AIRMAN

June 1984

Commander in Chief:
'Military is the Key'

Flag Day: June 14
Display it Proudly

Ridge Runners:
Evasion is Survival

A Memorable Event!

I was impressed—very much impressed! And proud.

I had just shook hands and exchanged greetings with President Ronald Reagan, 40th president of the United States and commander in chief of the armed forces.

The brief personal exchange took place during a meeting of representatives of military magazines and journals with the president.

It also gave me a chance to present the president with a copy of the February 1984 issue of AIRMAN, which featured astronaut (Lt. Col.) Guion S. Bluford Jr. on the front cover and in the story I wrote about his space shuttle mission, "The 'Blue' in Bluford."

The president was very cordial; reassuring to some of us who were nervous about our February 27 meeting with him in the Oval Office at the White House. There were five of us, all enlisted: myself, a soldier, a sailor, a Marine, and a Coast Guardsman.

The meeting had been scheduled for 4:30 p.m. that Monday, and we were urged to be at the White House by 3:50 p.m. for a protocol briefing.

I didn't want to take any chances with Washington traffic, and so arrived early at the Northwest Gate. The Army and Navy representatives were already there! As soon as our credentials were verified by the guards, we were taken inside the White House.

We received our briefing—eyes darting everywhere to take in the surroundings—and, before I knew it the time had passed and we were being greeted by President Reagan inside the Oval Office. His handshake was firm.

The office seemed much larger than I had expected, but I can't remember it in detail because I was watching the president intently.

He was dressed in a dark suit with red tie, white shirt, and white handkerchief in the breast pocket of his jacket. His dark shoes were highly polished. He would have had no difficulty passing inspection, which was a topic he addressed (see AIRMAN Special Report: "The Military is the Key," beginning on page 8).

And there was that big, friendly smile—just like on television— as he greeted each of us.

Then, one by one, we took turns sitting next to him to exchange personal greetings and have our pictures taken (see front cover).

It seems as though our time with the president was gone in a moment and, before I realized it was over, we were being given a tour of other parts of the West Wing. Photographs of the president in a variety of places and with various dignitaries line the hallways.

A picture that seemed to jump out at me was a photo of Mr. Reagan and Navy aviator Lt. Robert Goodman. The picture was taken shortly after the lieutenant's return to America following his release by the Syrians in December 1983. The picture seems to say "Thank you for a job well done."

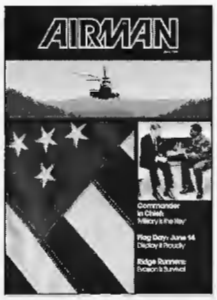
Time raced on. I was caught up in the tour and by my own thoughts, trying to imprint everything seen and said in my memory. Before I knew it, I was standing at the Northwest Gate again, where I had started.

The impact of that all-too-short visit was pounding at my senses. To reassure myself that it had actually happened, I took another look back at the White House; it was still there.

I felt grand! It's a terrific feeling for a military member to personally meet and talk with the president and commander in chief. His cordiality and way of putting people at their ease impressed me.

I'm still impressed. For me, the meeting was and will remain one of the most memorable events of my life.

—MSgt. Lorenzo D. Harris
AIRMAN Staff Writer



FRONT COVER: MSgt. (then-TSgt.) Lorenzo D. Harris, AIRMAN staff writer, meets with President Ronald Reagan at the White House. Remarks from the meeting and questions posed to the president are provided in a Special Report, beginning on page 9. Photo by Pete Souza, the White House.

AIRMAN

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AFRP 30-15

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Departments

ARTWORK CREDIT: The artist's name for the painting appearing on page 32 of the May AIRMAN was inadvertently omitted. "Marines Call It the 2,000 Yard Stare" was painted by Tom Lea.

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On Final

Current News of Special Interest to Air Force Members

SECRETARY ORR DEFENDS MILITARY SPENDING

"It's time we get up on our soap boxes and tell people the truth about military spending. I'm getting sick and tired of the criticism about the defense budget," said Secretary of the Air Force Verne Orr during a recent visit to the Air Force Academy. "I've heard nothing but that this is a huge, unbearable burden on the American people. It's not high in comparison to the United States' average since World War II. If we want the freedoms of our country, we only have to look at the Czechs and Poles to know that the only way we're going to keep our freedoms is by maintaining our deterrence. If the president receives the budget he has proposed, we will still be spending under 7 percent of our gross national product," Secretary Orr pointed out. He noted this was less than past administrations had spent. Another subject Secretary Orr discussed was Air Force promotions. "I think, by and large, promotions in the Air Force, enlisted and officer, are about as fair as you could ever expect in a huge organization," said the secretary. "The Air Force is changing and it's changing very rapidly. We must make certain that our promotion system changes with it. We face the rather changing circumstance that in five to six years, more than 50 percent of the eligible line colonels considered by the board will be non-rated," Secretary Orr said. He said there is "always going to be jobs in the Air Force that are only open to rated officers. I can't foresee Strategic Air Command and Tactical Air Command being run by non-rated officers. But I don't think it necessary that commands such as the Logistics and Systems commands be run by rated officers. They should be run by the officers most competent to handle the position. Our Air Force will continue to be a great Air Force only as long as we make certain that every person in it, officer and enlisted, has the opportunity to reach the top of the ladder."

TERRORISM CONTINUES TO GROW

In a presentation to a House subcommittee, Brig. Gen. P. Neal Scheidel, chief of security police, office of the Air Force Inspector General, said, "Between the 1970s and the 1980s, the damage/injury from incidents of terrorism have changed from 80 percent property/20 percent people to 50 percent property/50 percent people. The growth in terrorism has already increased 25 percent between 1980 and 1983. During this time frame, there was a 21 percent increase in multiple fatalities in terrorism incidents." He explained, "Recognizing the increases in terrorism, Headquarters Air Force established an Antiterrorism Program as outlined in AF Regulation 208-1, Oct. 25, 1982, and provided a staff under the inspector general. The directive assigns responsibilities to Air Force headquarters staff activities, and the program is active at all levels of command. It will become stronger with the projected improvements in procedures and hardware." He said the Air Force chief of staff directed the formation of a task group to be chaired by the assistant inspector general for security police. The task group's charter is to "conduct a comprehensive review of terrorism as a form of armed conflict; build a policy framework for reviewing military response requirements and antiterrorism activities; and identify deficiencies in the Air Force's capability to combat terrorism and recommend solutions."

compiled by MSgt. Lon Pollard,
chief, Air Force News Service

MORE THAN 270 HAVE CHANCE FOR CAREER EXTENSION

More than 270 noncommissioned officers from 61 specialties will be offered the chance to stay in the Air Force beyond their normal time through the 1984 Selective Continuation Waiver Program. The program is designed to improve shortages in certain skills and NCO grades. In all, 142 senior master sergeants, 85 master sergeants, and 46 technical sergeants will be offered the chance for selective continuation. Eligible NCOs with a high year of tenure between July 1984 and September 1985 will have the opportunity to serve for one year and one month beyond their normal high year of tenure date--28 years for senior master sergeants; 26 years for master sergeants; and 23 years for technical sergeants. Selectees remain eligible for promotion, retirement, seven-day assignment option, assignment declination, and reassignment.

SGLI PREMIUMS DECREASE

Military members will soon pay less for their Servicemen's Group Life Insurance. Veterans Administration officials in Washington, D.C., announced that monthly premiums will drop July 1 from the current $4.06 for $35,000 coverage to $2.08. VA officials said premiums are going down because SGLI investment income has increased, and because members are living longer. SGLI is one of the largest insurance programs in the country. VA supervises the program, but Prudential Insurance Company of America is the primary insurer. More than 99 percent of servicemembers have SGLI protection.

MILITARY SERVICES COULD FACE 'HEMORRHAGE OF TALENT'

In a joint statement to a House Armed Services subcommittee, Tidal W. McCoy, assistant secretary of the Air Force for Manpower, Reserve Affairs, and Installations, and Lt. Gen. Kenneth L. Peek Jr., deputy chief of staff for Manpower and Personnel, said, "Our ability to attract and retain high-quality people will be seriously challenged in the next several years." They said that falling unemployment rates, the improving economy, and a declining youth "cohort group" are the major reasons for concern. "After peaking at 10.7 percent in December 1982, the unemployment rate has fallen 2.7 percentage points--the biggest annual decline in 30 years! Unemployment among 18- and 19-year-old males, our primary recruiting market, has fallen twice that fast and is now under 20 percent for the first time since the fall of 1981," they said. The two Air Force officials believe fiscal 1984 will signal a change from the trends of recent years. "High unemployment rates will no longer cushion the impact of attacks on essential entitlement programs such as the retirement system and aviation career incentive pay; the variable housing allowance; tax liability on housing allowances; and reimbursements for out-of-pocket moving expenses." They added, "As economic conditions continue to improve, we expect a corresponding drop in re-enlistment rates. Unless positive steps are taken to counter the impact of lower unemployment rates, the Air Force and all of the services could be faced with another 'hemorrhage of talent' similar to that experienced in the late 1970s.

Short Bursts

Events and Items of Interest to Air Force People

New Fire Truck

A new diesel-powered, all-weather fire truck called the P-19 has been tested at Tyndall AFB, Fla., for Department of Defense use.

The P-19 will replace the aging P-4, according to Jerry Garrett, test director at the Air Force Engineering and Services Center.

Staged aircraft fires at the Tyndall fire department's training pit were used to test the new P-19. As the tests were being made on the vehicle's operational capability, the Army ran the P-19 through a cross country and on-the-road test at Aberdeen Proving Grounds, Md.

The P-19s are easier to transport than the P-4 models, said Mr. Garrett. The truck can be loaded on a C-130 within five minutes, compared to 12 man-hours required to load the P-4.

The Defense Department plans to buy 600 P-19s, and the trucks should be in the Air Force worldwide inventory by September 1985, Tyndall officials said.

No Leisurely Strolls

photo by SSgt. Guido Locati

Capt. Steve Pecinovsky, assistant judge advocate at the U.S. Air Force Academy, Colo., is literally walking to success and, he hopes, into a spot on the U.S. Olympic team.

The captain established the second fastest U.S. time for race walking during the Athletic Congress National Three Kilometer Race Walking Championships in late January.

With a time of 11 minutes, 42 seconds—then the second-best time nationally—Capt. Pecinovsky placed first among 10 competitors in the event, held at the University of Boston. The American record is 11 minutes, 35 seconds.

In February, Capt. Pecinovsky set a new American indoor record of 42 minutes, 45 seconds, for 10 kilometers (6.2 miles) at the New York Conference Invitational Indoor Meet in Brooklyn, N.Y. His time surpassed the old record of 44 minutes, 36 seconds.

Capt. Pecinovsky and nine other race walkers recently set a world record in a race-walking relay. They walked 195 miles in a 24-hour period, surpassing the old record of 179 miles.

—A1C Daniel S. Wise

Spouse Day

"You have to drill again? Seems like you just did. What do you do there anyway?"

These questions are asked by many wives and husbands as their spouses depart for regularly scheduled unit training assemblies.

To better enlighten them to the mission of the Air National Guard and the 162nd Tactical Fighter

Group, Tucson, Ariz., a Spouse Day was hosted for anyone interested in learning "whatever they wanted to know about the Guard but were afraid to ask."

The day was held in conjunction with the semi-annual composite force exercise, Sentry Tigre, held at the 162nd. Spouses were escorted throughout the base to learn what keeps the unit's A-7s flying and how their husbands or wives are involved with the process.

Approximately 250 spouses attended the two-day event.

—SSgt. Janna L. Marsh

B-52D Retires

Last October the Air Force retired all D models of the Boeing B-52 *Stratofortress* after more than 27 years' service.

Originally designed as Strategic Air Command's high altitude nuclear bomber, the Air Force accepted the first "D" model in June 1956. The bomber took on a different role, however, when it was used to deliver conventional bombs in the Vietnam conflict.

To make the B-52D more effective in that role, Air Force Logistics Command engineers modified it to increase its conventional bomb payload. "Project Big Belly" enabled the "D" to take part in air strikes over North Vietnam.

Upon returning to a peacetime role, 80 D-models were chosen for major wing and structural modifications to extend their lives.

Of the original 170 B-52Ds, 16 were lost in combat, in accidents, or salvaged; one is with the Boeing Co.; and the rest are either stored or on display.

—MSgt. Mike Griffin

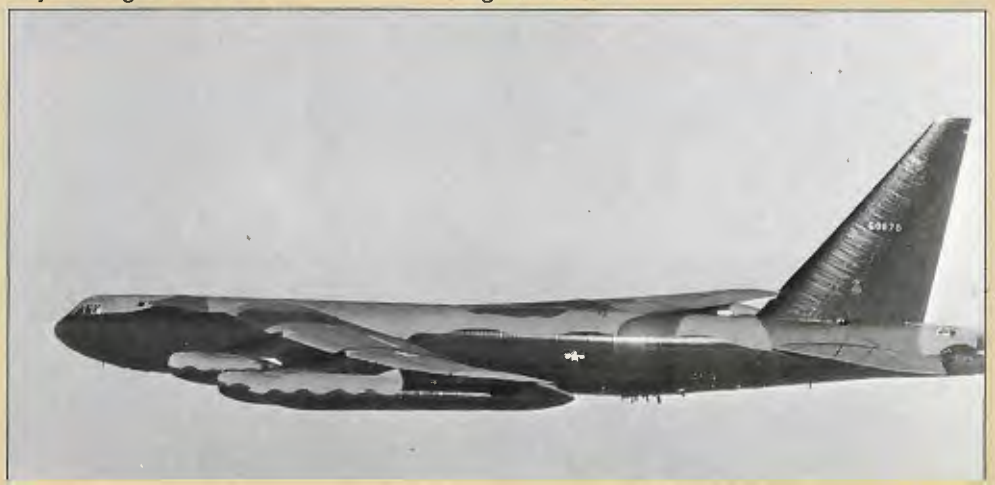


photo by SSgt. T.C. Coaxum

One More time

MSgt. Leonard J. Kisack, chief of administration, 20th Tactical Fighter Wing, RAF Upper Heyford, England, didn't know when he first joined the Air Force that all his re-enlistments would be made at the same place.

This is the third time the NCO has been stationed with the wing.

When he arrived in England in 1969 as a young airman, the 20th TFW was at RAF Wethersfield. He moved to RAF Upper Heyford with the wing and re-enlisted for the first time on Oct. 27, 1970.

MSgt. Kisack's subsequent re-enlistments took place there on Oct. 27, 1974, and June 9, 1978.

Col. Dale W. Thompson Jr., 20th TFW commander, performed the honors for the sergeant for his fourth re-enlistment March 14.

Incidentally, MSgt. Kisack also put on all but his first stripe at RAF Upper Heyford.

Hail to the '*Chief!*

Ceremonies at Hill AFB, Utah, last winter marked the retirement of the F-105 *Thunderchief.*

The Air Force Reserve's 419th Tactical Fighter Wing, at Hill, was the last operational unit to fly the *Thud.* The wing has since transitioned to the F-16 *Fighting Falcon.*

Thousands cheered at the "Thud-out" as Medal of Honor recipients, Colonels Leo Thorsness and Merlyn Dethlefsen, both retired, and Col. Thomas Coady, possessor of the most combat hours in the F-105, took to the air.

Brig. Gen. Roger P. Scheer, Air Force Reserve deputy chief and a Silver Star combat veteran, dedicated an F-105 monument to fallen comrades, many of whom served in Southeast Asia.

The Air Force accepted the first F-105 in 1958. The largest single-engine jet fighter ever built, the *Thud* was stationed worldwide but remembered most for its performance in Vietnam. —Barbara Vessels

. . . and 18 *Thud* Years

As the F-105 retired into the pages of history, one pilot observed a historic milestone of his own.

Maj. James A. Caldwell has chalked up 18 consecutive years of flying *Thuds,* and made his final flight in the aircraft last November.

The major, a member of the 419th TFW, Hill AFB, Utah, compiled more than 3,700 flying hours in the F-105, including 255 combat missions in Southeast Asia.

His duty stations have included Nellis AFB, Nev.; Yokota AB, Japan; Takhli Royal Thai AFB, Thailand; Kadena AB, Okinawa; McConnell AFB, Kan.; Korat RTAFB, Thailand; George AFB, Calif., and Bergstrom AFB, Texas.

He left active duty in 1980 and joined the 419th at Hill.

About the transition to F-16s from the F-105, Maj. Caldwell said, "If you've got to leave the -105, the F-16 is the way to do it."

'Old Shakey'

Active duty, Air National Guard, Air Force Reserve, and retired Air Force members recently restored a C-124C *Globemaster* cargo aircraft to flying status.

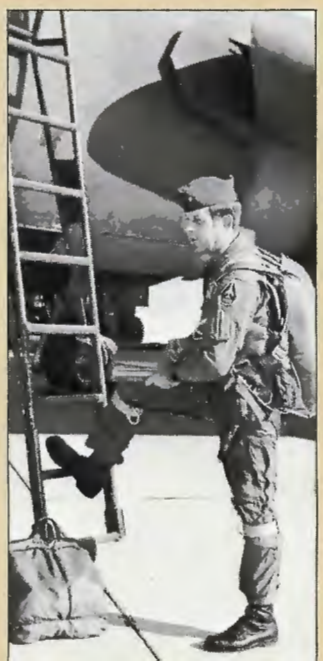
Dubbed "Old Shakey" because of its inflight vibration characteristics, the oversize, 4-engine cargo plane was slated to be on the receiving end of experimental weapons target practice by the Army at the Aberdeen Proving Grounds, Md.

Many parts had been removed and replacements had to be hunted down, borrowed, or manufactured. The volunteer workers, all in their spare time, rebuilt systems, repaired a torn rudder, replaced all four engines, and restored the aircraft to flying condition.

Last winter an active-duty Air Force crew, some of whom were once C-124 qualified, flew the old transport from Aberdeen to Dover AFB, Del., then to Dobbins AFB, Ga., where it remained for the winter while Georgia ANG members performed additional work on it.

Old Shakey will make its last flight when it goes to Travis AFB, Calif., to be put on display at the base's newly formed Military Airlift Museum.

C-124s were delivered to the Air Force in October 1953 to replace the C-74. The Air Force retired the *Globemaster* in 1972.



Our Family Matters

News and Views That Affect the Air Force Family

AIR FORCE PRESENTS HOUSING PROGRAM PROPOSAL

More than 2,500 new housing units, 28 improvement projects, and 73 energy conservation projects are in the proposed fiscal 1985 Air Force family housing program. Maj. Gen. Clifton D. Wright Jr., director of Air Force Engineering and Services, presented the proposal to the House Subcommittee on Military Construction in March. Cost of the program is more than $1 billion. A total of $292 million is for new construction, improvements, and planning and design. Another $679 million is for operations and maintenance. The remainder is for leases, debt interest, mortgage insurance, and repayment of the principal for Capehart and Wherry housing. "The major portion of the 140,000 Air Force housing units inventory is more than 25 years old," Maj. Gen. Wright said. "Many have insufficient space, poor functional layouts, and lack amenities of modern lifestyles. Kitchens and bathrooms are antiquated and lack adequate counter and storage space and dishwashers and garbage disposals common to comparable private-sector housing. Energy conservation was a limited concern when most of the units were constructed," he said. The long-range funding outlook is for eliminating the backlog of needed improvements by 1990.

AMA BOOKLET DISCUSSES ALCOHOL AND PREGNANCY

A new booklet, "Alcohol and Pregnancy: Why They Don't Mix," explains how alcohol can damage a fetus. It describes the consequences of fetal alcohol syndrome, reviews research on the effects of moderate drinking at different stages of pregnancy, and dispels myths about "safe" drinking. The booklet was written for the American Medical Association by Lucy Barry Robe. "Drinking while pregnant is much the same as forcing a newborn to drink," she points out. "The fetus can't say no, but you can!" There is controversy over the effects of moderate drinking during pregnancy. Still, researchers have not proved that any level of drinking is safe. Until such a level is demonstrated, the "safest choice for a pregnant woman is not to drink," she said. A copy of the booklet may be obtained free by writing to Health Education, American Medical Association, P.O. Box 10947, Chicago, IL 60610.

YOUNGSTERS OVERSEAS MUST ATTEND DOD SCHOOLS

The Department of Defense no longer allows dependents of overseas military and civilian employees to attend non-DOD schools at government expense without permission from DOD school officials. Families who would be adversely affected by this ruling will be "grandfathered" through the 1984-85 school year, or until the sponsor changes duty stations, whichever occurs first, officials said. However, students can be placed in other schools when DOD schools are not available, are operating at maximum capacity, or are not equipped with special facilities for the handicapped.

FAMILIES CAN GO TO TURKEY

Air Force Manpower and Personnel Center officials at Randolph AFB, Texas, said that members assigned to Elmadag or Karatas, Turkey, for 24 months may take their families. Sufficient housing and support facilities are available to justify accompanied tours. Unaccompanied tour lengths will remain at 12 months. Officials also said that Florennes, Belgium, a new ground-launched cruise missile facility, does not have adequate housing, so members there will serve 12 months unaccompanied. Support facilities are scheduled to be built at Florennes through 1987. Tour lengths will be re-evaluated as construction progresses.

COMMISSARY KNOWS WHERE THE BEEF IS

Look a little bit closer at your Air Force commissary's meat department for alternatives to expensive cuts. Less tender, but no less nutritional cuts, like beef chuck roast or chuck steaks are often overlooked, according to Mike Domitrovich, meat management specialist for the Air Force Commissary Service. "These meats have the same nutritional value as higher priced steaks, but cost a lot less," he said. The meat can be sliced into strips for stir frying; cut into cubes for stew, kabobs, or home grinding; or rolled and tied for a pot roast. They're also good for barbecue cooking.

compiled by Mynda McGuire, chief, family affairs, AFSINC

AAFES RECALLS FLINTSTONE XYLOPHONE

The Army and Air Force Exchange Service has recalled the Flintstone xylophone, a Gordy International toy. AAFES officials said legs on the orange plastic toy can be easily removed and swallowed by young children. AAFES has removed the toy from shelves because the xylophone package doesn't carry a warning that it is not recommended for children under 3. Parents are encouraged to return the toy for refunds.

COMPUTERS MAY BE SHIPPED OVERSEAS

Air Force members planning to take home computers to overseas duty locations should be aware of the U.S. Customs Service policies on exporting them. Equipment may be taken if it's part of the traveler's personal effects and not intended for resale abroad. Travelers also should know that some overseas countries require a license for the equipment. Families preparing for an overseas assignment and planning to carry a computer or related equipment should first contact a U.S. Customs office for further information.

MINI BLINDS APPROVED FOR SALE IN CONUS EXCHANGES

Ready-made mini blinds were removed from the list of items restricted by Congress for sale at base exchanges in the United States and are now available in a few base exchanges. Within the next several months, they will be sold in 93 stateside exchanges, AAFES officials said. The blinds, available in 11 sizes and in white or beige colors, are priced from $11 to $39. Officials said the prices will represent an average savings of 25 percent.

YEAR OF FOOD AND FITNESS RUNNING STRONG

Keeping physically fit in combination with eating properly is essential to good health. That's the message the Department of Agriculture is spreading through its year-long "Food and Fitness" campaign. Joe Cindrich, who coordinates the campaign, said, "We urge all Americans to recognize the importance of food and fitness. Whether it's a lunch-time jog or a walk in the park, physical fitness in one form or another, in conjunction with good nutrition, is for everyone." The national effort is sponsored in cooperation with private industry and national, state, county, community, and consumer groups.

FAMILIES SOUGHT TO SPONSOR GERMAN EXCHANGE STUDENTS

Families in the United States will have an opportunity to host high school students from Germany beginning in August through a program sponsored by Congress and the German Bundestag. The two governments are funding approximately 600 full scholarships for outstanding German and American teen-agers to live in each other's countries for a year. Families will be matched with students based on interests, backgrounds, and compatibility. For information about application procedures contact the Congress-Bundestag Office, Youth for Understanding, 3501 Newark St. N.W., Washington, DC 20016, or telephone (800) 424-3691.

HEARINGS PROBE CURRENT YOUTH FITNESS LEVELS

The President's Council on Physical Fitness and Sports has established youth fitness as a top priority for the next two years. The council conducted public hearings nationwide this year to investigate the fitness status of young people and the quality of school and community physical education programs. The council found that poor fitness test results and reduced participation in the Presidential Physical Fitness Award program indicated that the fitness of America's young people is low. The council gave several possible causes, including curriculum changes resulting in less time for elementary school physical education programs and budgetary cutbacks. The newsletter also cited reduced physical education graduation requirements, elective courses at the secondary school level, fewer trained and experienced educators, and adverse lifestyles.

Letters

SHARPENING THE SPEAR

I found "Sharpening the Spear" (April 1984) very informative and interesting. However, I would like to echo a tip o' the hat to another major organization in support of the 51st TFW and our cousins in the maintenance and operations fields.

The 51st TFW base supply organization is also a critical member of our defense force.

We are the people who fuel the aircraft and expedite parts to "keep them flying."

We participate in Team Spirit and Cope Thunder exercises, and work beside our counterparts during those long and sometimes difficult periods.

We consider ourselves a valuable part of the triad and are proud of the motto, "You Can't Fly Without Supply."

Maj. Eve R. Kramer
APO San Francisco

"Sharpening the Spear" was extremely well done and tells the true story of duty in South Korea.

Even though the story focused on the tactical fighter squadrons, the reader was left with the knowledge that everyone assigned to the wing contributes to the preservation of freedom so close to the DMZ.

If you ever want to do a story about Headquarters Air Force Reserve, send TSgts. Katzaman and Thompson.

MSgt. Chuck Muston
Robins AFB, Ga.

LETTERS

Letters to the Editor are encouraged. They provide a valuable source of feedback to the editors and our readers.

Letters should be legible, brief as possible, and must be signed. AIRMAN will only publish letters that pertain to specific articles from previous issues. So-called open letters or opinion columns are not solicited. Letters will be edited to conform to style and space limitations and will be used at the discretion of the Editor.

Please address all correspondence to: Editor, AIRMAN (AFSINC/IIC), Kelly AFB TX 78241. Name and address will be withheld if a valid reason is stated.

GRENADA: SPECIAL REPORT

In reference to your "Grenada: Special Report" (February 1984), I would be remiss if I did not take issue with the article entitled "Jiminy Cricket Goes to Grenada."

While the lion's share of the C-130 operations was accomplished by 317th TAW aircraft, it would be hard to convince several of my crews from the 463rd TAW that their "bucking, metal monsters" had not contributed in some way to the success of operation Urgent Fury.

Our crews flew (fuel) bladder bird missions, evacuated students, and flew frequent supply runs to carry war materials and equipment from several CONUS bases.

Many flew from their Bold Eagle '84 deployed locations at Lawson AAF, Ga. They flew from intermediate onload locations to several fields within the theater of operation—Grenada, Barbados, Puerto Rico—and returned the same day.

The duration of many of these missions exceeded all standard/prescribed mission lengths and clearly demonstrated the mettle and commitment of Dyess crews to the contingency efforts.

The 463rd TAW crews and aircraft delivered critically needed men and equipment when a Navy resupply mission was abruptly interrupted at Roosevelt Roads.

The 317th TAW did a fantastic job in Grenada. But make no mistake, there were C-130H's from the 463rd TAW at Point Salines and Pearls Airfields in Grenada and other Caribbean bases in direct support of the Urgent Fury operation.

Col. John D. Butterfield
Dyess AFB, Texas

'THROUGH HELL AND BACK'

I commend Capt. Ron Fuchs for "Through Hell and Back" (December 1983). As the subject of that article, I worked with him from the initial interview through final approval. I could not be more pleased with the article or its effect measured by reader comments.

Since I returned from Hanoi, many articles have been written about my POW experiences. This was by far the best written of them all.

Chaplain (Lt. Col.) Jerry A. Singleton
Elmendorf AFB, Alaska

FIGHTING CABIN FEVER

I've just finished reading "Fighting Cabin Fever" (February 1984), another superb article about life in the frozen North.

Despite the sometimes adverse weather, the threat of cabin fever, and even being stranded at remote sites several times, my six years in Alaska were the highlight of my entire life!

Reading all the articles you've run the last few months about the 49th state has made me all the more homesick.

SSgt. Milan Christie
Gettysburg, Pa.

ON USING HYPNOSIS

I read with extreme interest A1C Barry Dillon's article, "A Tool Used for Healing" (February 1984). He did a super job with a difficult subject.

Hypnosis is a hot topic in the government today. His article reinforces the positive aspects of its use in investigative matters, and was easy to understand. My people (Air Force Office of Special Investigations) were pleased with the final result.

Brig. Gen. Richard S. Beyea Jr.
Bolling AFB, D.C.

EAGLES OVER GERMANY

The back cover of your February issue is the most artistic and visually pleasing aircraft photograph I've ever seen. The composition of the different shades of blue and the placement of the subjects are superior. I find this photo both soothing and thrilling at once.

What a picture!

2nd Lt. David Konneker
Midwest City, Okla.

PIPING FOR THE BLUE

Regarding your article in the March AIRMAN ("Piping for the Blue"), MSgt. Strach claims to direct the only bagpipe band in the Department of Defense. He is in error.

The DOD takes in all military forces in the United States. The Pipes and Drums of the 91st division, U.S. Army Reserve, was formed in 1961 and is still in existence. Our mission is basically the same: recruiting, command performance, and some public functions.

CW-4 Robert N. Olwell
Sacramento, Calif.

AIRMAN
Special Report

President Reagan: 'The Military is the Key'

Editor's note:

On February 27, AIRMAN Staff Writer MSgt. (then-TSgt.) Lorenzo D. Harris (above) joined representatives of other service publications in the Oval Office at the White House for a meeting with President Ronald Reagan. Remarks from that meeting, along with additional questions and answers, provide the basis for this AIRMAN Special Report. The president addresses such issues as military pay and entitlements, retirement benefits, service to the nation, accomplishments by and the status of the military, and other vital topics affecting Air Force members.

QUESTION: Mr. President, we understand that you served in the Army [Air Forces] during World War II and we were wondering if you see any fundamental difference between the military of today versus the military of World War II.

THE PRESIDENT: I think it would be hard to make a direct comparison because World War II was a wartime situation, with draftees pouring in and all. Today is entirely different. But I think there is a great difference between now and the last few years, when there was justifiably low morale. Today, my pride in the military is—I think—shared by most other Americans.

But let me try to describe a very fundamental difference. As you know, we went from peacetime to war on a Sunday morning without much time in between. There were those in Washington who didn't think it was necessary to do anything for the military. That's always stuck with me and has guided my thinking about the military ever since. Prior to World War II, they were having

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their way more than they are today, but some of that thinking is still around. During the Louisiana Maneuvers, just prior to Pearl Harbor, many of the soldiers had to carry wooden guns and use cardboard tanks to simulate armored warfare.

After the war, when some of our top officers met with the Japanese and talked about the war that they'd been fighting against each other, one of the questions was: Why Pearl Harbor? The Japanese answer was just what I've said about Louisiana. They said, "Why *not* Pearl Harbor? We didn't think you'd fight."

That's a clear message. Weakness increases the danger of war. Today, we're making sure that our military can protect the peace.

In the days after World War I and the years following, hardly anyone thought there was going to be another war. The United States had fought World War I to end all wars.

I was a sports announcer in Des Moines, Iowa. Fort Des Moines was the home of the 14th Cavalry. I enlisted as a candidate for a commission and later became a reserve officer. Part of our training involved riding the cavalry horses at Fort Des Moines. When I was called to active duty, I was tagged "limited service" because I wear contact lenses. I'm nearsighted without them. The cavalry had no provision for limited service, so I wound up at Fort Mason (Iowa) loading convoys for Australia because we believed that the enemy plan called for them to pin down their flank before they could move east.

The next thing I knew, having been in the picture business, I found myself shipped down south in California to help organize and commission technicians direct from civilian life, from the picture industry. We trained all the combat camera crews and set up the training films and all that. It wasn't very heroic duty, but it was needed, like a lot of military jobs today.

photo by Mary Anne Fackelman, The White House

Members of the first all-female C-141 crew enjoyed a visit with President and Mrs. Ronald Reagan. The crew members are, from left, Capt. Guiliana Sangiorgio, 1st Lt. Terri Ollinger, TSgt. Donna Wertz, SSgt. Denise Meunier, Sgt. Mary Eiche, and A1C Bernadette Phelps. Capt. Barbara Akin, also a crew member, is not pictured.

QUESTION: What is your reading of the American people's attitude toward today's military?

THE PRESIDENT: Americans are very proud of their military, and it's richly deserved. When our Administration began, just a little over three years ago, everyone said that we would have to reinstitute the draft, that the volunteer military would never work. But it *has* worked. The esprit de corps is there, and young men and women are proud to wear the uniform.

We have the highest percentage of high school graduates in the military that we have ever had in our history—even compared to the time when we were drafting so many millions. We have the highest percentage above the average intelligence level in the military. We have a waiting line of people who want to enlist in the service. And we have the highest retention of noncommissioned officers.

If we had gone to a draft back in 1981, we wouldn't have had enough noncommissioned officers to train the draftees. That's all changed. I tell you, I get letters like the one from a group of service members stationed overseas who wrote, "If giving us a pay cut will help our country, cut our pay."

I wouldn't cut their pay if I bled to death. The response from our service people, all of them, is just so remarkable. And the families—I've made a lot of telephone calls as president, tragic calls, to families of those who lost loved ones. I've never heard such pride, such willingness to accept that sacrifice was necessary.

And I've learned the hardest thing that a president will ever have to do, as far as I'm concerned, is issue an order that requires some of our uniformed personnel to go into an area where there is a possibility of harm. That's the only problem that ever causes me to lose sleep.

I wish that you could have been on the South Lawn when about 500 of those students from Grenada and 40 of the military just back from Grenada came to the White House at our invitation. The medical students and the military were all roughly the

photo by Bill Fitz-Patrick, The White House

After being greeted by Vice President George Bush, President Reagan and Mrs. Reagan participate in arrival ceremonies at Andrews AFB, Md., on their return from Europe.

same age. The students couldn't keep away from those young men in uniform. Every one of the students wanted to tell them personally that they had saved their lives.

Some of the students came up to me and told me that when they were escorted to the helicopters—and there had been gunfire all around—our men in uniform placed themselves in such a position that if there was firing on them, the military fellas would have been hit, not the students. They shielded the students with their bodies.

It was a wonderful thing to see. I've got a great deal of hope and optimism about the future of this country now, thanks to the quality of our young people, and their dedication. I believe that's the way our entire country feels.

QUESTION: How do you view the U.S. military's role in world affairs in the near future?

THE PRESIDENT: I believe the U.S. military will be the key to keeping our nation secure, free, and at peace. Without a strong military, we could not protect our worldwide interests. I intend to see to it that our military remains strong and capable of defending our country's interests and keeping the peace.

QUESTION: Mr. President, we often read that the Soviets are outspending us in almost all areas including weapon system procurement and research and development. Do you believe that the tide has now turned and that recent defense budgets will allow our nation to begin to close the gap?

THE PRESIDENT: The old story in defense is that when we build, the Soviets build; and when we stop, they keep on building. We have moved to redress the imbalance. More importantly, as the Soviets see coming down the production line our already-approved programs, including the B-1B bomber and the M-X Peacekeeper missile, they may be induced to put an end to their build-up by agreeing to our proposals for genuine arms reductions.

"The old story in defense is that when we build, the Soviets build; and when we stop, they keep on building."

QUESTION: What are your personal opinions on our current active duty benefits and what some have termed the "unaffordable retirement program?"

THE PRESIDENT: Over the past three years, there have been significant improvements in military compensation. These range from large catch-up raises in basic pay to improvements in special and incentive pay and travel reimbursements. These have produced fair and equitable compensation levels. I intend to keep it that way.

The retirement program question is now the subject of intensive study by the Department of Defense. But I can tell you that we will maintain a retirement system that is fair to our service people.

I believe that military personnel are willing to share equally with other members of our society in bringing federal spending under control. They just don't want to share unequally—and they won't.

A sure way to hurt morale and lose experienced people is to ask our military forces to make disproportionate financial sacrifices. Obviously, I don't want that, and the American people don't want that either. Our servicemen and women are defending our country and preserving our peace and freedom. And I'm so very proud of what they're doing. Each time our nation has called upon our citizens to serve, the best have come forward. Today, America's best are serving America, and we're going to keep it that way.

QUESTION: Mr. President, do you believe that military pay and allowances are now sufficient or will you recommend any additional improvements?

THE PRESIDENT: There have been significant improvements in military compensation over the past three years. Large, "catch-up" military pay raises in FY 1981 and FY 1982, and improvements in special and incentive pays and travel reimbursements, have produced compensation levels that I believe are fair and equitable. I intend to maintain equitable and competitive rates of pay for our military personnel.

"... we will maintain a retirement system that is fair to our service people."

"I intend to maintain equitable and competitive rates of pay for our military personnel."

QUESTION: There is no doubt that there has been a surge of patriotism in the United States in the past few years, coupled with an increasing amount of respect for those who wear our country's uniform. What do you attribute this patriotic fervor to, and what are your impressions of the quality and determination of today's individual military man and woman?

THE PRESIDENT: There are a lot of reasons for the change in attitude that we all feel, and it's a welcome change. After seeing the White House meeting between our military people who had been at Grenada and those students they rescued, I had to recall that only 10 years ago, youngsters of that age in too many places were throwing rocks at men in uniform.

Well, there's a different attitude now. Most Americans have come to realize that our country—as a democracy—is only going to try to do those things that are right.

Democracies don't start wars; and no democracy ever got into a war by being too strong. It reflects well on the character of our country that we've been willing to fight for freedom in lands far from home. I think Americans have come to understand that better, and in the process, they've come to admire our men and women in uniform more than ever.

QUESTION: Speaking as our commander in chief and, as such, our ultimate retention officer, why do you think a person should opt for a military career today? ... and what advice or guidance would you offer a potential careerist?

THE PRESIDENT: A military career offers one of the most promising ways for young Americans to serve their country. And they'll serve with pride. A military career offers the training, travel, and opportunity that those recruiters tell you about. That's a hard combination to beat, and the pay is competitive.

As to my advice to a potential careerist—I'd say hurry.

QUESTION: What do you see as the greatest challenge facing today's military member?

THE PRESIDENT: It's still got to be the one I remember from many years ago: how to pass inspection. Beyond that, I guess the next biggest challenge is the need to keep up with change.

photo by Jack Kightlinger, The White House

The president, dignitaries, and military members pay their respects to Old Glory during a stop at Kelly AFB, Texas.

QUESTION: What support do you expect from Congress for improved U.S. security in the next few years?

THE PRESIDENT: The way we have to look at defense is to determine what is necessary to assure our national security. What weapon systems? What numbers of personnel? Once you've decided that, you figure out—with a sharp pencil—what does it cost to provide that kind of national security? You can't look at our government's most basic responsibility and say, "How much do we want to spend?"

When we go to Congress with a defense budget based on a sound assessment of our national security needs, we run into some who say, "Oh, no, we only want to spend 'x' number of dollars." That's when I have to ask, "All right, what do you want to do without? Do you want to cut the pay for the military? Or what?"

The Congress has been supportive of our national defense needs over the past three years. That's why I think America is safer today. And I hope the Congress will help us keep America strong.

QUESTION: All of the armed forces are involved with the expanded drug interdiction effort. Do you see all the services developing special expertise or training for drug interdiction to continue the involvement on a long-term basis?

THE PRESIDENT: No. Military involvement will continue in a support role. The appropriate law enforcement agencies will have the primary drug interdiction mission, and this is consistent with our laws.

However, the military can be a big help. The military skills required to locate, identify, track, and intercept hostile forces work well against maritime and airborne drug smugglers. And I might add that it is also realistic training.

Let me just add that the campaign against drugs is a very personal one for Nancy and me. She has helped in the battle against drugs by drawing attention to the problem to help make people aware and to get them involved. She decided to travel around the country, to visit as many drug rehabilitation centers and prevention programs as possible, and to talk to as many people as possible.

President and Mrs. Reagan wave to military members during an arrival ceremony at Elmendorf AFB, Alaska, en route to Tokyo, Japan.

photo by Pete Souza, The White House

You can be absolutely sure there will be no letup in our effort in all areas where we can help eliminate drug abuse and that we appreciate the efforts being made by the Coast Guard and the military services to fight the drug problem.

QUESTION: In their report to you, the Military Manpower Task Force noted with approval the important contributions female military personnel are making to our defense capability but made no recommendation on their future strength and role. Could you share with us your thoughts on the future of women in the services?

THE PRESIDENT: Women are an integral part of the services, and I'm sure it will be that way in the future. At least, I hope so. By all measures, the future will be challenging and rewarding for our women in the services.

The services can take just pride for their record of leading the way in opening up non-traditional fields of occupation for women. Let's remember that women in the '80s are a diverse majority with varied interests and futures. Some seek to pursue their own careers, others focus on the home and family. Some seek to do both these things. Well, no role is superior to another. What's important is that every woman have the right and opportunity to choose the role she wishes or, perhaps, try to fill them all.

QUESTION: Mr. President, how would you advise a military member to respond to the nuclear freeze proponents?

THE PRESIDENT: I don't want to tell your readers what to say, but I can give my view. I don't believe a freeze at current levels would be in our best interests.

I am committed to negotiating equitable and verifiable arms reduction agreements, ones that will substantially reduce the level of arms. A freeze would jeopardize our ability to attain this objective.

A freeze at existing levels would lock-in advantages favoring the Soviet Union and divert us from the goal of achieving substantial reductions. It would make the task of our arms control negotiators far more difficult and would be largely unverifiable.

We must do better than a freeze. We must convince the Soviet Union to join us at the negotiating table and work out fair agreements providing for real reductions.

QUESTION: Mr. President, what would you tell an enlisted servicemember why his or her job is important?

THE PRESIDENT: Something tells me that today's serviceman or woman does not have to be told why his or her job is important. They are defending our country and preserving peace and freedom. I'm very proud of what they are doing, and each of them should take time to be proud, too.

QUESTION: If you could meet, personally, every person in the military, what is the one thing you would say to that person?

THE PRESIDENT: I'm proud of you, and so is your country. Keep up the good work, and we'll be able to sustain the peace. God bless you, and God bless America.

photo by Karl Schumacher, The White House

Ronald Wilson Reagan 40th President of the United States

Before entering politics, Ronald Wilson Reagan was a successful actor.

He served from 1942 to 1945 in the Army Air Forces as a personnel officer and narrator for training films. He entered the military as an enlisted man, but attained the rank of captain.

Mr. Reagan was born Feb. 6, 1911, in Tampico, Ill., over the store where his father sold shoes. Although his family settled in Dixon, Ill., about 100 miles west of Chicago, he was reared in a variety of cities and small towns in northern Illinois. Most of his youth was spent in Dixon. He and his brother, Neil, lived modestly with their parents, John and Nelle.

Ronald, nicknamed "Dutch" by his father, was student body president in high school.

He attended Eureka College, Eureka, Ill., where he earned a bachelor of arts in Economics and Sociology in 1932.

After college, Mr. Reagan worked as an announcer at WOC radio in Davenport, Iowa, where he broadcasted college football games for $10 a game.

In 1933, he started working at WHO, a 50,000-watt clear-channel radio station in Des Moines, Iowa, with a much larger audience. He was very successful as a sports announcer and, in 1937, he accompanied the Chicago Cubs to California to cover baseball spring training.

While there, he auditioned at Warner Brothers for acting parts. After returning to Des Moines, he received a telegram offering him a studio contract for $200 a week.

That was the beginning of a successful career in which he appeared in 50 films. He progressed from announcing football games for $10 to an acting career that earned him considerably more money. In 1946, he was elected president of the Screen Actors Guild.

In the '50s, Mr. Reagan focused on television, and he also worked for General Electric Co. As a GE spokesman he addressed more than 200,000 of the company's workers on the merits of free enterprise over big government.

He also hosted the "General Electric Theatre," and "Death Valley Days."

After he was persuaded by friends, Mr. Reagan entered politics in 1965, when he ran for governor in California. He defeated Gov. Edmund Brown in 1966 and, four years later, was re-elected.

After leaving the governorship, he announced his candidacy for president Nov. 20, 1975, but lost the Republican nomination in 1976. In 1979 he again announced his candidacy and was successful in gaining his party's nomination. On Nov. 4, 1980, he was elected the 40th President of the United States.

In assuming the presidency, he also became commander in chief of the armed forces.

Welcome the C-21A

The Air Force has a new bird—the C-21A, one of two aircraft that will replace the aging CT-39 *Sabreliners*.

Gates Learjet Corporation on March 13 rolled out the first of 80 new C-21A operational support aircraft to be produced for the Air Force under a $175,403,178 fixed-price contract awarded the jet manufacturing company in September 1983.

The ceremonies at company facilities on Tucson International Airport were attended by senior officials of the Congress, the Air Force headquarters and the major commands involved in the C-21A program. They included Lt. Gen. Thomas H. McMullen, commander of the Aeronautical Systems Division, who was principal speaker, and Gen. Thomas M. Ryan Jr., commander in chief of Military Airlift Command, which will operate the new C-21A's.

Among other dignitaries present was Dr. Thomas E. Cooper, assistant secretary of the Air Force for Research, Development, and Logistics.

Under the acquisition program, managed by ASD's Deputy for Airlift and Trainer Systems, the Air Force is leasing the high performance C-21A's, military version of the Learjet 35A, for five years. It may extend the lease another three years or buy the airplanes outright in five or eight years. It also has the option of leasing 20 additional C-21A Learjets.

The contract calls for the maintenance and logistics support of the entire C-21A fleet. And the contractor will provide transition flight training for Air Force pilots who will fly the planes.

The C-21A is powered by two Garrett TFE731-2 turbofan engines. It can carry six to eight passengers, plus a crew of two.

MAC will receive the new C-21A's at the rate of four per month. The first unit will be based at Scott AFB, Ill. Other U.S. bases scheduled for the C-21A include:

Andrews AFB, Md.; Barksdale AFB, La.; Eglin AFB, Fla.; Kirtland AFB, N.M.; Langley AFB, Va.; McClellan AFB, Calif.; Norton AFB, Calif.; Offutt AFB, Neb.; Peterson AFB, Colo.; Randolph AFB, Texas; Maxwell AFB, Ala.; and Wright-Patterson AFB, Ohio.

The new C-21A's also will be positioned overseas at Yokota Air Base, Japan, and at Ramstein AB and Stuttgart-Vaihingen in Germany.

The CT-39's days are numbered. They will be phased out over the next two years and replaced by the C-21A and C-12F, made by Beech Aircraft Company.

According to Lt. Col. James W. Muse, system manager for the CT-39 in the Directorate of Materiel Management at Sacramento Air Logistics Center, McClellan AFB, Calif., this will be the first time the Air Force has leased aircraft on this scale.

"A major benefit of leasing business aircraft for Air Force missions is that we can take advantage of the existing commercial support networks," said Maj. Robert Chambers, Military Airlift Command Aircraft Acquisition/Enhancement Division.

The Air Force purchased the original T-39s in 1959 and ultimately bought a total of 149 for use as pilot and navigator trainers. In the mid-1970s, MAC took over the plane's main operational responsibilities. At that time, officials redesignated the aircraft the CT-39 to better reflect its primary mission of transporting high priority cargo and government officials.

"Of the 149 CT-39s purchased, 130 are still active today," said Lt. Col. Muse. "That speaks well of the aircraft and is a tribute to the maintenance people who have worked on them over the years."

The flying hours have added up over time and the plane has exceeded its original life expectancy. Downtime, officials explained, can sometimes be six months to one year for depot level maintenance.

"On one plane alone, we spent more than a million dollars in corrosion treatment and performed over 16,000 man-hours of work over a 23-month time period," said Lt. Col. Muse. "It's like putting excessive amounts of money into a 1949 DeSoto—it's just not cost effective."

So, officials made a decision to look for alternate transportation. As a result, they found it cheaper to lease the two new aircraft models and phase out the old.

As in any lease agreement, everyone involved has certain contractual responsibilities. In this case, the contractors provide total logistic support, initial training, and aircraft insurance. They also guarantee an 85 percent mission-capable rate, with a partial mission-capable rate not to exceed 5 percent. This means a

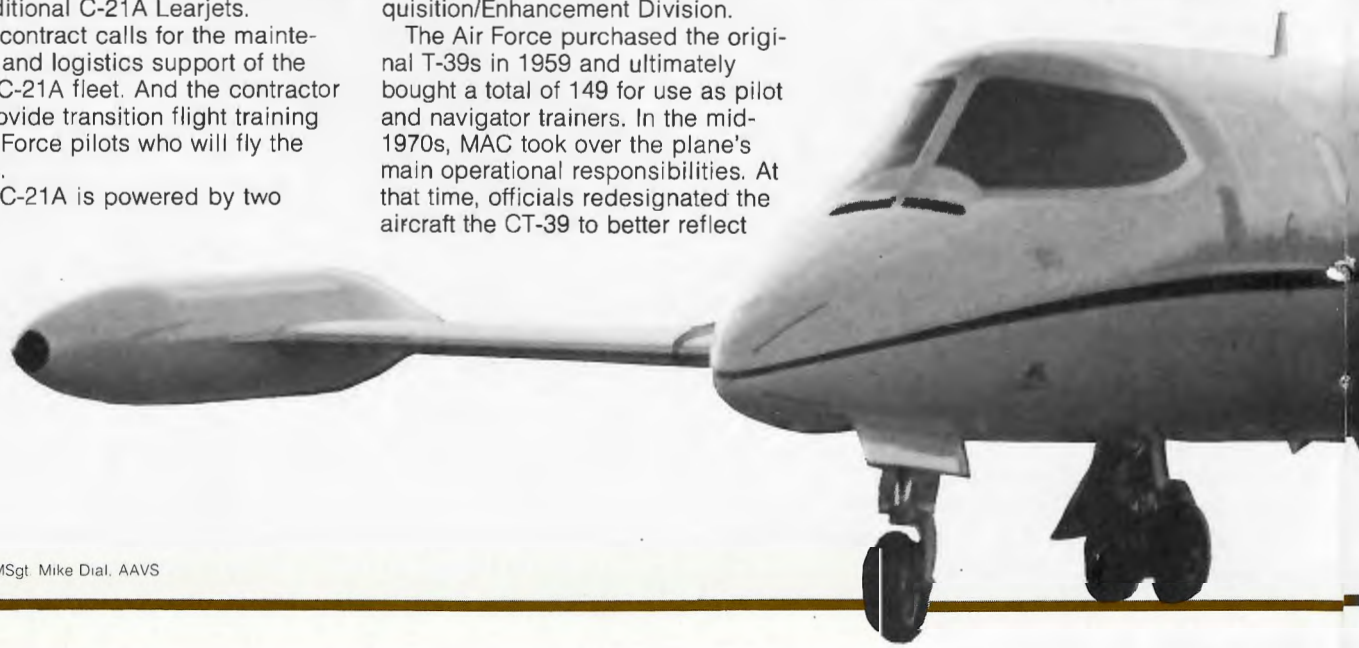

photo by MSgt. Mike Dial, AAVS

fully mission-capable rate of not less than 80 percent, which compares to the current MAC rate of 73.9 percent for the CT-39.

The Air Force is responsible for providing aircrews, common petroleum, oil and lubricants, routine servicing at en route bases, and base support.

Base support includes office and equipment storage space, utilities—including class C telephones—security, fire protection, emergency medical treatment, hangar space for maintenance, and an aircraft wash rack if available. Bases are not responsible for ground support or test equipment, tugs, de-icing equipment, or work stands.

When the concept of contracting for the total support of the CT-39 replacements was being explored, one of the questions raised was the ability and willingness of the contractors to support the aircraft during deployments, and possibly under wartime conditions.

The CT-39 is tasked under several operations plans to deploy overseas and the C-21A and C-12F will also have this requirement. Accordingly, the contracts were written with specific provisions requiring contractor support during contingencies or wartime.

"Basically, the contractor must be capable of deploying from any location with any number of aircraft on 48 hours' notice, with spares and support equipment for 30 days, flying at a surge rate of five hours per day," Maj. Chambers said.

"This does not imply that we cannot deploy aircraft longer than 30 days—the Air Force can base the aircraft anywhere at anytime. The 30 days were used to size the amount of spares stockage."

The other major area of contractor support besides logistics is aircrew training.

For the C-21A, three pilots will be trained by the contractor with each aircraft delivered. Classroom and simulator training will be conducted in Wichita, Kansas, or Tucson, Ariz., by Flight Safety International. Flying training will be provided by Gates Learjet at their Tucson facility. A MAC flight examiner will certify that the pilot is qualified.

After completing their training, most new pilots will deliver their aircraft to their home base.

C-12F training will be conducted at the Beech Training Center in Wichita, with follow-on training at the Scott AFB Central Training Facility. Again, three pilots will be trained initially with each aircraft delivered.

Another important part of the agreement is aircraft liability. The contractor is liable for any loss, damage, or destruction to the aircraft during the period of the lease. This includes the time when the aircraft is being operated by Air Force pilots.

There is a war clause, however, that exempts the contractor liability under certain circumstances.

Finally, there is a financial advantage to leasing. Based on 56 hours per month per aircraft, the cost per flying hour for a C-21A is $853. The C-12F is $757. Compare these figures to the CT-39's $1,035 per hour. These costs include fuel for all aircraft, but what is not included is an estimate by the Sacramento Air Logistics Center for keeping the CT-39 fleet flying past its design lifetime. That estimate was $200 million.

According to Lt. Col. Muse, the Air Force is also saving maintenance positions because the contractors are providing the repairs and upkeep to both aircraft. The people who normally maintain the CT-39s will be used for maintenance on other aircraft systems.

It's AFCC's response to an urgent need to communicate, in private, during emergency situations.

Hammer Ace: Take It Anywhere

by TSgt. Dan Allsup
AIRMAN Staff Writer

In the past, aircraft accident emergency response teams sometimes had as much difficulty relaying their findings to the proper authorities as they did attempting to determine the cause of the accident.

It was a basic communication problem. The radios were either too bulky, lacked the necessary range, or failed to provide transmission security.

Those lessons were learned by experience. Occasionally, the accident site was so remote the response teams had trouble reaching the area with their heavy radio gear. There had also been cases of media representatives and local citizens intercepting—and misinterpreting—radio transmissions from the site to the command post.

Specifically, there was a desperate need for private, long-range, portable radio communications from emergency response teams to the command post, and to higher headquarters controlling the operation.

Once the problem was identified, blue-suit technicians went to work. The answer comes in a small package—a lightweight, secure, long-range, air-transportable communications system suitable for rapid response.

Called Hammer Ace, the system consists of suitcase-size advanced technology equipment. The radio system, designed by Air Force Communications Command engineers and technicians at Scott AFB, Ill., can be deployed to establish secure communications almost anywhere in the world.

The package is about two-thirds smaller than previous versions, and the number of people needed to set it up and operate it has been reduced from 19 to two. According to Capt. Gil LaPointe, then-AFCC's Hammer Ace chief, the radio system was designed to provide mobility, security, and flexibility.

"We met those requirements by keeping the size down and making it capable of operating for 72 hours on its own battery power. In the event of a power failure, the system can also work from a car battery," he said.

"Also, because the team can range in size from as few as two to as many as five communications engineers and technicians, we are flexible and can be transported easily to an accident site."

Capt. LaPointe added that 19 trained AFCC members and three complete Hammer Ace packages are kept on alert around the clock and are ready to deploy within hours.

Because of the equipment's relatively small size, Hammer Ace teams can travel quickly to accident sites on either military or civilian aircraft.

Hammer Ace can provide flexible communications from remote locations, almost anywhere in the world. The teams provide access to military and commercial telephone systems including the Automatic Secure Voice Communications System, a critical feature of the system.

Hammer Ace is also simple to operate. Conversations are transmitted from the site to the operations center at Scott AFB via military geosynchronous satellite 22,300 miles above.

The satellite revolves around our planet, above the equator, at the same speed as the rotation of the Earth, with the effect of hovering in a stationary position. It's a simple task for Hammer Ace communicators to direct the lightweight antenna and transmit via the satellite. From the operations center, communicators transmit the messages on military or commercial telephone links to the destination, and back.

At the accident site, Hammer Ace can also provide a hand-held radio network that can be encrypted. The hand-held radio system can be extended via the satellite system and the Hammer Ace operations center to anyone, anywhere in the world, who has access to a telephone.

Capt. LaPointe added that the system's security is just as important as its mobility.

"We've had situations when military authorities were actually getting more information from television news than from their own people. And

photos by SSgt Lou Comeger, AA4S
Arlington, VA

BELOW: Maj. Gen. Robert F. McCarthy, former commander of the Air Force Communications Command, said Hammer Ace "allows an efficient method of getting information early-on—during the first few hours of an emergency.
RIGHT: Hammer Ace can be deployed to establish secure communications almost anywhere in the world and requires only four people to set up and operate.
BELOW RIGHT: A Hammer Ace technician computes the elevation and azimuth before sighting the antenna on the geosynchronous satellite.
BOTTOM: SSgt. Matthew Fischer helps relay the calls at the Hammer Ace operations center.

because there was no direct-communication equipment on the site, media representatives sometimes intercepted—and misinterpreted—such transmissions.

"If the radios are not secure, or private, there can be a lot of confusion," Capt. LaPointe said, "and we needed to solve that problem."

As a result, the idea to develop a highly portable, secure radio to use in disaster response was conceived. Assigned to head the team, Capt. LaPointe said the first thing he did was organize the program's basic concept. He pointed out that, as sophisticated as Hammer Ace is, the primary ingredients are the people operating the system.

"The idea is to take the best electronics engineers and technicians, provide them with the most advanced equipment available, make them as self-sufficient as possible, give them access to the

TOP: Hammer Ace consists of 11 suitcase-size units weighing a total of 375 pounds, providing mobility, security, and flexibility of operation.
ABOVE: Hammer Ace technicians can set up and direct the lightweight antenna to transmit via satellite.

fastest means of transportation, put them on 24-hour alert, and send them into situations where they are needed," the captain said.

The first Hammer Ace package was formed and ready to deploy in the summer of 1982. The hand-picked communicators didn't have to wait long to have their new system give its first test. It came when a Hammer Ace team responded to the scene of an airplane crash in a remote area of the Cherokee National Forest, near the Tennessee-North Carolina border, in August 1982.

The team was at the site in less than four hours. Within 15 minutes, they established contact with the Hammer Ace operations center at Scott.

SSgt. Rebecca Parker is a member of the Hammer Ace team. She said that although there were still some "bugs" to be worked out, the system proved reliable at the accident site.

"We had been wondering how the equipment would work in an actual disaster response," she said. "But, we had the only outside communications at the site for three weeks, and processed more than 300 telephone calls with no failures. Hammer Ace definitely works!" she added.

Since that first operation, the unit has been used successfully at several accident sites and disaster response exercises. But it wasn't until last fall that Hammer Ace received its first test under combat conditions.

SSgt. Phillip G. Skiff, a Hammer Ace technician, was shopping at Scott's base commissary on Oct. 27 when his paging system alerted him to call his office. A few hours later, SSgt. Skiff and a Hammer Ace package were aboard a T-39 enroute to Grenada—two days after the Caribbean peacekeeping forces began military operations on the island.

The NCO's assignment was to supplement communications, and support a Joint Chiefs of Staff liaison officer to the Caribbean task force. With no telephone communications from Grenada, the only way information could be relayed concerning the operation was through a satellite radio network. Hammer Ace proved equal to the challenge.

With the thud of artillery in the background, SSgt. Skiff and other communications technicians on the island went to work. Within minutes, Hammer Ace was doing its job.

"We provided the secure radio net via satellite to the Pentagon switch, which then patched us through to the destination to complete the connection," SSgt. Skiff said. "We did it all—whatever was needed."

Hammer Ace passed its first test under fire.

Maj. Gen. Robert F. McCarthy, former commander of the Air Force Communications Command, has followed closely the progress, and impact, of Hammer Ace.

"There are several advantages of using a system as sophisticated as Hammer Ace at an accident site," he said. "Because of its immediacy, the system provides increased flexibility. It allows an efficient method of getting information early-on—during the first few hours of an emergency—when communications are critical."

After studying Hammer Ace's reliability, Maj. Gen. McCarthy authorized all major commands to use the system for accident response and disaster response exercises.

The general's offer is a good one. Unlike cases where users complain of congested local phone lines, Hammer Ace doesn't have any dissatisfied customers.

As SSgt. Parker said, "When the 'phone booth' is in a remote forest on top of a mountain, and you're the only telephone company in town, there aren't too many complaints."

The exercise in the wilds of West Virginia teaches participants about evasion. For a week, they are . . .

The Ridge Runners

by MSgt. Alan Prochoroff
AIRMAN Contributing Editor

SSgt. Will Jackson, left, lying face down, is held by an "aggressor" team (Marines from Camp LeJeune, N.C.) during Ridge Runner exercises to demonstrate how a captive would be treated if caught. Once participants, above, reached pick-up points, there were still surprises—"friendly" forces arrived and promptly blindfolded and tied them.

photos by TSgt. Bill Thompson
AIRMAN Chief of Photography

SSgt. Daniel Dailey was bewildered. As his blindfold was removed, he squinted to get his first look in hours at who and what was around him.

He was a sight. Dark green camouflage make-up around both eyes gave him the appearance of having just gone two punches with Larry Holmes.

His arms were tied behind his back as he blinked his eyes and saw one man pointing a rifle at his chest and another seated behind a table in front of him.

His questioner spoke to him in French. "*Est-ce que tu comprends un peu le Francais*?"

SSgt. Dailey's only response was a blank stare. For all the French he knew, this guy could have been the man in the moon.

He wasn't, of course. SSgt. Dailey and the two other men in the room were participants in Ridge Runner '83, an evasion exercise held last fall in and around Kingwood, W. Va.

SSgt. Dailey had spent most of three days and two nights in some of the wildest areas of "Wild, Wonderful West Virginia." He had successfully avoided detection while making his way to a rendezvous point where he was met by other exercise participants playing the roles of friendly members of an underground group. At least, they were supposed to be friendly.

But SSgt. Dailey was held at gunpoint, bound, and blindfolded. And now, things were getting even more interesting for the sergeant, who was portraying a downed flier behind the lines in hostile, unfamiliar territory.

Ridge Runner, a series of annual exercises conducted by the Joint Services Support Directorate, Headquarters Air Force Intelligence Service, is designed to teach evasion to people required to teach or brief evasion to combat personnel.

Mr. Claude Watkins, the exercise director and a prisoner of war in World War II, explained Ridge Runner is a sampling of what military personnel might encounter—from evasion, to meeting with an underground, to eventual recovery—if they're ever isolated behind enemy lines.

Aircrews learn basic evasion techniques when they attend Air Force survival schools, so they benefit indirectly from Ridge Runner. Since only one exercise is held each year, survival instructors and those who work in intelligence career fields are the main participants. They, in turn, pass on the knowledge they've gained to the aircrews they work with daily.

As Mr. Watkins explained it, "Since everyone can't go through it, this is the best way we have to pass this knowledge to as many people as possible." The 84 participants in Ridge Runner '83, represented the armed forces of America, the United Kingdom, Canada, Germany, and Italy.

The ideal aspect of the exercise is that it can be applied to almost any situation, said Col. Norman A. McDaniel, commander of the Air Force Survival School at Fairchild AFB, Wash.

He was almost an evader once himself. As an EB-66 aircrew member, he was shot down during a mission over North Vietnam, but he was captured almost immediately. He was a POW for six and one-half years before being released.

"Ridge Runner doesn't apply to any one particular area, country, or situation," he said. "It presents

the lessons of evasion in ways that can be applied in almost any situation."

Ridge Runner '83 started with past evaders—veterans of World War II, Korea, and Vietnam—telling about their experiences. But there was more involved than just rehashing old "war" stories. The Air Force teaches evasion by taking lessons from the past and applying them to situations that could be encountered in the future.

None of that was lost on the participants who, for the most part, already know something about the E&E business.

As retired Air Force Col. George E. "Bud" Day told them, "Each evasion behind enemy lines is different. Nobody can tell you beforehand how to handle it or what you'll have to do to survive. There are no hard 'rules'." Just basic techniques, the participants would learn.

Col. Day also speaks from firsthand knowledge. He was one of the few Americans to escape from North Vietnamese custody while a prisoner. He evaded capture for three weeks and made his way across the Demilitarized Zone into South Vietnam before he was recaptured and returned to a Hanoi prison. He was later awarded the Medal of Honor for his actions.

There is general agreement among the advisers that training, motivation, equipment, help from others, and, yes, even luck, can determine if evasion efforts will succeed.

Emphasis during the West Virginia exercise was on evading capture; experience has shown that once a person is captured, escape is rare.

Col. Ronald J. Webb, director of the Joint Services Support Directorate, Air Force Intelligence Service and a Vietnam POW for 6½ years, said, "Escapes from captivity are usually pulled off by ground troops captured close to their own lines. Escape by aircrews who are downed deep in enemy territory is virtually unknown.

"During World War II, for instance, 130,000 Allied fliers were captured by the Germans, but only 43 British and three American fliers escaped from permanent camps in Germany and made it back to friendly territory," Col. Webb said.

The statistics didn't improve much in later wars. Combat air rescue efforts employed in Vietnam were not developed during the Korean conflict, and there were only six escapes in North Vietnam during the war; all six men were subsequently recaptured. There were several who escaped in South Vietnam and Laos. The most famous of these was Army Maj. Nick Rowe, who escaped after five years of captivity.

There was, however, more success at evasion in Vietnam, when search and rescue came of age.

Although evasion with the help of local citizens was almost unheard of in Southeast Asia, large numbers of American aircrews were able to evade the enemy long enough to be rescued by determined, heroic Air Force search and rescue teams. One man, then-Capt. Roger Locher, evaded capture for 23 days in North Vietnam before finally being rescued (see sidebar, "Ordeal in the North").

Evasion was the primary lesson of Ridge Runner '83. The exercise called for the "runners" to travel in pairs, evading detection and capture while moving toward a predetermined meeting place with those participants who played the roles of members of the underground. It wouldn't be that easy, the runners were warned.

Their travel was hindered by an "enemy" consisting of force recon Marines, Air Force security police, the Preston County civilian population, and Army National Guard members who used helicopters to search for them.

Rugged terrain also slowed them up. Sheer drops, six-foot-high briar bushes, and large areas of open spaces with little or no concealment stood between the runners and their underground connections. At least one runner, Sgt. Kerry V. Strange, of the 23rd Tactical Fighter Wing at England AFB, La., found the going particularly tough. "I started Ridge Runner in a new flight suit," he said. "Now, it's full of holes."

Having a plan of action helped. "You have to have a plan," said Capt. Candice R. Lemon, a runner in this year's exercise. She was formerly assigned to the Air Force Intelligence Service headquarters but now works at Osan AB, Korea.

"You just can't wander all over the countryside without having some idea of where you want to go and how you plan to get there."

Participants are placed in a waiting van for transportation to a safe house nearby. An HH-3E, right, from the 305th ARRS, Selfridge ANG Base, Mt. Clements, Mich., transported "players" to safe zones in West Virginia.

That made sense to SrA. Kevin Kidd, a water survival instructor at Homestead AFB, Fla. "My partner and I didn't just 'wing it.' We had a map and kept track of where we were at all times. We planned to be at certain points at certain times, and made our goals realistic and attainable. For the most part, we just wanted to keep moving and be able, at night, to find a place to hole up and catch some sleep."

Many of the runners learned something about building undetectable fires, the art of concealment, and other aspects of survival and evasion with each ridgeline they crossed.

Concealment was on the minds of all the runners. Many, like SrA. Kidd, tried to blend in with their surroundings.

"The trick is to look for a hiding place where a searcher wouldn't ordinarily go," he said. "We didn't build any shelters in the woods; they just break up the natural surroundings and make it easier for someone to spot you. We found natural hiding places in the undergrowth. Searchers usually overlook places that are thickly overgrown because they think nobody could possibly be in there."

Capt. Lemon and her partner, A1C Verlon E. Gainey, of Mountain Home AFB, Idaho, also used thick vegetation to hide from the aggressors.

"We had to cross under some power lines, which normally have open pasture underneath them," she remembered. "Instead of crossing at open areas, we went where there were briar bushes six feet high. That way, even if the agressors heard us, we'd be long gone by the time they got over to where they thought we were."

Once they were on their way, Capt. Lemon learned some valuable lessons about living off the land.

"I thought we'd be eating cold meals in the woods," she said, "but Airman Gainey showed me how to build a concealed fire by digging a deep hole so the flames can't be seen. We built three fires, and ate only one cold meal while we were out on our own." Of course, the meals weren't the kind that might be found in a refrigerator at home.

SrA. Kidd, for one, didn't have problems with food. "I caught a squirrel and ate that, along with wild berries."

Canadian Armed Forces Lieutenant Jeff Jacques, top left, is led into a safe storage cellar to await further contact with "friendly" forces. Lieutenant Jacques, left center, is fingerprinted to verify his identification. "*Quel est ton nom*?" This captive, bottom left, is asked his name by a "partisan," actually a master sergeant of the Army's 11th Special Forces. Air Force 2nd Lt. Theodosia Burr, above, still blindfolded and hands tied, waits on the floor at Sisler Lodge in Kingwood, W. Va., for processing by underground forces.

Others, too, discovered that eating was simply a matter of living off the land—and whatever they had secreted in their survival vests.

That, too, was something they'd been reminded of by Lt. Col. John Kupsick, a successful evader in World War II, and Col. Day.

"You have to put aside your culinary dislikes and eat whatever you can get your hands on," Lt. Col. Kupsick told the evaders. "A French family once gave me escargots [snails], which I hated. But I learned to eat them by imagining they were braised mushrooms."

Things were a little harder to swallow for Col. Day, who found he would eat just about anything after he had gone days without food. *Anything* means just that—including a live frog!

"They're easy to eat," he advised. "You just shove them in and chew real fast. They die a natural death when their feet reach your lips. But," he cautioned, "after you eat your first one, you really have to psyche yourself up to eat another, because they never taste any better!"

Those lessons of the past, combined with individual knowledge and cunning, contributed to the success the runners had during the exercise. None of them was caught by the "enemy," and no sightings were reported by the West Virginians, who were encouraged to keep an eye peeled as they went about their daily routine.

Not that there weren't some close calls, though.

"The first night out we planned to put as much distance as we could between us and our drop-off point," said SrA. Kidd. "But we were only out for 30 minutes when we got too close to some "enemy" soldiers and had to hunker down for about four hours. We got caught in a bad spot—one guy was right in front of us, and another off to the side."

That's when one of the lessons helped. Lt. Col. Kupsick had told how he was once caught in a clearing as a German patrol approached. There was nothing he could do but lie still in some foot-high grass and hope for the best. Because he remained absolutely motionless, the patrol passed him by.

The technique worked for SrA. Kidd, too. "We didn't move a muscle, and they finally left at one in the morning."

Having the right frame of mind also helped.

"I told myself this was the real thing," said Sgt. Kerry Strange. "That's what kept me from wanting to quit when I was cold, wet, and tired. I could have [quit], but I know a crew member in a real evasion situation wouldn't be able to do that, so I pressed on. I knew I'd learn something here that might help someone else one day.

"You find you even put injuries aside. Oh, if I'd broken a leg, I'd have quit here; but in real life, I'd find a way to get out of the situation. I look at it this way: If you want to avoid capture badly enough, you might camp out under a bush for a month waiting for a leg to heal."

Once again, a lesson from the past came to mind. Col. Day had warned: "When you get into a fight, our foes aren't likely to be nice enemies like those we've seen on 'Hogan's Heroes.' They're probably going to be pretty tough. People in an E&E situation should do everything they can to avoid them."

If evading aggressors in the West Virginia mountains wasn't enough for the runners, most agreed later that meeting the exercise participants who played the roles of underground partisans was an experience they found unsettling.

"My knowledge about what to expect from the underground was limited to what I had seen in old war movies on television," said SSgt. David Goodrum, a survival instructor at Fairchild. "They sure didn't treat runners in the movies like they treated us here!"

Again, reality was a goal. Helping evading or escaped aircrew members is a risky business, at best. Assisters can be expected to be tense, and wary.

Some of the "partisan" role players in the exercise were armed to the teeth with everything from shotguns and knives to "hawg's legs"—pistols that dwarfed some of the thighs they were strapped to.

They used their weapons too. Runners were held at gunpoint (although live ammunition was never used), then immediately blindfolded, loaded into vehicles, and taken to a "safe house," where they were temporarily held.

After three days of tramping around in the woods, Lt. Jeff

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Ordeal in the North

The lessons learned by participants at Ridge Runner '83 are based as much on experience as on theory. Maj. Roger Locher knows that as well as anyone.

During the Vietnam War, then-Capt. Locher was a backseater in an F-4 when he was shot down in May 1972 near Hanoi. He singlehandedly evaded capture in enemy territory for 23 days before being rescued, becoming something of a legend in escape and evasion circles.

The ordeal in North Vietnam began May 10, 1972, when he and Maj. Roger Lodge were shooting down their third and fourth MiGs of the war.

"We were lining up behind a MiG-21 to fire off a missile when we were jumped from underneath by a MiG-19 that hosed us down in the starboard engine with cannon fire."

Fire, smoke, and fumes quickly filled the cockpit, forcing Capt. Locher to eject. Maj. Lodge died in the crash.

Capt. Locher was floating to earth in his parachute when he first started thinking about how he would keep from being captured.

"That's an important transition to make—from thinking about what's happened to you to considering what you'll do next," he told participants at Ridge Runner '83. "You'll have a hard time staying free without doing it."

Capt. Locher's plan was simple on a grand scale.

"I was east of the Red River, and I knew we weren't making any rescue efforts in that area because things were just too hot for us at the time," he recounted.

"I decided to make my way to where our rescue forces orbited as they waited to move in to pick up downed fliers. That was about 90 miles away, and I figured if I made two miles a day it would only take me a month and a half."

He found things weren't that simple once he hit the ground.

For one thing, the North Vietnamese knew exactly where he landed. "I was spotted on the way down by a MiG-19 pilot, and my chute hung up in the trees, giving ground search teams a good fix on my position," he said.

Fortunately, once on the ground Capt. Locher heard only the sound of his airplane burning about a half mile away to the northeast; there were no other humans around. But the captain knew that wouldn't last long, and he quickly set to work making good his escape from the area.

He started by gathering up all the loose gear he didn't need—helmet, parachute harness, and other items—and laid a false trail toward the crash site before taking off in the opposite direction.

"It had just rained," he said, "so I was careful not to turn over leaves as I walked. I didn't want any dry leaves to show. And I made sure I didn't break any branches on trees or do anything else that might give away my position."

Search parties weren't long in forming, so Capt. Locher found a small depression on the side of a slope, pulled a black mosquito net over his face, and burrowed into the ground as best he could to camouflage his position.

"At that point, I thought I would probably be caught, but I'd made up my mind that if they wanted me, they were going to have to walk right up and stand on me before they'd take me away," he said.

He laid perfectly still as he heard the searchers getting close—then closer!

"That's hard to do. We Americans always want to make our own breaks, to make something happen. But in an evasion situation, that works against you most of the time.

"Movement—even the slightest head movement—and a human face are the easiest things for a search party to pick out in a natural environment."

From where he was, Capt. Locher could see a party of from 20 to 40 searchers looking for him, but they were going in the wrong direction! His false trail led them toward the crash site, away from where he was hidden. He breathed a sigh of relief and waited for nightfall before moving again.

"The searchers went home to their village when it started to get dark, but I stayed put," he said. "I thought they might try to pull a fast one by leaving someone behind to wait for me to make a move. But I waited several hours and didn't hear a thing, so I decided it was safe to put some distance between me and them."

The next day brought Capt. Locher's first real scare. He awoke at first light to the sounds of birds in the trees, women fixing the morning meal in the village, and one of two sounds dreaded by anyone on the run: children!

"You always want to stay away from kids and dogs. Dogs will smell you out in a heartbeat, and kids are always going where they're not supposed to be, so you run the risk that they'll stumble across you by accident."

Sure enough, that afternoon two young boys came within 50 feet of Capt. Locher's hiding place before leaving the area.

The Vietnamese searchers had other surprises in their bag of tricks that forced Capt. Locher to keep moving. Once, they beat the bushes looking for him. Other times, they shot a rifle into the ground, trying to trick him into thinking they knew where he was.

By the start of his fifth day on the ground, Capt. Locher was only a few miles from the crash site, and soon would be within inches of another close call.

"I was trying to steer clear between a couple of villages, when I heard and saw something moving a few feet away in the dense vegetation. I figured I had almost walked into someone, but then found I was eyeball-to-eyeball with a big, and I mean big, monitor lizard. This thing was a real Marlin Perkins special—40 pounds if it was an ounce, and closer to the size of a small alligator than a lizard.

"After being thankful it wasn't someone from the village, I started worrying about being bitten, because I remembered hearing that you could get a bad infection from a monitor bite. That really scared me."

After the two stared at each other for five minutes—and after much hissing and slithering of its red tongue—the lizard moved away to conquer something its own size, and Capt. Locher moved on.

On Day 11, he got caught in the open in a grove of trees.

"I got a little careless," he admitted. "I was on a wide path and heard someone coming up behind me, so I darted up the road and into this orchard. Two kids were coming down the road toward me and I couldn't find anywhere to hide!

"I spent the entire day in the middle of that grove. And all day these kids were running in and out of the garden picking weeds, cutting bamboo, and just being a general nuisance."

The value of patience and remaining absolutely still—lessons still taught today to Ridge Runner participants—were just as important to Capt. Locher in 1972.

The proximity of the workers forced Capt. Locher to remain where he was most of the day. His closest call came at the end of the day, when two boys were sent to herd water buffalo back to the compound.

He was lying still with some leaves covering his face and most of his body when he heard them approaching from behind. He froze, hardly even breathing, when he heard some-

"Captain Roger Locher's 23 Days" Painting by Bill Edwards, U.S. Air Force Art Collection.

thing snap—a sapling, he thought, from the sound of it—and felt something heavy press against his leg.

"I thought it was one of the kids staring at me."

He knew enough not to look. He remained motionless, eyes closed, hoping they'd leave and praying nobody would see him.

Instead, they started beating the bushes. It was, Capt. Locher thought, still another trick to force him out of hiding. But he would have none of it. If he was to be captured, they'd get no help from him.

When beating the bushes didn't change the situation, one of the boys ran to the village for help.

Finally, the weight lifted from his leg, and Capt Locher couldn't stand the suspense any longer. he opened his eyes to assess the situation.

"What happened was one of the water buffalo had walked over to where I was and wouldn't move away. The two kids weren't big enough to get it to move past me, so one of them had gone to get help to move the animal," Capt. Locher said.

"The buffalo had stepped on a sapling, and that's what was pressing against my leg. It also had knocked off some of the leaves I'd put on top of me. If those kids had looked down, they would have seen me for sure."

Capt. Locher had dodged another bullet, but there would be one more close call before he was rescued.

"That night I wanted to get away from there, but something told me to stay put just a little while longer. Good thing, too. Just as I would have left, two boys sneaked back to the grove to smoke a cigarette. I waited until they were gone, then moved on."

Early the next morning he climbed a small ridge to a clearing, where he stayed for the next 10 days.

"It wasn't really that bad," he said later. "I had a couple of fruit trees and source of fresh water nearby, and a flat spot to sleep on."

He spent the time resting and regaining his strength while watching the villagers pumping water with bamboo cups in the rice paddies below and cutting trees in a nearby grove.

Finally, on June 1, 22 days after he was shot down on his 407th combat mission, Capt. Locher heard American jets bombing Hanoi and saw his chance to re-establish radio contact.

Rescue forces at first didn't believe the voice on their radios was Capt. Locher's. Once convinced, though, they tried a rescue, but had to withdraw after taking heavy enemy ground fire. They'd be back, they said, the next day.

The biggest problem the rescue forces had to overcome was a nearby MiG base. But, thanks to one of the largest rescue efforts of the war, it was neutralized, and Capt. Locher was picked up.

"There's really no way to express my feelings," he said after returning to Udorn Royal Thai Air Force Base in Thailand. "I got out because of a miracle."

That, perhaps, and some very effective training.

—MSgt. Alan Prochoroff

Jacques of the Canadian Armed Forces might have thought he deserved better accommodations than those offered him in Kingwood.

When his blindfold was removed, he found himself in a cold (a thermometer on the wall said 54 degrees), musty, damp storage cellar—really little more than a hole dug in the side of a hill. The best thing that could be said about the place was that it had a light—a bare, 100-watt bulb hung from the five-foot high ceiling, illuminating the wet concrete floor and cinder block walls.

It wasn't the Ritz—it was more like a prison cell—but for a man on the run trying to avoid detection and capture, it would be just fine. In another place, at another time, the lieutenant knew, similar digs could mean the difference between capture or freedom.

There was a good reason for the way Lt. Jacques and other evaders were—and probably would be—treated. Members of the underground can't take chances and, until the identities of their "guests" are verified, those on the run are treated as potential "enemies."

That's why SSgt. Daniel F. Dailey found himself being questioned in a language he didn't understand. It was another touch of realism. SSgt. Dailey realized that communication was going to be a problem, and he was doing everything he could to help.

"*Est-ce que tu comprends un peu le Francais*?" The man across the table repeated.

His questioner was a master sergeant in the 11th Special Forces, U.S. Army Reserve. As a French professor at Virginia's Hampden-Sydney College, the sergeant was used to speaking French and not always being understood. He tried another phrase, and got through to the runner.

"*Quel est ton nom*?"

"Dailey. Daniel F."

"*Quel est ton grade militare*? *Officer*?" He pointed to his shoulder. "*Sergent?*" he asked, pointing to his sleeve.

"Sergeant," was the reply. "Staff Sergeant."

"*Quelle est la date de ta naissance*?" he asked, forming his arms like a cradle and making a rocking motion.

SSgt. Dailey was confused, so the

questioner wrote several years on a piece of paper until Dailey nodded that one was his.

"Some of them have tried to act like heroes, refusing to give us any information," the questioner said later. "Considering we haven't exactly been acting like their best friends, that's understandable. But its safe to give anyone your name, rank, serial number, and date of birth.

"That's all we try to get, and we only want that to verify that they are who they say they are," he said.

When SSgt. Dailey's session was completed he managed a weak smile as he was led from the room to eat and take a hot shower. Later, he was moved to another safe house as he and other runners were passed along the underground network.

They went to various locations throughout a four-state area by car, bus, airplane, railroad boxcars donated by the Chessie Systems Railroad, a canoe, and even on the back of a mule.

That, too, was in keeping with the realism of Ridge Runner '83. As exercise director Claude Watkins explained, transportation arrangements are limited only to the imagination and ingenuity of those who make them.

That was true of housing, too. Some runners, like SrA. Sharon E. Wesley, of Fairchild's Survival School, and A1C Elizabeth A. Stone, of Hill AFB, Utah, stayed in homes of local residents and were treated, as SrA. Wesley said, "like distant cousins visiting for the weekend."

Others weren't that fortunate. MSgt. Larry Walker, another survival instructor at Fairchild, was first taken to an abandoned, rat-infested house that was missing most of its floorboards. After 14 hours, he was transferred to an abandoned Volkswagen van.

SrA. Kidd's shelter was a rural cabin. "About the only good thing I can say about the place is the commode worked," he said.

Other runners were shipped as far away as Richmond, Va., where they waited for their next move in an empty warehouse.

Waiting and isolation were something the runners had plenty of at that point, and it was an essential part of the exercise. "When downed fliers are being taken care of by an underground, they'll be alone and have a lot of time on their hands," said one of the exercise staff members. "That introduces several new problems into the survival and evasion situation.

"Many people, for instance, simply can't stand being left alone, totally on their own, for long periods of time. Some of the runners in the exercise were left by themselves, without contact with other people, for 12 hours and longer."

Different runners had different methods for passing the time.

"I had read how some of the POWs in Vietnam had handled long amounts of time with nothing to do, and I had some things I wanted to try," said Capt. Candice Lemon.

"I'm a squirmer by nature, so I tried to see how long I could go without moving a muscle. Instead of thinking about moving, I thought of images, creating a motion picture in my head, frame by frame, of something I wanted to see, like horses running in a meadow.

"I found I could while away hours, even though it seemed like only minutes had passed."

Another runner who found himself alone got so desperate for a cigarette that he gathered up all the butts he could find and field-stripped them into a piece of writing paper. "There simply wasn't anything else to do," he said.

The secret, said Capt. Lemon, is knowing how the mind works. "You have to find some way to keep mentally busy."

Army MSG Alan Farrell said, "Waiting is something evaders will have to get used to because they could be doing a lot of it!"

Dependency on those in the underground also began to pose a problem after a while. "Having control of their own destiny is something most people just don't like to give up," said one of the WW II evaders.

Second Lt. Theodosia Burr of RAF Upper Heyford, England, agreed. "Once you're with the underground, you pretty much have to bow, grovel, and obey. You have to take your chances and trust those you're with. You really abandon your future, and whatever present you have, to them."

That was another lesson reinforced by the experienced evaders at the start of Ridge Runner '83. "You are the weak link in their operation and the longer you're with them, the more the risk to them," said Lt. Col. Kupsick. "So when you're with the underground, it's vitally important that you do as you're told."

"It's the number one lesson to be learned," said SrA. Wesley. "You have to be patient, and wait for things to happen, even when others are calling the shots."

The value of training as preparation for survival, escape, resistance, and evasion, is another.

Navy Cmdr. Timothy B. Sullivan, also a former Vietnam POW, probably said it best at the start of the exercise. "This kind of training," he said, "is the main reason why I'm able to be here today."

Those who plan and conduct the annual exercises know full well the lessons they impart may one day enable someone to make that same remark.

Participants rush toward the CH-47 of the 305th ARRS after waiting at a small private landing strip for more than 30 hours.

Here's Jake

"JAKE" SCHAFFERY

"OK, Higgins, first things first. Let's get crackin' on putting up a club."

"I just fixed that front tooth, so make sure he doesn't bite somebody for a few hours."

"Wadda ya mean, your guess is as good as mine. My guess is better than yours."

"I can't find anything wrong mechanically, sir. Do you suppose it could be a bad tooth?"

Even now, 13 years later, I often think of . . .

Reporting in: Remember?

TSgt. Elizabeth C. Jarrell
Lackland AFB, Texas

Illustrations by Nick Jaros

The plane rolled to a stop near a small concrete building as the stewardess announced, "We have arrived at Eglin Air Force Base, serving the Fort Walton Beach area."

I gathered my belongings and clambered down the stairs to the ramp. As I entered the terminal, I edged through clumps of people hugging hello's and goodbye's. The welcome kit said the base motor pool would provide transportation for new arrivals. I had left basic training just 10 days before; I still believed in welcome kits.

There was no car or bus waiting, so I found a telephone and called for a ride to the women's dorm. The man on the other end of the line snorted into the receiver, "You must be new."

A few minutes later, a car pulled up in front of the terminal. The driver watched as I balanced two suitcases, a duffel bag, a pocketbook, my orders, and the pride of my life—my brand-new beret. Finally, I managed to get everything into the car. The beret was on the bottom.

The driver wheeled through the parking lot, crossed the street, and pulled into another parking lot. "We're here," he said.

We did an instant replay on the luggage: I struggled; he watched. After I got everything out, I fumbled open my wallet. As a new member of the Air Force, I wanted to uphold our service's reputation, and give the driver a tip. He, knowing airmen's salaries, had already driven off.

The sidewalk to the dorm was longer than the taxi ride. I dragged my possessions to a large metal door. The welcome kit had said to report to the charge of quarters, so I did. The sergeant at the desk was slightly surprised when an airman materialized seemingly out of nowhere and dropped a suitcase to salute her. She assured me the suitcase hadn't hurt her foot at all, and limped ahead of me to the transient room.

I unpacked and crawled into the lower bunk. Just as I dozed off, a loud whine jerked me awake and I crashed my forehead into a slat of the upper bunk. Dazed, I staggered to the window. Across the street, a jet airplane swung away from the terminal and, engines screaming, headed for the runway. This happened at least every hour the rest of the night.

Next morning, I headed for the base personnel office to process in—still reading that welcome kit. The office was only four buildings away from the dormitory, but it took me 20 minutes to find it, and then only after I had stopped two passing cars to ask directions.

Inside, I saw a familiar face. It was Clifford Duffy, a member of my flight in basic training. I remembered Airman Duffy for two reasons: I didn't know any other women named Clifford,

and I didn't know any other people who showed up for basic training with evening gowns and bathing suits—10 years before Private Benjamin. We hadn't spoken much at Lackland, but at Eglin we greeted each other like sisters.

We were sent from one section to another. In one office, a sergeant explained that we could stop saluting NCOs. He explained that we were "unclassified airmen," and had been sent from basic training to Eglin to be used in whatever jobs were vacant. Then he turned to me and asked if I was afraid of heights. Before I could answer, he said I would be repairing wires on top of telephone poles. My whimpering must have touched his heart; he assured me he was only joking.

"Actually," he explained, "You're both going to be 7-oh-2s, one in ay-em-ess, and one here in cee-bo. As soon as your ten-ninety-eights are signed, we'll send you to your units. And tell your bosses we'll need the names of your reporting officials for your ay-pee-ars. Have your training office order your cee-dee-cees, as you came dee-dee-ay."

Duffy and I stared at each other. Was he speaking in tongues? "Maybe it's another joke," Duffy whispered. We both began chuckling appreciatively as he rambled through the alphabet. He gave us an odd stare and left the room.

He returned a few moments later with bundles of papers, dividing them between us. "You can leave now," he said. "Be back tomorrow for your es-pee, oh-eye, and jay-ay briefings." Duffy and I giggled.

We went back to the dorm and were assigned permanent rooms. Mine was on the first floor, facing away from the terminal. I knocked at the door and it opened an inch. One sleepy eye stared at me. "Hi. I'm your new roommate," I said.

The eye disappeared and a mouth appeared. "No, you're not," it said, and the door shut again. I decided my first room, even with the noise from the terminal, hadn't been so bad. I gathered together my courage, opened the door anyway, and moved in.

A few minutes later Duffy appeared and asked if I'd like to find the base exchange with her. We changed into civilian clothes and, outside, asked a passerby how to get to the exchange. "Four buildings from here, right across the street from the personnel office." Thirty minutes later a passing motorist took pity on us and led us there.

Inside the exchange, we bought magazines and munchies, alarm clocks, and ironing boards. As we walked out, staggering under all the bags, Duffy moaned.

"I'm sorry," I said, "but I can't carry any of your stuff. I have enough of my own."

"No, it's not that," she hissed. "Look—an officer." Straight ahead and approaching fast was a major.

"But we don't have to salute—we're not in uniform," I said.

"It doesn't matter," Duffy insisted. "The reg says if you recognize an officer, you're still supposed to salute."

We stood still, hoping the major would turn away, or maybe disappear. No such luck; he headed straight for us. We dropped our packages and saluted.

A look of consternation crossed the major's face. He slowed. We held our salutes. One of Duffy's packages ripped open. The ironing board was balancing on my foot. Finally, the major returned our salutes.

We sighed in relief and bent to pick up our packages. "Airmen," said the major, and we sprang back to attention. This time the ironing board landed on *his* foot.

For one horrified instant, Duffy and I considered suicide. Then the major began laughing. After a long pause, so did we. He helped us gather up our packages, and welcomed us to the base. And he very nicely thanked us for the salute, but explained that when our arms were full, a simple "Good afternoon, sir" was enough.

We had been on base 24 hours—our first day on the job in the Air Force. In time, we learned about career development courses, airman performance records, and directed duty assignments. I worked in the 3242nd Avionics Maintenance Squadron, Duffy in the consolidated base personnel office. My new roommate and I became friends, and after a while I no longer heard the jets across the street.

But even now, 13 years later, I remember it all so clearly. Reporting in at Eglin was something I'm not likely to forget.

(Editor's note: TSgt. Jarrell is assigned to the Public Affairs Office at the Air Force Military Training Center, Lackland AFB, Texas.)

SOS: A 'Road' Worth Traveling

by Capt. Ron Fuchs
AIRMAN Associate Editor

photo by Curtis Powell, Maxwell AFB

Tackling one of the 18 Project X obstacles at Squadron Officer School are members of Section C-33, Class 83-C. A series of physical and mental exercises, Project X is designed to stimulate group problem solving, organizing, communication, and leadership dynamics under time pressure situations.

Interstate 10 is an asphalt snake stretching across Louisiana's Atchafalya Bayou. Even after 30 minutes at Mach .073 the only variety nature offers is an ever-so-subtle change in the pattern of cypress trees in the swamps.

On the road again!

After two months at Squadron Officer School, I was headed home. SOS was in my rear view mirror. Sort of. School was out, but the lessons linger.

My mind was racing a mile a minute. The school had unleashed a thousand-and-one ideas in my head: Leadership. Teamwork. Professionalism. Doctrine. Communication. The threat. And more.

Driving to SOS at Maxwell AFB, Ala., had been much simpler as my thoughts focused on expectations. I'd heard all the cliches about what a great experience SOS would be, and how I'd be a better officer because of it. I'd also heard that SOS was a waste of time and I should do it by correspondence and be done with it. My instincts told me to attend in residence.

On Day One, I found myself in a huge auditorium with 687 captains and lieutenants—each of us scanning the crowd in search of familiar faces from past road trips.

Class 83-C—one of five to go through SOS in 1983—was welcomed by Air University's commander, Lt. Gen. Charles G. Cleveland, and the SOS commandant, Col. Richard E. O'Grady. Their message was clear. The SOS mission is not to make better specialists; rather, it is to make good Air Force officers better.

SOS is the first tier of an officer's professional military education. The school's mission is to provide for the professional development of company grade officers so they can better perform and value their roles in the conduct and support of combat operations and other Air Force missions.

To accomplish that mission, the SOS curriculum is divided into four areas—officership, force employment, leadership, and communication skills. But as Lt. Gen. Cleveland and Col. O'Grady stressed, SOS is more than a series of lectures, seminars, and readings. The true value of attending SOS is having the opportunity to pick the brains of one's peers, finding out how they support the Air Force mission and what their concerns and problems are.

To begin to create the kind of environment where "brain picking" is at an optimum, and to ensure balanced competition, the school uses a pretest to determine academic ability, and an interview to evaluate athletic experience. The staff then subdivides each class into wings and sections, and assigns an SOS faculty member to each section as a section commander.

As I met my 12 section mates and Capt. Tim Sisson, section commander, I knew I'd have plenty of "brain picking" to do. Not only would I be living, working, and playing with a group that included a

weapons controller, missileer, helicopter pilot, and manpower specialist, I was in one of 26 sections that had been assigned an officer from a foreign nation—Maj. Tarek Enan, a fighter pilot in Egypt's air force. (See "The Student Teacher," page 41).

According to Col. O'Grady, SOS commandant, three out of five SOS classes each year have international officers. In Class 83-C, 12 nations—from Colombia to Qatar—were represented by 23 officers.

"Talking with these people about their perceptions of us and what they perceive as their threat is a great benefit" explained the colonel.

Capt. Sisson, a navigator who's been an SOS section commander for three years, also sees SOS as a great place to pick people's brains, but he emphasized the school's real value is as a leadership lab. "People coming here have to be willing to evaluate themselves and decide what they need to become better Air Force officers.

"We don't all walk on water; some of us need pontoons. SOS helps a person realize what size pontoons they need and how to strap them on."

But beyond individual goals—which are a big part of the SOS program—Capt. Sisson and the SOS course stress teamwork. It is what Col. Russell V. Ritchey, the man who founded the school in 1946, had hoped for.

In his book describing the school's birth and growth, *Years of the Tiger*, Col. Ritchey wrote, "The key word was TEAM. The instruction was not geared to improve the individual officer for his personal gain but to prepare him to fit into a place in an organization."

One way SOS underlines the importance of teamwork is on the school's athletic fields. Each week, sections compete in soccer, volleyball, and flickerball—a non-contact game perhaps best defined as a combination of football and basketball.

photo by Mickey Sanborn, DOD

For Col. Richard E. O'Grady, the commandant of SOS, a big advantage of attending SOS in residence is the opportunity for junior officers to associate with officers from other career fields.

photo by Capt. Ron Fuchs

Participating in a wargaming exercise designed to emphasize the importance of long range planning, research and development, and resource management during war are (left to right) Capts. Ken Bradley, Dave "Shadow" Reed, Ross Eastman, and Maj. Tarek Enan, a fighter pilot in the Egyptian Air Force.

The SOS sports program is designed so that an entire section must participate in each game. Each section decides who will be the coach and how best to use their group's talents. In addition, the rules are unique to SOS, so if students have played the sport before, they have to readjust their play to SOS style.

Athletics, according to Capt. Sisson, help the SOS faculty evaluate each section's ability to use its resources and see how people act as followers as well as leaders under time constraints and pressure.

"The athletic field is an excellent place to experiment," he said. "A person can try a leadership style—like being task oriented—that might normally be out of character for him or her back at the base. Each can discover a tool that someday may be just the thing that's needed."

Another activity that helps SOS students learn the

value of leadership and teamwork is a series of practical exercises known as Project X. According to Capt. Lance Young, an AWACS weapon director and one of my SOS classmates, "Project X is a great opportunity to demonstrate your leadership ability and to study the leadership styles of others."

Project X is first tackled in the second week of SOS and again in the eighth week after a section has hopefully learned its strengths and weaknesses through group dynamics.

The 18 obstacles vary—from an inclined 15-foot wall, to highbars, to pools of water. Using combinations of ropes, barrels, or planks, sections race the clock to complete each task.

Before seeing the obstacles they'll encounter, the sections are given clues that would have even Sherlock Holmes scratching his head in confusion. For instance: "You'll have to take good care of your 'dummies' on this task. If half the people in the section are named Wallenda this'll be a piece of cake. Knots and sign language are important."

A section must quickly decide which six people will attempt the task. They are led to the obstacle, which in this case requires half of the six to transport an 'injured' student and themselves across a 50-foot body of water to join the rest of the six who have some of the ropes and metal poles needed to overcome the obstacle. The task is further complicated when an SOS faculty member advises that because the water represents a "rushing river," voice communications are useless.

My section spent too much time trying to figure out the solution, and as a result, did not complete the task within the 15 minutes allowed. But the lesson itself was a success—sometimes you have to act quickly and decisively without always having the luxury of all the possible solutions.

Not all the lessons at SOS are learned outdoors. Each class spends a significant amount of time attending lectures given by both SOS faculty and guest speakers. Topics run the gamut from the laws of armed conflict to Soviet tactical and transport aviation.

But students do more than just listen. Many lectures are followed with sessions where students can ask questions or disagree with a point. And discussions continue beyond the confines of the SOS lecture hall. While walking back to the dorm or to the dining hall, I often heard and participated in conversations on everything from ethics and situational leadership to doctrine in space.

Student-led seminars also make the SOS experience meaningful. One seminar, which helped dramatically convince my section that the officer promotion system works, was a mock promotion board. After we reviewed and rank-ordered a series of personnel records that had actually been reviewed by an Air Force promotion board, Capt. Sisson revealed that we'd selected the same people for promotion as the board!

photo by Curtis Powell, Maxwell AFB

photo by Capt. Ron Fuchs

The SOS mission of providing professional development for junior officers is accomplished by both field activities, such as Project X, and seminars on everything from military justice to the ethics of war. Capt. Ken Bradley (above) looks over the shoulder of Capt. Scott Murphy and then-1st Lt. Andrew Bourland during an SOS seminar.

And while classroom activities make up the majority of the student day, which averages 11 hours throughout the course, SOS doesn't end when the bell rings. The curriculum requires everyone to participate in a mandatory running program, which has the entire class jogging around scenic Maxwell AFB four times a week.

In addition, students devote a lot of out-of-class time to academics. Most sections organize themselves into study groups under the direction of a section academic chairman. That person also supervises what SOS students call the "dirty purple" program. Dirty purples, which earn their name from the ink of a stencil machine, are actually outlines of SOS reading assignments. The dirty purple system helps students review the many required reading items and remember the essence of each reading.

At any given time an SOS student can be working on a writing assignment, studying for a test, or pouring through research material in Air University's

photo by Curtis Powell, Maxwell AFB

photo by Capt. Ron Fuchs

A high point of SOS is Project X, which emphasizes the value of leadership and teamwork. In the 1930s the Germans used a series of similar practical tests to select candidates for their officer corps. Capt. Hank Longino (above with board) leads Section C-33 through one of the Project X obstacles.

360,000-volume library in preparation for a briefing.

To help with the workload, many sections select classmates to serve as their writing and briefing chairmen. Their responsibility is to help the section tap available resources and overcome any weaknesses within the section. The concept of teamwork and leadership is everywhere at SOS.

One of the more popular assignments during SOS is a briefing Col. O'Grady enthusiastically supported when he became the school's commandant in 1982.

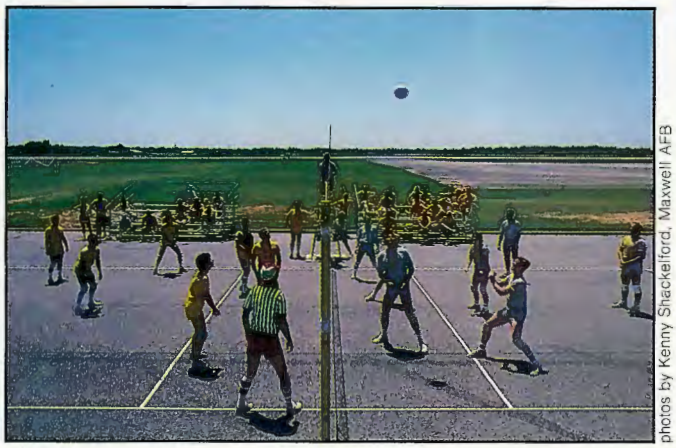
Known as the Project Warrior briefing, the assignment requires students to research, develop, and present an informative briefing on such subjects as the World War II Battle of Britain, or the Korean Pueblo incident.

To earn top marks for a briefing, the average student spends several nights doing library research, followed by dry-run presentations in front of a room mirror or a section mate. The school evaluates student briefings not only for content and organization, but also for how they are delivered within a set period of time.

SOS classes are also treated to a variety of presentations by the warriors and aviation giants who regularly transit Air University's campus. These presentations were initiated by Col. O'Grady. "I've tried to engineer a move toward developing the warrior-leader rather than the scholar-technician," he said. Class 83-C, for example, heard Col. Francis S. "Gabby" Gabreski, legendary fighter ace of two wars, talk about his views on officership.

We were also fortunate to hear Col. Joshua Shani, the Israeli pilot who led several C-130s to Uganda during the famous Israeli rescue operation at Entebbe. As he recounted the experiences of low-level flight over the Red Sea and landing at a hostile airport, class members listened from the edge of their seats.

But perhaps the one activity that most dramatical-



photos by Kenny Shackelford, Maxwell AFB

Since SOS was founded in 1946, competitive sports have played a key role in the school's curriculum. During the two-month course at Maxwell AFB, Ala., students play two of three sports, which include volleyball, soccer, and flickerball. SOS students also participate in a progressive running program.

ly demonstrates the Air Force mission to each section is Operation Balboa—one of two war games played during the course.

"It's a wargaming exercise that allows you to get involved with what would take place if war occurred," explained Capt. Young.

"We were able to learn what's involved in working with the Army, and how to best use scarce resources such as fighters and tankers. We also learned how to plot targets."

Capt. Donna Roncarti, a medical laboratory officer, who said her knowledge of the Air Force mission was weak, agreed that SOS and the Balboa exercise gave her real insight into that mission.

"I learned so much about what people do and how I fit into the big picture. Balboa really showed me how people running a war have to make tough decisions about deploying forces.

"I also have to say that having Major Enan share his combat experiences with the section added a lot. He's lost close friends in combat. Since most of us came on active duty after Vietnam, we haven't experienced anything like that. I think his sharing it helps us appreciate the personal commitment it takes to defend a nation's freedom."

Her words were a measure of how close-knit a group can become after a few weeks of working as a unit. But as Capt. Young, the section's social chairman, pointed out, the social interaction encouraged at SOS also helped weave the fabric of friendships that will last as long as an Air Force career.

"Since each section had its own area in a dorm, we spent a lot of time just getting together for impromptu hall parties," explained Capt. Young.

"We also tried to have at least two organized social events a week. I tried to vary the events—from steak cookouts to pizza parties. And Capt. Sisson—like most section commanders—helped by inviting us to his home. A group of us even went deep sea fishing in Florida!"

Another activity on the SOS agenda designed to help people grow is the Personal and Group Development Seminar. Held in a neutral environment, this "honesty session" can be likened to a group encounter where the participants give both direct and anonymous feedback to each other. Capt. Sisson said it is the one SOS event he feels has often had the most impact on students.

"It's a time when you sit down and analyze the environment created by the section," he said. "But, you also find out how others in the section have reacted to you—what you said or didn't say—what you did or didn't do.

"It's an experience you just don't get outside of SOS. Effectiveness reports don't really provide feedback on why and how people react to you. SOS is a unique opportunity to learn about yourself and how you affect others. If you want to be an effective leader and officer, you need to know that."

And while SOS provides students a variety of ways to receive feedback, the SOS faculty and program are also in a glass house. According to the school's director of student operations, Col. Jonathan H. Snead, who's into his second tour on the SOS faculty, the great strength of SOS is its responsiveness.

"When SOS was founded, the idea was to be responsive to the needs of young company grade officers who wanted a wider view of what their Air Force is all about," he said.

"We have a series of critique mechanisms that we use to adjust the program. Students are encouraged to 'send' us daily 'valentines' to comment on any facet of the program—from an instructor to the support provided by a base facility. We also task each section to critique specific blocks of instruction," explained Col. Snead.

"In addition, we have external evaluations that include going out to talk to supervisors of recent SOS graduates, and polls by mail.

"This collection of ideas coming from a variety of sources often leads us to make changes. For instance, the writing program has come a long way, but we recognize the need to have more emphasis

on how to write effectiveness reports. How to put a staff package together. How to write a staff summary sheet. We're working to integrate those objectives into the curriculum.

"I think we're responding to the needs of both company graders and the Air Force. We're providing a good meld of academics and hands-on practical experience.

"The person who comes to SOS should go back to a unit with a wider perspective," Col. Snead said. "I don't think you can be thrown into such an intense, competitive situation and not come away a better officer."

I checked "strongly agree" on that!

The Student Teacher

Maj. Tarek Enan attended Squadron Officer School to learn. The Egyptian officer was an ideal student, asking questions that ranged from American attitudes toward the Middle East to how women contributed to the U.S. Air Force mission.

But Maj. Enan—who was one of 23 foreign officers attending SOS—was more than a student soaking up impressions of the U.S. Air Force. Indeed, he was a teacher to his own classmates.

Capt. Hank Longino, a T-38 pilot who teaches fighter lead-in at Holloman AFB, N.M., quizzed Maj. Enan on his role as a commander for an Alpha jet squadron and learned how, in Egypt's air force, aircraft maintenance is the squadron commander's responsibility.

And Capt. Dave "Shadow" Reed, an air weapons controller with the Air Force's aggressor squadron in the Philippines, couldn't seem to ask enough questions about how Maj. Enan's contemporaries feel about flying the MiG.

For Capt. Tim O'Connell—a graduate and faculty member at the U.S. Air Force Academy—meeting Maj. Enan, a graduate of Egypt's air academy, was an excellent opportunity to compare notes about officer training.

And everyone from Capt. Scott Murphy, a helicopter pilot at Andrews AFB, Md., to 1st Lt. Nancy Lee, a manpower specialist in Germany, enjoyed hearing Maj. Enan talk about his nation's culture, not to mention having Maj. Enan's skills on the SOS soccer field.

Maj. Tarek Enan

Maj. Enan, the student, learned a great deal about the U.S. Air Force. But it was Maj. Enan, the teacher, who often moved to the front of the class.

—Capt. Ron Fuchs

SOS: A Family Affair

by Capt. Tim Sisson
SOS Section Commander

When I got orders to attend SOS, two of the biggest questions my wife and I asked were, "Should SOS be a family experience?" and "If the family comes, what should we expect?"

There is no answer that's right for everyone, but I can pass on my opinions—from the viewpoint of an accompanied SOS student—along with the comments and concerns spouses have voiced to my wife and me during my three years on the SOS faculty.

Deciding whether or not SOS will be a TDY for the whole family is probably the first question married students need to answer. SOS students put in long, exhausting days, devoting almost 12 hours a day to classes and study.

That doesn't mean you'll never see your spouse, but it does mean you'll have to manage your time wisely.

A spouse and family can offer a large dose of emotional support while maintaining a good semblance of "normal" family life. On the practical side, spouses find themselves listening to practice briefings, editing writing exercises, or rubbing down sore muscles.

Students are not the only ones who have busy schedules. A spouse can become involved in a variety of programs. There's a welcome coffee, hosted by the commandant's wife, and a section kick-off party. This is followed by a spouse coffee hosted by the wife of the student's section commander.

"SOS Nutshell Night" is an orientation where spouses meet to sign up for a wide range of activities and programs.

The SOS chaplain offers classes on self-growth and awareness. In addition, SOS offers a Spouse's Enrichment Program, which includes such topics as "Marriage and Communication" and "Psychology for Today's Family."

Also available are seminars prepared by experienced faculty wives and others on such topics as the role of the Air Force wife, OERs, promotions, moving, stress, death benefits, TDYs, remote tours, and war. Spouses can assist with the blood drive, or take a historic tour of Montgomery. And all this is just a beginning.

You'll also find yourself caught up in the spirited competition of volleyball, flickerball, or soccer. Competitive game days are also a great time for the kids to get involved in the SOS spirit.

Another field activity that's fun and one in which the spouse can participate is Project X—a mentally and physically challenging series of tasks designed to develop leadership. It also offers the spouse an opportunity to do the same tasks. (Sometimes the spouses successfully accomplish more tasks than the student section.) Besides being a lot of fun, participants often credit Project X with teaching them teamwork and increasing their self-confidence.

Additionally, the spouse can attend lectures with the students. You can hear about what our Air Force leaders are thinking, or hear a former POW speak about integrity and his experiences as a prisoner of war.

There are practical things to consider about an accompanied TDY: where to stay, what to bring, and child care.

You'll probably live in furnished trailers or apartments in the Montgomery area. There are several trailer parks just off base that are convenient to the BX, commissary, and school. Many people in the closer trailer parks ride bikes back and forth.

Apartments are more comfortable but are farther from base. Trailers tend to rent for less but are more expensive when it comes to utilities. You should consider rental rates and utility costs when choosing accommodations. Everyone who attends SOS receives per diem.

Whether you stay in a trailer or an apartment you'll need pots, pans, dishes, and bedding. A fan is a nice item from April to October, and you'll appreciate the convenience of having your own vacuum cleaner.

Regardless of where you stay or what you bring, you'll want to know that your children are in good hands. More than one spouse has told me or my wife that the Maxwell Child Care Center is the best in the Air Force. One reason for the center's high marks is evident in a previous SOS spouse's comment: "Sitters are not a problem; the child care center even started a pre-school just for SOS kids."

On weekends when the child care center is closed, you can use a very reliable child care service. If you double up with someone else in your section, you'll find the cost quite reasonable. My wife and I often share this service with other SOS families when we go out with members of our section.

Deciding whether or not SOS will be a family affair is a big decision. SOS can be a highlight in the family's Air Force experience. The people who seem to enjoy SOS most are those who like to do things, can accept their spouses' commitment to the busy schedule, and can entertain themselves.

I personally encourage you to come to SOS with your husband or wife.

photo by Capt. Ron Fuchs

photo by Capt. Tim Sisson, Maxwell AFB

SOS can be a family experience. A host of activities help increase understanding of the Air Force mission for spouses.

SUBTERRANEAN WARRIORS

by MSgt. Lorenzo D. Harris
AIRMAN Staff Writer

A lot of pressure goes with being a missile launch officer, and the underground capsules that house Strategic Air Command's *Minuteman* combat crews are the pressure cookers.

They work in pairs—combat crew commander and deputy. Primarily responsible for a flight of 10 missiles, they can command a launch of up to 50 missiles, their entire squadron, each with multiple independently targetable warheads. The responsibility is awesome.

Their work place is 60 feet below ground, a steel and concrete capsule designed to survive a nuclear attack or natural disaster.

"The missile career field is not open to just anyone," explained 1st Lt. Phil Anthony, a deputy combat crew commander assigned to the 321st Strategic Missile Wing Instructor Shop at Grand Forks AFB, N.D. And his combat crew commander, 1st Lt. John Rupp, noted that in addition, the job requires a deep commitment, one based on in-depth soul-searching.

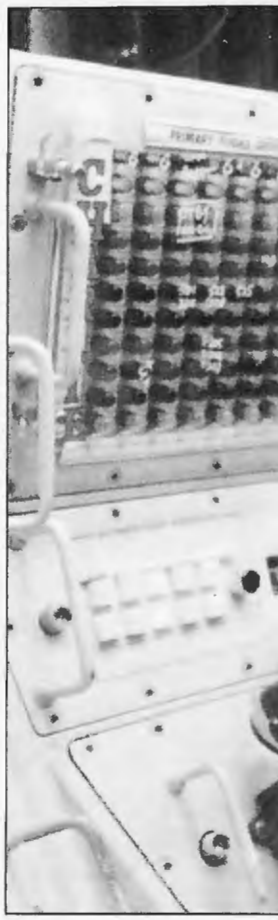
In short, it takes a special person to perform this special job. Intercontinental ballistic missile crew members are screened and monitored under the Air Force's Personnel Reliability Program (PRP). Basically, the program provides for the selection and retention of people who are emotionally stable and have demonstrated good judgment and professional competence. Members of questionable character are screened out of the program.

The program is also designed to continually evaluate people selected for nuclear weapons duties. For example, although certified reliable, members moving from old duty stations to new assignments are personally interviewed by their gaining commanders to make sure they are still suitable for duties requiring PRP certification.

Commanders ultimately decide whether their members are suitable for the program by reviewing information from medical personnel, social actions, consolidated base personnel offices, and other supporting agencies.

First Lt. Rupp has served more than three years of his four-year controlled tour at Grand Forks AFB as a "missileer." Like other *Minuteman* combat crew members, he received four months of intensive training at Vandenberg AFB, Calif., where he learned to operate the weapon system and master the complex procedures involved during peacetime or in the event of war.

"They [the trainers in the 4315th Combat Crew Training Squadron] do an excellent job at Vandenberg of preparing missile launch control officers for their duties and responsibilities," said 1st Lt. Rupp. He indicated that while at Vandenberg he received training in security, small arms marksmanship, communications, emergency war orders procedures, weapon system operation, and other areas that must be mastered before becoming a launch officer.



In addition to classroom studies, trainees are required to take 22 "rides," or hands-on lessons in simulators. Each ride lasts four and one-half to six hours. In the simulator, instructors challenge students with problems they might face in real life situations.

"The responsibility *is* awesome, especially to a relatively young person, insofar as the *Minuteman* missile force is concerned," said 1st Lt. Rupp. "The instructors at Vandenberg—through tests, drills, and instruction—train us to perform those duties."

Lieutenants Rupp and Anthony, like hundreds of other SAC missile officers, are obligated to respond to authenticated orders to accomplish actions that would launch their missiles.

Should the order be issued by the National Command Authority—the president, secretary of defense, or their successors—the SAC missile force would respond immediately.

Within seconds, every combat crew on alert would validate the encoded launch order. Once the launch order is authenticated, both members of each missile crew would simultaneously turn separate launch keys. The keys are 12 feet apart, one of many safety measures that makes it impossible for

FAR LEFT: A *Minuteman* missile is launched from Vandenberg AFB, Calif. where combat crews are trained before assuming their duties in the field. LEFT: First Lt. Phil Anthony works at a console that has a series of alarms, lights, and computer printouts to warn him of any status change in the missiles or support equipment.

photos by SSgt. Louis Comeger, AAVS Arlington, Va.

one crew member to attempt an unauthorized launch.

The 60-foot *Minuteman III* missile, tipped with multiple warheads, is capable of delivering its payload to targets at intercontinental ranges.

Strategic Air Command maintains a force of 550 *Minuteman IIIs* at four bases across the central United States. The first *Minuteman IIIs* became operational in 1970, and provide increased target accuracy while carrying more warheads than the original *Minuteman*. Four hundred fifty *Minuteman IIs*, also an improved version, are based at three SAC installations.

The combat crews responsible for the missiles understand the importance of the weapon system as a deterrent to war.

"We know we're performing a job for our country that is essential—and special," said 1st Lt. Anthony.

During the AIRMAN visit, Lieutenants Anthony and Rupp were on duty at launch site Charlie Zero—one of five launch control centers in the 446th Strategic Missile Squadron. Charlie Zero is the hub of a field of 10 missiles, or "sorties," as they're called by crew members.

The Charlie Zero crew has direct responsibility for those 10 missiles, but also has command and control capability for the 40 additional missiles assigned to the other four launch control centers in their squadrons.

Charlie Zero is about a 90-minute drive north-northwest of Grand Forks AFB, and is typical of most of the sites, which range from 45 minutes to two hours drive from the base.

Old Glory waves proudly over Charlie Zero. The site has a detached garage and a main building, which has a kitchen adequate for the cook to prepare meals for 10 to 20 security policemen, missile maintenance technicians, combat crews, and a facility manager. The building also has sleeping quarters and a dayroom. Both buildings are inside a security fence with barbed-wire strands around the top.

Directly below the main building is an elevator shaft leading to the launch control center—dubbed a capsule, because of its shape—60 feet below.

Also below ground, on the same level as the control center, is an equipment building (LCEB) with a diesel engine that supplies backup power generators to operate other equipment, and controls to regulate life-support equipment and computers used in the "business" capsule, where the combat crew is on 24-hour duty.

The capsule and LCEB are "hardened"—reinforced with tons of concrete and steel—to enable them to withstand anything but a direct strike by an enemy nuclear device.

The launch control sites, no matter the location, tend to look alike. Huge farms grace the Dakota flatlands—as far as the eye can see, in some cases. The farmers who till this vast breadbasket are often seen driving their tractors on country roads that are like ribbons tying together the huge parcels of fertile land.

"I love this country," said 1st Lt. Rupp, referring to both North Dakota and the United States. He said he "especially wanted to join an operational unit because SAC's mission is to deter war by maintaining a bomber and missile retaliation capability that makes the consequence of enemy aggression unacceptable. That's what everybody in the Air Force exists for. And, I've always been fascinated with the missile career field" he added.

ABOVE: A 90-minute drive to launch site Charlie Zero is typical for Grand Forks AFB missile crews.
BELOW: Launch officers such as 1st Lt. Anthony, work in a steel and concrete capsule, 60 feet below launch site ground-level buildings. The capsules are designed to survive nuclear attacks and natural disasters.

"There's a lot of pressure involved," 1st Lt. Rupp said. "Some people don't cope with it as well as others, and they are screened out of the program early in the training."

The combat crew commander is single, but his launch partner, 1st Lt. Anthony, is married. His wife, Lisa, said she sometimes notices the pressure. "I can sense it," said Mrs. Anthony. "He doesn't say anything; much of his work is classified. But I can tell when he's had a hectic alert shift or is about to have one."

To help cope with the stresses of his job, the Anthonys often go camping, and enjoy outdoor sports during his off-duty time. And Lisa Anthony is especially aware of the importance of not interfering with her husband's vital contributions to the defense of the nation.

Just getting ready to go on duty in the launch control center requires several activities. After an early morning briefing—which includes intelligence, weather, maintenance, operational status of the missiles, and other information—Lieutenants Rupp and Anthony left with a cook, a facility manager—who operates and maintains all support equipment at Charlie Zero—and armed security policemen who were also reporting for duty at the site. Their travel route was monitored by a dispatcher, who stayed in frequent radio contact.

There's nothing lackadaisical about reporting for work at a *Minuteman* site; a strict sequence of events is observed. When they arrive at the site's fenced-in compound, the combat crew and other members of the work party are carefully screened

by on-duty security policemen. Without proper credentials, no one can enter the compound.

Once inside, the launch crew receives a security status briefing from the security police flight security controller (FSC), and a report from the facility manager on any significant problems topside.

Lieutenants Rupp and Anthony couldn't take the two-minute elevator ride to the capsule below until they established an encoded visitor control number (VCN) to be used between them and a designated security policeman for future authentication purposes. For example, since the cook has no authentication code, the VCN must be passed correctly from the FSC to the on-duty launch crew prior to his being allowed to descend to the capsule.

When the elevator delivers the launch control officers to the outer area of the underground facilities, they crank open a 13½-ton steel blast door and enter the equipment room. They inspect the diesel engine, air-conditioning system, and verify that all life-support systems are in working order.

The rectangular floor of the room is suspended in each corner by a hydraulic shock isolator that resembles an 8-foot shock absorber.

"In case of a nuclear detonation, the shock isolators here and in the launch control center would act as giant shock absorbers, protecting the equipment from the blast," explained 1st Lt. Rupp, shouting above the roar of the machinery.

"This room is the mechanical and electrical heart of the capsule," he continued, flipping a series of switches as he checked each system.

After completing their system checks, the lieutenants closed the huge steel blast door behind them, shutting out the deafening roar of the fans. Across the hallway, an 8-ton door is pumped open and they are greeted by 1st Lt. John Singsaas and 2nd Lt. John Brain, the outgoing combat crew. The four combat crew members then went through an extensive checklist procedure that is part of the crew changeover. It includes a missile status briefing, affirmation of proper computer switch settings and readouts, verification that critical components have not been tampered with, and an inventory of classified and other sensitive documents. Then—and only then—the relief crew accepts responsibility for the launch control center.

Lieutenants Rupp and Anthony immediately seated themselves in front of their consoles. Their chairs, mounted on rails, give them quick and easy lateral movement in front of the banks of control panels.

For the next 90 minutes the missileers ran a series of tests and sortie inspections that are performed daily. Systematically, they annotated their findings on a missile crew log. They adjusted controls, monitored panel lights, and made notes while conducting phone conversations with maintenance crews at a distant missile site, where one of their mighty sorties was "down" for repairs.

"We *are* the launch control center—the nerve center of a missile field," explained 1st Lt. Anthony. "Each squadron has five launch control centers and each center is directly responsible for 10 missiles. We signed for ours at crew changeover.

"But we also have auxiliary responsibility for a flight of 10 other missiles. That means besides watching everything that happens on our flight, we're monitoring another flight. Every SAC *Minuteman* missile has two crews directly monitoring it."

The consoles that Lieutenants Rupp and Anthony work at have a series of signal lights, audible alarms, and computer printouts to tell them of any status change on their missiles or the equipment that supports and protects the missiles and their capsule.

"The missile silos are spaced out surrounding this capsule," 1st Lt. Anthony explained. "The closest one is at least three miles from here, and each missile is at least three miles from any other. The distance between them is to prevent an enemy from knocking out more than one missile with a single warhead.

"However, since our missiles at Grand Forks are spread out over an area as large as New Jersey, we have to have a way to keep a close eye on them. Each unmanned missile site has sensitive electronic penetration detection devices that trigger alarm systems on our panels. We also use roving teams of armed security policemen to physically check the security of missile sites."

Launch control sites are fenced and guarded by armed security police. Without proper credentials, no one can enter the compound.

The security teams, known as alert response teams, go to the site and determine what triggered an alarm, clear it, and wait for the lights on the capsule panel to reset, explained 1st Lt. Anthony. He added that small animals sometimes trigger the alarm devices.

In the event a team goes to a missile site to per-

Before becoming a missile launch officer at Grand Forks, Capt. Joe Ybarrondo III served 15 years as an Air Force enlisted member. He hopes the day will never come when he will have to use any of the missile site's concrete protected equipment in an actual armed launch.

form maintenance, the combat crew and security police work together to clear them on-site after verifying their identity.

"We have command control capability and responsibility for all our launch sites as well as the topside of this launch control facility," the deputy combat crew commander said.

Missile site security activities, simulated SAC exercises, and maintenance activities at the sites keep the combat crew members busy during their 24-hour alert tour. But there is usually time for personal activities as well.

"During our alert shift, one of us at a time can sleep, study, exercise, or whatever," said 1st Lt. Rupp, "but the other person must be able to monitor the status of the missiles."

Although other personnel, such as maintenance teams, can enter on official business, only the facility manager and cook are routinely allowed into the control areas. "Although we know them, we must be armed when we let anyone inside the capsule," the combat crew commander said.

Neither officer can leave the capsule during the shift. Because two people are required to simultaneously turn launch keys, both must be present at all times and ready to respond to emergency war orders.

"In addition to the continual study of operating regulations and procedures," noted 1st Lt. Rupp, "many of us devote some of our spare time in the capsule to studying for master's degrees, or working on professional military education courses."

Although many of SAC's combat crew officers are young lieutenants, there is also a cadre of older, more experienced missile launch officers who also share the direct responsibility for the *Minuteman* force. Capt. Joe Ybarrondo III, a crew member at Grand Forks AFB, has 20 years in the Air Force—15 as an enlisted member.

"Missile launch officers take great pride in their work," he said. "It's a highly responsible job that requires a lot of technical training. We're constantly tested on classified emergency war procedures, code handling, and on our knowledge of the weapon system. The job requires continual study to maintain competency."

The missile launch officer's job is something more, too, Capt. Ybarrondo indicated.

"This job gives me the feeling that I'm recognized as a person of integrity who has a deep sense of responsibility. As a combat crew member, you're 'on the firing line' with a highly sophisticated, important, operational weapon system—and you're there in case of need. I'm very patriotic. I love my country, and I love the Air Force. I wouldn't have stayed in 20 years if I didn't.

"I also believe in peace, and I firmly believe that we are protecting that peace. Hopefully, the day will come when humans will agree that nuclear arms are no longer a necessity to preserve a way of life. But until then. . . ."

Capt. Ybarrondo's wife, Anne, has her own perspective on the importance of maintaining our nuclear war capability.

"We must have a strong national defense in order to deter another global war. I see my husband as a vital part of that defense. I support him fully, and I feel strongly that everyone who is fortunate enough to live under freedom and democracy should—no, *must*—share the burden of protecting our way of life."

After their 24-hour alert stints, the Ybarrondos, Rupps, and Anthonys of the missile combat crew force emerge from their subterranean work places to experience a few days of that freedom with their own families and friends.

Then, it's back to the underground, where they're out of sight. But never out of mind.

The keys couldn't be in better hands.

Flag Day: June 14

In 1777, the members of the Continental Congress created a flag to represent their new nation. They chose 13 stripes, alternately red and white, signifying the 13 colonies.

The red stood for hardiness and courage, while the white represented purity and innocence.

And, they selected 13 white stars arranged in a circle on a blue background, representing a new constellation. The circle showed the unity of the colonies and the blue stood for vigilance, perseverance, and justice.

History tells us that Francis Hopkinson, a signer of the Declaration of Independence, created the flag, and that George Washington asked Mrs. John (Betsy) Ross, a Philadelphia seamstress, to sew the design.

On June 14, 1877, Congress requested that the flag be flown on all public buildings to celebrate the 100th anniversary of its selection. This display of the flag has been carried out by many Americans each year during the last century.

Flag Day is not an official national holiday. Each year, however, the president proclaims a public Flag Day observance. Across the country, people join together to honor the symbol of their nation.

Our flag has led American men and women forward in peace and war. Many have given their lives on battlefields beneath it; and new life and hope have been brought to other countries under this symbol.

Our flag was in Antarctica in 1840; it was at the North Pole in 1909. The American flag has traveled around the globe—and beyond. Ours is the only flag anchored on the moon. No other country can look into space and know its flag flies there.

On June 14, Flag Day, we again pay tribute to Old Glory, the brightly colored banner that has symbolized our country for more than 200 years.

When we look at our flag, however, we see more than a piece of cloth. We also see the nation the flag has represented.

We see in those stars and stripes the government, the principles, the truths, the history that belongs to our nation.

No wonder that President Wilson could declare on Flag Day in 1917 that "This flag which we honor and under which we serve is the emblem of our unity, our power, our thought, and our purpose as a nation. Though silent, it speaks to us of the past, of the men and women who went before us, and of the records they wrote upon it."

From newly naturalized citizens to those whose families have been here for generations, our nation stands united behind one aim: liberty and justice for all.

Few countries have ever set such a difficult goal. No country but ours has worked so hard to achieve it.

It is a cold heart that sees our flag waving in a stiff breeze and feels no pride in the country for which it stands.

This Flag Day—and every day—we can evoke our proud tradition by saying 12 simple words. We know them by heart: "I pledge allegiance to the flag of the United States of America."

F-106A
144 Fighter Interceptor Wing, California ANG, Fresno, Calif.

Photo by MSgt. Frank Garzelnick
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