



Renovated track now up and ...
RUNNING

PAGES 14-15

What service is not: Failing to value Airmen

The year was 1997. Titanic dominated the box office, Toni Braxton's "Unbreak My Heart" played constantly on FM radio and the luckiest of us had dial-up internet to check our email accounts. That was also the year I became a second lieutenant and the year the U.S. Air Force released its core values.

As those who remember 1997 can attest, much has changed in the ensuing 22 years. Hairstyles, catch phrases, technology and just about everything else has evolved, but Air Force core values endure. Unlike my 1997



Commentary by Col. Douglas Jackson
621ST CONTINGENCY RESPONSE WING

body fat percentage, the common bonds that unify us all – integrity first, service before self and excellence in all we do – remain unchanged. As our doctrine reminds us, our core values “serve as beacons vectoring us back to the path of professional conduct.” They are commonalities that inspire many of us to continue to serve, despite our constant challenges.

With great respect for the power of our core values, I believe one in particular – service before self – is frequently misinterpreted. To embody the value of service before self, an

Commander's Commentary

Airman must be willing to subordinate personal interests to the greater cause, but there is more to service before self than mere adherence to rules and authority. To paraphrase a distinguished senior leader, service before self does not mean service above those things you hold above yourself, like your family, your faith or your honor.

At times throughout my career, I've seen this core value misused by well-intended, but misguided leaders when a distasteful or even operationally unsound requirement emerged. Rather than respectfully

question a mission that unnecessarily elevates risk in the interest of expediency, highly motivated leaders will occasionally allow their vision to be obscured by their zeal and will therefore accept a task under the guise of service before self. When they do so, leaders of subordinate organizations are then forced to assign personnel to execute the mission, often using the value of service before self as leverage to compel compliance. When we do this as an organization, we misapply our core values, which are designed to serve as beacons, and permit them to steer us off course.

Just as excellence doesn't equal perfection and integrity doesn't require sainthood, service before self does not

mean that you don't matter. You must be willing to set aside your needs and offer personal sacrifices when necessary for the defense of our Constitution and the United States, but you are not expected to do that to the detriment of your family and loved ones at all times. As commanders and supervisors, we must make that distinction clear to the Airmen we are entrusted to lead. Moreover, we should resist ascribing our personal characterizations of service to all the other Airmen in our organization.

If we fail to do so, we risk establishing a standard that no one could attain and, in doing so, alienate the most indispensable element of our great Air Force – its Airmen.



Commentary by Chief Master Sgt. Tony Jenkins
621ST CONTINGENCY RESPONSE WING

What service is: Commitment lies at core

Who remembers the little blue book? Not the brown one, but the blue one. I do as I read that thing like it was atop the New York Times Best Seller's List in 1997, the same year I attended basic military training.

In fact, anytime I hold that pale blue booklet, it's hard not to reminisce of the cool Texas mornings spent standing in line during hours of darkness, my stomach rumbling, waiting and waiting and waiting some more, to enter the chow hall for breakfast, the best part of the

Chief's Commentary

otherwise miserable days that began my military career.

I learned the Air Force's core values quickly. There was no way I was taking a scolding for not knowing them, and I zealously repeated them anytime a drill instructor or fellow Airman challenged me. Did I really know what I was shouting, though? Sure, I knew following the core values were the price of admission into the Air Force. I knew

they were the difference between a profession and the profession of arms. "Integrity first" was very simple for me to understand and explain; as Spike Lee would say, "Do the right thing." "Excellence in all we do" was also pretty clear, meaning to try hard, seek continual improvement and fight mediocrity. Service before self, on the other hand, had some depth. The little blue book does a great job of explaining the first and third core value, but the second one's definition is ambiguous to say the least.

It would take an entire dissertation for me to explain service before self if I was describing it as an action. For many years of my career, I tried to do that as I considered it an action in its literal sense. Finally, it snapped in me, after witnessing the devotion our Airmen have and the availability they continually provide. Service before self is not an action, but rather, a commitment. A commitment to our profession of arms, to the men and women we serve with and to our

See JENKINS Page 27

DoD to put hospitals under one agency

Military Health System Communications Office

FALLS CHURCH, Va. — The Department of Defense is preparing for the next major step in consolidating military hospitals and clinics under a single agency, one of the largest organizational changes within the military in decades.

On Oct. 1, the Army, Navy and Air Force will begin the final two years of a multiyear transition to shift administration and management of their medical facilities to the Defense Health Agency, changes that are "transformational and far-reaching," said Vice Admiral Raquel Bono, DHA director.

"For the first time in our modern military's history, a single agency, the DHA, will be responsible for all the health care the Department of Defense delivers to our 9.5 million beneficiaries," Bono said. "Whether you receive your care at an on-base facility or through our TRICARE civilian networks, DHA will oversee your care. This consolidation will drive higher levels of readiness for operational and medical forces and integrate health care services to standardize practices across the entire Department, which means patients will have a consistent, high-quality health care experience, no matter where they receive their care."

The primary drive for this change is the National Defense Authorization Act of 2017. Congress mandated that a single agency will be responsible for the administration and management of all military hospitals and clinics to sustain and improve operational medical force readiness and the medical readiness of military members, improve beneficiaries' access to care and experience of care, improve health outcomes,



U.S. Air Force photo

The exterior of David Grant USAF Medical Center at Travis Air Force Base is seen in October 2008. During the next two years, administration and management of Department of Defense medical facilities such as DGMC will consolidate under the Defense Health Agency.

eliminate redundancies in medical costs and overhead across three separate service-run systems. The DHA will be responsible for health care delivery and business operations across the Military Health System including budgets, information technology, health care administration and management, administrative policies and procedures and military medical construction.

Bono said that even though congressional directives mandate this change, "it's the right thing to do."

"We have more than 40 years of independent studies and internal reviews that demonstrate the current structure of the Military Health System is unsustainable," she said. "What makes

us unique from other health systems is that we are heavily embedded with combat forces around the world focused on operational medical readiness and the health of our warfighters. The transformational changes underway will improve that focus, support the DoD's priority for a more lethal force and improve our ability to deliver high quality health care to all of our beneficiaries. Improving medical readiness is the key driver of the overall effort."

During this transition, the quality of care won't change for beneficiaries of the Military Health System. More important, Bono said, is that over time, it will improve that care by enabling changes to improve access, patient

experience and outcomes.

"Ultimately, what this transition means for all of us in the Department of Defense is a more integrated, efficient and effective system of readiness and health and integration of health care services that leads to a more standardized and consistent experience of care for patients," Bono said. "Central to that is having one agency oversee MTF operations while supporting the services' effort to focus more on readiness."

Since October 2018, the DHA has been operating eight hospitals and clinics as part of the first phase, of what was at first, a four-year transition period. In June, the overall timeline adjusted to three years to reduce the amount of duplicative management by the military departments and the DHA, said Dr. Barclay Butler, DHA's assistant director for management and Military Treatment Facility transition head. "The primary driver of that is to measurably and precisely coordinate the reduction of the military services' medical department support and oversight of the MTFs to the DHA," Butler said. "We want to create a simple and clear transfer of authority that positively impacts health-care for our patients."

From Oct. 1 of this year through October 2021, the transition will focus on four primary objectives:

- Centralized administration and management: On Oct. 1, all hospitals and clinics in the continental United States transition to the DHA, with the Army, Navy and Air Force medical departments maintaining a direct support role. Butler said this means that while DHA assumes overall management, the existing intermediate commands of the

See AGENCY Page 27

Tailwind

Travis AFB, Calif. | 60th Air Mobility Wing

Air Force

- Col. Jeff Nelson
60th Air Mobility Wing commander
- 2nd Lt. Mike Longoria
Officer in charge of command information
- Tech. Sgt. Traci Keller
NCO in charge of command information
- Tech. Sgt. James Hodgman
- Senior Airman Jonathon Carnell
- Airman 1st Class Cameron Otte
Tailwind staff

Daily Republic

- Nick DeCicco
Tailwind editor
- Todd R. Hansen
Copy editor

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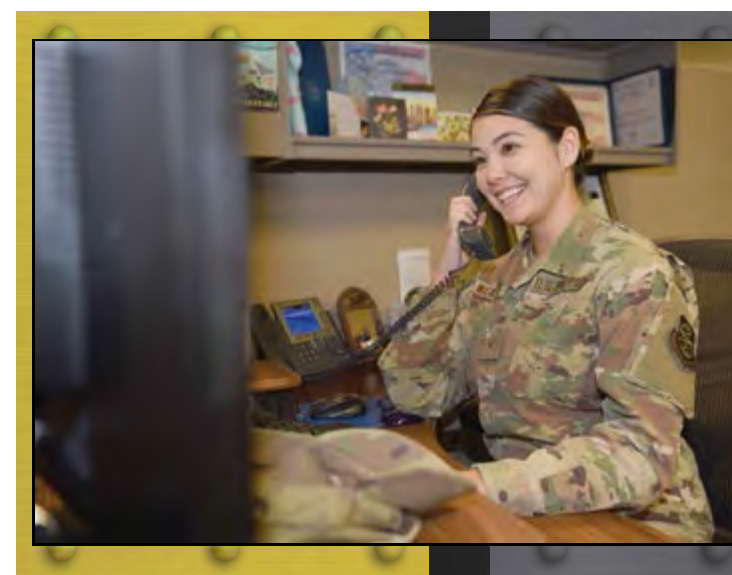
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On the cover

Staff Sgt. Tyrone Taylor, 373rd Training Squadron C-17 Globemaster III crew chief instructor, runs on the Fitness Center Track Aug. 19 at Travis Air Force Base.

U.S. Air Force photo/Airman 1st Class Cameron Otte



U.S. Air Force photo

WARRIOR OF THE WEEK

Name: Staff Sgt. Yen Watanabe.
Time in service: Seven years.
Unit: 60th Contracting Squadron.
Family: My dog, Muka.
Duty title: Contracting specialist.
Hometown: Gloucester, Massachusetts.
What are your hobbies? Traveling, hiking, scuba diving, painting and dancing.
What are your greatest achievements? My first deployment; night diving.

False alarm prompts lockdown

Glen Faison
DAILY REPUBLIC

Air Force personnel shifted Wednesday from training mode to active mode to investigate what officials characterized as a “real-world security incident” and later deemed to be a false alarm.

The incident caused a brief full-base lockdown.

Base officials received a report at approximately 10:30 a.m. of possible gunfire near the supply warehouse. The all-clear notice was given at 11:23 a.m.

Tech. Sgt. James Hodgman, 60th Air Mobility Wing Public Affairs Office, said neither live gunfire nor simulated live gunfire were part of the day’s ongoing readiness training, so

the person who reported the possible gunfire could not have mistaken such sounds from the exercise for gunfire.

“We’re looking into what that person heard,” Hodgman said.

The base was in the midst of the second day of two days of readiness training when possible gunfire was reported.

“These exercises mean

everyone on base is on heightened awareness,” Col. Jeffrey Nelson, 60th Air Mobility Wing commander, said in a prepared statement. “Though it was a false alarm, our first responders reacted quickly and appropriately. We take every security incident very seriously. I am confident in our

See **LOCKDOWN** Page 26

Career summit takes place Sept. 5

Nick DeCicco

60TH AIR MOBILITY WING PUBLIC AFFAIRS

A day-long career-planning event is slated to take place from 8:30 a.m. to 4:30 p.m. Sept. 5 at the DB 400 at Travis Air Force Base.

The Hiring Our Heroes career summit is a one-day hiring event to help service members, veterans and military spouses access resources and information to empower them in their job searches.

“Career summits are more than your everyday job fair,” said Michele Vogel, Hiring Our Heroes career summits senior manager with the U.S. Chamber of Commerce Foundation. “They provide interactive workshops, industry overviews, LinkedIn profile coaching, resume review and other sessions allowing participants to prepare before they engage with employers during the career fair.”

Hiring Our Heroes is a nationwide, grassroots effort to help veterans, transitioning service members and military spouses find employment opportunities.

For staff members at Travis’ Airman and Family Readiness Center, the summit is a distillation of their role.

“The program itself is kind of what we do here week by week, but it’s in a one-day snapshot,” said Robert Nesbitt, who works with the A&FRC’s transition program for the 60th Force Support Squadron.

The summit’s four-hour morning session will feature a

See **SUMMIT** Page 23

Speakers at Scott discuss resilience

Michael P. Kleiman

U.S. TRANSPORTATION COMMAND
PUBLIC AFFAIRS

SCOTT AIR FORCE BASE, Ill. – With his personal life and military career spiraling out of control due to increased alcohol consumption, heightened self-doubt, and an amplified apathy for living, retired Air Force Master Sgt. Adam Boccher eventually exited the road to rock bottom and ruin through a program initiated to assist active-duty airmen, veterans and their families achieve hope and healing.

Boccher and two other Airmen, Staff Sgt. Kevin Greene and retired Maj. Emily Elmore, participated Aug. 21 in the Air Force Wounded Warrior Program, spoke about their resolve, recovery and resiliency in overcoming mental and physical health issues during a visit to U.S. Transportation Command at Scott Air Force Base, Illinois.

Initiated in 2005, the Air Force Wounded Warrior Program, also referred to as AFW2, helps ill and injured active-duty airmen, veterans and their families. A congressionally mandated and federally funded organization, AFW2 provides personalized restorative care throughout the



U.S. Air Force photo

Three Air Force Wounded Warrior Program ambassadors, from left to right, retired Master Sgt. Adam Boccher, Staff Sgt. Kevin Greene, and retired Maj. Emily Elmore, discuss their experiences on the road to recovery and resilience during an event conducted Aug. 21 at U.S. Transportation Command at Scott Air Force Base, Ill.

individual’s transformation back to duty, separation and/or retirement, remaining in contact with him/her throughout the process. Leaving them well-equipped to manage life’s challenges, regardless of injury or illness, serves as the

program’s goal.

Since AFW2’s initiation, approximately 10,000 airmen have enrolled for assistance. Currently, the program supports about 4,000 past and present Air Force members. In addition, AFW2’s Ambassador

Program offers enrollees like Elmore, Boccher, Greene, and more than 100 other bluesuiters the opportunity to present their personal testimonies, enabling them to move forward in the healing process and in life.

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Patrons can save on critical supplies

Kevin L. Robinson
DEFENSE COMMISSARY AGENCY
PUBLIC AFFAIRS SPECIALIST

FORT LEE, Va. – In September, National Preparedness Month highlights the importance of being ready for emergencies.

It’s a message service members and their families should take to heart, said Tracie Russ, the Defense Commissary Agency’s director of sales.

“It’s not a question of ‘if’ bad weather will strike or an unplanned event will leave you without electricity or water,” Russ said. “So apply the lessons of Preparedness Month and take advantage of your commissary and exchange benefits to save money as you prepare your survival kits.”

Through Oct. 31, DeCA’s severe weather preparedness promotional package is offering various items for those survival kits at reduced prices.

This package includes: beef jerky and other assorted meat snacks, soup and chili mixes; canned goods; powdered milk; cereals; batteries; airtight bags; weather-ready flashlights; a variety of tapes, including all-weather, heavy-duty shipping and duct; first-aid kits; lighters; matches; lanterns; candles; hand sanitizer; and anti-bacterial wipes. Specific promotional items may vary from store to store.

The theme for this year’s National Preparedness Month is “Prepared, Not Scared.”

The month is separated into four activities:

- Sept. 1-7: save early for disaster costs.
- Sept. 8-14: Make a plan to prepare for disasters.
- Sept. 15-21: Teach youth to prepare for disasters.
- Sept. 22-30: Get involved in your community’s preparedness.

Generally, emergency preparedness officials suggest having a disaster supply kit that includes the following items:

- Water – at least one gallon daily, per person. Three-day

supply for evacuation, two-week supply for home.

- Nonperishable foods – canned meats, fruits, vegetables, dried fruits, nuts, raisins, cereal, crackers, cookies, energy bars, granola, peanut butter, and foods for infants and the elderly (three-day supply for evacuation, two-week supply for home).

- Paper goods – writing paper, paper plates, paper towels and toilet paper.

- Cooking items – pots, pans, baking sheets, cooking utensils, charcoal, a grill and a manual can opener.

- First-aid kit – including bandages, medicines and prescription medications.

- Cleaning materials – bleach, sanitizing spray, and hand and laundry soap.

- Specialty foods – diet and low-calorie foods and drinks

- Toiletries – personal hygiene items and moisture wipes.

- Pet care items – food, water, muzzle, leash, carrier, medications, medical records, and identification and immunization tags.

- Lighting accessories – flashlight, batteries, candles and matches.

- Battery-powered or hand-crank radio (NOAA weather radio, if possible).

- Duct tape, scissors.

- Multipurpose tool.

- Copies of personal documents (medication list and pertinent medical information, proof of address, deed/lease to home, passports, birth certificates and insurance policies).

- Cellphones with chargers.
- Family and emergency contact information.

- Extra cash.

- Emergency blanket.

- Maps of the area.

- Blankets or sleeping bags.

Commissary patrons can go to commissaries.com for web links to a variety of disaster preparedness resources.

For more information about National Preparedness Month, go to Ready.gov where there are also links to more resources such as the Hurricane Seasonal Preparedness Digital Toolkit.

Winter months pause runway closure at Offutt

Staff Sgt. Jacob Skovo
55TH WING PUBLIC AFFAIRS

OFFUTT AIR FORCE BASE, Neb. — The 55th Wing’s runway replacement at Offutt Air Force Base has been pushed back from December 2019 to October 2020.

The ten-month delay of the runway closure allows for demolition and earthwork to begin before winter. This sets up the program to be in the asphalt and concrete work phase by spring 2021 and wrapping up the needed inspections and Federal Aviation Administration approval to reopen in the twelfth month of work.

Sections of Offutt AFB’s current runway are more than 70 years old. Regular maintenance is required to sustain safe flight conditions. The replacement, which is projected to cost approximately \$176 million between Offutt AFB and Lincoln Airport (LNK), sets up the 55th Wing’s global intelligence, surveillance and reconnaissance mission to continue from Offutt AFB for at least 20 years before any major



U.S. Air Force photo/Josh Plueger

The RC-135V/W Rivet Joint reconnaissance aircraft is the workhorse of the 55th Wing at Offutt AFB, Neb. The aircraft is used to support theater and national level consumers with near real time on-scene intelligence collection, analysis and dissemination capabilities.

maintenance is required.

“It is definitely needed. (The 55th Civil Engineer Squadron) is pouring man-hours and resources into our current runway just to keep it functioning,” said Rob Hufford, 55th CES civil engineer and 55th Wing Project Management Office engineering lead. “As it ages we have to put more time and

money into it, but we still have the same amount of people and the same amount of money.”

The finished product is planned to be built narrower but with the same length. Features of the new runway design include concrete landing zones with an asphalt center and shoulders.

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Commissaries deals set to match season

Matthew Perry
 DEFENSE COMMISSARY AGENCY MARKETING
 AND MASS MEDIA SPECIALIST

FORT LEE, Va. — Commissaries are offering significant savings with worldwide back-to-school sidewalk sales and promotions linked to football, Oktoberfest and other events in September.

“As we approach the end of summer, it’s important to note that the commissary has sales promotions that offer discounts well beyond our normal everyday savings,” said Army Command Sgt. Maj. Tomeka N. O’Neal, the Defense Commissary Agency’s senior enlisted adviser to the DeCA director. “Labor Day is one more opportunity to pull out that barbecue grill, so check your store for spectacular sales on meat and anything else you need for a wonderful holiday menu.”

Throughout September, commissaries will offer discounts

beyond everyday savings. Patrons should check the ends of the aisles in their stores for themed items with extra low pricing.

Overseas stores may have substitute events for certain promotional programs. Customers should check with their store for details or visit their store page on the DeCA website to verify what’s available.

Here are a few ongoing and upcoming promotions:

- Labor Day soda sale. This special promotion is offering all 24-pack sodas priced at two for \$10 in support of Labor Day. Special pricing is effective from Aug. 29 to Sept. 2.

- Sidewalk sales. DeCA’s Sidewalk Sales event continues through September. Weather permitting, commissaries will have one event – a two- or three-day outdoor sidewalk weekend sale (a maximum of four days) –

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Visit Travis at [FACEBOOK.com/TravisAirForceBase](https://www.facebook.com/TravisAirForceBase)

Commissaries’ cooking video project marinates

Kevin L. Robinson
 DEFENSE COMMISSARY AGENCY
 PUBLIC AFFAIRS SPECIALIST

FORT LEE, Va. – Commissaries are partnering with the Joint Culinary Center of Excellence to produce videos encouraging service members and their families to cook more meals at home, and provide training products for military chefs.

“These videos provide mutual gains for commissaries and the culinary center,” said Hector Granado, director of marketing for the Defense Commissary Agency. “With this partnership we’re highlighting the excellence of our military chefs while also displaying healthy recipes our patrons can easily prepare at home with the products they buy at their commissary.”

JCCoE, headquartered at Fort Lee, advises and trains DOD culinary personnel, and serves as the focal point for all Army food program issues. DeCA’s

audio-visual team produced seven videos, featuring advance culinary instructors – Marine Gunnery Sgt. Tavis McGregor and Army Staff Sgt. Adam Berry – in the center’s training kitchens as they prepared peach cobbler, chicken and dumplings, and slow-baked, orange-glazed salmon and risotto.

Since July 30, these videos have been available on DeCA’s YouTube and Facebook pages. The recipes are also in PDF format and can be downloaded and added to a shopping list.

DeCA stamped the recipes as “dietitian-approved,” meaning they align with the commissary’s Nutrition Guide Program, a point of sale shelf tagging system that helps customers easily identify commissary brands and grocery products with nutrition attributes of low sodium, low fat, whole grain, no added sugar and a great source of fiber.

“From the commissary’s perspective this partnership helps us emphasize to our patrons the importance of

increasing the nutrition quality of their diet, saving money and cooking easy-to-prepare meals at home or in the barracks,” said DeCA’s Health and Wellness Program Manager Deborah Harris, MPH, RD, CDE (Masters of Public Health, registered dietitian and certified diabetes educator). “These videos are part of our overall effort to offer healthy and easy-to-prepare meal options for our patrons and remind them that they can save more by shopping at their commissary.”

For the JCCoE staff, the partnership netted training videos they could use to support educational training throughout all military services, said Raymond M. Beu, director of training at JCCoE.

“Working with DeCA, we merge their focus on health and wellness with our professional culinary methods and techniques,” Beu said. “These training videos have a wide reach beyond our classroom and will help us promote

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Marine Gunnery Sgt. Tavis McGregor, an advance culinary instructor, prepares a recipe during filming at the Joint Culinary Center of Excellence on Fort Lee, Virginia.

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AF mandates space for nursing mothers

Secretary of the Air Force
Public Affairs

ARLINGTON, Va. — A new lactation policy, released in an Air Force Guidance Memorandum dated Aug. 15, requires units to provide nursing mothers access to a lactation room.

The policy enables commanders to support nursing mothers by outlining procedures and requirements for establishing a private, secure (lockable from the inside) and sanitary location for the purpose of breastfeeding and/or expressing breast milk.

"This policy gap came to our attention from the

grassroots level. Our job here is to do what we can to make it easier for Airmen to serve," said Christy Nolta, deputy assistant secretary of the Air Force for reserve affairs and Airman readiness. "Women shouldn't feel like they must choose between serving and being a mother. A small policy tweak can actually make a difference to our Airmen. It adds up, improves quality of life and supports retention efforts across the service. We remain really focused on breaking more barriers to make continuing to serve an easy choice."

A lactation room,
See **MOTHERS** Page 27

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U.S. Air Force photo/Airman 1st Class River Bruce

Staff Sgt. Collette Portzer, 317th Aircraft Maintenance Squadron aerospace propulsion technician, works on one of four engines of a C-130J Super Hercules at Reno-Tahoe International Airport, Nev., Aug. 15. Portzer changed the oil and inspected the engine to meet future mission requirements. The aircraft was in Reno in part of an eight-day training exercise conducted by the 39th Airlift Squadron to prepare for deployed operations.

Squadron drops 200 Marines

Airman 1st Class River Bruce

7TH BOMB WING PUBLIC AFFAIRS

RENO, Nev. — Members of the 317th Airlift Wing at Dyess Air Force Base, Texas, trained in airspace over Nevada and California, Aug. 8-16.

This training was designed to prepare 39th Airlift Squadron aircrew for future deployed operations in mountainous terrains.

Pilots experience higher atmospheric pressure at high altitudes which change the way landings feel, said Capt. Matthew Rounds, 39th AS C-130J Super Hercules pilot. Newer pilots were able to train on operating in these conditions for the first time.

"We operated out of Reno-Tahoe International Airport, which has similar elevations to areas we operate overseas,"

Rounds said.

Aircrews worked on various airlift procedures such as the combat offload.

The combat offload is a method used by C-130 aircrew to deliver cargo in hazardous environments. It involves a fast landing and is followed by an abrupt takeoff that allows for cargo to roll out of the back of the aircraft to support missions on the ground.

"One of the biggest wins of this training was building rapport within the units involved in our deployments," Rounds said. "Our loadmasters were in sync with pilots and our maintainers kept our aircraft good to go. Deployers were able to work side-by-side with the same people they'll work with overseas."

The 39th AS also built relationships with Marines

assigned to Camp Pendleton, California.

"We had the pleasure of working with over 200 Marines, for high-altitude, low-opening (HALO) and static-line parachute drops," Rounds said.

The HALO drops consisted of five to 10 Marines jumping out of the rear of the C-130J at altitudes higher than 3,500 feet. Static-line drops were conducted at 1,250 feet. For each static-line pass, approximately 20 Marines jumped one-by-one with parachutes deploying immediately upon their departure.

Marines were able to make multiple jumps during the week and became up-to-date on their requirements for deployment readiness, said Staff Sgt. Carlos Camacho, 1st Transportation Support Battalion jump master.

US Air Forces Africa builds partnerships in Kenya

Master Sgt. Renae Pittman

U.S. AIR FORCES IN EUROPE AND AIR FORCES
AFRICA PUBLIC AFFAIRS

LAIKIPIA AIR BASE, Kenya — Approximately 120 Air Force delegates from the U.S., Kenya, Burundi, Tanzania and Uganda came together for a week to share personnel recovery topics for this iteration of African Partnership Flight Kenya 2019 held at Laikipia Air Base, Aug. 20-24.

"The African Partnership Flight is U.S. Air Forces Africa's premier security cooperation program with African partner nations intended to foster military collaboration and strong, long-lasting relationships with and between African partner nations," said Maj. Erik Anker, U.S. Air Forces Africa lead planner.

This five-day event covered critical skills for successful personnel recovery operations.

"We covered a host of topics related to personnel recovery, including personnel recovery command and control, combat search and rescue, tactical combat casualty care and survival and evasion," Anker said.

This APF was co-hosted by the Kenya Air Force with instructors coming from both militaries who are subject matter experts in their given field.

"This partnership has brought a wealth of skills within the KAF to enhance the security, coordination and integration within the East African air forces," said KAF Brigadier John Omenda, Laikipia Air Base commander.

The U.S. instructors came from multiple commands throughout the U.S. Air Force to help facilitate knowledge sharing and best practice exchanges among Eastern African militaries.

"I hope the East African nations will be able to take the information they've learned here and not only make their own personnel recovery programs better, but build a program where we can count on one another and ensure all of our isolated personnel come back to their families and countries,"



U.S. Air Force photo/Master Sgt. Renae Pittman

A U.S. Air Force special tactics Airman with the 22nd Special Tactics Squadron observes the final demonstration of the African Partnership Flight Kenya 2019 program at Larisoro Air Strip, Kenya, Aug. 25. The culminating event, Linda Rhino 2, incorporated multiple skills covered during the week-long program, including combat search and rescue, aeromedical evacuation and personnel recovery command and control.

said Tech. Sgt. Jared Todd, 818th Mobility Support Advisory Squadron survival, evasion, resistance and escape air advisor.

Participants completed four days of instruction with classrooms, demonstrations and field exercises designed to increase capabilities and standardize processes and procedures.

"This information is very important to me as a helicopter pilot," said Maj. Naomi Karungin, Uganda Peoples Defense Air Force, helicopter pilot. "I now have a better understanding of

how to recover isolated persons. I am glad that I can take this information back to my unit and teach my fellow pilots."

In addition to U.S. Air Forces Africa working to build stronger partnerships in the region, the Massachusetts Air National Guard had representatives help guide discussions as part of the State Partnership Program, which began in 2016.

"Programs like this are important because, under field conditions, you have limited availability, and we want to maximize the survivability of

our partners by giving them the tools needed to maximize their survivability," said Massachusetts Air National Guard Col. Melinda Sutton, 102nd Medical Group commander.

The event culminated in an exercise led by the Kenya Air Force named "Linda Rhino 2" where they utilized all of the skills practiced during the week. The exercise was observed by several air chiefs from across Africa.

"What I saw today in the exercise, was brilliant...it's all about readiness," said Brig.

Gen. James R. Kriesel, Combined Joint Task Force—Horn of Africa deputy commanding general. "We, together, get paid to be responsive, resilient and as lethal as required against terrorist organizations and near peer competitors."

The final thought for the conference emphasized teamwork.

"We cannot do this alone," Omenda said. "We need each other. We need teams. You need experienced people to learn from, especially from people who have done it in real-life situations."



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Air Force supports Army during joint exercise

Senior Airman Cody R. Miller
JOINT BASE CHARLESTON PUBLIC AFFAIRS

JOINT BASE CHARLESTON, S.C. — Airmen from Joint Base Charleston and Little Rock Air Force Base, Arkansas, supported Battalion Mass Tactical Week at Pope Army Airfield, North Carolina, Aug. 18-23.

BMTW is a joint exercise designed to enhance service members' abilities by practicing contingency operations in a controlled environment. The exercise incorporated three Air Force C-130J Super Hercules, three Air Force C-17 Globemaster IIIs and Army paratroopers assigned to the 82nd Airborne Division at Fort Bragg, North Carolina. The exercise allowed all parties to quickly complete training tasks, such as personnel drops and cargo air drops, to better prepare joint forces to operate during global mobility missions.

"We do these types of exercises quarterly throughout the year," said Lt. Col. Justin Warner, 437th Operations Support Group director of operations and the BMTW air mission commander. "The goal of the BMTW is to have a joint collaboration between the Air Force

and the Army. We want not just C-17s, but also other airframes to take part in the same formations to support the Army in whatever their specific scheme of maneuvers may entail. This is a great training opportunity for airlift loadmasters and pilots to see and understand Army procedures, tactics and how they're organized."

Starting in 1917, the 82nd Airborne Division's mission has evolved to strategically deploy, conduct forcible entry parachute assault and secure key objectives in support of U.S. national interests within 18 hours of notification. However, without the help of transport aircraft, the 82nd Airborne wouldn't be able to execute this mission and get where they need to go. Air Force assets like the C-130J and C-17 allow for soldiers to safely get to their drop points and complete the mission.

While working with the 82nd Airborne Soldiers, Airmen were able to complete training tasks with a focus on joint operations, readiness and interagency operability.

"Any type of repetition to help us stay proficient and current helps aircrew," said Air Force Staff Sgt. Justin Hampton, a 16th Airlift Squadron



U.S. Air Force photo/Senior Airman Cody R. Miller

Air Force C-17 Globemaster IIIs and C-130J Super Hercules airdrop paratroopers onto a landing zone in low-light conditions during Battalion Mobility Tactical Week at Fort Bragg, N.C., Aug. 20. Battalion Mass Tactical Week is a joint exercise designed to enhance service members' abilities by practicing contingency operations in a controlled environment.

loadmaster. "We could be deployed in a matter of weeks or days so training like this really helps us prepare for anything we might face while in a deployed environment. Coming out to work with Army is great because we get to learn their way of doing things and how to

work in a joint environment." BMTW implemented a mixed formation with the C-130Js and C-17s to target small drop zones in a restricted and austere environment, challenging the expertise of the mission planners and those executing the mission. Despite challenges

of weather, timelines and effective communication, participants continued to be flexible and resilient to successfully complete BMTW.

"A mission is only as good as the plan that's been developed

See ARMY Page 18

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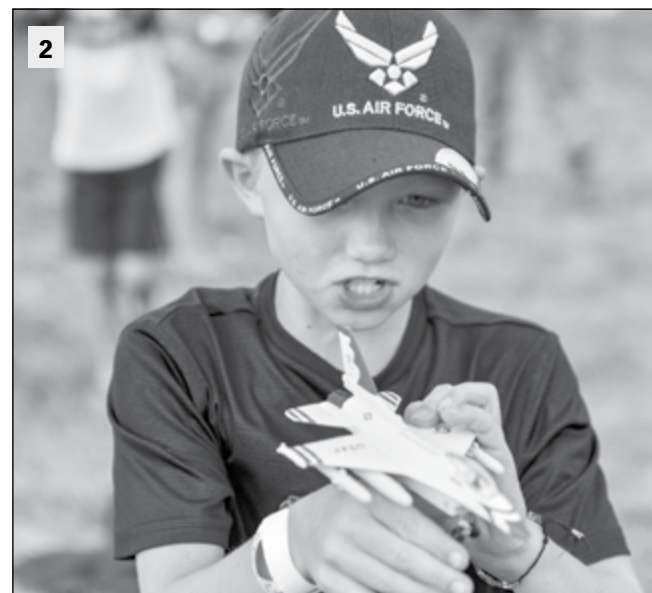
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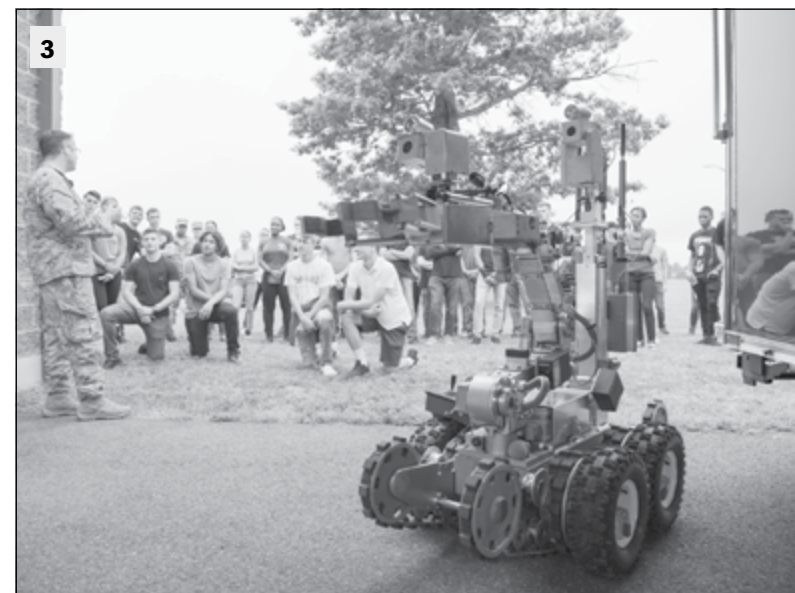
U.S. Air Force photo/Staff Sgt. Mozer O. Da Cunha

Mission takes many shapes around ... AIR FORCE

1) Senior Airman Terri Harris, 386th Expeditionary Logistics Readiness Squadron expeditionary theater distribution center journeyman, inspects the shelf life of perishable items Aug. 13 in an Expeditionary Theater Deployment Center at Ali Al Salem Air Base, Kuwait. Expired items are sent to be tested or disposed. 2) Konner Fischer, Sioux Falls, S.D., native, mimics the sound of a F-16 Fighting Falcon while the air demonstration squadron U.S. Thunderbirds performs Aug. 17-18 at the Sioux Falls Air Show at Joe Foss Field, S.D. 3) Master Sgt. Robert Krider, 104th Civil Engineering Squadron operations noncommissioned officer in charge, talks to members of the 104th Fighter Wing student flight during Bring a Friend To Drill Day Aug. 17 at Barnes Air National Guard Base, Mass.



U.S. Air National Guard photo/Staff Sgt. Jorrie Hart



U.S. Air National Guard photo/Senior Airman Randy Burlingame

Extra padding helps renovated Travis track land softly

1) David Wilkins, CMA Construction striper, paints stripes on the Fitness Center Track Aug. 14 at Travis Air Force Base.



1

Story and photos by
Airman 1st Class Cameron Otte
60TH AIR MOBILITY WING PUBLIC AFFAIRS

The 60th Force Support Squadron, 60th Civil Engineer Squadron and civilian contractors finished renovations on two running tracks, now called the North Gate Track and the Fitness Center Track, Aug. 20 at Travis Air Force Base.

"When the tracks were originally built, they were built as temporary tracks and they were not intended to be permanent," said Tanya McCormick, 60th FSS fitness and sport center manager. "The tracks were in terrible condition and needed to be replaced."

The running tracks on base were getting torn up and Airmen running on them noticed.

"The tracks had definitely seen better days," said Capt. Jessica Bertke, 60th Inpatient Squadron critical care clinical nurse and regular track user. "With all the potholes and sunken areas you could have easily twisted your ankles. It was pretty dangerous to run on to be honest."

After approximately five months of renovations, the tracks are now sturdier.

"The new tracks have been built with a base of perforated soil mixed with cement, the two-foot thick base goes into the ground," said DJ Quinn, CMA Construction contractor. "Then over that, we laid a layer of asphalt over the base."

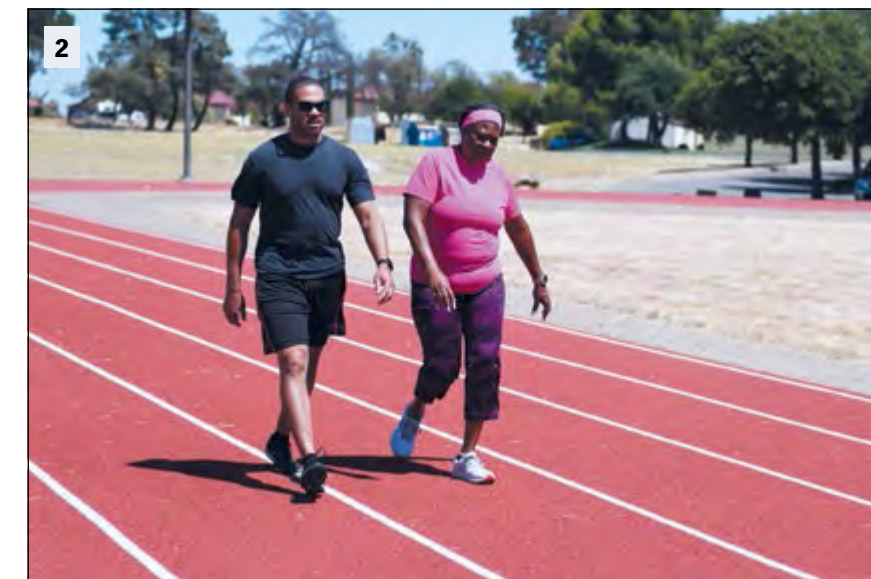
With a base as sturdy as this, the new tracks are built to last longer than the old tracks. They are also made with material to ease impact for a more comfortable run.

"These tracks have been built with a total of eight layers of recycled rubber, sealer and glued adhesive," Quinn said. "That's why the tracks feel so soft upon landing. With the old tracks only having two layers, that's six more layers. There is much more padding."

"With a softer surface to run on, Airmen will be able to go longer distances without the risk of getting shin splints," McCormick said.

The tracks have been built with longevity in mind and will be easier to repair in the future.

"We know for a fact that these tracks will last at least five years but after that, a lot of it depends on how much the track is used," said Quinn.



2



3

2) Master Sgt. Charlie Belton, 60th Comptroller Squadron budget analyst, and Ophelia Belton, his mother, walk Aug. 19 on the newly renovated North Gate Track at Travis Air Force Base, California. The track recently underwent renovations that included ripping the old track from the ground, placing a solid base of concrete and asphalt, laying down eight layers of rubber padding and painting stripes for the lanes. 3) Brian Armstrong, 60th Contracting Squadron contracting officer, inspects the North Gate Track for potholes, tears and divots Aug. 15 at Travis.

"It's pretty normal for tracks to get repairs done every five years, but since we have the base done, it won't take nearly as long as this project."

Airmen running on the tracks within the first few days noticed the improvements.

"This track is soft and smooth compared to the old track, which is nice because I get lower back soreness," said Staff Sgt. Tyrone Taylor, 373rd Training Squadron C-17 Globemaster III crew chief instructor. "So, with the

track absorbing so much of the impact, it makes the run feel much better."

With new tracks offering a comfortable place to run, even those who dislike running seem to feel more enticed to give it a try.

"I'm not a runner, I stay in shape, but I do not like running," said Taylor. "But a nice track like this definitely motivates me to run more and I'm sure when other Airmen run on this track their first time, they will feel motivated, too."

Oregon unit trains with Navy counterparts

Master Sgt. John Hughel

142ND FIGHTER WING

PORTLAND, Ore. — The Oregon Air National Guard's 142nd Fighter Wing hosted the VFA-41 Squadron, assigned to Naval Air Station Lemoore, California, along with their F-18F Super Hornets during two weeks of Dissimilar Aircraft Combat Training at the Portland Air National Guard Base Aug. 11-23.

As part of the DACT exercises, the Navy brought six F-18s and approximately 125 Sailors to engage with the 142nd FW's F-15C Eagles. The training focused on compliance and capabilities preparation, allowing both units to stay proficient while providing upgrade

training to junior pilots.

"We do this training about once a year when our weather is good, which supports an active flying schedule," said Maj. Brent Ellis, chief of scheduling for the 142nd Fighter Wing, 123rd Fighter Squadron, Oregon Air National Guard.

One element of the joint training helps establish familiarization with different airframes and tactics. It also allows both sides to define the advantages and disadvantages within a dedicated training plan.

"The goal of this training is to get all sides 'together in the same room' and fill in the capability gaps and see what our airplane (F-15C Eagle) does better than theirs, and what their airplane (F-18F

Super Hornet) does better than ours," Ellis said.

With a morning and afternoon flying schedule, this allowed both sides to role-play as the home team "Blue Air" or the enemy "Red Air" aggressors and rotate positions daily.

A wide variety of air-to-air encounters are calculated into the training. Ellis described some of the "6 vs. 6, 6 vs. 4 and 4 vs. 4," scenarios factored into the daily missions.

"It normally falls into an offensive counter-air situation where we will attack a base or a defensive counter-air where we will defend our base," Ellis said.

Within the different mission tasks, the aircraft can engage in 2 vs. 1 or 2 vs. 4 or

a variety of other combinations to achieve an objective. Ellis said that most of these tactics are, "missionized air-to-air encounters, as basic 'blocking and tackling' sorties."

"It's not very often when we can get the whole team together on the field, and then scrimmage as we have during an extended (two-week) training period," he said.

Navy Commander Josh Appezato, Fighter Attack Squadron 41 commanding officer, and his combat flying team of 13 pilots and 13 weapons officers welcomed the challenge to sharpen their skills against the Eagle airframe and 142nd FW pilots.

See OREGON Page 22

Courses seek to speed commissioning program for enlisted sergeants

2nd. Lt. Robert Guest

AIR EDUCATION AND TRAINING
COMMAND PUBLIC AFFAIRS

JOINT BASE SAN ANTONIO-RANDOLPH, Texas — Air University is testing a new, accelerated program to help fast-track qualifying Air Force senior non-commissioned officers looking to commission as second lieutenants.

Beta tests for the Officer Training School-Accelerated Commissioning Program, scheduled to run in August and November, will each last 14 days, compared to the current program which is 40 training days.

"The accelerated commissioning program is part of an effort to revolutionize Air Education and Training Command's force development and create a best-in-the-world learning model to train the leaders of tomorrow's Air Force faster and smarter," said Brig. Gen. William Spangenthal, AETC director of Operations and Communications. "Part of providing the right training for Airmen is breaking certain industrial-age training paradigms."

OTS-ACP tests help break

the paradigm that time must be a constant in training. In the normal OTS curriculum, all trainees, regardless of initial competence level, are trained for the same amount of time before graduating. OTS-ACP will also focus on Airmen-centered teaching methods, using case studies and experiential learning.

"We felt that we could tailor a class to senior NCOs that wouldn't require 40 days because they know how to march, they know how to salute and they already know how to be outstanding at the basics of being an Airman," Spangenthal said. "We'll have to validate that, of course, but this is the rationale behind OTS-ACP."

"We don't have a one-size-fits-all solution," Spangenthal continued. "Individual Airmen learn differently and we can provide them with the learning tools that speak best to them. We have found that when you allow Airmen to move at their pace, they almost always move faster."

To streamline OTS-ACP, the selected senior noncommissioned officers will receive

See COURSES Page 22

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Air Force Capt. Peter Callo, a 621st Mobility Support Operations Squadron air mobility liaison officer from Joint Base McGuire-Dix-Lakehurst, N.J., inspects communications equipment during Battalion Mass Tactical Week at Fort Bragg, N.C., Aug. 20.

Army

From Page 11

for it," Warner said. "The planners that have worked here to learn both Army and Air Force terminology and understand how both branches communicate have greatly enhanced our ability to get us to that next level of training and execution."

Exercises like BMTW are held regularly to keep Airmen

current and up-to-date on current joint tactics. This specific BMTW was to prepare participants for the upcoming Exercise Mobility Guardian 2019, Air Mobility Command's premier, large-scale mobility exercise. Mobility Guardian, which is scheduled for Sept. 8-28, provides a realistic training environment for more than 2,500 Airmen to hone their skills with joint and international partners and keep a competitive edge in future conflicts.

Season

From Page 6

offering extra savings including special deals on some case- and club-pack items. Patrons are encouraged to check their store's web page for sale dates and hours and more details. In addition to the case lot formats such as those found in commercial club stores, commissary sidewalk events also offer additional "mix and match" packages of similar items in bulk-size cases. This event runs until Sept. 30.

- "Back to School Bonanza - Text-to-Win." Enter for a chance to win a \$25 commissary or exchange gift card from MyMilitarySavings.com. Shoppers can only enter the sweepstakes in store. Look for in-store displays for details on how to enter. Promotion runs through Sept. 8.

- AXE and Unilever "Back To School" DeCA-only sweepstakes. Enter the Back-to-School Sweepstakes for a chance to win the ultimate electronics grand prize package or one of more than 90 other prizes. Prizes include laptops, tablets, portable music players and gift cards. Visit www.operation-intouch.com and enter to win. Promotion runs through Sept. 15.

- Commissary beef and pork summer savings. The commissary has extended the beef and pork summer savings package for another month. Check with your meat department to learn more about these sizzling offers:

- » Whole sub-primal beef sold at cost. Customers can save 14 percent to 26 percent on sub-primal beef. Cut upon request for free.

- » Healthy Alternative Power Buy Box - Save 29 percent on 20 pounds of select cuts of lean

beef and pork.

- » Economy Power Buy Box - Save 31 percent on 15 pounds of select cuts of beef and pork.

- » Summer Tailgate Power Buy Box - Save 37 percent on 20 pounds of select cuts of beef and pork.

- General Mills' "Back to School with Box Tops for Education." General Mills school fundraising program is back in commissaries worldwide. Each product box top collected is worth 10 cents, and many General Mills items will have double box top value during the month. Patrons will see high-value coupons, in-store product demonstrations and decorative mass displays. This promotion runs through Sept. 8.

- Kellogg's and "Feeding the Reading" Program. Kellogg's is offering savings on leading back to school brand favorites and free books with qualifying purchases. Visit the Kellogg's Family Rewards website for details on the free book give away. Promotion runs through Sept. 8.

- Kraft Heinz "Back to School and Labor Day Free Groceries" program. Enter for a chance to win one of eight commissary gift cards valued at \$2,500. Visit the Kraft Heinz website for official rules on how to enter. Promotion runs through Sept. 22.

- Coleson's Catch. Continue to save up to 45 PERCENT on Coleson's Seafood products during the 20th anniversary of Coleson's "Big Catch" promotion.

- Enter to Win a Weber Grill. Bonus coupon savings on the following great brands: Hormel's, Chi-Chi's, Ziploc, Monster, Sabra and Sargento. Look for in-store displays for more information on how to win a Weber grill. This promotion ends Sept. 22.

- Kellogg's Special K. Kellogg's will provide 150,000 military-specific coupon flyers. These valuable coupons will be distributed in the store. This ends Oct. 6.

- Monster Jam Celebration. Commissary customers can help their community win an on base Monster Jam Celebration by purchasing select Proctor & Gamble products from Sept. 23 to Oct. 6. P&G working with ProCamps, will offer a "Monster Jam" celebration for a winning military installation as part of P&G's "Start Strong/Stay Strong" cause platform. There will be three to five grand prize winners and those installations will receive a family-fun Monster Jam celebration. There will be no charge to military families to attend. The event will include a monster truck and driver and Monster Jam activity stations. Activities may also include a coloring station, temporary tattoo station, a sand pit for kids to play with toy monster trucks, balloon tying and face painting to list a few of the activities during the event. Check your local commissary for details. Purchase window is Sept. 23 to Oct. 6.

- Taco night. Receive a dollar off when you buy two Taco Bell items. Coupons are located in the store. This savings window runs from Sept 23 to Oct 6.

- Text-to-Win \$25 gift Card. In honor of our veterans MyMilitarySavings.com is sponsoring a "Text-to-Win" opportunity for a \$25 Commissary or Exchange gift card. Commissary customers can find details at the commissary. This program results in a \$2,500 donation to the Fisher House Foundation which builds comfort homes where military and veterans' families can stay free of charge, while a loved one is in the hospital. Contest begins on Sept. 23 and ends Nov. 3.

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Runway

From Page 5

"The design we are going with is the model bases are going to across the Air Force where we can," Hufford said. "It's faster to construct and it's, in theory, easier to maintain. We can go through and do asphalt repairs in a couple hours, and it's good to go. Whereas with concrete, you need a couple of days."

During the replacement, the wing plans to move flight operations to LNK which is just under 50 miles away.

"One of our driving factors is to protect the Airmen here at Offutt AFB, from being gone longer than 12 months," Hufford said. "We know it's going to stink to have to go back and forth from Lincoln on a daily basis, so that's why we are trying to limit how long that displacement occurs."

Commuting to and operating from LNK's west ramp is estimated to last for approximately 12 months. Nearly 800 personnel are expected to be bused between Offutt AFB and LNK daily until construction is completed in October of 2021.

"The 55th Maintenance Group's main concerns revolve around the support for our people while deployed to Lincoln," said Capt. Scott Yancey, 83rd Aircraft Maintenance Unit officer in charge. "We will be working extra-long shifts, four days per week, with three day breaks. Our highly trained Airmen are critical to keeping the maintenance machine moving which is why taking care of our people is our highest priority."

Preparations are being made at the west ramp at LNK to meet the demands of the Offutt AFB's aircraft. The apron is being reconditioned, a temporary hangar is being erected and renovations are being made to an existing hangar and firehouse.

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AWANA for Kids6:15 pm
Adult & Youth Studies.....6:30 pm

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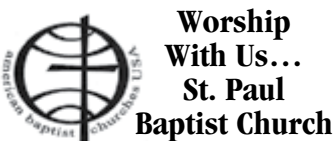
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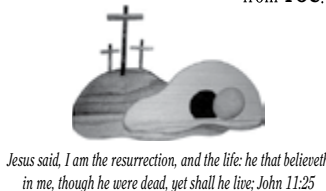


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Oregon

From Page 17

“One of the biggest benefits that my pilots have seen in dog-fighting with the F-15 is fighting a dissimilar airplane with a higher thrust to weight ratio than an F-18,” Appezzato said, pointing out design and capabilities features of the two supersonic airframes.

The F-18F Super Hornet is a two-seat operational jet, which allows for greater situational awareness during combat conditions and features an exclusive weapons package. The role of the second crew member on the F-18F model functions as the weapons systems officer.

“The integration piece between the Navy and Air Force has been incredibly beneficial especially with some of our



U.S. Air National Guard photo/Master Sgt. John Hughes

A Navy F-18F Super Hornet from VFA-41 Squadron, Naval Air Station Lemoore, Calif., taxis along the flightline with an F-15C Eagle assigned to the 142nd Fighter Wing, Portland Air National Guard Base, Portland, Ore., during an afternoon sortie as part of dissimilar aircraft combat training Aug. 13.

younger lieutenants who have never operated with the Air Force and F-15s before,” Appezzato said, remarking how the extended training cycle help

advanced air-to-air skillsets. “Almost all of our younger pilots have completed necessary upgrade training while we’ve been here.”

Courses

From Page 17

self-study assignments to complete before they arrive, giving OTS cadre the ability to focus the syllabus on transitioning members of the beta tests from the mindset of a senior NCO to the mindset of a commissioned officer, said Col. Peter Bailey, OTS commandant.

“OTS has always been the flexible arm of the three commissioning sources,” Bailey said. “We are constantly evolving to provide the right training to the right Airman at the right time.”

Selectees for the beta tests were chosen through the current OTS board selection process. These senior NCOs voluntarily applied to OTS, and those selected for OTS by the January-February 2019 selection board were then reviewed by the Air

Force Recruiting Service.

The program is not one to which Airmen apply directly; candidates for OTS-ACP were selected from the pool of OTS selects using the present OTS application process. The AFRS then searched from within those that applied for master sergeants and above that had completed Senior Noncommissioned Officer Academy either by correspondence or in-residence.

“OTS-ACP’s ultimate goal is not to produce officers faster but, instead, to find the best method of taking Airmen who already have years of experience and develop them as efficiently as possible into commissioned officers ready to lead the Air Force’s next fight,” Spangenthal said. “The goal is to create a better, more ready Airman at the end of OTS-ACP. This is 100 percent about mission effectiveness.”

Summit

From Page 4

mixture of workshops and lessons to give members of the base community a bevy of information, such as how to network, set up a LinkedIn profile or be presentable when meeting employers.

The final two hours of the event will feature more than 100 employers and service agencies for participants to meet with, which could lead to a potential hire. The participating employers range from some of the nation’s largest companies to smaller, regional ones.

Vogel encourages attendees to come prepared and recommends they bring a notebook to take notes, a list of questions they have about transitioning or career planning, and numerous copies of their resume or business card to hand to employers.

“They want to seize this opportunity to network ... and

ask questions of employers and presenters who have been in their shoes and successfully moved into a career after their military service, or in our spouses’ case, while they are still serving,” Vogel said.

Vogel said the goal of the summit is to help members of the Travis community communicate their skills and realize their potential.

“During the career summit, we want service members, veterans and military spouses to understand their value to a civilian employer and learn how to translate their value proposition into their resume and throughout their conversations with potential employers,” Vogel said.

Maria McIntosh, A&FRC employment manager, said the summit is open to anyone with base access, not just service members.

“If they have family or friends or somebody that they know is looking for a job, ... this is a great time,” she said.

To register for the event, visit <https://bit.ly/33ZMLFE>.

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Lockdown

From Page 4

ability to respond to any emergency situation.”

A similar training exercise turned “real” June 14, 2017, at the Air Force base after someone reported hearing possible gunfire near the Exchange. Authorities ordered a lockdown at the base as security personnel shifted from the training to what officials initially described as a “real-world security incident.”

The report of gunfire proved unfounded, a base official later said. It took about an hour and a half to make that determination.

That situation also unfolded during a two-day training exercise.

Not all security threats are unfounded.

Hafiz Kazi, 51, of Sausalito, died March 21, 2018, in his burning minivan after officials said he tried to gain unauthorized access to the base at the main gate. Authorities said they found five propane tanks, three phones, three plastic one-gallon cans, several lighters and a gym bag inside the minivan.

The investigation is still open, the Federal Bureau of Investigation’s Sacramento Office

said at the one-year anniversary of the incident. The FBI has not released any more information since a March 25, 2018, press conference where representatives said they had ruled out terrorism.

Kazi came to U.S. from India in 1993 and had previously worked as a cab driver.

One witness who was on Parker Road at the time said he heard a “pop, pop,” saw the minivan roll from the gate, catch fire as it headed up the base’s outbound lane and stop at the trees and wall that separates the roadway from Parker Road.

The incident prompted a full-scale security response that spilled into the area immediately outside the base.

The 60th Air Mobility Wing – the largest command at the base – has a workforce of approximately 7,060 active-duty military and 3,270 civilian personnel, including personnel from the Department of Defense, Department of Homeland Security and Department of Veterans Affairs, according to the base’s website. More than 3,070 reservists are assigned to the 349th Air Mobility Wing at the base. This is also home to David Grant U.S. Air Force Medical Center, which has a staff of more than 2,400 military and civilian personnel.

Speakers

From Page 4

“The Air Force Wounded Warrior Program got me back on track, got my marriage back, and I’m moving on with employment with the U.S. government,” said Boccher. “I was in part responsible for that walk down that dark path. That was my battlefield. Don’t suffer in silence. I’m grateful for the grace I was given with this program.”

After joining the Air Force in July 1999, Boccher served the initial four years of his two-decade military service in security forces, subsequently retraining into the special investigations career field. While assigned to an Air Force Office of Special Investigations unit in Colorado, he received a telephone call that

permanently shifted his life. It concerned the beating of a 7-week-old boy by his father. Tragically, the child died, and as the case investigator, Boccher participated in the autopsy. He remarked about that particular horrific event as akin to him (Boccher) wanting to die.

In addition, Boccher and his wife had experienced their third miscarriage less than two weeks prior to the dreadful phone call. The fresh emotional pain in tandem with permanent neurological injuries from a previous overseas deployment pushed Boccher to the brink, but with the support of AFW2, he reversed the downward course.

“AFW2 crafted a plan, which enabled my ability to recover with dignity,” Boccher, the father of a 6-year-old daughter and 4-year-old son, stated.

Mothers

From Page 8

comparable to a break room, should be a comfortable and welcoming place for nursing mothers. According to the policy, lactation rooms will be located in the immediate vicinity of the workplace and will include a table, a place to sit, electrical outlets and have comfortable temperatures and adequate lighting. The rooms are also required to be near a source of hot and cold water for handwashing and sanitizing breast pumps and parts.

“We received a lot of feedback from nursing mothers about having to pump or nurse in less than ideal facilities,” said Maj. Alea Nadeem, Air Force Women’s Initiative

Team chief. “They were having to pump in bathrooms, locker rooms and borrowed offices, and this sometimes discourages new mothers from continuing to express milk.”

The policy also provides guidance for lactation breaks. Supervisors will provide nursing mothers, both military and civilian, with reasonable lactation breaks for at least one year postpartum. According to AFI 44-102, Medical Care Management, supervisors should allow 15-30 minutes every 3-4 hours to pump breast milk.

“The Air Force Women’s Initiative Team works to remove barriers through policy for Airmen so they can continue to serve successfully and use common sense approaches to outdated policies,” Nadeem said.

Video

From Page 7

JCCoE to prospective recruits as well as to our corps of military chefs.”

The training videos – Salmon Fabrication, Chicken Fabrication, French Macarons and Dinner for Two – were filmed in a JCCoE kitchen. The look of the videos is “authentic, unique and easily recognizable” for military service members while also being entertaining for folks outside the culinary community, Beu said.

With DeCA and JCCoE being neighbors on Fort Lee,

they’re already laying tracks for a second series of cooking and training videos in the fall, Granado said. The payback for the military goes far to support troop readiness and resiliency by developing videos that showcase chefs cooking quick, healthy and economical meals.

“As we deliver the commissary benefit, we want to offer our patrons the information they need through dietitian-approved products and resources to help them improve the nutrition quality of their shopping basket,” he said. “The cooking videos are designed to support our military chefs, be informative and stimulate interest to prepare more meals at home.”

Jenkins

From Page 2

Constitution and country. It doesn’t mean you need to neglect your family and suppress your personal desires for insignificant tasks. It does mean you need to be willing to put them aside when rightly called upon. It’s not about how late you clock out. It’s about how late you’re willing to stay.

Service before self must come from the heart. There is no other way one could truly

believe and abide by it, and in truthfulness, not all of us do. Most of us waiver in the ways in which we’ll serve. Some pledge service immediately upon entering the Air Force while others gradually commit over time. We also have different reasons why we serve and from time to time, may even sway left or right of our service centerline. If you do, get a little “re-blueing” from our little blue book because, regardless, you are the half-percent of this great nation that has chosen to serve and it is an absolute honor to serve with you.

Agency

From Page 3

military departments will continue management duties until the transfer is complete to ensure uninterrupted medical readiness operations and patient care. The military departments and DHA are currently working out final plans to maintain continuity of operations.

• Establish Health Care Markets: At the center of the reorganization is the creation of health care markets. The DHA will stand up 21 large markets during the transition period to manage MTFs in local areas. A market is a group of MTFs in a geographic area - typically anchored by a large hospital or medical center - that operate as a system sharing patients, providers, functions and budgets across facilities to improve the coordination and delivery of health care services. “These markets are really key to the entire reorganization,” Butler said. “Market offices will provide centralized, day-to-day management and support to all MTFs within each market.”

• Establish Defense Health Regions overseas: The transition period for standing up Defense Health Regions in Europe and Indo-Pacific begins in 2020. All MTFs overseas would then report to their respective DHA regional offices. The Indo-Pacific region has 43 MTFs, while the European region has 31.

For a complete list of markets and their assigned MTFs,

Readiness support is at the heart of a market’s responsibilities, Butler added, and they will ensure the clinical competency of all MTF providers within the market. The 21 large markets will collectively manage 246 medical facilities and centers of excellence.

• Establishment of a Small Market and Stand-Alone MTF Organization: For stateside hospitals and clinics not aligned to a large market, this office, referred to as SSO, will provide managerial and clinical oversight. As with the large markets, the military departments will continue managing the MTFs until they are realigned under the SSO. There are 16 small market MTFs and 66 stand-alone MTFs assigned to the SSO.

• Establish Defense Health Regions overseas: The transition period for standing up Defense Health Regions in Europe and Indo-Pacific begins in 2020. All MTFs overseas would then report to their respective DHA regional offices. The Indo-Pacific region has 43 MTFs, while the European region has 31.

For a complete list of markets and their assigned MTFs,

visit the MHS Transformation webpage.

“Change can be challenging and this is a complex transition,” Butler said. “We will see changes in reporting relationships and communication channels while instituting standardized clinical policies and procedures and business practices. We place a premium on communicating often as we move through this together with the military departments.”

Bono said that from a patient perspective, these changes should be transparent. “Our patients expect the same high-quality care regardless of who is in charge. Doctors, nurses and technicians will continue to focus on practicing medicine and improving their skills and readiness. In the end, this really is about the patient - integrating into one system will improve readiness for our medical professionals and result in better care and better health outcomes for our patients.”

For more on the DoD’s medical reorganization, go to the military health website at the MHS Transformation web page for fact sheets, an informational video and more.

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