decision making process.

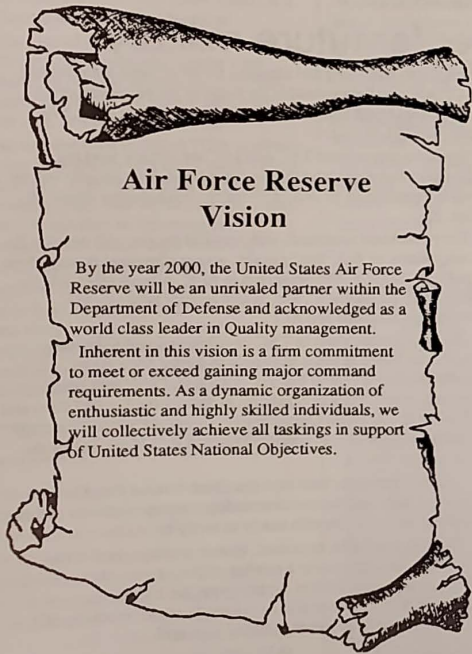
The basic result of this is that managers must begin to listen to and incorporate the views of the people they presently command.

This is the fundamental shift in the attitude of the managers. This can only be accomplished when the manager is

trained in listening and negotiating and being willing to accept and support decisions made through this process. This shift from the concrete task to the fluid process will be the greatest stumbling block to total acceptance of TQM.

The anticipated result of this attempt at a shift will almost certainly result in the loss of certain key personnel who will refuse to move toward or learn these new skills of management. There will be a resulting loss in effectiveness until the new process is fully implemented.

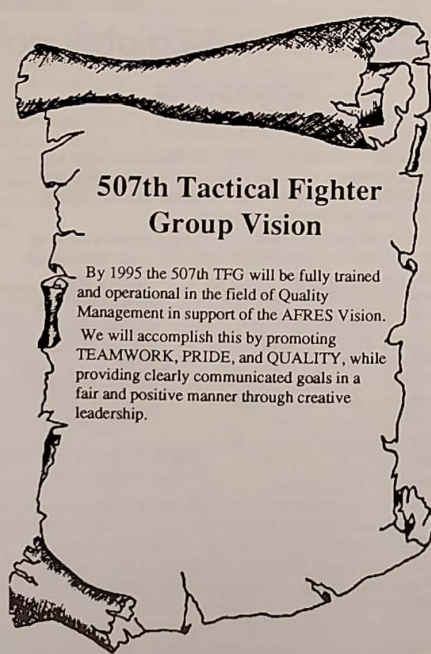
However, with the same certainty, there will be, in the long run, a greater productivity and cohesiveness among the sections who "jump on the TQM band wagon."



Air Force Reserve Vision

By the year 2000, the United States Air Force Reserve will be an unrivaled partner within the Department of Defense and acknowledged as a world class leader in Quality management.

Inherent in this vision is a firm commitment to meet or exceed gaining major command requirements. As a dynamic organization of enthusiastic and highly skilled individuals, we will collectively achieve all taskings in support of United States National Objectives.



507th Tactical Fighter Group Vision

By 1995 the 507th TFG will be fully trained and operational in the field of Quality Management in support of the AFRES Vision.

We will accomplish this by promoting TEAMWORK, PRIDE, and QUALITY, while providing clearly communicated goals in a fair and positive manner through creative leadership.

Airman and NCO of the quarter named

Airman of the Quarter:

Senior Airman John E. Hankins was named Airman of the Quarter. SrA has been in the 507th less than one year.

During that time he has shown desire and dedication in his job and has greatly enhanced the unit's ability to perform in the realm of excellence during the recent ORI.

During that time period, Airman Hankins had been in the unit his first month and was assigned to be an assistant crew chief.

Due to the lack of crew chiefs, Airman Hankins was tasked as a primary crew chief. The knowledge gained by him at such a rapid pace, coupled with his exceptional work habits shows maturity beyond his age.

Airman Hankins gave his best effort in all aspects of the job and executed his duties as assistant crew chief to aircraft 80- 0475 in a most professional manner.

Airman Hankins volunteers to be a counselor at Fall's Creek Church Camp with over 2,000 teenagers participating each week during the summer.

He has several college credit hours and is currently enrolled as a student in Aircraft Technology at Southwestern State College. He was named Employee of the Month at Grandy's Restaurant and Employee of the Quarter at Walmart Stores, Inc.

NCO of the Quarter

TSgt. Suzanne Vandawalker was awarded the NCO of the Quarter award. She serves as the NCOIC in the Personnel Utilization section within the Consolidated Base Personnel Office (CBPO). She is called upon to make key decisions and implement ideas that affect everyone from unit members to commanders.

TSgt. Vandawalker can be depended on to provide expert guidance on all matters pertaining to personnel. Her knowledge of the Combat Personnel Control System (CPCS) played a major role in the helping the unit achieve a successful mobility phase during the recent ORI. She trained all newly assigned personnel during that time to guarantee continuity in the Personnel Utilization activities.

TSgt. Vandawalker is involved in the Epston Sigma Alpha Internation/Beta Alpha Chapter serving as the secretary. TSgt. Vandawalker also serves as the Chairman for the St. Jude's Children's Research Hospital Community Run as well as Public Relations Chairman of the American Cancer Society Golf Tournament.

Tsgt. Vandawalker's service as the Chairman of the Outreach Program for the less fortunate of McAlester has given her the opportunity to shine and win numerous awards and recognition.

TSgt. Vandawalker completed the Leadership Development Program in July

91. She is currently enrolled in the NCO Academy as well as completing 54 semester hours of college towards her business degree. She performed numerous mandays in support of the recent ORI and continues to help support the unit. Her willingness to learn new concepts contributed directly to the proper preparation and issuing of Desert Storm/Shield orders to mobilized members.

During her active and reserve career, TSgt. Vandawalker received the Air Force Achievement Medal, two Air Force Outstanding Unit awards, Air Force Good Conduct medal, Air Reserve Forces Meritorious Service Medal, two Air Force Longevity Service Ribbons, and the A.F. Training Ribbon. She has received numerous letters of appreciation for her support of the Outreach Program for the less fortunate of McAlester.

TSgt. Vandawalker has been asked on more than one occasion to report for mandays to support the mission and has never balked at these requests. This was recently noted during the preparation for the upcoming ORI when she reported on one day's notice to help prepare the Mobility Requirement's Resource Roster for the ORI.

TSgt. Vandawalker was also selected to participate on a Staff Assistance Visit to Charleston AFB, South Carolina. Comments received from this visit included notes that TSgt. Vandawalker was "right on target" with her assessments and they would welcome her return to provide additional training.

Congratulations to SrA Hankins and TSgt. Vandawalker for a job done right the first time!

Christmas spirit a success

Chaplain Joel Clay reported over \$700 was raised during the Christmas Spirit fund raiser. Members of the 507th donated the money through their squadrons and at commander's call.

The money was used on needy members and their families. "I appreciate the thoughtfulness and caring that our people show for each other, especially during this time of the year. This makes us all feel proud to be in the unit," said Chaplain Clay.



Pitch black at high noon, Sergeant Ries stands in front of a burning Kuwaiti oil well. Temperatures from the heat rose to 3,000 degrees.

By 1st Lt. Richard Curry
and
MSgt. Tom Clapper

Eight months after the last shot was fired, the second war in Kuwait is over. On November 4, the last of 732 oil-fires set ablaze by Iraqi forces were snuffed out.

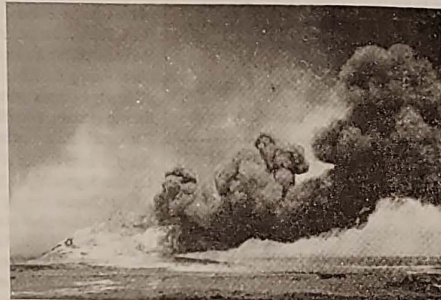
For oil-well firefighter, TSgt. John Ries, it was a time of pride. It also meant that he had to find a new job.

It was a rapid series of events that brought Sergeant Ries, a reservist with the 507th Tactical Fighter Group's Civil Engineering Squadron, to Kuwait. It began last February after he was laid off from his civilian job.

"I sent out resumes everywhere," he said. After a week passed, he was contacted by the Santa Fe Drilling Company in Oklahoma City. During the interview, he learned the company was creating assistance teams to help the firefighting efforts in Kuwait.

"They really focused on two points during the interview: my reserve heavy equipment operator experience and my training in repairing bombed out runways. That's what landed me the job," he said.

Citizen-Airman helps Kuwait as "airman" citizen



"Like a vision of hell" Sergeant Ries said most fires were only a half-mile apart from each other.

Sergeant Ries said the idea of going to Kuwait, "was like a dream come true. I saw the movie 'Hellfighters' as a kid and I used to dream about doing that sort of thing for a living. I never thought it would ever happen."

A week later, Sergeant Ries was living that dream at the Burgan Field in Kuwait - one of the world's most productive oil fields. Wellheads here are less than a half-a-mile apart. Below the ground lies 66 billion barrels of oil. Only Saudi Arabia and the Soviet Union have more reserves.

Before the Gulf War, the only country in the world with oil firefighters was the United States. Now, 26 teams from eight countries were gathered for the task.

"When we first got there and looked around, we thought, 'There's no way.' It was like a vision from hell. The fires were everywhere and the smoke was so thick you couldn't see. I was excited. I was also wondering what I was doing here."

The first fire Sergeant Ries fought left a lasting image in his mind.

"Everything was a rush. You're trying to learn a hundred things at the same time. You're trying to stay away from the flames to

keep from getting burned. You try not to think about things and just do it."

"Flames were shooting up 100 to 300 feet. The fire was hot. We were told it was about 3,000 degrees. The sounds of the flames were deafening. It was constantly roaring all day. You couldn't get away from it and you couldn't talk over the noise." He and the other workers had to wear ear protection and use special hand signals for communication.

"My job was to drive the bulldozer. I'd drive in and clear the standing oil away from the flames, then I'd doze in clean sand to build a platform for the firefighters to work from. I also had to hook up any debris from the rig to my machine and haul it off."

He said the smallest metal fragment left on the site could reignite the oil and gas after the fire was put out.

To haul off that rubble put Sergeant Ries dangerously close to the flames, now only 50 feet away. Sudden wind shifts, common to the area could rotate the direction of the flames 360 degrees within a matter of minutes.

"A couple of times while I was there the monitor shack (a building behind which firefighters positioned their hoses) caught on fire and we had to hook it up and drag it away. Other teams actually had equipment catch on fire."

After a week of working, the site was cleared and ready. Unlike the movies, the sergeant said dynamite was not used to blast out the flames. "We used something called 'Purple K' powder that keeps the fire from getting oxygen. Both monitor shacks were shooting water over the flames, then I drove another firefighter in between the shacks. They shut off their water and he turned on the powder at the well base. The powder hit and rose into the air, snuffing out the flames. Then they started spraying the water again."

With the fire out, Sergeant Ries said he felt a sense of relief and excitement, "We knew we did it." he said.

"When a fire goes out it feels like a cold front has swept through the place."

"The heat just stops and you get the shivers for a few seconds. Then you're

back to the normal 130 degree weather," he said.

"When we finished with the first fire I thought, 'Now I'm experienced. I know how it's done.' But when I got to the next fire it was completely different. We had to sit down and figure out how to do it all over again. Every fire was like that. There are no two fires alike. The movement of the flames, the sounds, they were like living things we had to contain. Every fire seemed alive with a mind of it's own."

As dangerous as the flames were, they weren't the only threat in the desert.

"There was an incredible amount of munitions left in the desert. There were unexploded bombs and shells everywhere. It was like the Iraqis dropped everything and ran," he said.

"Before we'd go into a site, explosive ordnance disposal teams would sweep the area. The teams were pretty thorough, but sometimes we'd find something they missed. My reserve training in bomb detection and response really paid off.

"The big joke there was when folks would say 'Send in the bulldozers to see if there are any bombs left.'," Sergeant Ries said sarcastically. "I really loved that one, since I was the bulldozer operator. They also briefed people to walk in the dozer tracks while they're in the area. Of course

there weren't any tracks until I made them."

Sergeant Ries said when the wind wasn't blowing, the thick clouds from the burning oil made it dark as midnight even at high noon. At times, he had to wear a mask because of the heavy air pollution.

Sergeant Ries traveled to Kuwait four times under an arrangement where he worked in Kuwait for 28 days and returned home to Oklahoma for 28 days of rest.

Working a 12 hour day, sometimes starting as early as 4 a.m., gave Sergeant Ries little time for recreation or leisure. "Most of the time we just read books or watched video tape movies," he said. All the books and videos were brought from home.

He said the rest of the environment was as comfortable as his hosts could make it. "The food was outstanding. The Kuwaitis hired some fantastic chefs for us," he said. In fact, General Schwartzcoft and his staff once visited his camp to sample the cuisine. "I didn't see the General but did see some of his staffers and they seemed very pleased" Ries recalls.

"This was a job I will always remember," Sergeant Ries said.

"Safety, teamwork and security are all concepts I learned from the military and they were a vital part of my life in Kuwait."



Sergeant Ries shows off an abandoned Iraqi anti-aircraft gun discovered in the Kuwaiti desert. Sergeant Ries said such discoveries were not uncommon.

Karate kicker reaches new heights

by SSgt. Stan Paregien

Most parents of teenagers look forward to the day when their child has made it through the teen years. Just about every parent has had a challenging moment from time to time when their child was between the ages of 13 and 19. Some are challenged more than others.

When your teenager weighs 180 pounds, breaks boards and concrete with his bare hands, and can turn a door into toothpicks, how do you tell him to be home for curfew? With caution and a sense of humor.

This is a challenge TSgt. Cecil Piercy, a CSS inventory management specialist, faces every day in Muskogee. His son, Cecil Piercy III, is a black belt in the ancient martial art of Karate.

"He may have the black belt, but I have got the 'big' belt and he knows who is the boss at home," said TSgt. Piercy.

"My son really doesn't give me much problem and I am very proud of all the dedication and work he has given to his sport. When it comes to discipline, nothing, not even karate, can beat a good old fashioned bear hug," TSgt. Piercy laughed.

Young Cecil has competed for several years and has come a long way since he first put on a karate uniform.

"Dad is really the one that got me started. He asked me about going to karate lessons and I thought it sounded interesting. I did not realize at the time that there is a whole lot of work and sweat involved to make it to black belt status," Cecil said.

Young Cecil feels that the secret to doing well in competition is to "fight your own fight".

"My coach is the one who taught me everything. The best advice he has ever given me is to fight my own fight. By doing what I know to do and by maintaining my mental toughness, I can compete with anyone around the country," he said.

Young Piercy still sees a lot of improvement to be done in his techniques and stamina.

"After I was disqualified in the Junior Olympics, I learned from my big mistake. And from then on I continued to practice with more intensity. I went to the National Finals Karate Championships and was beaten the first fight.



TSgt. Cecil Piercy and son.

"After that I promised myself that I'd come back and place. At the CSU championships, I had to fight for second place. I lost and had to fight the same guy later.

"Everytime he scored, I came back and scored too. He got the edge on me in the last seconds but it was exciting," he said.

But even in losing, these tournaments had a special meaning for Piercy because they stood out from the Olympic Qualifier.



Cecil Piercy, son of TSgt. Cecil Piercy, 507th Combat Support Squadron, demonstrates a high kick. (U.S. Air Force photo by TSgt. Stan Paregien)

"I would sit and think of what I had come to do and set my goals on placing. As I accomplish one goal, I set another so there is never a finish line," Cecil said.

Cecil's speed and power have both increased over the years. After tournaments, he concentrates on getting better with speed moves, accuracy, and form. He worked on these attributes for an entire year just to be more competitive.

"My fights have taught me more about self-control. I now know that karate is not all high kicks, punches or breaking boards. It involves a large amount of skill, body control and mental concentration.

"I want to be the best fighter I can be and an even better human being. Someday I would like to be an Air Force pilot. Most of all, I want my friends and family to be proud," said young Piercy.

EDITOR'S NOTE: Just before this story went to press, young Piercy fought his way to the National Final's winner's circle. He beat four other top competitors to become the 1991 Karate Champion for ages 16-18.

F-16 dedicated at Langley AFB

(TAC News Service) -- The F-16A Fighting Falcon, No. 78-001, earned a place in Tactical Air command's Memorial Park at Langley AFB as a tribute to the people of Operation Desert Shield and Desert Storm.

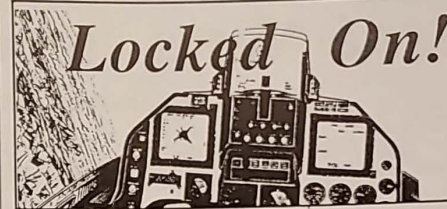
The TAC Commander, Gen. John Michael Loh, dedicated the aircraft in honor of those who played a role in the Gulf War.

During the dedication, the general praised F-16 aircraft for proving its worth as a "workhorse of the air campaign." During the war, F-16s logged 16,700 missions. During those missions, F-16s dropped 25,000 bombs, destroying 160 structures, 1,200 vehicles and 50 Scud missiles, and flew more combat sorties against Iraqi forces than any other aircraft.

Aircraft No. 78-001 was chosen for the display because it was the first prototype of the F-16 delivered to the Air Force. It made its debut Aug. 19, 1978, with the 388th Tactical Fighter Wing at Hill AFB, Utah.

TAC, Air Force enjoy safest years ever in 1991

LANGLEY AFB, Va. (TACNS) -- Fiscal 1991 was the safest year yet for Tactical Air Command and the Air Force, and safety officials at both levels said the numbers speak for themselves.



Locked On!

News about the Air Force

Flight safety statistics for TAC showed the lowest number ever of serious mishaps per 100,000 flying hours, going from a rate of 3.4 in 1990 to 2.0 in 1991. The 10-year average for the command was 3.0.

The Air Force finished the year with a 1.11 rate, compared to 1.49 in fiscal 1990. The 10-year average was 1.64.

"Even with Operation Desert Storm, continued deployments to Southwest Asia, more realistic training and continuing support for the 'War on Drugs,' TAC recorded the lowest Class A flight mishap rate in its history," said Col. Bodie R. Bodenheimer, chief of TAC safety.

"TAC has continued to cut its aircraft mishap rate in half each decade," Bodenheimer said. "On the way to setting a new record, TAC also set records for the longest period of time without a Class A mishap of 117 days, or about four months."

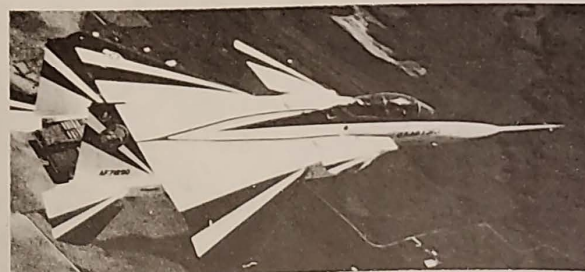
Fatalities due to flight mishaps dropped to 18 in 1991 from 43 in 1990, and a 10-year average of 64. The total number of destroyed aircraft was 38, compared

to 52 in fiscal 1990. The 10-year average was 54. TAC had 14 in 1990 and five in 1991. The five-year average for the command was 9.4.

What makes those numbers even more impressive is that TAC flew an additional 52,000 hours beyond its programmed time for 1991 in support of Desert Shield and Desert Storm. Military Airlift Command, Air Force Reserve and Air National Guard cargo crews also had to fly more than 200,000 hours beyond their programmed hours. This proved the Air Force can fight and win, and do it safely.

Fiscal 1991 saw 109 non-flying fatalities, the lowest number of any other year. Fiscal 1990 recorded 125 with a 10-year average of about 185 per year. The previous low for a one-year period was 118 in 1989. TAC recorded 15 of those and had a five-year average of 27.

"This feat is especially significant in light of Desert Storm's austere living conditions, the acclimation of Desert Storm returnees and the addition of 2,000 people to TAC," Bodenheimer said.



Modified Eagle

This F-15 Eagle has been modified with movable thrust-vectoring engine nozzles for short, rapid takeoffs and quick turns in the sky. It is part of a test program to give the aircraft better performance. (U.S. Air Force photo)

Reserve News you can use

ROA plans meetings

Chapter 66 of the Reserve Officers Association has set their meeting agenda for this month.

The ROA is a non-profit volunteer organization of military officers gathered to support military policies for the United States that provide adequate national security and defense.

One objective of ROA is to ensure the welfare and morale of all U.S. military forces by promoting their military rights and benefits.

All officers, active duty or reserve are invited to attend.

The Chapter's January meeting will be held January 11 starting at 4:45 p.m. in building 1048. During the January meeting, the chapter will hold its annual elections. All officers are encouraged to attend the election.

Oklahoma income tax exemption for reservists

For 1991 Oklahoma tax returns, active/reserve/guard military personnel can deduct the first 1,500 of their military pay. Any personnel on active duty during Desert Shield/Storm, and all personnel serving in the Middle East during 1991, can claim an additional \$400, for a total of \$1,900. Oklahoma returns are due on or before April 15, 1992.

Refer to the instructions for form 511, line 26, for more information on the exemption.

GUNSMOKE '91 Top Gun a reservist

Lt. Col. Roger G. Disrud, an A-10 pilot from the 442nd Tactical Fighter Wing, Richards-Gebaur AFB, Mo., landed the top gun award at the Air Force's Worldwide Gunnery Meet, Oct. 6-19.

The Reserve F-16 Fighting Falcon team from Luke AFB, Ariz., took second place overall as well as several team and individual awards.

More reservists to wear medal

More unit reservists will wear a medal for their service during the Persian Gulf crisis. The president authorized award of the National Defense Service Medal for all members of the National Guard and Reserve who were part of the Selected Reserve in good standing during the period from Aug. 2, 1990, to a date to be determined. Reservists should not wear the medal until the Air Force issues revised implementing instructions for the award. Check with your personal affairs office for further information.

ART Quality of life gets new look

The Reserve is looking for ways to improve the quality of life for air reserve technicians. A process action team was

appointed by Maj Gen. John J. Closner, AFRES commander, to study the ART career life cycle and make recommendations for improvements.

Enlisted ART positions still open

The Air Force Reserve may continue filling enlisted air reserve technician positions. Earlier this year, the Air Force allocated 500 hiring credits to the Reserve, so it could fill enlisted ART positions during fiscal year 1991. The Department of Defense has not lifted its hiring freeze but has extended the same terms and conditions for fiscal year 1992. These hiring practices permit the Reserve to continue using its credits to hire technicians from any source without regard to DOD's two-for-five hiring restriction.

Stress breakers help reduce problems

(Editor's note: This is the first of a three-part series on stress.)

The first and most important steps in managing stress are learning to recognize when our body is reacting to it and identifying what causes it.

Just as responses to stress vary, so do the approaches for dealing with it. What one person finds helpful may not work for another. But there are several strategies for handling stress and some may prove effective for you.

* **Take a break.** Take a 10 minute vacation from your daily routine. A change of pace, no matter how short, provides a new outlook on old problems.

* **Learn to relax.** One effective way to combat tension is deep muscle relaxation, an essential life skill that anyone can learn. A few minutes of peace and quiet daily make a big difference.

* **Be nutritionally aware.** Good nutrition is vital to top health and is especially critical when we are under unusual stress or going through a major life change. Weight control, maintaining a low cholesterol count and cutting down on concentrated sugar can be beneficial for us.

* **Exercise regularly.** Exercise, like nutrition, is important for maintaining a high level of fitness. Swimming, walking, jogging, aerobic exercise, whatever you enjoy, will help you vent stress.

* **Plan your work.** Plan to use time and energy more efficiently. This is especially helpful if you will take one thing at a time.

* **Talk it over.** This may be the most important thing you can do for yourself if you cannot get a handle on things. Find a good listener. Talking allows stress to flow out of our body and keeps us from blowing up.

* **Accept what you cannot change.** If the problem is beyond your control at this time, try your best to accept it until you can change it. This could decrease your frustration.