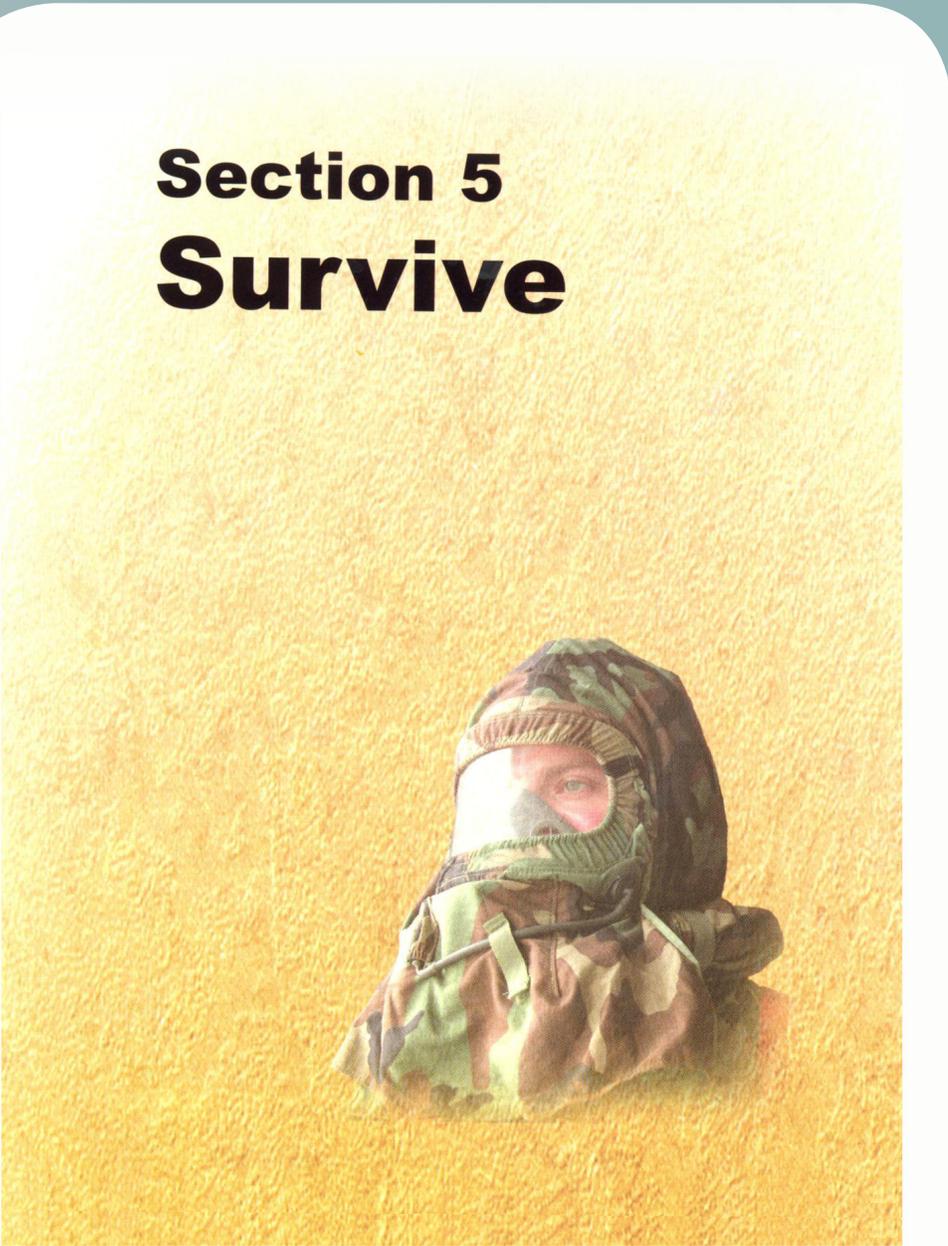


JISJ

110TH AIRLIFT WING ATSO MOMENT M-8 CHEMICAL AGENT DETECTOR PAPER

Inside Page 4

Section 5 Survive



**BECOME A FAN!
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COMMANDER'S COMMENTS

ORI 2011-*An Overview*

The major graded areas for the ORI are: Positioning the Force, Employing the Force, Sustaining the Force, Ability to Survive and Operate and Special Interest Items.

The Positioning the Force is the 'get out-of-town', or what we used to call Phase I, the home station piece of the inspection. With the dates currently available, what this will look like in October is that AMCIG Team will arrive on Tuesday morning, 11 Oct. The DCAPEs (Deliberate Crisis Action Planning and Execution Segments) will drop; this will give us our timeline of where to be, when and what skills are needed at our deployed location (Forward Operating Base or FOB). We will pack our bags, process through the Passenger Deployment Function (PDF), pack our cargo (CDF/Cargo Deployment Function) and fly away. During this time the Special Interest Item, mobility equipment, will be evaluated and graded.

Upon arriving at our FOB (that looks a lot like Volk CRTS, Wisconsin), we will prepare the base for attack, make billeting, feeding, workspace arrangements, set up 12-hour shifts, build defensive fighting positions, secure weapons/ammunition and all

other tasks needed to 'fly and fight'. This is Employing and Sustaining the Force. During these days, we can expect multiple attacks from ground fire, missile attacks from both conventional and chemical weapons and our ATSO (Ability to Survive & Operate) training will be needed.

After peace is declared, we will receive an order to redeploy to home station. Unlike past ACC ORIs, the redeployment is part of our grade. Until wheels are in the well after packing, loading, take-off, the IG will be watching for safety issues, checking for accurate paperwork, accountability of passengers and cargo and the processes/procedures used to restore the FOB to the condition in which we found it.

Much more information is available through the AMC Cop and from our Logistics Readiness Squadron, Installation Deployment Office. Your Airman's Manual is also an invaluable tool to prepare for the ORI. We will practice the Positioning Force during March UTA, ATSO training is Saturday of April's UTA, and OREs are June and September; ORI is 11-18 October!!

SNCOA APPLICATION PROCESS

110TH AIRLIFT WING BASE TRAINING
Senior Master Sgt. John Owens

We have received the FY12 Senior Non-Commissioned Officer Academy (SNCOA) in-residence announcement. This outlines the package requirements for this highly competitive PME. Please see below and attached for eligibility requirements, package requirements, and FY12 course dates (by month only).

We have established a Battle Creek suspense date of 1500hrs on 6 March 2011 to get all packages to the Base Training Office, 110 FSS/FSD. I will need the packages electronic and a hard copy.

I have also placed the full announcement message on the 110 FSS CoP, under Force Development.

ELIGIBILITY CRITERIA AND FITNESS REQUIREMENTS:

- A. Must be msgt (E-7) or smsgt (E-8)
- B. Possess a 7-skill level in pafsc.
- C. Have a passing fitness assessment score at the time of application and at the time of attendance.
- D. Be prepared to participate in the air force fit to fight (ftf) program to the fullest extent possible while attending sncoa. Please refer to afi 36-2905, fitness program. Member must hand carry a copy of current ang fitness assessment results with a passing score. Assessment results must be valid through the duration of the individual's designated sncoa class.

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PACKING PALLETS FOR MOBILITY

110TH AIRLIFT WING PUBLIC AFFAIRS
Tech. Sgt. Jonathon Stein

The March drill will see members of the 110th Airlift Wing packing pallets ready for deployments but not for actual expeditions abroad but instead for the Operational Readiness Exercise (ORE) and Operational Readiness Inspection (ORI).

February's drill weekend had representatives from around the base at the fuels facility learning the right procedures for putting together a "deployment ready" pallet. While this might sound easy, when you add hazardous materials onto the list, things get serious.



CARGO U.S. Air Force Senior Airman Andrew Layton, assigned to the 110th Airlift Wing Command Post, secures a pallet during a pallet building exercise with Master Sgt. Evan Landis, 110 Airlift Wing Finance Office, Michigan Air National Guard Base Battle Creek, Mich., Feb. 6, 2011. Layton and Landis participated in this training in preparation for the 110th Airlift Wing's Operational Readiness Inspection (ORI). (U.S. Air Force photo by Tech. Sgt. David Eichaker/released)

"I knew a little bit about it from previous deployments, but learned more about the safety procedures" said Senior Airman Andrew Layton, 110th Airlift Wing. Airman Layton was one of the many members on hand learning about the process in preparation for the ORE and ORI.

"Obviously dealing with heavy equipment, such as forklifts from a safety standpoint is common sense, but we're also dealing with hazardous materials that have to be labeled, visible on the pallet, and properly documented," said Airman Layton.

"I had no ideal a lithium battery would be considered hazardous," said Airman Layton, "it's definitely important to know what's on the pallet. We'll be doing more of this for the ORE and ORI." ■

CHAPLAIN'S COMMENTS

110TH AIRLIFT WING
Chaplain Gregory VanHeukelom

WE ARE PLANNING TWO SPECIAL
EVENTS FOR MAY DRILL.

First, we are excited to have a special speaker and entertainer for our Annual Prayer Breakfast on Sunday May 8th from 0700-0750. Dan Foor, the founder of "Sons of Thunder Strength Team" will be here to share his faith journey through speaking and "breaking things". This Prayer Breakfast will be a unique opportunity, plan to attend. There will be a free will offering at the door.

Second, we would love to get to know your Pastor, Priest, Rabbi or Cleric. We are planning on hosting a "Pastors Luncheon" on Saturday May 7th from 1100-1300. But we need your help. Please invite your "Religious Leader" to this wonderful opportunity to see what we do at the 110th AW. Also, please let us at the chapel office know yours and their names, than we can contact them and organize their visit to the 110th. We would also love to have Guard members join us and their "pastors" for lunch. Please email me, Chaplain Greg at: gregcalvary@comcast.net or SSgt Katy Driesenga: kldriesenga@gmail.com ■

110TH AIRLIFT WING ATSO MOMENT

110TH AIRLIFT WING INSTALLATION EMERGENCY MANAGER
Master Sgt. Steven Gage

M-9 CHEMICAL AGENT DETECTOR PAPER

M-9 Paper is used on clothing and equipment to indicate the M-8 paper is the simplest and most cost effective way to detect and identify liquid chemical warfare agents. M-8 paper, issued as part of your C-1 Bag, is capable of detecting and identifying liquid nerve and blister agents. Each 25 page booklet contains a chemical dye that reacts by changing color depending on the agent. The paper will turn gold or yellow for G-series nerve agents such as sarin or tabun, blue or dark green for V-series nerve agents such as VX, pink or red for H or L-series nerve agents such as the various mustard agents or Lewisite, and red-brown for the nerve agent cyclosarin.

M-8 paper can be used in one of two ways, actively or passively. Passive use includes use on liquid detection points (LDPs) around facilities and on vehicles and other equipment waiting for agent to fall on it. Active use includes taking a sheet of M-8 paper and dipping or blotting it into a suspected liquid agent. When positioning M-8, it is important to write the time and date posted on the tape used to affix it. This lets personnel know when it was positioned and can aid in reconstructing a timeline if contamination is found. It is also important to ensure only white light is used to read M-8 paper. Colored filters can obscure contamination and make it difficult to see. When contamination is found, it should be called into your Unit Control Center immediately using provided code sheets. The contamination will be very difficult to read, with the average visible droplet size being 200-250 microns, so look closely and look carefully.

The paper does have limitations. It is susceptible to false positives from insect spray, cleaners, and petroleum products. In freezing temperatures and when wet, the dyes reaction will be delayed. Also, in temperatures over 125oF the dye will begin to deteriorate. M-8 paper's production date can be found on the back of the booklet and has a ten year shelf life. During the upcoming ORI, we will be using a simulated book of M-8 paper that will be provided to each member before leaving.

Anyone having any additional questions is encouraged to call the 110th Airlift Wing Office of Emergency Management at (269) 969-3381, ext 2.

WING CLIMATE ASSESSMENT RESULTS ARE HERE

110TH AIRLIFT WING EQUAL OPPORTUNITY
Master Sgt. Wells Walker & Capt. Abraham Poston

As Air National Guard members we are asked to take part in what might seem like a long line of surveys. Yet, we rarely seem to hear much about the results or what the data collected indicates about us as a unit. Thankfully, this is NOT one of those times. Slightly over half the base took part in the UCA between April 2010 and July 2010. Participation along rank, gender ethnic and racial demographic was generally reflective of the ratios represented on the installation.

Based on the input of wing members, the survey indicates several positive developments but it also highlights a handful of areas that require attention. Overall, there is a perception that discrimination and harassment is not pervasive and this area is an organizational strength. However, there were a several instances indicated in the survey where people reported witnessing or experiencing discrimination or harassment, but chose not to confront the individual or reported to the chain of command or EO office. This denied leadership any opportunity to address these issues. This raises questions as to why most of the members who reported experiencing discrimination chose not to confront the individual or report it to the chain of command or the EO office.

There are reports of positive EO behavior and acceptance of diversity and this can be viewed as an organizational strength. This may indicate that members are experiencing an appreciation of diversity and positive affirmation of their acceptance in the organization, which enhances trust and teamwork. The majority of members report high levels of commitment to the organization and the mission. This appears to be consistent through the military demographics and can be viewed as an organizational strength.

There is a disparity in reports of trust in the organization. Junior enlisted members reported less trust in the organization than senior enlisted. There are high overall scores on leadership cohesion, which is often correlated with higher levels of trust in the organization. This can be viewed as an organizational strength. The majority of members report high levels of workgroup cohesion, within their workplaces and teams and satisfaction in their specific jobs.

In order to address the areas of concern, while building on the areas of strength indicated in the survey, several recommendations were made. First, continue to promote a healthy human relations atmosphere by ensuring all members understand their role in creating and maintaining a positive organizational culture. Support HRE/ Diversity training for military members and reiterate the EO policies concerning the use of inappropriate sexual language including jokes targeting ethnic and gender stereotypes. Such language can erode teamwork and focus on the mission by creating disruption, misunderstandings and mistrust.

Second, emphasize the responsibilities of commanders, supervisors and managers to promptly and appropriately address direct and environmental sexual harassment and that they face disciplinary actions for not appropriately responding to allegations and substantiated claims of sexual harassment. Emphasize the importance of members reporting discrimination and harassment to the chain of

command and equal opportunity staff. Emphasize the importance of supervision keeping Commanders informed on equal opportunity issues that are addressed within the units.

Third, the perception of favoritism can hinder morale and peer relations within the organization. Where applicable, address the perceptions of favoritism and the possibility of differential treatment based on relationships between supervisors and subordinates.

Finally, reiterate to unit members that they are free to report equal opportunity concerns without fear of reprisal/retaliation.

Equal opportunity as it is practiced at the 110th means ensuring that no one has to endure discrimination or harassment and responding intelligently to the concerns of our members. This approach has provided us the stability to be more focused on moving forward with our current missions and seeking new missions. Diversity at the 110th means not judging people by their exterior demographics and not being complacent by remaining in a cultural comfort zone. Rather, we emphasize character, experiences and performance. We aim to have individuals who understand the benefits of this approach. This approach helps us leverage the differences that accompany EVERY person's culture, age, religious and educational backgrounds to enhance our effectiveness and avoid dangerous blind spots caused by group think.

Overall, the wing has faced tremendous tests over the years. This survey indicates we have reinvented ourselves and emerged stronger, smarter and more capable than ever before. We have done this by leveraging our most potent capability—our human capability. ■

110TH DINING FACILITY MENU

COST

—Enlisted Traditional Guard in UTA status—*FREE*

—Officers & AGRs—*\$4.25*

Menu Subject to Change

DINING FACILITY HOURS OF OPERATION

Saturday & Sunday 11:00 a.m. to 12:30 p.m.

SATURDAY

| | |
|-------------------------|---------------------|
| Chicken Chili | Beef Stew |
| Steamed Carrots | Dinner Rolls |
| Salad Bar | |
| Hamburger/Cheeseburgers | Hot Dog |
| BBQ Beef Sloppy Joe | Fries / Onion Rings |

SUNDAY

| | |
|---|--------------|
| Chicken Chili | Lasange |
| Green Beans | Dinner Rolls |
| Salad Bar | |
| Deli Sandwich Bar (Ham, Turkey, Roast Beef) | |
| Mexican Beef Wrap | |

GENERATIONAL DIVERSITY

110TH AIRLIFT WING HUMAN RESOURCE ADVISOR
Senior Master Sgt. Jim Bottorff

When people think of diversity, they often picture our differences in race, gender, and ethnicity. However, the true value of diversity lies in the differences in our perspectives rather than our personal appearance. It is important to remember that as humans, our DNA is 99.9% identical.

Therefore, what makes us look different only represents .1% of our genetic makeup. As leaders and managers within our military and civilian organizations, we deal with different perspectives on a daily basis. Understanding how to effectively lead and manage these perspectives is critical for achieving overall success.

An important concept related to understanding people and how perspectives are formed is generational diversity. Generational diversity deals with the differences in the perspectives of people born during certain generations, specifically addressing the economic, political, and social events which occurred during the formative years of each generation and which shapes the thought processes of these people. Generational diversity is important to managers and leaders because in today's work force, four generations are currently working side by side.

The differences between these generations can be very valuable through the creation of multiple perspectives but, if not recognized, understood, and managed effectively, can create division and frustration among members and undermine mission accomplishment. Today's generations include Traditionalists (Age 65+), Baby Boomers (Age 46-64), Generation X (Age 30-45), and Generation Y/Millennials (Up to Age 29). Traditionalists grew up during the Great Depression and both World Wars and are characterized by loyalty, frugality, faith in institutions, and value logic and discipline. Baby Boomers grew up during the Vietnam War, Watergate, the Human Rights Movement, and are idealistic, competitive, and optimistic. Generation X grew up with Sesame Street, MTV, personal computers, a tripling of the divorce rate, and are flexible, motivated, and skeptical. Generation Y/Millennials grew up with an explosion in technology, natural disasters, violence, and are realistic and want their work to be meaningful.

When dealing with different generations, it's important to understand the best methods for managing people who fall into each category. With Traditionalists, consider engaging them as teachers, mentors, and coaches. With Baby Boomers, offer them flexibility, authority, and respect, and keep challenging them to grow. With Gen Xers, manage them with a fast coaching style including prompt feedback and credit for results.

With Millennials, get to know their capabilities and put them in roles that push their limits while treating them as professional colleagues. When reviewing this information, remember that this is only a snapshot of generational differences and is merely intended to summarize each generation and provide you with basic concepts which can help you to improve as a leader and manager.

Additionally, not everyone will fall neatly into one of these categories, regardless of when they were born. For example, a Millennial could have a sense of loyalty which is similar to a Traditionalist. Therefore, it's important to get to know your people and not label them based on preconceived notions. As always, it's important to treat everyone with the dignity and respect they deserve and give them the best opportunities to achieve, grow, and reach their full potential. ■

REPORTING EDUCATIONAL ACHIEVEMENTS

110TH AIRLIFT WING HUMAN RESOURCE ADVISOR
Senior Master Sgt. Jim Bottorff

According to the National Guard Bureau, some individuals are under the false impression that Air National Guard enlisted members do not possess the same level of formal education as our active duty counterparts.

While this may be due in part to the requirement of active duty SNCO members to earn their CCAF degrees (which are reported automatically to the MPF), some individuals are suggesting that the ANG enlisted force lacks the knowledge and skills to justify our current rank structure. However, the fact is that many ANG members, some of whom earned degrees on state tuition assistance benefits, have not officially updated their personnel records to accurately reflect their educational achievements.

Due to the fact that only CCAF transcripts are updated automatically, it is up to each one of us to ensure that we update our transcripts to demonstrate our accomplishments. By doing so, we can dispel the myth that we are less educated than our active duty counterparts, which will help us to justify and support our current rank structure.

Additionally, when you meet an interview/promotion/awards board, the first thing board members will see is your package which includes your highest level of formal education. If your records are not updated correctly, you could miss out on important opportunities and/or recognition. This is critically important when the board is package only because you receive points in a variety of categories, including formal education, which determines the overall winner.

Incorrect educational information could ultimately cost you a position, promotion, award, etc. The bottom line is that reporting your educational achievements will benefit not only our organization but also you as an individual. Getting this done is typically easy and many colleges and universities will not charge a transcript fee for military members. With schools that do charge a fee, the amount is typically nominal. To determine your reported level of education, visit the vMPF at the following website: <https://w20.afpc.randolph.af.mil/>

To update your education record, have your official transcripts sent to the following address:

CCAF/DESS
100 South Turner Blvd
Maxwell-Gunter AFB AL 36114-3011

COMMUNITY COLLEGE OF THE AIR FORCE SENIOR ENLISTED LEADER UPDATE

110TH AIRLIFT WING BASE TRAINING OFFICE

3- TIER CCAF INSTRUCTOR CERTIFICATION

Effective 1 January 2011

This revamped program replaces the existing CCAF Occupational Instructor Certification (OIC) Program. It provides CCAF faculty a structured professional development track and tangible recognition for advanced levels of knowledge, skills, education and training, and instructional experience. The strengthened CCAF Instructor Certification (CIC) program aligns well with comparable state teacher certification requirements.

CIC LEVEL I

- 1.) Currently teaching a CCAF course(s) at a CCAF affiliated school at the time of nomination.
- 2.) Complete at least 3 semester hours of CCAF-approved Instructor Methodology coursework
- 3.) Complete the 12-semester-hour CCAF Teaching Internship.
- 4.) Hold an associate's or higher-level degree from an accredited institution.
- 5.) Complete at least 1 year teaching experience as a CCAF instructor
- 6.) Complete at least 1,000 hours of documented practical experience teaching a CCAF course(s)
- 7.) Recommended for certification by the affiliated school commander or commandant

CIC LEVEL II

- 1.) Currently teaching a CCAF course(s) at an affiliated school at the time of nomination
- 2.) Awarded the CIC – Level I
- 3.) Complete at least 2 years teaching experience as a CCAF instructor
- 4.) Complete at least 2,000 hours of documented practical experience teaching a CCAF course(s)
- 5.) Recommended for certification by the affiliated school commander or commandant

CIC LEVEL III

- 1.) Currently teaching a CCAF course(s) at an affiliated school at the time of nomination
- 2.) Awarded the CIC – Level II or the OIC
- 3.) Hold a bachelor's or higher-level degree from an accredited institution
- 4.) Complete at least 3 years teaching experience as a CCAF instructor
- 5.) Complete at least 3,000 hours of documented practical experience teaching a CCAF course(s)
- 6.) Complete at least 24 semester hours of CCAF-approved teacher/instructor education coursework
- 7.) Recommended for certification by the affiliated school commander or commandant

Former CCAF instructors (no longer assigned as a CCAF instructor) who earned the OIC may request to have their OIC converted to the new CIC-II.

Current CCAF instructors who earned the OIC may request to have their OIC converted to the new CIC-II. Current instructors who

meet the requirements of the CIC-III must be nominated per the CCAF Campus Affiliations Policies, Procedures and Guidelines (PPG).

PROFESSIONAL MANAGER CERTIFICATION

Effective 1 January 2011

This new program provides a validated credentialing process, which recognizes the SNCO's leadership and management education, skills and experience. In addition, the program provides Air Force SNCOs with a structured professional development track that supplements Enlisted Professional Military Education (EPME) and Career Field Education and Training Plans.

Qualification requirements:

- Awarded 7 skill-level (Craftsman) or higher
- Complete Airman Leadership School or equivalent EPME
- Complete Noncommissioned Officer Academy or equivalent EPME
- Complete Senior Noncommissioned Officer Academy or equivalent EPME
- Complete 30 semester hours of leadership/management coursework (includes Enlisted PME credit earned); At least 6 semester hours of the leadership/management coursework must be completed through an accredited civilian institution or by examination credit (CLEP/DSST/Excelsior). Courses must emphasize the fundamentals of leadership and/or management of human resources.
- Awarded CCAF associate in applied science degree
- Formal application process; recommended for certification by the unit commander or commandant. A Letter of Recommendation template will be posted on CCAF's website.

Impact: Professional certification is a critical element of professional development for Air Force enlisted personnel. This professional credentialing program will recognize advanced levels of education, training and experience beyond the associate degree level, and as a result, instill a higher level of accomplishment and professionalism within the Air Force NCO Corps and better prepare our senior enlisted leaders for career transition.

To learn more about these professional credentialing programs offered by CCAF, please visit our webpage at <http://www.au.af.mil/au/ccaf/certifications.asp>

POC - Mr. JR Breeding, DSN 749-5020
ccaf.deal@maxwell.af.mil ■

RED CROSS BLOOD DRIVE

**WHEN: Sunday, March 6, 2011
10:30-1600**

WHERE: Fire Station

INFORMATION ASSURANCE AWARENESS

110TH AIRLIFT WING COMMUNICATIONS FLIGHT

Over the next few months the Communications Flight would like to take a few moments of your time and provide you a bit of Information Assurance and Awareness Security training and tips. These tips are applicable for all and will not only help enhance our local network security, but if implemented in your personal/home life can also help you avoid identity theft and other internet scams. Although all members are required to complete annual Information Assurance computer based training we believe it is in the best interest of our users to provide reminders relating to proper Information Assurance security practices. All 110th Airlift Wing members rely on network connectivity and a risk or poor choice made by one can impact thousands.

REMEMBER TO:

BY FOLLOWING THESE TIPS:

Create Secure Passwords

- Do not use personal information*
- Combine capital and lower case letters, numbers, special characters*
- Do not use common phrases or words*
- Do not write down your password, memorize it*
- Change password regularly*

Avoid Phishing Attempts

- Do not access the web by selecting links in e-mails or pop-up messages*
- View all e-mail in the plain text*
- Contact the organization using a telephone number*
- Type the web address or use bookmark*
- Delete the email*

Avoid Spear Phishing Attempts

- Never give out your password*
- IT and help desk personnel will never ask for your password*
- Never reveal any personal information in an e-mail*
- Look for digital signatures*

Forward E-mails Carefully

- Use online sites to confirm or expose potential e-mail hoaxes*
- Do not forward e-mail hoaxes*

Read E-mails Carefully

- View e-mail in plain text*
- Use caution when opening e-mail*
- All attachments should be scanned*
- Delete e-mail from senders you do not know*
- Turn off automatic downloading*

Use E-mail Appropriately

- E-mail must not: Adversely affect performance, Reflect poorly on the Government*
- Do not use e-mail to: Sell anything, Send chain letters, Send offensive letters*
- Do not send: Mass e-mails, Jokes or Pictures, Inspirational stories*
- Avoid using Reply All, Personal e-mail use may be authorized*

REENLISTMENT / ENLISTMENT AWARDS PROGRAM

110TH AIRLIFT WING RETENTION
Master Sgt. Gerri Ladd

Remember the “goodies” retention handed out when you re-enlisted or the “cool stuff” recruiters gave you when you enlisted? Those items are still handed out, however, in a different way!

The Reenlistment/Enlistment awards program has now launched. A survey is sent monthly to those who have enlisted or reenlisted for 3 years or more. Upon completion of this survey, a kit is shipped to your home.

The Reenlistment kit includes; choice of an ABU backpack or duffel, an MP3 player and a coin.

The Enlistment kit includes; choice of an ABU backpack or duffel, Air Guard T-shirt, coin, ABU luggage tag, ABU pad folio and an ABU pen. This allows NGB to collect and analyze the data to find out who is joining and reenlisting in the Air Guard.

See the poster on the Retention Board in bldg 6905 for details and a picture of your cool stuff!

MARCH 2011 at the AROM

AROM MEMBERSHIP ADVISOR
Tech. Sgt. Denae Mongeon

The “Position the Force Exercise” (a.k.a. MOBEX) can be a very stressful event for some of us, fortunately we have The All Ranks Open Mess (The Club) to help relieve some of that stress and relax. The Club Board wants to remind you we will be open during March UTA from 1615-2100 on Saturday and 1615-2030 on Sunday. We are also open every week, on Tuesdays and Fridays (or the last duty day of the week) from 1705-2030. While you're there, check out our Specials, we run Specials all the time and you never know what may show up. For those of you who don't carry cash on you, we are currently working on Debit/Credit Card capability. There are also membership benefits available, so if you're not a member ask about the perks of being a member of the All Ranks Open Mess. Hopefully we will see you there. ■

PROMOTIONS

February 2011

CONGRATULATIONS!

TSGT Ryan Ferguson
Ricardo Godinez
Andrew Johnson
David Motycka

SRA Derek Nelson



C-21 TRAINING U.S. Air Force Airman 1st Class Travis Burke, left, and Senior Airman Dustin Matchinski, assigned to the 110th Maintenance Squadron, conduct radio transmission training on a C-21 aircraft, Michigan Air National Guard Base Battle Creek, Mich., Feb. 6, 2011. (U.S. Air Force photo by Tech. Sgt. David Eichaker/released)

To The Family Of:

First Class
U.S. POSTAGE
PAID
Battle Creek, MI
Permit # 1231

110 AW/CC
3545 Mustang Avenue
Battle Creek, MI 49037-5509