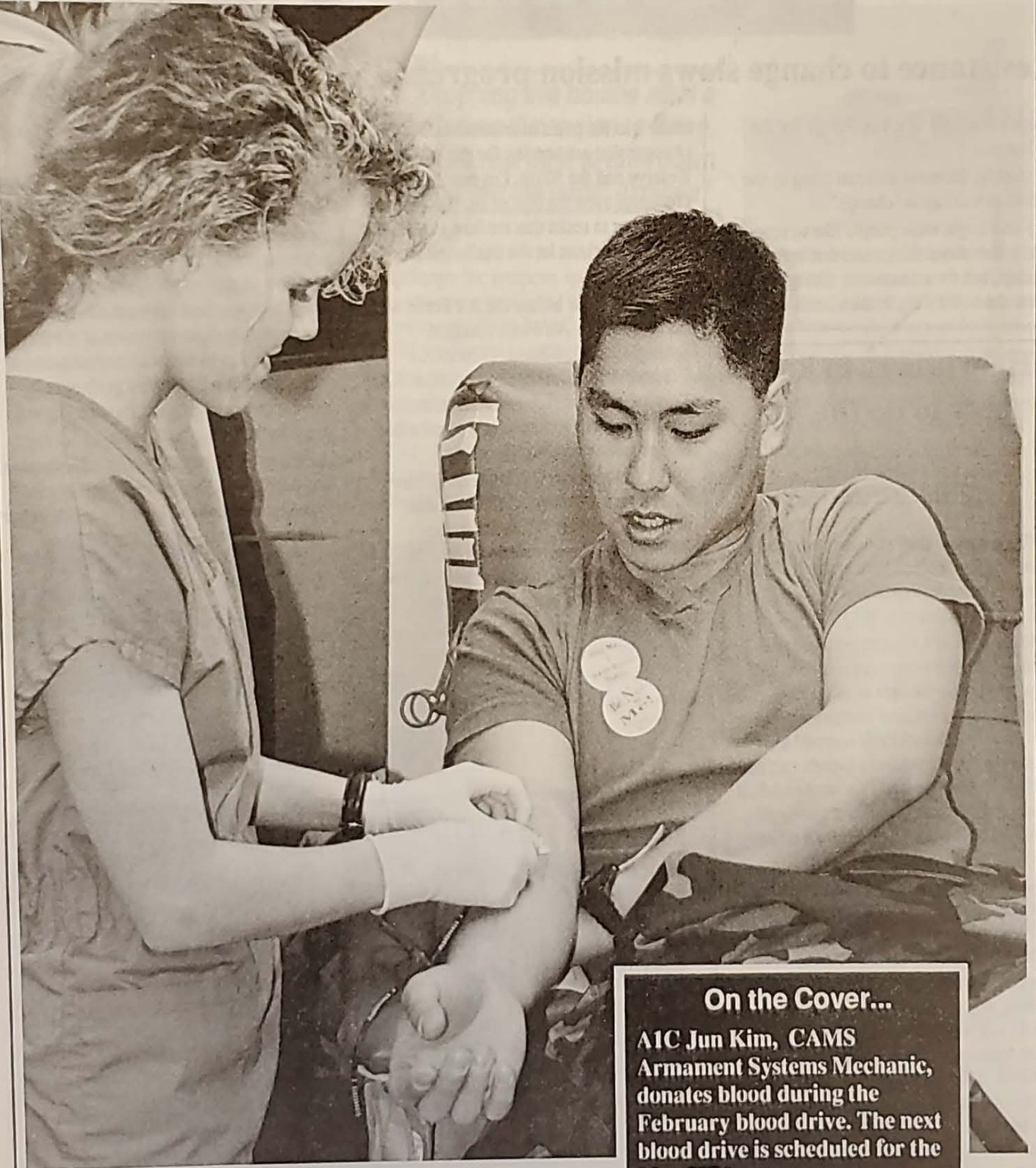


*An Air Force Reserve Newspaper*

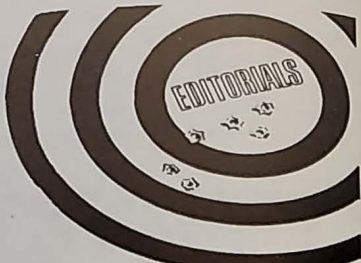


**On the Cover...**

**AIC Jun Kim, CAMS**  
Armament Systems Mechanic,  
donates blood during the  
February blood drive. The next  
blood drive is scheduled for the  
May UTA.  
(U.S. Air Force photo by TSgt.  
Stan Paregien)

# Quality Talk

By Lt. Col. Robert Lytle



## Resistance to change slows mission progress

Today is a time of great change for the military.

Probably, the most difficult thing in the world to manage is "change".

By and large, most people like to moan and groan about things and demand change, but the minute that change is upon them, they dig in their heels and

resist it to the point of frustration. The changes that are coming for the Air Force Reserve and the 507th, I'm sure, will challenge even the best of us. It is up to each of us to resist that tendency to drag our heels and not let the challenge erode our unity.

In 1946, a year before the Air Force was born, the Army Air Forces created Strategic Air Command, Tactical Air Command, Air Defense command and Air Transport Command. Remember, these internal organizations were created when we were an Army Air Force.

Prior to that there was something very similar to Air Combat Command that existed at Langley AFB, Va. in the mid-1930s. "GHQ Air Force" was the centrally controlled combat command of the Army Air Forces during that time.

The Unification Act of 1947 was a major change in the structure of our nation's military. The Air Force was created because brave people recognized the need for change.

Since then, throughout our history, the Air Force has experienced several restructuring and reorganizational changes. It's important to remember that the "roots" we have are Air Force roots -- not organizational roots. The Air Force is a creation of this century, not quite 50 years old. The important heritage the Air Force has from this short existence is the ability to change and to adapt to circumstances. We have that adaptability with our equipment, our training, our tactics and our people.

Learn to grow beyond yourself and plan for capability. Conceive better management tactics. Learn to work better with each other. Let's make this our hallmark and work as well as we can.

What the future holds in store for the 507th as our Air Force Reserve restructures, will become our challenge. We have the power to maintain this organization as a premier unit.

We can't let those who resist change cause us to lose sight of the Air Force tradition of adaptability and flexibility.

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

## Help others to know how to do the job

By Dave Mugg  
507th Executive Officer

Whose desk is this? Whose computer is that? If it is located here at the 507th FG area, you are in charge and have custody of it, but it belongs to the 507th FG.

While there is a need to protect and safeguard all government items, have you given any thought as to what would happen if you became incapacitated or go on leave? If the office is manned only by reservists one weekend a month, can data be retrieved between UTA weekends? If files and cabinets are locked during the week, does someone else have a spare key?

Answers to the above questions can be easily found if your office has a set of written operating instructions or keeps a continuity folder available and updated.

A continuity folder can be very detailed, giving step-by-step instructions on what to do and who to contact, or just a simple statement on where to start on a report or project. OIs are beneficial and let someone know how a project or situation is handled, or how to reach people after duty hours or on a weekend.

## NEWS AT LARGE

# Red Flag teaches unit members wartime skills

by Capt. Belinda Clearman  
908th Public Affairs

Afterburners igniting, wave after wave of fighters take off into the desert sky. Their mission: take out a heavily defended SCUD site and a critical enemy airfield.

The 507th Tactical Fighter Group deployed to Nellis AFB, Nev. in January, to practice and refine combat skills.

"We learned during Vietnam that if a pilot survived his first 10 missions...he would probably survive his combat tour," said Lt. Col. Rick Hoffman, vice commander of the 414th Composite Training Squadron, who plans and controls the training. "Red Flag simulates those first 10 missions, bringing the pilot past the critical effectiveness/loss rate curve."

Red Flag takes training received at home a step further -- combining many different types of aircraft and incorporating ground targets and threats. Squadrons deploy with everything--personnel, equipment and parts --needed to fight.

"This (Red Flag) is the most realistic and aggressive wartime training that can be found," said 1st Lt. Karstein Stadler, a two-time veteran of Red Flag. "It also adds to the training to fly with our NATO allies and become familiar with their weapons systems."

**"Dropping live bombs adds a whole new dimension to flying. It's a real thrill to look down and see the target explode"**

Working with live bombs presents a challenge for weapons specialists from the maintenance squadron. "We have to double check everything," A1C Chris Pagel said. "We don't want to make any mistakes."

The air battle begins with the Red Forces defending their homeland. The Blue Forces invade from the east to take out a target. F-15 Strike Eagles provide air-to-air support, to ensure a target kill. "The 'battle' is more intense than our training at

home," said Lt. Col. Waldo King, 507th detachment commander. A veteran of 900 Vietnam combat sorties, King appreciates



the opportunity to participate in Red Flag. "There are always new skills and capabilities to learn. We'll learn valuable lessons here to take home and practice."

The benefits of Red Flag training were seen in Desert Storm, Hoffman said. "We had a low loss rate, and we established and maintained air supremacy. Red Flag brought us to the battlefield ready to fight and win."

**Above right:** F-16 Falcons take to the air over the Nevada desert.

**Right:** The 507th worked hard to provide the best training possible to pilots, maintenance, and ground crews at Red Flag.

### How did they do it?

"It was a combination of hard work and having our 'ducks lined up' ahead of time. In other words, practice does make perfect. All the practice and simulations we have been going through all year long really paid off during Red Flag," said Lt. Col. Robert Lytle, Commander, 507th Fighter Group.



# Dynamite comes in small units

The 507th Communications Squadron received an opportunity to test their wartime skills during a January deployment.

The deployment, called Exercise Corn Cob II, began Jan. 11 at Bergstrom AFB, TX.

The 507th Communications Squadron trains to provide the set up and operation of data automation and communications, such as telephone and teletype, during peacetime and wartime deployments.

According to Maj. Harold Collins, 507th CS Commander, "This exercise evaluated the ability of the AFRES Communications Squadrons to deploy, establish communications and operate in a potentially hostile environment."

Major Collins said the exercise helped demonstrate to communications members and inspectors that good training and teamwork can overpower any worst-case scenarios.

"This exercise was our Operational Readiness Inspection," said MSgt. Jimmie Guthrie, air reserve technician for the squadron. He added that although the communications members were key participants during the 507th ORI last year, the communications crew was not evaluated by inspectors. "We're the only squadron in the 507th that goes through back-to-back ORIs," he said.

The Communications Squadron has a total of 23 personnel assigned, making it the smallest squadron in the 507th.

The group ORI honed the disaster preparedness and warfare skills to the point that there was not a single comment made about problems involving chemical attacks while at Exercise Corn Cob. "Our command and control ran like a finely oiled machine," Sergeant Guthrie said. "No matter how many of the key personnel were 'killed', the next person to take command knew what was expected."

Major Collins said the maintenance sections were praised as some of the best the inspectors had seen.

"Our operations excelled. The inspectors told us we had a message reject rate lower than they had seen in the last two years," he said.

The major said the inspectors comments proved again the squadron is an organization of professional communication specialists.

"I believe we have one of the best team-oriented units you will find anywhere. Everyone pulls together to get the mission accomplished. The Corn Cob II exercise proved this once again," he said.



MSgt. Jimmy Guthrie looks on as 507th Communications Squadron teammates unload pallets.



The 507th CS recently finished an Operational Readiness Inspection at Bergstrom AFB, TX. The squadron is the smallest unit in the 507th.

**RIGHT:** Members check a pallet during deployment to Exercise Corn Cob II.

# Quality Training

will

C A S C A D E

Cascade is the process that we in the Air Force Reserve are using to deploy Total Quality throughout the command.

The cascade approach is not a form of "top-down" planning, whereby objectives are passed down to lower levels of the command. The idea is involvement of all organization levels in the quality improvement process.

This approach leads to upward and downward flow of continuous improvement while ensuring command objectives are communicated and coordinated at all organization levels. The cascade approach involves everyone from commanders to middle managers and first-line supervisors in the overall quality implementation and training process.

*How can one process effect such wide-spread involvement?*

A key element of cascade is the LUTI. We are asked to first learn about the tools needed to make quality work in our organization.

Next, we demonstrate our understanding of the tools as we Use them to work through a "problem" of our own choosing. When our understanding is clearly demonstrated, we become the trainers and Teach those who work for us.

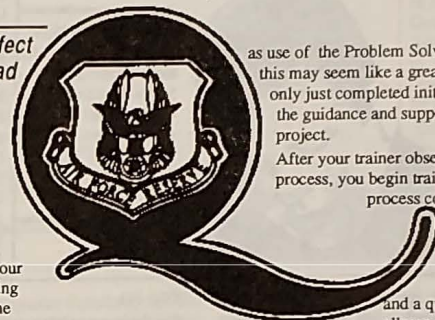
Finally, we monitor the process so we can effect continuous Improvement.

When applied correctly, the cycle of learn, use, teach, and improve assures every member of our organization is given the opportunity and encouragement necessary to effect wide-spread deployment of Total Quality.

Many of you have expressed concerns about how long the process is taking. Cascade does not promise instant results.

The training phase of cascade is critical and cannot be rushed. Initial training is a four to five day seminar (covering 29 curriculum hours). The seminar leader is your immediate supervisor. That is, BG Smith (10 AF/CC) trained BG Winebarger (419 FW/CC). BG Winebarger will, in turn train Lt Col Lytle (507 FG/CC). Lt Col Lytle will train the unit commanders within the 507 FG. And on it goes until every member of the 507th and its associate units have received training.

Once learning has occurred, we must understand and use what we have learned. During this phase you apply the Quality Improvement Process (QIP) to an area of local concern. The use phase is the most time intensive. Application of the QIP takes approximately six to eight weeks and involves use of quality tools (such as those discussed during last month's article) as well



as use of the Problem Solving Process (PSP). While this may seem like a great deal to expect when you have only just completed initial training, you will receive all the guidance and support needed to complete your project.

After your trainer observes your successful use of the process, you begin training the next level. Thus the process continues until ALL PERSONNEL are trained in quality.

Clearly cascade is not just a training process—it is also a Quality deployment process

and a quality improvement process which allows everyone to make a personal and professional investment in the Air Force Reserve.

Through cascade, we will institutionalize "shared" improvement and planning which will result in achieving the goal of being a "world class" organization. All you have to do is take an active role in every phase of the cascade effort.



# Time to say goodbye...

## Colonel Roger Barr leaves 11-year legacy

by Major Donald W. Klinko  
507 FG/PA

Lt. Col. Roger B. Barr performed his last duty day with the 507th Fighter Group on March 28, 1992, after almost 11 years with the unit. In a change-of-command ceremony that morning, he relinquished command of the 507th Combat Support Squadron to Lt. Col. Gary P. Mixon. He has since reported for duty as Air Force Reserve Base Commander, an Air Reserve Technician position, with the 913th Tactical Airlift Group, Willow Grove Air Reserve Facility, near Philadelphia, Penn.

As base commander, Colonel Barr will be responsible for all support activities and physical plant at the 162-acre facility, which serves as a training site for nearly 2,000 reservists. The 913th TAG flies C-130H tactical transport aircraft of the type that proved so critical during Operations Desert Shield and Desert Storm. "It's a good unit and this is a very positive move for me," Colonel Barr said. "They haven't been

informed yet whether they'll be apportioned to Air Combat Command or Air Mobility Command, when TAC stands down, and that creates a little uncertainty, but their mission will remain tactical airlift." There is certainly enough of an element of challenge in his new assignment to pique Colonel Barr's interest. "The Base Commander's job will give me a chance to put the skills and talents I've developed at the 507th to work with an unknown quantity who'll have to accept a total stranger," he said. "Maybe I've taken that acceptance for granted here because I've been here a long time."

Colonel Barr came to the Air Force Reserve in 1979, after almost 11 years of active duty as a security police officer. His first reserve assignment was as an Individual Mobilization Augmentee security police officer at Headquarters North American Air Defense Command, near Colorado Springs, Colo., but his civilian work in the oil industry soon took him to Oklahoma City. During a brief stint as IMA to the Chief of Security Police at Tinker AFB, Colonel Barr heard that the commander's position in the 507th Weapon System Security Flight was open. He interviewed for the position in September 1980 and began his eight-year tour of duty as the 507 Fighter Group's Chief of Police in April 1980. Colonel Barr assumed command of the 507 CSS in January 1989. He became a full-time ART in that position in February 1990. When asked about his motivation for joining the Air Force Reserve, Colonel Barr's answer was simplicity itself: "I went directly from active



Lt. Col. Roger Barr lit the flame of motivation as the 507th CSS Commander. He is now the base commander at the 913th TAG.

duty to the Reserve. I felt like I wanted to try working in the civilian sector, but there was never any doubt in my mind that I wanted to stay military. I guess you could color me 'Gung Ho!'"

Colonel Barr has seen dramatic changes in the 507th FG's war readiness capabilities. "We're more serious about our mission and better prepared to accomplish it," he noted. He particularly recalls the transition from F-4D to F-16A/B aircraft, and he feels the group's physical plant has improved to the point of being one of the best in the Air Force Reserve. He is also very proud of the 507th FG's working relationship with the host base, which he feels has improved markedly since his joining the unit. "Tinker AFB tries very hard to accommodate us," said Colonel Barr, "and Col. John Clark is particularly pro-reserve." "We're now recognized as professionals who happen to be reservists," he explained, "and the base staff knows they can call on us for help anytime." Colonel Barr points to our support of the 2854th Security Police and Civil Engineering Squadrons in time of need, and the 2854th Air Base Group supply and transportation activities training our people as just a few examples of the healthy working relationship that has developed between Tinker AFB and the

507th FG.

But the improvements in the unit's combat capabilities are really "people improvements," and nobody is more acutely aware of that than Colonel Barr:

*"My fondest memories are of the 507th's people and the experiences I had an opportunity to share with them. I'm very impressed with the dedication of the young people who want to serve and learn something new. Very, very few of them are in the Air Force Reserve for the money. To watch them grow and be a part of that growth was my greatest accomplishment."*

While he looked forward to the challenge of his new assignment and realizes it's a very positive career move, Colonel Barr readily admitted it would be hard to leave the 507th FG.

*"I'd like to make certain everybody knows I realize how much they've done for me. I wish I could say 'thanks' to everyone for giving me the opportunity to take on this challenge. I wouldn't have this new job if it wasn't for the folks in the unit. It doesn't matter where I go; the 507th will always be a big part of my life."*

Regardless of the unquestioned competence of those who will come after him, Colonel Barr will be missed by a lot of 507th FG people. Although he succeeds because of professional skill and dedication rather than luck, we'd be remiss if we didn't wish him BEST OF LUCK LT. COL. ROGER BARR FROM THE "SIERRA HOTEL OKIES!"

# Time to say hello...

## Colonel Mixon moves from Intel to MSS

by Maj. Donald W. Klinko  
507 FG/PA

Command of the newly-redesignated 507th Mission Support Squadron (MSS) was passed from Lt. Col. Roger B. Barr to Lt. Col. Gary P. Mixon in a change of command ceremony held on March 28.

Colonel Mixon comes to command the 507th MSS from a 22-year career of various intelligence assignments. A lifelong Oklahoman, Colonel Mixon received his commission through the Air Force Reserve Officer Training Corps upon graduation from Oklahoma State University in 1970 with a Bachelor of Science degree in natural science. After completing the special photointerpretation officer's curriculum at Lowry AFB, Colo., he was assigned to Headquarters Strategic Air Command, Offutt AFB, Neb. Following a year there, Colonel Mixon received orders for Southeast Asia.

Assigned to the 12th Photo Reconnaissance Squadron, Tan Son Nhut AB, Republic of Vietnam, Colonel Mixon witnessed and participated in intelligence interpretation activities during the last stages of direct American involvement in the Vietnam War. His diligence during this trying period earned him the Bronze Star Medal. He moved with the squadron to Udorn AB, Thailand, in January 1972. He was reassigned back at Offutt AFB in 1973. After nearly six years of extended active duty, Colonel Mixon separated from the regular Air Force in the spring of 1976, returning to Harrah, Okla. "I wasn't angry with the Air Force, or anything like that," Colonel Mixon explained. "I liked the Air Force and the work I was doing. That's why I immediately joined the Air Force Intelligence Agency as an IMA (Individual Mobilization Augmentee). I just wanted to come back to Oklahoma and try something else too."

Once home in Oklahoma, Colonel Mixon started a small landscaping business, which he still operates. While the work was satisfying, it evidently didn't provide quite enough stimulation for his active imagination.

He became involved in the City of Harrah's Planning Commission in 1977. Work in that capacity caused him to successfully run for a seat on the City Council in 1983, to which he was re-elected in 1987. Colonel Mixon was subsequently elected mayor of Harrah in 1988.

For all his work in private enterprise and city politics, Colonel Mixon remained very active in the Air Force Reserve. During his tenure as an IMA from 1976 until 1990, he performed 22 separate tours of active duty (a total of about 4 1/2 years) for the Air Force Intelligence Agency. Much of that duty was with the 552d Airborne Warning and Control Wing (AWACW). Colonel Mixon served during 1983-84 as Director of Intelligence for AWACW's "Elf-One" detachment in Riyadh, Saudi Arabia. Following that, he served a five-month tour as Director of Intelligence for the wing here at Tinker AFB. Perhaps his most prestigious tour came

in 1985, when Colonel Mixon was one of two reserve officers chosen by Maj. Gen. Schuyler Bissell, then Air Force Assistant Chief of Staff for Intelligence, to serve on a board tasked with developing a new concept of operations for the Air Force Intelligence Agency.

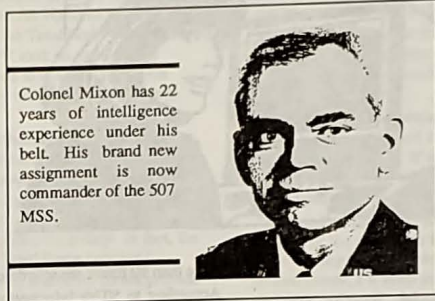
Colonel Mixon freely admits the IMA program treated him well. Following his Pentagon tour, he was promoted to lieutenant colonel two years ahead of schedule and given command of an Intelligence Reserve Detachment. He nevertheless left his IMA position specifically to join the 507th Fighter

Group as Director of Intelligence in 1990. "Some folks wondered about my leaving the IMA program after I'd had such success in it," he recalled. "But I always knew the 507th was a good outfit. I wake up every day to a new world and realize I can learn a lot. The 507th was new territory for me, and I knew it would give me just that kind of opportunity to learn new things."

**Though new to command of 507 MSS, Colonel Mixon doesn't hesitate to lay forth his clearly-defined ideas of its mission.**

"The 507 FG's job is to put bombs on target and we're here to support that effort. As MSS commander, I'm going to encourage innovation and aggressiveness. I do think Roger [Lt. Col. Barr] did a fine job as commander, and especially for the immediate future, I'll probably continue to do pretty much what he did. I'll just put a 'Mixon twist' on it," said Colonel Mixon.

It takes a strong, adaptable leader to make so diverse an organization as the 507th Mission Support Squadron run efficiently, but Lt. Col. Gary Mixon has already proven his adaptability and management skills many times over. Few could doubt a positive contribution is in the works.



Colonel Mixon has 22 years of intelligence experience under his belt. His brand new assignment is now commander of the 507 MSS.

# Electronic forms coming of age

Washington (AFNS) -- Electronic forms are becoming available on a widespread basis in the Air Force through a software package called PerFORM Pro, Air Force officials said.

First used by the Navy, the Air Force and other Defense Department organizations are standardizing PerFORM Pro as the single electronic forms package for MS-DOS computers.

Forms created with the PerFORM Pro designer can be distributed electronically on diskette and can be filled in using PerFORM Pro filler on any MS-DOS computer.

These PerFORM Pro forms and their associated information can still be printed together on paper, but now the information from the form will be stored in a computer database that doesn't have to be printed to be useful, officials said.

The information can be transferred to others over phone lines or on floppy disks and can be used in its computerized form. Once information for one form has been filled in its database, it can be made available later for filling in other forms.

For example, once name, rank, Social Security number, organization and other information has been entered, it can be used to automatically fill in another form.

The number of approved electronic Air Force forms is expected to grow quickly, officials said. Those approved so far include:

- Form 8, Purchase Orders.
- Form 77, Supplemental Evaluation sheets.
- Form 475, Education and Training Reports.
- Form 642, Achievement or Commendation Medal Justifications.
- Forms 707A and B, Officer Performance Reports.
- Form 709, Promotion Recommendations.
- Form 1768, Staff Summary sheets.
- Form 578, Privacy Act Statements.
- Form 803, Reports of Task Evaluation.
- Form 2587, Security Termination Statements.
- Form 2746, Substance Abuse Reorientation and Treatment Program Case Notes.
- Several general purpose forms.



More than 90 forms are scheduled for conversion by this summer.

According to 507th Information Management officials, a group purchase is planned for the unit, based on inputs already received from the squadrons. The purchase will be made as soon as funding is received.

# Reserve billeting policy challenged

The Air Force Reserve's policy of providing billeting at no charge for reservists on inactive duty training is currently being challenged.

***If the challenge is not defeated, reservists would not be eligible to receive billeting during IDT training activities such as weekend drills and annual tours. Mandays and school tour is active duty training and still provide billeting.***

The Reserve's billeting policy has been in effect for many years. More recently it was adopted by the Air National Guard. The policy dates from the inception of the Total Force concept during the 1970s. At that time, the USAFR took on more highly specialized missions and was forced to abandon the "local militia" posture and recruit a highly skilled force from much wider areas.

Air Force Reserve officials stated that providing free billeting was a necessary cost of doing business since the required personnel couldn't have been recruited without these services.

According to Maj. Gen. John Clossner, Air Force Reserve commander, "The success of the USAFR in fulfilling even the most difficult types of missions justifies the policy. In fact, the USAFR is the success story of the Total Force concept."

General Clossner stated that the Army and Navy do not provide free billeting for individuals or units during IDT.

"This inequity captured the attention of the comptroller of DOD who has questioned our policy," the general said. He added that it is not the first time the legal basis for the Reserve's policy has been questioned.

The general stated the corporate thinking of the USAFR is that the billeting policy is necessary to accomplish our mission of training reservists to accept and accomplish wartime taskings. General Clossner said the reserve appropriations are intended to do just that.

"Both the USAFR and the ANG have always been confident concerning our policy despite the absence of specific legal authority directing such a policy," he said.

In an effort to remove all doubt and to achieve consistency among all branches of the reserve forces, a legislative proposal has been drafted to resolve the issue.

However, pending the passage of this proposal, General Clossner said there is a possibility of DOD issuing a "cease and desist" order to the Air Reserve Components (ARC) to quit paying for quarters during IDT.

"We are unable to forecast the probability of a "cease and desist" order, but there is a real chance it would occur prior to Congressional relief. If it does, each unit commander will be faced with all of the morale and retention problems associated with significant "bad news." the general said.

"I wanted... (reservists) to know about this situation and to be assured of the resolve to fight for every quality-of-life issue. If there are any other developments concerning this or any other related issues, I'll keep you informed," the general said.

## TAC goals change for 1992

(TAC News Service) -- Setting goals to measure progress and reward performance will help keep people focused in the right direction during some big changes in 1992.

That's what the commander of Tactical Air Command, Gen. John Michael Loh, had in mind when he set TAC goals for 1992.

"Our goals for 1992 will keep us focused on the right things despite the turbulence and turmoil around us," said Loh.

The major goals shown in 1992 support the Air Force vision, and the command's mission, style of leadership and quality culture.

While some of the goals for 1992 were carried over from last year, the general felt they were necessary as goals for this year for continuous improvement in those areas.

"If you go back and look at the 1991 goals, we had four," the commander said. "Our first was to improve our combat capability, which also happens to be a goal for 1992. We met the achievement of that goal primarily by our superior performance in the gulf war. But there were some parts of that goal we could continue to improve, such as day-to-day readiness and maintenance."

The second goal was to improve safety performance. TAC had a record-setting year in the air and on the ground.

"In the air and on the ground, on or off base, and on or off duty, we can never forget safety. Although we had a record-setting year, I'm convinced that we can do better."

"Our third goal dealt with installation excellence and improving our facilities. If you look at the elements of that goal, we met most of them, although we still have some work to do in some areas.

"Our fourth goal last year dealt with improving medical care and the quality of services we provide in our hospitals. While we met most of those goals, there are still some we can improve," he said.

Addressing the two new major goals this year, Loh said, "embracing a culture of TAC quality is clearly one of my objectives for 1992. I want to continue our quest for TAC quality in providing services and products to our customers."

"The other goal of building ACC is going to be the most challenging. We want to capitalize on the heritage of TAC and yet, at the same time, create a new command with a new sense of vision and a new culture that's ACC. I want all our people focused on the need to create ACC with a vision of the future, and as a part of the Air Force vision, providing global power for America."

## GET A GRIP..



On Defense RESOURCES

## Recycling is popular at Tinker

The Tinker Resource, Recovery and Recycling Program is "reuser friendly." For a complete list of what is accepted by RRRP, call these facilities.

Paper Recycling: Randy Joiner, ext. 43403

Wood Recycling: Jimmy Brewer, ext. 92858

Metal Recycling: James Tubbs, ext. 92722

Aluminum/Curbide Recycling: Greg Waggaman, ext. 45315

The RRRP entities are sponsoring a major recycling awareness effort which will culminate in April. The recycling awareness program will focus on recycled items which can be purchased. RRRP will feature displays, giveaways, contests and other promotional ventures geared toward increasing awareness of recycling. For details contact RRRP at ext. 93610.

# Air Force Reserve: A Tinker bomb wing is born

by Major Donald W. Klinko  
507 FG/PA

The following story is part two in a series about the history of the Air Force Reserve at Tinker AFB.

It is unclear when the decision was made to form an operational unit around the corps of reserve pilots retained by the 177th Army Air Force Base Unit.

The AAF senior staff had not made the decision to do so at the close of World War II, and reserve pilots across the nation quickly became dissatisfied with their "flying club" organizations.

They were displeased at not being paid--receiving only retirement credits--for their monthly "inactive duty" flight training, but they accepted this situation when the mood of an economy-minded Congress was explained to them. What they continued carping about was their equipment; they continued to insist that they could better contribute to national defense if given more capable

aircraft and a more clearly defined mission.

The decision to form a combat capable air reserve unit at Tinker Field had been made within six or seven months after the 177 AAF BU's activation.

The latter unit's January 1947 official history contains the first reference to activation of an operational air reserve unit: "The Personnel Section anticipates an acute shortage of administrative personnel when the Wing, Bomb Group, two Squadrons, and Tow Target



Squadrons are activated."

The February 1947 official history contains more definite information. Development of navigator and bombardier training programs were, in fact, underway. The tentative bomb wing also had a commander appointed:

*"Colonel William C. Lewis, Air Corps Reserve, who has been selected to command the 310th Bomb Wing (Light), reported to this organization 19 February 1947.*

*"Immediate steps were taken to select Air Reserve personnel for the manning of the Bomb Wing. On 27 February 1947 Colonel Lewis and Colonel Adams departed this station for Headquarters Tenth Air Force for the purpose of conferring on matters pertaining to the activation of the 310th Bomb Wing (Light)."*

Of course, plans to activate an Air Force Reserve combat unit to replace the "former officer's flying club" at Tinker Field did not occur in a vacuum. Similar activations were taking place at Army Air Forces installations across the nation, and very quickly at that.

As the Oklahoma City Air Materiel Area (OCAMA)--Oklahoma City Air Logistics Center's ancestor at Tinker Field--had maintenance and technical advisory responsibility for flying operations located throughout the Midwest, the sudden creation of numerous reserve flying units

## Birth of a Bomb Wing

in the region caused a marked increase in the depot's responsibilities.

The OCAMA official history for January--June 1947 gave some indication of how suddenly the Air Staff changed its collective mind about how to employ its reserve forces:

*"The National Guard Program and the Air Reserve Program as of 1 January 1947 consisted of very few units requiring technical assistance . . . and were operating under temporary procedures.*

*In the period of six months, the National Guard and Air Reserve Programs had advanced to the point of representing a considerable portion of the supply workload of this depot and of the Area Activities Branch. Area representatives were primarily responsible for initiating action to obtain, clarify, and standardize operating directives and procedures through close coordination with the various Air National Guard and Air Reserve units, including United States Property and Disbursing Officers and Control Section, HQ AMC [Headquarters Air Materiel Command]."*

Much needed to be done before the 310th Bombardment Wing (Light) (310 BW (L)) could be activated and even more time and effort would be required to make the new unit combat ready. In March 1947, all reservists receiving training from the 177 AAF BU were still officer aircrewmembers, pilots and a sprinkling of navigators and bombardiers. Furthermore, this was going to be a large, complex organization, and the 177 AAF BU's tiny complement of officers and enlisted men would be insufficient to administer its training. An extensive recruiting drive to attract both active duty and reserve enlisted personnel would have to be conducted. Then, too, there was the matter of aircraft. The records are unclear as to when particular types of additional aircraft were received, but between early 1947 and mid-1948, the Tinker AFB reserve unit disposed of its

single remaining P-51 aircraft, acquired additional AT-11 aircraft, and took delivery of several similar AT-7 aircraft, the latter designed for training navigators. AT-6 aircraft were retained. In early August 1947, the unit

received a single C-47 transport aircraft, to be used primarily for air transporting those reservists who lived some distance from Tinker Field to their periodic inactive duty training, thus somewhat alleviating the morale problems of their not being paid for such training periods. Most importantly, even before the bomb wing's activation, it was decided that it should be equipped with the respected Douglas A-26 "Invader" light bombardment aircraft. The bomb wing's reservists were indeed fortunate to receive several of these light bombers by mid-1948, with the promise of more.

On April 24, 1947, the 177 AAF BU received authorization to activate the 310 BW (L) and immediately forwarded a roster of personnel to be assigned to the unit to Headquarters 10th Air Force. Plans were underway soon afterwards to activate the 323d Bombardment Group, and the 455th and 456th Bombardment Squadrons (BS), all subordinate units of the 310 BW. By the end of May, Colonel Lewis had decided, based on the number and geographic distribution of aircrewmembers, that the 310 BW could justify and support detached flying units at facilities other than Tinker Field. Accordingly, after making some site surveys, he recommended that the 340th Bombardment Group (Light) be activated at the Tulsa airport, with the subordinate 486 BS and 487 BS located at Tulsa, and the 488 BS and 489 BS located at Davis Field, Muskogee.

The 310 BW was officially activated on July 10, 1947 in accordance with 10th Air

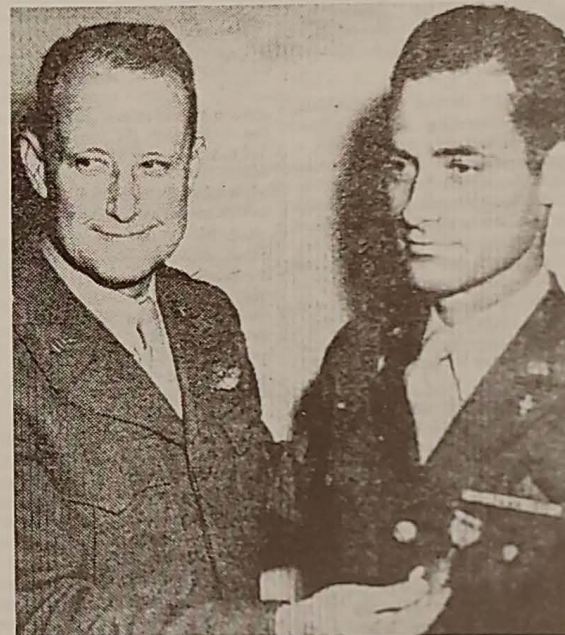
The Douglas A-26 "Invader" aircraft had been redesignated B-26s after the Air Force's retirement of the last Martin B-26 "Marauder" medium bomber from its inventory.

The two should not be confused, as the Martin B-26 carried a much less favorable reputation. The Douglas B-26 "Invader" remained with the USAF for many years. As the A-26, it gained an enviable reputation in the latter years of World War II. German interceptor pilots quickly learned that the A-26 could absorb considerable damage, packed a defensive punch of up to 16 .50 caliber machine guns and 14 high velocity aerial rockets, and maneuvered more like a night fighter than a bomber when they attacked it. As the B-26, it flew both the first and last bombardment strikes of the Korean War, and flew its last combat strike in Vietnam in 1969.

## Douglas "Invader" flew in three wars



An Air Force Reserve "Invader" taxis past a Reserve AT-11 trainer at Tinker AFB in the late 40's. (U.S. Air Force photo.)



Brig. Gen. William C. Lewis, first commander of the 310th Air Division (Bomb), 2592nd Air Force Reserve Training Center, awards an Air Medal to Capt. J.M. Worley.

## Birth of a Bomb Wing

Force General Order (10 AF GO) #41, June 26, 1947. The 323 BG and 456 BS at Tinker Field, the 340 BG at Tulsa, and the 489 BS at Davis Field were activated between September 9 and November 12, 1947, with requests for activation of up to five more bombardment squadrons pending as of early 1948. Reflecting the U.S. Air Force's having become a separate service in September 1947, the 177 AAF BU (RT) was soon afterwards renamed the 177th Air Force Base Unit (Reserve Training) (177 AFBU (RT)). Because of its increased training responsibilities, the 177 AFBU's small cadre of 1946-1947 had grown to 25 officers and 162 enlisted men by March 31, 1948.

Activation of the 310 BW was not without its problems, however. Recruiting reserve officer aircrew members was evidently not a problem, nor was obtaining authorization for additional regular Army personnel to fill Training, Operations, and Evaluation (TO & E) billets in the 177 AFBU. Pilots continued to complain about not having better equipment, but were assured that more B-26 aircraft were on the way. No one's outlook was improved when three of the unit's aircraft—an AT-7, an AT-11, and a C-47—were destroyed in the infamous "Tinker Tornado" of March 20, 1948.

The worst obstacle was perhaps even more obvious than the tornado; the 310 BW had recruited very few enlisted personnel by early 1948, and most of these were enlisted aircrewmen. If it was going to become the self-sufficient organization the Air Force had envisioned, the wing would need enlisted men of many specialties. Officer and enlisted representatives of both the 177 AFBU and the 310 BW met on January 20 to organize a recruiting committee, which subsequently mounted an impressive campaign to recruit enlisted reservists.

Enlisted reservists of all services residing in Oklahoma were contacted by mail and invited to join the new reserve bomb wing. The letter pointed out that legislation was pending before Congress to pay reservists for "inactive duty," or monthly training periods. The letter emphasized the Air Force Reserve's purely federal responsibilities with a not-so-thinly veiled and very nasty dig at the Army and Air National Guard: "Remember, this is not the state militia! You will not be called upon to serve in local disturbances!" The Feb. 23 letter was intended to give current enlisted reservists an opportunity to claim the wing's most choice assignments.

The recruiting committee had talked Oklahoma's Governor Turner into proclaiming March 1-7, 1948 "Air Reserve Week in Oklahoma." During that week, the 310 BW mounted what the letter described as "a tremendous barrage of publicity," which included radio announcements, newspaper features, and a number of recruiting booths. During that week alone, the 310 BW recruited 332 men, including 61 veterans who were not reservists. (The Air Force Reserve did not encourage enlistment of non-prior service recruits until 1955.)

Both the 177 AF BU and the reserve organization it oversaw underwent a rather confusing series of reorganizations beginning in April 1948, primarily as a result of the rapid growth of the Air Reserve programs. The 310 BW had grown so large by that time that it was redesignated the 310th Air Division (AD) with (by then) Brigadier General Lewis remaining in command. The 323d BG became the 323d Bombardment Wing (Light) on the same date, with Lt. Col. R. Ahern commanding. The 310 AD seemed to have become largely an administrative headquarters, and for the remainder of AFRES bombardment operations from Tinker AFB, the 323d BW received the most attention from both unit historian and the local press. All of the Tinker units were reassigned from 10th Air Force to 14th Air Force (the descendant of the famed World War II "Flying Tigers") on June 24, 1948, reassigned to 12th Air

Force on December 1, 1948, and back to the 14th Air Force on June 15, 1950. The 323 BW's support activities grew also. It gained a maintenance and supply group and a communications squadron on June 27, 1949, a medical group on November 5, 1949, and an Air Police squadron, a motor vehicle squadron, an installation squadron, and a food services squadron, the latter four activated on October 22, 1950. The 323 BW reached a peak strength of 253 officers and 1,006 airmen assigned in early 1951.

Meanwhile, the 177 AF BU was expanded and eventually renamed the 2592nd Air Reserve Training Center (ARTC) in August 1948. It moved its headquarters to a new and much larger facility in early 1949. In contrast to the tiny cadre of 1946, the 2,592 had a complement of 35 officers and 253 airmen assigned by mid-1950. More important than unit redesignations and strength figures, however, was the state of the 323 BW's training and readiness. From the handful of trainer aircraft possessed by the unit at its 1947 activation, the wing's aircraft holdings had grown to 44 aircraft—18 B-26s, with the remainder a mixture of AT-6s, AT-7s, AT-11s and a C-47—by June 1950. The wing's readiness had progressed rapidly. Regular bombardment training sorties had been flown since 1948, originally to a range in New Mexico. By 1950, the 323 BW had received permission to use the artillery range at Fort Sill, Okla., for its bombing practice. Intensive annual training tours had been conducted at Eglin AFB, Fla., since 1948. Finally, in June 1950, 14th Air Force inspectors declared the 323 BW a "Class A" reserve unit, which meant it was deemed fully capable of immediate mobilization. It seemed an opportune time: The Korean War had just begun.



## Manning policies change as force declines

ROBINS AFB, Ga. — Some Air Force reservists may have to alter career plans to fit recent Air Force Reserve changes in manning policies.

The Reserve took three major steps to deal with a loss of some funded manning positions in Fiscal 1992.

By lifting the previous on-force loss and retraining restrictions, unit commanders gained the flexibility to level overage personnel through either reassignment, or voluntary or involuntary retraining. For some reservists, this policy may mean having to move within the unit or retrain to stay in the Reserve.

The second policy change suspended retention of retained mobilization resources and gains under the relocation policy by opening up positions for people leaving active duty.

Commanders also no longer have to accept "force-gain" of individuals because of relocation without regard to the manning levels at new locations. On the plus side, the policy change will minimize overages at certain ideal geographical locations. On the minus side, reservists who work for companies that routinely transfer employees may find themselves impacted by this change.

Under the third policy change, the Reserve has established a total wing and group manning limit of 105 percent, including overages. This limit provides wing and group commanders a clear manning target to shoot for while allowing them approved overages. Reserve officials contend that the change will curb last-minute downward adjustments in manning because "it is easier to open the manning pipeline than it is to close it."

(AFRESNS)



## Is the 30-year reservist extinct?

Promotions and extended-term opportunities for 507th members will become much more competitive due to the Air Force Reserve's latest plan for limiting reserve participation, according to group and Air Force Reserve officials.

The "high year of tenure" program limits participation of selected reserve enlisted members to 33 years total federal military service.

The program is designed to improve grade ratios, ensure sustained promotion opportunities for lower grade enlisted people and increase readiness by providing a force fit for the rigors of war, said Office of Personnel Management officials.

"A few people will be disappointed because they will have to separate early, but the group will be able to retain some experienced members in key positions. There will be positive effects for the group since members will have to pursue professional military education in order to be competitive for promotion," officials said.

Air Reserve Technicians are not affected by this particular plan because they are contract civilian-military employees.

A centralized board will convene at Headquarters Air Reserve Personnel Center in Denver to select reservists who request to participate past their HTY.

The needs of the Reserve will determine the numbers retained. If selected for HYT continuation, reservists will be allowed to extend or reenlist for not more than three years from their HYT date.

A new HYT date will be established on extension or reenlistment. Once extended or reenlisted, reservists are not eligible for further participation beyond their HYT date.

Reservists who will reach 33 years before having 20 years for reserve retirement will have their HYT date adjusted to allow them to attain 20 "good years."

Those who have already established an expiration of term of service which extends past their newly established HYT date will serve to their ETS, while members whose current ETS expires before their HYT date will be allowed to extend to that date.

Air Reserve Technicians who leave or lose their civilian status are subject to HYT.

# Flood and Tornado tips



**In Oklahoma most tornadoes develop from 4:30 to 8:30 in the evening and are most common during April and May.**

You don't have to see a tornado for it to cause damage. Sometimes there is no visible funnel, only a cloud of debris near the ground. Indications of a tornado are a rotating "Wall Cloud," or a funnel-shaped cloud in the air. Or you might hear a roar like a train or a jet airplane.

Remember: a Tornado WATCH means conditions are favorable for development of tornadoes. A Tornado WARNING means a funnel has been sighted, so take shelter immediately.

Now is a good time to go over your family's safety plan to be prepared.

A tornado can produce winds up to 300 m.p.h. and travel for miles on the ground before changing direction and striking again.

If you are outside in a car or open field you should not try to outrun a storm. Find secure shelter, or lie in a ditch.

Should you open windows or doors when a tornado is heading your way? Experts say NO. Stay away from all windows and doors. If you live in a mobile home, find other shelter.

The safest place to be in a house is in a small room near the center like a bathroom or a closet, or crouch in an interior hallway under a mattress or sturdy furniture.

The worst place is the southwest corner because most tornadoes move from the southwest to the northeast.

If a tornado strikes your neighborhood, beware of downed power lines and broken gas lines. If you are caught in an open building like a shopping mall, civic center, indoor pool, theater or other areas, stay away from the windows. Get into a restroom if possible. In larger buildings the restrooms are usually made from concrete block. Besides having the four walls and plumbing holding things together, the metal partitions help support falling debris.

Protect yourself and especially your head and make yourself as small a target as possible by crouching down.

Along with the tornado season arriving, flood season is here. Make plans to know the elevation of your property relating to nearby streams and make advance plans of what you and your family will do.

A Flash-Flood WATCH means heavy rains may result in flash flooding in the specified areas, and that means you get your family ready for the possibility of a flood emergency which will require action.

A Flash-Flood WARNING means flooding is occurring or is imminent in the specified areas. Move to safe ground immediately.

Tips: If you are on a road, watch for flooding at highway dips, bridges, and low areas. Watch for signs of distant heavy rainfall. If you are in an area where a WARNING has been issued you may only have seconds so act quickly.

## REMEMBER:

- Always listen to area radio and television stations for current information during storms.
- Take any warnings from weather forecasters seriously.
- Keep supplies, food, blankets, flashlights (with good batteries) and a portable radio handy for easy access.

## DID YOU KNOW ... ?

\* Uniforms must be clean, neat, correct in design and specifications, fitted properly, pressed, and in good condition (not frayed, worn out, torn, faded, patched, etc.). Uniform items should be kept zipped, snapped or buttoned. Shoes should be shined and in good repair. (AFR 35-10, para. 2-1)

\* Parts of pens and pencils may be exposed when carried in the compartment of the left pocket of the battle dress uniform. Except as authorized above, wallets, pencils, pens, checkbooks, watch chains or fobs, pins, jewelry, handkerchiefs, combs, cigars, cigarettes, pipes, sunglasses, etc., should not be exposed while in uniform. However, items in a pocket will not detract from a proper military image. (AFR 35-10, paras. 2-24a and 2-24b)

\* Attache cases and gym bags will be carried in the left hand to allow members to render the proper military honors. Gym bags will not be carried over the shoulder by a strap. (AFR 35-10, para. 2-26)

\* Women may wear nail polish; however, the polish must be conservative in color, not contain any ornamentation, and be in good taste. (AFR 35-10, Table 6-1, Line 11, Columns A, B and C)

\* It is most important for all members to maintain a high standard of dress and appearance. The four elements of this standard are neatness, cleanliness, safety and military image. Appearance in uniform is an important part of the military image. (AFR 35-10, para. 1-1b)



\* Effective Oct. 1, 1990, the maternity service dress coat, shade 1598 (100 percent polyester), was provided by clothing allowance (AFR 67-57) instead of the previously provided maternity tunics. Wear criteria is the same as the service dress coat. When worn, the maternity jacket is fully buttoned. Enlisted personnel wear three- or four-inch chevrons; officers wear regular-size grade insignia. Officers do not wear sleeve braid. There is no phase-out date for the maternity tunic. (HQ AFMPC/DPMA 152200Z Aug 90 Msg.)

\* Men will wear the white undershirt (either V-neck, U-neck or athletic style) with all service uniforms. The white crew-neck style undershirt is authorized when wearing closed-collar service uniforms, functional whites and organizational uniforms. (AFR 35-10, IMC 91-4, para. 2-19a)

\* The women's flight cap is worn slightly to the wearer's right with the vertical crease of the cap at the center of the forehead in a straight line with the nose and approximately 1 to 1 1/2 inches above the eyebrows. Hair may protrude in front of the cap. The crown, front and

back of the cap will not be crushed. (AFR 35-10, para. 3-13b)

\* Air Force personnel operating bicycles in uniform must wear appropriate headgear when outdoors except when traversing designated "no-hat" areas. Safety/protective headgear may be worn in lieu of prescribed headgear but must be removed immediately upon dismounting. (AFR 35-10, paras. 2-20 and 6-1)

\* The "gig line" is obtained when a shirt or blouse is worn tucked into the trousers or slacks which have a front fly opening. The button front edge of the shirt/blouse, the outside edge of the belt buckle and the edge of the fly must all align. The gig line is to be straight and neat. (AFR 35-10, A1-7)

\* Air Force members will not wear the uniform or any part of the uniform when participating in activities such as public speeches, interviews, picket lines, marches or rallies; or in any public demonstration not approved by the Air Force. Wearing the uniform may imply sanction of the cause for which the demonstration or activity is conducted. (AFR 35-10, para. 6-4a(2))



## New patches reflect new commands...

The patches to the left will symbolize the Air Combat Command, Air Mobility Command and Air Force Materiel Command. The ACC and AMC become official June 1 while AFMC becomes official July 1.



# Reserve News you can use

## Corporate execs visit AFRES

ROBINS AFB, Ga. -- Air Force Reserve leaders are eager to more fully understand the impact of mobilization on civilian employers.

In an effort to gain valuable first-hand knowledge on the subject, AFRES hosted 36 corporate executives from around the country in an employer support program to obtain feedback on mobilization issues. The participants at the March 4-6 meeting held at Robins AFB, Ga., represented industry, medical and government organizations.

Maj. Gen. John Clossner, chief of Air Force Reserve, and key AFRES staff members, met with the civilian leaders to discuss actions which would benefit both employers and mobilized reservists, and to help the employers better understand the mobilization process. More than 23,000 Air Force Reservists were called to active duty during Desert Shield/Desert Storm.

The employers and Reserve staff, using the quality process, produced several recommendation packages for the Air Force Reserve. The AFRES public affairs and quality training staffs will coordinate follow-up actions.

"The concerns and knowledge . . . brought to Robins AFB will pay big dividends as we chart our future (employer/Reserve) relations," Clossner said.

## Reserve engineers use skills to help citizens of Panama

BERGSTROM AFB, Texas -- Hundreds of engineers from seven Air Force Reserve units are making life a little easier for some citizens of Panama--and honing their own skills at the same time.

Now through May, members of Red Horse and Prime Beef/Prime Ribs teams are rotating to Panama to repair schools, clinics and roads. The training exercises make up Task Force Blue, the Air Force's portion of the joint Chiefs of Staff exercise "Fuerzas Caminos 92 Panama." About 125 engineers are Red Horse personnel, said Maj. Stephen McCutcheon of the 307th Red Horse Civil Engineer Squadron. Most of the others are on Prime Beef or Prime Ribs teams.

While the engineers will get excellent training opportunities during their two week annual tours, an exercise planner said, "This effort is also a great opportunity to help people in need and help in rebuilding their nation. We are not doing this exercise to take credit for ourselves," he added. "The participating units will work with local people who are an integral part of the success of the project."

McCutcheon said, "The scope of the work includes repairs to roofs, ceilings, plumbing, windows and electrical systems, construction and repair of toilets, septic tanks and repair of canal erosion.

"Task Force Blue units will tackle some difficult jobs," McCutcheon said. "One group will add a room to a clinic, repair a roof, and install a septic tank on Isla Del Rey, an island off the coast of Panama."

Another task the engineers will take on is repair of a drainage ditch near a school. Without the work, a classroom building above the ditch could collapse in about a year, McCutcheon said.

Planning for these and other projects began last year, with advance teams inspecting the sites, he noted. They took materials and environmental impact into consideration.



**The On-Final is published for men and women of the 507th like newly-commissioned 2nd Lt. Dennis Sivert.**

## MSgt. Schuler selected Senior NCO of Year

WASHINGTON, D.C. - Air Force Reserve MSgt. Lawrence R. Schuler is Headquarters United States Air Force senior noncommissioned officer of the year.

The award was presented to Schuler in recognition of his outstanding duty performance, professionalism and dedication to the Air Force and the United States.

Schuler works for the Air Force Reserve in the Pentagon as the management assistant to the chief of the requirements division.

He is a 1969 graduate of Nathaniel Narbonne High School in Los Angeles. He received an associate of applied sciences degree in production management from the Community College of the Air Force in 1980. Schuler is expected to receive a bachelor of science degree in business administration this May from Newport College, Newport News, Va.

Schuler has three daughters and two grandchildren. He and his wife Becky live in Fairfax, Va.

## General Clossner testifies

WASHINGTON, D.C. - Modernization, readiness training and Total Quality continue to be primary concerns of the Air Force Reserve, said Maj. Gen. John J. Clossner, chief of Air Force Reserve, in testimony before House and Senate Appropriations Committees March 19.

The general said Desert Shield and Desert Storm validated our readiness measurements and the wisdom of using identical training standards for both active-duty and Reserve forces. He also discussed the Reserve's increasing role in support of the national drug control program.

"Within the Air Force Reserve, support to the national drug control program is second only to maintaining unit combat readiness," he said. He cited the use of Reserve people and aircraft in this effort. He also mentioned drug awareness and prevention programs for middle and high school students by Air Force Reservists.