

## BEHIND THE BADGE INSPIRE ENGAGE & RECRUIT

January 2022

THE OFFICIAL MAGAZINE OF THE U.S. AIR FORCE RECRUITING SERVICE

Identical twins share similar journey to become Airmen

A letter to the editor on paying it forward

Space Force website launches on service's 2nd anniversary

### **BEHIND** THE BADGE

#### ABOUT US:

Behind the Badge is a digitally published, monthly magazine catering to the recruiting community. It is an official publication of the Air Force Recruiting Service Public Affairs Office.

#### SUBMIT:

Behind the Badge welcomes submissions from all recruiters and those working in the field. Photos, videos, story ideas, commentaries, suggestions and criticisms are all welcome, although publication is not guaranteed.

#### TO SUBMIT:

email: afrshqpa@us.af.mil

#### **DEADLINE:**

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#### **ON THE COVER:**



Dakota Veale recites the Oath of Enlistment as his first step toward becoming a Guardian in the U.S. Space Force while his stepmother, Erica Veale, a 367th Recruiting Squadron human resources assistant at the Military Entrance Processing Station in Amarillo, Texas, looks on.

#### FROM THE EDITOR

elcome to 2022 and Happy New Year! We couldn't think of anyone better to spend the next 358 or so days with than you. These last two years have been tough because of COVID-19 but recruiters have excelled and accomplished staggering feats of excellence.

This year marks the diamond anniversary of the U.S. Air Force. Born on Sept. 18, 1947, the world is a better place thanks to the men and women who have worn the Air Force blue. The Air Education and Training Command, our major command, celebrates its own 80th anniversary this year. In this edition of the BTB we hope to give you a glimpse of where we've come from.

Of course, each day you get to look into the crystal balls that are the eyes of future Airmen and future Guardians. You'll find some of their stories here as well.

As always, we are grateful for your contributions. Continue to send us your photos, stories and story ideas.

Stay safe and healthy!

#### Helpful Hint on How to Save Images:

We love showcasing Recruiters in Action ... keep them coming! I wanted to share a few helpful hints for the New Year!

## Things to remember when submitting your images to PA for consideration for the magazine:

- 1. Images should be 300 dpi (dots per inch) at the intial submission. (or at least 1 mb file size in jpeg format.)
- 2. Resolution and image size are inversely proportional to each other. Enlarge an image, the resolution decreases; reduce an image, the resolution increases. Example: a  $2 \times 2''$  image at 300 dpi (acceptable) enlarged to  $4 \times 4''$  has a new resolution of 150 dpi (unacceptable).
- 3. When submitting your images, please do not embed in your word document. Send your images separately in jpeg format (or at least 1 mb file).
- 4. Low resolution images print fuzzy, jagged, blurry and does not allow much flexibility in the final layout.

#### When using your cell phones:

- 1. Use gridelines: they help balance your shot when taking pictures with your phone. Turning on gridlines will place lines on your screen based on the rule of thirds.
- 2. Get Closer, lose the filters, clean the lens and turn off the flash.
- 3. Trying taking pictures from weird angles. This can result in some of the most memorable photos. It's all about seeing things from a different perspective!
- 4. Turn your phone on its side. The web is a horizontal medium.

### Visit: digitalbrandinginstitue.com/take-awesome-pictures-phone/ for more tips.

If you have any questions, please don't hesitate to contact us at: afrshqpa@us.af.mil

## Identical twins share similar journey to become Airmen

By Randy Martin, AFRS Public Affairs

f the more than 26,600 regular Air Force enlistments in fiscal 2021, statistically speaking, two were extraordinary. Identical twin brothers were recruited by their brother and they attended Basic Military Training at the same time, in the same unit with both excelling as individuals while on their journey to become Airmen.

"According to public sources, the instances of identical twins in the U.S. is four in every thousand," said Eric Carlson, a marketing research analyst with Air Force Recruiting Service at Joint Base San Antonio-Randolph, Texas. In an era of reduced propensity to join the military, the uncommonness of Calvin and Cameron Smith's journey begins there.

Before joining the Air Force, in their hometown of La Grande, Oregon, with a population of about 14,000 people, the twins were active in clubs and sports during their high school career. Family members said that they enjoyed time outdoors and helping their great uncle, an Air Force retiree and Vietnam War veteran who lives in Monroe, Washington, as well as their father with projects such as building construction and land conservation.

After graduation the two opted to stay close to home. "They both lived on campus while studying to become history teachers at Eastern Oregon University, here," said Andrea Pelascini, the twins' mother and a La Grande businesswoman. She said that the transition to college life was working but when COVID-19 hampered the social aspect of campus life, both started looking at other career options. "Cameron reached out to the National Guard recruiter and researched a few other branches but in the end he decided the Air Force was the best fit," Pelascini said.

So Cameron turned to another sibling to get advice on joining the Air Force. The twin's older brother had recently become an Air Force recruiter. The only trouble was that he was on the other side of the continent.

"Cameron started asking me some questions about my time in the Air Force," said Tech. Sgt. Zachary Smith an enlisted accessions recruiter with the 313th Recruiting Squadron in New Hartford, New York. Zachary is eight years older than the twins but he said their great uncle had inspired him to join the Air Force and serve in its security forces. "I wanted to be a cop and the Air Force gave me security forces which I love to this day."

Cameron decided to visit Zachary in New York. Calvin wasn't as interested but he finally decided to tag along on the 2,700-mile trip from Oregon. Once they reached New York their big brother and Air Force recruiter elected to be patient with his Air Force-applicant siblings. "I didn't want to pressure my brothers to join, especially if they didn't like it in the end," Zachary said.

The twins considered what their brother told them and both warmed to the idea of joining the Air Force.

"Calvin decided to see how well he would test and he got a high score. When Calvin got serious about wanting to join, the recruiter side of Zach informed him of all the opportunities," Pelascini said.

They returned to Oregon and Zachery got the call all recruiters enjoy taking.

"Cameron asked me if I could recruit him. I said that I could but he would have to go through the Military Entrance Processing Station in New York," Zachary said.

After Cameron made his second roundtrip to New York and completed the enlistment process, his twin brother in Oregon decided he would do the same thing. By August 2021, the twins were back in La Grande and ready for the next leg of their journey.

"They honestly were the two easiest recruits I ever had," Zachary said. "They both understood what I was telling them and both were perfect at the MEPS. I did meetings via FaceTime up until they shipped to Basic Military Training. They are both very physically fit and very mature for their age."

The twins left La Grande for BMT at Joint Base San Antonio-Lackland, Texas, on Oct. 10, 2021. "My leadership set them with the same ship date since they are twins and my brothers," Zachary said.

It was good news for the twins.

"Zach made the recruiting process very smooth," Cameron said. "It was a real blessing."

At Lackland the twins were assigned to Flight 010 in the 322nd Training Squadron. Their military training instructors made them be each other's Wingman, a pairing common in the Air Force that is intended to provide Airmen with a support network. According to their family, it's a relationship the two have shared since birth.

"Their dad would say that Calvin has always been the front guy while Cameron would be in the back observing," Pelascini said. "Calvin is the talker while Cameron is the listener. They always have each other's back. Joining the Air Force and attending BMT together seems like it was meant to be. They always push and challenge each other in a playful but competitive way so I think this experience was positive for them."



Then Staff Sgt. Zachary Smith, an enlisted accessions recruiter with the 313th Recruiting Squadron in New Hartford, New York, looks on while his younger brother, Airman Calvin Smith, embraces their father, Dan, a few minutes after a Basic Military Training graduation ceremony in Airman's Arena at Joint Base San Antonio-Lackland, Texas, Nov. 24, 2021. Calvin and his identical twin brother Cameron, (seen hugging their mother Andrea Pelascini), were recruited by Zachary while they were still living in La Grande, Oregon, and after they showed interest in serving in the Air Force. (photo by Randy Martin)

Despite their readymade support network, BMT proved to be a challenge.

"They called one of us every Saturday," Zachary said. "They were definitely shocked after the first week. I think they were expecting something else and did not realize how challenging BMT could actually be. As the weeks progressed their confidence had grown and they became more comfortable."

Letters from the twins kept family across the U.S. informed.

"Cameron was the first to write," Pelascini said. "He wrote to his dad. It was an emotional letter talking about how thankful he was that his dad had taught him life lessons and was not only a father but his friend. He really was embracing the importance of family and the meaning of time. The next few letters were to me and they were information about his daily routines and spoke of the individuals he had met and his positive experiences with his instructors. Calvin wrote to me knowing I would share his letters with everyone. As a mom I ask a million questions so Calvin made sure to list all the details and write in-depth about the BMT daily experiences. He also spoke of the friendships he was making and how Cameron was." The twins graduated from BMT Nov. 24, 2021, at JBSA-Lackland. Their mother, father and recruiter had a family reunion with their new Airmen in Airman's Arena which was filled by hundreds of others who were also seeing their loved ones for the first time in many weeks. There were hugs and tears aplenty on the eve of Thanksgiving in San Antonio.

Cameron had earned acclaim in training for his physical fitness test score and he was preparing to follow in Zachary's footsteps to security forces training. Calvin, with new ribbons representing awards and airman rank on his uniform, had graduated in the top 10% of their squadron academically and he was preparing to enter the geospatial intelligence career field.

"It was great to go through BMT together because the beginning is stressful and at night we could talk to each other and provide each other support," Calvin said.

They didn't know if they would eventually be stationed together but Calvin said that he expected their requests for future assignments to look alike.

Their recruiter hugged his brothers.

"I feel like a little dad, helping them become the individuals that they are," Zachary said.

After Thanksgiving and departure to homes in Oregon and New York, or in the twin's case, technical schools in Texas, family members said that they hoped to have another reunion around Christmastime in La Grande.

"We are so proud of Calvin and Cameron," Pelascini said. "They are both amazing individuals destined to do great things!"



Then Staff Sgt. Zachary Smith (center), an enlisted accessions recruiter with the 313th Recruiting Squadron in New Hartford, New York, poses for a photograph with his identical twin brothers (Cameron and Calvin) near Niagara Falls, New York, in the fall of 2020 before the twins joined the Air Force. Zachary recruited the twins while they were still living in La Grande, Oregon and after they showed interest in serving in the Air Force. (Courtesy Photo)



Then Staff Sgt. Zachary Smith (center), an enlisted accessions recruiter with the 313th Recruiting Squadron in New Hartford, New York, poses for a photograph with his identical twin brothers (Cameron and Calvin) and their parents, Dan Smith (left) and Andrea Pelascini, in Airman's Arena at Joint Base San Antonio-Lackland, Texas, on Nov. 24, 2021, a few minutes after the twins graduated from Basic Military Training becoming Airmen. Zachary recruited the twins while they were still living in La Grande, Oregon and after they showed interest in serving in the Air Force. (photo by Randy Martin)

## A LETTER TO THE EDITOR ON PAYING IT FORWARD

Tech. Sgt. Takecia McDuffie, Recruiter, 336th Recruiting Squadron, Marietta, Georgia

Dear editor,

On Oct. 20, 2021, I had an amazing opportunity to be a part of the Robins Air Force Base, Georgia, Airman Leadership School seminar.

My role during the seminar was to teach time management to future noncommissioned officers.

As a recruiter it was a very profound moment to look around and know every Airman in that room was put into the Air Force by one of my recruiter counterparts. As recruiters, each day we ship amazing future Airmen to the world's greatest Air Force. I felt honored to teach key time management concepts and principles that will help them maintain a prosperous career during their journey.

While I was instructing, I would walk down the aisles where each Airman sat giving out planning tips to accomplish daily, weekly, monthly and yearly goals. I would ask each one what their Air Force Specialty Code is. It was very important to me that I showed undivided attention to each of their positions in the Air Force. To me it was my way of showing them that they are valued.

The one thing I love about being in a developmental special duty is the additional skill sets I've learned so I can pour it back into the operational force. Ultimately, I felt this opportunity was the epitome of "paying it forward." I took everything I have been taught and been certified on regarding time management and I poured it back into our future NCOs.

When my brief ended I was flooded with questions about being a recruiter and amazing stories about the Airmen's own recruiters. Before closing I left each of them with one piece of parting advice to remember during their journey and that was to never lose focus on who you are as person.

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## RECRUITERS IN ACTION

AFRS/CC



Maj. Gen. Ed Thomas, Air Force Recruiting Service commander, administers the Oath of Enlistment during a Total Force Air Force and Space Force enlistment ceremony aboard the Battleship Missouri Memorial at Ford Island, Hawaii, Dec. 6, 2021. Brig. Gen. Joseph Harris (center), Hawaii Air National Guard commander, administered the oath for his unit's recruits. The group of 20 included Air National Guard, Air Force Reserve, Air Force and Space Force recruits. (U.S. Air Force photo by Staff Sgt. Alan Ricker)



## RECRUITERS IN ACTION

Dath of Enlistment



t. Col. Matthew Tipton, the commander of the 362nd Recruiting Squadron, administers the Oath of Enlistment for Master Sgt. Christopher Sawhill, the first sergeant of the 362nd RCS, Dec. 3, 2021, atop a hill known as the "M Trail" near Moreno Valley, California. Several members of the squadron walked 3.3 miles to reach a good backdrop for the reenlistment photo.

#### RECRUITERS IN ACTION

#### 367th RCS



Dakota Veale recites the Oath of Enlistment as his first step toward becoming a Guardian in the U.S. Space Force while his stepmother, Erica Veale, a 367th Recruiting Squadron human resources assistant at the Military Entrance Processing Station in Amarillo, Texas, looks on. Dakota is the first applicant to join the Space Force processing through the Amarillo MEPS. Erica said that Dakota's lifelong dream was to work in a spacerelated career and he now says that one day he wants to retire from the military.

# 52 YEARS CIVIL SERVICE





embers of the 369th Recruiting Group helped Dorothy Hunter celebrate her retirement after 52 years of employment with the civil service at a lunch in Arlington, Texas, Dec. 16, 2021. Of those, 50 years have been with Air Force Recruiting Service. She first worked in the 344th Recruiting Squadron's operations office and later joined the 342nd RCS. Throughout her tenure she helped hundreds of recruiters, leaders and countless applicants. (Courtesy Photos)

### RECRUITERS IN ACTION

#### 344th RCS



Graig Maxwell wears a Santa Claus costume and poses for a photo inside a mall at Longview, Texas, with Tech. Sgt. Jason Suiter, a recruiter with F Flight from the 344th Recruiting Squadron, during the Christmas season

in 2021. Maxwell shared the story of his father who joined the U.S. Army Air Forces after the Japanese attack at Pearl Harbor, Hawaii, on Dec. 7, 1941. Maxwell told Suiter that he stood with him in recognition of his father's service and in honor of the Air Force. When Maxwell's father was discharged the U.S. Army Air Force had become the U.S. Air Force. Maxwell said his father was proud to be part of that history.







## AFRS HOLDS CYBER CONFERENCE, PRESENTS TOP AWARDS

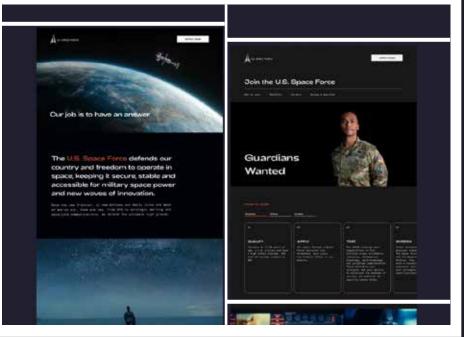


ir Force Recruiting Service held its annual Cyber Conference Nov. 30 to Dec. 3, 2021, at the Hilton Garden Inn Conference Center in Live Oak, Texas. Brig. Gen. Lisa Craig, Air Force Recruiting Service Deputy Commander, gave opening

remarks. The conference featured briefings, professional development sessions and panel discussions for more than 70 participants. AFRS Chief Information Officer James Herrick, presented the award for Top Client Systems Operator to (from top to bottom) Tech. Sgt. Stanley Crawford, noncommissioned officer in charge of communications for the 367th Recruiting Squadron and Tech. Sgt. Dale Clark, NCOIC of client services for the 319th RCS. Next, Herrick presented the award for Top Knowledge Operator to Tech. Sgt. Emily Gilbert, cyber operations section chief for the 372nd Recruiting Group.







he U.S. Space Force recruiting website went live as the newest service marked its second anniversary. SpaceForce. com is now the site where future Guardians can find everything they need to know about careers such as space operations, cyber, intelligence, acquisitions and engineering. Visitors will also find basic info about Space Force, how to enlist or become an officer.

The U.S. Space Force was established Dec. 20, 2019, under the Department of the Air Force, and Air Force Recruiting Service is the Space Force's arm for recruiting and advertising to attract the next generation of military space professionals.

"We are proud to be part of the Space Force mission and ensure the story of what this forward-looking service does is told and that their ranks are filled with the highest-caliber Guardians," said Barry Dickey, AFRS director of strategic marketing.

While most of its current Guardians have transferred into the Space Force through service-to-service transfers, the service's future requires inspiring and attracting talent from across the country through national advertising, face-to-face recruiting and digital engagement. Similar to AirForce.com, SpaceForce. com will feature an interactive user experience with information and functionality that will be useful to aspiring Guardians.

"SpaceForce.com is engineered with future Guardians in mind," said Capt. Timothy Applegate, Guardian and chief of the Space Force marketing branch for AFRS. "While the site's appearance will evolve with additional imagery and video, this debut version includes functions that will inform visitors about the Space Force mission, careers, benefits, the process to join, and options to connect with a recruiter."

AFRS recruited about 400 enlisted Guardians and about three dozen officers in the first year of recruiting in 2021. AFRS's goal for recruiting Guardians in fiscal 2022 is 521 enlisted and about 70 officers. All recruiters in the Department of the Air Force recruit Guardians. Each enlisted accessions squadron has a dedicated Space Force recruiter for a total of 24 in AFRS.

Air Force recruiting's social media platforms including LinkedIn, Twitter usaf recruiting handle, Facebook's @ USAirForceRecruiting, and YouTube, will continue to feature links and other Space Force-centric information resources. Space Force secured its recruiting-focused social media handle, @ gospaceforce earlier this year and it can be found on Instagram, Twitter and Facebook.





The bond between Recruiting Service and the Space Force is strong and Air Force recruiters and marketing professionals are proud to help advance our nation's space mission.

Capt. Timothy Applegate

## RECRUITERS IN ACTION

#### 330th RCS

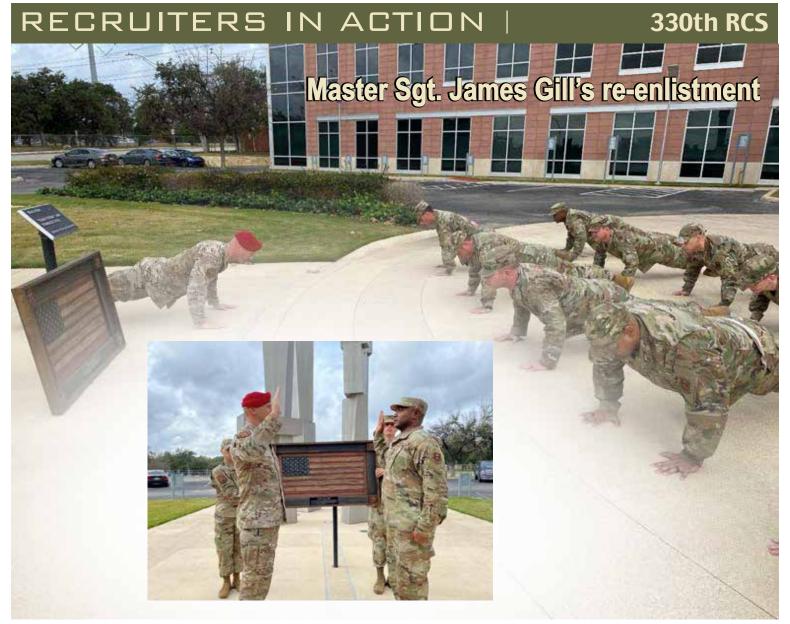
## THE COLLEGIATE WRESTLING DUALS

The 330th Recruiting Squadron partnered with Air Force Special Operations Command for the Collegiate Wrestling Duals held at Northwest Florida State College, Dec. 20–21, 2021, in Niceville, Florida. Special Warfare and Enlisted Accessions recruiters, with assistance from Special Warfare operators around the area, set up a booth alongside an AFSOC display promoting the four Special Warfare career fields and show potential candidates the full spectrum from start to finish what a career in Air Force Special Warfare looks like.





A spectator at the Collegiate Wrestling Duals does a pull-up at the Special Warfare booth during the sporting event in Niceville, Florida. Pull-ups are part of the Physical Ability and Stamina Test that potential candidates must pass in order to get into development for the Special Warfare Candidate Course. (Courtesy Photo)



n Friday, Dec. 17, 2021, Lt. Col. Steven Cooper, commander of the 330th Recruiting Squadron and special tactics officer, administered the Oath of Enlistment to Master Sgt. James Gill at the 330th Recruiting Squadron headquarters in San Antonio. Gill is the standardization and training flight chief and has been with the unit for over a year. In a time-honored tradition, Cooper led members of the squadron in memorial push-ups after the re-enlistment ceremony.

Texas A&M ROTC event he 330th Recruiting Squadron's F Flight met with ROTC cadets from Texas A&M University, Oct. 26-28, 2021, at College Station, Texas. Special Warfare Recruiters put the cadets through physical training similar to what Special Warfare operators go through and spoke to them about the unique opportunities of their career fields. Lt. Col. Steven Cooper, 330th RCS commander and special tactics officer, spoke to the cadets specifically about being an officer and provided professional development sessions for the cadets.



By Staff Sgt. Kimberly Nagle, 319th Recruiting Squadron

Master Sgt. Nathan Galati, Air Force and Space Force enlisted accessions recruiter with the 319th Recruiting Squadron, earned the title "Gold Badge Recruiter" for fiscal year 2021.

The Gold Badge program recognizes the top production recruiter in the squadron who has enhanced the Air Force Recruiting Service mission.

"The Gold Badge is the highest honor a Recruiting Squadron can bestow to one of its members," said Master Sgt.

Michael Gruetzmacher, 319th RCS's flight chief for F Flight. "The Gold Badge recipient impacts all areas of a squadron and leads the entire team to success through, not only production, but the culture that they help to create."

Galati said that he earned the title by not only focusing on production and mission performance, but also by encompassing the "whole Airman concept."

"This job did not come easy to me in the beginning," Galati said. "Through trial and error, I learned what tactics work best for me."

Galati received his award during the squadron's annual awards ceremony in early October.

"Master Sgt. Galati completely changed the culture of our flight during his time here. His production numbers were great but he was a leader that everyone looked to in times of doubt," Gruetzmacher said. "He showed new recruiters that they could succeed, even if success wasn't typical in their area or flight, and then he showed them how. That's what made him a real contender for the Gold Badge award." "It means the world to me," Galati said. "It's an honor to have my leadership recognize my hard work, not just this past year, but throughout my time in recruiting. My flight hasn't won many production awards so this accomplishment is even more rewarding."

After starting his recruiting career in April 2018, Galati said he discovered how fulfilling it could be.



Galati said his advice for new recruiters is to worry about what they can control instead of the things they can't.

"Learn from your failures, because failure happens a lot," he said. "Find innovative ways to reach your audience. Stay updated on the current modes of communication and advertisement because it is constantly evolving."

Galati said he knows that without support, he wouldn't be where he is today.

"I want to thank my leadership for all of the mentorship, support and guidance along the way," he said. "I also want to thank our support flight, Military Entrance Processing Station operation and training flights, my flight chief, coworkers and my wife. This award takes a team effort to achieve and I would not have made it here without any of you."





## Like father, like sons: a legacy of service By Staff Sgt. Kimberly Nagle, 319th Recruiting Squadron

he Air Force recruiting mission is to inspire, engage and recruit the next generation of Airmen. For one enlisted accessions recruiter out of Plymouth with the 319th Recruiting Squadron, that mission statement hit close to home.

Over his six years as a recruiter, Tech. Sgt. Robert Emerson has welcomed many new people into the Air Force family, but three stand out. They were his sons.

Of his four children, three have chosen to dedicate their lives to the Air Force. Emerson played a big role in their decisions, both as their father and as their recruiter.

He describes the experience as emotional.

"It was hard to say goodbye," he said. "[But] seeing them make this decision and knowing that they will have great careers, get good educations without student loans and have benefits and opportunities was very rewarding."

Emerson's time as a recruiter is coming to a close as he prepares for retirement after 22 years in the service. His final recruit, fittingly, was his son Daniel, who began his journey with Basic Military Training at Lackland Air Force Base, Texas, Nov. 8, 2021. Before Emerson was selected for recruiting, he worked in the munitions systems technology career field. His wife, Esther, and his children supported his Air Force career and he said he couldn't have done it without them.

"I can't thank Esther enough for her love and support throughout our service in the Air Force," he said. "It is because of her love and devotion to our children that they became who they are and made the decision to enlist."

As Emerson passes the proverbial torch to his sons, he shares the wisdom he has learned through his 22 years of service.

"Be your own hero and control your own career," he said. "Do things right the first time, remember your goals and take time for yourself."

Emerson reflects on the adults his children have become and the path they're taking.

"Even though, as a father, I'll never stop worrying about them, I know they have a bright future," he said. "I can't describe the pride I feel for each of my children for making this decision and following through."

## **2021 OPERATION BLUE SUIT** WINNERS ANNOUNCED

#### Air Force Recruiting Service Public Affairs

he newest Operation Blue Suit winners for Air Force Recruiting Service were announced Dec. 1, 2021.

Maj. Gen. Ed Thomas, AFRS commander, announced the newest winners, known as being the best of the best, who will be recognized and celebrated during a week of festivities in San Antonio, Mar. 7 to 11, 2021.

"Beginning in 1979, this time-honored tradition recognized the first group of recruiters for surpassing all goals, displaying the highest leadership qualities, and having the most impact on our mission," Thomas wrote in an email to all AFRS members. "As we carry on this prestigious program, this year's Total Force winners clearly distinguished themselves and navigated the challenges as they forged new paths for the next generation of recruiters. These great Airmen represent all of us."

#### The 18 Total Force Airmen selected as Operation Blue Suit XLIII winners are:

Master Sgt. Leo Knight-Inglesby Tech. Sgt. Miesha Ladd Master Sgt. Roberto Franco Tech. Sgt. Richard Walkowiak, Jr. Master Sgt. Matthew London Tech. Sgt. Dustin Kincaid Master Sgt. Dustin Kincaid Master Sgt. Benjamin Woods Tech. Sgt. Amber Montanaro Tech. Sgt. Kevin Gonzalez Master Sgt. Daniel Buford Master Sgt. Dexter Dodd Master. Sgt. Seth Coyer Master Sgt. Alexander James

Tech. Sgt. Emily Hanson Tech. Sgt. Rebecca Absher Master Sgt. Aaron Fowler

Tech. Sgt. Jared Kidwell Tech. Sgt. Vincent Tallarico

	311th R <mark>CS, 360th R</mark> CG			
	318th RCS, 360th RCG			
	318th RCS, 360th RCG			
	330th RCS, 369th RCG			
	330th RCS, 369th RCG			
	336th RCS, 369th RCG			
	336th R <mark>CS, 369th RC</mark> G			
	336th RCS, 369th RCG			
	338th RCS, 360th RCG			
	349th RCS, 369th RCG			
	367th RCS, 372nd RCG			
23rd FSS, In-Service Recruiter, Moody AFB, Georgia				
	434th Air Refueling Wing, 350th F	ecruiting Squadron, Lin	ne Officer	
	Recruiter, Grissom AFB, Indiana	Recruiter, Grissom AFB, Indiana		
	141st Air Refueling Wing, Fairchild AFB, Washington			
	140th Wing, Buckley Space Force	140th Wing, Buckley Space Force Base, Colorado		
	30th Force Support Squadron, In-Service Recruiter, Vandenberg			
	SFB, California			
	Headquarters, Tennessee Air National Guard, Recruiting Service			
	Headquarters, Air Force Recruiting Service			



As we carry on this prestigious program, this year's Total Force winners clearly distinguished themselves and navigated the challenges as they forged new paths for the next generation of recruiters. These great Airmen represent all of us.

Maj. Gen. Edward Thomas