

A I R F O R C E A S S O C I A T I O N

# 2011

ANNUAL REPORT







# 2011

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## ANNUAL REPORT

### **AIR FORCE ASSOCIATION**

Air Force Memorial Foundation

AFA Veteran Benefits Association

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## MISSION

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The Air Force Association, founded in 1946, exists to promote Air Force airpower.

The AFA mission is to promote a dominant United States Air Force and a strong national defense and to honor Airmen and our Air Force Heritage. To accomplish this, we:

EDUCATE the public about the critical need for unmatched aerospace power and a technically superior workforce to ensure US national security;

ADVOCATE for aerospace power and STEM education; and

SUPPORT the Total Air Force family and promote aerospace education.

AFA is a 501(c)(3) independent, nonpartisan, nonprofit educational organization, to which all donations are tax deductible. With your help we will be able to expand our programs and their impact. We need your support and ongoing financial commitment to realize our goals.

AFA disseminates information through Air Force Magazine, [airforce-magazine.com](http://airforce-magazine.com), the General Billy Mitchell Institute for Airpower Studies, national conferences and symposia, and other forms of public outreach. Learn more about AFA by visiting us on the Web at [www.afa.org](http://www.afa.org).

### **AFMF**

The **Air Force Memorial Foundation** is a 501(c)(3) affiliate of AFA whose purpose is to provide enduring oversight and stewardship for the Air Force Memorial. All contributions to AFMF are tax deductible.

### **AFAVBA**

**AFA Veteran Benefits Association** is a 501(c)(19) veterans organization and affiliate of AFA that provides benefits and services to veterans and their families. All AFA members are eligible to participate in AFAVBA programs.

# LETTER FROM THE LEADERSHIP



**S. SANFORD SCHLITT**  
Chairman of the Board



**MIKE DUNN**  
President/CEO

Dear Friends and Supporters of the Air Force Association,

We are pleased to present to you the Air Force Association's 2011 Annual Report.

In the following pages, we list our accomplishments for 2011, made possible by the exceptional support that we receive from our members, industry and corporate partners, the Air Force family, Congress, and most importantly, our volunteers. You will read about our ongoing and increased educational outreach to both our membership and the public at large. You will also read about the increasing success of our annual conferences, including the inaugural CyberFutures Conference; new initiatives that help us further provide support to the Air Force family; the exponential growth in CyberPatriot; increased support in both donations and corporate sponsorships; and the dedication to heritage we continue to hold.

One exceptional addition to the many efforts AFA has pursued, this Association recently established a new initiative—called the Wounded Airman Project—to aid injured men and women of the Air Force. We all must step up to support this special effort and show them we care.

As we focus on the new year, we are already in the swing of upping the ante. We want to increase our membership, reaching more airmen and airpower advocates of all ages and backgrounds; with the importance of this is to further expand our grassroots-centered advocacy efforts and to reach the next generation of Airmen and friends of airpower. In addition, we want to increase our footprint in the United States and around the world as a resource and information center for airpower issues. We have increased our reach with technology, increasingly employing social media, expanding our online holdings, and offering electronically Notes from the President, AirForce-Magazine.com's Daily Report, and more.

Critical times lie ahead as our Air Force and armed forces must weather our nation's economic challenges and reshape to meet the new priorities set out by the current Administration. With your help, AFA will be right there to show support.

As we carry on into 2012, we must maintain your support and continue to expand efforts and initiatives to EDUCATE the public about the critical need for unmatched aerospace power and a technically superior workforce to ensure US national security; ADVOCATE for aerospace power and STEM education; SUPPORT the Total Air Force family and promote aerospace education.

This year will be the last year for us both serving in our current leadership positions in AFA. It has been a privilege to be among such outstanding staff members, volunteers, friends, and industry partners over the past years. As many traditional membership organizations have seen leaner times in this modern era, we have worked exceptionally hard to find new means to communicate with different demographics. And as our legacy, we've expanded the outreach efforts of AFA tenfold.

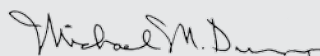
As a 501(c)(3) organization, we could not function without you. Membership dues and conference revenues are not enough to fully support our many scholarships, programs, educational opportunities, Mitchell Institute projects, or our advocacy efforts on Capitol Hill. Your additional financial support is more important than ever to make sure we are able to continue our work. **With you, the possibilities are endless.**

In 2011, we lost some historical great heroes to our Air Force Association who were even greater airmen. Just as our magnificent Air Force Memorial continues to shine as a beacon to all Airmen around the United States, AFA will ambitiously continue to honor and uphold the heritage and accomplishments of the many men and women of our US Air Force.

Sincerely,



**S. Sanford Schlitt**  
Chairman of the Board



**Michael M. Dunn**  
President/CEO



## EDUCATE

# Air Force Magazine and [airforce-magazine.com](http://airforce-magazine.com)

Each month, all AFA members receive *Air Force Magazine*, the journal of the Air Force Association and flagship publication of the AFA publications enterprise. The Magazine has a long and proud history, having been in existence since 1918—before there was either an Air Force or an Air Force Association.

Over the decades, *Air Force Magazine* has evolved into one of the world's foremost defense publications. It bears no resemblance to the small, parochial, inward-looking “house organs” so typical of most associations. It maintains the highest standards of quality, accuracy, and integrity while covering a broad range of military, foreign, and intelligence issues. Though it exists to serve the AFA membership, *Air Force Magazine* is also a significant voice to the wider world: read, respected, and frequently cited by members of Congress, defense officials, and other media.

The excellence of our Magazine is of premier importance to the Association. It provides AFA members with the facts, figures, and straight analysis needed to stay abreast of major Air Force, airpower, and defense issues. The Magazine, with in-depth articles of a historical nature, also fosters appreciation for airpower heritage and lore.

The staff of *Air Force Magazine* also produces the annual May Almanac and a wide variety of special publications such as conference programs and Mitchell Institute reports. The May Almanac is a heavyweight compendium of facts and figures about Air Force people, equipment, budgets, bases, organizations, leaders, heroes, and much more. This invaluable reference tool is referred to throughout the year, and the Air Force orders hundreds of extra copies for airmen to use as basic desk reference.

*Air Force Magazine's* online “Daily Report” allows for comprehensive

coverage of breaking news. This electronic news source is now considered a must-read by those who need to know about the Air Force, airpower, and national security. Many defense officials begin their day with the Daily Report, and have commented that it's the single best source for news about the Air Force.

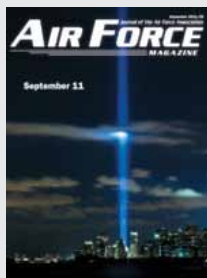
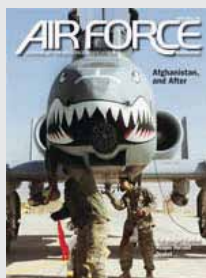
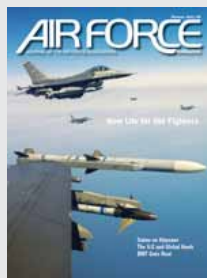
Available either by daily e-mail blast or online at [www.airforce-magazine.com](http://www.airforce-magazine.com), the Daily Report brings airpower professionals up-to-the minute news along with useful graphics, testimony, and in-depth pieces.

One testament to the quality of work the *Air Force Magazine* staff puts together comes from the large number of reprint requests we receive. Every year, we receive dozens of official requests to reprint *Air Force Magazine* articles from organizations such as the Air War College, the Joint Unmanned Aircraft Systems Center of Excellence, the Naval War College, NATO Special Operations School, the Spaatz Center, Squadron Officer College, and the US Army Command and General Staff College.

These official reprint requests do not count the numerous and uncountable number of times our work has been cited, linked-to, or referenced by the other news organizations and blogs that draw from our work. Sometimes we are credited as a source of information, but often we are not.

The Magazine has a team of editors and production personnel that would be the envy of any defense publication, and the *Air Force Magazine* enterprise finished 2011 on solid financial footing despite the continuing weakness in the general economy.

Whether the subject is operations, programs, policies, history, or heroism, *Air Force Magazine* is the trusted and valued authority.



# President's Notes, Member Updates, Congressional Briefings, and Social Media

## Highlighting Airpower and National Security Issues

AFA's President/CEO uses e-mail to inform some 80,000 AFA members, Members of Congress, and the Air Force community about current Air Force issues and AFA positions, utilizing his long-running *Notes from the President* and new *Washington Perspective*. The reach and impact of these products continue to grow.

## Informing AFA Members

"AFA Update" has provided information on AFA benefits and veteran, retiree, and Tricare issues, reaching more than 70,000 AFA members via e-mail twice monthly.

## Educating Lawmakers and their Staffs

Congressional outreach programs include briefings, targeted meetings, and Secretary/Chief of Staff of the Air Force receptions reaching hundreds of Congressional staffers and members, with attendance increasing at virtually every event.

## Leveraging Social Media

AFA has taken many initiatives to leverage social media in our day-to-day activities. Our reach is far beyond members. On **Twitter**, we're followed by other aviation fans, reporters, government officials, industry partners, and Air Force leaders. On **Facebook**, we highlight chapter activities, scholarships, and other awards, and connect people with the work AFA headquarters is doing, as well as share pictures, stories, and heritage. With increased real time social media presence at all our events, we can quickly provide updates from our conference/symposium sessions to our online fans. We can also make connections with those that are present at the events.

Between AFA, CyberPatriot, and the Air Force Memorial, our social media efforts touched more than 19,000 individuals in 2011. These conversations have been integral in our efforts to continue to educate



the public about the work we're doing and to get people involved. All of our day-to-day social media monitoring has been integrated into all marketing and communication efforts, allowing rapid sharing of vital information.

If you haven't already, become a fan of the Air Force Association, CyberPatriot, and the Air Force Memorial on Facebook, follow us on Twitter, join our group on LinkedIn, watch our Youtube channel, and comment on our blog.

*Do you use social media?  
Scan this code with your smart  
phone or tablet to take our  
survey.*



## Where In the World Are You Reading Your Air Force Magazine?

*Charlie Neel was an F-100 MISTY Fast FAC pilot. In 2011 the Air Force Magazine ran an excerpt from "Bury Us Upside Down," by Maj. Gen. Don Shepperd, USAF (Ret.) and Rick Newman, a senior reporter with US News and World Report. The excerpt was about Charlie's shoot down and rescue, under fire, by the Jolly Green Giant rescue force.*

*When the article appeared, Col. Rich Blackwell, USAF (Ret.), wrote to Air Force Magazine's "Letters," saying he was the pilot on the HH-3C Jolly Green helicopter crew that rescued Charlie and hoped to make contact. AFA got in touch with Charlie for permission to give his contact info to Rich.*

*Charlie's family had never been able to find the name of the helicopter pilot and were surprised and pleased to hear from Rich. Rich and his wife Jane were invited to join the next MISTY reunion. All of the MISTYs enjoyed meeting Rich and found that there were other MISTYs who had been rescued by Rich and his crew. Since then, the Neels and the Blackwells have had many opportunities to get together with other Jolly Greens.*

*AFA is proud to have helped put Charlie and Rich in contact. To celebrate and embrace our worldwide readership, we want to ask you*

*in what state/territory/country you're reading your copy of Air Force magazine. We're collecting photos and will be putting them in an album on Facebook to get an idea of where our readers are! Send photos to [connections@afa.org](mailto:connections@afa.org). We can't wait to share your stories!*



*Charlie Neel reads an issue of Air Force Magazine, which helped bring him and his rescuer, Rich Blackwell together.*



EDUCATE

# Conferences/Symposia, Technology Expositions, AFA Breakfast Series, and Other Events

*AFA's conference and symposia maintained good attendance in 2011, and, even with the questionable state of the economy and defense budget cuts, our technology exposition exhibit sales showed a slight growth over the previous year. Corporate sponsorships also were up in 2011. These events and others sponsored by AFA offer valuable professional development opportunities for the Total Force and help educate the public on airpower issues.*

### **Air Warfare Symposium and Technology Exposition**

AFA's 27th annual Air Warfare Symposium and Technology Exposition at the Rosen Shingle Creek Hotel in Orlando, FL, attracted more than 2,000 attendees. Although down by 90 from 2010, overall the 2011 event was still significantly higher than earlier years. The larger venue has enabled AFA to continue to expand the technology exposition. In 2011, the square footage of the exposition floor space increased by approximately 15% over 2010. And, total sponsorships in 2011 were 7.6% higher than in 2010.

### **CyberFutures Conference and Technology Exposition**

In 2011, AFA held its inaugural CyberFutures Conference and Technology Exposition at the Gaylord National Resort and Convention Center in National Harbor, MD. This new conference provides a venue for open dialogue on the cyber challenges facing the nation, bringing together DOD leadership, industry experts, academicians, and current cybersecurity specialists. This first event attracted a modest number of attendees and exhibitors.

### **Air & Space Conference and Technology Exposition**

AFA's three-day Air & Space Conference and Technology Exposition at the Gaylord National Resort and Convention Center in National Harbor, MD, attracted nearly 6,000 attendees. It featured 93 individual speakers over 54 workshops, panels, and addresses. The technology exposition showcased 126 exhibitors, with average booth size up by more than 21 square feet over the previous year. Industry sponsorships were about 3% lower than anticipated. AFA continues to network with industry partners, working with each company individually to determine where each finds value as a means to sustain and expand this program.



Attendees at the 2011 Air & Space Conference and Technology Exposition chat with exhibitors.

### **Global Warfare Symposium**

The AFA Global Warfare Symposium held in Los Angeles in 2011 attracted 776 attendees. AFA moved the event from the Beverly Hilton to the Hyatt Century Plaza in Los Angeles. The larger venue enabled AFA to expand the symposium, adding breakout sessions and more speakers. However, attendance did drop about 4% over the previous year.

### **Corporate Membership Program**

The AFA Industrial Associate Program ended Dec. 31, 2009, and on Jan. 1, 2010, AFA launched its new AFA Corporate Membership Program. Now in its second year, the program attracted 91 companies. It currently numbers 88 companies. Among the benefits to each company are 50 full individual memberships and a listing in AFA's online Corporate Member Directory. The program provides a variety of opportunities for industry to put its products and programs in front of decision-makers at every level and provides industry employees with opportunities to pursue professional education, networking, and to meet potential new customers. Of note, while AFA requires Corporate Membership to exhibit (and sponsor) at its technology expositions, several Corporate Membership companies are not currently exhibitors at AFA's shows.

### **AFA Air Force Breakfast Series**

In October 2009, AFA began hosting Air Force Breakfast programs, which are held 10 times each year in Arlington, VA, with speakers provided by the Secretary of the Air Force's office. These events consistently attract leaders of aerospace industry and defense-aerospace media representatives.

### **Other AFA Events**

AFA continues to sponsor an annual Air Attaché Reception, enabling USAF and corporate officials to converse with members of the foreign attaché community in an informal setting. Another enterprising venue—the AFA Chalet at the Joint Services Open House at JB Andrews, MD—continues to attract an increasing number of Air Force officials, AFA industry partners, and foreign attachés and other members of their embassies.



For information on AFA Technology Expositions or to become a sponsor at any AFA event, contact: Mary Ellen Dobrowolski: [mdobrowolski@afa.org](mailto:mdobrowolski@afa.org)





# Mitchell Institute for Airpower Studies

AFA founded the General Billy Mitchell Institute for Airpower Studies to honor the leadership of Brig. Gen. William Mitchell through timely and high-quality research, writing, and speaking on airpower and its role in the security of the nation.

In 2011, the Mitchell Institute, under the leadership of independent Director Dr. Rebecca Grant since its founding in 2008, hosted several airpower discussions and produced two papers.

The Mitchell Hour presentations included:

- **Reflections on Desert Storm**—presented by Gen. Charles A. Horner, USAF (Ret.), who led air operations for the 1990-1991 Operation Desert Shield/Desert Storm.
- **AirSea Battle for the Future**—presented by Gen. Philip M. Breedlove, Air Force Vice Chief of Staff, who led USAF work on a new AirSea Battle developed with the Navy.
- **Operation Enduring Freedom: A New Model for Airpower**—presented by Gen. T. Michael Moseley, USAF (Ret.), who led coalition air operations during the opening phase of OEF in 2001.

■ **Airpower and National Security**—presented by Dr. Grant and David A. Ochmanek, Deputy Assistant Secretary of Defense for Force Development, during AFA’s Air Warfare Symposium & Technology Exposition in Orlando, Fla.

Attendance levels for each session ranged from 40 to 75. Audience members included a good mix of analysts, industry representatives, foreign attaches, active duty military, and media.

The Mitchell Institute Press published two Mitchell Papers:

■ **Predator’s Big Safari**, written by long-time defense reporter Richard Whittle and based on research and interviews he conducted over more than two years to help produce a historical record of the development and initial employments of the technological revolution that is the MQ-1 Predator remotely piloted aircraft.

■ **Layering ISR Forces**, researched and written by former fighter pilot Col. Michael W. Isherwood, USAF (Ret.), now a defense analyst, who says: “Intelligence, surveillance, and reconnaissance (ISR) may be growing into the pre-eminent mission of the United States Air Force.”



[www.afa.org/mitchell/](http://www.afa.org/mitchell/)



Read more about the Mitchell Institute and access reports and more via <http://www.afa.org/mitchell/>



EDUCATE



# CyberPatriot

## THE NATIONAL HIGH SCHOOL CYBER DEFENSE COMPETITION

AFA's CyberPatriot (CP), The National High School Cyber Defense Competition, matured in the past year into a strong national competition.

The CyberPatriot-III National Finals Competition, conducted in the Washington, DC area, was an unqualified success. Emerging as National Champions were Red Bank Regional High School from Little Silver, NJ, in the Open Division and Orlando (FL) Cadet Squadron (Civil Air Patrol) in the All Service Division. Through the generosity of CyberPatriot Presenting Sponsor Northrop Grumman, \$54,000 in educational grants were awarded to winning team members in the First, Second, and Third places of both Divisions.

The CyberPatriot Program Office implemented a post-CP-III competition survey instrument to assess program success in providing an effective, educational, and exciting competition. Every measurement indicated positive outcomes including self-assessed knowledge improvement in cybersecurity, providing a meaningful competition, and whether the competition was fun for competitors. For CyberPatriot-IV both pre- and post survey instruments have been implemented.

The number of registering teams expanded in both divisions of competition from the 2010-2011 competition (CP-III) to the 2011-2012 competition (CP-IV). In the All Service Division (open to Junior ROTC teams of all Services and Civil Air Patrol composite and cadet squadrons) registered teams increased from 489 to 617 teams, a 26% increase. And in the Open Division (open to any high school), registrations increased from 189 to 402 teams, a staggering 113% increase.

The growth was attributed to several factors, including a strong external marketing effort led by several elements of the AFA headquarters staff, a strong presence by CyberPatriot at several key science, technology, and education forums, and to an exceptionally strong promotion and recruiting effort by AFA volunteers. Analysis suggests the program reached 100,000 American students in carrying its message of the importance of cybersecurity and the promise of rewarding careers in science, technology, engineering, and mathematics.

CP-IV also brought an international flavor to the competition. Having heard of CyberPatriot's success, Manitoba Innovation, Energy and Mines contacted the CyberPatriot Program Office to request participation of Canadian high school teams in the competition. Through the execution of a memorandum of agreement, Canada



*AFA Chairman of the Board Sandy Schliitt accepting a check from Diane Miller (left) and Sandra Evers-Manly, both executives with Northrop Grumman.*

was represented in online rounds of competition and was assured of a presence at the CP-IV National Finals Competition with two international exhibition teams.

During the year, the National Association of Secondary School Principals placed CyberPatriot on the NASSP National "Advisory List" of Student Contests and Activities for 2011-2012. The designation provided a resounding endorsement of the program's strong relevance as an accredited national high school contest. As of this writing indications are that CP will receive a repeat listing for CP-V in the coming year.

The competition was restructured in 2011 to provide more symmetry between the two divisions of competition. In CP-III and earlier competitions, 12 All Service Division teams competed at AFA's Air Warfare Symposium for only five opportunities to advance to the National Finals Competition. Beginning with CP-IV, fully 12 All Service Division teams will advance to the National Finals Competition, a number that matches the number of Open Division teams advancing.

**For information on CyberPatriot, visit [www.uscyberpatriot.org](http://www.uscyberpatriot.org) or contact: Laine Martens: [lmartens@uscyberpatriot.org](mailto:lmartens@uscyberpatriot.org) or call 703-247-5800**

Concept planning began in 2011 for expansion of CyberPatriot to a regional competition. The new structure, likely to be introduced in limited form in CP-V, will better allow the program to manage its tremendous growth and will assure equitable distribution of national finalist teams throughout the nation.

Planning also began at restructuring the architecture of the CyberPatriot competition system. With achievement of even aggressive growth goals established for CP-IV, it became apparent the system must be able to expand to accommodate even more teams. Accordingly, with the preparation and distribution of a requirements document, planning began for the new system expected to be fielded in time for CP-V online competition.

The year also brought the designation of the Los Angeles Unified School District (LA-USD) as the first CyberPatriot Center of Excellence (COE). LA-USD's established record of strong recruitment of teams (which numbered nearly 50 for CP-IV) and the outstanding performance of those teams in the national competition was the basis of the designation. As of the preparation of this report other areas were also about to be designated CP COEs.

CyberPatriot sponsorships surged in 2011 and early 2012. Northrop Grumman renewed its generous Presenting Sponsorship through CyberPatriot V, while transferring sponsorship from Northrop Grumman to The Northrop Grumman Foundation. SAIC, Boeing, AT&T, Microsoft, and the Air Force Research Laboratory continued their sponsorships. Additionally, CyberPatriot welcomed URS under the newly created tiered sponsorship categories as a Cyber Gold Sponsor. MIT Lincoln Laboratory and Cisco joined as Cyber Silver Sponsors. CyberPatriot also continued its strong relationship with The University of Texas-San Antonio's Center for Infrastructure Assurance and Security (UTSA-CIAS). UTSA-CIAS is closely involved in development of the CyberPatriot regionalization concept.



*The CyberPatriot team from Red Bank Regional High School in Little Silver, NJ, poses with the check it received as winner of the Open Division competition during CyberPatriot III National Finals.*



*The Civil Air Patrol's Orlando Cadet Squadron displays its trophy for winning the All Service Division during CyberPatriot III National Finals.*



## ADVOCATE

# Legislative Accomplishments

## Health Care Issues

- Won VA stipend, health/respice care, and support services for wounded warriors' caregivers.
- Won implementation of TRICARE coverage for Gray Area Reserve retirees.
- Authorized TRICARE coverage until age 26 for unmarried children with no employer coverage.
- Expanded VA health care services for women veterans.

## Active/Reserve Force Issues

- Won upgrades to laws protecting troops' and families' financial, legal rights.
- Barred services from administratively separating servicemembers for medical conditions for which they have been found fit for duty.
- Eliminated 75% cap on retired pay for military disability retirees with over 30 years of service.
- Enhanced travel benefits for survivors to attend memorial services.
- Required approval of next-of-kin for media access at return-of-remains ceremonies.

## Military Family/Veterans/Other Issues

- Won participation by 39 states in Military Children's Educational Compact.
- Won DOD reimbursement of full household goods replacement value if carrier doesn't cover.
- Established job training/services grants for female vets and homeless vets with children.
- Improved and increased services to homeless veterans.
- Increased and improved VA insurance for servicemembers, wounded, and veterans.
- Won upgrades to Post-9/11 GI Bill fixes to allow job training, Guard AGR (Title 32) access, active duty book allowance.

## Weapons Systems Recapitalization

*Advocated for the following:*

- Preservation of the funding request and development schedule for the next generation bomber.
- Ensuring that the KC-46 tanker acquisition program stays on track.
- Maintaining robust F-35 funding to mitigate the fighter bathtub in the active duty, Guard, and Reserve.
- Sustaining legacy aircraft service life extension programs to maintain force structure capacity.
- Ensuring concurrent and balanced modernization of Guard and Reserve assets.
- Making continued investment in the Air Force's cyberspace capabilities.
- Sustaining investment in the Air Force's strategic infrastructure to enable effective shaping and deterrence.
- Modernizing Air Force Special Operations equipment and systems.

*AFA's legislative interface includes hosting airpower briefings on Capitol Hill for legislators and their staffs, such as this one featuring Lt. Gen. James M. Kowalski, Commander of Air Force Global Strike Command.*



# Top Issues for 2012

AFA's Top Issues for 2012, which were approved by the Board of Directors and national delegates at the national convention in September 2011, represent AFA's positions on the current and ongoing issues facing the Air Force today.

*The Air Force Association is especially proud of Air Force men and women—Active, Guard, Reserve, retired, and civilian—for their sacrifices on behalf of our nation. The strength of the Air Force is found in the men and women who serve. AFA is grateful for their dedication.*

## **PREPARING AND SUPPORTING AIRMEN; CARING FOR VETERANS AND RETIREES**

- National leaders must make it a priority to protect troops, families, and veterans from an erosion of retirement benefits. Changes must not be made without a thorough analysis of the impacts of those changes.
- TRICARE/TRICARE For Life is an earned benefit that meets the unique demands of military service.
- Our veterans deserve the best of care; more must be done to reduce the high rates of unemployment and homelessness found among veterans.

## **RECAPITALIZING THE AGING FLEET**

- Recognize the vital nature of the KC-46A program and give it unqualified support. It must be fielded promptly.
- Continue modification of the C-5B/Cs; secure the flexibility to retire the older C-5As.
- Keep the F-35 on schedule to prevent a fighter deficit.
- Field a new bomber well before the current B-52 and B-1 bomber fleets go out of service.
- Ensure C-130J platform recapitalization efforts remain an Air Force priority to ensure the United States continues to provide the world's premier Special Operations aviation capability.

## **SECURING SPACE AND CYBERSPACE**

- Support strong Air Force role in ensuring US military security and freedom of action within the cyber domain.
- Fully fund and support space situational awareness, space protection programs, and assured access to space.
- Invest steadily and strategically on space capabilities and recognize the US must retain clear superiority in this critical mission area.

## **STRENGTHENING THE NUCLEAR MISSION**

- Provide life extension programs that ensure safe, reliable, and secure nuclear weapons and maintain a responsive production infrastructure to deter, assure, and provide stability.
- Sustain delivery systems and warheads for the foreseeable future, but just as importantly, nuclear support equipment and infrastructure.
- Support policies for future improvement of our nuclear deterrent.

## **INVESTING IN AIRPOWER**

- Promote early learning in foundational studies, including science and math, to stimulate the development of the next generation of engineers, scientists, and technicians.
- Establish a strategic plan to identify the elements of a robust defense industrial base and the steps, to include funding, needed to maintain that robustness.



ADVOCATE

# Air Force Memorial Foundation

### About the Foundation

The Air Force Memorial Foundation (AFMF) provides the daily Air Force Memorial (AFM) management oversight and direct event planning and support that helps ensure the AFM becomes and remains a national place of reverence, remembrance, celebration, and pride for its hundreds of thousands yearly visitors. Inherent and critical to this mission is preserving the heritage of America's Airmen.

The AFMF was formed in 1992 as a tax exempt, charitable, historical, and educational organization. (It is incorporated in the District of Columbia and has been granted a 501(c)(3) status by the IRS and contributions are 100% tax deductible.) It was created to build a national memorial to commemorate the contributions, sacrifices, courage, and heroism of America's Airmen and the technological achievements that have made American airpower the most formidable in the world.

The Memorial was dedicated in October 2006 to the millions of patriotic men and women who have distinguished themselves in the service of their country in the US Air Force and its heritage organizations.

In April 2007 the AFMF officially became affiliated with and fully part of the Air Force Association. AFA formally signed an agreement to provide oversight governance and a day-to-day operational presence at the Memorial. This day-to-day presence is provided by the two staff members of the AFMF.

### Preserving Air Force Heritage

AFA through the AFMF has defined an Air Force Memorial vision for the 2017 time period. A significant goal of this vision is the preservation of Air Force Heritage. Several actions are on-going to help us meet this vision. Three that can use your support are the on-going volunteer docent program, the annual Airman's Society program, and the Air Force Memorial Registry:



### 2011 Events at the Air Force Memorial

Promotion ceremonies	26
Retirement ceremonies	28
Enlistment/Re-enlistment ceremonies	4
Band concerts	16
Tours	131
Special events (not all listed here)	129
Honor Flight WWII Veterans Tours	83
CMSgt. Richard L. Etchberger Name Unveiling Ceremony	
Air National Guard Tour	
AFA Team of the Year Tour	
Ramstein Civic Leaders Tour	
Howard University AFROTC Commissioning Ceremony	
University of Maryland AFROTC Commissioning Ceremony	
Bike DC Community Ride	
Tuskegee Airmen Wreath-laying Ceremony	
13th Bomb Squadron Association Wreath-laying & Tour	
Air Force Academy Society of Washington Wreath-laying	
United War Veterans Council Wreath-laying	
AFA/AFSA Memorial Day Wreath-laying Ceremony	
Colombian Air Force Academy Wreath-laying Ceremony	
AFHF Jimmy Doolittle Award Event—4th Fighter Wing	
German NBC Defence & Self-Protection School Staff & Students Tours	
Sousa Festival Community Band Concert	
Korean Defense Military Attaché Tour	
Arlington County 9/11 Ceremony	
USS <i>O'Brien</i> Reunion Association Tour	
AFSA/AFA National POW/MIA Recognition Day Ceremony	
43rd Bomb Group Reunion Tour	
492nd BG Tour & Memorial Service	
450th BG Memorial Service & Tour	
Defense Language Institute Tour	
USAF Cycling Classic	

### Memorial Fifth Year Visitors

Approximately 248,900 people visited the Memorial in 2011. Worth highlighting are the nearly 6,100 people attending the USAF Band's summertime concerts, and the almost 13,000 Independence Day visitors that enjoyed the incredible panoramic view of our nation's capital and fireworks.

### ■ AFM Volunteer Docents

We continue to ask for volunteers to help support activities at the Memorial. Our volunteers are essentially the "face" of the AFM by greeting visitors, providing information, answering questions, and at times leading tours. Currently, we have a small trained group of volunteer docents but certainly additional volunteers are needed so please call, 703-979-0674 or e-mail, AFMF@airforcememorial.org to volunteer or with questions.

### ■ Airman's Society

Yearly, Society members help support AFM activities & programs that "remember" & "commemorate" the spirit of the founding of the United States Air Force.

### ■ Air Force Memorial Registry

This point-in-time Registry is being created by Publishing Concepts for the Foundation with a focus on individual military history with photo and information on unit assignments, aircraft/missiles, combat and operational history, and reflections on "my" service. Donor contacts started in June with Registry distribution slated for May 2012.

**For more information visit the AFMF online at [www.airforcememorial.org](http://www.airforcememorial.org) or on Facebook**

# AFA Veteran Benefits Association



The AFA Veteran Benefits Association (AFAVBA) is an AFA affiliate. AFAVBA is a 501(c)19 Veterans Organization formed to manage the Veterans Advocacy and member benefit programs of AFA. AFAVBA supports legislation that will improve the quality of life for all veterans who have served our nation. All AFA Members are also members of AFAVBA. We encourage you to review the benefit programs of AFA and AFAVBA at [www.afavba.org](http://www.afavba.org).

## GROUP INSURANCE PROGRAMS

AFAVBA paid \$3.3 million in death benefits in 2011 to the families of members insured under its Term Life and Accidental Death insurance policies. More than 20,000 members participate in these group life insurance plans which are exclusive to AFAVBA. The AFAVBA life insurance plans are particularly beneficial for AFA members as they do not contain a war clause and do not exclude deaths resulting from terrorist activities. And, there is no additional premium or reduction in benefits for flying personnel.

Dividend payments totaling more than \$225,000 were mailed to participants in the Decreasing Term Life Insurance plan in 2011, essentially returning a portion of the premium paid for their insurance protection.

Other insurance programs administered or endorsed by AFAVBA which are benefitting members include long-term care, dental, whole life, hospital, cancer, auto and home, and supplements to both Medicare and TRICARE.

## OTHER BENEFIT PROGRAMS

Additional programs administered or endorsed by AFAVBA that benefit AFA members include a group legal services plan; vacation and travel discounts; emergency travel services; car and truck rental discounts; tuition discounts; resume preparation assistance; a job bank; shopping discounts at Apple, Dell, Microsoft, and car dealers; discounts for prescriptions, vision, dental and medical screenings; and discounts on identity theft protection and bank checks. An exclusive "World Rewards" MasterCard is available to members with additional benefits.

AFAVBA staff members also develop and administer special projects for AFA, including the 2011 "Air Force Association Membership Directory," the Holiday Greeting Card Program, the USAF Tradition of Excellence DVD Series, and the "Hangar" store which sells merchandise with the AFA and Air Force Memorial Foundation logos.

## AFA BUILDING

The AFA headquarters building is a landmark in the Washington, D.C. area and a great source of pride for the association. AFA is the sole owner of the building and occupies about 25 percent of its space. About 75 percent of the building is leased to other organizations. We are pleased to report that the building is fully leased and occupied and should provide a steady stream of revenue in the years ahead.





# Awards, Grants, and Scholarships

## **Pitsenbarger Awards**

Each year AFA awards \$400 grants and a certificate of achievement to Air Force enlisted personnel who have graduated from the Community College of the Air Force in pursuit of a bachelor's degree and who exhibit distinguished activity encompassing leadership, teamwork, citizenship, community service, dedication, personal development, and academic achievement. They also must have a commander's endorsement. In 2011, AFA presented 382 Pitsenbarger Awards (for a total of \$152,800), which are named for SSgt. William H. Pitsenbarger, a pararescue jumper who received the Medal of Honor posthumously for heroic actions during the Vietnam War.

## **Spouse Scholarships**

In 2011, AFA awarded four education scholarships of \$2,500 each to spouses who are pursuing undergraduate or graduate degrees. The recipients of these scholarships must be spouses of active duty, Guard, or Reserve airmen who have demonstrated academic achievement and participated in community activities. The 2011 recipients are: Laura Ann Atkins, JB Elmendorf-Richardson, AK, who is pursuing a bachelor's degree in finance and history; Sharon Groves, Columbia, SC, who is pursuing a master's in social work with plans to complete certification as a family and marriage counselor; Logan C. Schmaltz, Moorhead, MN, who is seeking a bachelor's in biology and chemistry to meet pre-veterinary requirements; D'Ann Warnke, O'Fallon, IL, who is pursuing a bachelor's in sports management, health, and fitness to enhance her work as a fitness trainer.

## **JROTC Instructor Grants**

Continuing its long tradition of support for Junior Reserve Officer Training Corps (JROTC) programs, AFA provided \$5,000 in 2011 to help promote aerospace education activities, including making 20 \$250 grants to JROTC instructors.

## **CAP Educator and Unit Grants**

In 2011, AFA awarded \$22,500 to support Civil Air Patrol (CAP) aerospace education activities. The grants go to teachers who are members of either CAP or AFA to help them further aerospace knowledge among their students and to CAP units to support science, technology, engineering, or math (STEM) activities. AFA awarded grants in the amount of \$250 each to 39 educators and to 40 CAP units.

## **Outstanding CAP, JROTC, ROTC Cadets**

Each year AFA works with CAP, JROTC, and ROTC officials to honor individual cadets who have demonstrated outstanding focus and energy in their aerospace endeavors. Each detachment, squadron, or unit selects an outstanding cadet and presents an AFA medal, ribbon, and certificate to the cadet. In 2011, AFA awards went to 211 CAP cadets, 888 JROTC cadets, and 146 ROTC cadets.

## **Lt. Col. Romeo and Josephine Bass Ferretti Scholarship**

In 2011, AFA presented a \$2,500 scholarship to Christina Marie Bladow of Bellevue, NE, to help her pursue a degree in biology at Creighton University in Omaha. AFA presents this scholarship thank to a \$250,000 endowment provided by the late Lt. Col. Romeo Ferretti, USAF (Ret.) and late Mrs. Josephine Bass Ferretti. The recipients are minor dependents of Air Force active duty, Guard, or Reserve personnel who have demonstrated both merit and need. Both Colonel

Ferretti and his wife were long-time supporters of AFA and advocates of education. Colonel Ferretti began his military career as a P-61 pilot in World War II, retiring from the Air Force after 23 years and afterward becoming a stock broker and financial planner. His wife was a secondary and high school teacher for 30 years and taught a variety of courses for airmen at MacDill AFB, Florida.

## **Capt. Jodi Callahan Memorial Scholarship**

AFA awarded the \$1,000 Capt. Jodi Callahan Memorial Scholarship in 2011 to TSgt. Edward M. Thomas Jr., who is pursuing a master's in human relations at the University of Oklahoma. Recipients of this annual scholarship must be an active duty, Guard, or Reserve Air Force officer or enlisted member seeking a graduate degree in a non-technical field. Donations to the Jodi Callahan Memorial Fund make this annual scholarship possible. Captain Callahan, who was pursuing a second master's degree at the time of her death, was an under-40 AFA National Director and Aerospace Education Foundation Trustee.

## **Spatz Award**

In 2011, AFA bestowed the Gen. Carl A. "Tooe" Spatz Award on Maj. Shawn Keller, along with an accompanying \$1,000 and replica of the Spatz plaque. AFA presents the Spatz award annually to the Air Command and Staff College graduate with the paper that best advocates Air Force aerospace power, in this case, the paper titled "Turning Point: A History of German Petroleum in World War II and its Lessons for the Role of Modern Oil in Air Warfare." This award is made possible through an endowed gift by Rebecca Spatz-Nagel to honor her father, General Spatz, who not only served as Air Force Chief of Staff but also, after his retirement, as AFA Chairman of the Board, continuing his strong advocacy of telling the airpower story.

## **Grantham University Scholarship**

AFA manages the selection process for Grantham University Scholarships awarded to an active duty airman or AFA member or dependent of either category. In 2011, AFA helped select Teresa Kimminau, who is the spouse of an active duty officer and has worked in nursing for more than 26 years. She plans to pursue a master's in nursing education. She will receive an online degree scholarship valued at approximately \$36,000.

## **Aerospace Education Educator Grants**

Each year AFA promotes aerospace education within K-12 classrooms through its Educator Grant program, which awards up to \$250 grants to meet the unmet and unfunded educational needs of students. AFA selects projects it believes will significantly influence student learning through development of innovative aerospace activities within a school's prescribed curriculum. For the 2011-12 school year, AFA awarded 79 Educator Grants, totaling \$19,377.

## **Visions of Exploration Grants**

USA TODAY Education and AFA, which began the Visions of Exploration program 21 years ago as a means to enhance elementary, middle, and high school student skills in STEM courses and aerospace education, have reached nearly 13 million students over the course of the program with the help of AFA's more than 200 local chapters. For the 2011-12 school year, the Visions of Exploration program sponsored 777 classrooms, reaching some 230,000 students.



# Michael Wilson Scholarship

The Air Force Association is proud to announce the Michael Wilson Scholarship, a new fund that awards scholarships to Air Force ROTC cadets throughout the country.

This remarkable scholarship was established through Brian Wilson, pitcher for Major League Baseball's San Francisco Giants, to reflect the honor, commitment to service, and legacy of Brian's father, Michael Wilson, in the US Air Force. Brian's father, a 22-year Air Force veteran, passed away from cancer when Brian was 17.

Brian Wilson's contribution is the largest scholarship donation given by an individual that AFA has administered in its 65-year history.

This program will enable AFA to award two scholarships each year for the next five years (2011 to 2015). It is open to any Air Force ROTC cadet in the United States.

Brian Wilson said: "This scholarship is not a donation in my mind, but rather a reward to those who put their country before themselves—a reward that dictates diligence, leadership, perseverance, and patriotism. It is an honor for me to contribute to the men and women who represent America. Most of my family served and our flag is etched in my heart. From an early age I learned punctuality, order, and reliance. These are the traits that have molded me into the man I am today."

"The men and women who voluntarily sign-up to protect and defend our country are this nation's greatest asset," said Mike Dunn, President and CEO of AFA. "AFA strives to encourage and assist



***"This scholarship is not a donation in my mind, but rather a reward to those who put their country before themselves."*** —Brian Wilson

Find more information at  
[www.afa.org/MichaelWilson](http://www.afa.org/MichaelWilson)

the academic endeavors and goals of our future Airmen. We thank Brian Wilson for making this significant gift from his newly created foundation and are pleased that he is part of our Air Force family."

AFA encourages the pursuit of education by offering numerous scholarships and grants to Air Force active duty, Air National Guard and Air Force Reserve members and their dependents; and awards various educator grants to promote science and math education at the elementary and secondary school levels.

The 2011 recipients of the Michael Wilson Scholarship are Cadet Kaleb Simpson, a junior at the University of Delaware, and Cadet Alexander Shuler, a senior at the University of Washington. They received their awards at AFA's Global Warfare Symposium in Los Angeles, CA, on November 18, 2011.



Brian Wilson addresses the audience at AFA's Air Force Ball in Los Angeles, November 2011, during which he presented the first Michael Wilson Scholarships.



Brian Wilson presents first Michael Wilson Scholarships to AFROTC cadets Kaleb Simpson and Alexander Shuler at AFA's Air Force Ball in Los Angeles, November 2011.



SUPPORT

# Wounded Airman Program

The Air Force Association and its chapters have taken on a new initiative to help care for wounded Airmen as they make their way from the front lines to their home. AFA Chapters around the world are participating in this effort along with the Air Force Recovery Care Coordinators to provide support to Airmen while in various phases of recovery.

When Airmen are injured and returning to the United States, they typically do not have personal clothing or items with them as they begin medical recovery. This new program was created to help ease their discomfort by offering a variety of both required and congenial items. These items range from immediate small sundries, gift cards, casual clothing, bags, entertainment, and

technology to connection with larger support agencies for longer term support. The program may also provide support for family members who arrive to assist their recovery and rehabilitation.

In 2011, three AFA chapters implemented the first phase of this new initiative: the Nation's Capital Chapter and D.W. Steele, Sr. Memorial Chapter in the D.C. area and the Alamo Chapter in San Antonio. These three chapters were initially selected due to the volume of injured Airmen sent to the military medical facilities in their locations. The AFA program is also monitoring wounded Airmen arriving in both Germany and Hawaii. In the near future, AFA will also be following Airmen injured in the past to determine their needs and challenges.



To donate money to the AFA Wounded Airman Program:

Mail check or money order to

Air Force Association  
Attn: Lois S. O'Connor  
1501 Lee Highway  
Arlington, VA 22209

*(Please note Wounded Airman on the memo line of check or money order)*

Make donation online

[http://www.afa.org/AFA\\_donation\\_form](http://www.afa.org/AFA_donation_form)

For corporate donations, contact:

Mary Ellen Dobrowolski at [mdobrowolski@afa.org](mailto:mdobrowolski@afa.org)

# Air Force Team of the Year Program

AFA works with the Air Force each year to honor a career field under the Team of the Year Program. The Chief Master Sergeant of the Air Force and the major command-level command chief master sergeants select the career field—historically an enlisted field—and identify individual members who clearly display superior technical expertise, attract the praise of their superiors, and provide leadership and inspiration to others.

For 2011, the Air Force chose First Sergeants as the Team of the Year, selecting five airmen to represent the special duty's more than 2,500 members. AFA honored those five during a reception and a ceremony in the Washington, DC area as part of a four-day program that included visits with Air Force leaders at the Pentagon and a visit with each team member's Congressman on Capitol Hill.



## 2011 Team of the Year

*At left, the five airmen selected to represent Air Force First Sergeants as the Team of the Year: (l-r) CMSgt. David Henry, SMSgt. Manny Piñeiro, SMSgt. Melanie Noel, MSgt. Todd Meaney, and SMSgt. Ernest Williams.*

**CMSgt. David R. Henry** serves as Air Force Reserve Command First Sergeant Functional Manager at Hq. AFRC, Robins AFB, GA, where he is responsible for advising the command on the training and utilization of 521 assigned first sergeants. Since entering the Air Force in August 1989, he has served in the aircraft maintenance field and as a first sergeant at squadron, group, wing, and command levels.

**MSgt. Todd K. Meaney** is the First Sergeant for the 790th Missile Security Forces Squadron at F.E. Warren AFB, WY, where he assists the commander in managing the health, morale, welfare, and discipline for more than 300 personnel. He entered USAF in June 1990, serving first as a construction equipment operator apprentice and then retraining into the F-16 avionics maintenance field. He deployed for Desert Storm, Enduring Freedom, and Iraqi Freedom.

**SMSgt. Melanie K. Noel**, an instructor at the US Air Force First Sergeant Academy at Gunter Annex, Maxwell AFB, AL, helps develop the curriculum for and teaches prospective first sergeants. She entered the service in April 1992, serving in



the Security Forces and personnel administration fields and as a first sergeant and deploying to Operation Iraqi Freedom. She also helped create the first-ever First Sergeant Spouse's Guide.

**SMSgt. Manny Piñeiro** is the First Sergeant for Hq. 3rd Air Force at Ramstein AB, Germany, where he serves as the principle advisor to the commander on the morale, welfare, readiness, and fitness for more than 1,200 personnel and their families. Since entering the Air Force in July 1988, he served in the services career field and as a military training instructor, as well as deploying to Desert Shield/Storm, Enduring Freedom, and Iraqi Freedom.

**SMSgt. Ernest T. Williams**, First Sergeant for the 147th Combat Communications Squadron at San Diego ANG, CA, serves as the commander's focal point for all matters concerning the unit's enlisted members. He enlisted in the Marine Corps in June 1980 and joined the California Air National Guard in January 1992. As a civilian, Williams works at the Space and Naval Warfare Systems Center Pacific where he supervises an engineering branch.



SUPPORT

# Outstanding Airmen Program

The Air Force Outstanding Airmen program annually recognizes 12 enlisted members for superior leadership, job performance, community involvement, and personal achievements. The program was initiated at AFA's 10th annual National Convention, held in New Orleans in 1956. The selection board comprises the Chief Master Sergeant

of the Air Force and the command chief master sergeants from each USAF major command. The selections are reviewed by the Air Force Chief of Staff. The Air Force awards the 12 selectees the Outstanding Airman ribbon with the bronze service star device. They also wear the Outstanding Airman badge for one year.



**SSGT. JORDAN S. BISHOPP**

Explosive Ordnance Disposal Craftsman, 377th EOD Flight  
377th Air Base Wing (Air Force Materiel Command)  
Kirtland AFB, N.M.  
Home State: New Mexico

On his third deployment, this one to Afghanistan, Bishopp completed more than 120 combat missions, neutralizing 46 improvised explosive devices. He analyzed 12 post-blast IED attacks, helping improve operations, and he collected and catalogued more than 500 post-attack IED items, providing evidence instrumental in the capture of at least three enemy IED placers. Over three deployments, he completed more than 400 missions, countering 200 IEDs, and received the Bronze Star Medal, Army Commendation Medal with one oak leaf cluster, and the Joint Service Achievement Medal. One of his commanders calls him "the complete package," who shows superior job knowledge and leadership, particularly in mentoring younger airmen.

**TSGT. RICARDO A. CHAVEZ**

Military Training Instructor  
433rd Airlift Wing (Air Force Reserve Command)  
Lackland AFB, Tex. (Part of Joint Base San Antonio)  
Home State: Texas

Chavez began his Air Force career as a security forces specialist, including serving as an undercover agent for a joint drug enforcement team, before switching to the Reserve and cross-training as a military training instructor. Chavez has the Master MTI Blue Rope award and is among USAF's top MTIs. He is considered a BEAST master—training recruits in basic combat skills and improving courseware in USAF's new Basic Expeditionary Airman Skills Training program. He has improved the MTI process, cutting class prep time by 26 percent and equipment errors by 42 percent. Chavez also serves as an MTI training manager, providing orientation and ensuring compliance for newly assigned instructors.



**TSGT. DUSTIN K. GOODWIN**

Flight Chief, 48th Security Forces Squadron  
48th Fighter Wing (US Air Forces in Europe)  
RAF Lakenheath, Britain  
Home State: California

Goodwin has deployed twice to both Iraq and Afghanistan. Recently in Afghanistan, in a three-hour-long attack against his facility, he engaged 20 enemy fighters—at one point shunning full cover to take out two insurgents who were throwing grenades. He received a Bronze Star Medal and Air Force Combat Action Medal. He also responded outside the wire to 13 enemy rocket attacks, receiving an Army Combat Action Badge. Goodwin helped foil an espionage plot and organized transfer of a high-value-target prisoner, receiving State Department praise. He also worked with the Army's Criminal Investigation Division and US Secret Service to help defuse a potential threat to the President.



**SMSGT. PATRICK D. JONES**

Operations Flight Superintendent, 375th Civil Engineer Squadron  
375th Air Mobility Wing (Air Mobility Command)  
Scott AFB, Ill.  
Home State: Louisiana

Jones, who helps manage 250 multiskilled military and civilian engineers, was named best AMC superintendent and led his squadron to best in AMC. USAF benchmarked his work to develop a \$15 million 24-mile pipe repair plan. He anchored the wing's Air Traffic System Evaluation Program, receiving AMC inspector general praise for "best to date" preparation. His effort during a major snow recovery operation ensured uninterrupted Tanker Airlift Control Center operations during Haiti earthquake relief activity. He also saved USAF about \$2 million by enlisting Reserve help in repairing and converting 85 housing units to transient living facility quarters.

**SRA. NORA L. LIMJOCO**

Dental Lab Journeyman, 30th Medical Operations Squadron  
30th Space Wing (Air Force Space Command)  
Vandenberg AFB, Calif.  
Home State: Louisiana

Limjoco has "definitely raised the bar," according to one supervisor. In addition to excelling at her primary work, designing and fabricating dental prostheses, she directs the wing's Basic Life Support program, oversees the Precious Metals program, and is a member of the 30th Medical Group security team. As part of the BLS program, Limjoco has certified more than 3,000 base personnel, greatly improving wing emergency readiness. She led a five-person lab during the NCOIC's six-month absence and is rated No. 1 among five lab personnel by providers. Her efforts to develop a dental lab case log and initiate product timeline comment codes were lauded by Air Force Medical Operations Agency officials.

**SMSGT. KATHLEEN M. MCCOOL**

Superintendent, Recruiter Screening Team  
Air Force Recruiting Service (Air Education and Training Command)  
Randolph AFB, Tex.  
Home State: Arizona

McCool transitioned from health services management to Military Training Instructor, achieving a Master MTI Blue Rope Award, before volunteering for recruiting and becoming one of the top 12 recruiters in the nation. She took her enlisted accessions production flight from bottom to first place among 189 AFRS production flights. She revamped the new recruiter assignment process, reducing screening time by 5,000 hours per year. She spearheaded AETC's special duty briefing team, increasing recruiter duty applications by 300 percent, and her mentoring skill enabled a new recruiter to earn top rookie honors in 2010. She also led recruiter hiring, securing high caliber personnel with a 96 percent successful recruiter schoolhouse graduation rate.





SUPPORT

# Outstanding Airmen Program Continued

**SMSGT. DAVID L. NEWMAN**

Superintendent, Knowledge Operations Management, J3  
US Strategic Command  
Offutt AFB, Neb.  
Home State: California

Newman orchestrated more than 1,800 taskings related to nuclear command and control policy and forecasted more than 50 nuclear inspections across five platforms, helping revive NC2 accountability. He received a Joint Service Achievement Medal for leading the response team when USSTRATCOM headquarters flooded. Among other accomplishments, he spearheaded a two-day Combatant Commander Liaison Officer conference; revamped an evaluation program, improving quality and timeliness; led J3 implementation of DOD's Translingual Instant Messaging (TriM) initiative; and worked with several Army and Air Force inspectors general on employing Defense Connect Online to capture testimonies to save money and expedite investigations.



**SSGT. JOHN C. NORRIS**

Tactical Air Control Party, 148th Air Support Operations Squadron  
193rd Special Operations Wing (Air National Guard)  
Fort Indiantown Gap, Pa.  
Home State: Connecticut

Norris served as a Tactical Air Control Party member on three deployments before leaving active duty to enroll full-time in college and join the Air National Guard. Before a recent deployment to Afghanistan, he created realistic training scenarios that increased TACP situational awareness and response times and successfully indoctrinated inexperienced airmen for combat operations. On deployment, he charged into enemy fire, rescuing two wounded soldiers, and then directed lethal fire from two Apache helicopters while ordering evacuation of the wounded. His Army commander has nominated him for a Bronze Star Medal with Valor Device. He also controlled 120 close air support strikes and conducted more than 100 combat patrols, receiving the Army Commendation Medal with Valor Device.



**SRA. DANIEL T. SKIDMORE**

Combat Control Journeyman, 21st Special Tactics Squadron  
720th Special Tactics Group (Air Force Special Operations Command)  
Pope Field, N.C.  
Home State: Ohio

Skidmore was among the first airmen in Haiti, deploying just 26 hours after the earthquake struck and quickly working to set up airfield operations. He and five other combat controllers ran the international airport out of rucksacks, averaging takeoffs and landings every five minutes for more than 4,100 sorties with no mishaps. Skidmore personally marshaled more than 100 aircraft and worked with Haiti air traffic personnel and Miami Center. He also helped rescue several American citizens. At his home base, he briefed a Senate delegation on ground operations in Haiti. In a recent deployment to Afghanistan, he participated in 60 combat missions and three firefights. In one ambush with his team pinned down, he returned fire while calling in close air support, successfully directing USAF F-15E fighters and Army AH-64 helicopters on precision strikes. He also organized and led CAS training for Army Special Forces.



**SRA. ULLA B. STRÖMBERG**

Medical Technician Journeyman, 99th Medical Operations Squadron  
99th Air Base Wing (Air Combat Command)  
Nellis AFB, Nev.  
Home State: Kansas

Strömberg was selected for below-the-zone promotion and is a recipient of the Nellis Air Force Base Chief's Excellence in Action award. At Nellis, she provided care to 400 patients per month, attaining 111 percent of her goal, and assisted with 161 readiness reviews, helping assure wing medical readiness at more than 97 percent and achieve an excellent rating on the wing operational readiness inspection. She also was an Honor Guard trainer and ACC's Honor Guardsman of the Year. On deployment to Afghanistan, she aided 1,200 patients, 15 surges, and 500 aeromedevacs—earning an “excellent care” comment and coin from an Army commander and an Army Achievement Medal.

**SRA. RAVEN S. TAYLOR**

Medical Technician Journeyman, 354th Medical Operations Squadron  
354th Fighter Wing (Pacific Air Forces)  
Eielson AFB, Alaska  
Home State: Georgia

Taylor has often been called to fill in for more senior NCOs. She trained three sections in instrument sterilization procedures, ensuring wartime skills certification. She saved valuable time for nurses by contacting 600 patients about lab results. Taylor also revamped the infection control program, ensuring zero acquired infections over 18,000 patient visits. She oversaw 650 preventive health assessments during a 50 percent manning shortage to sustain the wing's medical readiness. She assisted with 20 minor surgeries, averting costly referrals. She led the medical screenings process, personally handling 2,000 patients, and achieved overall a 98 percent access rate. She also built minor surgical kits, enabling 60 new procedures and decreasing appointment times by 20 percent.

**TSGT. BRADLEY A. WILLIAMS**

Vehicle Operations Supervisor, 5th Logistics Readiness Squadron  
5th Bomb Wing (Air Force Global Strike Command)  
Minot AFB, N. D.  
Home State: Indiana

Serving with an Army medium truck detachment on deployment, Williams participated in 200 missions, encountering 300 insurgent attacks. He led 17 convoys, providing critical supplies to 23 forward operating bases. He saved six convoys by rerouting them and coordinating with a quick reaction force after identifying vehicle-borne improvised explosive devices. He thwarted a small-arms attack. He conducted in-theater training, leading 25 premission convoy briefs and reinforcing combat skills for dozens of airmen and soldiers. He was among first responders on a major accident and coordinated life-saving medical evacuation. His feedback at the career field manager deployment after-action conference prompted USAF to change its convoy training standards. He received a Bronze Star Medal for his efforts while deployed. At Minot, as acting first sergeant, he personally counseled airmen on numerous financial and family problems.





SUPPORT

# National Teacher of the Year Program

AFA created its National Aerospace Teacher of the Year Award 26 years ago to recognize K–12 teachers for their accomplishments and achievements in building enthusiasm among their students about science, technology, engineering, and math (STEM) and preparing those students to use STEM skills to contribute to tomorrow’s technologies. In 2011, AFA selected Nancy Hoover of L.C. Bird High School, Midlothian, VA, as its National Aerospace Teacher of the Year.

Hoover is a high school teacher with 15 years’ experience, exclusively in the physical sciences with a solid focus on STEM courses. Over the years, she increased her capability to teach complex subject matter by earning a Ph.D. and obtaining specialized training. She currently serves as the Specialty Center Coordinator at the Governor’s Academy for Engineering Studies at L.C. Bird High School.

Employing innovative teaching tactics, she has extended her education efforts beyond the basic classroom to include endeavors such as sponsoring student teams for robotic programs, the Physics Olympics, and NASA’s Student Launch Initiative. She looks for every opportunity to provide successful experiences for her students.

Hoover also established a series of “Brown Bag Seminars,” offering an interactive forum with teachers, parents, and guests that allows students to ask questions about professional STEM experiences and future STEM career opportunities. To further increase her school’s academic offerings, she established an aerospace curriculum, consulting with subject matter experts to help develop objectives and create quality lesson plans.

AFA presented Hoover with a \$3,000 cash award and plaque at its National Convention in the Washington, DC metro area. AFA also presented cash awards to the second and third place national-level teachers of the year—Lori Bradner of Florida received \$2,000 and Thomas E. Jenkins Jr. of Ohio, \$1,000.



## 2011 National Teacher of the Year

*At top: Nancy Hoover, of L.C. Bird High School, Midlothian, VA, with student rocket team members.*

*At right: Hoover with students at a Girls in Engineering, Mathematics, and Science summer camp.*





# State/Chapter Teachers of the Year Program

The purpose of the State/Chapter Teacher of the Year Award Program is to recognize teachers for their accomplishments and achievements in exciting K-12 students about science, technol-

ogy, engineering, and math (STEM) and preparing them to use STEM skills to contribute to tomorrow's technologies. *(Those teachers selected as State TOY are highlighted in blue.)*

State/Teacher	School	AFA Chapter	State/Teacher	School	AFA Chapter
<b>Alabama</b>			<b>New Mexico</b>		
LaToya Houseton	Hayneville Road Elementary	Montgomery	<b>James Pacini</b>	Desert Ridge Middle School	Albuquerque
<b>Jeremy Raper</b>	Bob Jones High School	Tennessee Valley	<b>New York</b>		
<b>Arizona</b>			Peter Giles	NYC Ctr-Space Science Educ	Iron Gate
<b>Lawrence Cottle</b>	L Thomas Heck Middle	Frank Luke	<b>Peter Mastrogiovanni</b>	Henry Wadsworth Longfellow	Genesee Valley
Jeffrey Ofstedahl	Ctr for Academic Success	Cochise	Thomas Moser	Challenger Learning Center	Chautauqua
Matthew Trumbell	Catalina Magnet High	Tucson	Susan Ohlinger	Burr Intermediate School	Long Island
<b>California</b>			<b>North Carolina</b>		
Paul Covert	Endeavour School	High Desert	<b>Stella Brewer</b>	Nebo Elementary School	Blue Ridge
Randy Hohimer	Vandenburg Middle School	Robert H. Goddard	Cindy Jarrett	Durant Road Elementary	Tarheel
Hassan Twiet	Palos Verdes Pen. High	Gen. Bernard A. Schriever	Bonnie Petersen	Guiford Middle School	Scott Berkeley
<b>Philip Wagoner</b>	High Tech High	San Diego	<b>North Dakota</b>		
<b>Colorado</b>			<b>Lisa Murphy</b>	Starbase North Dakota	Gen. David C Jones
<b>Margaret Jurek</b>	Wasson High School	Lance P. Sijan	<b>Ohio</b>		
<b>District of Columbia</b>			Stephen Heck	Mulberry Elementary	Gen. Joseph W. Ralston
<b>Aqueelha James</b>	McKinley Technical	Nation's Capital	<b>Marcus Petitjean</b>	Russia Local School	Wright Memorial
<b>Delaware</b>			<b>Oklahoma</b>		
Eric Herriman	Dover High School	Delaware Galaxy	Kent Brooks	Western OK State College	Altus
<b>Florida</b>			<b>Brandi Williams</b>	Westmoore High School	Central Oklahoma (Gerrity)
Judith Beamesderfer	Flagler Palm Coast High	Brig. Gen. James R. McCarthy	<b>Oregon</b>		
<b>Lori Beth Bradner</b>	Central FL Aerospace Acad.	Central Florida	<b>Roy Chambers</b>	Starbase-Portland	Columbia Gorge
Paul Calvert	Bellevue High School	Red Tail Memorial	Lana Ross	Brixner Middle School	Bill Harris
Susan Doker	Lincoln High School	Col. H.M. "Bud" West	<b>Pennsylvania</b>		
Robert English	Crestview High School	Eglin	Howard Johnson	Charleroi Area Middle	Joe Walker-Mon Valley
Timothy Hester	Choctawhatchee High	Hurlburt	<b>Jim Lynch</b>	Northeast High School	Liberty Bell
Judy Houser	Holy Trinity Episcopal Acad.	Cape Canaveral	Monica Weninger	Wissahickon Middle	Liberty Bell
RoseMary Jones	Tyndall Elementary	Col. Loren D. Evenson	<b>Rhode Island</b>		
Paul Kynerd	Miami Lakes Educational Ctr	Miami-Homestead	Laurie Behr	Matunuck Elementary	Metro Rhode Island
John Rousch	Lake Placid High School	Florida Highlands	<b>Kevin Poirer</b>	Curtis Corner Middle	Metro Rhode Island
<b>Georgia</b>			Liza Sporcic	Thompson Middle School	Newport Blue & Gold
Emily Heath	Perry High School	Carl Vinson Memorial	Christina Tuoni	Matunuck Elementary	Metro Rhode Island
<b>Idaho</b>			<b>South Carolina</b>		
<b>Robynn Crawford-Schipani</b>	East Elementary	Snake River Valley	<b>Kathy Saunders Green</b>	Summerville Elementary	Charleston
<b>Illinois</b>			Hunter Sheridan	Wilson High School	Swamp Fox
Kirk Humphreys	Washington Junior High	Heart of Illinois	<b>South Dakota</b>		
<b>Eric McCann</b>	Pekin Community High	Heart of Illinois	Barbara Boone-Graves	Patrick Henry Middle School	Dakotah
Scott Schlapkohl	Alton High School	Scott Memorial	<b>Tennessee</b>		
<b>Indiana</b>			Scott Dering	Baylor School	Chattanooga
<b>Mike Gorman</b>	Woodside Middle School	Fort Wayne	<b>Karla Fultz</b>	A.L. Lotts Elementary School	Gen. Bruce K. Holloway
Ryan Ritz	Park Tudor School	Grissom Memorial	<b>Texas</b>		
Adam Terwillinger	Bloomington High North	Southern Indiana	<b>Darren Carollo</b>	Lincoln High School	Seidel
<b>Iowa</b>			<b>Crytal Dodson</b>	Kathryn Griffis Elementary	Northeast Texas
Amanda Reiter	Fair Oaks Middle School	Fort Dodge	<b>Utah</b>		
Mark Schnurstein	Hoover High School	Gen. Charles A. Horner	Timothy Feltner	Layton High School	Ute Rocky Mountain
Amy Winegar	Weber Elementary	Northeast Iowa	Jessica Jones	North Sevier Middle School	Salt Lake City
<b>Kansas</b>			<b>Kit Workman</b>	Clearfield High School	Northern Utah
<b>Rebecca Metcalf</b>	Olathe Northwest High	Harry S. Truman	<b>Virginia</b>		
<b>Louisiana</b>			Robin Broadaway	Western Branch Middle	Tidewater
<b>Jeffrey Holcomb</b>	Parkway High	Ark-La-Tex	Neda Gent Finney	Tunstall High School	Danville
<b>Maryland</b>			Christine Helmintoller	Hunter B. Andrews School	Langley
<b>James Warren</b>	Gwyn Park High	Thomas W. Anthony	<b>Nancy Hoover</b>	Lloyd C. Bird High School	Leigh Wade
<b>Massachusetts</b>			Billy Meador	Burton Center for Arts & Tech	Roanoke
Bill Muench	Burr Burton Academy	Pioneer Valley	Karen Molloy	Chantilly High School	Gen. Charles A. Gabriel
<b>Minnesota</b>			Joan Ozdogan	Chantilly High School	Gen. Charles A. Gabriel
Julie White	Richfield Middle School	Gen. E.W. Rawlings	Sandra Slaven	Jefferson-Houston School	Donald W. Steele Sr. Memorial
<b>Mississippi</b>			<b>Washington</b>		
Anja Comerford	Magnolia Park Elementary	John C. Stennis	Hans Brockhoff	Peninsula High School	McChord
<b>Nebraska</b>			<b>Peter Schurke</b>	Ingraham High School	Greater Seattle
Judy Stucky	Westside High School	Ak-Sar-Ben	Jamie Smith	Sacajewa Middle School	Inland Empire
Natalie Regan	St. John Catholic School	Lincoln	<b>West Virginia</b>		
<b>Nevada</b>			Valerie Stevens	Jefferson High School	North Shenandoah Valley
<b>Adrienne Meacham</b>	Rancho High School	Thunderbird	<b>Wisconsin</b>		
<b>New Hampshire</b>			Becci Lindgren	South Shore Elementary	Richard I. Bong
<b>Dominic Goupil</b>	Seacoast Composite Sq.	Brig. Gen. Harrison R. Thyng	<b>Wyoming</b>		
<b>New Jersey</b>			<b>Nicholas Bellack</b>	Jessup Elementary	Cheyenne Cowboy
Valerie Finnernan	Randolph Middle School	Shooting Star			
<b>Amanda Galante</b>	Red Bank Regional High	Hangar One			



## AFA Field Report

The Air Force Association is made up of a grassroots network of more than 200 local chapters, 38 state organizations, and 14 regional organizations. AFA members work together through chapters to carry out the goals of the association as determined by our elected Board of Directors.

Chapters conduct meetings, seminars, legislative visits, aerospace education projects, and much more to focus attention on the Air Force and to support AFA's objectives. AFA Field leaders are dedicated to educating the public of the necessity for a strong national defense, advocating Air Force airpower, and supporting the United State Air Force.

While all working to advance the same objectives of the Air Force Association, local chapters vary in the methods used based on their local community. For example, the Kitty Hawk Chapter in North Carolina is made up of 67 members that work tirelessly to keep the chapter active and to educate the public through events held at the Wright Brothers National Memorial. Our largest chapter, the Alamo Chapter in San Antonio, TX, has more than 3,500 members who work together to support the local Lackland Air Force Base. This support includes sponsoring the "Fit to Fight Freedom Run" 5K race on base. The activities of each chapter vary based on the needs and demographics of their environment. The ability to adapt outreach efforts among chapters ensures that advocacy efforts reach all types of communities throughout the country and overseas.

AFA Field leaders also come together as the official governing body of the association. Each September, AFA members from around the country and abroad come together to play a pivotal role in shaping our association. As defined by AFA's Constitution, the association is governed by its National Convention body, which passes its authority to an elected Board of Directors for required actions between National Conventions. In addition to being the primary forum for conducting official AFA business, the National Convention offers



**Central Florida Chapter.** John T. Brock (left) and William Yucuis (right) present a donation to Sandy Schlitt and George Muellner, February 2011.



**Scott Memorial Chapter.** AFJROTC cadets from Columbia High School in Illinois on an AFA grant-supported field trip, December 2011.



**Iron Gate Chapter.** On its 50th anniversary, Gen. Norton Schwartz helped present an Arnold fellowship for the late Gen. Stanley Holtner, July 2011.



**Scott Berkeley Chapter.** At the Seymour Johnson AFB, N.C., air show, eBEAST, the base recycling mascot, at the chapter table, April 2011.

**“The Field is the heart, soul, and conscience of this association.”**

—Jimmy Doolittle

exciting opportunities for members and guests to come together for networking, additional training, Congressional engagement, and social activities. AFA Field leaders also come together for various training sessions for Region and State Presidents throughout the year which creates an open dialogue between AFA members, chapters, and headquarters to work together to advance the AFA mission.

In 2011, Chapter, State, and Region Presidents were all invited to join the Airpower Advocates group which discusses current Air Force and defense issues. As part of a membership organization of more than 107,000 members, our Field leadership helps organize and encourage AFA members to engage in airpower advocacy to strengthen AFA’s voice. In the words of Jimmy Doolittle, “The Field is the heart, soul, and conscience of this association.”



**Donald W. Steele Sr. Memorial Chapter.** New officer installation: Miles Sawyer, Tom Lacey, Kevin Lewis, Gavin MacAloon, 2011.



**Hurlburt Chapter.** Chapter teacher of year Melanie Peters among other educators at space camp, July 2011.



**Hangar One Chapter.** New Jersey State/chapter teacher of year Amanda Galante on chapter-sponsored field trip, August 2011.



**Lincoln Chapter.** Chapter awards first aerospace education scholarship to Rebekah King (center), April 2011.



**Fran Parker Chapter.** Chapter helped fund and assist at Spring Fling at Holloman AFB, NM, May 2011.



## AFA Field Report Continued



**Orange County/Gen. Curtis LeMay Chapter.** Chapter-sponsored guests, including area recruiters, at USAF Ball, September 2011.



**Col. H.M. "Bud" West Chapter.** Chapter makes donation to aid Afghanistan and Iraq war veterans through Veterans with Disabilities, May 2011.



**Thomas W. Anthony Chapter.** AFAers reach out to AFJROTC cadets at Surrattsville High School in Clinton, MD, on a Saturday in March 2011.



**Golden Triangle Chapter.** Student pilot 1st Lt. Joseph Barton won a T-6 cockpit poster at chapter-sponsored Pilot Partner event, 2011.



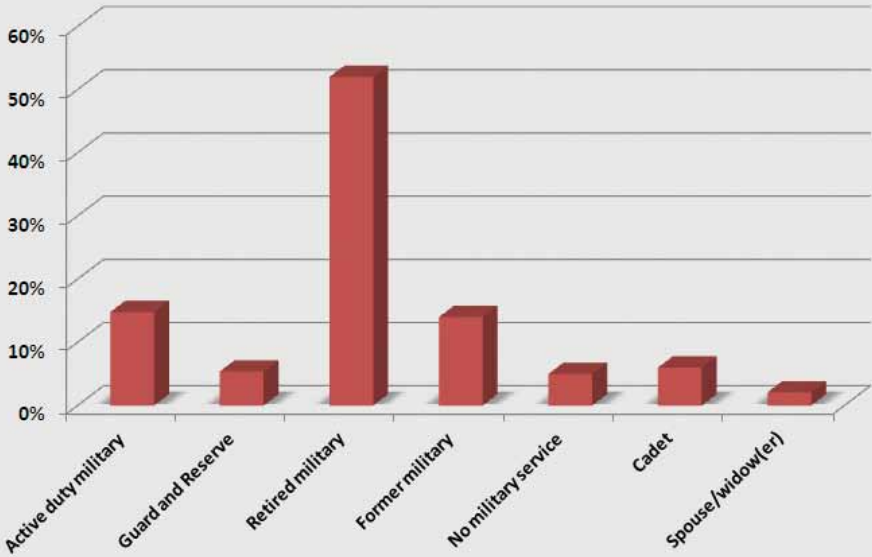
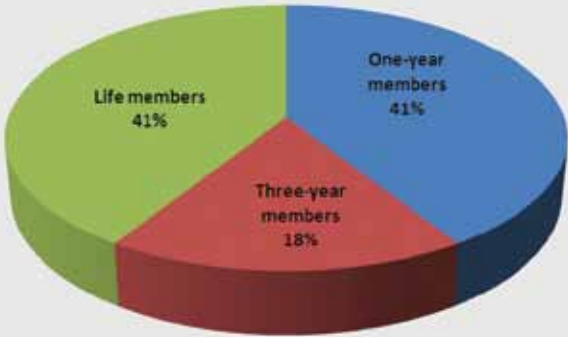
**Alamo Chapter.** Chapter presents AFA membership to Mayor Julian Castro of San Antonio, December 2011.



**Edward J. Monaghan Chapter.** Chapter members lead volunteers in clean-up of Eleventh Air Force Memorial in Anchorage, AK, June 2011.

# Membership Statistics

**Composition of AFA Membership**  
As of Dec 31, 2011

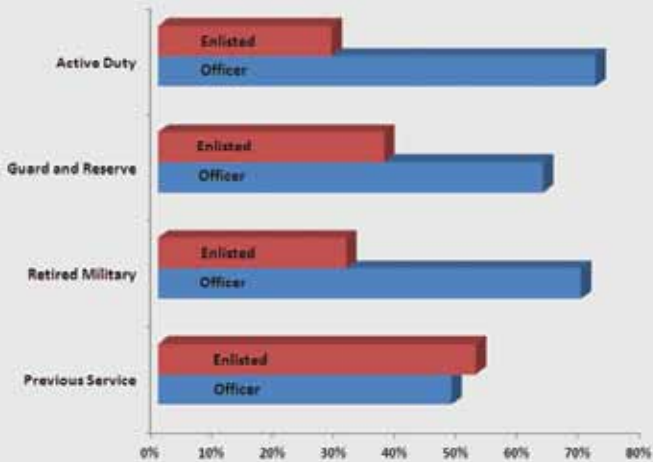


## Membership by Category

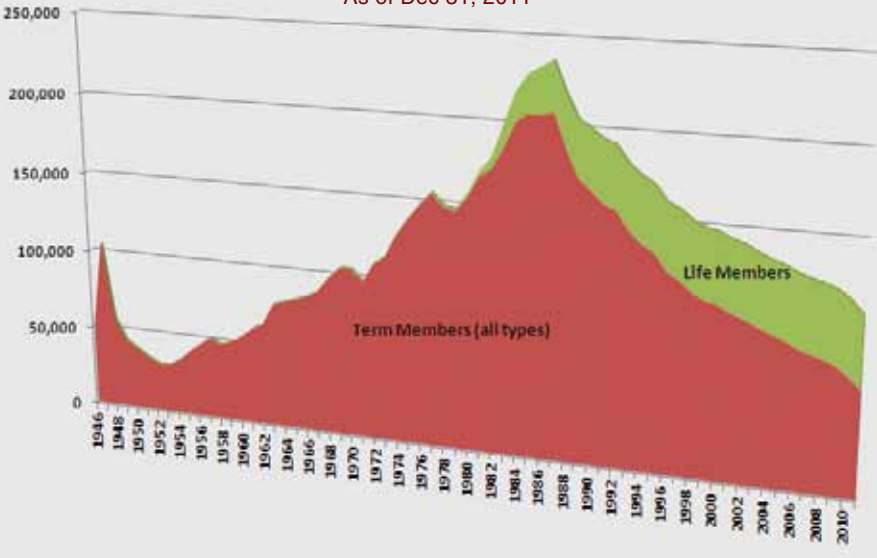
Regular Members (1-year term)	37,514
Regular Members (3-year term)	19,561
Life Members	43,641
Cadets	4,676
Junior Enlisted	164
Students	240
Community Partners	1,493
Congressional Members	76
Corporate Members	124

## Member Longevity

Joined	Total	Percentage
0-9 years ago	32,536	30.0%
10-19 years ago	15,515	14.3%
20-29 years ago	27,121	25.0%
30-39 years ago	21,220	19.6%
40-49 years ago	8,960	8.3%
50-59 years ago	2,512	2.3%
60+ years ago	534	0.5%



**Total AFA Membership**  
As of Dec 31, 2011



## Membership by Region

Members affiliated with chapters as of Dec 31, 2011

Central East	10,447
Far West	9,654
Florida	8,686
Great Lakes	7,020
Midwest	6,275
New England	3,292
North Central	2,806
Northeast	5,440
Northwest	4,279
Rocky Mountain	5,397
South Central	6,487
Southeast	6,618
Southwest	6,124
Texoma	12,297
Overseas	523



# SUPPORTING OUR MISSION

## AFA Corporate Sponsors

The Air Force Association would not be able to carry out its mission without its generous benefactors—AFA corporate sponsors. These companies support AFA throughout the year at its Air Warfare Symposium and Technology Exposition, CyberFutures

Conference and Technology Exposition, Air & Space Conference and Technology Exposition, and Global Warfare Symposium. We would like to thank the following companies for their generous and continuing support.



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# Thunderbird Society

Often referred to as the “best in the air,” the United States Air Force Thunderbirds are respected and revered by many. It is because of this reputation and honor that the Air Force Association named the planned giving society the THUNDERBIRD SOCIETY. This was established in 2005 to recognize those individuals who invest in the future of the Air Force Association through a living legacy of commitment. These friends have made provisions for planned gifts which include life income arrangements, bequests and provisions in their wills or trusts, or life insurance policies in which the Association is a beneficiary.



## CHARTER MEMBERS

Timothy Brock  
 Jim and Bonnie Callahan  
 David\* and Marguerite Cummock  
 Gordon Jackson  
 Bob and Becky Largent  
 Glenn Schaffer  
 Loren and Randy\* Spencer  
 Ray and Carole Turczynski

## MEMBERS

Craig and Connie Allen  
 Boyd Anderson  
 John E. Appel  
 Michael and Patricia Bolton  
 Tutt Bradford  
 Clarence Brown  
 Judy Church  
 Ollie Crawford  
 Bradford Cummings  
 Donald Davis  
 Mike and Pam Dunn  
 Angela Dupont  
 Justin and Deann Faiferlick  
 Josephine Bass Ferretti\*  
 Edward and Marilyn Garland  
 Kenneth A. Goss  
 Martin Harris  
 Rick and Amy Hartle  
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 Thomas J. Kemp  
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 Steve and Susan Lundgren  
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 Ransom Meriam  
 Jack Miller  
 Herman Nickel  
 Adam P. Ohl  
 John Redigan  
 Don Rice  
 Jerry Riley  
 Jack N. Rothaus  
 Nora Ruebrook  
 Sandy and Patricia Schlitt  
 Joseph Shriber  
 William Spruance\*  
 Joe and Geri Sutter  
 Charlie Thomas  
 Jerry and Mary White

\* Deceased

## Realized Planned Gifts in 2011

Joseph McGarry  
 Benham Family Trust



*Chairman of the Board Sandy Schlitt presents Rick and Amy Hartle a certificate denoting their membership in the Thunderbird Society during the 2011 AFA National Convention.*



# 21st Century Legacy of Flight Wings Society

We greatly thank and recognize the more than 25,000 donations given to the Air Force Association during 2011. AFA would not be able to accomplish the many things listed on the previous pages without the generous support provided by our donors.

To that end, we especially thank our Wings Society members—those who contributed a cumulative amount of \$150 or more during the year. Listed on the following pages are the Wings Society members for 2011.

Those individuals giving at the Silver Wings level and above are invited to special events and receptions during the year and honored during the Air and Space Conference in Washington, D.C., each year.

Thank you, Wings Society Donors 2011!

(We have made every effort to ensure the accuracy of the names on this and following pages; however, should a mistake have been made, we apologize and ask that you let us know so we can correct the data.)

### LEGACY WINGS SOCIETY

Brian Wilson

### DIAMOND WINGS SOCIETY

George and Vicki Muellner

### PLATINUM WINGS SOCIETY

Bob and Becky Largent  
Marge Cummock

### GOLD WINGS SOCIETY

Boyd Anderson  
James and Bonnie Callahan  
George Douglas  
Clarence and Katie Horlen  
Larry Lawson  
Bill Looney  
Sandy and Patricia Schlitt  
Craig Truman  
Leonard and Betty Vernamonti  
Jerry and Mary White

### SILVER WINGS SOCIETY

Craig and Connie Allen  
Steven Andeweg  
Ruth Bayer  
Larry Brooks  
Donald Brown  
Buck and Mary Buckwalter  
Floyd Burgess  
Noel Castellon  
Richard Chapdelaine  
Stephen Condon  
William Croom  
David Dietsch  
Robert Drewes  
Angela Dupont  
Justin and Deann Faiferlick  
Joseph and Ady Fenton  
Beth Friedberg  
Edward and Marilyn Garland

Fred Gibson  
William Grider  
O. Thomas Hansen  
Donald Harlin  
Martin Harris  
Richard Hawley  
Charles Hill II  
Samuel Husbands  
Ted Insley  
Doyle Larson  
Jim and Marie Lauducci  
George Liotis  
Steven and Susan Lundgren  
Lester Lyles  
Hans Mark  
Robert McKittrick  
Donald Michels  
George Miller  
I.A. Morris  
Thomas O'Shea  
John Phillips  
Jeff Quirk  
S. Harry Robertson  
Ray Sitton  
Peter Teets  
Marvin tooman  
Scott Van Cleef  
Andrew Waters  
Erma Yanko  
Charles and Ursula Zimkas

### BRONZE WINGS SOCIETY

Donald Aldridge  
John Allen  
Albert Amatuzio  
Marcus Anderson  
Joan Blankenship  
William Bristol  
David Bunce  
John Burt  
Angelo Carras  
Guy Caviness

Philip Cerniglia  
Suzann Chapman  
John Corley  
Larry Crawford  
James Drace  
David Dry  
Jimmie Durkee  
Max Friedauer  
Robert Gillies  
Harry Hengel  
Scott Heurich  
Robert Hicks and Sue Ann Olsavicky  
Charles Horner  
Robert Johnson  
George Kaiser  
Thomas Kemp  
Ralph Knight  
Jack Kreisher  
Joseph La Tona  
Robert Lesnett  
Jon Lienemann  
Bill Lingle  
Edward Mack  
George Magan  
Stephen Mannell  
Helen McGregor  
James McPartlin  
Richard Merdian  
Dixie Morrow  
Richard Moulson  
Jack Myers  
Larry New  
William Oliver  
Lawrence Paretta  
H. Ross Perot  
Thomas Petersen  
Richard Pickett  
Jack Price  
Ralph Ramsey  
James Rankin  
Dennis Riley  
David Russell

Adelbert Sahlberg  
Grant Schleich  
Joan Sell  
David Sidwell  
Fred Sloan  
Joe and Geri Sutter  
Eric Taylor  
Donald Taylor  
Fred Thomas  
Earl Thomason  
James Thurman  
Stephen True  
William Turlington  
Dave Vautrinot  
Shanda Vickery  
Vincent Villavicencio  
Donald Voight  
William Webb  
Marc Wheeler  
David White  
T.R. Wicksted  
Stuart Wright

### WINGS SOCIETY

James Ackert  
Harry Adams  
William Adams  
Joseph Adams  
Charles Adams  
John Addison  
Paul Aehnlich  
Donald Akers  
Robert Aldous  
Douglas Alexander  
P. Alexandrakos  
Richard Allen  
John Almquist  
Laura Alvarado  
Alfred Amendola  
John Amorello  
Gary Ampe  
Arnold Andersen



Barbara Andersen	Kent Bennett	Roy Bridges	Robert Chason
Stephen Anderson	Scott Bergren	Charles Bridley	Robert Chedister
Darrell Anderson	Robert Berninger	Sheldon Brill	Rhett Chenevert
Carolyn Anderson	Leo Berube	Judith Brisbois	Rosalie Cherry
Otto Anderson	Lucile Bianchi	Frederick Brockhurst	Murray Choate
D. Anderson	Edgar Bigelow	Willard Brockway	Roger Christgau
Arthur Andrews	Howard Birch	Cecil Brooks	Robert Christie
R. Angel	Forrest Bird	William Brooksher	C. Christon
Carl Anspach	Theodore Biskupiak	Arthur Brothen	Drew Churchson
Raoul Arceneaux	Roy Bittner	Judith Brougham	Jesse Citizen
Leon Armour	Elliott Black	Steve Brown	David Clark
Milton Arneson	Philip Blackburn	Joseph Brown	Clarence Clark
Robert Arnold	Joniatt Blagrove	Lloyd Brown	William Clark
Kenny Ashby	John Blake	Leslie Brown	William Clark
Richard Ashby	David Blankenship	Marvin Brown	Arthur Clayton
Wade Ashley	Scott Bloom	Roy Browne	Gary Cloninger
Donald Averill	Ruby Bloomer	Merle Browning	Ronald Cobia
Alden Avery	Paul Blossom	Richard Bruce	Henry Cochran
Clark Badie	Carlos Boburg	John Brunet	Robert Colbenson
Allan Baer	James Bohn	Reginald Brunson	Richard Colbert
William Bailey	Jack Bond	Brad Bryan	Melvin Coleman
Donald Bailey	Benjamin Bonenfant	Andrew Buchan	Ken Coleman
Francis Balcom	Leo Boone	George Buchanan	Cleo Coles
Roland Ballow	Roland Boone	Robert Buck	Daniel Collins
Charles Banchiere	John Bordeaux	Jewel Buie	Gerald Collins
Albert Bange	Marvin Borgman	Donald Bulloch	Patrick Conahey
Richard Barbosa	Calvin Bosley	Warner Bullock	Hilton Condit
J. Thomas Barclay	David Botto	Russell Burkett	William Conley
Loin Barker	R. Bottom	Winfred Burkhardt	Terry Connolly
Ken Barmore	Charles Bowman	Lloyd Burns	James Connors
Bruce Barnard	W. Boyne	Leighton Burns	Michael Cook
Kenneth Barnett	Kenneth Bracewell	Robert Burns	William Cooper
John Barron	Thomas Bradley	Robert Burns	George Copening
Suzanne Bartlett	Gaile Bradley	Marsha Burt	J. Michael Cordes
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		Miriam Carlson	Ronald Crawford
		Robert Carmichael	Charles Crawford
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		Steven Carney	W. Creech
		Myron Carpenter	Charles Cristol
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		Richard Carrington	Delmar Crusinberry
		Lynn Carroll	Antonio Cumuze
		Joseph Catanoso	Lewis Curtis
		Edward Caton	Rudolph Czeizinger
		Steven Chambers	Joseph Dacko
		William Chandler	Stephen Dalrymple
		Lynn Chappell	Billy Daly
		Christopher Charney	Robert Dambach

### Levels of Individual Giving

—based upon cumulative annual donations—

**LEGACY WINGS SOCIETY – \$15,000 and above**  
**DIAMOND WINGS SOCIETY – \$10,000 to \$14,999**  
**PLATINUM WINGS SOCIETY – \$5,000 to \$9,999**  
**GOLD WINGS SOCIETY – \$2,500 to \$4,999**  
**SILVER WINGS SOCIETY – \$1,000 to \$2,499**  
**BRONZE WINGS SOCIETY – \$500 to \$999**  
**WINGS SOCIETY – \$150 to \$499**  
**FRIENDS OF AFA – Up to \$149**



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Bernard Deeter	Willet Faulkner	Robert Ginn	William Harris
Robert Delashaw	Darrell Faulkner	Isaac Glass	Daniel Harris
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James Devaney	Mary Feik	Sheldon Godkin	Robert Hart
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Joseph Dobson	Joseph Feskanin	Bruce Golson	John Hasselquist
Lloyd Dodd	William Feth	Gary Goodman	Vernon Hastings
W.L. Jack Doerty	Paul Finnegan	Byfield Gordon	Monroe Hatch
Joe Domhan	Bryon Gene Fish	James Gorman	Samuel Hatfield
Peter Donahoe	Stephen Fisher	Joseph Gorman	Joseph Hauser
Raphael Donoghue	Gordon Fisher	Kenneth Goss	Frank Hayes
Robert Dool	Robert Fisher	David Gouin	Joseph Hayes
Barnabas Dorreiter	Lowell Fisher	Richard Gould	Rolfe Hayes
Richard Dorwaldt	Ray Fitch	Clarence Graf	Donald Hazen
Louis Doss	Thomas Fitzpatrick	Benjamin Grant	Robert Heath
G. Dostal	Thomas Fleming	Jonathan Greenberg	Edward Heit
William Dotson	Eugene Flowers	John Greene	Richard Heitman
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Phillip Drake	Walter Forbes	Stephen Gress	Stan Hemphill
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 Billy Hockaday  
 Hobert Hodge  
 Robert Hodges  
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 Charles Holland  
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 Daniel Holley  
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 Philip Horton  
 Martin Hoyt  
 Donald Huber  
 Greg Hughes  
 Arthur Hulnick  
 Elton Humphreys  
 Thomas Humphries  
 Robert Huricks  
 Wallis Hurlbutt  
 Eugene Ignatowski  
 Larry Ingold  
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 Nancy Insprucker  
 Eva Irizarry  
 L. Reid Ivins  
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 Elmer Johnson  
 Cameron Johnson  
 David Johnson  
 Samuel Johnson  
 Duane Johnson  
 Courtney Jones  
 Robert Jones  
 Charles Jones  
 Robert Jones  
 Alvin Jones  
 Bennie Jones  
 James Jones  
 Larry Jordan  
 Henry Jordan  
 Richard Jore  
 Edward Josephson  
 Douglas Joyce  
 George Jumper  
 Edward Kamolz



*Gen. Norton Schwartz (center) and AFA Chairman Sandy Schlitt (right) tour the exposition during one of the receptions during AFA's 2011 Air & Space Conference and Technology Exposition.*

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 Helen Karabin  
 Peter Karalus  
 James Keaton  
 James Keck  
 Hyrum Keeler  
 Stephen Keiser  
 Russell Keiter  
 Donald Keller  
 Michael Kelly  
 Thomas Kemp  
 Garland Kennedy  
 Jack Kerns  
 Marvin Kerr  
 Richard Kerwin  
 Gordon Kesselring  
 Donald Kester  
 William Kestler  
 Lawrence Kieffer  
 Kevin Kilduff  
 Michael King  
 Omer King  
 Dennis Kinney  
 James Kippert  
 Lee Klaus  
 John Kline  
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 Edward Koenig  
 Delbert Kohrt  
 Samuel Kollas  
 Gerald Koller  
 Marvin Kotter  
 Michael Kozak  
 Richard Krewson  
 William Kristen  
 William Kriz  
 Norris Krone  
 Herbert Kronk

Barbara Kuennecke  
 Thomas Kumashiro  
 James Kunard  
 Yasuo Kurai  
 John Kyriazis  
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 Glyn Laird  
 Robert Laliberte  
 Jerry Lam  
 Stanley Lambert  
 John Lamond  
 Maximilian Lamont  
 W Hanes Lancaster  
 Larry Landtroop  
 Wayne Lanphear  
 Zane Lantz  
 Richard Larkin  
 Kevin Larkin  
 Robert Lavoie  
 Byron Lawrence  
 Richard Lawson  
 Dennis Laymon  
 Howard Leach  
 Jack Leavell  
 Marcel Leblanc  
 Alvin Lebsack  
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 Lawrence Lee  
 Garry Lee  
 Gordon Lee  
 Robert Leininger  
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 Andrew Leong  
 James Leslie  
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Eugene Lewis  
 James Lewis  
 George Lewis  
 Sharon Lewis  
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 Carrington Lloyd  
 Jacob Locicero  
 William Locke  
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 Michael Lubin  
 James Lyons  
 Carlton Lytle  
 Francis Madsen  
 Harry Magazu  
 George Mahi  
 Helen Mahurin  
 Robert Maines  
 John Manley  
 Roland Mansfield  
 William Marckhoff  
 George Mark  
 Edward Marsh  
 V. Marshall  
 Andrew Marshall  
 Paul Martin  
 John Martin  
 Ernest Martin  
 Joseph Marusich  
 Dorothy Matsui  
 Brian Mazerski

\* Indicates former Aerospace Education Foundation Life Member; (#) indicates years of consecutive giving.



**AFA Vice Chairman (Field Operations) Justin Faiferick, and his wife Deann talk with Director Emeritus Bonnie Callahan at Donors Reception during AFA's 2011 Air & Space Conference and Technology Exposition.**

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 Billy McBride  
 W. McCalla  
 Michael McCarthy  
 Michael McCarthy  
 Mark McClendon  
 Charles McCloskey  
 Robert McCormick  
 William McCullough  
 Daniel McCutcheon  
 Donald McDaniel  
 Robert Mceldowney  
 Billy McGee  
 David McGilvary  
 Charlie McGugan  
 Felix McLarney  
 John McLaughlin  
 James Meckoll  
 James Mello  
 John Menjes  
 Thomas Meredith  
 Frank Merklein  
 Charles Merz  
 Donald Michel  
 Peter Miller  
 Floyd Miller  
 Frank Miller  
 Howells Miller  
 Russell Mills  
 Donald Minner  
 Roger Minnich  
 Margaret Mishima  
 Byron Mitchell  
 Henry Mitnaul  
 James Molloy  
 Chris Moore

Ruth Moorhatch  
 Harris Moorhead  
 Jackie Moothart  
 Thomas Moran  
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 Dale Morgan  
 Erin Moriarty  
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 Charles Muncatchy  
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 Fred Scott  
 William Scoville  
 Walter Seelye  
 William Segers  
 Orlando Severo  
 R Shackle  
 John Shahbaz  
 Nicholas Shanayda  
 Richard Shannon  
 Ben Sharkey  
 Mary Sharp  
 Ralph Sharp  
 Albert Sheehy  
 Ernest Shelton  
 Barbara Shepard  
 Donald Shepperd  
 Glen Shepperd  
 John Sheridan  
 Donald Sheriff  
 R. Sherman  
 Johnnie Shinn  
 Michael Shopa  
 Michael Shrout  
 Ralph Shufeldt  
 Clark Shuler  
 Ellie Shuler  
 George Shy  
 Frank Sicurella  
 Leon Sikes  
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 Paul Spencer  
 Howard Spielman  
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 Marlin Templeton  
 Charles Teston  
 Andy Theriault  
 David Thomas  
 Stanley Thomas



Networking is a plus as attendees mingle during breaks at AFA's 2011 Air & Space Conference and Technology Exposition.

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 Lowell Thomas  
 Ronald Thompson  
 Dan Thompson  
 Lucien Thompson  
 Ernest Thorp  
 Henry Thorsen  
 Therice Tibbitts  
 John Tien  
 Gerald Tighe  
 Albins Tillers  
 Richard Tokarz  
 Phillip Toler  
 James Townsend  
 James Treat  
 Norman Trenary  
 Adam Troeger  
 Mahlon Trout  
 David Truxal  
 John Tucker  
 Thomas Turner  
 William G Turner  
 Kimberly Ullmann  
 Jeffrey Ullmann  
 Jonathan Van Guilder  
 Ellis VanDer Pyl  
 Peter Varsalona  
 James Vaughn  
 Herbert Veach  
 Kenneth Verschaetse  
 William Versteegen  
 David Vesely  
 Richard Vogt  
 C Peter Von Witt  
 Barnabas Vorreiter  
 Philip Wagner  
 Donald Wagner  
 Charles Wald

Douglas Walker  
 Ollie Walker  
 Robert Walker  
 James Walsh  
 Stephen Walsworth  
 Arthur Walters  
 Johnnie Walters  
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 Thomas Wanden  
 Robert Ward  
 Maxwell Ward  
 Barry Wardlaw  
 Richard Warner  
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 Larry Welch  
 Jerome Welkom  
 Togo West  
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 Curtis Westphal  
 Edward Wexler  
 Paul Wheeler  
 Gene Whitaker  
 Phil White  
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 Glenn Whiteside  
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 John Wiker  
 Robert Wiley  
 Michael Williams  
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 Ellsworth Williams  
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 Gareth Wilson  
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 Charles Winn  
 Stephen Winner  
 Deborah Wipf  
 James Wisdom  
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Kenneth Withers  
 Herman Woellhart  
 Helmut Wolf  
 Donald Wollin  
 Alexis Wollovetz  
 Melvin Wolzinger  
 Richard Wong  
 Herman Wood  
 William Woodyard  
 Jed Woolley  
 Edward Wootten  
 Theodore Wortrich  
 Larry Wright  
 Vernon Wright  
 Sidney Wright  
 Timothy Wright  
 James Wynard  
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 Edward Wystepek  
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The Air Force Association is grateful to these donors who made a gift to the association between Jan. 1, 2011 and Dec. 31, 2011, in memory of or in honor of the following individuals:

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### All Chief Master Sergeants of the Air Force

Charles and Ursula Zimkas

### Col. James A. Boydston

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Anthony Leuzzi

### Charles "Chuck" Sell

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Geoff Hebert  
Howard Vasina  
John and Sharon Wallace

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Harriet Stanphill

### CMSgt. Dana Steinhauser

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*(We have made every effort to ensure the accuracy of the names; however, should a mistake have been made, we apologize and ask that you let us know so we can correct the data.)*



# AFA Fellows for 2011

The following fellowships were created as a way for chapters or individuals to honor, thank, or recognize others, while helping the Air Force Association philanthropically support its programs.

New in 2011 was the CMSAF Paul Airey fellowship, highlighting enlisted airmen who have made outstanding contributions to the Air Force mission.

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Gen. Charles A. Horner, USAF (Ret.)	Central Florida Chapter
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Richard W. McKinney	Schriever Chapter

Name	Sponsor
<b>CMSAF Paul W. Airey Leadership Fellows—New 2011</b> <i>(represents \$2,500 contribution)</i>	
CMSAF James A. Roy	AFA Headquarters

Name	Sponsor
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Col. Wilfred Glenn Mackey	AFA Iron Gate Chapter
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Bryan M. McGuire	AFA Iron Gate Chapter
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Maxine Z. Rauch	AFA Iron Gate Chapter
Jessica L. Sanborn	AFA Iron Gate Chapter

Name	Sponsor
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Kelton "Butch" Sweet	Central Florida Chapter

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Lt. Gen. Benjamin N. Bellis	Dale Stoner
Col. Charles X. Suraci, USAF (Ret.)	Thomas W. Anthony Chapter



**AFA Chairman Sandy Schlitt presents the first CMSAF Paul Airey Fellow award to CMSAF James Roy, USAF's current top enlisted airman, at AFA's 2011 Air & Space Conference and Technology Exposition.**

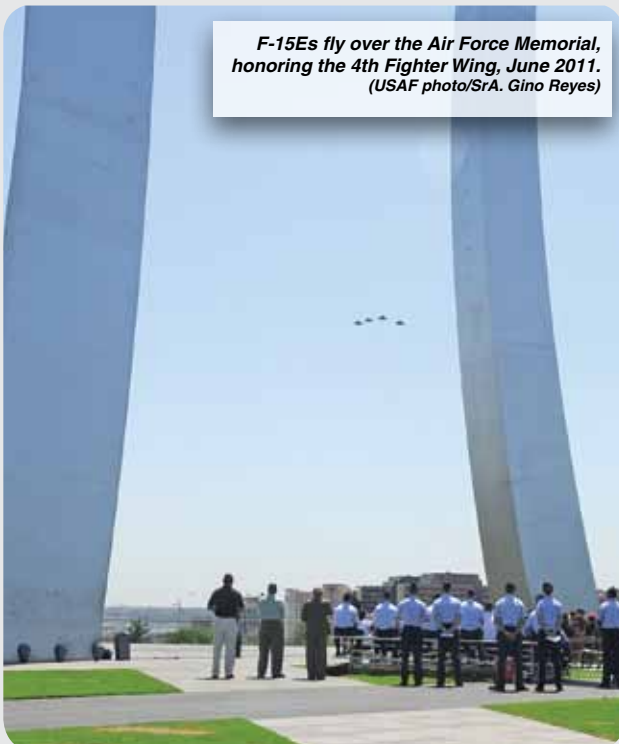


# Air Force Memorial Foundation Giving

## HAP ARNOLD FELLOWS

The following individuals have contributed \$10,000 or more to the Air Force Memorial since project inception. We gratefully acknowledge these significant contributors with designation as Hap Arnold Fellows. As General Arnold was a key figure in the birth of the United States Air Force so too are these individuals key to the birth of the national Air Force Memorial and to its continuity as the place to remember and to honor America's Airmen.

Bruce, Barbara, and Robert Arnold  
 Col. Alfred and Naomi Asch, USAF (Ret.)  
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## LEGACY SOCIETY

(As of Dec. 31, 2011)

The Legacy Society was established in 2009 to recognize those individuals who have invested in the future of the Air Force Memorial through a living legacy. These friends have made provisions for planned gifts which include life income arrangements, bequests, and provisions in their wills or trust, or life insurance policies in which the Air Force Memorial is a beneficiary.

### Members

Timothy Brock  
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### AFA Chapter Donations to AFMF

Col. H.M. "Bud" West Chapter  
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 Pennsylvania State AFA



# AFMF Airman's Society

*We greatly thank and recognize the many donations given to the Air Force Memorial Foundation during 2011! Through this generous support, the Memorial is able to continue to honor America's Airmen, preserve heritage, and host a variety of events and programs throughout the year.*

*To that end, we especially thank our Airman Society members—those who contributed a cumulative amount of \$200 or more during 2011. Listed on the following pages are the Airman's Society members for 2011.*

*Thank you!*

### AIRMAN'S SOCIETY \$1,000+

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F. Whitten Peters  
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Laura Alvarado  
Arnold Andersen  
Leif Anderson  
William Anderson  
Salvatore Angelella  
Eugene Arnold  
Ronald Arrowsmith  
Wade Ashley  
John Augustine  
Jay Barker  
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John Bates  
William Bathurst  
Phyllis Beck  
Joe Benton

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John Arrowsmith  
Tanya Bodde  
George Braun  
Ralph Carr  
William Chambers  
Suzann Chapman  
David Deptula

### AIRMAN'S SOCIETY \$200-\$499

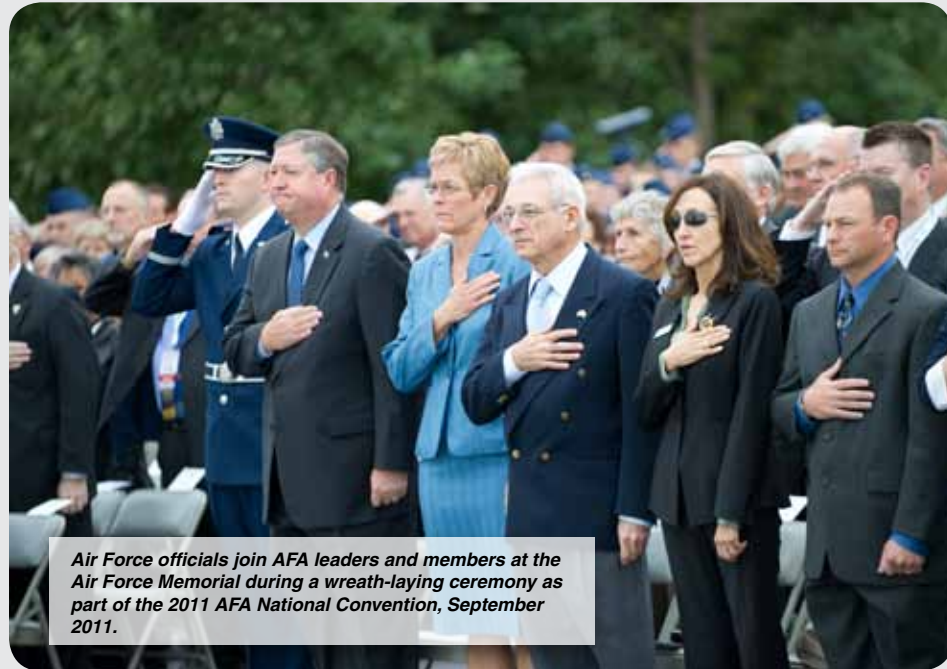
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William Adams  
Anthony Albano

Thomas Bigwood  
James Blomquist  
Charles Bloom  
Dean Boles  
Fred Boli  
John Bottos  
Bryan Bourns  
Charles Bowen  
John Bozek  
William Braden  
Michael Bradley  
Margaret Brandon  
Marvin Brandt  
Charline Brandt  
Donald Brawley  
William Breen  
Jerry Bridges  
David Brightman  
James Brightwell  
William Bristol  
Leah Brockway  
Diane Brown  
Donald Brown  
Roy Browne  
Bernal Butterworth  
Ned Cagle  
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Chris Christensen  
James Christian  
E. Ciotti  
Ralph Clapper  
Roderick Clarke  
Charles Cleveland  
Gary Cloninger  
Donald Coleman  
Martin W Collett  
Jimmie Cone  
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Francis Coughlin  
Kenneth Craib  
Eleanor Cripps  
Michael Cristiano  
Melvin Crowder



**CMSAF James Roy and Corey Etchberger unveil the name of CMSgt. Richard Etchberger, added to the Air Force Memorial Medal of Honor list, as Air Force Secretary Michael Donley (left) and CMSgt. John McCauslin look on, March 11, 2011. (USAF photo/Jim Varhegyi)**

Antonio Cumuze  
 James Cunningham  
 Carlton Damonte  
 James Davis  
 David Davis  
 Richard Davis  
 Chester Day  
 Robert Delashaw  
 Keith Dinger  
 Robert Dodge  
 Dexter Dodge  
 William Doherty  
 Donald Doran  
 William Dotson  
 Phillip Drake  
 David Dry  
 George Durham  
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 Kenneth Ely  
 Frank Eppler  
 Nels Estrem  
 Robert Everhart  
 Nickolas Fank  
 Anthony Farrington  
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 Patrick Feely  
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 Julio Fernandez  
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 Patrick Flood  
 George Fortner  
 A. Robert Fortney  
 Richard Frette  
 Joseph Fritzie  
 Edmund Frodyma  
 Lucien Fugere  
 Richard Fujishige  
 Thomas Fukawa  
 Charles Fuller  
 Robert Gardner  
 Andrew Georganna  
 John Gibson  
 James Gibson  
 Joseph Glasser  
 Mac Gough  
 Timothy Graves  
 Victor Haas  
 Tokio Harada  
 Douglas Harper  
 George Hart  
 Edwin Harvey  
 Monroe Hatch  
 Samuel Hatfield



*Air Force officials join AFA leaders and members at the Air Force Memorial during a wreath-laying ceremony as part of the 2011 AFA National Convention, September 2011.*

Henry Hawkins  
 Richard Hawley  
 Donald Hawthorne  
 Max Hearn  
 Fred Henderson  
 Harold Henneke  
 Raymond Hepler  
 Fred Hermanns  
 Robert Hicks  
 Betty Hill  
 Walter Hively  
 Richard Hobaugh  
 Francis Hodge  
 Mark Holbrook  
 Burton Hollender  
 Roy Holley  
 John Hooten  
 Jerry House  
 Edward Hughes  
 Elton Humphreys  
 Robert Iott  
 Floyd Isley  
 George Jackson  
 George James  
 Gary Jensen  
 William Jent  
 Robert Johnson  
 Aubry Johnson  
 Hansford Johnson  
 Prentice Jones  
 Edwin Jones  
 Lawrence Jones  
 Jimmie Jones  
 Dorothy Jones

Wanda Jones  
 Calvin Kadous  
 Carl Kane  
 James Keck  
 John Kelly  
 William Kelly  
 Edward Kelly  
 Dellar Kennedy  
 J. Kern  
 John King  
 Robert King  
 Robert Kirkpatrick  
 R. Kitchen  
 William Knapp  
 Robert Knisley  
 William Knoepfle  
 Otto Koerber  
 Philip Koerner  
 Robert Kollman  
 Bruce Kramer  
 Jack Kreisher  
 Larry Kreiter  
 Caroline Krewson  
 Raymond Krupp  
 Bernard Kruyer  
 F. Laignel  
 Leonard Lamb  
 Kevin Larkin  
 Therese Larsen  
 Robert Lavoie  
 Harry Lawler  
 Alexander Lazik  
 Anthony Leonetti  
 Herbert Leong

Andrew Leong  
 George Lester  
 Richard B Lewis  
 Keith Lewis  
 Eugene Lewis  
 Rogers Littlejohn  
 Carrington Lloyd  
 Norma Loeser  
 Gregg Lofton  
 William Loftus  
 Ruben Lopez  
 Margaret Luttrell  
 Sally Lynch  
 Michael Lyons  
 Francis Madsen  
 George Magan  
 Edward Maher  
 Jon Majarucon  
 Edward Marsh  
 Maurice Marshall  
 Harley Marshall  
 Russell Martin  
 Kimberly Martin  
 Richard Mascarenas  
 Ed Mc Gowan  
 Evelyn Mc Williams  
 James McCarthy  
 Bobby McCasland  
 Joubert McCrea  
 Dell McDonald  
 Jack McDougall  
 Arthur McGraw  
 Arthur Mcintye  
 Daniel McKenzie



Eugene McKinney  
 Felix McLarney  
 Dale McLaughlin  
 Leroy McMichael  
 George McNeil  
 Donald Mercurio  
 Frank Merklein  
 Kenneth Miles  
 George Miller  
 Margaret Mishima  
 Howard Mitchell  
 Kent Montavon  
 George Moore  
 Walter Moorman  
 Billy Morgan  
 William Morrissey  
 James Mueller  
 Dale Muhleman  
 Clinton Mullen  
 Richard Myers  
 J. Patrick Naughton  
 Robert Newkirk  
 Lloyd Newton  
 Herman Nickel  
 Colin Nisbet  
 Richard Okita  
 Joseph Oliver  
 Francis Ormsbee  
 Louis Owens  
 Stephan Pappas  
 Lawrence Pass  
 Wade Paton  
 Charles Patterson  
 David Peach  
 Earl Peck  
 Robert Pekish  
 Frederick Perkins  
 Paul Phillippi  
 Richard Pickett  
 Robert Pike  
 William Pike  
 Joseph Pisciotta  
 Ervin Plank  
 Arthur Poier  
 George Poloskey  
 Alexander Pope  
 Phillip Porter  
 Gary Presuhn  
 Kenneth Pribyla  
 Jack Price  
 Jeff Quirk  
 Ronald Quist  
 Phillip Raia  
 Cipriano Ramirez  
 Paul Ray  
 Muriel Reading  
 Richard Reed  
 Peter Reiner

Donald Rhoads  
 Edwin Rider  
 Regner Rider  
 Carl Rispoli  
 Earnest Robbins  
 Q. Roberts  
 S. Harry Robertson  
 Nancy Robinson  
 Alan Rogers  
 F. Michael Rogers  
 Franklin Ross  
 James Russell  
 L. Ryan  
 Gene Salisbury  
 Gene Salisbury  
 Anthony Santacroce  
 Mary Saunders  
 Bruce Schofield  
 Egon Schottleitner  
 Robert Sculte  
 Albert Seaver  
 Richard Seebers  
 Thomas Seidler  
 John Shahbaz  
 Riley Shelnut  
 R. Sherman  
 Dale Shirasago  
 Rollin Shoemaker  
 Jeff Shoemaker  
 Karl Signor  
 Alvin Silvey  
 Glenn Silvis  
 Ross Simon  
 Peter Singletary  
 Ivan Singleton  
 Ray Sitton  
 Monica Skarban  
 Charles Slayton  
 Margaret Sloan  
 Jack Smith  
 William Snyder  
 Michele Sobel  
 Thomas Spainhour  
 Carl Sprague  
 Dorothy Standley  
 Thomas Steele  
 William Steigerwalt  
 Robert Stephens  
 David Sterling  
 Thomas Stewart  
 Billy Stewart  
 David Strick  
 William Summers  
 Frederick Swanson  
 Frank Tablas  
 Raymond Tagge  
 Roy Tate  
 Pamela Thomas



*The audience applauds the performance of the US Air Force Band at the Air Force Memorial, July 4, 2011. (USAF photo/SSgt. Christopher Ruano)*

David Thomas  
 Raymond Thomas  
 Roland Thomas  
 Dan Thompson  
 William Thornhill  
 Chester Titus  
 Dennis Tolver  
 Frank Tonini  
 Arthur Tracey  
 James Trapp  
 James Treat  
 Mahlon Trout  
 Richard Troyer  
 John Tuffli  
 Paul Tukesbrey  
 Rob Tuttle  
 Pat Unterseher  
 Loyd Upchurch  
 Francis Valencia  
 Rose VanHook  
 Margarita Vasquez  
 Joe Vinyard  
 Barnabas Vorreiter  
 Donald Wagner  
 Ollie Walker  
 David Walkup  
 Edward Walsh  
 Randell Wance  
 Heinz Ward  
 Anthony Ward  
 Howard Ward

Andrew Waters  
 Vernon Webb  
 Larry Welch  
 Helen Wells  
 Sterling White  
 David White  
 Paul Wiggins  
 Charles Wilcox  
 Albert Wilford  
 Harris Wilhoite  
 William Wilson  
 Robert Wilson  
 Ann Wilson  
 Thomas Wolfe  
 Thomas Womack  
 Herman Wood  
 Timothy Woodlock  
 Edward Woodward  
 Gary Woppert  
 Hubert Wrenn  
 Michael Wynne  
 Thomas Yates  
 James Yenckel  
 F. David Yoder  
 Gladys Young  
 Robert Yowell  
 Robert Zeigen  
 Stanley Zeitz  
 Edward Zembrzuski  
 Michael Ziegler  
 Robert Zimmerman  
 James Zink

*(We have made every effort to ensure the accuracy of the names on this and following pages; however, should a mistake have been made, we apologize and ask that you let us know so we can correct the data.)*

# In Memory and In Honor Of Gifts to AFMF

The Air Force Memorial Foundation is grateful to these donors who made a gift to the foundation between Jan. 1, 2010 and Dec. 31, 2010 in memory or in honor of the following individuals:

## In Memory of Contributor

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### Eleanor H. Mosher Eberle Communications Group

### Joseph M. Myers The Myers Family Foundation

### Lyle Paul Platner Kathleen Parker

### Lt. Col. William K. Pope Nancy Ward



USAF Honor Guard Drill Team at the Air Force Memorial, July 4, 2011. (USAF photo/SSgt. Christopher Ruano)



*The US Air Force Band performs one of its 2011 summer concerts at the Air Force Memorial. (USAF photo/SSgt. Christopher Ruano)*



**Luis J. Rosado**  
Orlando J. Rosado

**Raymond Moulton Sawyer**  
Angela Maldonado  
Jean Kohrs

**Lt. Col. Aubrey B. Sloan**  
Donna Kettler  
Kathryn Lukens  
Manfred Sander

**Arthur J. Smith**  
Patricia C. Smith

**Samuel Soulis**  
Phyllis P. Dietz

**Shirley Mason Sudduth**  
Elizabeth M. Bates  
Brenda Church  
Wendell Jameson

**Hazle Rankin**  
Jean Berg

**Wayne B. Tamkin Sr.**  
Mary Chosak

**Sgt. Aubin J. Tassin Jr.**  
Stephen Davis

**Joseph S. Toma**  
John Gracza

**Walt Tribbey**  
Martha Ragsdale

**Walter Max Webber**  
TSgt. Cheryl Webber

**Lt. Col. Thomas S. Will, USAF (Ret.)**  
Tanya Bodde  
Diane M. Will  
Robert L. Randall

**Maj. Gen. William R. Yost, USAF (Ret.)**  
Col. Jay R. Adsit

**CMSgt. Gale B. Zinnert, USAF (Ret.)**  
CMSgt. Bobby N. McCasland

**In Honor of**  
Contributor

**Brig. Gen. Dennis C. Beasley, USAF (Ret.)**  
Kris Beasley

**Marion Charles Becker**  
Patricia Oles

**Arthur O. Block**  
Gerard Block

**TSgt. James D. Bristow, USAF**  
Lorenzo York

**Capt. Robert T. Booth**  
Carl R. Booth

**MSgt. Floyd C. Pat<sup>rn</sup> Braaten, USAF**  
Mary J. Braaten

**CMSgt. Robert Eshleman, USAF (Ret.)**  
Capt. Clifford Palmer

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**Col. Donald A. Freeman, USAF (Ret.)**  
Mr. & Mrs. Jim Harllee

**Thomas Charles Karlson Jr.**  
Brittany Wallace

**SMSgt. Merle Glenn Lendon, USAF (Ret.)**  
Susan L. Nelson

**SMSgt. Jeffrey Lizak, USAF (Ret.)**  
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**Lt. Leone McCracken**  
Lt. Col. Michael McCracken, USAF (Ret.)

**Col. Robert E. Moriarty, USAF (Ret.)**  
Catherine Brow

**Lt. Col. R. Steven Murray, USAF (Ret.)**  
Capt. Clifford Palmer

**Lt. Col. Edward J. & Barbara A. Neilson**  
Lt. Col. Franklin G. Hill, USAF (Ret.)

**Mr. & Mrs. Michael Sakowsky**  
Gina Nowicki

**CMSgt. John E. Schmidt Jr., USAF (Ret.)**  
Capt. Clifford Palmer

**CMSgt. Gary B. Sharpe, USAF (Ret.)**  
Capt. Clifford Palmer

**Col. Robert E. Smith, USAF (Ret.)**  
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**Lt. Col. Wayne Smouse**  
Victoria Serafini

**Lt. Col. Valerie B. Whiting, USAF (Ret.)**  
Lt. Col. Edwin K. Whiting, USAF (Ret.)

# FINANCIAL PERFORMANCE

## 2010 FINANCIAL STATEMENTS (AUDITED)

### AFA/FAVBA/AFMF Consolidated Statement of Financial Position

Dec. 31, 2010

#### Assets

<b>Cash and Investments</b>	
Cash and Cash Equivalents	\$3,894,623
Certificates of Deposit	1,725,000
Marketable Securities:	
Debt Securities	6,502,604
Equity Securities	14,172,155
Total Marketable Securities	<u>20,674,759</u>
Total Cash and Investments	<u>26,294,382</u>
<b>Accounts Receivable</b>	
Trade, Net of Allowance for	286,548
Doubtful Accounts of \$6,647	
Pledges Receivable	208,525
Insurance Experience Refund	1,270,644
Accrued Interest	129,138
Total Accounts Receivable	<u>1,894,855</u>
<b>Prepaid Expenses</b>	309,780
<b>Inventory</b>	56,167
<b>Property and Equipment</b>	
Land	929,491
Building and Improvements	21,669,725
Furniture and Equipment	1,645,419
Leased Property	92,538
	<u>24,337,173</u>
Less Accumulated Depreciation	<u>(10,914,112)</u>
Total Property and Equipment	13,423,061
<b>Other Assets</b>	<u>1,711,373</u>
<b>Total Assets</b>	<b>\$43,689,618</b>
<b>Liabilities and Net Assets</b>	
<b>Liabilities</b>	
Accounts Payable	\$1,697,164
Premium Refund Payable	228,000
Accrued Expenses	515,419
Deferred Revenue:	
Membership Dues	1,791,257
Magazine Subscriptions	132,131
Meeting	882,915
Total Deferred Revenue	<u>2,806,303</u>
Note Payable	6,142,208
Capital Lease Obligation	67,681
Interest Rate Swap	406,636
Accrued Pension Liability	4,259,599
Total Liabilities	<u>16,123,010</u>
<b>Net Assets</b>	
Unrestricted	25,615,564
Temporarily Restricted	999,547
Permanently Restricted	951,497
Total Net Assets	<u>27,566,608</u>
<b>Total Liabilities and Net Assets</b>	<b>\$43,689,618</b>

### AFA/FAVBA/AFMF Consolidated Statement of Activities

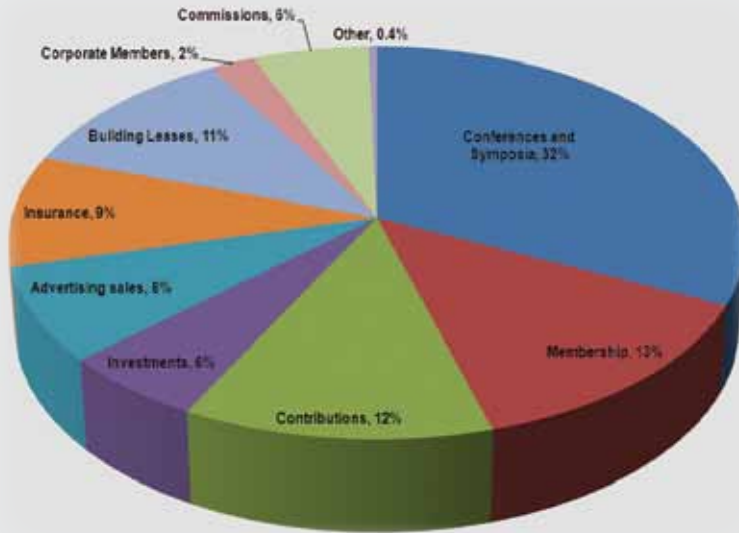
Year Ended Dec. 31, 2010

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
<b>Revenue</b>				
Contributions:				
Calender	\$146,563	\$ -	\$ -	\$146,563
General	38,216	664,228	80,174	782,618
Cyber Patriot	-	925,000	-	925,000
Air Force Memorial Foundation	925,727	-	-	925,727
Lapel Pin	242,006	-	-	242,006
Mailing Labels	387,791	-	-	387,791
Visions	99,240	-	-	99,240
Decals	2,158	-	-	2,158
Survey and Year End Appeal	187,265	-	-	187,265
LA Ball	29,872	-	-	29,872
Fellowships	25,380	-	-	25,380
Total Contributions	<u>2,084,218</u>	<u>1,589,228</u>	<u>80,174</u>	<u>3,753,620</u>
Investment Earnings	857,750	5,404	-	863,154
Air & Space Conference and				
Technology Exposition	3,822,415	-	-	3,822,415
Membership Dues	2,442,270	-	-	2,442,270
Member Group Insurance Programs	2,290,768	-	-	2,290,768
Magazine	1,576,692	-	-	1,576,692
Building Operations	1,791,780	-	-	1,791,780
Royalties	811,190	-	-	811,190
Symposia	657,504	-	-	657,504
Corporate Members	318,197	-	-	318,197
Other	98,559	-	-	98,559
Net Assets Released from Restrictions	<u>1,256,571</u>	<u>(1,256,571)</u>	-	-
Total Revenue	<u>18,007,914</u>	<u>338,061</u>	<u>80,174</u>	<u>18,426,149</u>
<b>Expenses</b>				
Program Services:				
Membership	2,679,230	-	-	2,679,230
Member Group Insurance Programs	925,565	-	-	925,565
Professional Development	1,783,319	-	-	1,783,319
Magazine	4,026,747	-	-	4,026,747
Air & Space Conference and				
Technology Exposition	674,688	-	-	674,688
Aerospace Education	657,552	-	-	657,552
Field Operations and Communications	725,586	-	-	725,586
Corporate Members	32,622	-	-	32,622
Cyber Patriot	636,196	-	-	636,196
Mitchell Institute	90,621	-	-	90,621
Air Force Memorial	352,272	-	-	352,272
Total Program Services Expenses	<u>12,584,398</u>	-	-	<u>12,584,398</u>
Supporting Services:				
Building Operations	2,122,165	-	-	2,122,165
General and Administrative	1,459,437	-	-	1,459,437
Total Supporting Services Expenses	<u>3,581,602</u>	-	-	<u>3,581,602</u>
Fundraising Expenses	841,991	-	-	841,991
Total Expenses	<u>17,007,991</u>	-	-	<u>17,007,991</u>
<b>Change in Net Assets before Other Items</b>	<b>999,923</b>	<b>338,061</b>	<b>80,174</b>	<b>1,418,158</b>
Change in Pension Liability	(353,189)	-	-	(353,189)
Unrealized Gain on Marketable Securities	1,315,945	104,993	-	1,420,938
Fair Value Loss on Interest Rate Swap	(137,679)	-	-	(137,679)
Changes in Net Assets	<u>1,825,000</u>	<u>443,054</u>	<u>80,174</u>	<u>2,348,228</u>
<b>Net Assets - Beginning of Year</b>	<b>23,790,564</b>	<b>556,493</b>	<b>871,323</b>	<b>25,218,380</b>
<b>Net Assets - End of Year</b>	<b>\$25,615,564</b>	<b>\$999,547</b>	<b>\$951,497</b>	<b>\$27,566,608</b>



# SUMMARY OF 2011 OPERATING ACTIVITIES (UNAUDITED)

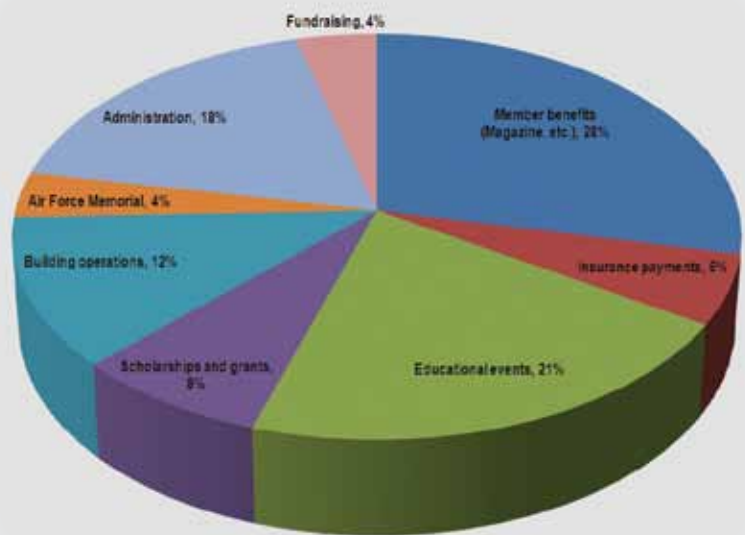
## REVENUE



Conference, Symposia, Events	\$5,530,992
Membership	2,313,417
Contributions	2,079,268
Investments	972,571
Advertising sales	1,340,515
Insurance	1,577,239
Building leases	1,962,132
Corporate members	388,245
Commissions	990,569
Other	73,668
<b>Total</b>	<b>\$17,228,616</b>

## EXPENDITURES

Member benefits (Magazine, etc.)	\$4,999,142
Insurance	974,981
Educational events	3,671,880
Scholarships and grants	1,355,651
Building operations	2,088,908
Air Force Memorial	638,622
Administration/Support services	3,135,740
Fundraising	714,217
<b>Total</b>	<b>\$17,579,140</b>





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President, 1946-47  
Chairman, 1947-49



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Chairman, 1946-47



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Chairman, 1951-52



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President, 1948-49  
Chairman, 1949-50



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President, 1949-51



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Chairman, 1950-51



**Harold C. Stuart**  
President, 1951-52  
Chairman, 1952-53



**Arthur F. Kelly**  
President, 1952-53  
Chairman, 1953-54



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President, 1953-54  
Chairman, 1954-55



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Chairman, 1955-56



**Gill Robb Wilson**  
President, 1955-56  
Chairman, 1956-57



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President, 1956-57  
Chairman, 1957-58



**Peter J. Schenk**  
President, 1957-59



**James M. Trail**  
Chairman, 1958-59



**Howard T. Markey**  
President, 1959-60  
Chairman, 1960-61



**Julian B. Rosenthal**  
Chairman, 1959-60



**Thos. F. Stack**  
President, 1960-61  
Chairman, 1961-62



**Joe Foss**  
President, 1961-62  
Chairman, 1962-63



**John B. Montgomery**  
President, 1962-63



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Chairman, 1964-65



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Chairman, 1963-64



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President, 1964-67  
Chairman, 1967-71



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President, 1967-69



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President, 1969-71  
Chairman, 1966-67  
Chairman, 1971-72



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Chairman, 1975-76



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Chairman, 1977-79



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President, 1977-79  
Chairman, 1976-77



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President, 1979-81  
Chairman, 1981-82



**Daniel F. Callahan**  
Chairman, 1979-81



**John G. Brosky**  
President, 1981-82  
Chairman, 1982-84



**David L. Blankenship**  
President, 1982-84  
Chairman, 1984-85



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Chairman, 1985-86



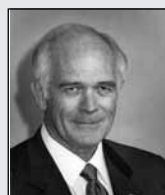
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Chairman, 1986-88



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President, 1986-88  
Chairman, 1988-90



**Jack C. Price**  
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Chairman, 2000-02



**John J. Politi**  
President, 2000-02  
Chairman, 2002-04

Continued on p. 48



### AFA Chairmen of the Board and National Presidents Continued



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Chairman, 2004-06



**Robert E. Largent**  
President, 2004-06  
Chairman, 2006-08



**Joseph E. Sutter**  
Chairman, 2008-10



**S. Sanford Schlitt**  
Chairman, 2010-

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James R. Lauducci 2008-2010  
Justin M. Faiferlick 2010-

### Vice Chairmen for Aerospace Education

L. Boyd Anderson 2006-07  
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George D. Hardy 1959-66  
Joseph L. Hodges 1966-68  
Glenn D. Mishler 1968-70  
Nathan H. Mazer 1970-72  
Martin H. Harris 1972-76  
Jack C. Price 1976-79  
Earl D. Clark Jr. 1979-82  
Sherman W. Wilkins 1982-85  
A.A. "Bud" West 1985-87  
Thomas J. McKee 1987-90  
Thomas W. Henderson 1990-91  
Mary Ann Seibel 1991-94  
Mary Anne Thompson 1994-97  
William D. Croom Jr. 1997-2000  
Daniel C. Hendrickson 2000-03  
Thomas J. Kemp 2003-06  
Judy K. Church 2006-09  
Joan Sell 2009-11  
Edward W. Garland 2011-

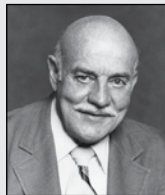
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Paul S. Zuckerman 1962-66  
Jack B. Gross 1966-81  
George H. Chabbott 1981-87  
William N. Webb 1987-95  
Charles H. Church Jr. 1995-2000  
Charles A. Nelson 2000-05  
Steven R. Lundgren 2005-10  
Leonard R. Vernamonti 2010-

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1946-47



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Executive Director  
1948-80



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1980-86



**David L. Gray**  
Executive Director  
1986-87



**John O. Gray**  
Executive Director  
1987-88



**Charles L. Donnelly Jr.**  
Executive Director  
1988-89



**John O. Gray**  
Executive Director  
1989-90



**Monroe W. Hatch Jr.**  
Executive Director  
1990-95



**John A. Shaud**  
Executive Director  
1995-2002



**Donald L. Peterson**  
Executive Director, 2002-06  
President-CEO, 2006-07



**Michael M. Dunn**  
President-CEO  
2007-

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<b>William J. Dendinger</b> National Chaplain Grand Island, Neb.
<b>Pierce Roberts</b> National Commander Arnold Air Society Clemson, S.C.

## AFA's Twelve Founders

- John S. Allard**, Bronxville, N.Y.
- Everett R. Cook**, Memphis, Tenn.
- Edward P. Curtis**, Rochester, N.Y.
- Jimmy Doolittle**, Los Angeles
- W. Deering Howe**, New York
- Rufus Rand**, Sarasota, Fla.
- Sol A. Rosenblatt**, New York
- Julian B. Rosenthal**, New York
- James M. Stewart**, Beverly Hills, Calif.
- Lowell P. Weicker**, New York
- Cornelius Vanderbilt Whitney**, New York
- John Hay Whitney**, New York

## AFA's First National Officers and Board of Directors

This panel of officers and directors acted temporarily until AFA membership at the first national convention, in September 1947, democratically elected a representative group.

### OFFICERS

<b>President</b>	Jimmy Doolittle
<b>First Vice President</b>	Edward P. Curtis
<b>Second Vice President</b>	Meryll Frost
<b>Third Vice President</b>	Thomas G. Lanphier Jr.
<b>Secretary</b>	Sol A. Rosenblatt
<b>Assistant Secretary</b>	Julian B. Rosenthal
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1963-64



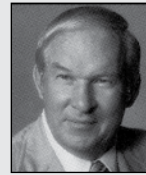
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1964-66



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1964-66



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1971-73



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1973-75



**Wayne O. Reed**  
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1973-74



**Barry M. Goldwater**  
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1975-86



**William L. Ramsey**  
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1975-81



**Don C. Garrison**  
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1981-84



**George D. Hardy**  
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1986-89



**Eleanor P. Wynne**  
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1986-87



**James M. Keck**  
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Chairman, 1989-94



**Gerald V. Hasler**  
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1989-94



**Walter E. Scott**  
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President, 1996-98



**Thomas J. McKee**  
President, 1994-96  
Chairman, 1996-98



**Michael J. Dugan**  
Chairman  
1998-2000



**Jack C. Price**  
President, 1998-2000  
Chairman, 2000-02



**Richard B. Goetze Jr.**  
President, 2000-02  
Chairman, 2002-03



**L. Boyd Anderson**  
Chairman  
2003-06



**Mary Anne Thompson**  
President  
2003-06

*Note: On April 1, 2006, the Air Force Association and the Aerospace Education Foundation combined their activities under the title AFA. L. Boyd Anderson, the last AEF Chairman, became Vice Chairman of AFA for a transitional period.*

### Air Force Memorial Foundation Founding Board of Trustees

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*Note: On April 13, 2007, AFMF officially became an affiliate of AFA, with the AFA Officers and Board as its governing authority.*

# ANNUAL GIVING FORM



- Please contact me regarding planned giving opportunities and how to include AFA in my estate plans.
- I have already included the Air Force Association in my estate plans.

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NAME		RANK (IF APPLICABLE)
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ADDRESS		
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PHONE	E-MAIL ADDRESS	

**YES! I support the Air Force Association and its mission to promote Air Force Airpower.**

Enclosed is my donation of:

\$150     \$500     \$1,000     Other \_\_\_\_\_

Check enclosed (not cash)     American Express     MasterCard     Visa    EXP. DATE \_\_\_\_\_

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CREDIT CARD ACCOUNT NUMBER	SIGNATURE	TODAY'S DATE

*The Air Force Association is a 501 (c) (3) nonprofit organization located in Arlington, VA.  
Your contribution is tax deductible.*

**For more information: Lois S. O'Connor at 703-247-5832 or loconnor@afa.org**

# JOIN AFA TODAY!



**Air Force Association**  
**Promoting Air Force Airpower**

MAIL TO: *Air Force Association*  
1501 Lee Highway  
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**CURRENT MILITARY STATUS**

I understand the annual **\$45** fee includes an annual subscription to *Air Force Magazine* (value \$25).

- Current Active Duty U.S. Armed Forces
- Current Service U.S. Reserve
- Current Service U.S. National Guard
- Retired U.S. Armed Forces
- Previous Service U.S. Armed Forces
- Spouse/Widow(er) of current or former U.S. Armed Forces
- Lineal Descendent/ancestor of current or former U.S. Armed Forces
- Civilian (no service with U.S. Armed Forces)

Branch of Service \_\_\_\_\_

**JOB FUNCTION**

- Management
- Engineering
- Procurement
- R and D
- Other
- Retired

**PROFESSION**

- U.S. Government
- Aerospace Industry
- Retired
- Other

**PAYMENT OPTIONS**

- \$45** for 1 year
- \$110** for 3 years
- \$22.50 for 1 year for: (check one)
  - Current Enlisted E4 & below
  - Cadets (please check one):
    - ROTC  JROTC  CAP
    - Silver Wings  Other Students

**Lifetime**

- \$600 single payment
- \$630 extended payments
  - Initial payment of \$90 with 4 quarterly payments of \$135 each
  - Initial payment of \$90 with 8 quarterly payments of \$67.50 each

**METHOD OF PAYMENT**

Check enclosed (not cash)  American Express  MasterCard  Visa EXP. DATE \_\_\_\_\_

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# ***WHAT CAN YOU DO TO HELP AFA PROMOTE AIR FORCE AIRPOWER?***

- Become an AFA member
- Speak out on airpower issues
- Volunteer to help Air Force veterans and their families
- Read the *Daily Report*
- Encourage others to join AFA
- Participate in chapter activities
- Contribute financially to AFA
- Stay connected with AFA



**AIR FORCE ASSOCIATION**

1501 LEE HIGHWAY | ARLINGTON, VA 22209 | PHONE: 800.727.3337 or 703.247.5800 | FAX: 703.247.5853

WEBSITE: [www.afa.org](http://www.afa.org) | EMAIL: [membership@afa.org](mailto:membership@afa.org)

