

911 AIR REFUELING SQUADRON



MISSION

LINEAGE

16 Aero Squadron organized, 15 May 1917

Redesignated 21 Aero Squadron, 13 Jun 1917

Demobilized, 14 Apr 1919

Reconstituted and redesignated 21 Observation Squadron, 24 Mar 1923

Disbanded, 1 Oct 1933

21 Observation Squadron (Long Range, Amphibian) constituted and activated, 1 Mar 1935

Redesignated 21 Reconnaissance Squadron, 1 Sep 1936

21 Observation Squadron reconstituted and consolidated with 21st Reconnaissance Squadron, 2 Dec 1936. Consolidated organization designated 21 Reconnaissance Squadron.

Redesignated 21 Reconnaissance Squadron (Long Range), 6 Dec 1939

Redesignated 21 Reconnaissance Squadron (Heavy), 20 Nov 1940

Redesignated 411 Bombardment Squadron (Heavy), 22 Apr 1942

Redesignated 411 Bombardment Squadron, Very Heavy, 28 Mar 1944

Inactivated, 1 Apr 1944

Activated, 1 Apr 1944

Inactivated, 10 May 1944

Activated, 1 Jun 1944

Inactivated, 15 Apr 1946

911 Air Refueling Squadron, Heavy constituted, 28 May 1958

Activated, 1 Dec 1958

411 Bombardment Squadron, Very Heavy and 911 Air Refueling Squadron, Heavy consolidated, 19 Sep 1985. Consolidated organization designated 911 Air Refueling Squadron, Heavy.

Redesignated 911 Air Refueling Squadron, 1 Jul 1992

Inactivated, 30 Jun 2007

Activated, 12 Apr 2008

STATIONS

Kelly Field, TX, May 1917

Scott Field, IL, 11 Aug 1917

Garden City, NY, 23 Dec–4 Jan 1918

St Maxient, France, 23 Jan 1918

Issoudun, France, 21 Feb 1918

Bordeaux, France, Jan–18 Mar 1919

Hazelhurst Field, NY, 5–14 Apr 1919

Bolling Field, DC, 1 Mar 1935

Langley Field, VA, 1 Sep 1936

Miami Muni Aprt, FL, 9 Sep 1939–22 Apr 1941

Newfoundland Aprt, Newfoundland, 1 May–30 Aug 1941

MacDill Field, FL, 3 Sep 1941

Gowen Field, ID, 25 Jun 1942–1 Apr 1944

Pratt AAFld, KS, 1 Apr–10 May 1944

Davis-Monthan Field, AZ, 1 Jun 1944

Dalhart AAFld, TX, 5 Jun 1944

Grand Island AAFld, NE, 26 Sep 1944–7 Apr 1945

Northwest Field, Guam, 12 May 1945–15 Apr 1946

Seymour Johnson AFB, NC, 1 Dec 1958

Grand Forks AFB, ND, 29 Apr 1994

Seymour Johnson AFB, NC, 12 Apr 2008

ASSIGNMENTS

Unkn, 1917

Third Aviation Instruction Center, 1918–unkn

2 (later, 2 Bombardment) Wing, 1 Mar 1935

3 Bombardment Wing, 15 Nov 1940

29 Bombardment Group, attached 5 Sep 1941, assigned 25 Feb 1942–1 Apr 1944

29 Bombardment Group, 1 Apr–10 May 1944

502 Bombardment Group, 1 Jun 1944–15 Apr 1946

4241 Strategic Wing, 1 Dec 1958

68 Bombardment Wing, 15 Apr 1963

68 Air Refueling Group (later, 68 Air Refueling Wing), 30 Sep 1982

4 Operations Group, 22 Apr 1991

319 Operations Group, 29 Apr 1994

6 Operations Group, 12 Apr 2008

ATTACHMENTS

2 Bombardment Group from 1 Sep 1936

7 Naval District for operations, Sep 1939–Aug 1940

Newfoundland Base Command for operations, May–Aug 1941

6 Bombardment Group, Sep 1944–Jan 1945

WEAPON SYSTEMS

Nieuport 27

Nieuport 80

Avro 504K, 1918

O–38, 1935–1936

OA–4

YOA–5

B–10, 1936–1937

B–18, 1937–1941

A–17

B–17

Y1OA–8

OA–9

OA–10, 1939–1941

B–17, 1939–1943

A–29, 1941–1942

B–24, 1943–1944

B–29, 1944–1946

KC–135, 1958–1972, 1973–1985

KC–10, 1985

KC-10, 1993

KC-46,

COMMANDERS

Sgt Tony Bruns, 15 May 1917

Maj Seth W. Cook, 16 Jun 1917

2nd Lt Edwin P. Doll, 21 Jul 1917

1st Lt C. W. Connell, 27 Jul 1917

Maj C. K. Rhinehardt, 4 Aug 1917

1st Lt C. B. Ammon, 7 Oct 1917

1st Lt C. F. McIntosh, 10 Nov 1917

1st Lt Gibson, 30 Dec 1917

1st Lt Welles, 19 Feb 1918

Capt R. E. Bell, 19 Feb 1918

1st Lt Frank L. Doty, 19 Feb 1918

Capt K. G. Pulliman Jr., Mar 1918

1st Lt Frank L. Doty, unkn

Capt William V. Andrews 1 Mar 1935
Maj Leslie MacDill 1 Jun 1935
Capt Arthur L. Bump 16 Jun 1935
Maj Leslie MacDill 10 Jul 1935
Maj William E. Farthing 18 Aug 1935
Maj Jack C. Hodgson 12 Mar 1936
Maj Herbert M. Baisley 3 Aug 1936
Maj Harvey H. Holland 1 Sep 1936
Maj Hugh C. Downey 13 Mar 1937
Maj Roscoe C. Wriston 4 Jan 1938
Capt James M. Fitzmaurice 21 Jul 1938
Maj Howard A. Craig 6 Sep 1938
Maj James M. Fitzmaurice 28 May 1940
Maj James P. Hodges 15 Jul 1940
Maj Jarred V. Crabb 9 May 1941
Capt Baskin R. Lawrence, Jr., 6 Apr 1942
Maj Archie J. Old, 30 May 1942
1st Lt Francis E. Tiller, 1 Jul 1942
Capt Elliott Vandervantes, 27 Aug 1942
Maj Frank L. Davis, 10 Sep 1942
Capt Robert E. Smith 30 Jan 1943
Capt Louis M. Sowers, Aug 1943
Unkn, 1 Apr-10 May 1944
Capt William J. Barter, 12 Jul 1944
Capt Frank E. Boyd, c. Aug 1944
Maj Rudolph R. Seymour, Sep 1944
Lt Col Colin C. Hamilton, Mar 1959
Lt Col George F. Brodie, 15 Aug 1960
Lt Col Arnold W. Vincent, 27 Sep 1961
Lt Col Arthur G. Ray Jr., 18 Sep 1962
Lt Col Raleigh H. Mcqueen, 20 Jun 1964
Lt Col Leonard Reeves, 1 Nov 1964
Lt Col Robert L. Holladay, 1 Jun 1966
Lt Col Robert E. Rush, 21 Jun 1967
Lt Col Dempsey B. Clinard Jr., 16 Jul 1969
Lt Col Robert W. Dees, 15 Jan 1972
Lt Col Donald Bornkessel, Mar 1973
Lt Col James Murray, Aug 1974
Lt Col David L. Tawater, 24 Nov 1974
Lt Col Samuel G. Jewell, 20 Jul 1976
Lt Col Kenneth L. Barrett Jr., 27 Dec 1976
Lt Col Howard Kravetz, 1 Apr 1978
Lt Col Gregory A. Kuehner, 19 Mar 1980
Lt Col David Casperson, Feb 1981

Lt Col Charles Coolidge, Jun 1982
Lt Col Dennis Carpenter, Aug 1983
Lt Col Robert Burke, Mar 1985
Lt Col James G. Dickensheets, Jr., 7 Oct 1985
Lt Col Charles E. Bailey, 7 Jul 1987
Lt Col Lawrence R. Keller, 23 Feb 1989
Lt Col Dennis D. Storck, 22 Apr 1991
Lt Col David R. Lefforge, 2 Jul 1992
Maj William R. Kunzweiler, 29 Apr 1994
Lt Col Timothy D. Gann, 7 Jul 1994
Lt Col Anthony L. H. Haney, 3 Jul 1996
Lt Col Stephen J. Apple, 1 Jun 1998
Lt Col Joseph T. Rohret, 15 Jun 1999
Lt Col James W. Harper, 9 Jan 2001
Lt Col Jon D. Klaus, 7 Jan 2003
Lt Col Murray R. Clark, 8 Jun 2004
Lt Col Cheek
Lt Col Dalson

HONORS

Service Streamers

World War I
Theater of Operations

Campaign Streamers

World War II
Antisubmarine, American Theater
Air Offensive, Japan
Eastern Mandates
Western Pacific

Southwest Asia
Defense of Saudi Arabia
Liberation and Defense of Kuwait

Armed Forces Expeditionary Streamers

Decorations

Distinguished Unit Citation
Japan, 5–15 Aug 1945

Air Force Outstanding Unit Awards
1 Jul 1965–30 Jun 1966

1 Jul 1985–30 Jun 1987
 23 Apr 1991–31 May 1993
 1 Oct 1993–30 Jun 1995
 1 Jun–31 Oct 1994
 1 Jul 1995–30 Jun 1997
 1 Jul 2000–30 Jun 2002
 1 Jul 2002–30 Jun 2004
 1 Jul 2004–30 Jun 2005
 1 Jul 2005–30 Jun 2006
 1 Jul 2006–30 Jun 2007

EMBLEM



On an ultramarine blue circle within a gold border a representation of the Greek god Mercury (figure, proper; helmet, sandals and purse, brown; wings and scroll, white). (Approved 7 Aug 1937)





Emblem (Current): Per fess Celeste and Azure a barrulet Sable and overall an eagle stooping Gules, head and feet proper, all within a diminished bordure of the fourth. (Approved, 16 Nov 1994; replaced emblems approved, 24 Jul 1987)

MOTTO

OPERATIONS¹

Flying training unit, Feb-c. Dec 1918. Neutrality, sea-search, and weather reconnaissance missions, 1 Oct 1939-21 Aug 1940, Jun-Aug 1941. Antisubmarine patrols, Jan-Jun 1942. Operational and later replacement training unit, 1942-1944. Combat in Western Pacific, 15 Jul-15 Aug 1945.

12 Aug 1917 11th and 21st Aero Squadrons of the American Expeditionary Forces Air Service arrived at Scott Field from Kelly Field, Texas, for pilot training.

Flying training unit, Feb-Dec 1918.

Neutrality, sea search, and weather reconnaissance missions, Oct 1939-Aug 1940, Jun-Aug 1941. Antisubmarine patrols, Jan-Jun 1942.

Operational and later replacement training unit, 1942-1944.

Combat in Western Pacific, Jul-Aug 1945.

KC-135 Of 911 AREFS supported movement of command element of 19 Air Force From Seymour Johnson AFB, NC to Clark Air Base, Philippines (Mobile Yoke). 1960

Supported air refueling operations in Southeast Asia, May 1972-Jul 1973.

¹ Air Force Historical Research Agency. U.S. Air Force. Maxwell AFB, AL.
The Institute of Heraldry. U.S. Army. Fort Belvoir, VA.
Air Force News. Air Force Public Affairs Agency.

Air refueling support for the invasion of Panama, Dec 1989 and for combat operations in Southwest Asia, Aug 1990–Mar 1992.

1995 saw the squadron deploy, during the months of January and February, to the Persian Gulf in support of Operation Southern Watch, off-loading in the process more than 20 million pounds of fuel to United States' Air Force, Navy, Marine Corps and coalition forces aircraft. Thereafter, the 911th provided support, from March to June, to exercises conducted by Air Combat Command, Pacific Air Forces and Air Mobility Command, while still flying Atlantic and Pacific channel missions transporting cargo to and from Europe and the Pacific Rim. That same year, the squadron provided support of Operation Northern Viking, a multinational exercise testing NATO's ability to defend Naval Air Stations Keflavik, Iceland. That same summer, back in the United States, the 911th ARS supported a Maintainability and Availability Evaluation of the C-17.

Jan - Feb 1995 - The 911 ARS supported OSW while deployed to Riyadh AB, Saudi Arabia.

Nov -Dec 1995 - Aircrews and tankers from the 911 ARS supported Operation CONSTANT VIGIL from Howard AFB, Panama.

The 911th ARS simultaneously provided support to the European Tanker Task Force for Operation Phoenix Illusion (air bridge to Jordan), Operation Provide Comfort and Operation Deliberate Force. The squadron then deployed for two months to Panama for Operations Constant Vigil and Green Clover, in support of counter-drug operations there. As 1998 ended and 1999 began, the 911th was deployed to Operation Northern Watch, at Incirlik Air Base, Turkey. As world tension increased, half of the squadron deployed to Moron Air Base, Spain, to support the Kosovo crisis in Operation Allied Force. The remaining half deployed to the desert to support Operation Southern Watch. After 1 month, this half redeployed to RAF Mildenhall to assist with Operation Allied Force.

The Air Force activated the 911th Air Refueling Squadron at Seymour Johnson AFB, N.C., where the new unit's active duty airmen will share operation and Maintenance of KC-135 aircraft "owned" by Air Force Reserve Command's 916th Air Refueling Wing. The 911th ARS is the first active associate unit in the service's Total Force Integration plan. Last summer, the service shut down the 911th ARS at its former home at Grand Forks AFB, N.D., which has to give up its KC-135S under BRAC 2005.

BRAC Changes on Horizon for NC Refueling Wing An air refueling squadron formerly based at Ellsworth Air Force Base, S.D., will make history next year when it becomes an active associate unit with the 916th Air Refueling Wing at Seymour Johnson AFB, N.C. The association will mark the first time a regular Air Force unit, the 911th Air Refueling Squadron Red Eagles, has partnered with an Air Force Reserve Command air refueling wing that owns KC-135 aircraft. "This is the first tanker active associate unit in the Reserve Command, so we are going to ensure it's done right," said Col. Fritz Linsenmeyer, 916th ARW commander. "It's a great package that includes the necessary maintenance, support and ops pieces to ensure we and the

active-duty forces can work side by side.”

The association will come about as a result of recent base realignment and closure actions, which caused the inactivation of the 911th ARS in June 2007. An advance team of 19 people from the 911th traveled to North Carolina in October to help prepare for the transition. “While significant numbers will arrive in February and March 2008, the majority of the new personnel will not arrive here until the summer of 2008,” said Lt. Col. Eric A. Jorgensen, chief of 916th ARW plans. The 911th ARS will officially reactivate at Seymour Johnson in April 2008, Colonel Jorgensen said. Eight new KC-135R Stratotankers and the rest of the 911th ARS people are scheduled to be in place by September 2008.

The arrival of the aircraft will double the 916th’s fleet to 16, but parking space won’t be a problem, Colonel Jorgensen said. “We already have space for all of the aircraft,” he said. “What we don’t have is office and back-shop space for the 260 additional active-component personnel who will be arriving here to form the 911th. To make room for them, we’re beginning a \$26 million construction project.” The colonel said the 911th hopes to break ground on the project this month. The transition may be new to the current staff, but the 911th’s move to Seymour Johnson represents a homecoming of sorts for the unit. The squadron was originally formed at the base as the 911th ARS, Heavy, in 1958.

It was part of the 4241st Strategic Wing, flying tankers as well as B-52 bombers. After some reassignments in the early 1960s and supporting global operations throughout the 1980s and early 1990s, the 911th ARS returned to Seymour Johnson in 1991. Colonel Linsenmeyer flew KC-10s with the 911th for three years when the squadron was part of Seymour Johnson’s 4th Operations Group. “It is exciting to have the 911th Red Eagles back at Seymour Johnson,” Colonel Linsenmeyer said. “We are all anxiously awaiting the arrival of the leadership and initial cadre later this year and then to having the main body in place by the summer of 2008.” 2007

In an era of growing budget deficits and declining DOD funding, we must find a more efficient way of providing for our nation’s defense.” — Lt. Gen. Charles E. Stenner Jr., Air Force Reserve Command commander, in an E-note dated Dec. 16, 2010. For members of an Air Force Reserve wing in North Carolina, the general’s call to action is not a new message, but rather one they’ve been successfully putting into practice for the past five years. In 2005, a Base Realignment and Closure Commission recommendation changed the way the Air Force Reserve at Seymour Johnson Air Force Base did business, and the 916th Air Refueling Wing took its place in U.S. Air Force history as the first KC-135R unit to enter into an active association partnership with a regular Air Force organization, the 911th Air Refueling Squadron.

Over the next three years, eight aircraft and more than 280 regular Air Force Airmen would align themselves under a concept that had been tested but never implemented to its true potential. Today, the 916th ARW is not only ready to show the active duty, Air National Guard and Reserve that this concept works, but that it can have remarkable results for all involved. Capt. Carmen Thompson, a pilot and the executive officer for the 911th, said that initially regular Air Force officers were hesitant to take a tour of duty at a unit that they believed would stifle their career. Joining the squadron meant they’d see plenty of time in the cockpit and overseas, but they would get little opportunity to work in key jobs occupied by 916th ARW Reservists.

As a result, when it came time for them to meet a promotion board, their records wouldn’t

stand out against their counterparts in bigger wings with a larger active-duty presence. That changed in June 2010 with the arrival of Col. Randy Ogden as the 916th ARW commander and Lt. Col. Phil Heseltine as the 911th ARS commander. Together, they implemented a vision that called for pushing the status quo envelope.

“There was an inherent fear that the active-duty member couldn’t work for a Reservist,” Colonel Heseltine said. He explained that in a wartime environment, having an active-duty Airman supervised by a Reservist wasn’t a problem. But, somehow, when that scenario played out stateside, eyebrows were raised. Leadership examined the needs of the wing, called the Air Force Personnel Center to ask a few questions and then established a benchmark that allowed a select group of 911th ARS captains to serve as executive officers at the wing and group levels. “It’s a huge professional development opportunity to have our folks working directly for a full colonel,” Colonel Heseltine said.

“Because of the limited leadership positions within the 911th, it is more difficult for them to compete well with their active-duty peers at the 6th Air Mobility Wing. This opportunity is impressive. People should want to come here.” Even though the squadron’s 285 active-duty Airmen fly and maintain KC-135 aircraft alongside their Reserve counterparts on a day-to-day basis, they still report administratively to the 6th AMW located at MacDill AFB, Fla.

As of the first of January, 11 active duty officers filled jobs within the 916th ARW, including executive officer, wing plans, operation plans, safety and aircrew flight equipment positions. There’s even an active-duty member filling a coveted command billet in the 916th Operations Support Squadron.

Maj. James Barker, 911th pilot and interim OSS commander, was called from the desert to fill a critical vacancy that opened when the Reserve squadron commander left for a new position on the West Coast. “I got a message that said to call Colonel Heseltine about a leadership position,” Major Baker said. He knew the 916th ARW was preparing for a major inspection followed closely by a deployment, and the major thought he would be needed to help prepare crews.

Little did he know a larger opportunity awaited. “It surprised me once we got through the greetings when he said, ‘Dowant to be the OSS commander?’” Major Barker said. “This is an opportunity I never thought I’d get.” While the major fills the command position on a daily basis, he currently does not have official command authority granted by G-series orders, but that doesn’t change the way he views the job. “The data is going to be there that I was the commander, whether or not my duty title at the top of my performance report reflects it,” he said. “This is a great experience.”

Colonel Heseltine said most officers wouldn’t get total force integration experience until after they completed Air Command and Staff College at the rank of major or above. “We have earned the trust of 916th leadership with our execs,” he said. Capt. Nick Alcocer, 911th pilot and 916th Mission Support Group executive officer, stepped into a huge void that originally was only filled on drill weekends. As the full-time group executive officer over five squadrons and flights, he has not only been tapped to serve a key role during the wing’s upcoming operational readiness inspection, but he’s also learning about policies, acronyms and procedures of the Reserve world that were once like a foreign language to him.

“It’s been a huge learning curve,” he said. For a young pilot, getting an insider’s look at how a mission support group functions is rare. “This is a once-in-a-lifetime opportunity for my

career,” Captain Alcocer said. “It’s taught me to appreciate what everybody brings to achieve mission accomplishment.” The captain said there have been challenges along the way in finding a compromise between how the regular Air Force conducts business versus the Reserve, but ultimately it’s about finding the most effective and efficient way to get things done. “I work with some of the most experienced people who are willing to teach me,” he said. “There’s no better person to learn from than someone who’s been doing the job for 15 years. That will serve me well if I’m ever lucky enough to become a commander.”

Working to find more commonality between how the regular Air Force and Reserve conduct business is a task for Col. Carolina Evernham, 916th Operations Group commander. She said that while the model of placing active-duty officers throughout the Reserve wing is a huge success, there are still many areas within the TFI model that could be more effective. “Awards and decorations have been a huge issue,” Colonel Evernham said. Another issue, Colonel Evernham said, is there isn’t a means for accurately reflecting the true job duties of these cross-over officers in their personnel records.

While active-duty yearly performance reports will soon be written by the Reserve supervisor, personnel records help paint a complete and accurate account of one’s career. The wing’s air expeditionary force rotation is another area that could be improved, the colonel said. Currently, the 916th is tasked with two different AEF rotations: one designated for 916th Reservists and one designated for those in the 911th. When needed, leadership has successfully found a way to swap active-duty and Reserve aircrew members for activations, since their deployment time is the same.

Swapping out maintenance personnel hasn’t proven as easy, since active duty maintainers deploy for 120 days and Reserve maintainers have traditionally been tasked with 60-day rotations. This may be changing due to a new Air Force Central Command rotational policy that allows active-duty Airmen in an associate unit to rotate on the same schedule as the host unit. Colonel Evernham said she plans to bring these and other issues up at a TFI summit this month. “We should be able to communicate with higher headquarters so that other units can learn from this,” she said. Even with these hiccups, the overwhelming feedback from junior and senior leaders within both organizations is that something great is happening at Seymour Johnson. “Reservists offer so much corporate knowledge,” Colonel Evernham. “The active duty brings fresh new faces and fresh new ideas with enthusiasm. They are sponges to learn. It’s beautiful. It’s been an incredible change.”

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