



CHILDREN

... learn about life in uniform at KUDOS

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Develop Airmen for success in long term

As commanders, we often talk about “developing Airmen.” This is usually related to their ongoing military career-field training or a formal course of study to get a college degree. However, I suggest that sometimes, developing Airmen means guiding them through the maze of options that eventually leads to a long-term career and give them enough experience to make important life choices. For example, an optometry technician in my unit wanted to be a Medical Services Corps officer – the part of the Air Force



Commentary by Col. Howard Givens
60TH MEDICAL OPERATIONS SQUADRON

Medical Service most closely aligned with contracting, logistics, and computer systems, but having nothing to do with optometry. Developing this Airman should not be limited to simply ensuring that he is the best possible optometry technician. In the long-term, it is in the interest of the Air Force to have the Airman work closely with MSC officers in their workplaces and even let him work on projects that can build a resume to aid in his selection as an officer candidate. Our enlisted Airmen and young officers have amazing

Commander's Commentary

potential, and we should find ways to encourage them. The example above is the true story of an Airman recently selected by the Air Force for officer training and then commissioning as an MSC. In his case, he had already identified the medical career field he was interested in pursuing and requested to work with current MSC officers, even if it was after normal duty hours. It is common for Airmen to have already identified a career field of interest, and frequently they have already taken college classes to help them

prepare for such a career. It is often not difficult to identify an Airman with interest, we just need to ask them about their interests, career goals and courses of study. Do your Airmen feel comfortable discussing career goals with you that may be outside their current military career-field? Many people facing a major life event such as choosing a career path need encouragement to push through to their goal, to overcome a significant hurdle such as taking the entrance exam to a professional school. For example, they may be interested in pursuing a legal career, and have completed the required courses to apply to law school. However, they may be

reluctant to take the law school admission test due to lack of self-confidence. This is where a supervisor who really knows their Airman can help tremendously. You might say, “I’m not a lawyer and I don’t know the first thing about getting into law school.” However, if you’ve seen their level of preparation and confidence in performing their daily tasks, you can encourage them by reminding them of all the preparation they have done to get ready for the exam and expressing confidence in their success. This may be enough to get them over their nervousness about the exam, but sometimes you might have to drive

See GIVENS Page 24

‘It’s not about me:’ Take care of Airmen, family



Commentary by Chief Master Sgt. Margie P. Quicanopalacios
60TH DIAGNOSTICS AND THERAPEUTICS SQUADRON

I was raised in Lima, Peru, in a household where food was scarce. I shared a bed with three siblings and my grandmother. The clothes were hand-me-downs. I learned to appreciate my family and the little things. Although migrating to America at the age of 10 was one of the smartest moves my family made for me, the culture acclimation felt overwhelming, especially when most of my classmates only spoke English. At first, I thought American kids were extremely friendly since everyone went out of their way to talk to me, but I learned quickly about

Chief's Commentary

the American sense of humor and the art of sarcasm which they used to make fun. Thankfully, I was able to use this as my drive to study morning, noon and night so that I could begin to understand and communicate with my new American friends. After I mastered the basics, I was able to carry conversations and make some really good friends which made me feel a bit more part of the team. My older sister joined the Marines right after high school and this

planted the idea that I could do the same. Initially, I steered towards the Army. One day I spoke to my Uncle Jimmy, a retired Air Force lieutenant colonel. He said, “If you like using a fork and knife to eat, then join the Air Force.” Well, that did it. I visited the recruiter and after three tries at the Armed Services Vocational Aptitude Battery exam, I was on my way to basic training. From the start of my career and as I moved up in the ranks, I followed all my supervisors’ guidance about my roles and responsibilities, which would help me produce a good work performance. I never wanted to be

a slacker, so I did what I needed to do, what I was told to do and more. Once I became a supervisor, I observed the most put together non-commissioned officer at my workshop and emulated him as much as possible. He was like a little toy soldier who seemed to bark orders, yet the Airmen flocked around him willingly. My first subordinate took care of herself, yet I always did my best to support and develop her even if I did not know what I was doing, I would figure it out. I wanted to do a good job as a supervisor.

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60th OSS: Working under the radar



Airman 1st Class Christian Conrad
60TH AIR MOBILITY WING PUBLIC AFFAIRS

“In a way, the (Operations Support Squadron) is this sort of clandestine element,” said Staff Sgt. Sony K. Luangphone, 60th Operations Support Squadron air traffic control landing systems technician. “If you don’t hear about us, it means we’re doing a good job. It’s the nature of our job to work behind the scenes to ensure that those frontline Airmen who are deploying have a reliable means to carry out their mission in the event that a disaster strikes.”

That disaster struck Aug. 25. Hurricane Harvey made landfall on Texas’ gulf coast as a Category 4 storm with winds of 130 mph, according to the National Hurricane Center. Over the course of the next month, Harvey would leave hundreds of thousands of Texans without power and bring about a death toll of 77 in its wake.

Despite the enormity of Harvey’s destruction, it was the quick action of Travis’ 60th OSS that helped to mitigate the harm the storm caused to Texas’s southeast region.

“The entire radar system that ties into Oakland, Sacramento – anything in this airspace that has directly gone out to affected areas has been using Travis’ radar, weather systems, radio frequencies and navigational landing systems,” said Luangphone. “The viability of these systems was a direct result of the work this team has done. Our core objective was to make sure our equipment was operational at all times so the mission never hiccupped.”

Harvey, the first Category 4 hurricane to make landfall in the United States since Hurricane Charley in 2004, was the first of many natural disasters this season that would require the 60th OSS to support relief efforts. Over the next three months, three more major storms would make landfall in the United States, including two other Category 4 hurricanes. An earthquake would also strike and devastate central

“We’re always ‘on.’ The mission doesn’t stop because of the success of the most recent operation.”

— Staff Sgt. Sony K. Luangphone

México, and wildfires in Northern California would burn over 200,000 acres forcing residents from their homes.

Staff Sgt. Christopher A. Spears, a 60th OSS weather forecaster, knew the importance of giving minute-to-minute updates on the statuses of the hurricanes.

“Essentially, it came down to relating the data we were receiving to the mission for wing leadership,” said Spears. “Overlooking even the smallest detail can turn an incident into a nightmare, and that’s a fact this office tries to keep in mind every day we’re relied upon to give our analysis. Our input as to the location and intensity of the storms’ landfalls helped to give an idea of what level of support was needed in the affected areas.”

The knowledge of having been involved in an effort that saved lives was exhilarating, said Spears.

In a force whose members have a myriad of reasons for joining, saving lives can sometimes seem like an intangible, if not unrealistic, reason for showing up every day. For Airman 1st Class Joey H. Hinrichs, a 60th OSS flight equipment maintainer, however, the jobs performed by each member of the U.S. Air Force contribute to its continued operations in every arena of its mission.

“To me, this is why we joined,” said Hinrichs. “I joined to hopefully help someone somewhere someday. We’re all a team here and I don’t see anyone as dispensable. We all did our jobs and to that extent, we

See 60 OSS Page 24

Staff Sgt. Sony K. Luangphone, 60th Operations Support Squadron air traffic control landing systems technician, optimizes line levels for radio frequencies Oct. 24 at Travis Air Force Base, Calif. The radio technology employed by the 60th OSS allowed pilots and emergency personnel to reach their destinations in the safest and most efficient manner so as to deliver aid to those devastated by the recent natural disasters.

Tailwind



Travis AFB, Calif.
60th Air Mobility Wing

Air Force
Col. John Klein

60th Air Mobility Wing commander

2nd Lt. Jessica Ward
Chief of command information

Airman 1st Class
Jonathon D. A. Carnell
Internal information staff writer

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On the cover

A U.S. Air Force family poses for a picture at the 60th Aerial Port Squadron cargo warehouse during Kids Understanding Deployment Operations day Oct. 21 at Travis Air Force Base Calif. KUDOS is a program developed to give children a deeper understanding of deployments.

U.S. Air Force photo/Heide Couch



Capt. Kendra Alanis, 60th Medical Operations Squadron clinical nurse, poses for a photo in the hematology/oncology clinic Oct. 24 at Travis Air Force Base, Calif. Alanis provides therapeutic and consultative services to the patients she supports.

Hematology/Oncology clinic provides care

**Airman 1st Class
Jonathon D. A. Carnell**

60TH AIR MOBILITY WING PUBLIC AFFAIRS

The oncology and hematology staff members at David Grant USAF Medical Center at Travis Air Force Base, California, emphasize competence, communication and compassion. Focusing on safety and effectiveness is important to the professionals who work to help those in need of their services.

Oncology is the branch of medical science dealing with tumors, including origin, development, diagnosis and treatment of malignant neoplasms. Hematology is the study of the nature, function and diseases of the blood and of blood-forming organs.

"The mission of the (joint hematology oncology infusion clinic) is to provide therapeutic and consultative services to Tricare and Veterans Affairs beneficiaries

with a variety of hematologic and oncologic disorders," said Capt. Kendra Alanis, 60th Medical Operations Squadron clinical nurse. "We also provide infusion support for most medical subspecialty clinics. The JHOIC sees approximately 350 patients every month."

Hematology nurses are trained to care for patients with blood diseases and disorders. Some common blood disorders include anemia, hemophilia, blood clots and blood cancers such as leukemia, lymphoma and myeloma.

"Our infusion center is staffed by an active-duty registered nurse, three VA RNs, and three Air Force civilian RNs, all certified in their oncology specialty," said Alanis. "The clinic also staffed by one VA medical support assistant, two medical technicians, one active-duty NCO in charge, one civilian social worker, one VA

and three active-duty doctors. Despite the differences inherent in the different agencies, we are all aligned to a common purpose: the care of our patients."

According to Alanis, hematology and oncology overlap in a variety of ways. Irregularities in a routine blood test provide early detection of possible diagnosis of a blood disorder. Changes in a patient's blood alters the way an oncologist adjusts their medication plan. This is why many oncologists have training in hematology.

"Working in oncology can be challenging, but there is no denying the sense of satisfaction we get while caring for this special population," said Alanis. "The diverse experiences and resources available to our facility are greatly expanded because of the interagency and intrahospital cooperation that our organization affords us. It is this spirit of cooperation and

teamwork that makes the JHOIC a special place to be cared for and to work."

Teamwork is important to the JHOIC. Every individual on the team relies on each other for the overall mission to be completed.

"Teamwork is applied into our day-to-day operation by starting our morning off with a team huddle," said Staff Sgt. Earl Swank, 60th MDOS NCOIC. "We discuss any concerns that might come up that day. We allow each group to ask questions or bring up their concerns."

The hematology and oncology team at DGMC continues to put their effort into helping their patients.

"The most important thing to me is that our patients are able to be seen without any interruptions," said Swank. "The reason for them being seen in our clinic is so delicate that we do not want any delay in their care."

DGMC to take back unused drugs

Merrie Schilter-Lowe

60TH AIR MOBILITY WING PUBLIC AFFAIRS

An estimated 64,000 people died in 2016 of a drug overdose, according to the National Institute on Drug Abuse. Nearly 22,000 people died in 2010 from prescription drugs obtained, usually by theft, from family and friends.

Oct. 28 is National Drug Take-Back Day and the David Grant U.S. Air Force Medical Center at Travis Air Force Base, California, will join local law enforcement agencies in taking back unused, unwanted and expired medications.

People with base access can take prescription medications and unused supplements to the pharmacy in the base exchange mini mall from 9 a.m. to 3 p.m.

The disposal service is free and anonymous with no questions asked.

The three classes of drugs most often abused include opioids, used to treat pain; central nervous system depressants such as Xanax and Ativan, used to treat anxiety and sleep disorders; and stimulants such as Ritalin and Adderall, used to treat attention-deficit disorder and attention-deficit/hyperactivity disorder, according to the NIDA.

This year marks the 14th anniversary of the campaign, sponsored by the U.S. Drug Enforcement Agency.

In April, the DEA and state and local law enforcement agencies collected nearly 450 tons of prescription drugs.

Command transitions to cloud provider

Michael P. Kleiman

U.S. TRANSPORTATION COMMAND

SCOTT AIR FORCE BASE, Ill. – U.S. Transportation Command is the first Department of Defense organization to initiate migration of its cyberdomain to a commercial cloud provider to improve mission assurance, while strengthening information technology efficiency and effectiveness.

Last month, the first wave of five USTRANSCOM IT systems transitioned to a commercial cloud-based solution.

Relying heavily on the transportation industry to help accomplish its mission, USTRANSCOM faces significant challenges to provide transportation service providers timely information to carry out its tasks. As a result of this, and, in addition to the threat of a cyber-domain attack and the command's aging electronic infrastructure, USTRANSCOM Commander Air Force Gen. Darren W. McDew subsequently directed the organization's move to the cloud earlier this year.

The move will, among other things, allow USTRANSCOM to streamline and strengthen its security when working with industry partners while allowing them quicker access to vital transportation information.

In February, the command's Cloud Center of Excellence stood up. Three months later, the CCoE, in collaboration with the Defense Innovation Unit Experimental, which underwrites pilot contracts for commercial innovation solving DoD problems in under 90 days, and the Army Contracting Command, Picatinny Arsenal, New Jersey, executed a contract for a prototype cloud-migration solution with REAN Cloud LLC, Herndon, Virginia. The contract established a

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Retiree Appreciation Day welcomes local community



Visitors receive food as they move through a line during Retiree Appreciation Day Oct. 17 at Hangar 837 at Travis Air Force Base, Calif. The day is an annual event to honor retirees in the local area. This year's installment included a static display of a C-17 Globemaster III, entertainment by the U.S. Air Force Band of the Golden West, video presentations, food, information booths and remarks from base leadership.

Courtesy photo

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Event opens dialogue



U.S. Air Force photo/Airman 1st Class Jonathon D. A. Carnell

1st Lt. Amanda Jones, Maternal Child Flight clinical nurse, poses for a photo Oct. 24 at the First Street Chapel at Travis Air Force Base, Calif. This was the second annual Release of Angeles Ceremony, which aims to open communication about those affected by pregnancy and infant loss.

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UC Davis partnership keeps surgeons sharp

Merrie Schilter-Lowe
60TH AIR MOBILITY WING PUBLIC AFFAIRS

On a day-to-day basis, he provides medical care for civilian pediatric patients. But when the Air Force calls, he swaps his white coat and scrubs for the Airman battle uniform to hop on a military aircraft headed anywhere to treat critically injured service members.

Lt. Col. (Dr.) Joseph Stephenson is an Air Force pediatric surgeon administratively assigned to the David Grant Medical Center at Travis Air Force Base, California, but embedded full time at the University of California, Davis Medical Center in Sacramento, California.

"The hardest part of a deployment is to be ready when someone is injured and you have to provide life-saving care," said Stephenson, who trained in general surgery and received additional training in pediatric surgery and trauma. "We go on multiple short deployments lasting one to three weeks. We travel as a trauma care team with as little as 12-hour notice."

Stephenson treats infants to young adults with congenital defects, pediatric trauma oncology and childhood cancers at both UC Davis and nearby Shriners Hospital for Children.

"I never know what my day will look like," he said. "I could have a patient facing organ failure, perform surgery at UC Davis and Shriners and see consults from DGMC. And you have to leave room in the schedule for emergencies," said Stephenson.

Working at a Level I trauma center like UC Davis helps military surgeons maintain their critical combat surgical skills, said Col. (Dr.) Rachel Hight, 60th Surgical Operations Squadron commander at DGMC. Level I trauma centers handle the volume and types of trauma cases seen in combat.

Hight, who specializes in trauma, acute care surgery and surgical care, was one of the first Air Force trauma surgeons assigned to UC Davis in 2009 to help stand up the program that now includes four trauma surgeons, a thoracic surgeon, an orthopedic oncologist and an emergency room surgeon. The cadre also includes a vascular surgeon who rotates between UC Davis and DGMC.

"Now that deployments are unpredictable, your skills can degrade because there's isn't much happening – thankfully for the troops," said Hight. Today when surgeons deploy, they are primarily "a safety net in case something happens," said Hight.

"The military benefits because I'm much more prepared to take care of injured patients and I'm teaching residents who will eventually deploy and take care of trauma and combat injuries."

— Lt. Col. (Dr.) Scott Zakaluzny

Unlike the other embedded surgeons, Hight rotates one week bimonthly between commander responsibilities at DGMC and surgical and teaching responsibilities UC Davis.

Hight also heads the advanced trauma life support program at Travis as well as trains tactical trauma and surgical management skills to Air Force para-rescue team members in the western region.

"At UC Davis, trauma is generally very busy," she said. "We carry 50 to 80 patients with two residents and a nurse practitioner supporting your ability. Some of these are intensive care unit patients, so there's a separate dedicated team focused on those guys, but we need to be aware because we're taking some of them back into surgery either that day or the next."

Not only are the surgeons involved

in operative and clinical decisions, they also answer trauma calls.

"I may get 12 to 30 calls a day, which is similar to what was happening at the height of the war," said Hight.

The UC Davis program is modeled after the Center for Sustainment of Trauma and Readiness Skills program, which prepares medical personnel for deployment through hands-on and clinical training at trauma facilities.

Air Force trauma surgeons are embedded at three C-STARS facilities: the University of Maryland's Baltimore Shock Trauma Center, the Saint Louis University Hospital in Missouri and the University of Cincinnati Medical Center in Ohio.

Hight trained at the Cincinnati Medical Center, where she met her mentors, Cols. (Drs.) Peter Muskat and Warren

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Actions have consequences

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Judge Advocate**



Law and Order

Law and Order is a recurring feature detailing the previous month's military justice matters at Travis.

During the month of September, three Airmen received final review of nonjudicial punishment under Article 15, Uniform Code of Military Justice and eight Airmen were involuntarily separated.

The following are tools used by commanders as a means of punishment, rehabilitation, and maintaining unit good order and discipline.

Nonjudicial punishment (Article 15s)
660th Aircraft Maintenance Squadron

A senior airman received an Article 15 for wrongful use of a schedule I controlled substance, a violation of Article 112a, UCMJ. Punishment consisted of a reduction to the grade of airman first class and a reprimand.

A staff sergeant received an Article 15 for dereliction of duty, more specifically failure to properly adhere to a technical order, a violation of Article 92, UCMJ. Punishment consisted of a reduction to the

grade of senior airman, suspended forfeitures of \$1,267, suspended 45 days of extra duty and a reprimand.

60th Dental Squadron
An airman first class received an Article 15 for committing assault consummated by battery, a violation of Article 128, UCMJ. Punishment consisted of reduction to the grade of airman, 15 days of extra duty and a reprimand.

Administrative separation actions
60th Operations Support Squadron

An airman basic was administratively discharged for drug abuse, with a general service characterization.

An airman was administratively discharged for failure in the fitness program, with an honorable service

characterization.

60th Aerial Port Squadron
An airman was administratively discharged for minor disciplinary infractions, with a general service characterization.

60th Aircraft Maintenance Squadron
An airman was administratively discharged for failure in the fitness program, with an honorable service characterization.

860th Aircraft Maintenance Squadron
An airman was administratively discharged for failure in the fitness program, with an honorable service characterization.

An airman first class was administratively discharged for mental disorder, with an honorable service characterization.

60th Aerospace Medicine Squadron
An airman was administratively discharged for a minor disciplinary infractions, with a general service characterization.

921st Contingency Response Squadron
An airman first class was administratively discharged for drug abuse, with a general service characterization.

AF seeks nominees for Verne Orr honor

Staff Sgt. Alex Pons
AIR FORCE'S PERSONNEL CENTER
PUBLIC AFFAIRS

JOINT BASE SAN ANTONIO-RANDOLPH, Texas — Air Force officials are currently accepting nominations for the 2018 Air Force Association Verne Orr Award.

The AFA established this award in honor of former Secretary of the Air Force Verne Orr to recognize mission-oriented accomplishments and achievements by units that made the most effective use of human resources.

The nomination window is open through Jan. 5, 2018, to

all Air Force units regardless of size. The accomplishments should be mission-oriented and focus on how the unit excelled in its use of personnel to achieve full potential and accomplish its mission.

Organizations and base-level personnel should contact their major command, combatant command, field operating agency or direct reporting unit for local suspense dates.

Specific eligibility and application procedures are available via myPers. Select "any" from the dropdown menu and search "Verne."

For more information, go to myPers.

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ACC commander visits Moody

Senior Airman Greg Nash
23RD WING PUBLIC AFFAIRS

MOODY AIR FORCE BASE, Ga. — Gen. Mike Holmes, Air Combat Command commander, visited the men and women of Moody Air Force Base from Oct. 17-18.

While gaining an in-depth exposure of the installation's unique assets, Holmes used this visit as an opportunity to explain to Airmen their role in the fight and how it contributes to his priorities.

"We're expected to lead the Air Force by controlling and exploiting the air," said Holmes. "I'd like every Airman at Moody (AFB) to think about how they fit

See ACC Page 24



U.S. Air Force photo/Tech. Sgt. Zachary Wolf

Gen. Mike Holmes, Air Combat Command commander, talks to Airmen over the communications system Oct. 17 aboard an HC-130J Combat King II headed to Moody Air Force Base, Ga. Holmes flew to Moody AFB to talk to Airmen and see the mission firsthand.

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**Secretary of the Air Force
Public Affairs**

WASHINGTON — Air National Guard and Reserve pilots now have 20 more opportunities to fly in order to augment active duty chronic vacancies across the force.

The Total Force Aircrew Management – Assignment Augmentation Process increased Oct. 1 from 10 to 30 positions. TFAM-AAP positions are open to fighter pilots and fighter combat systems officers only.

“This is a growing total force program,” said Maj. Walt Ehman, TFAM-AAP chief. “It enables all air components to help fill pilot assignment

positions around the world.”

The TFAM-AAP concept will help combat the current fighter pilot crisis by drawing on available and interested personnel with the right skills by bringing active reserve component fighter pilots into the active-duty force for two to three years using Military Personnel Appropriation days.

Born out of the 2014 Aircrew Summit, TFAM-AAP integrates the management of active-duty, Air Guard and Reserve aircrew resources to maximize total force readiness.

“We already had a very successful process in place, now we’re building upon that by increasing the amount of MPA

days available,” said Ehman.

Before TFAM, each component used its own model, in separate locations, to manage officers and career enlisted Airmen who fly and make up the aircrew force.

“TFAM enables the use of a single agreed-upon model, in one office, to make training and resource decisions, provide policy guidance, and make integrated recommendations to solving problems like aircrew shortfalls,” said Ehman.

Interested pilots can get the latest list of TFAM-AAP assignments from Volunteer Reserve System, Air Guard Human Resources or through their ARC/ANG Fighter Operations Groups.

Officials make stop



U.S. Air Force photo/Heide Couch

Base senior leadership greets a congressional delegation Oct. 21 at Travis Air Force Base, Calif. The contingency of United States congressmen, congresswomen and representatives made a stop at the base to refuel their aircraft and were treated to a tour of a static C-17 Globemaster aircraft during their brief visit.

Airmen test skills during Pacific Thunder

**Airman 1st Class
Gwendalyn Smith**

51ST FIGHTER WING PUBLIC AFFAIRS

OSAN AIR BASE, South Korea — One of the largest joint combat search and rescue exercises in the Pacific region, Pacific Thunder 18-1, kicked into full swing Oct. 23 at Osan Air Base, South Korea.

With more than 20 U.S. squadrons and nine South Korean air force wings involved, this year’s exercise is the largest to date. Pacific Thunder provides the 25th Fighter Squadron and the 33rd and 31st Rescue Squadrons opportunities to train in simulated combat search and rescue missions all while working alongside their South Korean counterparts.

“Pacific Thunder originally started in 2009 as a one week exercise between the 25th Fighter Squadron and the 33rd Rescue Squadron and has since grown into a (Pacific Air Forces) level exercise,” said Capt. Travis Vayda, 25th FS Pacific

Thunder 18-1 coordinator.

Although the annual exercise features a range of units participating, it is still centered on the 25th FS and 33rd RQS.

“Combat search and rescue is one of the most important mission sets we have in the A-10 community because we are really the only fixed wing asset in the Air Force who trains to the CSAR mission,” Vayda said. “We are the close muscle, so essentially we are the body guards of the person on the ground and the helicopters that are rescuing them. Obviously in a CSAR, you don’t want to have another type of shoot down or anything happen.”

During the exercise, the 33rd RQS is able to directly work with A-10 Thunderbolt II pilots from the 25th FS, a conjoined training that both units typically have to simulate.

“The realism of the exercise gives us an opportunity to really see how the 25th FS operates,” said Capt. Dirk

See SKILLS Page 21



U.S. Air Force photo/Airman 1st Class Gwendalyn Smith

Members of the 33rd and 31st Rescue Squadrons from Kadena Air Base, Japan, prepare for a combat search and rescue mission Oct. 23 during Exercise Pacific Thunder 18-1 at Osan AB, South Korea.

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Airfield systems Airmen prepare for AFSC merge

**Airman 1st Class
Kathryn R.C. Reaves**

20TH FIGHTER WING PUBLIC AFFAIRS

SHAW AIR FORCE BASE, S.C. — Airmen assigned to the 20th Operations Support Squadron at Shaw Air Force Base are getting ahead of the curve by preparing for an Air Force specialty code merger scheduled for March 2018.

Currently separated into two shops, ground radar systems and airfield systems Airmen have begun working together to meet training milestones and increase their understanding of the work their coworkers do.

The Airmen will also be aligned with their industry

counterparts who perform all ground radar and airfield systems tasks under one career field.

“We’re still learning how the merger will impact us,” said Staff Sgt. Anthony Marple, 20th OSS airfield systems noncommissioned officer in charge. “But, we know what worked and what didn’t work in the last two mergers, so we’re using those tools to get ahead of it.”

Once the merger is complete, all technicians will be expected to have a working knowledge of how to maintain the equipment each section was previously responsible for. This includes all

See MERGE Page 19



Courtesy photo

Before he became an F-15E Strike Eagle pilot, 1st Lt. Andy Schloemer gained experience on the T-6A Texan II and T-38C Talon.

Pilot credits aero clubs for career

Steve Warns

AIR FORCE INSTALLATION AND MISSION
SUPPORT CENTER PUBLIC AFFAIRS

JOINT BASE SAN ANTONIO-LACKLAND, Texas — 1st Lt. Andy Schloemer’s Air Force career has taken off, thanks to the Air Force Aero Club.

“Airmen should definitely take advantage of aero clubs,” said Schloemer, an F-15E Strike Eagle pilot with the

494th Fighter Squadron at RAF Lakenheath, England. “The biggest benefit of the aero club is getting quality flight experience with a program designed to support Airmen the best way possible.”

Schloemer, a Cincinnati native, earned his private pilot’s license while he was stationed as a UH-1 Huey helicopter flight engineer with the 374th Operations Group at Yokota Air

Base, Japan. The 1,100 flight hours he amassed, along with the training at the Yokota Aero Club under club manager Victor Arzuaga and his team, were vital in his development.

“The training I received at the Yokota Aero Club set me up for success in my private flying career, as well as my eventual military flying career,” Schloemer said. “One of the biggest things that helped prepare me for my military flying training that is unique to the Yokota Aero Club is the upgrades installed on the aircraft. The advanced avionics suite installed on the aircraft there trained me to interpret more advanced flight instrumentation, so when I transitioned to pilot training with the U.S. Air Force, reading the digital displays was something that was already built into my habit pattern and cross check while flying.”

Schloemer completed his bachelor’s degree through Embury-Riddle Aeronautical University while earning his private pilot license. He was

See AERO CLUBS Page 19

Agency accounts for 183 missing service members

**Defense POW/MIA
Accounting Agency**

WASHINGTON — In fiscal year 2017, the Defense POW/MIA Accounting Agency accounted for 183 formerly missing persons from past conflicts.

Also, the agency individually identified the remains of 18 additional personnel, who were previously accounted for as part of group burials, reaching another milestone of 201 total identifications for the fiscal year.

“These numbers are an unprecedented achievement in the accounting mission’s

history,” said Kelly McKeague, DPAA director. “With more than 600 military and civilian personnel stationed and operating around the world, DPAA is staunchly committed to researching, investigating, recovering and identifying U.S. personnel who made the ultimate sacrifice for our nation. It’s through this staunch commitment that we endeavor to bring solace to those who still wait for the fullest possible accounting of their loved ones.”

A breakdown by conflict of those whose remains were identified shows that 143 were from World War II, 42 from the

Korean War, and 16 from the Vietnam War. Geographically, 172 were from the Asia-Pacific region, and 29 were repatriated from the European-Mediterranean region.

In fiscal 2016, DPAA made 164 identifications. McKeague attributed the substantial increase in fiscal 2017 to talented and dedicated subject matter experts, advanced scientific methods, and a vigorous operations pace for field activities and disinterments.

“We are also extremely grateful to each of the countries See MISSING Page 19



U.S. Army photo/Elizabeth Fraser

Members of the 3rd U.S. Infantry Regiment (The Old Guard) participate in the full honors service for Army Air Forces 1st Lt. Francis Pitonyak Sept. 22, at Arlington National Cemetery, Arlington, Va.



U.S. Air Force photo/Tech. Sgt. Heather Redman

An F-35 Lightning II from Hill Air Force Base, Utah, taxis for take off Oct. 13 at Joint Base Pearl Harbor-Hickam, Hawaii.

F-35A scheduled to deploy to Kadena

Pacific Air Forces Public Affairs

JOINT BASE PEARL HARBOR-HICKAM, Hawaii — Approximately 300 Airmen and 12 F-35A Lightning IIs from Hill Air Force Base, Utah’s 34th Fighter Squadron are set to deploy to Kadena Air Base, Japan for a six-month rotation.

The aircraft and supporting personnel are scheduled to arrive at Kadena AB in early November.

This marks U.S. Pacific Command’s first operational tasking for the F-35A and builds upon the U.S. Air Force fifth-generation stealth fighter’s successful debut in the Indo-Asia-Pacific at the Seoul International

Aerospace and Defense Exhibition earlier this month.

“The F-35A gives the joint warfighter unprecedented global precision attack capability against current and emerging threats while complementing our air superiority fleet,” said Gen. Terrence J. O’Shaughnessy, Pacific Air Forces commander. “The airframe is ideally suited to meet our command’s obligations, and we look forward to integrating it into our training and operations.”

The F-35A is being deployed under USPACOM’s theater security package program, which has been in operation since 2004.

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Legacy Stratotanker refuels newest fighters

Senior Airman Janelle Patiño

92ND AIR REFUELING WING PUBLIC AFFAIRS

FAIRCHILD AIR FORCE BASE, Wash. — Team Fairchild's KC-135 Stratotanker was hard at work refueling six of the U.S. Air Force's latest fifth-generation fighters, the F-35A Lightning II, Oct. 17 over the Pacific Northwest.

The F-35 brings enhanced capabilities to survive in an advanced threat environment while adding an additional level of lethality to the force. It provides next-generation stealth, enhanced situational awareness and reduced vulnerability for the U.S. and allied nations. But no matter how deadly, the F-35 couldn't go anywhere or complete any mission without regular fuel-ups from the gas-station-in-the-sky KC-135 Stratotanker.

"It was the crew's first time refueling not just one, but six

of the newest aircraft in the Air Force inventory," said Capt. Halverstadt, 93rd Air Refueling Squadron pilot. "We were focusing on check rides and getting all (training) requirements completed, but we took a few moments during the flight to remind ourselves we were refueling one of the newest jets. It was definitely exciting."

KC-135s allow F-35s longer time en route by providing them timely movement and assisting them responsively, delivering and giving them fuel anywhere on the globe to complete their mission.

"KC-135s allow fighters that much more reach. It has a strong history of doing what it takes to get the mission done," said Capt. Kevin Mulligan, 93rd ARS pilot. "Overall, (in-flight refueling) is key to tactical and strategic operations."

Considering the KC-135 is more than 60 years old, the



U.S. Air Force photo/Senior Airman Sean Campbell

Fairchild Air Force Base, Wash., aircrew perform a walk-around of a KC-135 Stratotanker before flying an air refueling mission Oct. 17 at Fairchild.

maintenance and upgrades performed on the aircraft to modernize and improve operational effectiveness and efficiency enables its capacity to deliver effective warfighter support at the right time and place.

"The latest update, Block 45, has made (the KC-135) similar to most modern airlines by putting the glass display in the

middle with all the engine instruments," Mulligan said. "By having an LCD display, you can do a software update like any other technology. It's just like downloading your cellphone software; it streamlines the process and makes it quicker."

"The KC-135 is the backbone to Air Power. We must be an agile force that can go anywhere at a moment's notice,

and without our KC-135 fleet, our ability to accomplish our mission is impossible," said Lt. Col. Bart Wilbanks, 466th Fighter Squadron F-35 assistant director of operations. "Current operations worldwide are extremely dependent on the KC-135 for almost all the Air Forces core competencies. The F-35 is amazing machine, but without the KC-135 we would be extremely limited to what it could accomplish on a given mission."

Though flying two aircraft or jets in close proximity can be dangerous, the KC-135 has the necessary tools to safely meet operational requirements.

"It takes a lot of coordination between the boom operators and the pilots to make the mission as safe as possible," Mulligan said. "The standardized procedures, communication and terminology make it as safe as it can be flying and delivering fuel to other aircraft and fighter jets."

As the 93rd ARS' motto goes, "Nobody can get any work done without tanker gas." The KC-135 provides the core aerial refueling capability for the U.S. Air Force and has excelled in this role for six decades.

"Enabling other airframes to get the mission done is our biggest service. We focus a lot on fighters and being up-close with them at the front of the fight," Mulligan added. "(The KC-135's) unique capabilities allow us to accomplish our primary mission of global reach and power projection."



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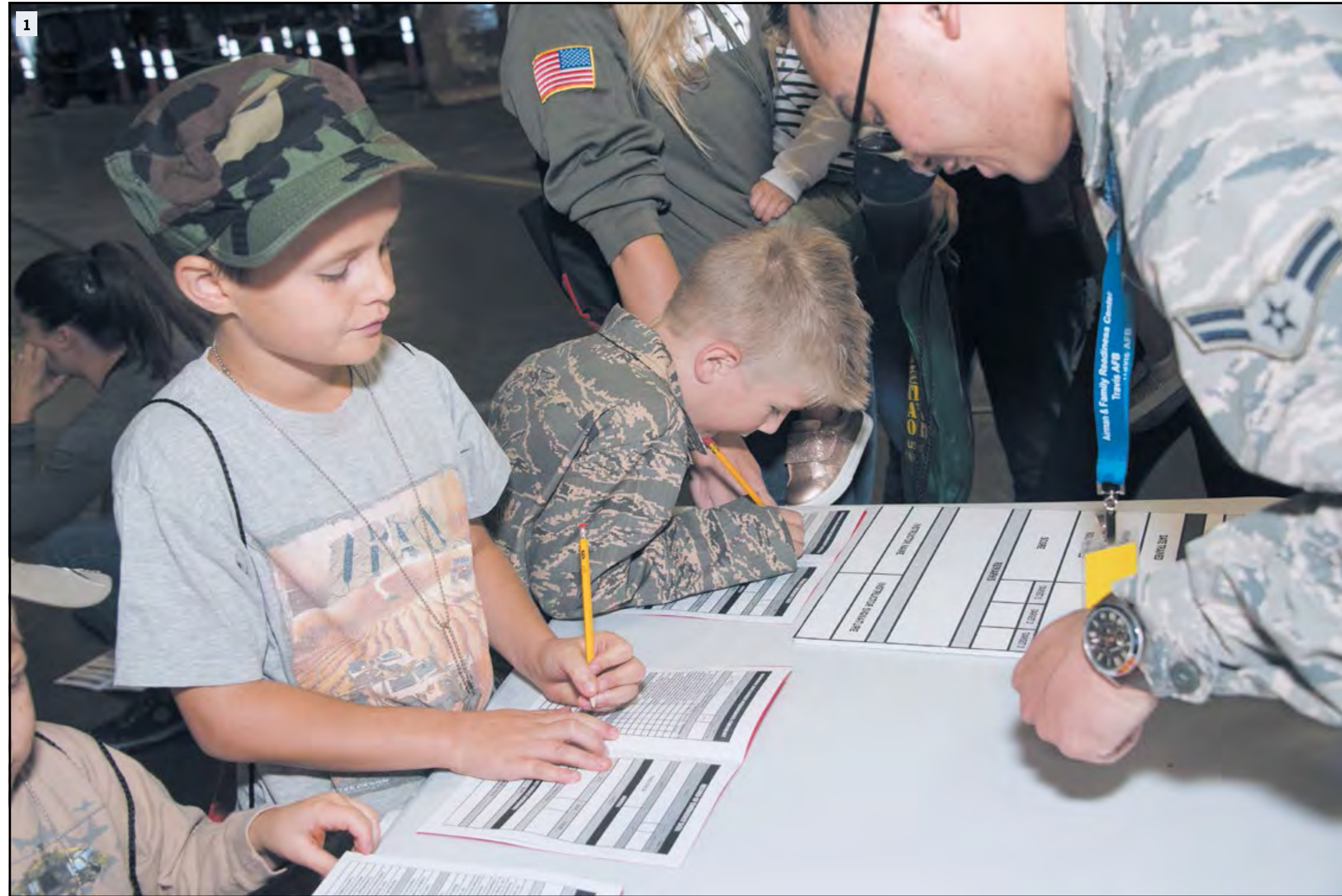
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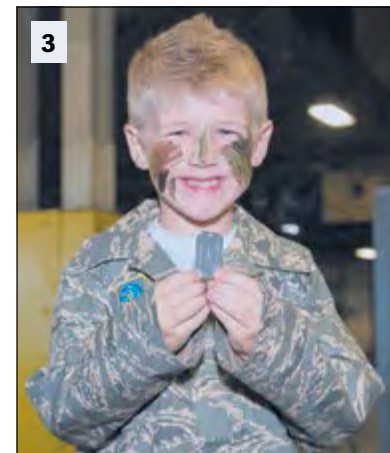
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1) Two children fill out forms as part of their "out-processing" at the 60th Aerial Port Squadron cargo warehouse, set up to host U.S. Air Force families for Kids Understanding Deployment Operations day Oct. 21 at Travis Air Force Base Calif. KUDOS is a program developed to give children a deeper understanding of the military deployment process, the training parents receive and to better deal with a loved one's absence. 2) A child completes another checkpoint in the "out-processing" line. 3) A child displays the dog tags received as part of the outprocessing line. 4) Staff Sgt. Benjamin Wagner, 60th Security Forces Squadron, supervises "weapons training" at the 60th APS cargo warehouse.



KUDOS helps children glimpse life in service

U.S. Air Force photos by Heide Couch



5) Tech. Sgt. Becky Schilter, 60th Logistics Readiness Squadron, helps a child try on military gear during Kids Understanding Deployment Operations day Oct. 21 at Travis Air Force Base Calif. 6) Staff Sgt. Roniel Tolentino and Pako, 60th Security Forces Squadron, apprehend Staff Sgt. Nicholas Taylor, 60 SFS, as he plays the part of the "bad guy" during a canine demonstration. 7) Face painting was part of the festivities at the 60th Aerial Port Squadron cargo warehouse.



U.S. Air Force photo/Airman 1st Class Kathryn R.C. Reeves

Senior Airman Brendan Milligan, 20th Operations Support Squadron ground radar systems technician, checks radar parameter values at a monitor and a Digital Airport Surveillance Radar control screen as Airman 1st Class Darricka Sides, right, 20th OSS airfield systems technician, and Staff Sgt. Rajiv Shetty, left, 20th OSS ground radar systems noncommissioned officer in charge, observe Oct. 4 at Shaw Air Force Base, S.C.

Merge

From Page 12

ground-to-air communications, navigations and weather systems, as well as the radars air traffic controllers use to guide aircraft.

Staff Sgt. Rajiv Shetty, 20th OSS ground radar systems NCO in charge, said the Airmen developed a training strategy by learning from past experiences such as the merge of the ground radio and meteorological navigation career fields.

The plan outlined milestones and deadlines each team member should reach, as well as solutions for potential issues.

If a technician from either shop is called out to perform a task, their counterpart will accompany for on-the-job training, said Airman 1st Class Darricka Sides, 20th OSS airfield systems technician. This process of teaching others also helps Sides learn more and become more proficient in her job.

However, airfield systems Airmen may not have the chance to obtain hands-on

training with the equipment due to the limited time radars are down for maintenance, therefore, formal training is available at Keesler AFB, Mississippi.

As they achieve their training, the 20th OSS Airmen also improve their teamwork skills.

“Each shop was used to doing things their own way, but working to help train each other has led to more togetherness,” said Shetty. “It may be a challenge to consolidate, but we welcome the challenge of this merger.”

Missing

From Page 13

in which we operate, the combatant commands, military Service Casualty Offices, as well as to the Armed Forces Medical Examiner System and the Armed Forces DNA Identification Laboratory; the teams from the Department of Veterans Affairs and the American Battle Monuments Commission cemeteries; and our partnerships with non-governmental organizations. Their collaboration with, and support to, DPAA have been outstanding,” said McKeague.

Aero clubs

From Page 12

accepted into officer training school through Air University at Maxwell Air Force Base, Alabama, and was later selected to attend Euro NATO Joint Jet Pilot Training at Sheppard AFB, Texas.

The lieutenant gained experience on the T-6A Texan II and T-38C Talon and was eventually chosen to fly the F-15E. He graduated from the Strike Eagle Basic Course at Seymour-Johnson AFB, North Carolina in July and was stationed at RAF Lakenheath for his first operational tour.

“I tie a lot of my success from my OTS application being competitive to my eventual success through pilot training to having a solid base of aviation knowledge and airmanship that I gained while flying at the Yokota Aero Club,” Schloemer said.

The Air Force Aero Clubs,

under the direction of the Air Force Services Activity, have played a significant role in building and sustaining ready and resilient Airmen for almost 70 years. Currently, 16 installations worldwide support aero clubs.

“Members of the aero club are those who want to fly,” said Eric Treland, Air Force Aero Club program manager. “They’re passionate about aviation. It helps them understand the Air Force mission of fly, fight and win in air, space and cyberspace, and it helps many of them relate directly to their mission.”

Aero clubs are open to active duty, reserve, guard and retired military members and their families; Defense Department of Defense civilians; and Civil Air Patrol members.

Members without flight experience can earn a private pilot certificate in as few as six to seven months, based on time commitment, Treland said. Members will pilot light general aviation aircraft.

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Skills

From Page 11

Strykowski, 33rd RQS HH-60 Pave Hawk flight lead. "Back in Kadena (Air Base, Japan), we pretend as best we can to know what these guys are going to sound like on the radio, what calls they're going to make and what kind of information they are going to provide, but being able to come up here and refresh what that's actually going to be like is probably the

biggest take away from the exercise."

Pararescuemen and Survival, Evasion, Resistance and Escape specialists from the 31st RQS provide more realism by acting as isolated personnel.

"The intent of this exercise is to train like you fight, and we are trying to replicate that as best we can," Strykowski said. "We have a lot of support from our pararescue and SERE. They're out there on the ground now pretending to be downed pilots. So every step of the way, we are making it as

realistic as it can get."

Through combined CSAR training, Pacific Thunder enhances the combat effectiveness between U.S. and South Korean air forces. Exercises like Pacific Thunder highlight the longstanding military partnership, commitment and enduring friendship between U.S. and South Korean forces, helping to ensure peace and security on the Korean Peninsula, and reaffirms the U.S. commitment to stability in the Indo-Asia-Pacific region.



U.S. Air Force photo/Airman 1st Class Gwendalyn Smith

Members of the 33rd and 31st Rescue Squadrons from Kadena Air Base, Japan, prepare for a combat search and rescue mission Oct. 23 during Exercise Pacific Thunder 18-1 at Osan AB, South Korea.

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Sharp

From Page 8

Dorlac and Air Force Reserve Col. (Dr.) Jay Johannigman, who are now retired.

These “giants of C-STARS” recognized that, to have a large pool of trauma surgeons available and ready to deploy, the Air Force needed additional civilian trauma centers and reached out to UC Davis, said Hight.

Not only does the partnership provide military physicians the hands-on trauma training they need to remain current in their fields, it also provides UC Davis with some of the best trained trauma surgeons with battlefield lessons learned.

“We see very complex trauma from both penetrating and blunt injuries,” said Dr. Joseph Galante, division chief of trauma, acute care surgery and surgical critical care at UC Davis. “Additionally, we see patients who have been cared for at lower-level or non-trauma centers around Northern California. This mimics the situation downrange very well,” said Galante.

Keeping current

The military wants to keep trauma surgeons current in trauma care, but that’s difficult because so few surgeons treat trauma patients, according to Galante.

While it may be common for military surgeons to be on call at Level II facilities, he said “none of them compares with UC Davis, which is one of the nation’s busiest trauma facilities and California’s only Level I trauma center north of San Francisco,” said Galante.

“We are also unique in that we take care of pediatric trauma. We see many injuries in children, which is extremely useful downrange.”

When Navy Reserve commander Galante was at Camp Bastion, Afghanistan, performing emergency surgeries to stabilize service members for transfer to Bagram Airfield in 2010, Hight was on the receiving end at Craig Joint Theater Hospital at Bagram.

“That fall, we saw the highest number of double ... and quadruple amputees coming through with just severe injuries,” said Hight. “I had never

experienced anything of that complexity, acuity or volume – ever. Nothing in the civilian sectors that I’ve even seen compares,” said Hight. “It still gives me chills.”

Although the experience was emotionally draining and medically challenging, the medical teams were well prepared.

“We had an amazing team with amazing leadership,” said Hight. “It was a phenomenal experience. We brought that kind of mentality back.”

Starting a study

Hight and Galante’s paths briefly overlapped when she arrived at UC Davis as he was heading to Afghanistan. The two, along with four other colleagues, would later co-author a study on how working at civilian Level I trauma centers most closely resembled working at a NATO Role III hospital in Afghanistan during the peak of Operation Enduring Freedom.

The study compared the cases and schedules of surgeons at two NATO Role III hospitals in Afghanistan with those at the UC Davis trauma center, two civilian Level II trauma centers, two civilian Level III trauma centers and a U.S. military treatment facility.

The researchers found that work schedules, number of trauma resuscitations (methods used to quickly control surgical bleeding) and number of surgeries performed daily at Level I trauma centers more closely resembled combat conditions than Level II or Level III facilities.

Despite similarities, the researchers also found key differences between Level I and Role III facilities. For example, military surgeons face significantly more amputations, soft tissue debridement (removing damaged tissue) and trauma in the genital and urinary systems.

“Blast injuries were common from people stepping on IEDs,” said Lt. Col. (Dr.) Scott Zakaluzny, who was deployed to the Role III hospital at Bagram from October 2013 to May 2014. “We also treated a lot of chest and belly injuries.”

According to Zakaluzny, who deployed to Afghanistan again in April, said hemorrhaging is the most common cause of death in trauma patients.

“We learned in Afghanistan and Iraq that tourniquets were

useful to stop the bleeding. You may lose a limb, but they saved lives,” he said.

Zakaluzny completed his fellowship in trauma surgery at one of the busiest emergency rooms in the nation, the University of California Medical Center and Los Angeles County Medical Center, which served as the backdrop for the 2014 documentary “Code Black.”

That experience and his role in the desert were much like his daily routine at UC Davis.

“At UCD, I’m doing trauma care all the time,” said Zakaluzny. “You might think you’ve seen everything and then something else comes around the corner. Although it’s not as dramatic at UCD, there are times when the work gets overwhelming.”

People who are not surgeons sometimes find it difficult to grasp the need for programs like the one at UC Davis, said Zakaluzny.

“Every day is different. I might have a full day in the clinic and then go to the OR by 3 (p.m.) for another three to four hours. In the middle of clinic, I might get a phone call from Reno that a patient has a pelvic fracture and I have to help facilitate them here. There’s a great deal of variety and variability in this job.”

“Sometimes when I’m teaching, I’ll interject things that apply to the military residents like, ‘when you’re deployed, you may not have this so you might want to do this.’ The ultimate on-the-job training is teaching as you see patients,” said Zakaluzny.

A new team member

Maj. (Dr.) Steven Thorpe is the newest member of the embedded cadre at UC Davis, having arrived in January.

As an orthopedic surgeon with training in musculoskeletal oncology and pediatric orthopedics, Thorpe treats osteosarcoma, a rare cancer that starts in the bones, and multiple types and soft tissue sarcoma in the extremities and pelvis.

He also treats patients with bone metastases – cancer that has traveled from another body part, such the breasts or lungs, to the bones. He also treats patients with tumors that are not cancer.

As one of only two orthopedic oncologist in the Air Force, Thorpe performs “unique surgeries” and works in areas of the body that other orthopedic surgeons don’t go to like the pelvis

and around blood vessels.

“This give me skills in traumatic issues even though I’m not a trauma surgeon,” said Thorpe. “When I deploy, I go as an orthopedic surgeon.”

Thorpe’s catchment area is Northern California and northern Reno, Nevada. Most of his patients live in the Sacramento, but he also treats DGMC oncology patients at UC Davis to take advantage of the specialized resources, he said.

Like the other surgeons, Thorpe likes the multidisciplinary nature of the job. “I really like big complex cases,” he said. “I have pediatric sarcoma patients so I work with Dr. Jacob Stephenson, the pediatric surgeon. I’ve also worked with the Air Force vascular surgeon here, Lt. Col. (Dr.) Joseph DuBose, on a complex vascular surgery. It’s really cool to work with other Air Force surgeons in this setting.”

“Every day is different. I might have a full day in the clinic and then go to the OR by 3 (p.m.) for another three to four hours. In the middle of clinic, I might get a phone call from Reno that a patient has a pelvic fracture and I have to help facilitate them here. There’s a great deal of variety and variability in this job.”

“The military surgeons bring new ways to care for civilian trauma patients that come directly from their experiences downrange,” he said. “They are also able to ask the important research questions that the university has the resources to begin to answer.”

“The diversity of ideas military surgeons bring to UC Davis ‘is fantastic,’” said Galante. “The military surgeons bring new ways to care for civilian trauma patients that come directly from their experiences downrange,” he said. “They are also able to ask the important research questions that the university has the resources to begin to answer.”

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Taking the lead

UC Davis has taken the lead in implementing some of technologies the surgeons brought back from the war, according to Hight.

For example, UC Davis was the first west coast training site for the resuscitative endovascular balloon occlusion of the aorta, or REBOA.

“The use of REBOA has stemmed from our military colleagues bringing back ideas seen downrange and we have had an open mind to adopt this procedure,” said Galante.

The U.S. Food and Drug Administration approved use of

the REBOA catheter in January 2016. The device is inserted into a hemorrhaging vessel and stops or slows the blood flow to that injury while allowing blood flow to continue to vital organs and other body parts. The Clinical Investigative Facility at DGMC helped to develop the REBOA.

“We were also one of the leading centers to use (tranexamic acid), based on experiences downrange. The list could go on and on,” said Galante.

TXA was originally developed to treat hemophilia and reduce bleeding in patients undergoing oral surgery. It is now used in as a pre-operative drug to minimize the need for large amounts of whole blood during general surgery. It is also used to treat severely injured trauma patients who have or are at risk for severe hemorrhage.

One reason the UC Davis and DGMC partnership works so well is because of Galante, said Hight.

“We both came back from that deployment with a shared understanding of what the current modern-day trauma surgeons need to understand and even what our flight doctors need to understand,” said Hight.

“Joe gets it. He knows that you can’t take a doctor who has only been treating bumps, lumps and sniffles and clear a multi-trauma patient for flight.

“In theater, when you ship a patient, you literally put them on an aircraft or helicopter. At UC Davis, shipping is getting the patient out of the OR and into ICU where we continue working on them until the next day or two when they come back for more surgeries.

Another reason the UC Davis program works well for the Air Force is because of the type of trauma cases they treat at UC Davis.

“We get the full spectrum ... from a farmer being crushed in Yuba City (California) to someone from downtown Sacramento being involved in gang violence,” said Hight. “And, we’re seeing more explosions than you might anticipate because of the increase in substance abuse.

“There are some crazy things happening on the civilian side that brings the severity of injuries you would see in combat and UC Davis is on par with in theater,” said Hight.

Cloud

From Page 5

USTRANSCOM-protected enclave within a government-authorized cloud environment.

“The command’s transition to a cloud-based solution not only enhances mission assurance, but controls IT infrastructure costs and strengthens cyber agility, resiliency and innovation,” said Air Force Lt. Col. John Riester, deputy

chief, Enterprise Infrastructure Portfolio and Support Division, USTRANSCOM’s Command, Control, Communications and Cyber Systems Directorate. “This transformational move to the cloud also allows us to keep pace with industry.”

In addition, by year’s end, the CCoE will migrate capability onto a cloud-native platform and transition 22 applications to a commercial cloud service provider.

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60 OSS

From Page 3

were able to help people and keep their lives from falling apart.”

It's the culture of selfless regard for the well-being of others that sits at the heart of the 60th OSS and propels those Airmen assigned to it to competently and enthusiastically participate in their mission. As passionate as the 60th OSS Airmen worked in the accomplishing of their missions in Texas, Florida, California and México, there are those for whom the mission became personal.

“I have family in Houston, Corpus Christi and in Florida,” said Senior Airman Marissa N. Varnes, 60th OSS air traffic controller. “Participating in

these reach missions and getting security forces, fire personnel and others to the places and people that needed their help was a great feeling knowing I was helping make a difference.”

A native of Louisiana and a survivor of both Hurricane Andrew and Hurricane Katrina, Luangphone also felt a more personal urge to help those affected. In spite of his heroic efforts and the lives he had a hand in helping, Luangphone ultimately regarded the recent relief efforts as just another day in the office.

“We're always ‘on,’ ” said Luangphone. “The mission doesn't stop because of the success of the most recent operation. We don't do it for praise or accolades. We do it because our equipment needs to stay operational – because the mission always needs to continue.”

ACC

From Page 9

into that. Whether you're flying or fixing something, providing intelligence for it, making ID cards or drawing blood in the hospital, everything you do every day is designed to help us control and exploit the air.”

According to Holmes, ensuring mission success doesn't come without its challenges – and he emphasized the importance of improving squadrons, developing leaders who can win in joint-war fights and bringing the future faster.

The Air Force has operated in an uncontested environment against violent extremists with minimal resistance

from near-peer competitors during the past quarter century. However, the luxury of waiting for revolutionary warfare changes for another 20-plus years is no longer an option, Holmes said.

Now, adversaries work daily to counter the military's strengths and exploit weaknesses that require faster action. Holmes said that this is an Air Force-wide challenge that is being addressed by leadership at all levels.

Holmes spoke with 75th and 81st Fighter Squadron pilots and looked to them for their expertise on preparing for modern warfare in today's fight during a tour of the flight line. He also addressed flying and retention programs, expressing his commitment to keeping skilled warriors.

Chief

From Page 2

In 2008, I was a proud recipient of a bachelor's degree in management, which only took me 17 years to complete. The journey was quite treacherous and felt never-ending, yet, once I was done, I wanted more, so I completed a negotiations certification from Notre Dame University and finished my master's degree program with American Public University in 2012. I mostly did this because I saw others going to school and succeeding, so I left the competitive side of me drive me. I also felt that I wanted to challenge myself and prove that I could do well in school. It gave me pride to be able to be the first in my family to have a post-graduate education. The experience and what I learned turned me into a much better communicator.

All of my experiences and accomplishments were reached because I

wanted to be a better person and Airman. I have done many things to push myself out of my comfort zone mostly because I really enjoy challenges and there was always a supervisor, co-worker or friend to encourage me to go for whatever it was I feared by boosting my confidence. Now as a chief, I am pushing myself further because all my Airmen need me to prepare, advise, teach, guide and encourage them as tomorrow's leaders and my replacement. I thought that from the moment I became a senior NCO, I started this role of learning and growing.

As I look back at my career, it all really began the moment I rolled up to the recruiter's office. Every step I have taken has prepared me for today, and if I still do not know something, too bad. I learn and I find answers. I need to take care of my Airmen and afford them a lot more opportunities than the ones I had, set them up for tomorrow so they can be greater leaders.

Givens

From Page 2

them to the test center and watch them walk in the door. Afterward, they will likely succeed and later be very thankful for your encouragement. Are you willing to go this far in helping your Airmen succeed even if it is not in your military career field?

I have seen some excellent Airmen successfully launch new careers, and have celebrated their success with them. I have also seen Airmen miss out on opportunities because they hesitated to

push through to the goal. Those Airmen usually had good supervisors who were willing to help their Airmen with anything they needed to succeed, but who missed out on the opportunity to help because they never asked the Airmen to explain where they saw themselves in five or 10 or 20 years. My challenge to all of us as supervisors and leaders is to push beyond the simple question of “Airman, do you need anything?” and get to the place where the Airman is explaining their goals, interests, and plans so that you can see where they need help. Seeing the need, allows us to intervene successfully and make a difference in someone's life.



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1) Students inspect the cargo bay of a C-17 Globemaster aircraft during their tour Oct. 19 at Travis Air Force Base, Calif. Travis hosted Junior Reserve Officer Training Corps students from eight high schools in Northern California. Students learned about various career fields in the U.S. Air Force, toured static aircraft, a shared dorm room, and had the opportunity to talk with personnel about military life.

JROTC ... students pay visit to Travis

U.S. Air Force photo/Heide Couch



2) A student from Santiago High School in Corona, Calif., tries on bioenvironmental safety equipment during their tour Oct. 19 at Travis Air Force Base, Calif. 3) Airman 1st Class Joseph Carrillo, 60th Security Forces Squadron, demonstrates arrest procedures on a Santiago High School student from Corona, Calif., during their tour. 4) Students from Santiago learn about the Explosive Ordnance Disposal mission from Senior Airman Joel Ramirez, 60th Civil Engineering Squadron, during their tour.

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