

# Don't fake it 'til you break it - do better

ake it 'til you make it." This is a popular saying I have heard throughout my Air Force career and it honestly scares me sometimes.

When used to describe pretending to have an optimistic, confident mindset to get past self-doubt or insecurity, it can be right on target. More often, it's stated by someone who doesn't know how to do a task or answer a technical question.

Rather than ask for help or admit a lack of knowledge, they wing it and hope that if it's

wrong, someone else will fix it or that it will not be caught until they are long gone. In the operational environment, the phrase really means "fake it 'til you break it" and we can't afford to accept this mindset.

We have been empowered by our most senior leaders to make the best decisions possible to get the job done. U.S. Air Force Secretary, Heather Wilson was clear in her

Commentary

Michelle

**Baxter** 

60TH LOGISTICS

READINESS

SQUADRON

Air Force directive publication message in August 2017, "We trust you can make the right

### **Commander's** Commentary

decisions based on our values, your training, the mission and your experience. ... The focus will be identifying best practices and concentrating on values, mission and results."

This guidance has given us the latitude to incorporate continuous process improvement and innovation into our daily operations – to work smarter and more efficiently. This also puts the onus back on us to know our jobs and do them right to get precise, desired results. We have to be confident

in our wingmen's, and our own, decision where someone failed ability to identify when things to say something? aren't under control, to ask for That said, we are in the mil-

assistance and to know that by

We can't afford to accept a

you aren't there yet, if you don't

working together, the job can

culture where we say "good

enough" and "close enough."

We can and must be better. If

have the training or the expe-

rience, don't sacrifice your in-

tegrity to fake it. Failing to ask

for help or just a second set of

eves isn't worth putting your-

self or others in danger. How

many accidents, audits or other

major actions consuming years

of manpower can probably be

traced back to a five-second

be done safely.

itary and there are times when we are asked to accept more risk, to rise to meet the challenges that our jobs and our leaders require. At those time, we employ risk mitigation, give it our all and have the courage to ask for help if our reach temporarily exceeds our grasp. We shouldn't accept giving anything less than our best, whatever level our best may be, and strive to continue to improve. Don't fake it until vou break it or say it's good enough for government work. Challenge yourself to not only do it right, but to do it better.

# Lead people effectively, not efficiently to build trust

**Commentary by Joseph Coslett** 90TH MISSILE WING

■ .E. WARREN AIR FORCE BASE, Wyo. — A good test of leadership is how your team reacts to a fire drill. In the moment of a crisis or exercise, will your team be professional or juvenile? How the team handles a drill or an exercise directly reflects on how well you prepared them.

Throughout my career when conducting fire drills, I was instructed on my responsibility to get out of the building within minutes during a fire drill, and also where people needing assistance should go. I also learned about the

**Tailwind** 

Col. Jeff Nelson

Officer in charge of

NCO in charge of

command information

command information

60th Air Mobility Wing commander

2nd Lt. Mike Longoria

Tech. Sgt. Traci Keller

Air Force

| Tech. Sgt.

James Hodgman

Command information

#### Commentary

great ... then came the alarm.

of Highly Effective People," you have to lead people effectively, not manage them efficiently, to build trust and an effective team.

Most supervisors, managers and leaders can state what steps are needed to lead people effectively. They give clear guidance, roles, expectations and feedback. They may even have some cool catchphrases like: "People first, mission always" or "people are our priority."

After the initial introductions, people are considered part of the mission and, in many cases, become an afterthought. We have a tendency to focus on the mission and run people as another transaction through email or by assigning tasks. Supervisors, managers and leaders will run people efficiently to get to the next task. This forms a habit of transactional leadership.

When change or conflicts arise in a transactional environment, drama will ensue. Because people are creatures of habit, we will resort to quick-fix solutions, such as simple punishments or resolutions. However, if we don't take the time to find the underlying reason for the conflict, it will repeat and generate dysfunction within the team, preventing you from accomplishing the mission.

See COSLETT Page 26

different roles people play to ensure a successful evacuation. All this sounded

The drill started, I witnessed people questioning the need for the fire drill. the way to exit, who was responsible for what role, what they needed to do before they exited and what they were not getting done. People went to the bathroom. talked, laughed and treated the drill like a joke and/or an inconvenience.

Let us pause for a moment and draw a comparison to how we lead people. According to "The Seven Habits

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#### On the cover

From left to right, Airman 1st **Class Jayson Joiner and Christo**pher Smith, Senior Airman Zoey Sacre, and Staff Sgt. Jacob Rodriguez 60th Security Forces Squadron, fold the flag during a ceremony May 17 at Travis Air Force Base, California.

U.S. Air Force photo/Heide Couch

# Teddy's Watch offers free care for families

**Senior Airman Christian Conrad** 

60TH AIR MOBILITY WING PUBLIC AFFAIRS

May 24, 2019

Whether you're accident-prone or a shut-in. David Grant USAF Medical Center at Travis Air Force Base is a place every Travis Airman eventually needs to visit to be cleared for duty.

As the proverbial center of the web for operational readiness at Travis, the hospital plays a key role in ensuring the readiness of military members.

But the idea of attending various appointments may seem daunting for service members whose schedules often revolve around their children's, making the process of being cleared for duty seem like an unending one.

That's where Nicole Hall comes in. Hall is the manager at Teddy's Child Watch, a free child care service based inside DGMC with the purpose of providing parents the option of dropping their children off with on-site care providers while they attend their appoint-

Hall, who has a bachelor's degree in human development and family studies from the University of Alabama, said the program is all about providing military families with a little peace of mind.

"For most military parents, their kids are going to come first no matter what," Hall said. "What we try to do is make it easier for them to care for their kids while also caring for themselves."

Hall and Chevenne Dion, a Teddy's Watch volunteer and Hall's second-incommand, have been at Travis for two vears and one year, respectively. As military spouses, they said they understand how important it is to stay on top of readiness requirements and just how beneficial extra help can be.



posing for a photo inside the care center's playroom May 21 at Travis Air Force Base, California. The mission of Teddy's Child Watch is to provide service members the free option of dropping off their children while attending medical appointments at David Grant USAF Medical Center.

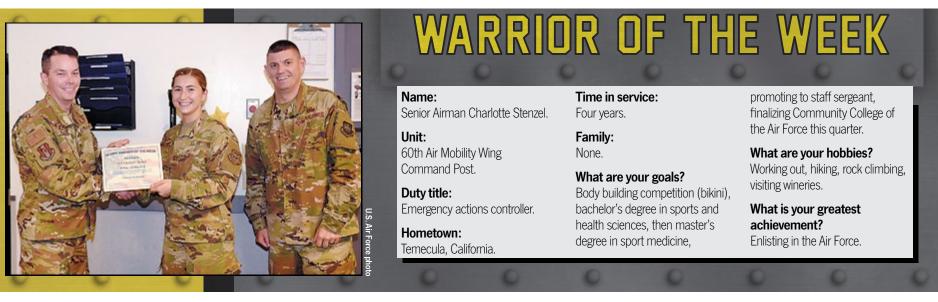
like a game of Jenga," Dion said. "If tions that look like they might fall – able to all service members. one piece of the tower is out of whack, it so that you can do what you need to to "Something I've noticed from can be disastrous. I think Teddy's Child bring it all back under control." my husband is that readiness and Watch is a way for us to prop up those

The pair also made it clear that

Comprehensive Airman Fitness is a lot sort of precarious sections - those sec- Teddy's Child's Watch is a service avail-

"When active-duty spouses deploy, it

See CARE Page 22





A U.S. Air Force F-22 Raptor, assigned to the 3rd Wing, takes off from Joint Base Elmendorf-Richardson, Alaska, during exercise Northern Edge 2017, May 11, 2017. Northern Edge 2019 is one in a series of U.S. Indo-Pacific Command exercises that prepares joint forces to respond to crises in the region. The training provides the opportunity to hone current and test future applications of combat operations and weapons capabilities.

# Northern Edge kicks off in Alaska

Master Sgt. Miguel Lara III PACIFIC AIR FORCES PUBLIC AFFAIRS

JOINT BASE PEARL HARBOR-HICKAM, Hawaii — Approximately 10,000 U.S. military personnel will participate in exercise Northern Edge 2019 (NE19), a joint training exercise hosted by U.S. Pacific Air Forces, scheduled for May 13-24, 2019 on and above central Alaska ranges and the Gulf of Alaska.

NE19 is one in a series of U.S. Indo-Pacific Command exercises in 2019 that prepares joint forces to respond to crises in the Indo-Pacific. The exercise is designed to sharpen participants' tactical combat skills, to im-



U.S. Air Force photo/Tech. Sgt. Araceli Alarcon

Two F-16 Fighting Falcons with the 13th Fighter Squadron from Misawa Air Base, Japan, taxi to the runway during Northern Edge 2017 at Eielson Air Force Base, Alaska, May 26, 2017.

tionships, and to develop interoperable plans and pro- 250 aircraft from all servicgrams across the joint force.

prove command, control and from U.S. installations the exercise

and communication rela- in the Indo-Pacific will participate with approximately es, and five U.S. Navy ships. Personnel from U.S. mil- For the first time in 10 years, itary units stationed in the a Pacific Fleet aircraft carcontinental United States rier will be participating in

Participants will serve as part of a joint task force, which will help enhance multi-service integration and exercise a wide range of joint capabilities

Major participating units include: U.S. Indo-Pacific Command, U.S. Pacific Air Forces, U.S. Pacific Fleet, Marine Corps Forces Pacific, Air Combat Command, Air Mobility Command, Air Force Materiel Command, U.S. 3rd Fleet, Air National Guard, Air Force Reserve and U.S. Naval Reserve.

NE19 is the largest military training exercise scheduled in Alaska this year with virtual and live participants from all over the United States exercising alongside live players.



# **Travis** sergeants make E-7

**Kat Bailey** 

AIR FORCE'S PERSONNEL CENTER PUBLIC AFFAIRS

JOINT BASE SAN ANTO-NIO-RANDOLPH. Texas — Air Force officials selected 4,733 technical sergeants for promotion to master sergeant out of 19,422 eligible for a selection rate of 24.34 percent in the 19E7 promotion cycle.

The promotion rate for the 19E7 master sergeant cycle is lower than the 29.60 percent rate in the 2018 cycle.

Of those eligible holding a promote now recommendation, 90.2 percent were selected, 74.60 percent of those holding a must promote recommendation were selected and 12.80 percent of Airmen holding a promote recommendation were selected.

Selectees' average time in grade was 3.49 years and time in service was 13.56 years. The average selectee's overall score was 537.03, based on point averages of 10.80 for decorations, 72.00 for the promotion fitness examination and 69.87 for the specialty knowledge test.

The following individuals from Travis Air Force Base, California, were selected for promotion:

Ronald Abbate Brian Akery Adriana Almeida Peter Amaro Angelica Asaeli

Michael Ault Shaun Barlow Warren Binvard Matthew Blevins

See E-7 Page 23

# **McConnell greets Travis civic leaders**





1) Kelly Bria, honorary commander from

Travis Air Force Base, California, suits up in biochemical protective gear May 14 during a Civic Leader Tour at McConnell AFB, Kansas. 2) Mark Lillis, executive director at The Leaven in Fairfield, California, checks out a boom from a KC-135 Stratotanker during a civic leader tour May 14 at McConnell Air Force Base, Kansas. Civic leader tours are designed to increase community leaders' awareness and understanding of AMC's role in military operations and national security. 3) Col. Joshua Olson, 22d Air Refueling Wing commander. left. talks with former Vacaville Mayor Len Augustine, Travis Air Force Base, Calif., during a civic leader tour May 14 at McConnell AFB. Kansas.



# Wilson praises Airmen, expresses her gratitude

**Charles Pope** 

SECRETARY OF THE AIR FORCE PUBLIC AFFAIRS

JOINT BASE ANDREWS. Md. — Two years and nine days since becoming the 24th Secretary of the Air Force, Heather Wilson bid a formal farewell. May 21, to the institution and its Airmen, expressing gratitude for the opportunity to serve and declaring, "I will always be an Airman.

"I lived a blessed life," Wilson said in a 15-minute speech which reflected on her tenure as the Air Force's highest-ranking civilian official.

She praised the skill and dedication of Airmen while comparing lessons learned from gardening as a corollary for the qualities that make for good leaders and an effective Air Force secretary. You need a plan, she said; you need friends to help, meaning allies, and "as long as it's safe, let people tinker with the tools."

"Our Airmen ... tinker and fix things in new ways," she said, extending the reference. "Let your people tinker with the tools. ... As a leader, you have to think about the long term and strengthen the positive culture."

"Every one of you in this hangar, every single one of you, is a leader," Wilson said, speaking at Joint Base Andrews in Hanger 3, surrounded by her family, senior Air Force leadretaries, approximately 900 Airmen and a B-2 bomber.

Wilson's comments came at the end of the two-hour ceremony in which she was praised

for her service and her achievements. Wilson announced her resignation in March after she was selected to be president of the University of Texas, El Paso. Her last day as Air Force secretary is May 31.

In a clear reference to what she sees as her legacy, Wilson told the crowd that a good gardener is someone who "accepts with confidence you won't be able to be able to harvest all the fruits of your labor" and embraces the "beauty of work well done on something good."

While Wilson reflected on two years as secretary by highlighting the achievements and contributions of Airmen across the Air Force's global enterprise, other speakers focused squarely on Wilson herself.

"You have been the leader we needed at this exact time in our Air Force," Air Force Chief of Staff Gen. David L. Goldfein said, praising Wilson. "As an Airman's Airman, you have served as a driving force for positive change.'

Under her direction and in partnership with Goldfein, the Air Force became both more prepared and nimble in the last two years. A shortage of more than 4,000 active duty maintainers that greeted Wilson when she arrived in 2017 has been closed to zero. Aggressive efforts to streamline the procurement process has shaved 100 years off traditional timelines while a series of major ers, including three former sec- contracts approved in recent years saved more than \$17 bil-

> Wilson has been a catalyst as well driving innovation. See WILSON Page 20



110 Fourth St.,





1) Pressley Garcia, California Dreaming Spring Block Party attendee, rides a mechanical bull May 18 at Travis Air Force Base, California. The 60th Air Mobility Wing chaplain's office hosts quarterly block parties to promote goodwill and camaraderie among Travis Airmen and their families.

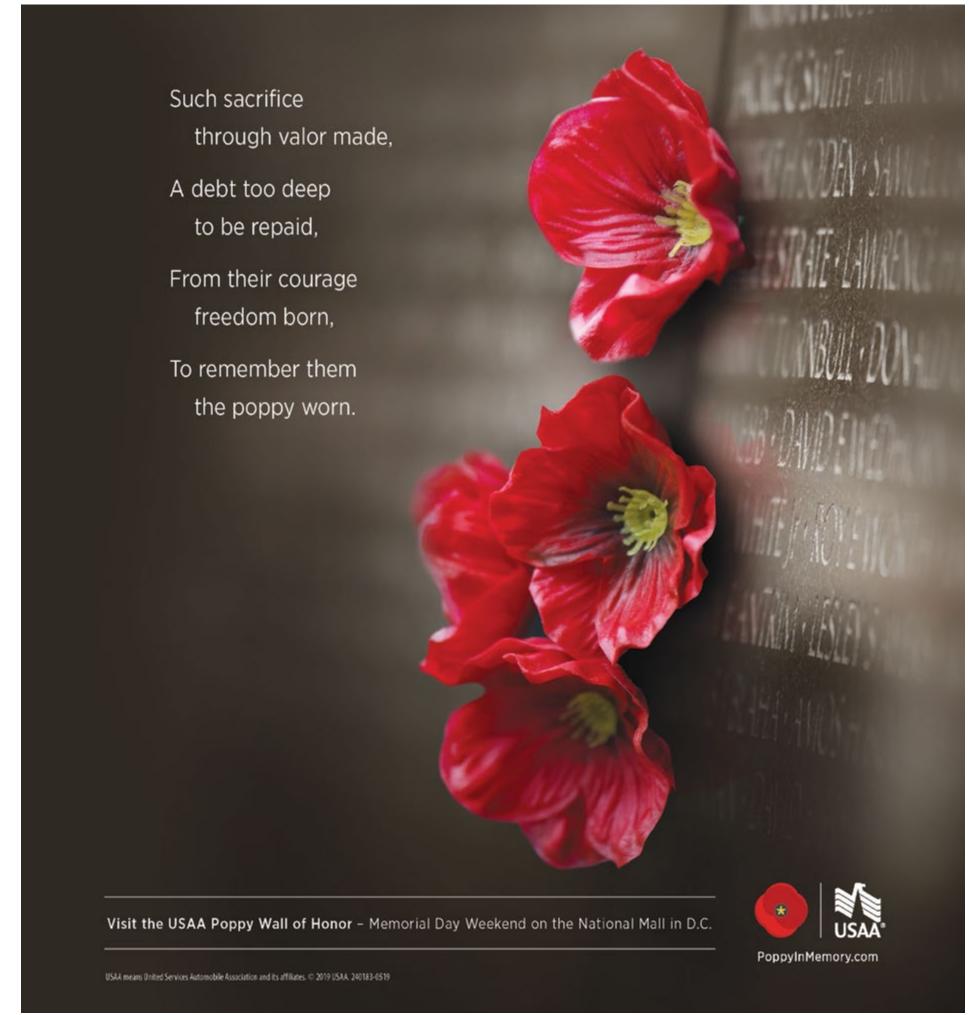


California **Block Party** climbs a rock wall May 18 at Travis Air Force Base,









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1:45 ppr (e00 con	(2nd & 4th Sunday

		(Znd & 4th Sun	aayl
Com	WEDNESDAY		
Орош	Adult Studies	2:00	рm
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# Civic leaders go to basic training

**Air Mobility Command** 

SCOTT AIR FORCE BASE. Ill. — Air Mobility Command civic leaders toured the 37th Training Wing at Joint Base San Antonio-Lackland, Texas, May 1-3 as guests of Gen. Maryanne Miller, AMC commander.

The 37th TRW, otherwise known as the "Gateway Wing," is the largest training wing in the Air Force, and the first stop for all enlisted Air Force recruits on their journey to becoming Airmen.

"It was important for our leaders to experience the vital role of the Basic Military Training program and see firsthand how our trainees are transformed into motivated, disciplined warrior Airmen with the skills and desire to serve in our Air Force," Miller said.

The 23 attendees are serving a three-year tour in the AMC civic leader program – designed to educate key civilian influencers from communities surrounding Air Force installations and prepare them to serve as advocates for Airmen and their families.

The three-day tour started with a walk through the newest Airman Training Complex, a trainee's home for eight and a half weeks, followed by observance of the coin ceremony in which nearly 800 trainees officially earned the title of "Air-

"My confidence in America's next generation was heightened after watching these dedicated young men and women step forward and heed the call to serve their country," said Tom Burkett, AMC civic leader from Tampa, Florida. "Just watching their transformation from civilians to Airmen was so inspiring to me, and seeing their families and friends beam with pride See BASIC Page 21

# **Run honors fallen aerial porters**



Airmen from the 60th Aerial Port Squadron gather for their annual 5K run that honors fallen aerial porters May 16 at Travis Air Force Base, California. The 60th APS ran in honor of Airman 1st Class Patricia Roy, who died in 2017.





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# **Reservists train** with Lakenheath

#### Senior Airman **Malcolm Mayfield**

48TH FIGHTER WING PUBLIC AFFAIRS

ROYAL AIR FORCE LAKENHEATH, England — The 93rd Fighter Squadron F-16C Fighting Falcons and 482nd Fighter Wing support personnel from Homestead Air Reserve Base, Florida, ing training and operations. participated in Dissimilar Air Combat Training with U.S. Air Forces in Europe units, as port throughout the U.S. Air well as partners and allies in the region, May 21.

this Flying Training Deploy- ity and building relationships ment were to sharpen combat with partners and allies. Durreadiness, exercise the ability ing the FTD, the 93rd FS flew to operate from a deployed lo- more than 136 sorties and accation and strengthen strate- cumulated nearly 180 flying gic partnerships.

"We came to conduct training with our USAFE and Roy- flew from here was with eial Air Force partners to help ther our USAFE partners, prepare our men and women the Bolars (492nd FS) or with for contingency operations," the RAF," said Capt. George said Lt. Col. Lindsey Lamb, Cook, 93rd FS F-16 fighter pi-93rd FS operations director. lot. "It was a great learning "This not only made us bet- opportunity and the overall ter by sharpening our sword training experience was fanand readying us for combat, tastic."

Non Deployable Status

Congressional Inquiries

Administrative Separation/Boards

Targets of Military Investigations

Sexual Harassment Investigations

Article 15 (Non-Judicial Punishment)

but the training itself and the partnerships we developed with the host nation was wonderful."

During the two-week FTD, the squadron's primary focus was working with USAFE and RAF units, demonstrating the U.S. Air Force's ability to integrate a Total Force team dur-

Air Guardsmen and Reservists provide critical sup-Forces in Europe-Air Forces Africa theater by deploy-The 93rd FS's goals during ing to the area of responsibilhours.

"Almost every sortie we

Health Care Provider

All Military Legal Matters



Summer is a time when every Airman should rejoice. The beautiful weather is cause to explore the corners of not only the United States, but also countries across the globe, as Airmen are engaging in worldwide operations. However, with those adventures come risks. Airmen are encouraged to have a plan, understand their local hazards and practice good risk management.

# Stay ready, safe in summer

Josh Aycock

AIR FORCE SAFETY CENTER PUBLIC AFFAIRS

BASE, N.M. — While June 21 is the official beginning of summer, Memorial Day weekend acts as the unofficial kickoff to the summer season for many Inspector General Complaints **UCMJ** Article 138 Complaints is in that sweet spot between not too hot, and not too cold. Many families are enjoying an extended weekend together. Friends gather to barbeque and take time to honor those who died while serving the United States.

> start for the season to come. As Airmen approach and plan for summer activities, leadthe time to discuss risk management and highlight hazards the upcoming months. The Air

> > sent to all Airmen. Force mission or participate off duty."

in summer activities with your family and friends, please use more time spent outdoors, travwhat you have learned about eling to enjoy family vacations KIRTLAND AIR FORCE risk management," the memo and increased chances of deread. "Plan for the unexpect- hydration, exposing Airmen to ed, make wise choices and avoid more risk during the summer unnecessary risks."

how personal safety directly ties they do not always register risks Air Force families. The weather to Air Force readiness. Over the in the moment. past decade, preventable accion average per year during the summer months.

"A loss of life to a preventable Simply put, it is a great jump- Airmen and their families, but the entire Air Force and how we get the mission done," said Maj. Gen. John T. Rauch, Air Force as often overlooked. ership at all levels should take chief of safety. "That's why it's so important for Airmen and leaders to understand risk man-Airmen may encounter during agement isn't something that you simply focus on part time. Force's top three leaders began It is a method of understand-"As you execute our Air appropriate levels, both on and vation into the mix."

Rising temperatures lead to months. While Airmen com-The memo also emphasized monly acknowledge these risks,

"Many of us tend to want to dents on and off duty have trag- turn our brains off and relax ically claimed 16 Airmen lives when summer hits, however the opposite needs to happen," said Bill Parsons, Air Force Safety Center's Occupation Safety diviaccident impacts not only the sion chief. "Don't let your guard down in the summer."

> Parsons continued that one hazard in particular stands out

"Every year we lose Airmen to water-related activities and many times it's simply due to lack of preparation," Parsons said. "Airmen must intimately understand the hazards prethat conversation in a tri-sig- ing what your hazards are, mit- sented by water, whether it is nature memorandum recently igating those risks where possible, and accepting risk at the adding alcohol and sleep depri-

**See SUMMER Page 23** 

OK Email mymmtai ylawyer@rumbox.com	
Safe 877-995-52 Download fr your phone's Help In Sexual Assault Support for the DoD Com	ree app in app store

My MILITARY LAWYER

IF YOU NEED HELP OR LEGAL ADVICE WITH...

CALL US TODAY AT (916) 693-6575

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U.S. Air Force photo/Heide Couch

# Events recognize police week

1) 60th Security Forces Squadron defenders render a salute during a retreat ceremony May 17 at Travis Air Force Base, California. Travis honored fallen civilian and military law enforcement officers with several events during National Police Week from May 12-19. 2) From left to right, Senior Airman Kyree Joppy and Senior Airman Dennis Marshall, Staff Sgt. Gerald Styles and Staff Sgt. Cleveland Greene, 60th SFS Phoenix Ravens, make their way through the Battle of the Badges obstacle course May 13 at Travis. 3) Airman 1st Class Nathaniel McKay, U.S. Air Force Band of the Golden West trumpet player, plays taps during a retreat ceremony May 17 at Travis. 4) Lt. Col. Troy Pierce, left, 821st Contingency Response Squadron commander, has his photo taken by Master Sgt. Michael Gogue, right, 60th SFS first sergeant, during the Jail and Bail event May 13 at Travis. 5) Airmen from the 60th Diagnostics and Therapeutics Squadron's radiology department push a High Mobility Multipurpose Wheeled Vehicle during the Battle of the Badges obstacle course May 13 at Travis. 6) Staff Sgt. Callie Aberin, 60th SFS noncommissioned officer in charge of standardization and evaluation, rings a bell during a retreat ceremony May 17 at Travis.



**Exceptional Family Member Program** 

**Sensory Play Group.** This group meets from

2 to 4 p.m. the second and fourth Wednesdays

at the Balfour Beatty Community Center. For

more information, call 707-424-4342 or visit

**groups.** Toddlers to the Max play group for

children ages 1 to 3 meets from 9:30 to

Family Advocacy Parent/Child play

11 a.m. Wednesdays at the First Street Chapel

Annex. The Rattles to Raspberries play group

for infants 8 weeks to 1 year meets 9:30 to 11

a.m. Thursdays at the First Street Chapel

**Support Group.** Meets from noon to

travsopcombatptsd@gmail.com.

Annex. For more information, call 707-423-

1 p.m. the first Tuesday of every month at the

Balfour Beatty Community Center and from

1 to 2 p.m. the third Thursday of each month at

The Peak. For more information, contact Amber

Government no-fee passports. All

Ouirate and Jessica Soto at 501-231-7756 or email

submissions of applications for government no-fee

passports must now include: 1) A photocopy of

Passport photo taken in the past six months: 3)

Supporting document(s), proof of U.S. citizenship

involved a name change submit a court order or

marriage certificate. Passport application cannot

be handwritten and printed back to back and

must be completed online with 2D barcode at

travel.state.gov. For more information, call

a Hometown News Release, visit

707-424-5324

website https://pptform.state.gov and/or https://

Hometown News Releases. To submit

Military Identification Card front and back; 2)

certified copy with state or county seal, if it

**Family and Friends Combat Stress Peer** 

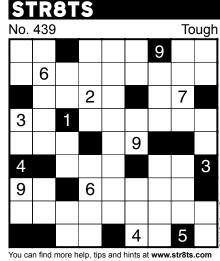
the Facebook page "EFMP Travis AFB."

## **Swap Ads**

#### For rent

3/2 home, very clean, 3 mins. to Travis. Living room, dining room, family room, fire place, dishwasher, microwave, custom draperies. Top-of-the-line carpet. 3 patios. A/C. No pets, no Sec. 8. \$2,000 plus deposit. 707-425-5679.

#### **Puzzles**



#### Like Sudoku, no single number can repeat in any row or column. But... rows and columns are divided by black squares into **compartments**. These need to be filled in with numbers that mplete a 'straight'. A **straight** is a se of numbers with no gaps but can be in any order, eq [4,2,3,5]. Clues in black cells remove that number as an option in that row and column, and are not part of any straight. Glance at the solution to

see how 'straights' are formed

Previous solution - Very Hard

1 9 7 8 3 2 4 5 6

To complete Sudoku, fill the board

that each row, column and 3x3 box

by entering numbers 1 to 9 such

contains every number uniquely.

For many strategies, hints and tips.

other puzzles, check out our books

iPhone/iPad Apps and much more on

risit www.sudokuwiki.org

If you like Str8ts, Sudoku and

our store at www.str8ts.com

# SUDOKU

No. 439				E	asy			
			6	7	1			
		7		2		4		
			8					6
4	7							9
	9	3		6		2	8	
2							3	5
5					2			
		2		5		3		
		·	4	1	3			

# **Retiree Corner**

## A change of address may alter TRICARE options

Are you and your family moving? Moving doesn't change your TRICARE eligibility. But it may change the TRICARE health care options available to you and your family. A change of address, such as moving to a new country, city, region, or

ZIP+4 code is a TRICARE Qualifying Life Event. This QLE means you have 90 days from the date of your address change to enroll in or change your

Remember that your TRICARE coverage moves with you. Take command of your health by learning more about QLEs at https:// tricare.mil/lifeevents

- Health.mil

#### **News Notes**

**Physicals.** Parents with children who will enter kindergarten this year or who need a sports physical for school or camp have two additional days in June to make appointments at David Grant USAF Medical Center at Travis. DGMC will be open from 7:30 a.m. to 4:30 p.m. June 1 and 9 to accommodate TRICARE Prime beneficiaries. To make an appointment, call central appointments at 707-423-3000. The appointments are not for sickness, referral renewals or attention deficit follow-ups.

## Chapel programs

#### **Recurring events** Catholic Twin Peaks Chapel

- Roman Catholic Mass: 9 a.m. and noon
- Children's Church: 10:15 a.m. Sundav.
- Sacrament of Reconciliation/Confession: 4:30 to 5:30 p.m. Wednesday or upon appointment.
- Infant Baptism Prep Class: Two classes. Registration required. 6 to 7 p.m., quarterly.
- Youth Choir: 1 p.m. Sunday.
- Children's Choir: 2 p.m. Sunday.
- Adult Choir: 4 p.m. Sunday.
- Women's Bible Study: 10 a.m. (at First Street Chanel)
- Catholic Women of the Chapel: 6 p.m. first Monday of every month. Annex
- Rite of Christian Initiation of Adults: 6 to 7:30 p.m. Wednesday, Annex.
- RE Classes: 10:15 to 11:30 a.m. Sunday.

First Street Chapel

# • Mom's Group: 9 to 11:30 a.m. Thursday

and Friday **DGMC Chapel** 

• Roman Catholic Mass: Noon to 12:35 p.m. Monday through Thursday, except for federal holidays

#### The Church of Jesus Christ of Latter-day Saints

• Sacrament services: 9 and noon Sunday at Church of Jesus Christ of Latter-day Saints Fairfield Stake Center, 2700 Camrose Ave.,

#### **DGMC Chapel**

• Latter-day Saints Service: 4 to 4:30 p.m. Sunday at DGMC Medical Center Chapel.

 For all other inquiries, call LDS Military relations representatives at 707-535-

#### **Protestant** First Street Chanel

- Protestant Community Service: 9:30 to 10:30 a m. Sunday
- Gospel Worship Service: 11:30 a.m. to 12:30 p.m. Sunday
- Children's Ministry is provided for 6-month-olds through fifth grade.
- Protestant Men of the Chapel: 8 to 9 a.m., first Saturday of every month.

#### Twin Peaks Chapel

Protestant Women of the Chapel

## In the next week ...



Solano Performing Arts Center at Solano Community College. United States Air Force Band of the Golden West, 7 p.m. May 24, 4000 Suisun Valley Road, Fairfield. Tickets are free, Reservations are needed. 864-7100, www.solano.educ/

Theatre DeVille, Comedy Crack-Up 8 p.m. May 24; 308 Main St., Vacaville. www.theatredeville.com.



Dine and Donate for Vets. American Legion Reams Post 182 will host a dine-and-donate event in honor of the Memorial Dav holidav. Marv's Pizza Shack. 1500 Oliver Road and Straw Hat Pizza, 1295 Horizon Drive, Suite A, Fairfield, are participating restaurants on

Tuesday, May 28; and Vinny & Rosie's, 603 Main Street, Suisun City is participating on Friday, May 24, Saturday, May 25, Sunday, May 26 and Monday, May 27. In order to participate, you must present a flyer, paper or electronic for Mary's Pizza Shack or Straw Hat Pizza or Vinny & Rosie's at the time you order lunch or dinner on May 24, 25, 26, 27 and 28. Flyers are available at the County Veterans Services Office, 675 Texas Street, Suite 4700 Suite 110, or download or take a picture on your smartphone at American Legion Reams Post 182's Facebook Page. For more information, contact Gerry Raycraft at 707-631-5597 or gerryraycraft@sbcglobal. net to obtain flyers.

9:30 to 11 a.m. Tuesday.

#### **DGMC Chapel**

 Protestant Traditional Service: 10 to 11 a m. Sunday

#### **Airmen's Ministry Center**

• The Peak is open from 5:30 p.m. to 9 p.m. Monday through Friday at Bldg. 1348. Home-cooked meal from 6:30 p.m. to 7:30 p.m. Tuesdays followed by Bible study.

**\* \* \*** 

For more information about chapel programs, call Twin Peaks Chapel at 707-424-

# Recurring

#### Air Force Office of Special Investiga-

tions. To report a crime, get a foreign travel brief or request information on joining AFOSI, report to Bldg. 380B, second floor. Send correspondence to AFOSI Detachment 303 510 Airlift CR Travis AFB, 94535. For more information, call 707-424-3115 or DSN: 837-3115

Air Force Recruiting Office. Now open at the Solano Town Center mall. Learn more about what the Air Force has to offer, such as up to 100-percent tuition assistance, 30 days paid vacation per year, free medical and dental care, tax-free housing and food allowance and much more. Contact Tech. Sgt. George Yardley at 707-889-3088 or stop by the office located at 1350 Travis Blvd., Suite P2, Fairfield, in the Solano mall

Air Force Sergeants Association "Walter E. Scott" Chapter 1320. General membership meetings are at 8 a.m. the second Friday of every month at Wingman's in the Delta Breeze Club and includes a free meal. For more

information, contact Master Sgt. Reynoldo Rios or Master Sgt. Rosel Agapay.

**Airmen's Attic.** The Airmen's Attic is open from 10 a.m. to 2 p.m. Tuesday and Thursday and 4 to 6 p.m. Wednesday. 560 Hickam Ave. For more information, call 707-424-8740 or visit the Facebook page "The Attic at Travis AFB."

Alzheimer's Caregiver Support Group. Meetings take place from 1 to 2:30 p.m. the third Thursday of the month in the diabetic education classroom on the first floor in Internal Medicine at David Grant USAF Medical Center, For more information. call 707-423-7227.

Base emergency numbers. Mobile phone users must dial 707-424-4911 if they have an emergency on base. Those using government or home phones can call 911. For more information, call the Travis Air Force Base Fire Prevention Office at 707-424-3683.

Base illicit discharge number. To report sewage/water leaks or illegal dumping, call 707-424-2575. For hazardous chemical/material spills, call the base emergency numbers.

Civilian Health Promotion Services. Will perform free wellness screenings from 7:30 to 9:30 a.m. every Monday for all DoD federal civilians. Screenings include cholesterol, glucose blood pressure and body composition analysis. For more information, visit www.AFMCwellness. com or contact CHPS at 707-424-CHPS or CHPSTravis@foh hhs gov

Crisis text line. Free, confidential, 24/7 counseling for teens and young adults. Text 741-741 anywhere in the United States and a live, trained crisis counselor responds quickly.

**Employee-Vehicle Certification and Reporting System.** Civilian and military personnel must maintain emissions information with the Web-based ECARS system. For more information, call Xuyen Lieu at 707-424-5103.

https://ihns.release.dma.mil/public.and.fill.out the information Mare Island Museum. Open 10 a.m. to 2 p.m. Monday through Friday and 10 a.m. to 4 n.m. Saturdays 1100 Railroad Ave. in Valleio. For more information, call 707-557-4646.

M-50 Gas Mask Fit Testing. Takes place from 9 a.m. to 3 p.m. every Wednesday at Bldg. 791 All deployers are fit as necessary. For more information, call 707-424-2689. Mitchell Memorial Library. Open 9 a.m. to

7 p.m. Monday through Thursday, 9 a.m. to 5 p.m. Friday, 10 a.m. to 5 p.m. Saturday and closed

MPF self-renewal program. Did you know that dependents can now renew their ID cards online? To participate in this program, visit http:// bit.ly/2mR1gl2. This program is limited only for

707-437-2370.

Patrol. Open to youth from 12 to 18 as well as adults ages 18 or older who train and serve as the volunteer component of the total force. UTA is 6:30 to 9 p.m. Monday, Bldg. 241-B-2. Open to all students with a 2.0 or higher grade-point average. For more information, contact CAP 1st Lt. Jo Nash at 707-424-3996 or recruiting@squadron22-cap. us, visit during a UTA or check out http://

### Today

• 6:30 p.m. "Aladdin" (PG, first run)

Force Base. Escorts required for general public, call center to arrange. Free. 424-5598, www.

on-base residents to be licensed by the 60th **Travis Legal Office.** Power of attorney and Mission Support Group if they provide more than Tuesday, Wednesday and Friday, 10 hours of care per week in their homes. For more information, call 707-424-8104 or 707-424-4596 or stop by Bldg. 380B. Photocopying of military identification.

The prohibition of photocopying of U.S. government identification Common Access Card announced by the Office of the Assistant Secretary of Defense, dated Oct. 27, 2011, does not apply to medical establishments, applying for government-issued, no-fee passport and other U.S. government agencies in the performance of official government business. This requirement does not apply to minors ages 16 or younger. However, it applies to sponsors. For more information, call 707-424-5324

renewing dependents' IDs. For all other services,

visit MPF during duty hours or call 707-424-8483.

On-base child care. The Air Force requires

Professional Loadmaster Association The Professional Loadmaster Association meets at 7 p.m. the first Tuesday of each month at the Delta Breeze Club. For more information, call Mark Raymond at 707-416-5331.

Retiree Activities Office. Openings for volunteers. Customers are retired American service members and their family members. It is the RAO's responsibility to maintain open communication and to ensure retirees receive the service and the respect they deserve. If you would like to apply for a volunteer slot and have three hours or more to give, call 707-424-3905.

Solano/Napa Habitat for Humanity. This organization welcomes volunteers and supporters from all backgrounds. There are recurring events Tuesday through Saturday. For more information, email Staff Sgt. Mathew Clayton at mathew. clayton@us.af.mil.

**Travis Community Thrift Shop.** 10 a.m. to 2 p.m. Tuesday and Thursday. Ongoing need for volunteers to organize, sort and price donations. For more information, contact the Thrift Shop at

Travis Composite Squadron 22 Civil Air squadron22-cap.us.

Travis Air Force Base Heritage Center. Open 10 a.m. to 5 p.m. Tuesday through Saturday, Building 80, 461 Burgan Blvd., Travis Air

Here are the showtimes for this weekend's movies at the Base Theater:

#### Saturday • 6:30 p.m. "Aladdin" (PG, first run)

• 2 p.m. "Aladdin" (PG, first run)

travisheritagecenter.org.

notaries are walk-ins 9 a.m. to 2 p.m. Monday. 9 a.m. to 1 p.m. Thursday, Legal assistance for active duty members and dependents are walk-ins from 2 to 3 p.m. Tuesday. For all wills and retiree legal assistance, call 707-424-3251 to make an annointment

Tuskegee Airman Lee A. Archer Chapter. Meets at 3 p.m. the third Saturday of the month at the Airman and Family Readiness **Voluntary Leave Transfer Program.** 

The VLTP allows an employee who has a medical emergency or is affected by a medical emergency of a family member and is without availability of paid leave to receive transferred

annual leave directly from other employees. For

more information, call 707-424-1720.

What's Cookin' Wednesday. Free lunch at the Travis AFB USO Bldg. 1348. Served from 11 a.m. to 1 p.m. every Wednedsay. For active duty, Guard, reservist and their families.

#### **Local events**

Benicia Farmers Market. 4 to 8 p.m. Thursdays through August, 4 to 7 p.m. September and October, First Street between B and D streets, www.beniciamainstreet.org

Fairfield Farmers Market and Thursday on the Green. 3 p.m. Thursdays through Oct. 4, Jefferson and Texas streets. www.fairfieldmainstreet.com.

Film Club. "Organized Mavhem: The B.A.T.S. Rugby Club Story, 4 p.m. May 26; Empress Theatre, 330 Virginia St., Vallejo. https://empresstheatre.org.

"Sounds of Suspense." Radio broadcast, noon fourth Friday of each month, Vacaville Public Library-Town Square, 1 Town Square Place. Free. www.solanolibrary.com.

**Third Thursday Night Market.** 5 to 8:30 p.m. through September, Andrews Park, Vacaville Free admission www.downtownvacav-

Friday of each month, downtown Vallejo. Free admission www.valleioartwalk.com Vallejo Farmers Market. 9 a.m. to 2 p.m.

Saturdays, year-round, Georgia and Marin

Vallejo Art Walk. 5 to 10 p.m. second

streets. www.pcfma.com. Vintage Market. 9 a.m. to 2 p.m. every third Saturday, St. Paul's United Methodist Church, 101 West St., Vacaville. 925-978-6989.

#### Music and dance

City Sports Bar and Grill. Music begins at 9 p.m.: Johnny Favorite, May 24; Two20Band, May 25; Blackwater May 31, June 1; 7155 Browns Valley Parkway, Vacaville. 455-7827, www.starsrecreation.com.

Empress Theatre. Film Club Preview: "Organized Mavhem: The B.A.T.S. Rugby Club Story," 4 p.m. May 26; Joel del Rosario, 7:30 p.m. May 29; 330 Virginia St., Vallejo. 552-2400, www.empresstheatre.org.

www.riovistamuseum.com First Street Cafe. Tune Riders. 7 p.m.

May 25; Bryan Girard, 2 p.m. May 26; 440 First

St., Benicia. 745-1400, www.firststreetcafe.com.

Harbor Arts Center. United States Air

Force Band of the Golden West Concert Band, 3

Sardine Can. Jazz, 5 to 8 p.m.: Wayne

Theatre DeVille. Magic Showdown, 8 p.m.

Town Square Friday Night. Music begins

May 25; Hunks The Show, 8 p.m. May 30; 308

Main St., Vacaville. www.theatredeville.com.

at 6 p.m.: Strange Brew and Molly Rose, May

31; downtown Vacaville. Free. www.downtown-

Vacaville Performing Arts Theatre.

Vallejo Jazz Society. Noel Jewkes Septet

Museums

p.m. weekdays, 10 a.m. to 4 p.m. Saturdays,

1100 Railroad Ave., Vallejo. 557-4646, www.

Saturday, 1 Peña Adobe Road, Vacaville. Free.

Rio Vista Museum. Open 1:30 to 4:30

p.m. Saturday and Sunday, 16 N. Front St., Rio

Vista. Free, but donations welcome. 374-5169,

Peña Adobe/Mowers Goheen

Museum. Open 11 a.m. to 2 p.m. first

447-0518, www.penaadobe.org.

Elevate, Dance Center, 6 p.m. June 13; 1010

Ulatis Drive. 469-4013, www.vpat.net.

featuring Kay Kostopoulos, 5 p.m. June 9,

Empress Theatre, 330 Virginia St., Vallejo.

552-2400, www.vallejojazzsociety.net.

mareislandmuseum.org.

p.m. June 14: Harbor Theatre, 720 Main St.

Suisun City. www.suisunharbortheater.org.

DeLaCruz, May 26: Ron Burris, June 2: 0

Harbor Way, Vallejo. www.vallejosardinecan.

Solano History Exploration Center. Open noon to 4 p.m. Friday through Sunday, Lawler House, 718 Main St., Suisun City. www. solanohistorycenter.org.

Vacaville Museum. "Through the Lens: Our Fruitful Heritage," through September; open 1 to 4:30 p.m. Wednesday through Sunday, 213 Buck Ave. 447-4513, www.vacavillemuseum.

#### Valleio Naval and Historical Museum.

"Passages: Boats, Bridges, Sea Life & Visual Surprises," through June 1; open noon to 4 p.m. Tuesday through Friday, 10 a.m. to 4 p.m. Saturday, 734 Marin St., Vallejo. 643-0077, www.vallejomuseum.net.

Western Railway Museum. Open 10:30 a.m. to 5 p.m. Saturday and Sunday.open Memorial Day; 5848 Highway 12, Suisun City. 374-2978. www.wrm.org..

#### Comedy

Empress Theatre. Going, Going, Gong Show, 8 p.m. June 1: 330 Virginia St., Valleio. 552-2400

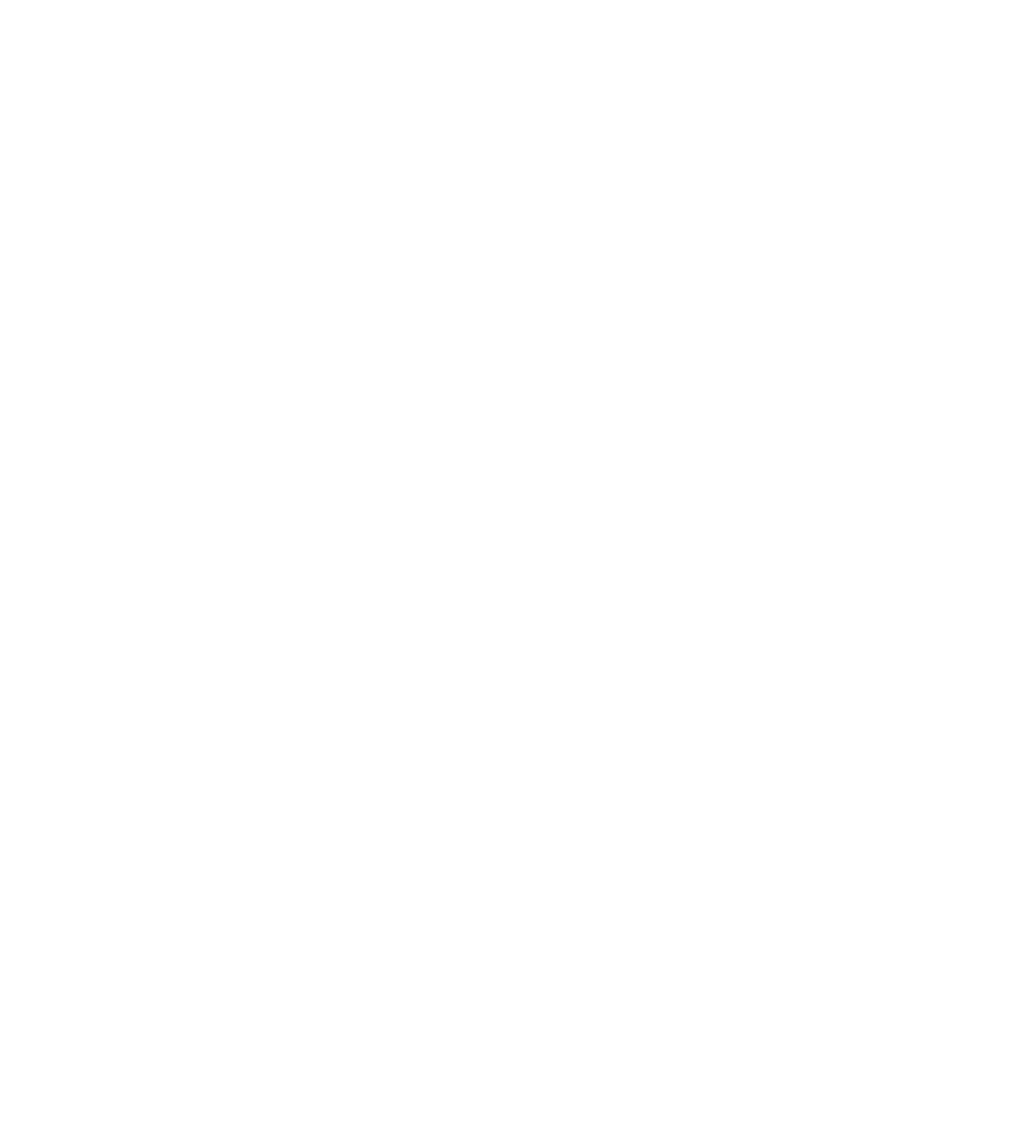
First Street Funnies, 8 p.m. May 24. First Street Cafe, 440 First St., Benicia. www. firststcafe.com/events Mare Island Museum. Open 10 a.m. to 2

Missouri Street Theatre. #Woke and Broke Comedy Tour, 8 p.m., June 1: 1125 Missouri St., Suite 1000, Fairfield, www. downtowntheatre.com

#### Art exhibits

Arata Fine Art Gallery. Thalia Stratton, through June 2: open 11 a.m. to 5 p.m. Thursday through Saturday, 1 to 5 p.m. Sunday; 637 First St., Benicia. https://aratafineartgal-

"NEWS NOTES" BRIEFS MUST BE SUBMITTED TO 60AMWPA@US.AF.MIL SEVEN DAYS BEFORE THE EVENT DATE. CALL THE 60TH AIR MOBILITY WING PUBLIC AFFAIRS OFFICE COMMAND INFO SECTION AT 424-2011 FOR MORE INFORMATION.



May 24, 2019 AIR FORCE TAILWIND 17

# **Cost-saving travel** initiative looks to save \$5M annually

#### Air Force Installation and **Mission Support Center Public Affairs**

JOINT BASE SAN ANTO-NIO-LACKLAND. Texas — A new travel payment process for pipeline students, initiated by the Air Force Installation and Mission Support Center, is their official travel in 2018. projected to save the Air Force \$5 million a year.

The new process - switching which billing account is charged for travel – is a small change vielding tremendous benefits, said Darryl Hamilton, AFIMSC's Installation Support Directorate, traffic management chief.

trally billed account card to a unit card. The only difference is what card the travel management company charges when that simple," he said.

charges include a transaction fee of nearly \$67 for each student. With 30,000 to 40,000 Airmen completing basic military training and transitioning into ery year, those fees add up.

"The transaction fees asthe Air Force millions of dollars than \$100,000, Hamilton said. each year," Hamilton said.

by reducing the number of high transaction fees, the AFIMtorate's traffic management branch recently began focusing on driving down the number of travelers using a centrally billed account. The branch first worked with the Logistics Readiness Division of the Air Force Directorate of Logistics and the Air Force Financial Management and Comptroller ment.

Office to influence a Department of Defense policy requiring all DoD employees to use their individual travel card for official travel.

Next, because pipeline students don't have individual government travel cards, AFIMSC began testing unit card use for

"We're constantly looking for ways to save the government money and make processes more efficient," Hamilton said.

Using a unit card is nothing new. It allows transportation officers to consolidate all students with the same line of accounting to one transaction fee, but they have never been used for "We are basically switching this purpose, said Gina Hoover, from one card to another: a cen- AFIMSC traffic management specialist.

"For years, different organizati\ons - including the Air Force Band, sports teams and student travel is booked. It's units with unique group travel requirements - have used When the Air Force pays for a unit card to procure transpipeline student travel with a portation services, but it's nevgovernment-issued, centrally er been tested on a large scale billed account travel card, the such as moving BMT graduates to technical school and technical school students to their first duty stations," she explained.

The Air Force started testing the new process at Kees-Air Education and Training ler Air Force Base, Mississip-Command technical schools ev- pi, in October 2018. The second phase was launched April 1 at Joint Base San Antonio-Lacksessed by the Defense Finance land. So far, the concept has aland Accounting Service cost ready saved the Air Force more

In addition to the obvious To save the Air Force money cost benefit, the reconciliation process is now a lot more streamlined and efficient, said SC Installation Support Direc- Andrew Burton, passenger travel manager at Keesler AFB.

> "We found, on the user level, the reconciliation of payment has dropped from several days to minutes," he said.

For the AFIMSC team, the benefits of finding and implementing cost-savings extend beyond efficient travel manage-



An F-22 Raptor taxis on the flight line during the Combat Archer 19-8 exercise May 14 at Tyndall Air Force Base, Florida. Combat Archer 19-8 allowed leaders to monitor the lifespan of a missile to assess execution performance by maintenance crew members, aircraft armament systems members and aircrew members.

# Airmen come together for Combat Archer exercise

#### **Airman 1st Class** Monica Rovbal

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TYNDALL AIR FORCE BASE, Fla. — The 325th Fighter Wing is approaching the conclusion of Combat

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ed in conjunction with the on- of Defense's largest air-to-air going Checkered Flag 19-1 exercise at Tyndall Air Force Base, May 6-17.

The Combat Archer exercise, also known as the Weapons Systems Evaluation

Archer 19-8 that was conduct- Program, is the Department live-fire evaluation exercise. Squadron leaders monitor the lifespan of a missile to assess execution performance by maintenance crew members,

**See EXERCISE Page 20** 



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18 TAILWIND AIR FORCE May 24, 2019 May 24, 2019 AIR FORCE TAILWIND 19



Airmen Paul Heron and Kindle O'Connell, 365th Training Squadron F-15 avionics course students, demonstrate how they work as wingmen: One of them working with the hands-on training and the other guiding from technical data on a tablet May 8 at Sheppard Air Force Base, Texas. Instructors from the 365th TRS coordinated to do away with traditional, antiquated paper training materials and transitioned to teach an entire course using tablets, a teaching method today's Airmen are accustomed to. The first class to use the tablets will graduate in August.

# 365th TRS rides Air Force innovation wave

**Airman 1st Class** Madeleine E. Remillard

82ND TRAINING WING PUBLIC AFFAIRS

SHEPPARD AIR FORCE BASE. Texas — Air Force leadership has made a call to action for Airmen to get innovative – to get creative, to take risks, to utilize all their skills now." and be unafraid to fail.

Force Kaleth O. Wright said it is crucial for the Air Force to innovate so that it can win a new war.

"Some of you in this room will coordinated to do away with let containing files with 94 training

Symposium. "So, we have to think about the technology and the innovation that we need 10 to 15 to 20 years from now. We have to start think-

Sheppard Air Force Base's 365th Chief Master Sergeant of the Air Training Squadron F-15 avionics course accepted this challenge: rid-

ing the Air Force innovation wave. Instructors from the 365th TRS

said during his address to the Air ing materials and transitioned to pages worth of F-15 avionics infor-Force Association's Air Warfare teach an entire course using tablets, a mation. teaching method today's Airmen are accustomed to. The first class to use the tablets will graduate in August.

While many training squadrons ing about it and start building it right have implemented the use of handheld technology for the storage and teaching of technical data, the 365th TRS F-15 avionics course is the first to disperse all course information electronically. Upon beginning the course, each Airman was given a tab-

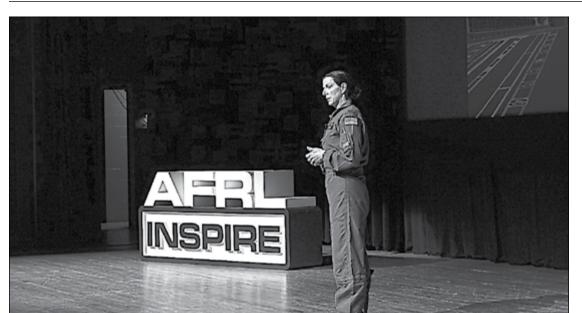
take to war in 10 to 20 years," Wright traditional, antiquated paper traindays, 12 chapters and 900 workbook

Tech. Sgt. Cody Kirkpatrick, 365th TRS F-15 avionics course instructor, has played a key role in implementing technology. He is the first instructor to teach a course entirely using the tablet.

He spoke about the many benefits he has seen his Airmen reap as a result of going virtual.

"Most of these Airmen are coming to us straight out of high school,"

**See INNOVATION Page 19** 



Capt. Sarah Woody, deputy course director for the Critical Air Transport initial course at the United States Air Force School of Aerospace Medicine, presents her Inspire talk titled "Thought for Food" May 16 at the Dayton **Convention Center Theater in Davton. Ohio.** 

# Tech expo spreads knowledge

Bryan Ripple

88TH AIR BASE WING PUBLIC AFFAIRS

DAYTON, Ohio — Seven people from Air Force Research Laboratory technology directorates across the country presented inspiring talks at the fourth AFRL Inspire event held May 16 at the Dayton Convention Center in front of more than 500 attendees.

Sponsored by AFRL's Learning Office, Inspire showcases the innovative ideas and passionate people AFRL has to offer as they provide entertaining and thought-provoking talks.

This year's Inspire event, themed, "Breaking the status quo," also highlighted advancements in 16 different research areas as part of AFRL's Tech Expo.

"AFRL Inspire is an opportunity for the Air Force Research Laboratory to inspire both our current and our future workforce and to inspire our stakeholders who depend on AFRL to deliver technology," said Maj. Gen. William Cooley, AFRL commander.

"The Inspire team has been phenomenal, and we've had such high interest in terms of the number of people who wanted to be speakers at Inspire," said Dr. Teresa Bennett, AFRL chief learning officer.

"The hard part was the down highlight just a few of our workselection process because we'd forces who bring incredible like to have everyone be able to speak. It's very inspiring to bring into light what we do and Bales, a mechanical engineer what our workforce is really all about."

With more than 6,000 people assigned at Wright-Patterson Air Force Base and geographically separated locations across the country, some AFRL personnel may not be aware of what others are doing in support of the mission, which covers a huge array of technology research and development.

"Inspire presents an opportunity to communicate across the laboratory," Cooley said. "Today, more than technology, it's really about the people. from. This is an opportunity to lightweight milk stool."

passion to AFRL every day."

At the Tech Expo, J.D. and Christopher Falkowski, a facilities engineer, both assigned to AFRL's Materials and Manufacturing Directorate, were on hand to discuss their lightweight milk stool, which is designed to save fuel, time and reduce manpower requirements among C-130 units across the Department of De-

"The original request came from a C-130 loadmaster from Air Force Special Operations Command, who had spent many years carrying the old milk stool, which is used to This is where we get to hear prop up the rear bottom ramp the human side of the story as door," Bales said. "He asked us to where their passion comes if we could help him out with a

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## Innovation

From Page 18

he said. "They've gone from using hand-held devices in school like iPads, tablets or Chromebooks, then coming into the Air Force and learning from paper. That's just not how they receive information. By learning from the tablets, they are learning faster and retaining more."

Kirkpatrick explained that as he lectures, a PowerPoint presentation is displayed on a smart TV at the front of the classroom and Airmen also have the slides on their tablets, closely following along and highlighting or taking notes as they go.

Don't take just Kirkpatrick's word as to the effectiveness of innovation in the classroom.

Airman Jonathan Radecki, 365th TRS F-15 avionics course student, also attested to the usefulness of the tablets while on the go.

"The best part of the tablets is the flexibility," he said. "All the files are already on there. So as we learn, we don't have to scramble to write everything down, just listen and use the highlight feature or take extra notes on the sides. It's nice that if we have the tablet, we have course.

everything we need to study. It's definitely easier for me to learn this way."

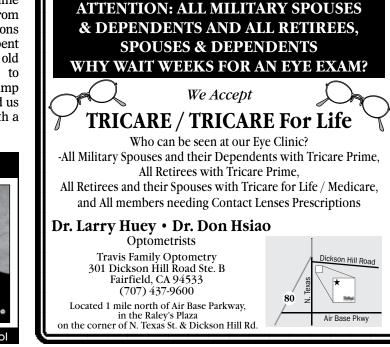
The Airmen have their tablets with them for classroom lectures, hands-on training in the hangar and even with them in the dorms at the end of the duty day, allowing Airmen to study wherever they go, even without internet connection.

"Our hope for the future is that once Airmen graduate basic military training and arrive at tech school, they will receive their tablet and it would follow them into the operational Air Force," Kirkpatrick said.

Although this may sound like a very pricey investment, Master Sgt. Brion Kennedy. 365 TRS F-15 avionics flight chief, said it would actually save the Air Force money in the long run.

"By purchasing a tablet, roughly \$200, or similar device for each Airman, and using it for the entirety of their for training and for the con- training, in tech school and venience of having the tablet on the job, it would eliminate the need for classroom equipment like desks, overhead projectors and dual monitors," he said. "Everything is right there in the palm of their hands."

> Kirkpatrick said another possibility for the future of tablet training is a self-paced



Family Eve Doctors near Travis AFB

## **Exercise**

From Page 17

aircraft armament systems members and aircrew mem-

"Combat Archer is readiness," said Lt. Col. Vaimana Conner, 83rd Fighter Weapons Squadron commander. "In addition to providing confidence to senior leaders, it also ensures both the operations and maintenance crews are ready to employ in combat in an air-to-air environment."

Exercise participants from across the Air Force, to include members from the 494th Fighter Squadron, 67th FS and the 94th FS, employed variations of live air-intercept missiles against unmanned aerial targets that were remotely operated by the 82nd Aerial Target Squadron. The aircrew battled against the simulated threats over the Gulf of Mexico.

its own, Tyndall AFB leaders combined the operation with Checkered Flag 19-1 because of their complementary objectives that focus on air-to-air

"There is a lot of synergy with the two exercises, but they are two separate exercises with their own objectives," Conner said. "In addition to evaluating the systems during Combat Archer, this was also an opportunity for the squadrons to practice and train for something they can't do anywhere else."

According to Conner, more than 40 aircraft and 800 personnel participated in the exercises, making it the largest training operation since Hurricane Michael.

"This exercise is all about readiness." Conner said. "(The Airmen) were definitely well-prepared, especially in this austere environment currently at Tyndall and the challenges that come with operating in a state of recovery. While Combat Archer 19-8 They were able to outstandis an extensive exercise on ingly execute their mission."





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Secretary of the Air Force Heather Wilson listens as Air Force Chief of Staff Gen. David L. Goldfein gives his remarks during her farewell ceremony May 21 at Joint Base Andrews, Maryland.

# Wilson

She spearheaded the analysis which said the "Air Force we need" must increase to 386 squadrons from 312 to confront threats in an era of great power competition. Wilson was also a key architect of an ambitious upgrade for the service's science and technology strategy released in April. That document will serve as a blueprint to better identify, de-

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technologies in the future. Wilson is leaving a consid-

erable mark on the institution na. She was a strong advocate and its total force of 685,000 Airmen worldwide. She helped develop and manage the Air Force's annual budget of more than \$138 billion and was an influential voice directing strategy and policy development, risk management, weapons acquisition, technology investments and talent management of Airmen across a global enterprise.

She was a central figure in efforts to strengthen and build velop and deploy breakthrough the Air Force to meet new

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global threats, particularly those posed by Russia and Chifor increasing overall readiness and addressing personnel shortages that affected the Air Force's ability to fulfill any mission at any time.

Overall, the Air Force is 17 percent more ready today than it was when she was confirmed.

Wilson was a strong advocate for streamlining the contracting process when possible and injecting a more entrepreneurial approach.

In his remarks, Goldfein said Wilson will be remembered for "setting the conditions to build a more lethal and ready force we need for the future fight" while also paving the way "for the future Airmen who will follow in our footsteps.

And while hardware is important, Goldfein said Wilson, "understood the priority is with the people and improving the quality of service and quality of life for our uniformed volunteers and their families is where it starts."



"This is a great opportunity for our civic leaders to see what it really takes to become an Airman," Jackson said. "From their base involvement they have observed great Airmen at work, now they have seen how they are trained."

The group also traveled to the Basic Expeditionary Airmen Skills Training to witness how the Air Force trains Airmen for the battlefield environment with a mock deployment. Civic leaders were then paired with trainees in their seventh week of training for a Meal-Ready-to-Eat lunch and discus-

In honor of the "Year of the Defender," civic leaders were immersed into the world of security forces training, with several stops at the 343rd Training Squadron where they participated in domestic response training scenarios as well as the virtual hands-on Firearms Training Systems.

The tour culminated in attendance at the BMT graduation where they witnessed those you do in your communities cannearly 800 Airmen complete not be overstated."

training and take the oath of enlistment.

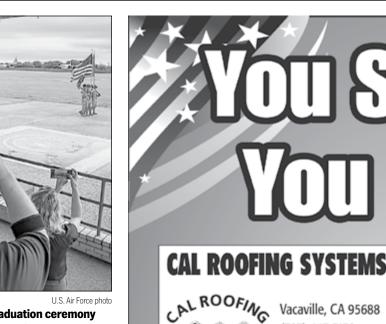
"They walked a little straighter (after) and with more confidence because of the mindset shift they had assumed," said Bobby Pancake, civic leader from Dover Air Force Base. Delaware. "They are now the future legacy of the greatest Air Force on earth. We were honored to be there, and we were proud of their commitment, service and sacrifice."

Miller hosted an executive session prior to the civic leaders departing, sharing AMC's priorities and her vision for the command. The discussion afforded the group to identify several areas where civic leaders can help the command address challenges in new and innovative ways using resources that haven't been tapped into previously.

"Now, as representatives of their respective communities, they can return home with the information they learned and share it with their communities," said Jackson.

AMC civic leaders are focused on initiating positive change and improvements in the areas of professional license reciprocity and advancing Science, Technology, Engineering, Arts and Mathematics (STEAM) curriculums in schools near Air Force bases.

"We retain families and that's where you come in," Miller said. "You are the strength behind the families. The work



Air Mobility Command civic leaders observe the graduation ceremony of United States Air Force Airmen, May 3, at Joint Base San Antonio-Lackland, Texas. The civic leaders toured the 37th Training Wing as guests of AMC Commander Gen. Maryanne Miller.

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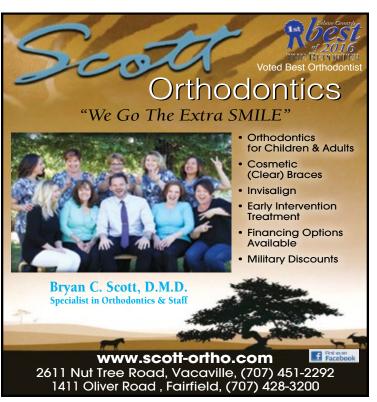
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## Care

From Page 3

can sometimes turn a house upside down." Hall said. "And that can suck not only for the spouses at home working to hold down the fort, but for that deployed Airman worrying about the welfare of their family. But what shouldn't add to that suck is the extra anxiety that comes with not knowing how you'll be able to bend yours and your children's schedules around your doctor visits. We're a staff made up of people who understand that and cater to that."

That understanding is something Jennifer Williams, a spouse of an active-duty Airman, said she appreciates.

It was no walk in the park to move to Travis while 20-weeks pregnant with four young children at home, Williams said. "Teddy's Child Watch al-

lowed us to focus on our family and health during the stress of that move," she added. "We didn't have family or friends nearby when we moved, and it would have been extremely dif-

ing my prenatal appointments

and my kids' check-ups. Ted- stress-free." dy's Child Watch gave us one less thing to worry about while navigating the challenges of military life. Teddy's Child Watch even cared for one of my children at a moment's notice when another needed to go to the emergency room."

Two years later, Hall still looks after the Williams children. She said, for her, the challenges of military life are no match for the bedrock community that's been established by the many families who've called Travis home over the

cessful institution is just the basic act of caring about other people," she said. "I think there's a lot to be said of us all being in the same boat and living lives that are pretty comparable to one another. We all know that child care can be expensive, so we made our services free. We (also) know that it's important to vet our child care providers, so we properly vet all our staff, top to bottom. We know how hard it can day 8 a.m. to 2 p.m. and Fridays be to have kids as active-duty service members or as military formation, call (707) 423-3376 ficult to arrange child care dur- spouses, so we work every day or e-mail teddyschildwatch@ to make it that much easier and gmail.com.

Williams said she's thankful for the service and comfort Teddy's Child Watch provides.

"There was a time during my most recent pregnancy that I thought of switching insurance and delivering at another facility," she said. "I decided to deliver at DGMC largely because of Teddy's Child Watch. I'll forever be grateful to them for supporting my family during such a hectic time."

Even as the deployability of Airmen becomes more important and Travis' operations tempo begins its summer peak, "I think the key to any suc- Hall remains undeterred in the work that will inevitably face the care center.

Doing a job well means being fit - not only physically, but mentally, emotionally and socially, she said.

"At the end of the day, we're here to help Airmen and their families cultivate that level of holistic fitness, and that's exactly what we're going to do."

Teddy's Child Watch hours are Monday through Thurs-8 a.m. to 1 p.m. For more in-



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# **E-7**

From Page 4

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From Page 12

**Summer** 

Alcohol is another major haz-

"It's not that Airmen don't

know that alcohol impairs their

decision making ability, because I'm confident the Air

Force takes every opportuni-

ty to emphasize and re-emphasize that message," Rauch

said. "What's missing is a well

thought out plan before engag-

ing in their chosen activities.

Excessive alcohol, poor judgement and summer activities

with the lack of a plan simply

don't mix."

ard that often impairs good risk management. Over the past five years, 66 Airmen deaths occurred throughout the summer.

Sergio Melendez Joshua Morales Kenneth Morgan Matthew Muckey Matthew Omalza Ouimet-Amaro Krystal Pearson Tyrell Pennington Zachary Pingree Timothy Roberts Dominic Santos Antoinette Sherman Johnathan Silsley Raymond Suzara Jubert Tenorio Angeli Thompson Jeffrey Thompson Joshua Thompson Caleb Woolman Christopher Wuest Bruce Zaragoza

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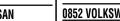
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## **Coslett**

From Page 2

According to "The Five Dysfunctions of a Team," the main team dysfunctions are absence of trust, fear of conflict, lack of commitment, avoidance of accountability and inattention to results. Does your team have some of these challenges? Then you may be a team in name only.

A supervisor, manager or

leader practicing transactional leadership will deal with inappropriate behavior during the fire drill by issuing mass guidance or group discipline and expect a change in behavior. That will last right up until they check their email – forcing them back to the real mission. This sends the message that other things are more important, it takes too much time to properly deal with, and it is not worth the conflict.

This is efficient, but not

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effective leadership.
The true goal is to

The true goal is to use transformational leadership to create a culture of commitment. Leaders need to sell change or growth by using motivation and inspiration to promote change, proactive engagements and prioritizing group progress over individual.

The solution to building a good team and successfully completing a fire drill are similar.

First, establish a clear vision. In the fire drill example: Everyone gets out quickly and safely to save lives. The objective is to get more than 150 people outside within two minutes. The leader can find efficient processes to save time, but to meet the vision you need to get people to change their behaviors. There cannot be a time limit to change their behavior. We are what we constantly

do, which makes excellence a habit.

With clear expectations, leaders have to demonstrate what success looks like. Be a role model.

Next, ensure people understand the performance standards. This will not be the same for everyone. No cutting corners; take the time to ensure people understand the importance of changing their behavior. Through good storytelling, vision, persuasion, conversations and role-modeling, the leader can ensure understanding.

Review progress and adjust course. When the next fire drill comes you will see a significant change, but likely will not see perfect results. That is the time to address individual behaviors for those not meeting the standard, instead of doing "group therapy" or group discipline,

which does not work and tends to demotivate.

What actions would you need to take? You could have mini-drills and monitor until individuals meet the goal. Then, by the next drill, you will see those who do and don't meet expectations. It will become clear this way of leading is not an easy process, but it does unite the team toward a common objective.

Follow the same process when leading your people to build a team.

During the next fire drill, I challenge you to be a role model, observer, change agent and leader to make it better.

Make time and lead your people effectively as it relates to the mission, too. As you do this, you will see the culture in your team become more productive, positive and a model for others to follow.





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1) Over 200 people participated May 18 in the ninth annual Gold Star Families 10K Ruck March at Travis Air Force Base, California. The ruck march honored 22 Gold Star families and their loved ones who lost their lives while serving their country.

# Ruck March honors Gold Star ...

U.S. Air Force photos/Louis Briscese

mother of Lance Cpl. Travis Layfield, provides remarks May 18 during the ninth annual Gold Star **Families 10K Ruck March** at Travis Air Force Base, California. The ruck march honored 22 Gold Star families and their loved ones who lost their lives while serving their country. 3) Col. Victor Beeler, 60th **Mission Support Group** commander, provides remarks during the ninth annual Gold Star Families 10K Ruck March at Travis.

2) Diane Layfield, the







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