



**Welcome to the Air Force**  
Brig. Gen. James C. Johnson, Air Force Recruiting Service commander, congratulates members of the Delayed Entry Program after swearing them in at the opening of the 343rd Recruiting Squadron flight-centric office in Waukee, Iowa, April 8. For more photos and the story, please see Page 4-5. (U.S. Air Force photo/Senior Master Sgt. Michael Galea)

# Mission effectiveness

## Team recommends 131 changes to improve AFRS standards, culture

By Maj. Amy Bartholomew  
Recruiting Professional Standards Team

JOINT BASE SAN ANTONIO-RANDOLPH, Texas – Air Force Recruiting Service completed a 62-day study March 31 which took an intensive look at their organizational culture and ways to improve their policies and processes.

The Recruiting Professional Standards Team, comprised of 25 Airmen, recommended 131 changes centered around 46 key themes.

“The challenges created by more than seven years of significant resource reductions have seriously impacted AFRS’ ability to professionally accomplish the recruiting mission, and reduced manning, vehicles, transportation, critical TDY travel, infrastructure, information technology support, and operations and marketing funding have taken their toll on its recruiters,” said Brig. Gen. James C. Johnson, AFRS

commander. “We are committed to take all necessary steps to provide our Airmen with the proper manning, transportation, technology, and operations support required to most effectively execute the Air Force mission to inspire, engage, and recruit future Airmen.”

Some of these recommendations have already taken effect while some initiatives will take up to 18 months to be fully implemented. Changes will impact across numerous fronts: leadership and culture challenges; goals and incentives; organization; special duty vs. career model; manning, screening and selection for duty; job resources and training. Changes are expected to improve internal processes, policies and accession requirements in an effort to reduce stress on the recruiting mission and improve efficiencies.

‘Mission’ continued on Page 2

# Congrats to AFRS' newest production superintendents

By Chief Master Sgt. Dianne Jones  
8R000 Functional Manager

Air Force Recruiting Service is now selecting production superintendents twice a year. The change came about to align with the Chief Master Sgt. of the Air Force's Enlisted Development Team initiative.

The Command Master Recruiter council acts as the EDT for the career recruiter force and will meet twice annually to provide recommendations to the AFRS commander.

Production superintendent lists will be published in the spring and fall. This change in process aligns us with other Air Force Specialty Codes and provides greater flexibility to meet the demands of our unique assignment requirements. This first list comprises those who are the most ready and available/eligible to PCS into our soonest production superintendent projected vacancies.

These senior master sergeants and senior master sergeant selectees will attend the AFRS Production Superintendent Immersion Course in the near future which will culminate in their award of the Master Recruiter designation and badge.

Congratulate these Airmen and wish them well as they take on that next challenge to lead our 8R force as squadron production superintendents!

Senior Master Sgt. Kenneth Gardner

Senior Master Sgt. Clinton Healey

Senior Master Sgt. Steven Zuege

Senior Master Sgt. Eric Neill

Senior Master Sgt. Joseph Simkins

Senior Master Sgt. John Roy

Senior Master Sgt. Josephine Davisfogle

Master Sgt. Jerome Peele

Master Sgt. Benjamin Schaub



## Base tour

Joint Base McGuire-Dix-Lakehurst, New Jersey, hosted a tour for E-Flight recruiters from the 314th Recruiting Squadron March 24. Staff Sgt. Ralph Hall-Gonzalez and Staff Sgt. Keshia Hunt accompanied 10 Delayed Entry Program members on a close-up look at security forces and military working dogs; Survival, Evasion, Resistance and Escape; a KC-10 Extender and C-17 Globemaster III; explosive ordnance disposal; and the education center. ABOVE – Hunt poses with DEP members in a C-17. (U.S. Air Force photo)

## 'Mission' continued from Page 1

The recruiter survey data conveyed that the recruiters' No. 1 complaint was duplicative and excessive documentation. Recommendations include: allow certified recruiters to determine their own planning mechanism; document lead generation in one source; establish requirements to visit schools once per school year; and allow health professionals and line officer applicants to follow up via video telephone conferencing versus face-to-face interviews. These changes we are looking to enact will allow for more flexibility to accomplish the mission with reduced stress and give time back to the recruiters for higher priorities.

Despite 60-70 hour work weeks and inadequate

resources, recruiters have not failed to meet Air Force accession requirements for more than 15 years. And while accessions requirements for each individual recruiter have remained relatively unchanged the past 15 years, recruiting authorizations have decreased to the lowest numbers since 1999, when AFRS last missed its annual accession requirements.

"The RPST was a tool to further develop professional, resilient recruiters who are inspired by our heritage, committed to Air Force core values, and motivated to deliver the right Airmen of this next generation to join America's Air Force," Johnson said.

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# DON'T *be* 'THAT GUY'



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## JAG Report

### First Quarter 2015 military justice actions

*The following information is provided by the Air Force Recruiting Service Staff Judge Advocate.*

#### Article 15 Actions

During the fourth quarter of 2014, squadron commanders throughout AFRS administered four Non-judicial Punishment actions under Article 15 of the UCMJ. The punishments imposed reflect each commander's determination of an appropriate punishment after considering the circumstances of the offense and the offender's record. In addition, one court-martial was completed.

#### Nonjudicial Punishments

A master sergeant made offensive comments of a sexual nature to a subordinate and attempted to influence the testimony of another subordinate. The member was charged with maltreatment (Article 93 of the UCMJ) and wrongfully endeavoring to influence the testimony of a witness. The member's punishment consisted of a reduction to E-6 and a reprimand.

A staff sergeant didn't go on a school visit, failed to accurately document that he didn't go on the school visit, and falsified documentation stating that he'd attended a

recruiting event. He was charged with being absent from his place of duty without authority under Article 86 of the UCMJ, dereliction of duty under Article 92 of the UCMJ, and making a false official statement under Article 107. The member's punishment consisted of a suspended reduction to E-4 and a reprimand.

A staff sergeant encouraged an applicant to withhold disqualifying medical information and also falsified forms. He was charged with effecting an unlawful enlistment under Article 84 of the UCMJ, and of failure to obey a lawful order, dereliction of duty, and failure to follow the appropriate procedures in AFRSI 36-2001, all under Article 92 of the UCMJ. The member's punishment consisted of a suspended reduction to E-4, forfeiture of \$1,225 pay per month for two months with one month suspended, and a reprimand.

A staff sergeant forged signatures of several applicants on enlistment paperwork and failed to hold face-to-face meetings as required. He was charged with dereliction of duty under Article 92 of the UCMJ, three specifications of making false official statements under Article 107 of the UCMJ, and three specifications of forgery under Article 123 of the UCMJ. The member's punishment consisted of a reduction to E-4 and a reprimand.





From left, Lt. Col. Stephen Phillips, 343rd Recruiting Squadron commander; Brig. Gen. James C. Johnson, Air Force Recruiting Service commander; Waukee, Iowa, Mayor Bill Peard and Mayor Pro Tem Rick Peterson cut the ribbon at the Waukee, Iowa, flight-centric office April 8. (U.S. Air Force photo/Senior Master Sgt. Michael Galea)

# 343rd RCS hub opens in Iowa

By Staff Sgt. Rachelle Blake  
55th Wing Public Affairs

OFFUTT AIR FORCE BASE, Neb. – The 343rd Recruiting Squadron hosted a ribbon cutting ceremony for the opening of their area of operation's first "hub" April 8 in Waukee, Iowa, as part of the Air Force Recruiting Service's Flight-Centric Transformation program.

"Under this innovative concept, the majority of Air Force recruiters are assigned together in a consolidated office located in a centralized location with their flight chief, rather than having multiple one-or two-person offices," said Brig. Gen. James Johnson, AFRS commander and guest speaker. "Recruiting offices located outside of a certain radius of each of these hubs will be considered a satellite office or 'spoke,' and will be assigned to a hub like this one. This construct is enabling the Air Force to strengthen our recruiting force operations."

Since the first hub opening in 2013, the AFRS has seen improved professional development, shortened training times, higher morale, and, in most cases, exceeded recruiting production goals through the end of February 2015. This year alone the AFRS hopes to access 24,000 future Airmen.

The Waukee Hub is the eighth of its kind to open in the past two years.

"I'm excited because this new hub environment will better support, and unleash the full potential of the Air Forces

most important resource ... America's Airmen," said Lt. Col. Stephen Phillips, 343rd RCS commander.

The general echoed his sentiment.

"The Air Force's overall mission is to 'Fly, Fight, and Win in Air, Space, and Cyberspace' and within that mission statement are many critical subordinate missions," Johnson said. "And, in order to carry these out, the Air Force must recruit talented young men and women from across the country. This newest recruiting hub represents the future of how the Air Force will successfully recruit the thousands of future Airmen our nation needs."

AFRS projects to open approximately 160 Flight-Centric Transformation offices around the United States by 2021 and keep approximately 200 existing facilities as satellite offices. There are currently 925 enlisted recruiting offices and 183 flight chief offices; approximately 900 of these existing offices will close during this transformation.

The program will have an estimated cost savings of \$11.8 million per year, coming from reductions in real estate, supplies and equipment and manpower costs.

"As a final comment, I would like to highlight that Air Force Recruiting could not be as successful as we are without the partnership of the communities where we live and work; and for this we are tremendously grateful," Johnson said. "Thank you for the support you provide to our Airmen and their families ... it is appreciated more than you know."

See Page 5 for more photos



From left, Tech. Sgt Michael Hernandez, Staff Sgt. Chandler Pitts, Capt. Rudolph Bowen and Tech. Sgt. Jeremiah Hall of the 343rd Recruiting Squadron pose for a photo in the new flight-centric office in Waukee, Iowa, April 8. (U.S. Air Force photo/Senior Master Sgt. Michael Galea)

Master Sgt. Christopher Wood, 343rd Recruiting Squadron C-Flight chief, welcomes visitors to the ribbon cutting. (U.S. Air Force photo/Senior Master Sgt. Michael Galea)



Tech. Sgt. Jeremiah Hall of the 343rd Recruiting Squadron views a map of C-flight's area of operations with Waukee Chief of Police John Quinn. (U.S. Air Force photo/Senior Master Sgt. Michael Galea)

# Three things I've learned about Air Force recruiting

By Capt. Brandon Montoya  
337th Recruiting Squadron Operations Flight Commander

SHAW AIR FORCE BASE, South Carolina -- What is the most important job in the Air Force? Communications? Pilot? Maintenance? The answer is ... yes.

All of them are the most important, and so is your job. I am a prior-enlisted officer who works at the 337th Recruiting Squadron headquarters at Shaw Air Force Base, South Carolina, and this is my Air Force recruiting story.

In 15 years, I've been a maintainer, a medic, a communications troop, and a recruiter. I tell you this to illustrate my scope of experience in our Air Force -- the prism through which I view what I've learned about Air Force recruiting in the last 15 months.

Namely, that the recruiting corps takes care of its Airmen, recruiters possess an immense enthusiasm for their work, and that I have gained some perspective on the phrase, "held to a higher standard."

First, the Air Force Recruiting Service takes care of its Airmen. The conventional idea of taking care of Airmen is to help them develop personally and professionally as well as recognize their accomplishments.

Recruiters compete with their peers in various areas of mission accomplishment, providing frequent opportunities to recognize superior performance.

A training section in every squadron led by an experienced recruiter is charged with providing monthly, quarterly, annual, and unscheduled training to every recruiter. Off-duty education and other personal development opportunities are highly encouraged.

This squadron also very critically assesses each Airman's fitness for decoration. So whether they receive a medal or not, they earn what they get -- recruiting service takes care of its Airmen. And its Airmen are pumped up about doing the job.

This brings me to my second message: recruiters have an incredibly high level of enthusiasm. Whether junior enlisted or brigadier general, they are excited to do their job. More impressively, they sustain that enthusiasm over the years.

Recruiters experience stress in the forms of peer competition and finding the right people for the right jobs. Irregular work hours and appointments which often involve travel hours away from home cause even more stress. Additionally, their families are likely located hours from an Air Force base and the services provided.

The Air Force is taking great strides to alleviate these stressors by increasing the number of recruiters in each office



Capt. Brandon Montoya (U.S. Air Force photo)

and minimizing travel. But despite all the stress, the standards of conduct remain high.

The third thing I've learned is that being held to a higher standard can be misleading.

How many times has the Air Force told me I am held to a higher standard? As a young enlisted man, I was held to a higher standard than civilians; as an NCO -- higher standard; as an officer -- higher standard; as a recruiter -- you guessed it.

Surely I'm near the top of the scale of standards held in the world by now, yet I am no higher on the scale than I was as a junior enlisted member. Airmen are held to a higher standard of conduct than non-Airmen, but a standard that is level across the Air Force.

The difference lies in the level of scrutiny to which a recruiter is held. A military recruiter is held to a higher level of scrutiny than an aircraft maintainer, but not a higher standard -- people simply watch recruiters more closely. To say one person is held to a higher standard requires someone else to be held to a lower standard. That simply is not the case in my Air Force.

Is recruiting the most important job in the Air Force? Absolutely.

In a year or so I will claim that cyber is the most important job in the Air Force. Both statements will be absolutely true. These are one Airman's opinions about the world of Air Force recruiting. They're based on limited exposure to the career field but tempered by 15 years of Air Force experience. The bottom line is that I am excited about what the future holds for the Air Force and about positively impacting that future by seeking out and recruiting the best and brightest young men and women this country has to offer.



**Rapid Strike visit**

Junior ROTC students from Gulf Breeze High School in Gulf Breeze, Florida, were able to tour the Rapid Strike simulator April 9. Staff Sgt. William McGill, 331st Recruiting Squadron D-Flight recruiter in Pensacola, conducted his first school visit and spoke with students about Air Force opportunities (above). (U.S. Air Force photo/Tech. Sgt. Michael Clark)



**Creating awareness**

Tech. Sgt. Clifford Roy, 331st Recruiting Squadron, helped organize Thunderbirds activities in conjunction with the open house at Keesler Air Force Base, Mississippi. ABOVE – Tech. Sgt. Manuel Martinez, Thunderbirds photojournalist, leads Delayed Entry Program members through a dry run of the swear-in ceremony March 28. LEFT – Maj. Darrick Lee, Thunderbirds Public Affairs Officer, presents an autographed poster to the Naval Junior ROTC cadets at Gautier High School in Gautier, Mississippi, March 27. (U.S. Air Force photos/ Tech. Sgt. Clifford Roy)





**On the big screen**  
Capt. Brandon Montoya, 337th Recruiting Squadron Operations Flight commander, swears in 20 members of the E-Flight Delayed Entry Program at a Charlotte Checkers game at Time Warner Cable Arena in Charlotte, North Carolina, March 29. (U.S. Air Force photos)



**Family ties**

Staff Sgt. Jermaine LiDrazzah, 368th Recruiting Squadron F-Flight, stands with his younger brother, Airman 1st Class Jordan LiDrazzah, at his Basic Military Training graduation ceremony at Joint Base San Antonio-Lackland, Texas, March 20. The elder LiDrazzah recruited his younger brother, who was in the largest BMT graduating class since 1973. He was in the top 10 percent of his class, earning him the BMT Honor Graduate ribbon. He was also in the first class to attend Capstone after graduating from BMT. He is now attending the explosive ordnance disposal indoctrination course at Sheppard Air Force Base, Texas. (Courtesy photo)

**Air Force brothers**

Staff Sgt. Edward Rohde, 344th Recruiting Squadron F-Flight, stands with his brother, 1st Lt. Jonathan Rohde, at his Air Force Institute of Technology graduation at Wright-Patterson Air Force Base, Ohio, March 28. Formerly enlisted and a Gold Badge recruiter, the lieutenant graduated with a master's degree in electrical engineering. He used the Airman Education and Commissioning Program at the University of North Carolina at Charlotte. He's been on the lead team of the inertial GPS navigation system and helped engineer two new instruments on the HH-60 helicopter. (U.S. Air Force photo)





### Salutes presentation

LEFT – Lt. Col. Robert Firman, 344th Recruiting Squadron commander, presents an Air Force Recruiting Salutes plaque to Dr. Robert Woods and the University of Texas-Arlington Society of Automotive Engineers Racing Team, April 2, for their contributions to the 344th RCS. UTA and the engineering team have partnered with the 344th the last two years to help maintain and fix the squadron's mini-jet. This partnership has resulted in great benefits to the line officer program as well as by getting them engaged with the engineering team. Master Sgt. Enrique Nava, 344th RCS line officer recruiter, initiated the partnership. RIGHT – Firman listens to Woods as he is given a tour of the UTA engineering facilities, where students fabricate their own racing parts. Firman is holding a carbon fiber wheel. (U.S. Air Force photos)



### TDSP in Tyler

Master Sgt. Enrique Nava and Master Sgt. Deanna Green, line officer recruiters with the 344th Recruiting Squadron, briefed students about the Technical Degree Sponsorship Program at the University of Texas-Tyler during a robotics conference March 20. They were joined by Capt. Brett Bohn, Air Force Global Strike Command at Barksdale Air Force Base, Louisiana. The squadron sponsors the UT Tyler Institute of Electrical and Electronics Engineers Corona Chapter robotics team. LEFT – Nava speaks with students after the presentation. (U.S. Air Force photo)



### Squadron visit

ABOVE – Brig. Gen. James C. Johnson, Air Force Recruiting Service commander, addresses members of the Delayed Entry Program at the 341st Recruiting Squadron headquarters in San Antonio, March 23. He recognized several squadron members for their work, including Staff Sgt. Jesse Dakis and Bree Eaton. He also thanked Master Sgt. Michael Mehl (left), who recruited his son into the Air Force. (U.S. Air Force photo)





### Raise your right hand

Lt. Col. Christopher Hammond swears in members of the 331st Recruiting Squadron Delayed Entry Program at the Tyndall Air Force Base, Florida, Air Show April 11. Hammond is the commander/leader of the U.S. Air Force Air Demonstration Squadron. In addition to flying the No. 1 jet and leading all air demonstrations, he commands the 120-person squadron. (U.S. Air Force photo/Staff Sgt. Brian Davis)



### Flag detail

Members of the 314th Recruiting Squadron B-Flight provided a flag detail at the Wilkes-Barre/Scranton Penguins game against the Hartford Wolfpack at Mohegan Sun Arena in Wilkes-Barre, Pennsylvania, April 1. From left are Staff Sgt. Andre Morgan, Staff Sgt. David A. Simmonds II, Master Sgt. Michael Halbrook (B-Flight chief) and Tech. Sgt. Dominick J. Aritz Jr. (U.S. Air Force photo)

**SciTech Festival**

Tech. Sgt. Sean Dore, 362nd Recruiting Squadron, speaks to a family about Air Force opportunities at the Verde Valley SciTech Festival in Prescott, Arizona, March 23. (U.S. Air Force photo)

**Making a connection**

Tech. Sgt. Jonathan Earl, 367th Recruiting Squadron recruiter in Grand Junction, Colorado, plays a game of Hacky Sack with a student at Battle Mountain High School in Edwards, Colorado, April 7. More than 1,800 students attended the school's regional job fair which featured 100 employers. (U.S. Air Force photo/Senior Master Sgt. Michael McMillen)





### Enhancing skills

Members of the 369th Recruiting Squadron attended a Recruiter Enhancement Course at the squadron headquarters in Encino, California, March 24-26. The two-day training course covered some of the struggles new recruiters face. The goal of the course was to help instill confidence in the new recruiters and also provided a mentoring opportunity. Attendees included: Tech. Sgt. Alan Pickford; Staff Sgts. John Ramsey, Guillermo Cajigas, Marco Lobido Lozano, Maria Pineda, Girlie Malanog, Rickey Scoggins, Larissa Aldrich, Alexandria Trempe, David Sarli and Holly Sheida; and Senior Airman Jhirmanda Smith. Instructors included: Tech. Sgt. Christopher Potter and Staff Sgts. Joseph Rubio and James Tench. (U.S. Air Force photo/Staff Sgt. Joseph Rubio)

## Marketing Matters

Did you know that HQ AFRS/RSON Broadcasting will produce custom radio PSAs and distribute them directly to requesting recruiters? Before ordering PSAs, recruiters will ensure radio stations give a verbal agreement to air the PSAs. HQ AFRS/RSON Broadcasting will send the recruiter an email to a SharePoint site where they can download the recorded spots for each station.

The best way to request a custom PSA is by sending an e-mail to AFRS. Boadcasting@us.af.mil. Be sure to use the AFRS Form 72, Localized Spot Request, to request these announcements.



**All in**

From left, Staff Sgts. Travis Parker, Charles Quinsay and James Simpkins of the 338th Recruiting Squadron D-Flight were at the FIRST Robotics Competition at Xavier University in Cincinnati April 2 to raise awareness about Air Force Science, Technology, Engineering and Math opportunities. Quinsay donned a bomb suit worn by Air Force explosive ordnance disposal technicians. FIRST stands for "For Inspiration and Recognition of Science and Technology." Its mission is to show students of every age that STEM and problem-solving are rewarding, and are proven paths to successful careers. (U.S. Air Force photos)





**Academic achiever**

Senior Airman Christopher Stewart, 319th Recruiting Squadron, is presented with his Airman Leadership School graduation certificate at Hanscom Air Force Base, Massachusetts, April 3 by Col. Michael Vogel, 66th Air Base Group commander. Stewart received the Academic Achievement Award, and was also recently recognized as the Hanscom Airman of the Quarter and the 319th RCS Airman of the Year. At right is 66th ABW Command Chief Master Sgt. Craig Poling. (U.S. Air Force photo/Mark Herlihy)

**Congratulations**

Lt. Col. Joseph Egresits, 336th Recruiting Squadron commander, presents Brenda Pone with her retirement certificate March 20. Pone retired from the Air Force with 18 years of active duty service, and for the past 13 years she served as a flight administrator in Valdosta, Georgia. During her tenure, she worked for eight commanders, seven flight chiefs and supported more than 30 recruiters. Air Force Recruiting Service recognized her with the Outstanding Civilian Career Service Award. Her volunteer work includes working with hospice and as an ordained minister. (U.S. Air Force photo)

# Congratulations

Congratulations to Tech. Sgt. Joe Freeman III and Tech. Sgt. Lakeydra Houston of the 341st Recruiting Squadron on their graduation from the NCO Academy at Joint Base San Antonio-Lackland, Texas, April 1.

Freeman is the Military Entrance Processing Station Liaison Supervisor in San Antonio. Houston is assigned to H-Flight in Lake Jackson, Texas.



### Personal readiness

Tech. Sgt. Adam Poissant of the 343rd Recruiting Squadron and the Blaine, Minnesota, Delayed Entry Program welcomed retired U.S. Army Master Sgt. Mike Evans from the USAA Educational Foundation to the DEP Call for a financial seminar April 2. Evans spoke about goal-setting, good/bad credit, identity theft, saving/investing, risk management and how personal finance fits into overall personal readiness in the Air Force. Poissant presented an Air Force T-shirt to Evans for his support. The recruiter regularly holds DEP calls in the local firehouse conference room at no cost through a longstanding relationship with local fire department officials. This allows monthly mentoring sessions of 30-40 DEP members, families, and friends before they begin their Air Force careers. (U.S. Air Force photos)





### Mustache March

Members of the 337th Recruiting Squadron gather for a group photo at Shaw Air Force Base, South Carolina, March 31 to show off their entries for Mustache March. From left are: (front row) Capt. Antonio Brunson, Lt. Col. Cary Belmear and Tech. Sgt. Arthur Kinney; (middle row) Master Sgt. Ryan Glosson, Senior Master Sgt. Frank Staud, Staff Sgt. Jason Gilley and Chief Master Sgt. James Lucas; (back row) Master Sgt. Michael Burchfield, Slim, Tech. Sgt. Shaun McGlynn, Staff Sgt. Derek Guerin, Tiny, Tech. Sgt. Daniel Eubanks, Capt. Brandon Montoya and Tech. Sgt. Cederick Moody. (U.S. Air Force photo)



### Mustache pride

Members of the 372nd Recruiting Group ran in the 75th Air Base Wing Mustache March 5K at Hill Air Force Base, Utah, March 25. The team won the "Best Mo-'Stache-Vation" (team spirit) award and the "Best Dressed" award for group mustaches for the wing. From left are Chief Master Sgt. Jeffrey Morris, Master Sgt. Carl Lehman, Staff Sgt. Meghan Erwin, Staff Sgt. Noel Blanton, Capt. Sarah Booth, Tech. Sgt. Pedro Padilla, Tech. Sgt. Jacob Ortega, Tech. Sgt. Michelle Wickster, Staff Sgt. Lauren Sigler, Staff Sgt. Peter McMullen and Senior Master Sgt. Raul Gonazalez. (U.S. Air Force photo)

**Volunteer spirit**

Members of the 314th Recruiting Squadron served meals at the St Vincent De Paul Soup Kitchen in Wilkes-Barre, Pennsylvania, March 27. Volunteers included Master Sgt. Michael Halbrook, B-Flight chief; Tech. Sgt. Dominick J. Aritz Jr., Staff Sgt. Andre Morgan and Staff Sgt. David A Simmonds II, recruiters; and Joyce Jones, B-Flight secretary. LEFT – Morgan serves meals. BELOW – Halbrook prepares sandwiches. (U.S. Air Force photos)

