



# HIGH MACH

Serving the World's Premier Flight Simulation Test Complex



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## 16T Pitch Boom reactivated to support wind tunnel tests

By Deidre Ortiz  
ATA Public Affairs

The reactivation of the 16T Pitch Boom mechanism at the 16 foot transonic wind tunnel (16T) is providing an alternate model system for new AEDC test customers.

Recent and new customer SpaceX, a company that designs, manufactures and launches advanced rockets and spacecraft, was able to meet their schedule needs as a result of successfully working this alternate configuration plan.

ATA systems engineer Robert Reed stated that the 16T Pitch Boom is a model support system used in conjunction with a roll mechanism to provide a combined pitch and roll movement where only low angles of attack are required.

"Pitch boom uniquely provides the ability to pitch about a range of points both on and off tunnel centerline and is able to vertically translate the model without pitching," he said.

AEDC's test schedule in early 2014 was

full of tests requiring the use of the High Angle Automated Sting (HAAS) model support system in the 16T Test Cart 1. According to Reed, this resulted in a need for installing Pitch Boom into 16T Test Cart 2.

"Test Cart 2 is a multi-purpose test cart, designed for use with 16T Captive Trajectory System (CTS), 16T Pitch Boom and strut-mounted test articles including those with propulsion," he said. "Alternating tests between the 16T Test Cart 1 and Cart 2 allows for increased throughput in 16T."

The reactivation is also significant because this type of system had not been used at AEDC in many years.

"Pitch Boom had not been utilized in more than 13 years and no maintenance efforts had been performed," Reed said.

Additionally, the Universal Roll mechanism for Pitch Boom had not been proven in tunnel operations since its release to service in 2007. With minimal time and cost, these systems have been successfully evaluated and reactivated for operational readiness in 16T.



Aaron Blaser and Christian Morris, outside machinists, assist in the reactivation of the 16T Pitch Boom. This model support system is used in conjunction with a roll mechanism to provide a combined pitch and roll movement. (Photo by Rick Goodfriend)

## Team AEDC shows true meaning of Christmas with Angel Tree program

By Raquel March  
and Kathy Gattis  
ATA Public Affairs

Due to the generosity of AEDC personnel and the AEDC Angel Tree program, 101 children will receive gifts for Christmas.

Each year, personnel at the Complex choose an angel from the electronic AEDC Angel Tree list and purchase Christmas gifts according to the angel's wishes, needs and information provided. The angels are children that might not otherwise receive gifts from family members due to economic constraints.

ATA Employee and Community Activities Committee (E&CAC) President Tony Medley expressed how this giving opportunity is important

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Tech. Sgt. Rodney Clemmons (far left), with the AEDC Test Systems Sustainment Division, places 16 bicycles that were donated for the AEDC Angel Tree program on a flatbed during gift collection at the Complex on Dec. 10. Ben Fletcher (second from left) and Sue Fletcher, with the South Central Relative Caregiver Program, assist Clemmons. The families who are a part of the South Central Relative Caregiver Program and the Healthy Families Program are recipients of the gifts. (Photo by Jacqueline Cowan)

## George receives '911' induction honor in Tennessee

By Raquel March  
ATA Public Affairs

AEDC team members may be pleased to know that AEDC Firefighter-Crew Chief and Emergency Medical Technician (EMT) Gary George is well prepared to attend to their emergency needs according to an induction into the Tennessee 911 Hall of Honor.

He recently received the honor at the 911 Winter Workshop held in Gatlinburg and he was inducted with fellow board members Judy Kelsey and Frank Rice.

The induction cites that he is, "Awarded to recognize the ex-

traordinary leadership in helping to establish and maintain a professional enhanced 911 system that advances the interests of public safety, emergency communications and community service."

George, a McMinnville resident, is the chairman of the Technical Committee with the Warren County Emergency Communications District (WCECD) Board of Directors and began his membership with the board in 1998. He remarked that he felt privileged and honored to be a part of the district and to be listed in the Tennessee 911 Hall of Honor.

The WCECD 911 Board is

the governing body of the Local 911 District in Warren County. The nine members of the 911 Board decide policy and procedure for the director and employees of the district in the operations of the consolidated communications center.

Mark Gribble, the chairman of the board, recognized the contributions George provides.

"Gary's knowledge of the technical components of 911 has been absolutely essential to the district and ultimately the citizens of our community," Gribble said.

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AEDC Firefighter-Crew Chief and Emergency Medical Technician (EMT) Gary George pictured here at the AEDC Fire Department was recently inducted into the Tennessee 911 Hall of Honor. (Photo by Jacqueline Cowan)

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## HIGH MACH

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An Air Force Materiel Command Test Complex

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### Core Values

- Integrity first
- Service before self
- Excellence in all we do



### Vision

*"ATA will be a trusted partner in delivering best value warfighter support and asset stewardship to AEDC"*

### Core Values

- Be accountable for our own actions
- Ensure the safety of individuals and equipment
- Demonstrate the highest integrity and ethical standards
- Communicate clearly and openly
- Deliver professional and technical excellence
- Nurture, enable and treat people fairly
- Align with customer goals and objectives
  - Use disciplined and innovative processes
- Continually improve in all that we do

# Holiday reflection illuminates successful year

By Gen Janet Wolfenbarger  
Commander, Air Force Materiel Command

**WRIGHT-PATTERSON AIR FORCE BASE, Ohio** – Despite the increased activity to the holiday season often brings, this time of year also presents an opportunity for reflection. I would like to thank all AFMC personnel for your exceptional dedication and pro-

fessionalism in meeting our mission of equipping our Air Force for world dominant airpower. I also thank your families and loved ones for their steadfast and selfless support. As a result of your hard work and commitment to excellence, AFMC experienced a very successful year. I know we'll see even more success in 2015.

As we gather with friends and family to



Gen. Janet Wolfenbarger

celebrate, I encourage everyone to remember those who cannot be with

their families and loved ones this holiday season. Today the Air Force has more than 2,000 Airmen - military and civilian - deployed to preserve the gifts of independence, freedom and democracy. Within Air Force Materiel Command, we have more than 1,100 personnel deployed. I am humbled by the service and sacrifice of these Airmen and their families.

As a final note, please

remember that this joyous time of year also brings increased risks and hazards, especially on the roads. By exercising appropriate risk management as you make your holiday plans, you help ensure a safe season for yourself and your family.

Wolf and I wish you all a wonderful holiday and a happy new year. We are proud to serve with you in the world's most respected Air Force.

**Remembrance Walk**

**Remember! Celebrate! Act!**

**... A Day On, Not a Day Off**

January 15, 2015  
12-1 p.m.  
Front of the A&E Bldg.

The African American Heritage Committee will host a Remembrance Walk at Arnold AFB as a tribute to **Martin Luther King Jr.** and many others who made sacrifices for equality and fairness, opening the door for many opportunities and freedoms we have today. Please join us as we pay homage to the past and show a united present.

## AEDC to host Remembrance Walk honoring Dr. King

By Jackey Gates  
AEDC African American Heritage Committee

The time has come once again to celebrate the vision and dream of Dr. Martin Luther King, Jr.

During the month of January, we gather to remember his dream.

In honor and celebration of Dr. Martin Luther King, Jr.'s birthday, AEDC will host a Remembrance Walk on Jan. 15, 2015, in observance of him. It will be held at

Arnold Air Force Base, in front of the A&E building at noon.

Today is a new day. A day filled with hope, change, and pursuit for excellence, equality and citizenship.

This event is one way for us to pay homage to Dr. King. Fred Rone, chairperson for the Black Employment Program and the African American Heritage Committee, emphasized that celebrators of King's birthday should not just remember him for what he accom-

plished but should also put their focus on uplifting one another for the better of the country.

Dr. King, a man of great faith and intelligence, believed that for equality to be achieved and maintained, barriers must be removed allowing unhindered access to all who seek its presence. This is the second year for the African American Heritage committee to sponsor a Remembrance Walk celebrating the life and work of the famous civil rights activist.

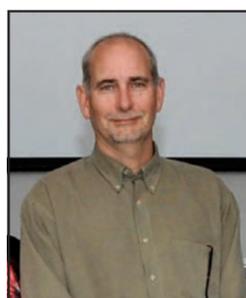
## Medley thanks Team AEDC

By Tony Medley  
ATA Employee & Community Activities Committee

I would like to praise and send a huge thanks to each of those employees who participated in the Angel Tree program and all the committee members on the Employee and Community Activities Committee (E&CAC) for all their hard work on making ATA's recent Christmas

Social a big success. Way to go team!

And, I would like to give a special thanks to Steve Pearson and the Office of the General Manager for making this committee possible. This committee has provided much needed support to the employees and surrounding communities each year that it has served. On behalf of the E&CAC, we wish you all a merry Christmas and wonderful New Year.



Tony Medley

### GEORGE from page 1

George's contributions and expertise were also recognized by AEDC Fire Chief Daryle Lopes.

"Gary always excels at AEDC and never fails to do the same in his personal service to his local community," Lopes said. "He's an exceptional firefighter and citizen."

George explains that his positions with the board and AEDC correlate.

"Being on the receiving end of the emergency information that

originates in the 911 communications center gives me valuable insight into how that information is received, processed and retransmitted to the agencies that will use that information and ultimately respond to those incidents," he said. "Also one of my jobs before becoming a firefighter was a dispatcher for an EMS [Emergency Medical Services] agency."

During his 30-year employment with the AEDC Fire Department, George has assisted in

responding to fire calls, hazardous material spills and incidents, vehicle accidents and medical calls.

"I am responsible for the actions and safety of my crew and the readiness of the equipment assigned to us," he said.

George's other duties at the AEDC Fire Department include teaching classes, filing training and fire incident reports, preparing and filing pre-fire plans, and ensuring the crew and equipment are always ready.

## Smoking Policy

1. The following revised AEDC smoking policy is effective immediately. Smoking is permitted solely in designated areas identified by a plastic "smoke genie." This receptacle is for the sole purpose of cigarette butt disposal. If there is no receptacle, smoking is not permitted in that area. It is the responsibility of all smokers to clean up the area surrounding the receptacles for any cigarette butts on the ground. Smoking in government-owned vehicles is strictly prohibited. Personnel are allowed to smoke in their personal vehicles at any time. Smoking areas will be held to the absolute minimum and will be located in low traffic, low visibility areas away from points of building ingress/egress and air intakes. A map of all authorized smoking areas is available on the AEDC web portal at [https://papro.arnold.af.mil/PORTAL/images/Smoking\\_area\\_map.pdf](https://papro.arnold.af.mil/PORTAL/images/Smoking_area_map.pdf). Smoking near a facility in an area not designated on the map is prohibited and any smoking receptacles located in areas not shown on the map will be removed. All "smoking permitted" and "no smoking" signs will be removed unless specifically required by OSHA.

The fact a person smokes has no bearing on the number of breaks they may take. Breaks should be taken in accordance with the company/agency personnel policies that apply to all employees.

Smoking, including the use of electronic cigarettes and smokeless tobacco, is prohibited in any area, at times when official business is being conducted with government clients, test customers, outside visitors and dignitaries, and where official business is being conducted including conference rooms, auditorium settings, business meetings, or in any other area where Air Force regulations specifically prohibit use. Containers of tobacco waste product, including sealed containers, must not be left unattended or disposed of in trash receptacles. Users of smokeless tobacco must flush tobacco waste down the toilet. Due to the nature, appearance, and safety concerns of electronic cigarettes (also known as "e-cigs"), the use of said products will abide by the same rules for tobacco products stated above and governed by AFI 40-102, *Tobacco Use in the Air Force*.

2. Supervisors at every level will ensure this policy is followed. Disciplinary action is appropriate for repeated violations.

3. Updates to this policy will be made in the future to further align with Air Force guidelines.

4. This policy remains effective until rescinded. (This policy is dated December 20, 2013)

## Action Line

**Team AEDC**  
I believe in free and open communications with our Team AEDC employees, and that's why we have the Action Line available. People can use the Action Line to clear up rumors, ask questions, suggest ideas on improvements, enter complaints or get other issues off their chests. They can access the Action Line in one of two ways: via the AEDC intranet home page, and by calling 454-6000.

Although the Action Line is always available, the best and fastest way to get things resolved is by using your chain of command or by contacting the organization directly involved. I encourage everyone to go that route first, then if the situation isn't made right, give us a chance.

Col. Raymond Toth  
AEDC Commander

# ATA recognizes Annual Awards winners



**Lester Cunningham**  
ATA Team Member of the Year  
Administrative and Professional Support  
Test Assets and Support Branch



**Andrew Jackson**  
ATA Team Member of the Year  
Innovation Leadership  
Test Assets and Support Branch



**James Thompson**  
ATA Team Member of the Year  
Program Manager of the Year  
Integrated Test and Evaluation Branch



**Alecia Davis**  
ATA Annual Security Leadership Award  
Integrated Test and Evaluation Branch

Portraits were unavailable for:

**Floyd Gibbs**  
ATA Craftsperson of the Year  
Mission Support Branch

**Noel Pujol Jr.**  
ATA Annual External Customer Service Excellence Award  
Integrated Test and Evaluation Branch



**Alan Milhoan**  
ATA Technical Award Engineer of the Year  
Information Technology and Systems Branch



**Sidney Steely Jr.**  
ATA Technical Award Technical Excellence in Engineering  
Test and Evaluation Branch



**Hunter Beavers**  
ATA Technical Award Operations and System Engineer  
Test Assets and Support Branch



**Phillip Medley**  
ATA Annual Quality Leadership Award  
Test Assets and Support Branch



**Kristi Farris**  
ATA Annual Internal Customer Service Excellence Award  
Mission Support Branch



**Mitchell Kendrick**  
ATA Annual Safety Leadership Award  
Mission Support Branch



## Yates and Nelson promoted to master sergeant

Master Sgt. Heather Yates (left) and Master Sgt. Jason Nelson were promoted to the rank of master sergeant during a ceremony at Arnold Air Force Base on Dec. 5. Yates' assignment at Arnold began on Aug. 10, 2013, and she has been an officer in the Air Force for 16 years. Nelson's assignment at Arnold began on Jan. 31, 2014. He has 19 years of service with the Air Force. (Photo by Jacqueline Cowan)

## CHRISTMAS from page 1

for employees and the angels.

"This event is a wonderful opportunity for the employees to spread their love and joy to others," Medley said. "I believe that each employee has worked hard to get where they are in life. There is no greater gift to one's self than to receive the gift of knowing that you have made a difference in someone else's life."

"The kids that receive these gifts from our employees may or may not realize just how special they are to receive gifts from people who do not know them but want to share their love and kindness just to provide happiness and joy in someone else's life. Another great thing about the gifts that the employees give are that they are given twice; first to the parents and secondly to the children."

Sue Fletcher, a manager with the South Central Relative Caregiver Program, said that she is amazed at the generosity that the community provides.

"Christmastime is a time that the angel tree volunteers of ATA go above and beyond the expected or token Christmas gifts for needy families," Fletcher said. "It is the most incredible feeling to be able to hand gifts to a grandmother who is on a fixed income struggling to cover medication, worrying over [a] safe place to live that she can afford, plus transportation, and is providing for someone else's children with no remuneration or support."

Fletcher continued



Pictured at the AEDC Angel Tree collection location are AEDC volunteers and counselors with the Center for Family Development (CFD), which includes the South Central Relative Caregiver Program and the Healthy Families Program. They gathered on Dec. 10 to load Angel Tree gift donations into vehicles for families in need. Volunteers shown here kneeling left to right are Art Walker, AEDC; 2nd Lt. Christopher Handy, AEDC; Senior Master Sgt. Patrick Lazarus, AEDC; Standing left to right are Ben Fletcher, CFD; Charles Roberts, CFD; Sue Fletcher, CFD; Sandra Roberts, CFD; Mary Faxon, CFD; Mallory Garner, CFD; Emily Reese, CFD; Janet Gammon, AEDC; Master Sgt. Jason Nelson, AEDC; Kim Vanzant, AEDC; Tech. Sgt. Rodney Clemmons, AEDC; Carrie Barham, AEDC; and Tech. Sgt. Kristopher Boal, AEDC. (Photo by Jacqueline Cowan)

to say that because of the gracious attitudes of AEDC personnel, the caregiver program is able to provide the grandmother with gifts that she can present to the children under her care.

In a "thank you" message to Complex personnel, the Angel Tree Committee expressed appreciation for gifts, including 16 bicycles, which were loaded into five vehicles.

"The bicycles were donated by individual angel sponsors," said Janet Gammon, the ATA E&CAC Angel Tree com-

mittee chairperson. "Each angel had a needs list and a wish list. If the child wanted a bicycle, the sponsor purchased a bicycle. That is what makes AEDC so awesome."

Gammon expressed appreciation for volunteers and for assistance with a collection location from Bryan Larson, with the Arnold Services Office, and Dwight Mosley, with Information International Associates in the ATA Performance Management Department.

Medley said he wasn't surprised by the outpour-

ing of participation from personnel.

"No matter whether our employees are challenged to be the greatest world leaders in aerospace or asked to contribute things to help those less fortunate, I have always found that everyone is willing to go the extra mile," he said. "This is why our employees make this program a huge success."

The members of the ATA Employee and Community Activities Committee and AEDC volunteers sorted and compiled

gifts for counselors from two community organizations. The counselors collected the gifts on Dec. 10.

The organizations that benefited from AEDC donations include the Healthy Families Program and the South Central Relative Caregiver Program.

The Healthy Families Program serves families in Bedford, Franklin, Lincoln and Marshall counties. The program helps first-time parents adjust to their new and demanding role provid-

ing skills necessary to reduce family stress and improve family function.

The South Central Relative Caregiver Program serves individuals in Bedford, Coffee, Giles, Hickman, Lawrence, Lewis, Lincoln, Marshall, Maury, Moore, Perry and Wayne counties. This program provides support services to caregivers and their related minor children in order to divert children from state custody. The program is partnered with the Tennessee Department of Children's Services.



# Air Force and DOD Christmas Party



(Photos by Rick Goodfriend)

## AF announces no involuntary force management programs for FY15

**WASHINGTON (AFNS)** – Air Force officials announced there is no longer a need to conduct involuntary force management programs for fiscal year 2015 following a year of significant reductions designed to meet the Defense Department strategic and budgetary guidance. Officials confirmed

that fiscal year 2014 goals were achieved to size and shape the force, eliminating the previously anticipated requirement to conduct a second round of involuntary programs in fiscal year 2015.

“My travels and discussion with Airmen this past year have convinced me that enough is enough,” said Secretary of the Air Force Deborah Lee James. “Therefore, we will not have additional, involuntary boards in FY15.”

Targeted fiscal year 2015 voluntary programs, with eligibil-

ity limited by both grade and Air Force specialty codes, will be offered to help properly shape the force. These non-monetary opportunities are part of the normal steady-state force management programs used annually to size and shape the force according to mandated end strength.

Voluntary programs will include waivers of some active-duty service commitments (ADSC), reductions of required time in grade for retirements, and reductions from 10 to eight years of commissioned service

for retirements, allowing prior enlisted officers to retire with eight years of commissioned time versus 10.

The Palace Chase program will still be in place, but the expanded option of a one-for-one transfer will not be available this year. Specific details on voluntary programs will be released in early 2015.

For more information on force management and other personnel programs, visit the <https://myPers.af.mil/>.

(Information courtesy of Secretary of the Air Force Public Affairs)

# AF realigns missions to enhance nuclear support

**WASHINGTON (AFNS)** – In response to a directive from the Secretary of the Air Force and Chief of Staff of the Air Force, the 377th Air Base Wing in Albuquerque, New Mexico, will report to Air Force Global Strike Command, and the Air Force Nuclear Weapons Center will reorganize, combining the AFNWC commander and Air Force Program Executive Officer for Strategic Systems positions into a single 2-star position.

The realignment of the 377 ABW and reorganization of the AFNWC under Air Force Materiel Command are designed to enhance support to the nuclear mission. The transition will phase in gradually and is scheduled to be complete in fall 2015.

“The nuclear mission is the Air Force’s top pri-

ority,” said Secretary of the Air Force Deborah Lee James. “The U.S. Air Force provides the U.S. President and our nation ready and reliable nuclear forces. Maintaining the credibility of our nuclear deterrent requires a long-term, visible commitment to sustainment and modernization.”

The AFNWC will reorganize into three directorates, two of which focus on the two Air Force legs of the nuclear triad, ICBM systems and air delivered capabilities. The third directorate will focus on unique nuclear requirements and inter-agency engagement.

“The Air Force is al-

ways seeking to improve the ways we do business through the innovation of our Airmen, and the Nuclear Enterprise is no different,” said Air Force Chief of Staff Gen. Mark A. Welsh III. “We have identified and are in the process of improving critical mission shortfalls to ensure we remain the most credible, capable and reliable Air Force on the planet.”

The 377 ABW is the host wing for Kirtland Air Force Base and provides installation support to all mission partners on the base; that role will not change with this realignment under Air Force Global Strike

Command.

“We expect the transfer to be imperceptible to the majority of Airmen at Kirtland AFB as they will continue to work for the same supervisors and units,” said Maj. Gen. Garrett Harencak, Air Force Assistant Chief of Staff for Strategic Deterrence and Nuclear Integration.

Realigning the 377 ABW and reorganizing the weapons center is one step of many the Air Force is taking along with the Air Force Global Strike Command and Air Force Materiel Command Force Improvement Programs. Force Improvement Programs

are aggressive grass-roots feedback programs designed to quickly provide senior Air Force leaders with actionable recommendations for improvement.

“As long as nuclear weapons exist, there will be no mission more important than maintaining the nation’s nuclear capability, ensuring strategic deterrence and assurance,” James said. “The Air Force will continue to maintain this strategic capability and guarantee its credibility, as American Airmen have done for more than 60 years.”

(Information courtesy of Air Force Public Affairs Agency)

## Practice caution when using social media

- Only establish and maintain connections with people you know and trust. Review your connections often.
- Assume that anyone can see any information about your activities, personal life, or professional life that you post and share.
- Ensure that your family takes similar precautions with their accounts; their privacy and sharing settings can expose your personal data.
- Avoid posting or tagging images of you or your family that clearly show your face. Select pictures taken at a distance, at an angle, or otherwise concealed. Never post Smartphone photos and don’t use your face as a profile photo, instead, use cartoons or avatars.
- Use secure browser settings when possible and monitor your browsing history to ensure that you recognize all access points.

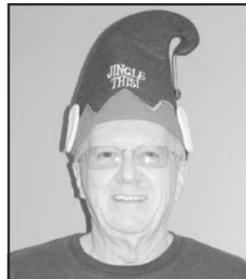
## My Favorite Christmas Songs

**Michael D. Forsythe**  
Instrument Technician  
Specialist  
ATA Technology and  
Engineering Analysis  
Branch

32 years of service at AEDC

**My favorite Christmas songs...**

**“Let it be Christmas” by Alan Jackson and “Silent Night”**



**Matt Rose**

Instrument Engineer  
ATA Information Technology  
and Systems Department  
10 years of service at AEDC

**My favorite Christmas song...**

**“Grandma Got Ran Over by a Reindeer”**



**Ron Wood**

Instrument Technician  
Specialist  
ATA Technology and  
Engineering Analysis  
Branch

31 years of service at AEDC

**My favorite Christmas song...**

**“Away in a Manger”**



**Senior Master Sgt. Patrick Lazarus**

AEDC Superintendent  
AEDC Test Support Branch  
6 years of service at AEDC

**My favorite Christmas song...**

**“Silent Night”**



**Tim “Bubba” White**

Engineer Technician  
ATA Space and Missile  
Product Branch  
34 years of service at AEDC

**My favorite Christmas song...**

**“Rudolph the Red Nosed Reindeer”**



## AEDC military families in local Christmas parade

The military housing children and families of AEDC participated in the Tullahoma Christmas Parade on Dec. 5. The AEDC Military Families float, which was built by several parents and children, featured Rudolph the Red Nosed Reindeer. (Photo by Kjaristy Johnson)



# Lean thinking, process improvement highlight Busch's time at AFMC

By Stacey Geiger  
Air Force Materiel Command Public Affairs

WRIGHT-PATTERSON AIR FORCE BASE, Ohio – During the last 16 years and six assignments in Air Force Materiel Command, Vice Commander Lt. Gen. Andrew Busch was challenged to find new methods to operate more efficiently in one of the most complex and diverse commands that employs more than 80,000 people and manages a \$60 billion budget. His tenure as vice commander was highlighted by AFMC's restructuring from 12 centers to five followed by laying the foundation for the Air Force's new Installation and Mission Support Center.

The Air Force announced and later confirmed that Busch was nominated for re-assignment as the director of the Defense Logistics Agency at Fort Belvoir, Va. He will be replaced by Maj. Gen. H. Brent Baker, currently director of logistics at Headquarters AFMC. As director of DLA, Busch will be responsible for pro-

viding the armed services and other federal agencies a variety of logistics, acquisition and technical services in peace and war.

The DLA director seat has not been occupied by the Air Force since former AFMC Commander Gen. George Babbitt held the position before coming to AFMC in 1997.

In a recent interview, Busch reflected on his time spent in AFMC.

**Q: Reflecting on your time in AFMC, can you address any lessons learned?**

**A:** One of the impressive practices in my part of the business while I was in sustainment was lean thinking and continuous process improvement. In one of my early AFMC assignments, we did lean and continuous process improvement down on the shop floor, and I didn't comprehend it all from just reading about it. But when I saw this small work center about the size of my current office organized with lean principles, the light came on and I realized this was amaz-



Lt. Gen. Andrew Busch

ing. Two AFMC assignments later, I was at Robins AFB, Ga., and applied those principles to how we managed the C-5s. We performed 50,000 labor hours per plane, but the lean principles were driving our flow days from about 400 down to 160. Now you see these practices all over, and all the center commanders are functioning by those processes. The Air Force embraced it a few years later through Air Force Smart Operations for the 21st Century. That has been really important and I hope we don't forget those lessons looking ahead.

**Q: How does AFMC today compare to your first AFMC assignment in 1998 and when you started as vice commander in 2012?**

**A:** It is an interesting contrast but the challenges are still the same. In 1998 when I first came to AFMC as a lieutenant colonel and sustainment officer, our depots were not loaded well; they were inefficient and they needed more workload. Also at that time, we were executing the 1995 Base Realignment and Closure decisions and that task seemed insurmountable. That was driven by national priorities, the size of our military and the needs of the Air Force at that time. Now what we have gone

through the last couple of years hasn't been BRAC, but it's been sequestration, furloughs, and travel restrictions. It's also been dealing with uncertainty in customer demands because we don't know what the future holds for the war effort.

**Q: What are some of the challenges you've faced during your time here at Headquarters AFMC?**

**A:** When I started as vice commander in July 2012, I sat down with AFMC Commander Gen. Janet Wolfenbarger and she said the centerpiece of our time together would be the implementation of the 5-center construct. I certainly don't want to speak for her but can speak to the things that I have seen and heard her say, mainly that we implemented that exceptionally well. We have single mission areas assigned to single commanders, regardless of location. That was the overarching principle and it was a bold proposal that we needed to take on because of the budget and personnel reductions that we were facing four years ago. So often there is a complaint that all we do is shave things down by a hair every year we have a budget cut – but that's not what we did. Former AFMC Commander Gen. Donald Hoffman had a bold plan and I was proud of the fact that I worked for a four-star that had a big resourcing issue and a bold plan to respond to it. When Gen. Wolfenbarger was the vice commander, she played a big role in designing it and together we were able to implement. It has been to her credit and to the command's credit that we were able to make this change.

**Q: What are your**

**thoughts on your new assignment as the Director of Defense Logistics Agency?**

**A:** There has not been an Airman in the DLA director job since 1997. There have been six Army and Navy senior leaders that have done that job since, and that is important to understand. The reason the Air Force was so interested in returning an Airman to the job was to further enhance our service's reputation that we are joint logistics providers, that we provide joint logistics support just as credibly as other services do and that we have a broader view of the world than perhaps some have given us credit for the last 15 years. I am very pleased that Air Force logistics is being recognized by putting an Airman in that job. My mentors during the last 19 years consciously sent me places and had me do things that prepared me to be that Airman. I am pleased the Air Force is reestablishing itself in a leadership role in this vitally important organization.

**Q: What will you miss most about AFMC?**

**A:** The diversity of missions is really remarkable. As a sustainment guy, most of the time – whether I was at Tinker, Robins, Hill AFB or whether I was at the headquarters last time as the A4 military deputy – my focus was in a lot of different roles in sustainment, but it was still sustainment. So when you come to this job as the vice, you see a diversity of missions that you don't get anywhere else. I still read monthly activities reports from the program executive officers or the center commanders, and I am amazed by what we

are doing and how good we are at doing it. So the diversity of mission is really striking sitting in a job like this.

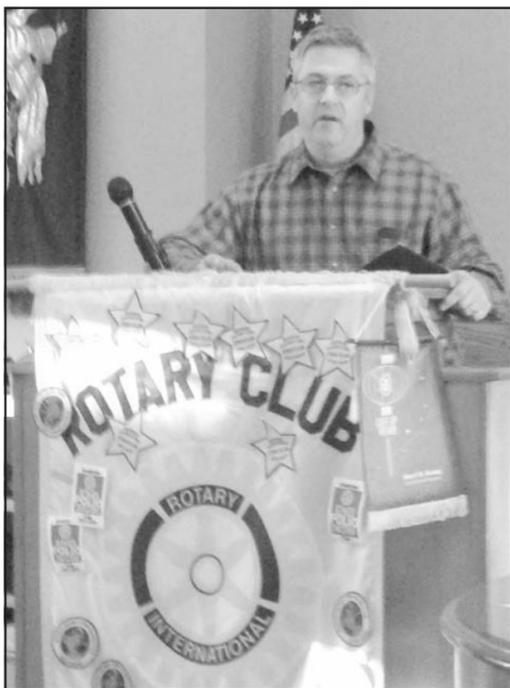
**Q: Is there anything you would like to add?**

**A:** The command has always had challenges. There are old weapons systems that need to be sustained, new weapons systems that need to be developed and delivered to the warfighter quickly, and there are budget issues. There have always been challenges but they are called different names in different times.

The one opportunity that most people in the command may not get to do is occasionally go out and see how Airmen are performing in the field and see what this command produces. We hear about it, we see pictures that we put on walls, but you don't get to really go out and see what they are doing. As a senior leader, I'm fortunate enough to go see these operationally deployed Airmen using our stuff and it is awesome.

It's easy to focus on the fact that we may be a few days late delivering an airplane or software for a weapons system that isn't properly integrated with the data link and focus on the negative. The fact of the matter is that if you go out and see how our warfighting Airmen are doing it's clear there is no other Air Force in the world that does what we do – none.

It is reassuring to look at the positives things happening in our world and know that many of them are the result of what our Airmen do day in and day out. It is a good and reassuring message that, despite many challenges, our Airmen and this command are doing a great job.



## Historian Rumley speaks to Sunrise Rotary

AEDC Command Historian Chris Rumley spoke at a Tullahoma Sunrise Rotary meeting last month. Rumley, who was the guest of Rotary member Pat Eagan, presented interesting facts about the life and career of Gen. Henry H. "Hap" Arnold. (Photo provided)



## ATA donates to Cowan Christmas Market

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The ATA Employee & Community Activities Committee (E&CAC) presented a donation to the Cowan Christmas Committee to help fund the Cowan Christmas Market. Children who attended the event Dec. 5 received free gifts and photos with Santa. There were also several free activities for the kids to enjoy thanks to this contribution. Pictured are Cowan Christmas Committee members Mark Ledbetter, Ben Merrill and Jamie Stephens with Andrea Stephens, ATA E&CAC member, and David Newcomb as Santa. (Photo by Jill Burhans)

## AEDC Visitor Center Christmas holiday schedule announced

The Arnold Engineering Development Complex (AEDC) Visitor Center hours for the Christmas holiday period are set.

According to Arnold Police Operations Officer, Michelle Frame, the visitor center and Gate 2 will be closed Dec. 25 – Jan. 1. Both the AEDC Visitor Center and Gate 2 will re-open Jan. 2 at 6:30 a.m.

# PMI selects Duke as Project Manager of the Year

By Douglas Brown  
Project Management  
Institute

The local Project Management Institute (PMI) recently held its annual social at O'Charley's in Manchester and announced Mark Duke as the 2014 Project Manager of the Year for the Southern Middle Tennessee Branch (SMTB).

Duke received the honor for his commitment to best practices in project management and his distinguishing skills in the application of project management techniques. Duke is employed by ATA at AEDC as a project manager.

This was the first year the Project Manager of the Year award has been presented. It is open to members of the SMTB of the Chattanooga PMI Chapter and carries with it a one-year member-

ship.

PMI is the world's leading not-for-profit professional membership association for the project, program and portfolio management profession. Founded in 1969, PMI delivers value for more than 2.9 million professionals working in nearly every country in the world through global advocacy, collaboration, education and research. PMI advances careers, improves organizational success and further matures the profession of project management through its globally recognized standards, certifications, resources, tools, academic research, publications, professional development courses and networking opportunities. To join, go to [www.pmi.org](http://www.pmi.org) and select the Chattanooga Chapter or email [vp\\_smt\\_branch@chattanoogaipmi.org](mailto:vp_smt_branch@chattanoogaipmi.org).



Mark Duke, pictured right, was selected as the 2014 Project Manager of the Year at the annual social for the Southern Middle Tennessee Branch of the Chattanooga Project Management Institute Chapter. Douglas Brown, left, ATA contract administrator and director of finance for the local PMI chapter, shakes Duke's hand after presenting him the award. (Photo by Bob Lindeman)

## AFMC encourages workforce to stay safe and drive sober for the holidays

Air Force Materiel Command Wellness Center

**WRIGHT-PATTERSON AIR FORCE BASE, Ohio** – Drinking and driving shatters lives. The nightmare can start with a phone call from law enforcement informing you that a family member has been involved in an alcohol-related accident.

"Drunk driving is 100 percent preventable and avoidable," said Steve Callon, AFMC Drug Demand Reduction Manager. "Planning ahead to have a designated sober driver is the best way to avoid a DUI or drunk driving crash."

According to the National Highway Traffic Safety Administration, 10,322 people were killed

in alcohol-impaired-driving crashes in 2012. Those alcohol-impaired-driving fatalities accounted for 31 percent of the total motor vehicle traffic fatalities in the United States during that year.

The NHTSA offers the following tips to stay safe and drive sober:

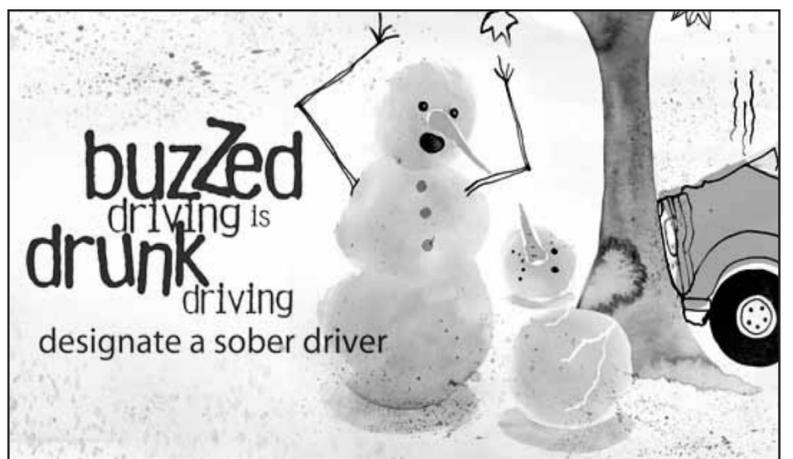
- If you drink, don't drive. If you drive, don't drink.
- Designate a sober driver before the party begins; plan a way to get home safely at the end of the night.
- Be responsible. If someone you know is drinking, do not let that person get behind the wheel.
- If you see an impaired driver on the road,

contact law enforcement. Your actions may save someone's life, and inaction could cost a life.

- If you are impaired, call a taxi, phone a sober friend or family member, or call your local free ride program.

### Did you know?

- The average DUI costs the offender about \$10,000.
- Traffic fatalities involving alcohol-impaired drivers were nearly four times higher at night than during the day in 2012 (35 percent versus 9 percent).
- 15 percent of all driv-



ers involved in fatal crashes during the week were alcohol-impaired, compared to 30 percent on weekends during 2012.

Airmen Against Drunk Driving was formed to

eliminate the number of DUIs/DWIs on Air Force bases and in surrounding communities. The goal of AADD is to safely return all military members and Department of Defense civilians to a residence if they are unable to drive

themselves. Individuals that choose to drink should plan ahead for a designated sober driver or a ride home.

For more information on how to stay safe and drive sober during the holidays, visit [AFMC-wellness.com](http://AFMC-wellness.com).

## AEDC Woman's Club preparing for New Year

By Barbara McGuire  
AEDC Woman's Club

At a December meeting, the AEDC Woman's Club (WC) held a Christmas Boutique to raise money for the scholarship foundation.

In memory of Mike McGuire and other service members, another \$300 was collected for the Wounded Warriors Project through table donations and purchasing unwrapped gifts for the club's Toys for Tots campaign.

The meeting also included a wonderful holiday meal and music by John Crawford.

Ending the year on a high note, the WC is now ready for the New Year, and what could be better than celebrating with coffee and books?

At the Jan. 6 meeting, Mike Arnold, director of Raphael's Roastery, will be talking about his coffees and the positive impact his business is making by supporting missionary causes. The company offers as many single-origin coffees which carry their own distinct flavor from their growing regions. Custom blends are available as well. Raphael's Roastery is located on Coffee Street in Coffee



AEDC Woman's Club members brought items they collected for Toys for Tots to the Dec. 2 meeting. Pictured left to right: Sande Hayes, Violet Nauseef, Patti Mathis, Lynn Van Patten, Zak Humphries (firefighter with the Tullahoma Fire Department), Gerri Forester, Barb McGuire, Susan Harris and Vicki Porter. (Photo provided)

County. What other company can say that?

The WC will also be having a book sale to raise scholarship money and table donations for January will be given to The Good Samaritan of Winchester and Franklin County.

Anyone can attend the WC at the Arnold Lakeside Center to get to know the wonderful WC ladies and be involved with programs. You do not need to have military connections or be involved with Arnold Air Force Base to visit and become a member.

For information about the

WC, contact the membership chairman, at 455-3569.

The social hour of the meeting starts at 9:30 a.m. at the Lakeside Center, with the business meeting and program beginning at 10 a.m.

Reservations and cancellations for the Jan. 6 meeting must be made no later than noon, Dec. 30. You may make reservations or cancellations by calling 393-2552 or 931-636-4152.

**Disclaimer: This is a private organization which is not part of the Department of Defense or any of its components and has no governmental status.**





# ATA Christmas Party



(Photos by Rick Goodfriend and ATA Employee & Community Activities Committee)



# AEDC Children's Christmas Party

(Photos by Andrea Stephens and Tanya Bryan)



