



Travis responds to Hurricane ...

# IRMA

PAGES 16-17



# Lessons learned from quotable leadership

I've had the pleasure of working for a number of Air Mobility Command's senior leaders in my career and I've always enjoyed hearing their thoughts on leadership.



**Commentary by Lt. Col. Vincent Livie**  
60TH AIR MOBILITY WING SAFETY OFFICE

I noticed that most of them had a way of taking complex ideas and boiling them down to a phrase or concept that everyone could easily embrace and rally behind. Over the years, I've collected a few quotes that I thought were particularly great and worth sharing.

Lt. Gen. Rusty Findley, former vice commander of AMC,

would mentor those around him with what he called "Findley's Axioms." The axiom that always stuck with me the most was, "People want to know you care, before they care what you know." This quote, or some variation of it, has been attributed to numerous people, including Teddy Roosevelt, but Gen. Findley made it his own as it applies to the Air Force.

I believe this phrase is important because it highlights the difference between leadership and management. A manager can succeed by knowing

## Commander's Commentary

his or her job inside and out and simply applying that expertise to achieve results. A good leader, however, knows their people and rallies his or her team to reach their full potential together. People don't need a leader to have all the answers, they just need a leader who truly cares about them and helps them be the best they can be.

As a young staff officer in the AMC Commander's Action Group, Gen. Ray Johns, the AMC commander at the time, used to say "Watch your

pronouns." This phrase hit me hard the first time I heard him say it, forcing me to think about the words I routinely used and the messages they conveyed. What pronouns do you use the most? Do you often say I, me, or myself, or do you use words like we, us, and they? Nobody wants to be part of a team where the leader takes sole credit for the team's hard work. A good leader looks for opportunities to share success, and they aren't afraid to own failure. As Ronald Reagan once said, "There is no limit to the amount of good you can do if you don't care who gets the credit."

When I was a Joint Mobility Fellow for Intermediate

Development Education, Maj. Gen. Thomas Sharpy, the current deputy commander of AMC, once told my class over lunch, "People won't always remember what you say to them, but they will remember what you do for them." Servant leaders take the time to genuinely get to know their people, and invest time and resources to make an impact on their lives. Gen. Sharpy remarked that Airmen will go out of their way to thank him for things he did for them several years ago, sometimes for things he didn't even remember doing. He made the point that most times a leader won't even realize the significance of

See LIVIE Page 21

# Airman works to navigate labyrinth of anxiety

## Commentary by Airman 1st Class Savannah L. Waters

86TH AIRLIFT WING PUBLIC AFFAIRS

## Chief's Commentary

RAMSTEIN AIR BASE, Germany — I re-adjust my shorts for the 10th time as I walk toward the group of people waiting around the van, reading the requirements for appropriate clothing.

"Are they too short? It's too hot outside for pants, but what if I'm the only one wearing shorts? Oh, she's wearing sweats and a hoodie, I feel a little better. But she's wearing pants, too. Do I have time to change? Maybe I should ask her if she thinks they are too short? ... Nah.

Great, it's raining. Now I'll look like a wet trash bag."

I whisper out loud to myself as I obsessively rummage through my bags, "Pants, shirt, coat ... red debit card, license, (Common Access Card), passport..."

As first impressions go, I am an extreme extrovert. I love to connect with people and have been described as a very personable woman, my mother believing that I've never known a stranger.

But what most people don't know, including my closest friends and family, is

that I struggle daily with varying levels of social anxiety.

With less than a week of notice, I was recently assigned a temporary duty to march in the Bastille Day military parade in Paris, one of the largest and highest-profile military parades in the world. The Bastille Day parade included more than 7,000 military personnel and is the oldest military parade in existence dating back to 1880.

I'm not one for car rides that don't involve me being the driver, so naturally I passed out all four-and-a-half hours to Lycee Militaire de Saint-Cyr, located

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**Airman 1st Class Savannah L. Waters stands during rehearsal of July 9 at the Avenue des Champs-Élysées in Paris.**

Courtesy photo

# Threatened, endangered species call Travis home

## Commentary by Randy Couch

SPECIAL TO THE TAILWIND

A form of diversity that you may not even think of is all around you every day at Travis Air Force Base, California: wildlife diversity.

Military bases often host a wide array of local wildlife due to the wide-open federally protected spaces often found on these installations. Military bases tend to make good homes for wildlife because people on military bases seldom come into contact with or harass the wildlife present there.

The U.S. Air Force, and Travis in particular, are sensitive to the need to be good stewards of the environment. This is especially true on Travis because the wildlife found on the base includes quite a few threatened and endangered species. The California tiger salamander, Swainson's hawk, tri-colored blackbird, golden eagle, bald eagle, burrowing owl, fairy shrimp and western spadefoot toad can all be potentially found living on base or passing through the area on migration.

Another listed species occasionally found on Travis is the white-tailed kite. These small raptors often hunt by hovering 20 to 100 feet above the ground, usually in open grassy areas. Their heads, tails and undersides are white while their upperwing coverts or shoulders are black. Their crown, back and upper flight feathers are gray.

These little birds were recently the subject of famed National Geographic photographer Joel Sartore when he visited the nearby California Raptor Center at University of California, Davis. Sartore photographed one adult and one juvenile white-tailed kite. He also photographed and recorded video of a fledgling northern spotted owl that was at the center for rehabilitation.



U.S. Air Force photo/Heide Couch

**Retired Master Sgt. Randy Couch holds a juvenile northern spotted owl while Bret Stedman, California Raptor Center manager, offers it food Aug. 17 at the CRC at the University of California, Davis. The CRC is an educational and research facility dedicated to the rehabilitation of injured and orphaned birds of prey.**

Sartore is also the founder of the Photo Ark and travels to the farthest flung corners of the earth in a quest to take portraits of the world's endangered animals, in hopes of raising awareness of these animals before they become extinct. To date, Sartore has photographed over 5,000 of the more than 7,000 endangered or threatened species. Some of his photo shoots have resulted in the discovery of

previously unknown species and subspecies. This project was recently the subject of a three-part PBS series entitled "RARE: Creatures of the Photo Ark."

So, the reason for this commentary is the same reason that Sartore travels the world highlighting endangered species with photo. Even in a busy, semi-industrial area like Travis, as you proceed through your daily life, look up into the

sky or down at the ground. Even in what may seem like the unlikeliest of places, live some of the Earth's rarest life forms. Becoming aware of them and learning to appreciate nature's diversity is half the battle in preventing many of these species from falling over the edge into extinction. Endangered species can be brought back from the edge, but once they are gone they can never be again.

# Tailwind

Travis AFB, Calif.  
60th Air Mobility Wing

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The Tailwind is published by the Daily Republic, Fairfield, California, a private firm in no way connected with the U.S. Air Force.

While most of the editorial content of the Tailwind is prepared by the 60th Air Mobility Wing Public Affairs office for its Web-based product, the content for the Tailwind is edited and prepared for print by the Daily Republic staff.

Content of the Tailwind is not necessarily the official view of, nor is it endorsed by the U.S. Government, the Department of Defense or the Department of the Air Force.

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Correspondence can be sent to the 60th Air Mobility Wing Public Affairs staff, Tailwind, 400 Brennan Circle, Bldg. 51, Travis AFB, CA 94535-2150, faxed to 424-5936 or emailed to tailwind@travis.af.mil.

Deadline for copy is 4:30 p.m. Friday for the following Friday's issue. Swap ads must be brought to Bldg. 51 by noon Monday for possible print in that Friday's issue. Emailed or faxed Swap Ads are not accepted.

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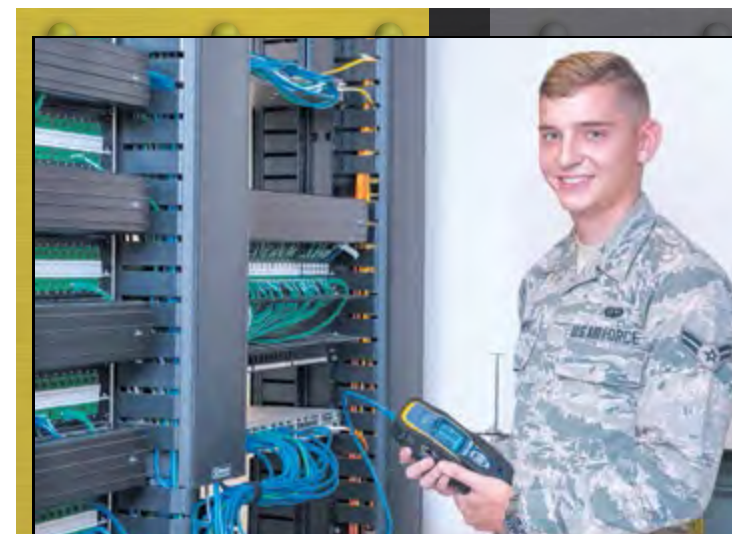
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## On the cover

**Members of the 60th Aerial Port Squadron at Travis Air Force Base, Calif., load a C-17 Globemaster III Sept. 7 with two all terrain vehicles, two humvees, an all terrain forklift, four pallets of supplies and a crew.**

U.S. Air Force photo/Senior Airman Amber Carter



U.S. Air Force photo/Quis Ritchie

# WARRIOR OF THE WEEK

|   |  |   |
|---|--|---|
| <b>Name:</b><br>Airman 1st Class Cole McNamee.    | <b>Hometown:</b><br>Hillsboro, North Dakota.               | Certified Network Associate certification.                                |
| <b>Unit:</b><br>60th Communications Squadron.     | <b>Time in service:</b><br>One year.                       | <b>What are your hobbies?</b><br>Video games, cars and playing with dogs. |
| <b>Duty title:</b><br>Cyber transport technician. | <b>Family:</b><br>None.                                    | <b>What is your greatest achievement?</b><br>Enlisting in the Air Force.  |
|   | <b>What are your goals?</b><br>Bachelor's degree and Cisco |   |

# Flag serves as memorial

Nick DeCicco

60TH AIR MOBILITY WING PUBLIC AFFAIRS

*Editor's note: This article is the final part in an ongoing series.*

◆◆◆  
When Carole Sherbula gave a flag to Staff Sgt. Korey O'Shea, he had no idea how its meaning would change.

## Symbols We Stow

When he was about to go on his first deployment in 2012, O'Shea, 921st Contingency Response Squadron aerial port mobility supervisor, accepted the rectangle of cloth from Sherbula, a family friend. It shows four American flags on the same piece of cloth.

O'Shea carried it with him on deployments to Southwest Asia in 2012 and 2013, gaining complexity as a symbol of what was across the globe from him — family, friends, his childhood home near San Francisco in Pacifica, California, and the base where he's assigned at Travis Air Force Base, California.

In January it took on more significance when Sherbula died at age 79.

"The value of the flag changed like a mood ring," said O'Shea. "I felt like it was such a great gesture by her to give it to me. ... It's a good way to remember her."

O'Shea said Sherbula wanted him to be safe.

"I started asking the questions everyone who deploys does — 'What the heck am I doing out here?' 'Why am I doing this?'" he said. "And the flag was a quick reminder. 'This is why I'm doing it.'"

During his 2012 deployment, O'Shea draped the flag from a length of extension cord that stretched across the top of his tent, hanging it over his bed. In 2013, a San



Courtesy photo

**A tapestry of American flags hangs from a length of extension cord stretched across the top of a tent over the bed of Staff Sgt. Korey O'Shea, 921st Contingency Response Squadron aerial port mobility supervisor, during a deployment to Southwest Asia in 2012.**

Francisco 49'ers fan, he put it on a wall next to a jersey of then-Niners quarterback Colin Kaepernick, both reminders of the people and country he serves.

O'Shea's spent plenty of time in the Bay Area. He grew up less than 20 miles from Candlestick Park, the stadium where the Niners played home games until 2014. He met Sherbula when he was 12, befriending her son and nephew.

"She just kind of had that southern hospitality for anybody who came in their home," he said of Sherbula.

During his teenage years,

O'Shea went camping with Sherbula's son and nephew at Lake Berryessa, California, an hour-long drive from Travis. His first eight years in the Air Force were spent stationed at Travis, first with the 60th Aerial Port Squadron, and from May 2014 until this month with the 921st CRS.

"I grew up in (the) Bay Area, so being at Travis (the) first eight years of my career wasn't exactly the traveling that I anticipated, but it was a pleasure being so close to home," said O'Shea.

In the 921st CRS, O'Shea helps track and process cargo of all kinds, including

tents, equipment, vehicles, Mine-Resistant Ambush Protected vehicles, Strikers, food and much more.

He plans on carrying the flag with him as he enters the next chapter of his life and leaves for Alaska on his next assignment later this month.

"It's kind of what it represented before, as well as kind of a memorial," said O'Shea. "I think the family that she left behind, they were definitely grieving pretty hard when she passed away. ... (To) show my gratitude in that fashion for them was another reminder of how special of a woman she was."

# AF slows Harvey response, prepares for Irma

Master Sgt. Benjamin Wilson

AIR FORCES NORTHERN PUBLIC AFFAIRS

TYNDALL AIR FORCE BASE, Fla. — As Hurricane Harvey slammed into coastal Texas the last week of August, Houston and the surrounding area were pounded with unprecedented amounts of rain — experiencing 50 inches of rain in a matter of days. That is more than the annual average for the region.

Flash flooding decimated the region, putting extreme stress on local and state resources available to provide relief and rescue efforts to the Texans who needed it.

Within days, the state government requested the aid of Defense Department resources through the Federal Emergency Management Agency. In response, Air Forces Northern stood up a crisis action team to direct aerial operations of federal military assets supporting the relief effort for the tens of thousands of people displaced from their homes.

"I am proud of this outstanding team of professionals who carried out a critical mission, especially our search and rescue effort, in the wake of this catastrophic storm," said Lt. Gen. R. Scott Williams, the AFNORTH commander. "This was a total force effort to support our federal, state and interagency partners as we collectively responded to those in need. Our ability to work hand in hand with active (duty), (Air National Guard and reserve military forces, as well as U.S. Coast Guard and Customs and Border Protection assets, was

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# Connection key to curbing suicides, says colonel

Merrie Schilter-Lowe

60TH AIR MOBILITY WING PUBLIC AFFAIRS

September is National Suicide Prevention Awareness Month and the Department of Defense is encouraging people to connect with others to save the lives of service members, civilians and their families.

"Connection saves lives," said Col. David Linkh, Air Force Suicide Prevention Program manager.

Linkh said in a June press release that isolation, alienation and feeling a lack of belonging places people at risk.

"If a fellow Airman seems to be struggling, make simple gestures," said Linkh. "Have lunch with them, talk to them and include them. Ask them how they are doing, or about their family. Stop by their desk and share a little bit about yourself."

About 41,000 people die each year by suicide, which is the 10th leading cause of death among adults and the second leading cause of death among people ages 10 to 24, according to the Center for Disease Control and Prevention. The center also reports that more than half a million Americans receive medical care annually for self-inflicted injuries.

"Every suicide is a tragic loss to our nation and those impacted," said Keita Franklin, PhD., and Defense Suicide Prevention Office director. "The family and friends left behind who must deal with the aftermath of the event and put those events in perspective may, in some cases, never know why the service member or veteran took their life," she said in a statement posted on the agency's website.

A person contemplating suicide may show signs they are thinking about or planning their suicide but that's not always the case, according to Capt. Brendon Jones, clinical psychologist with the 60th Medical Group at Travis Air Force Base, California and the suicide prevention program manager at Travis.

"Not everyone shows signs, which surprises family members," said Jones. "Yes, we

should be paying close attention to our loved ones and how they are doing but, on the other hand, we can't take responsibility if the person commits suicide."

According to research, the most common warning signs include constantly thinking or talking about death, clinical depression which gets worse and is characterized by deep sadness, loss of interest in daily activities, trouble sleeping and eating, frequent and dramatic mood changes, increased substance abuse and feeling hopeless, excessively guilty or ashamed.

Senior Airman Cameron Saldana, 60th Medical Group at Travis Air Force Base, California, didn't see signs in his friends.

A unit deployment manager at the David Grant Medical Center, Saldana was recognized earlier this year at the 60th MDG commander's staff meeting for preventing two friends and a family member from committing suicide and for rescuing a woman from a burning car after she crashed into a retaining wall in Fairfield, California.

"Each person survived solely because Cameron took the time to care," said 1st Lt. Kimberly Smith, 60th MDG and Saldana's former deputy flight chief. "Luckily, he was in the right place at the right time."

As he reflected back on the incidents with his friends, Saldana remembered both had been "all smiles" the morning before they tried to

take their own lives.

The first incident had a major impact on Saldana.

"I told my supervisor because it really bothered me," he said. "I had nightmares for a while."

He also relived the situation.

"Every cop, every doctor, every friend, every family member and every neighbor wanted to know what had happened."

When Saldana worked in the emergency room, he saw an average of three to four suicide patients each month.

"Most (patients) were thinking about it, but some of them had attempted it," he said. Based on his own experiences, Saldana recommends that family and friends get involved.

"Check on each other," he said. "Don't just talk about work, but their personal lives."

Although people can hide their feelings, research shows there are risk factors for suicide, including a family history of suicide, a history of depression or other mental illness, a history of substance abuse, stressful life events or loss, isolation and easy access to lethal methods.

DOD tracks risks factors and provides an analysis of the frequency of these factors during an individual's life before death. The annual suicide event report also tracks probable risk factors, such as working too much, ongoing military moves or deployments and transitioning out of the service.

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# Pharmacy opens new refill kiosks

**Merrie Schilter-Lowe**  
60TH AIR MOBILITY WING  
PUBLIC AFFAIRS

To reduce pharmacy wait times and better serve beneficiaries, the David Grant USAF Medical Center has installed two self-service kiosks for prescription refills in the base exchange mini-mall at Travis Air Force Base, California.

To use this service, patients need an active prescription with refills remaining to create a user name and password at the kiosks, which are located near the post office.

Once the account is set up, patients can request to pick up refills at the kiosks when they call in a prescription at 707-423-7600 and press option three. Patients can still pick up refills at the pharmacy window by selecting option one. Refrigerated or narcotic medications will only be dispensed at window during normal operating hours.

Operating hours for the kiosks are from 9 a.m. to 6 p.m. weekdays, from 10 a.m. to 5 p.m. Saturday and from 11 a.m. to 5 p.m. Sunday.

# Services team for K-9 root canal

**Master Sgt. Eric Sharman**  
386TH AIR EXPEDITIONARY WING  
PUBLIC AFFAIRS

SOUTHWEST ASIA — In a deployed environment, adequate medical care is crucial to ensuring people can execute the mission. Airmen need to be physically and mentally healthy or the mission could suffer. The 386th Expeditionary Medical Group boasts a medical clinic, physical therapist, mental health team and dental clinic as just some of the available services paramount to keeping Airmen mission ready and in the fight.

But what do you do when an Airman needs medical attention and isn't a person?

This was a riddle that Army Capt. Margot Boucher, the 358th Medical Detachment officer in charge and veterinary doctor at the base Veterinary Treatment Facility, had to solve recently when Arthur, a military working dog valued at almost \$200,000, was brought to her clinic with a fractured tooth.

"Arthur was doing bite training, bit the wrong way and tore



U.S. Air Force photo/Tech. Sgt. Jonathan Hehrly

**Army Capt. Margot Boucher, left, 358th Medical Detachment officer-in-charge of the base Veterinary Treatment Facility, observes Air Force Lt. Col. Brent Waldman, center, 386th Expeditionary Medical Operations flight commander and dentist, as he performs a root canal on a military working dog Aug. 30 at an undisclosed location in Southwest Asia.**

part of his canine tooth off, so he had a fracture to the gum line on one of his strong biting teeth," explained Boucher. "The big concern with that, in addition to being a painful condition, is that

they can become infected if bacteria were to travel down the tooth canal."

Boucher, a reservist deployed from the 993rd Medical

**See K-9 Page 19**

# Travis to honor POW, MIA service members



U.S. Air Force photo/Tech. Sgt. James Hodgman

**Bruce Hallberg and Anne Hallberg, the siblings of Sgt. 1st Class Roger Hallberg, a green beret who went missing during the Vietnam War in March 1967, hold Sept. 5 the Silver Star Sgt. Hallberg was awarded in December 2006 for gallantry in action, outside their home in Discovery Bay, Calif.**

**Tech. Sgt. James Hodgman**  
60TH AIR MOBILITY WING PUBLIC AFFAIRS

More than 83,000 U.S. service members are unaccounted for since World War II, according to the Defense Prisoner of War/Missing in Action Accounting Agency website at [www.dpaa.mil](http://www.dpaa.mil).

Travis Air Force Base, California, is set to honor every one of them with a series of events on Sept. 14 and 15.

The events kick off with the annual POW/MIA 24-hour Vigil Run, which begins at 1:30 p.m. Sept. 14 at the blue track adjacent to the duck pond on base. During the event, service members will run in 15-minute shifts while carrying the POW/MIA and American flags.


"The Travis first sergeants will start the 24-hour run and

the Chief's Group will close it out at the base flagpole in front of the 60th Air Mobility Wing's headquarters on Sept. 15 at 1:30 p.m.," said Master Sgt. Marcus Hewett, a 9th Air Refueling Squadron instructor flight engineer and POW/MIA Committee chairperson.

During the run, the POW/MIA and American flags will be in constant motion, said Hewett.

More than a dozen former POWs and their families have also been invited to attend a luncheon scheduled for Sept. 15 at 11 a.m. in the 60th Maintenance Group's atrium. The luncheon will feature guest speakers Bruce and Anne Hallberg, the siblings of U.S. Army Sgt. 1st Class Roger Hallberg, a green beret from Palo Alto,

**See POW/MIA Page 25**



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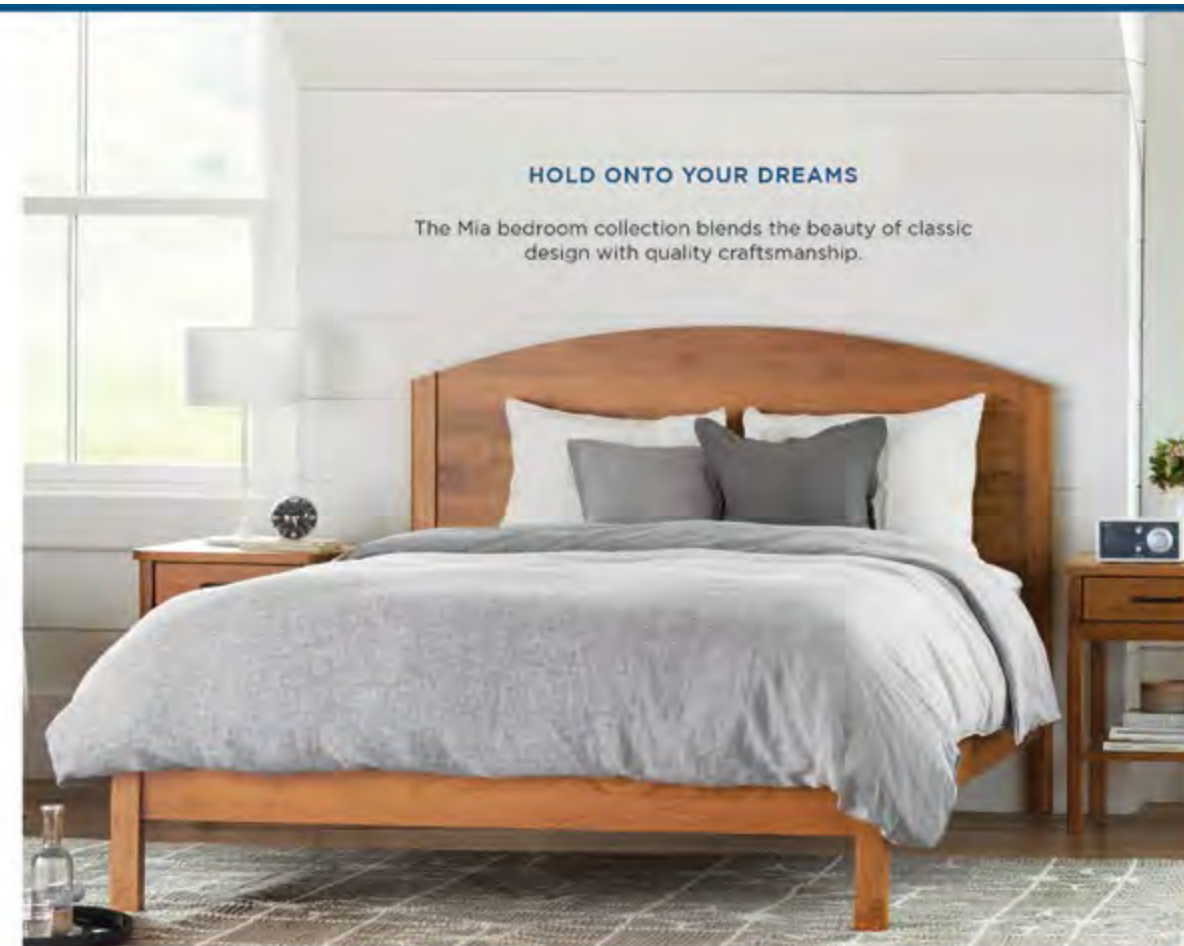
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# Airmen dive into combat training course



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

An Air Force diving student adjusts his air tank during an underwater exercise Aug. 3 at Naval Support Activity Panama City, Fla.

**Senior Airman Cody R. Miller**  
325TH FIGHTER WING PUBLIC AFFAIRS

TYNDALL AIR FORCE BASE, Fla. — In a partnership with a local Naval outpost, the Air Force continues to train and strengthen the future of its special operators through a combat diving course Airmen attend during their training.

Airmen attending the Naval Diving and Salvage Training Center go through dive training with the goal of enabling the safe, timely and effective training of qualified candidates for combined operations in support of national military strategy and national security.

The schoolhouse, located in Naval Support Activity Panama City, Florida, was established to develop the 'whole' diver, mind, body and heart, with the skills and confidence to successfully complete missions and integrate with all combat forces to offset adversaries in the undersea domain. Airmen are able to learn in the same institution that trains some of the Navy's best divers.

"This school is where Air Force Combat Dive School

takes place," said Beau Wagner, a Naval Diving and Salvage Training Center combat dive instructor. "The pararescue and combat controller trainees will come here for about 30 days of training. Upon completion of this course, they will be recognized as Special Operations Command combat divers. This means they can be attached to any team in the U.S. military and assist in combat and austere diving missions. This training is integral to maintaining the combat controller and pararescue skill sets."

The month these Airmen are at the school is devoted to a rigorous training routine that includes pool diving as well as diving in the Gulf of Mexico. They learn equipment recovery and how to avoid hostiles compromising their dive gear while on missions. These classes lead to them becoming capable combat divers.

"Though the Air Force is not the leading branch in diving, the skills that our special operations Airmen have are often useful to other dive teams," Wagner said. "Air Force divers are often called

to work with Navy Seals, and we have to be able to keep up and know how to do what they do. We are often called upon to take part in body recovery operations, where we retrieve our fallen comrades to make sure they return home. Sometimes these bodies could unfortunately be at the bottom of a body of water and would require the diving experience we gain here."

The center trains personnel from all branches of the military and teaches qualified candidates such as U.S. Navy deep sea divers, Seabee underwater construction divers, joint service diving officers, explosive ordnance disposal officers, diving medical technicians, diving medical officers, U.S. Army engineer divers, U.S. Marine Corps combatant divers, U.S. Coast Guard divers and U.S. Air Force pararescue operators and combat controllers.

"This is the job I chose, the career always stood out to me," said Airman Xiaija Schuldis, a Naval Diving and Salvage Training Center Air Force pararescue trainee. "I wanted to help people, and push myself mentally and

See DIVE Page 21

# Time tested: Sergeant serves 21 years on same aircraft

**Master Sgt. Eric Sharman**  
386TH AIR EXPEDITIONARY WING  
PUBLIC AFFAIRS

SOUTHWEST ASIA — Since entering active military service in 1956, the C-130 Hercules has earned its place in the storied history of air power, time and time again. From Vietnam all the way up through Operation Inherent Resolve, the C-130 has always made a name for itself by providing critical airlift.

For Master Sgt. Norbert Feist, a 386th Expeditionary Aircraft Maintenance Squadron C-130H crew chief, one C-130 in particular has a special place in his personal Air Force storybook.

Feist, a Minnesota Air National Guardsman deployed from the 133rd Airlift Wing, has worked on tail number 1004 for 21 of the 30 year he's been in service. He's been the lead crew chief on that aircraft for the last 12 years.

"I've been with this aircraft since it was almost brand new,"

Feist said. "One guy did the factory acceptance inspections on it, and I've been running it ever since. I definitely have a really good bond with her, and I'm glad I never had to switch airplanes."

As would be expected over the 21 years, Feist has developed a sense of ownership and responsibility toward the airplane he's spent more than two-thirds of his career with. Not unlike an Airman with a long service record, tail 1004 has its own personality quirks.

"The crew door has always been tough to open. It's been tough since it was new," said Feist. "After so long, you get to know a plane, and the little intricacies that come with it. And we always get the weird stuff, like right now we are repairing a bird strike, when just a few years ago we hit one in Yuma (Arizona). It flies really well for a while, and then something odd like that happens."

Regardless of random birds, stubborn doors, or other oddities, tail 1004 has coincidentally

been mission-ready when needed.

"I call it the bilge pump, because it's always been there to bail another plane out," boasted Feist. "The minute it sits spare, I know that another plane is going to have an issue, and mine will get called up. If it is on alert status, it always seems to get called up to save the day."

It's that resilience that gives Feist a sense of pride in his mission and his aircraft. Currently on his ninth deployment, Feist has a keen understanding of the impact he and his aircraft have on the mission.

"Deployments are when you get to do the job that you've trained for, and it's a lot of work to keep these airplanes flying in these austere conditions," said Feist. "It's either solid with people or solid with pallets, and always at max weight between cargo, people and fuel. We're at full utilization, no doubt about it."

The C-130 primarily performs the tactical portion of the airlift mission. The aircraft



U.S. Air Force photo/Master Sgt. Eric M. Sharman

Master Sgt. Norbert Feist, 386th Expeditionary Aircraft Maintenance Squadron crew chief, inspects the right wheel well on C-130H Hercules tail No. 1004, Aug. 30 at an undisclosed location in Southwest Asia.

is capable of operating from rough, dirt strips and is the prime transport for airdropping troops and equipment into hostile areas, according to the official Air Force fact sheet on the aircraft. This versatility and demand take a toll on the time-tested but venerable aircraft.

"The mission over here is

hauling beans, bullets and people. We go up-country, and what we do is very important," said Feist. "Our mission is important because we are getting people to the fight, and we're hauling the materials that are required for the fight, so we're definitely very much part of the mission for sure."

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# AF focuses on being employer of choice

**Brooke Brzozowska**  
SECRETARY OF THE AIR FORCE  
PUBLIC AFFAIRS

WASHINGTON — Air Force Manpower, Personnel and Services completed the first Workforce Summit at the General Jacob E. Smart Conference Center on Joint Base Andrews, Aug. 29-30.

The two-day event brought Air Force subject matter experts together with Air Force senior leaders to examine, discuss and propose solutions to talent management challenges facing the Air Force.

“We view talent as a collective set of knowledge, skills, abilities, experiences and potential that our Airmen bring to the Air Force,” explained the deputy chief of staff for Manpower, Personnel and Services Lt. Gen. Gina Grosso. “Air Force talent management is an integrated set of personnel processes designed to meet mission objectives by optimizing Airmen’s talent.”

Participants focused on human resources programs and policy challenges pertaining to information technology, civilian hiring, officer performance management and Air Force manpower requirements, among other topics. The groups worked to establish problem statements with buy-in from Air Force wide stakeholders, and present options for solutions with a commitment to execution.

“This Workforce Summit has been a tremendous opportunity to focus on gaps in the talent management lifecycle,

and make decisions for reform with input from senior Air Force leadership,” said Gen. Stephen Wilson, the Air Force vice chief of staff. “We need a sense of urgency to build believers and innovators, remove barriers, create momentum and move forward.”

### Civilian talent acquisition

The Air Force civilian workforce is a vital part of the Total Force supporting the National Defense Strategy, explained Grosso. Civilians maximize the Air Force’s air, space and cyber capabilities to meet current and future demands.

“Moving forward, how do we effectively recruit an agile, diverse and competent workforce to improve readiness and grow capabilities?” asked the acting director of Civilian Force Management Ms. Melanie McGuire. “The Air Force must continue to compete to be an employer of choice.”

The hiring freeze backlog, legislative changes and budget unpredictability add to an increasingly difficult civilian employment process. The current civilian personnel system is built for the Industrial Age – not for the Air Force’s 21st Century and future needs, which makes recruiting and retaining a viable civilian workforce challenging, explained the group.

“Readiness requires a robust civilian workforce; the Air Force’s ability to hire quality talent in a timely manner must be agile to continue hiring a competent workforce, and requires innovative changes and solutions,” said McGuire.

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# Writer, Airman finds beauty through adversity

**Staff Sgt. AJ Hyatt**  
70TH INTELLIGENCE SURVEILLANCE AND RECONNAISSANCE WING PUBLIC AFFAIRS

FORT GEORGE G. MEADE, Md. — “Beauty comes in different forms. When we see beauty, we assume that it had a great life; but there is more than meets the eye. Even the most beautiful soul comes from a place of hardship and sorrow. There are many tragedies that happen to us all; whether it is domestic abuse or sexual trauma, we will triumph and continue to bloom like flowers.”

These words are from Zhyronn Carter, a master sergeant at the 373rd Intelligence, Surveillance and Reconnaissance Group at Joint Base Elmendorf-Richardson, Alaska. She currently works at the Alaska Mission Operations Center as the section chief for education and training, and the words are from her book published in November 2016.

Carter said the book consists of poems about domestic abuse and sexual trauma from

different points of view.

“These obstacles do not affect just the person going through the trauma, but also friends and family,” she said.

Her inspiration sprung from the thought of seeing something beautiful and wondering how that object became so pretty. This led her to write using flowers to tell the story.

There are flowers that are beautiful, and grow in the oddest of places, she said. “Each person is beautiful, but each person had to overcome some things to get to the point where they bloom into a beautiful person.”

Each flower in the book relates the story of how domestic abuse and sexual trauma have affected its life, both good and bad.

“Here, you will (find) solace and comfort,” Carter said.

The 20-year Airman admits it only took her a month to write the book.

“I was going to my friend’s retirement ceremony in Georgia,” she said. “Between flights, I started to write. On the way



U.S. Air Force photo/Staff Sgt. Alexandre Montes  
**Master Sgt. Zhyronn Carter, assigned to the 373rd Intelligence, Surveillance and Reconnaissance Group/Alaska Mission Operations Center at Joint Base Elmendorf-Richardson, Alaska, published a book in November 2016.**

back, realized that there was a theme.”

When Carter finished writing, her next goal was to get it published. She said that was the difficult part.

“I wrote this book, but I did not know how to publish it. So I ‘Googled’ book publishers and

happened upon a quiz,” said the North Carolina-native.

The quiz asked a few questions about the genre of the book and the author’s desire. Then, the site matched Carter with two publishing companies. After submitting her work to the publishers, she received two offers.

But, Carter said her purpose was not to make money from the book, but to help others.

“I am hoping that people realize that everyone is affected by sexual and domestic abuse and trauma,” she said. “Instead of thinking that ‘It does not affect me because it did not happen to me,’ I want people to understand that it affects everyone and it is everyone’s responsibility to support individuals that had to deal with these issues.”

Carter also wanted to show that people truly do not know everyone’s struggles. On the outside, the person may be beautiful, but it took strength, courage and perseverance to achieve that beauty, she said.

Carter said her accomplishments could not have happened without her team and family.

“I would like to thank my husband for the encouragement and the JBBER (Sexual Assault Response Coordinator) office, and the Women’s Veteran Network for reading over the draft and encouraging me to follow my dream,” Carter said.

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# Sharpening sword for combat air forces

**Senior Airman Kevin Tanenbaum**

99TH AIR BASE WING PUBLIC AFFAIRS

NELLIS AIR FORCE BASE, Nev. — The 64th Aggressor Squadron and its pilots have handled the mission of preparing combat air forces as well as joint and allied aircrews to win any fight, any time, since 1972.

Through these sorties and support, the pilots of the 64th ARGSS prepare forces to strengthen alliances through the highest level of combat training and preparation.

The pilots provide realistic threat replication for all airframes that travel to Nellis Air Force Base for training, most importantly during the U.S. Air Force's premier air-to-air combat exercise, Red Flag.

Once Red Flag hits, Aggressor pilots fly day and



U.S. Air Force photo/Senior Airman Kevin Tanenbaum

**A 64th Aggressor Squadron pilot walks from an F-16 Fighting Falcon after a Red Flag 17-4 exercise sortie Aug. 25 at Nellis Air Force Base, Nev.**

night missions as opposing forces by providing the highest level of training possible to maintain readiness.

"It's nothing short of a moral obligation to ensure that we establish air superiority quickly whenever and

wherever it's required," said Air Force Chief of Staff Gen. David L. Goldfein.

To maintain this level of readiness, during Red Flag, pilots' days are dominated by flying missions followed by briefs before and afterward,

said Capt. Danielle Kangas, the 64th AGRS chief of training.

For the Aggressors, select pilots have the added responsibility of being adversaries, said Kangas.

"Our job is to know the threats the United States faces, become subject matter experts on those threats, and be able to teach our combat squadrons the air capabilities those threats possess," said Kangas. "We have to accurately replicate these threats to provide the most realistic training possible. We are the go-to for adversary tactics, capabilities and limitations."

The 64th ARGSS also supports the U.S. Air Force Weapons School and Mobile Training Teams to teach aggressor academics and provide flying support, said Kangas.

# Student pilots stay on 'Talent'

**Staff Sgt. Christopher Gross**

14TH FLYING TRAINING WING PUBLIC AFFAIRS

COLUMBUS AIR FORCE BASE, Miss. — Three members of the 14th Student Squadron at Columbus Air Force Base are now in the semifinals of "America's Got Talent," a nationally televised talent competition.

When the competition started back in March 2017, all 16 members of the a capella group, named In the Stairwell, were cadets at the U.S. Air Force Academy in Colorado Springs, Colorado. But since then, five members have graduated and are now commissioned second lieutenants.

Second Lts. Ryan Douglas, Colin Klopp and John Testerman, assigned to 14th STUS, said the journey has been a whirlwind of emotions, and their success has definitely exceeded their expectations.

"It seems surreal, because our entire time at the academy, In the Stairwell has just been a club that we're a part of that we just go have fun after a hard day of school and activities," said Douglas, one of the group's baritones and Salem, Oregon, native. "And now all of a sudden it's taking this form where we're actually performing on national television...we just seem so surprised that it has taken such a roll."

The group survived three rounds of competition so far, the auditions, judge cuts and the first round of the live shows. All three rounds have taken place in California, and In the Stairwell will appear in the live semifinals show Sept. 12.

The show has been the biggest stage the group has performed on, and they said this has definitely been a nerve-racking experience.

# Singapore tankers boost coalition forces in Qatar

**Staff Sgt. Alexander W. Riedel**  
AIR FORCE CENTRAL COMMAND  
PUBLIC AFFAIRS



U.S. Air Force photo/Master Sgt. Andrew Moseley

**A Republic of Singapore Air Force KC-135R sits on the flightline May 23 at Al Udeid Air Base, Qatar. RSAF has repeatedly deployed its KC-135Rs in support of the coalition since 2015.**

aerial refueling demands during the summer months, including the fights for Mosul, Iraq and Raqqa, Syria.

AL UDEID AIR BASE, Qatar — This year alone, coalition air refuelers have already flown more than 5,000 separate in-flight refueling sorties, supplying more than 28,000 aircraft with fuel while providing air support to Operation Inherent Resolve.

The Republic of Singapore Air Force recently completed a three month deployment in which an RSAF KC-135R contributed to the coalition's ability to support increased

Despite its small fleet of four air refuelers, Singapore has repeatedly deployed its KC-135Rs in support of coalition efforts since 2015. Most recently, an RSAF KC-135R Stratotanker and support team joined dozens of U.S. refuelers at Al Udeid Air Base, Qatar, from May to August, marking the RSAF's third annual deployment.

As coalition partners, their mission is to integrate and synchronize with in-flight refueling missions, supplying fuel to U.S.

and coalition aircraft in the U.S. Air Forces Central area of responsibility.

"This was a tremendous opportunity for us to put our skills to use in support of the coalition," said an RSAF KC-135R pilot who participated in the 2017 deployment. "We are happy that we can work together with the U.S. Air Force and other partner nations in this joint fight against ISIS and threats in the region."

Throughout its deployment, the RSAF performed more than 50 missions in support of Operation Inherent Resolve, refueling an average of four to six aircraft per sortie.

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# Special Tactics saves lives after hurricane

Senior Airman Ryan Conroy

24TH SPECIAL OPERATIONS WING  
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ELLINGTON FIELD JOINT RESERVE BASE, Texas — To assist in rescue efforts in the aftermath of Hurricane Harvey, 38 Special Tactics Airmen deployed to Southeast Texas to provide critical disaster relief.

Special Tactics Airmen with the 123rd and 125th Special Tactics Squadrons exercised their personnel rescue and global access capabilities to provide relief to those stranded by Hurricane Harvey. The 123rd is deployed from Louisville, Kentucky Air National Guard, and the 125th from Portland, Oregon ANG.

“It’s like the Nile formed in neighborhoods throughout the Houston area – we’re talking 4 to 6 feet of standing water stranding people who can’t swim, families with children and drivers who are unaware of the depth of water on the roads,” said Maj. Aaron Zamora, the 123rd STS director of operations.

Special Tactics Airmen conducted a thorough assessment of airfields at Ellington Field Joint Reserve Base in Houston, to assess conditions of the runways following the massive rains of the storm. The assessment



U.S. Air National Guard photo

**Master Sgt. Jamie Blevins and Tech. Sgt. Joshua Busch, both from the Kentucky Air National Guard’s 123rd Special Tactics Squadron, establish and control a helicopter landing zone in the parking lot of a library Aug. 29 in Pasadena, Texas, to evacuate patients requiring medical care in the aftermath of Hurricane Harvey.**

opened the airfield as a central hub to provide relief.

Global access teams are trained and equipped to assess air strips and landing zones for fixed and rotary wing aircraft to land anywhere from a major airfield to austere, clandestine dirt strips in either permissive or hostile environments. Once the team assesses the airfield and determines feasibility to land air assets, they maintain the capability of opening it for air traffic, and controlling that traffic as it

arrives on station.

Following the assessment, the operations center immediately deployed ground-based boat search and rescue teams to start coordinating with military and civil authorities who are conducting rescue operations.

“We hit the ground running, and immediately had to begin adapting,” said the mission commander.

One of those adaptations was quickly learning how to leverage the power of social media.

In the Special Tactics Operation Center, the Special Tactics team utilized the Android Tactical Assault Kit system, or ATAK, which is generally used to battle track forces during military missions. Intelligence analysts working remotely from Kentucky, Ohio and Florida, screen information found on social media platforms and smartphone applications and use their expertise to connect potential rescues with Special Tactics capabilities.

For instance, individuals in distress can update a phone application with their whereabouts and the situations they find themselves in. The intelligence team screens the information, applies a confidence level and sends the information to Special Tactics operators, real time, in the field.

“The area we’re working in is completely inundated with hundreds, if not thousands, of requests for rescue,” said Tech. Sgt. Brian Davis, a 123rd STS intelligence analyst. “Since we’re such a small team with a specialized skill set, we find the people who are most in need and look for people who need specialized rescue.”

Davis recalled a certain post where an elderly couple was trapped in an attic due to flooding, which required the Special

Tactics team to utilize confined space rescue techniques.

In addition to personnel recovery mission sets, the Airmen in the field are being tasked with exercising command and control by opening and coordinating helicopter landing zones for supplies and medical evacuations, said the mission commander.

As Hurricane Harvey began to dissolve and make landfall for its second time, this time as a tropical storm, the Special Tactics teams redeployed east to where the storm was expected to make landfall.

While the convoy drove, the intelligence team utilized live traffic cameras, monitored the Texas Department of Travel website for flooded, underwater or impassable roads to make adjustments along their route of travel to reach their target.

“The team is currently right in the thick of the Port Arthur-Beaumont disaster areas, talking to circling Coast Guard and Air Force reconnaissance aircraft to get updates on the big picture,” the mission commander said. “When we hit the ground, we went outside the box, started problem solving and realized we have all these different tools at our disposal to be more effective.”

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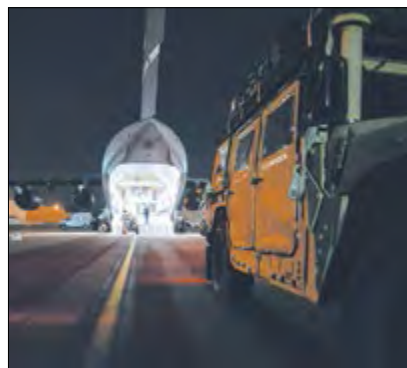
# Travis dispatched to respond after Hurricane Irma



U.S. Air Force photos by Senior Airman Amber Carter



Members of the 60th Aerial Port Squadron at Travis Air Force Base, Calif., load a C-17 Globemaster III Sept. 7 with two all terrain vehicles, two humvees, an all terrain forklift, four pallets of supplies and a crew, including servicemembers from the 60th Medical Group and the 621st Contingency Response Wing. Within 12 hours of alert and at the request of civil authorities, one C-17 with contingency response and medical personnel onboard were expected to arrive in St. Croix and St. Thomas in support of ongoing relief efforts in the wake of Hurricane Irma.





## Connection

From Page 5

Since 2013, those who have taken their lives have primarily been white or Caucasian men ages 20 to 24 in grades E-1 to E-4, high school graduates and married. Never married men had the second highest rate.

The Air Force data mirrors DOD's, except members in grades E-5 to E-9 and those never married had the second highest rate of suicide.

Although the DOD report is not designed to identify potential causes of suicide, it does provide a comprehensive picture of trends and patterns "so we can be aware of those areas of concern and target interventions toward those at-risk populations," said Jones.

Air Force suicide rates among security forces Airmen have been on the decline since 2012.

"Before, we weren't taking care of our people when they got back from deployment - there was no decompression time," said Chief Master Sgt. Joseph Ilsley, 60th Security Forces Squadron manager. "Mental health would do a post screening in front of everyone. Now we receive one-on-one counseling. That matters to me to see the agency so engaged."

Airmen also are encouraged to seek help when they need it and mental health personnel are regular visitors in the

squadron. A chaplain also has an office in the building.

"We teach our defenders that it's responsible to seek help; it's your duty," said Ilsley. "There's an extremely high degree of comfort for someone who sees death up close to have mental health and the chaplain show up on a moment's notice."

Although a large number of Airmen have suicidal thoughts, they don't have suicidal behaviors, said Jones. However, if a family member or friend is threatening to take their own life, begin giving away personal belongings, or says goodbye to loved ones, suggest they get professional help.

"If suicide seems imminent, call 911," said Jones. "Protecting the person's life is the chief concern."

Anyone experiencing suicidal thoughts should contact their primary care provider or behavioral health, said Jones. DOD also has a peer support call and outreach center where members can call, text or email peer coaches 24/7. Communications between the member and peer counselor are confidential. Call the center at (844) 357-PEER (7337) or text 480-360-6188.

Other resources include: the Military Crisis Line at (800) 273-8255 or the National Suicide Prevention Lifeline at 1 (800) 273-8255. To have a confidential online chat session, contact the Veterans Crisis Line at <http://www.VeteransCrisisLine.net/chat>.

## K-9

From Page 6

Detachment of Fitzsimons Army Reserve Center in Aurora, Colorado, is employed as an emergency room veterinarian as a civilian. While she is well-versed in the medical side of veterinary medicine, she knew she wasn't an expert in veterinary dentistry. In order to get Arthur the care he needed, Boucher reached out to her Air Force counterparts at the 386th EMDG for help.

"In this environment, I'm kind of all they've got," said Air Force Lt. Col. Brent Waldman, the 386th Medical Operations flight commander and dentist. "I've done four or five of these on dogs, but I don't do these often. I felt very comfortable doing it, because

dentistry on a human tooth versus a dog tooth is kind of the same, if you know the internal anatomy of the tooth."

Waldman performed a root canal on Arthur, a Belgian Malinois. This procedure involved drilling into the tooth and removing soft tissues, such as nerves and blood vessels, to hollow the tooth out, according to Waldman. After the tooth was hollowed out, and a canal was created, it was filled and sealed with a silver filling. The procedure for Arthur was the same Waldman would do on a human patient.

"The reason why you do a root canal is because the likelihood of there being an infection or other issue with that tooth is significantly decreased," said Waldman, who is deployed from the 21st Medical Squadron at Peterson Air Force Base, Colorado. "This

is crucial for a military working dog because without his teeth, Arthur may be removed from duty."

MWDs are trained to detect and perform patrol missions which can involve biting a suspect to detain them or protect their handler. This is why dental health is crucial to a MWD.

"Those canine teeth are their main defensive and offensive tools," said Waldman. "A dog with bad teeth...it's like a sniper having a broken trigger finger."

While Waldman had experience doing dental procedures on MWDs, he still needed the expertise Boucher had in veterinary medicine.

"Typically when we collaborate with human providers, we'll still manage the anesthesia and the medical side of the procedure," said Boucher.




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**Church Phone:** 707-422-2003

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Dinner (Sept-May) ..... 4:45 pm  
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## Dive

From Page 8

physically. I grew up always being part of a team, and this job keeps that brotherhood mentality. My family and my team are a lot of my motivation. When you look around and everyone is aching from the training, you can't quit because your brother right next to you won't quit."

The school houses 23 certified diver life support systems, which include six hyperbaric

recompression chambers and two diving simulation facilities capable to 300 feet. The school also contains an aquatics training facility, which is the second largest pool in the U.S., a submarine lock-out trunk and two 133-foot diving tenders for open-ocean diving support.

The instructors for the school are both active duty and civilian. The Airmen going through the school are predominantly combat controllers, pararescue and combat rescue officer trainees.

## Livie

From Page 2

their actions, only to find out years later that they made a huge difference in someone's life. Actions speak louder than words, and you never know whose life you'll have a positive impact on.

"Unless someone like you cares a whole awful lot, nothing is going to get better. It's not." I saved the best quote, in my opinion, for last. Not only

is it catchy, but it also comes from an unconventional source...the mind of Dr. Seuss in The Lorax. I didn't get this quote from the Lorax though, I first heard it from our current United States Transportation Command commander, Gen. Darren McDew, who ends every commander's call with this quote. Let that sink in for a minute ... a combatant commander and four-star general routinely presents this quote on a slide with a word-bubble coming out of

the mouth of a little orange, fuzzy cat-like creature. Have you ever heard a quote that rings more true though? What are you doing to make things better? A good leader doesn't complain about problems; they roll their sleeves up and get to work!

I hope you found these quotes interesting and useful. You never know ... if you take these leadership principles to heart, maybe one day we'll be quoting you as a senior leader in AMC.

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## Waters

From Page 2

at Saint-Cyr l'Ecole, close to the Château of Versailles, France.

Throughout my most stressful moments in life, I've asked myself the same question, a question I was unable to put into words until now: "Is it possible to have social anxiety and be extroverted?"

My anxiety isn't something I feel every second, like a constant cloud hanging over me. It can come unexpectedly, or when I feel singled-out or thrust into a situation I didn't have time to be mentally prepared for.

When my office told me I'm getting paid to go to Paris for eight days, without thinking, I went, "Where do I sign?"

The excitement I felt stepping out of the vehicle was crushing. It was the commemoration of the 100th anniversary of America's entry into World War I, and France had asked 200 U.S. service members to lead what was essentially France's Independence Day parade. I honestly didn't know how I got the opportunity.

The sun beat down on us as the first pair of strangers came up to show us where we'd be staying the next eight nights. Listening to the chatter of my fellow Airmen, I could tell they formed friendships on the way to our temporary new home.

Camille Sturman, a writer who labels herself as a gamer, coder and eater of snacks, posted this very relatable thought to Quora, a question-and-answer site, when asked the question: "What does it feel like to be an extrovert with social anxiety?"

"This is a very uncomfortable situation, I crave social interaction and attention, but when I get it, I feel all the pressure of being around people. When I'm alone, I want to be around people; when I'm around people, I want to be alone."

This describes me in certain situations perfectly.

Constantly forcing myself to come out of a shell no one else was ever aware of is exhausting. Some days, I can't function and I've spent most of my life chalking it up to being awkward or just someone who talks too much when they're nervous.

I had no idea the opportunities and emotions I'd be going through in just one week.

During just the first two days, I was interviewed by a French news station, CNN and American Forces Network. A part of me believed I was only picked because I was public affairs and people tend to assume I can be in front of a camera, no sweat. I was told that I seemed well-spoken and was thrust in front of the cameras, excruciatingly slow beads of sweat rolling down my back.

It may surprise people who know me, but I had doubts in preparing myself for the interviews.

There was a rush of adrenaline and I couldn't believe I wasn't stumbling like I always imagined I would. I felt so happy in that moment, and a completely different person.

Amid all the excitement, no one could tell that under the fire and enthusiasm I was emitting was a quiet, suppressed panic which only I could feel.

Make no mistake. I was beyond honored to be picked for this TDY and after the experiences I've had while there, I wouldn't trade it for anything.

In a matter of days I met the president of the United States, World War II veterans and had the honor of meeting and

receiving the coin of U.S. Marine Corps Gen. Joseph E. Dunford Jr., the 19th Chairman of the Joint Chiefs of Staff.

With these victories, the sinking feeling of doubt still lingered.

It's a sick feeling in the pit of your stomach, the constant questioning of yourself and your surroundings.

Walking in a crowd, I feel as if all eyes are on me, a flush spreading over my body. The gathering of sweat everywhere causing my legs to speed up. I don't feel that I'm in danger, and I don't want to imply that people want to make me uncomfortable, but there's always a feeling of panic, an anxious need to walk faster.

With feelings of uneasiness, I also experienced a lot of awe during my trip that helped balance out dealing with my insecurities as I navigated my way through the week.

Every other day, the French organized tours for the Americans, skipping hours' worth of waiting lines to the Palace of Versailles, the Lourve and the Musée de l'Armée, forcing me to talk to people I didn't want to

talk to, and some that I'm glad I got the chance to meet.

I met a lot of high-profile people while in Paris, and my hidden social anxiety played a huge part in how I felt about the experience. But it also helped me to overcome it a bit. I believe there's power in vulnerability, and I learned that I was capable of things I was too nervous to try before. I mean, who gets to say they met the POTUS in Paris?

This TDY was an opportunity I never believed I would experience. I can't begin to explain the pride I felt standing beside other U.S. military members knowing that I serve the greatest country in the world. I stepped out of my comfort-zone more times than I can count this past week, and it makes me feel more confident than I ever have in a social environment.

Meeting the people I've met and making the memories I've made in places I never thought I'd be continues to reaffirm that I've made a choice I'll never regret, and I couldn't be more proud to represent the U.S. Air Force every day as I face some of my biggest challenges.

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## Irma

From Page 4

a complete success.”

Air Force, Army, Navy and Marine units from across the continental U.S., along with the Coast Guard and Air Force Auxiliary Force (Civil Air Patrol), banded together with state and local agencies to provide enhanced search and rescue, communications and aerial imagery collection during recovery efforts.

Of the more than 16,800 individuals rescued by the Department of Homeland Security, Coast Guard, Customs and Border Protection, FEMA and DOD, 2,078 search and rescue operations were coordinated through Tyndall Air Force Base's Air Operations Center.

The Search and Rescue Operations Coordination Element provided centralized control and prioritization of federal military search and rescue forces to ensure the greatest unity of effort to save lives, prevent human suffering and mitigate great loss of property.

In addition to the search and rescue efforts, the Customs and Border Protection Air and Marine Operations Center requested AFNORTH assistance for airborne command and control

over devastated areas of Texas.

The 601st Air Operations Center, which is the operational arm for AFNORTH, employed an E-3 Sentry and E-8 Joint Stars as well as a Navy E-2 Hawkeye to fill the role of a communications relay and act as a tactical hub between the Western Air Defense Sector, Houston Air Route Traffic Control Center, an air support operations squadron and over 80 search and rescue aircraft.

The Navy's P-8 Poseidon, although designed for battlefield intelligence, surveillance and reconnaissance, also provided aerial imagery of the Texas landscape through their capabilities employed in support of civil authorities heading the relief efforts.

AFNORTH also leaned on the Civil Air Patrol, who has supported the Air Force since World War II, to collect still imagery demanded by rescue units in the field.

Most of the assets under the control of AFNORTH are now packing up equipment and returning to home stations as civil authorities transition to recovery operations.

However, as the demand for Hurricane Harvey support wanes, AFNORTH continues to monitor the path of Hurricane Irma and is prepared to respond at a moment's notice.



Bruce Hallberg holds a photo of his brother, Sgt. 1st Class Roger Hallberg, a green beret who went missing during the Vietnam War in March 1967, while his sister holds a photo of her, Bruce and Roger when they were children, outside their home Sept. 5 in Discovery Bay, Calif.

## POW/MIA

From Page 7

California. Roger went missing in Vietnam on March 24, 1967 after his platoon came under heavy fire from two North Vietnamese army battalions.

“Roger was a tough, tall, imposing figure, who joined the Army at the age of 17,” said Anne.

“He was dedicated to whatever his mission in life was,” said Bruce, the last member of the Hallberg family to see

Roger alive. “He came out to see me, my wife and my oldest son a week before shipping out for Vietnam.”

Bruce told Roger to be safe, and Roger responded with words that bring Bruce to the verge of tears today.

“I drove him to the Oakland Army Terminal just before his 23rd birthday,” Bruce said. “After we got there, he told me, ‘I’m going to die over there if I have to.’ He was willing to give his life (if necessary).”

A couple days after Roger went missing, Bruce received a

call from Roger’s wife.

“She told me Roger was missing and it was up to me to tell my folks who were in Venezuela at the time,” said Bruce. “It took about eight hours to get a hold of them and when I finally told my dad, my mother must’ve been standing right next to him because I will never forget her scream.”

Roger is among 1,603 service members who remain unaccounted for from the Vietnam War. On Dec. 21, 2006, he was awarded the Silver Star for gallantry in action. The medal was presented to his mother aboard the United States Coast Guard George Cobb.

“I used to think Roger was on some top-secret mission and one day he’d come walking through the door,” said Anne. “It’s now 50 years later and we know no more about our brother’s fate since the day he went missing. The war is not over for our family, we can’t close that chapter of our lives. We don’t know if (Roger) died or not. We don’t have closure.”

While the Hallberg family may not have closure, they do appreciate the efforts of Travis AFB to raise awareness for POW/MIA service members and their families, said Anne.

“We plan on attending every POW/MIA event at Travis and we appreciate that Travis is hosting all these events in honor of our POW/MIA service

members and their families,” she said. “(We are) indebted to Travis. It really warms our hearts that they’re doing so much for POW/MIA families.”

Organizing each event has been a humbling experience, said Hewett.

“I hope our Airmen gain an understanding of what the men and women who came before us went through,” he said. “Some experienced horrific conditions. For the POW/MIA families, I hope they realize there

are people who care for their loved ones who are still missing. I hope they take comfort in that during next week’s events.”

Travis will close its POW/MIA observances with a commemoration ceremony at the 60th Air Mobility Wing Headquarters building Sept. 15 at 1 p.m.

For more information about America’s POW/MIA personnel, visit the Defense POW/MIA Accounting Agency website at [www.dpaa.mil](http://www.dpaa.mil).

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Bird cage, furniture, misc., hshld. items, etc.  
2704 Vista Linda

**0603 AREA 3**  
ESTATE SALE!  
Thurs., 9-3 & Fri., 9- until sold out  
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See website  
movinon  
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electronics, hshld., decor, W/D.  
1217 Swan Lake Dr.

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& hshld. items.  
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on N. Texas St., Fairfield.  
Male, call to identify.  
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Westside, 2 mstr, br.,  
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1) Col. Cory Cook, 349th Operations Group, talks with honorary commander Alan Hartford during his tour the 60th Operations Group Sept. 1 at Travis Air Force Base, Calif. The purpose of the Honorary Commander program is to promote relationships between base senior leadership and civilian partners, foster civic appreciation of the Air Force mission and its Airmen, maximize opportunities to share the Air Force story with new stewards, and to communicate mutual interest, challenges and concerns that senior leaders and civilian stakeholders have in common.

# Tour greets community... LEADERS

U.S. Air Force photos by Louis Briscese



2) Lt. Col. Travis Rowley, 349th Operations Group, welcomes Honorary Commanders during their tour the 60th Operations Group Sept. 1 at Travis Air Force Base, Calif. 3) Col. John Klein, 60th Air Mobility Wing commander, welcomes Honorary Commanders during the tour. 4) Tech. Sgt. Matt Metz, 9th Air Refueling Squadron, gives a safety briefing to Honorary Commanders before their flight on a KC-10 Extender.

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