

# WILSON

... pays visit to Travis

PAGES  
16-17



# Fostering trust through accountability

**W**e are fiercely underway in 2018 as Travis Air Force Base, California, continues to remain engaged throughout the world, and our people continue to impress. January is championship season as we rally around our favorite sports teams and look forward to the Winter Olympics. A key component of any championship team is the inherent trust each person must have for one another. Each individual must perform at their highest level and be accountable for that performance. High-performing and highly reliable teams develop a trust and reliance on each



**Commentary by Col. Michael Higgins**  
60TH MEDICAL GROUP COMMANDER

other well beyond just the performance of duties. Such trust does not come easy and cultivating it is not for the faint of heart. One key ingredient in earning trust involves accountability. Strangely, social scientists have known for years that accountability is one of the most difficult concepts and behaviors for people and teams to master. In fact, in some studies when people witness a stranger, peer, subordinate or leader not performing as expected, we tend to ignore it initially over 90 percent of the time. Furthermore, when we finally begin to hold others accountable, we tend to be accusatory,

## Commander's Commentary

judgmental, emotional and equate punishment with accountability. High-performing people and teams, however, foster trust through accountability differently by engaging others with respect, curiosity and a focus on the performance. When you are done with an accountability discussion, can you ensure that the relationship is stronger rather than threatened? Are you aware of how you perceive others and how your own insecurities limit you in these situations? It takes courage, insight, some skill and trust on both parties. It is a mutual commitment

to each other and the team. On the athletic field, it is commonplace to see players motivating one another, reviewing plans for success and even calling one another out when gaps in performance are noted. Why do we lose that when the stakes are higher? For those interested, there are several resources that aim to help us including, "Crucial Accountability," the second book in a great series by Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan and Al Switzler. We embrace incredibly difficult challenges each and every day both here and throughout the world. Our mutual success depends on all of us to galvanize a culture fueled by respect, engaged leadership and accountability. Regardless of

rank or position, we must be able to trust each other to exercise a questioning attitude, demonstrate respect for people, engage when expectations are not met and be receptive when a fellow hero is holding us accountable. Our profession is not a game – risks are high and lives are at stake. The demand for exceptional performance is not just a goal, but a requirement. We must trust one another to be accountable. Together, we aim to crush our nation's enemies and take care of our friends in the process. Thank you, Team Travis. We are off to an incredible start in 2018 and I remain inspired. Stay relentless, make great decisions and continue to treat others like heroes deserve. No bounds.

# Servant leadership, customer service intertwined

**Commentary by Chief Master Sgt. Mark Davis**  
60TH MEDICAL GROUP

**B**y joining the U.S. Air Force, we have committed ourselves to put "service before self." By definition, we have answered an altruistic calling to serve others. This reflects servant leadership and customer service. In fact, with successful internal and external customer service endeavors, we assume a servant leader role by placing the needs of our teammates

## Chief's Commentary

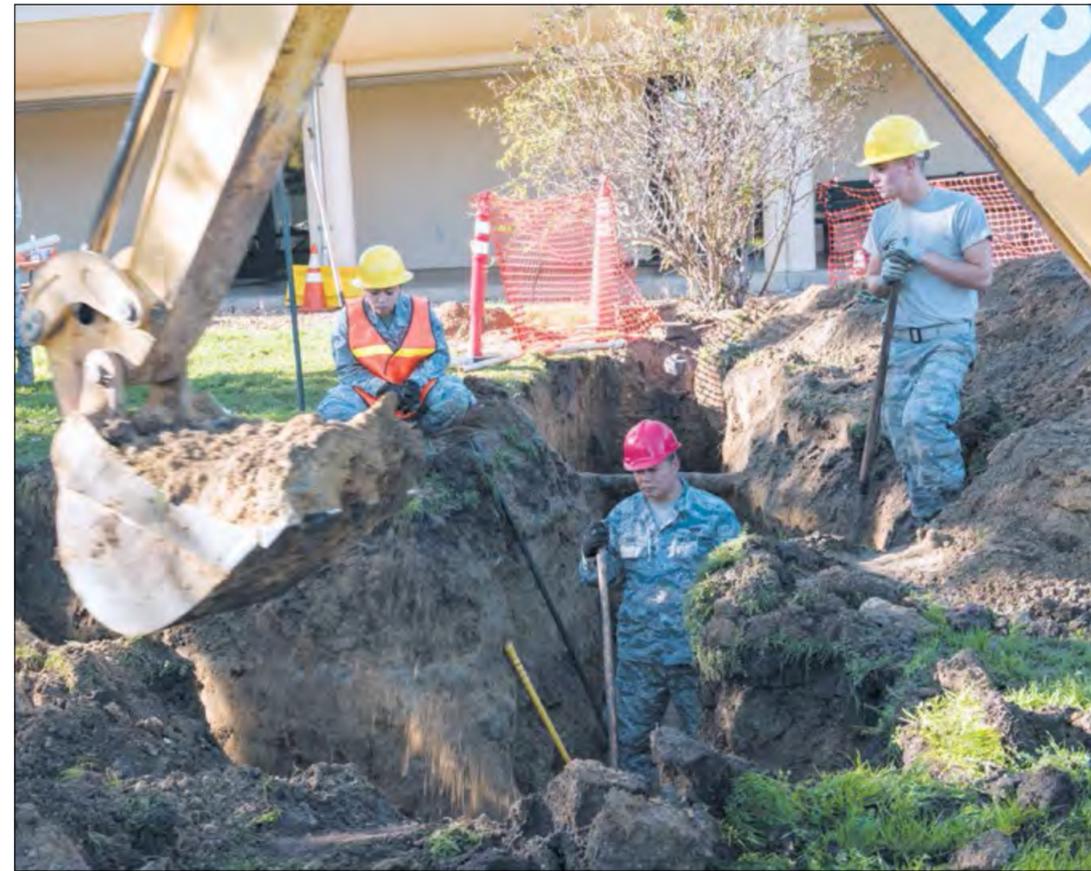
first. And when I say teammates, I'm referring to those Airmen we serve with, as well as those we serve for, inside and outside our organizations. Fundamentally, many of the same servant leadership characteristics mirror platinum customer service qualities, and vice versa. Humility is the foundation for selfless customer service and servant leadership. When leading and tending to

others, it is essential to be that modest 'pilot' that your teammates trust and rely on for guidance and support, especially during challenging times. Furthermore, our teammates must be made to feel that their needs are paramount to our own. Accordingly, when providing service, whether it's mentoring or providing functional-area support, we must be courteous, be respectful of the teammate's time and conscientiously attend the interaction. These are essential to establishing successful teams. Also, servant leaders and customer

service champions seek out and welcome diverse opinions. In fact, most who embrace continuous improvement fight for feedback from any and all sources, regardless if the information is positive or negative. In effect, we can overcome a particularly nasty communication barrier that often thwarts mission success and improvement of any sort by insisting that our customers "call the baby ugly." If we value what our teammates think, we must encourage and develop mechanisms for

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## 60th CES repairs sewer lines



U.S. Air Force photo/Heide Couch

**A crew from the 60th Civil Engineer Squadron Water and Fuels section works to repair collapsed sewer lines that serve the 60th Communications Squadron, Bldg. 243, on Jan. 19 at Travis Air Force Base, Calif. The pipes are original to the structure that was built in 1948. The 60th CES technicians remind everyone on base not to flush the following unauthorized items as the sewer system is not designed to accept these items: sanitary wipes, personal hygiene items, paper towels and trash.**

# Study to look at diet during labor

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

The labor and delivery unit at Travis Air Force Base, California, has searched since October for healthy pregnant volunteers who are at a low risk of a cesarean delivery to take part in a two-year research study to evaluate the impact of eating certain foods during labor. The study's results will benefit the Air Force and the medical community in general "by supplying crucial data that will improve intrapartum care for all pregnant women," said Maj. Jeannette Brogan, 60th Medical Group Maternal Child Flight perinatal clinical nurse specialist. While women have long expressed the desire to eat and drink while in labor, current guidelines from the American College of Obstetricians and Gynecologists and American Society of Anesthesiologists

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# Tailwind

Travis AFB, Calif.  
60th Air Mobility Wing

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60th Air Mobility Wing commander

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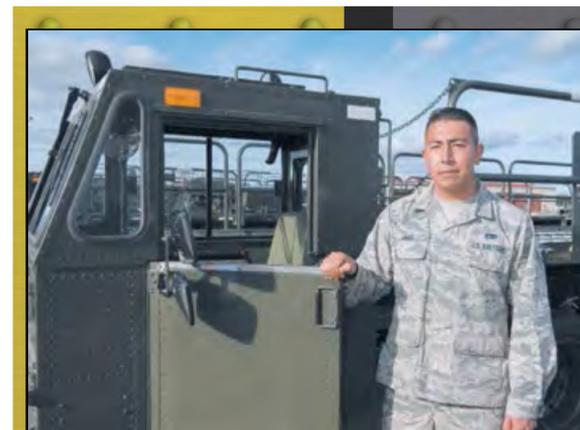
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## On the cover

**Secretary of the Air Force Heather Wilson speaks with Staff Sgt. Catherine Norcom, 60th Operation Support Squadron, during a Jan. 23 stop at Travis Air Force Base, Calif. Wilson toured the Phoenix Spark office during her stop.**

U.S. Air Force photo/Louis Briscoe



U.S. Air Force photo/Heide Couch

# WARRIOR OF THE WEEK

**Name:**  
Airman 1st Class  
Mohammed Javad.

**Unit:**  
60th Aerial Port  
Squadron.

**Duty title:**  
Ramp operations  
journeyman.

**Hometown:**  
Ghazni, Afghanistan.

**Time in service:**  
Two years.

**Family:**  
Spouse, Sara; two children.

**What are your goals?**  
To earn promotion to staff sergeant in next two years; obtain

additional bachelor's degree.

**What are your hobbies?**  
House renovations and enjoying time with family.

**What is your greatest achievement?**  
Obtaining bachelor's degree with dual major in chemistry and biology.



U.S. Air Force photo/Capt. Kory Carpenter

Master Sgt. Johnathan Hall, 571st Mobility Support Advisory Squadron air advisor, demonstrates life-saving skills to Salvadoran firefighters. The mobility training team mission was to train and advise the Latin American expeditionary forces to deploy in support of the U.N.'s peacekeeping efforts in the Republic of Mali.

## 571st MSAS trains El Salvador air force

### 621st Contingency Response Wing

The 571st Mobility Support Advisory Squadron sent a 15-member mobility training team to the Republic of El Salvador to conduct training for two weeks.

The MTT's mission was to train and advise the Latin American expeditionary forces to deploy in support of the U.N.'s peacekeeping efforts in the Republic of Mali, a landlocked country in West Africa.

El Salvador is Central America's smallest and most densely populated country, but is the region's largest contributor to this U.N. peacekeeping mission.

The 1st air brigade has

been supporting the U.N. in Mali since 2014, but will soon undertake new responsibilities in firefighting, air traffic control, airfield management and weather operations.

The MTT executed more than 170 combined hours of instruction to 48 students that will be assigned to one of the new operational areas. However, the uncertainty of the scope of responsibility Salvadorans will face in Mali required the instructors to dynamically tailor their course material to the mission their students would face in a foreign geographical area.

"As air advisers we want to provide our partner nations with the best

quality training the (U.S.) Air Force can offer," said Capt. LaDarian Outsey, the MTT's mission commander. "When we work with our partner nations, we seek to provide them with the most tangible training and enlighten them with current techniques and procedures. With their upcoming Mali deployment, we sought to tailor the course work to facilitate what they can expect to see in Mali. Doing this will have a direct impact on how the Salvadoran military conducts their contingency operations."

This approach empowered the MTT's instructors to both train and make observations that resulted in key recommendations

to prevent potential down-range mission degradation.

The MTT's firefighting instructors, Master Sgts. Johnathan Hall and Golangia Jenkins, noticed a critical error in the Salvadoran firefighting team's purchase order. Their actions enabled the Salvadorans to repurpose \$10,000 in "not needed" purchases, and purchase critical lifesaving equipment.

"Identifying the incorrect item on their purchase order early enabled them to cancel the order and request the proper equipment for safe emergency operations," Hall said. "Without this equipment they would not

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## Urgent care now easier to access

### TRICARE.mil

As of Jan. 1, most TRICARE Prime enrollees no longer need a referral for urgent care visits and point-of-service charges no longer apply for urgent care claims.

This change replaces the previous policy, which waived referrals for the first two urgent care visits per year. Active duty service members should continue to visit military hospitals and clinics for care.

ADSMs enrolled in TRICARE Prime Remote who don't live near a military hospital or clinic don't need a referral when seeking an urgent care visit.

"We wanted our service members' families and others to have easier access to urgent care," said Ken Canestrini, acting director, TRICARE Health Plan within the Defense Health Agency. "Beneficiaries can go visit an urgent care center right away anytime they have a need."

If you use TRICARE Select or any other TRICARE plan, you may visit any TRICARE-authorized provider. An authorized provider is any individual, institution/organization, or supplier that is licensed by a state, accredited by national organization, or meets other standards of the medical community, and is certified to provide benefits under TRICARE. There are two types of TRICARE-authorized providers: Network and Non-Network, network or non-network, for urgent care.

Urgent care is care you need for a non-emergency illness or injury requiring treatment within 24 hours. Examples of urgent care conditions include a sprain, rising temperature or sore throat. It isn't an emergency and doesn't threaten life,

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Courtesy photo/United Launch Alliance

An Atlas V rocket carrying the Space Based Infrared System GEO Flight 4 mission for the Air Force lifts off from Cape Canaveral Air Force Station's Space Launch Complex-41, Fla., at 7:48 p.m. ET, Jan. 19.

## Air Force satellite launches

### Space and Missile System Center Public Affairs

LOS ANGELES AIR FORCE BASE, Calif. — The Air Force successfully launched the fourth Space Based Infrared System Geosynchronous Earth Orbit satellite on a United Launch Alliance Atlas V Evolved Expendable launch Vehicle from Space Launch Complex 41 at Cape Canaveral Air Force Station, Florida, at 7:48 p.m. EST, Jan. 19.

"The successful launch of SBIRS GEO Flight-4 is the reward for years of hard work put in by our combined government and industry team," said Col. Dennis Bythewood, Remote Sensing Directorate director. "Putting this fourth SBIRS GEO satellite on-orbit is the capstone event for the original SBIRS baseline constellation, and I'm proud of everyone involved. Without their perseverance and dedication to the mission, this wouldn't have been possible."

The spacecraft separated from the upper stage

approximately 43 minutes after launch. Following separation, the spacecraft began a series of orbital maneuvers to propel it to a geosynchronous earth orbit. Once in its final

orbit, engineers will deploy the satellite's solar arrays and antennas. The engineers will then complete checkout and tests in preparation for operational use.

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## Travis nominee selected for mini JCOC program

### 60th Air Mobility Wing Public Affairs

Dr. Phillip Kaminsky, University of California, Berkeley, Professor of Industrial Engineering and Operations Research and Executive Associate Dean, College of Engineering, was selected January 16 to attend the mini Joint Civilian Orientation Course April 22-25.

The JCOC is the oldest and most prestigious public liaison program in the Department of Defense and is the only outreach program sponsored by the Secretary of Defense.

Kaminsky has been a mentor to Travis AFB's Phoenix Spark team and attended Phoenix Collider events on base to help advance ideas to other industries and academia.

"Travis AFB recognizes the awesome opportunities to collaborate with the incredible talent of local universities," said Col. John Klein, 60th Air Mobility Wing commander. "We cannot wait to continue to work with Dr. Kaminsky and UC Berkeley."

The mission of the JCOC is to increase public understanding of national defense by enabling American business and community leaders to directly observe and engage with the U.S. military. This includes:

Educating and informing participants about the strength and readiness of the U.S. Armed Forces through the personal observation of Army, Marine Corps, Navy, Air Force and Coast Guard operations.

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U.S. Air Force photo/Tech. Sgt. Rachelle Coleman

**Staff Sgt. Marissa Morgan, 86th Aeromedical Evacuation Squadron aeromedical technician, and Gabon air force Capt. Herve Batamio prepare to load a patient on to a C-130J Super Hercules Jan. 18 at Ramstein Air Base, Germany. Thirteen countries gathered at Ramstein to exchange aeromedical tactics, techniques and procedures to encourage working relationships among the nations during a weeklong symposium.**

## Symposium boosts nations' teamwork

**Tech. Sgt. Rachelle Coleman**  
U.S. AIR FORCES IN EUROPE-AIR FORCES  
AFRICA PUBLIC AFFAIRS

RAMSTEIN AIR BASE, Germany — The U.S. Air Forces in Europe-Air Forces Africa hosted the first-ever Partnership Flight Symposium combining both African and European military aeromedical teams Jan. 16-19 at Ramstein Air Base, Germany.

More than 50 representatives from 12 countries including Albania, Angola, Bulgaria, Croatia, Gabon, Hungary, Nigeria, Poland, Romania, Slovenia, Ukraine and Zambia. It was the first time USAFE-AF-AFRICA hosted an event dedicated to medical cooperation that brought African and European countries together at the same venue.

"The way forward must be based on these two premises: a clear, shared, strategic vision and multilateral cooperation," said Col. Craig Rice, USAFE-AFAFRICA Medical Modernization Division chief, during opening remarks for the symposium. "We are more alike than we are different, so I am confident, that together, we can continue to build partnership capacity."

"This is a huge step and we are extremely optimistic and excited to host this event," Rice said.

The program was intended to not only develop on U.S., African and European relationships, but to promote communication and enduring medical partnerships. The week

started with briefings from the participants which outlined each nations' capabilities as well as key units within the aeromedical planning the U.S. uses. The participants toured the local aeromedical evacuation squadron facility, en-route patient staging facility, and multiple aircraft to understand how each airframe was configured to provide the best care for patients being evacuated.

"The values and traditions we hold – both medical and military – are strong," Rice said. "I have no doubt that together, we will find the best solutions to advance aeromedical evacuation support to peacekeeping operations around the globe."

The relationships will help to build medical support capacity throughout the area which will enhance regional cooperation and increase interoperability to support future humanitarian assistance and disaster response missions.

"No military in the world has enough people, money, supplies," said Col. Ricardo Trimillos, USAFE-AFAFRICA International Affairs Division chief. "That right there is the recipe for innovation. Smart ideas on how to use what you have at hand to do good things. In the medical community you are bringing relief from suffering, tyranny, and all that is bad in the world and making us and showing us the best of humanity. Your innovation is what I hope that we can learn from."

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## Fitness standards enhanced for select career fields

**Staff Sgt. Alexx Pons**  
AIR FORCE PERSONNEL CENTER PUBLIC AFFAIRS

The Air Force began the rollout of Tier 2 physical training standards as more than 100 battlefield Airmen demonstrated new career field specific testing components Jan. 9 at Andrews Air Force Base, Maryland.

The adoption of the Tier 2 standards will exempt battlefield Airmen from three of the four components of the Air Force fitness assessment because their occupational fitness assessments already effectively measure the fitness required for their missions.

Air liaison officers and tactical air control party operators will soon see the implementation of new physical fitness test requirements, making them the first career fields in the Air Force to have occupationally-specific and operationally-relevant standards, as well as a second fitness assessment.

Officials stated these requirements will ensure operators have the necessary physical ability to perform critical job-related duties beyond what is required of Airmen on the current Air Force fitness assessment.

"ALO and TACP operators will be given a 12-month period after implementation to adapt to these new tests and standards before they are officially enforced," said Dr. Neal Baumgartner, Air Force chief of the Exercise Science Unit.

According to Air Force Instruction 36-2905, Fitness Program, all Airmen are required to maintain a certain level of physical fitness in order to meet the science-based health and general fitness criterion standards of the Air Force-wide fitness assessment. Referred to as a Tier 1 physical fitness test, the Air Force-wide Fitness Assessment



U.S. Air Force photo/Staff Sgt. Joe Yanik

**Master Sgt. Kyle Anderson, 3rd Air Support Operations Group, runs between two cones during a speed, strength and agility demonstration Jan. 9 at Joint Base Andrews, Md.**

is designed to ensure Airmen are present for duty in overall good health.

"These Tier 1 scores are critical for all Airmen, but they do not necessarily reflect military task achievement," Baumgartner said. "There are certain career fields, ALO and TACP for instance, that required much higher and broader levels of physical fitness to meet the demands of their operational mission sets. This is why we initiated

additional science-based work to determine this additional set of fitness tests and standards, referred to as Tier 2, to more adequately assess unique, physically demanding Air Force specialty codes."

With help and support from RAND Project AIR FORCE, the Exercise Science Unit, or ESU, began developing Tier 2 standards for battlefield Airmen operators in October 2011.

"To properly develop Tier 2 tests and standards, we performed five major steps to develop a final product: identify critical physical job tasks, develop fitness tests and physical task simulations, validate fitness tests and standards versus operational physical requirements, implement and verify these tests and standards, and finally document Tier 2

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# AMC welcomes civilian health promotion services

**Air Force Civilian Health & Wellness Team**

WRIGHT-PATTERSON AIR FORCE BASE, Ohio—Civilian Health Promotion Services are now available to the workforce of Air Mobility Command.

CHPS provides free wellness resources to employees to guide them toward healthy lifestyles through awareness of current health status and behavior modification skills.

The CHPS program was initiated in Air Force Materiel Command in 2006 to enhance the readiness and productivity of the workforce and to minimize personal risk of preventable illness, injury or suicide. The Air Force approved a two-year CHPS pilot to AMC which began in fiscal year 2017, and is now fully operational. Over 76,000 Air Force civilian employees at AMC and AFMC now have access to CHPS services.

CHPS offered to the workforce include wellness screenings, health education classes, health awareness campaigns, wellness challenges and the CHPS website portal. The Cardiac Risk Profile is a wellness screening that measures a participant's cholesterol, blood sugar, triglycerides and blood pressure values. Sleep health, prevention of chronic disease and self-care basics are examples of over 40 health education classes offered to enhance individual well-being.

CHPS also provides employees the opportunity to practice new lifestyle behavior skills through participation in wellness challenges that focus on physical activity and weight management. AFMCwellness.com is the CHPS website portal which allows participants access to tools to enhance their mental, social, spiritual and physical

See HEALTH Page 26



U.S. Air Force photo/Tech. Sgt. Louis Vega Jr.

Staff Sgt. Luke Worley, 386th Maintenance Squadron aircraft fuel systems repair craftsman, inspects his gas mask Nov. 15, 2017, at an undisclosed location in Southwest Asia. Worley is deployed from the 374th Maintenance Squadron, Yokota Air Base, Japan.

# Team delivers air power

**Tech. Sgt. Louis Vega Jr.**  
386TH AIR EXPEDITIONARY WING  
PUBLIC AFFAIRS

SOUTHWEST ASIA — People often think about all the aircraft involved in delivering cargo, bombs and personnel on the

battlefield. The people behind the scenes are often forgotten. These Airmen are responsible for making sure the tools and equipment needed to repair aircraft are accessible and working properly. The 386th Expeditionary

Maintenance Squadron Sortie Support Flight is made up of four flightline occupations, or Air Force specialty codes, that contribute to Operation Inherent Resolve. The team issues, maintains and inspects required repair tools and support equipment needed to deliver decisive airpower throughout the area of responsibility.

"We are accountable for about 10,000 items in our composite tool kits," said Tech. Sgt. Markesha Crosby, 386th EMXS sortie support flight chief. "When we issue tools and when they bring them back, we have to inspect every single item in the CTK. If something is missing we have to be able to say where it's at, who has it, or why it's not there."

Inspections of CTKs are required and performed by the sortie support team every 180, 90 or 60 days, depending on what interval is required. Inspection intervals are put in place to help monitor the items more effectively.

The AFSCs assigned to the flight of approximately 13 personnel are nondestructive inspections, aircraft electrical

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# Keesler NCOA works to develop enlisted leaders

**Tech. Sgt. Ryan Crane**  
81ST TRAINING WING PUBLIC AFFAIRS

KEESLER AIR FORCE BASE, Miss. — More than 750 NCOs walk through the double doors of the Mathies NCO Academy on Keesler Air Force Base, Mississippi, every year. After six weeks, they walk out ready to make their Air Force a better, more capable organization.

The mission of the MNCOA is to educate NCOs to manage and lead innovative Airmen.

This is a task that Chief Master Sgt. Rodney Deese, MNCOA commandant, takes to heart.

"The NCOA really is meant to augment what the Airmen are already getting in the Air Force," Deese said. "The fundamental piece of what we do here is to develop enlisted airpower leaders for America. We can often times get caught in the mindset that we are just coming in here to check a block, but for me and my instructors, it is anything but just

checking a block. It's about making self-aware leaders to ensure these NCOs know how their leadership impacts their people and how their leadership impacts the mission."

Deese was quick to explain the key to the NCOA's success.

"The instructors are the mission," Deese said. "They are the front line. This academy will go on without me, without the director of education and without the superintendent. My point is, the instructors are the most important people at this NCO academy."

One of those instructors is Tech. Sgt. Scott Grittner.

The 15-year veteran came to the world of professional military education in 2015 through the developmental special duty program. The DSD program identifies high performing Airmen and offers them an opportunity to excel in a critical position.

He quickly saw the value of NCOA. See NCOA Page 24



U.S. Air Force photo/Tech. Sgt. Ryan Crane

Airmen attending the Intermediate Leadership Experience at the Mathies NCO Academy on Keesler Air Force Base, Miss., receive a briefing on a military operation, Dec. 11, 2017. The Mathies NCOA provides a 25 academic day curriculum to nearly 760 students from 20 wings annually. Their mission is to educate NCOs to manage and lead innovative Airmen.

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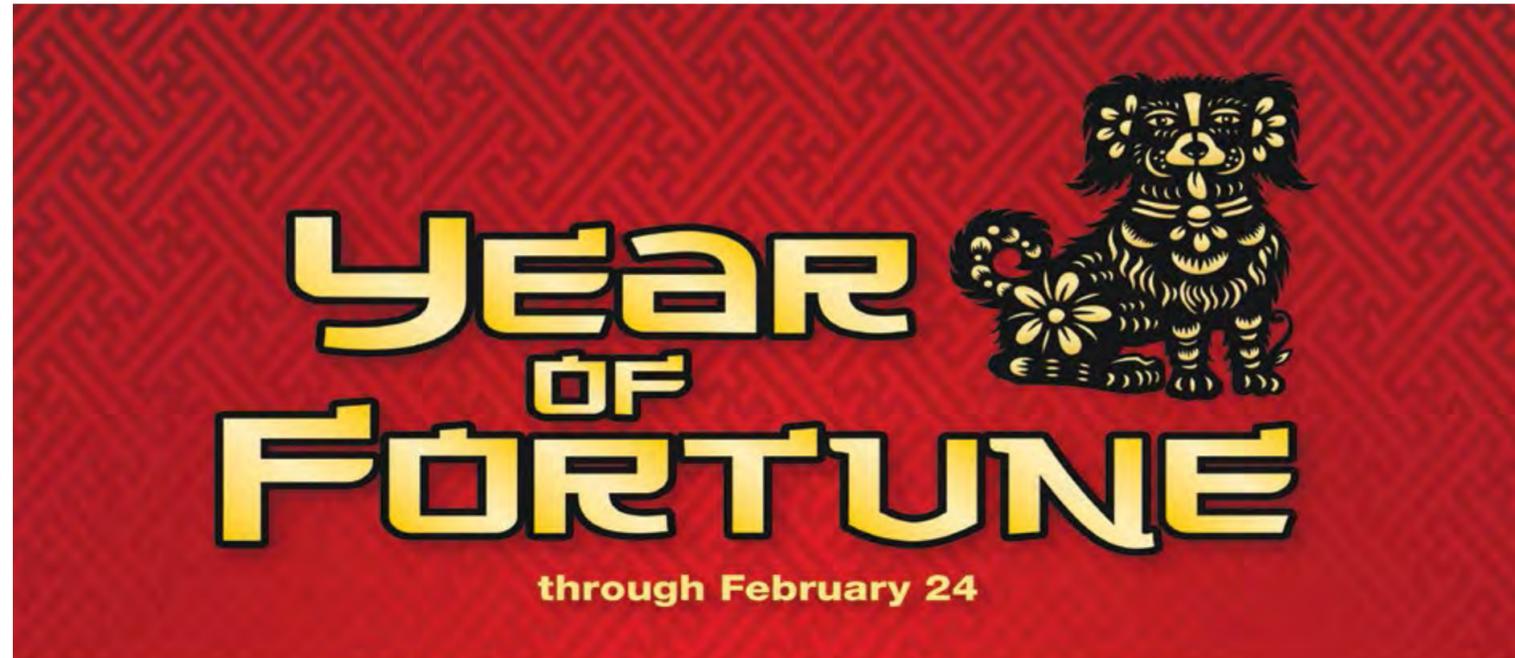
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# Airmen travel to Antarctica

**Susan A. Romano**

AIR FORCE TECHNICAL APPLICATIONS CENTER PUBLIC AFFAIRS

PATRICK AIR FORCE BASE, Fla. — With 24 hours of daily sunlight in their favor, a team of seismic technicians traveled to the southernmost point on Earth to conduct annual maintenance of the equipment they use to monitor global nuclear treaties.

Six members of the Air Force Technical Applications Center made the trek from their home base at Patrick Air Force Base, Florida, to Antarctica to troubleshoot and replace seismometers that contribute to the International Monitoring System.

The team also conducted full inventories at the sites and

replaced generator starter batteries used to power the stations. The seismic equipment is used to detect activity caused by naturally occurring events such as earthquakes, volcanic eruptions or lightning strikes, as well as man-made events such as mining activity or nuclear explosions.

Staff Sgt. Jeremy Hannah, a geophysical maintenance supervisor, served as the team lead during the five weeks the team was deployed. He and his fellow seismic maintainers flew from the U.S. to New Zealand, then on to McMurdo Station in Antarctica, a more than 14-hour trek from one hemisphere to another, including flights aboard a C-17 Globemaster II

See **ANTARCTICA** Page 22



U.S. Air Force photo/Senior Airman Richard Westra

Staff Sgt. Jeremy Hannah, Senior Airman Andrew Pouncy and Staff Sgt. Justin Sherman, all from the Air Force Technical Applications Center, Patrick Air Force Base, Fla., walk on a frozen lake in Antarctica after a full day of performing maintenance on the center's seismic equipment near Bull Pass. The photo, taken at about 10 p.m., illustrates the 24-hour daylight cycle at earth's southern-most point.




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U.S. Air Force photos

Maj. Linda Jones, 628th Medical Operations Squadron pediatric medical director, works with a patient in Nepal in July 2017. Jones is one of the international health specialists supporting U.S. Pacific Command's capacity-building efforts by providing medical, dental, optometric and engineering assistance to their citizens.

## Specialists aid partner nations

Shireen Bedi

AIR FORCE SURGEON GENERAL  
PUBLIC AFFAIRS

FALLS CHURCH, Va. — Health care is a critical avenue to strengthen partnerships with U.S. allies around the globe.

The Air Force International Health Specialist program takes highly trained Air Force health personnel with unique skill sets, and puts them in Global Health Engagements around the world. There, they share their experiences and work to improve the health infrastructure in their partner nation.

"When most people think of GHEs, they mostly think of humanitarian work that involve long lines of people waiting to receive treatment," explained Lt. Col. Andrew Allen, GHE branch chief with the U.S. Air Forces in Europe and Air Forces Africa.

GHEs do much more than that, with a long-term focus to improve the medical capabilities of partner nations. This can include everything from training medical personnel and working on an effective process for getting medical supplies on time, to developing a plan on how GHEs can help partner nations align



Flight Medicine international health specialists work with the Guatemalan air force to build and develop their Flight Medicine Clinic in Guatemala City, Guatemala, in January 2015.

their medical services with the U.S.

"Global health is increasingly understood as a strategic approach to health promotion and disease prevention beyond national interests," said Col. Wesley Palmer, a physician and IHS program director. "To meet this need, the IHS program focuses on building medical capabilities through partnerships with countries in peacetime before they need assistance."

Building and maintaining the

health capabilities of partner nations is complex. IHS personnel must apply their health and military training to meet the specific needs of their assigned region. This involves aiding in patient movement, aeromedical capabilities, force health protection, expeditionary medical capabilities and preparedness in disaster response. "In order to build those medical capabilities in our partner nations, IHSs work to organize military-to-military, as well

See SPECIALISTS Page 24



U.S. Air Force photo/Tech. Sgt. Rachelle Blake

Lt. Col. Iris Ortiz Gonzales, 55th Dental Squadron clinical flight commander, performs a dental exam on Tech. Sgt. Audrey Hernandez, 55th DS, Jan. 18, 2017, in the Ehrling Bergquist dental clinic at Offutt Air Force Base, Neb. Ortiz Gonzales has been serving as a dentist in the Air Force for more than 12 years.

## Dentist helps in Puerto Rico

Tech. Sgt. Rachelle Blake  
55TH WING PUBLIC AFFAIRS

OFFUTT AIR FORCE BASE, Neb. — Every morning her brother wakes up at 2 a.m. to wait in line for gas with the rest of the island.

After the 10- or 12-hour wait, he moves to another line for five to 10 more hours for two bags of ice, which he brings home for drinking water. Then he proceeds to drive around Puerto Rico to look for food to feed the entire family, including his sisters, mom, dad and cousins.

Finally, he comes home to wake up the next day to do it all over again.

"They still, to this day, have no electricity," said Lt. Col. Iris Ortiz Gonzales, 55th Dental Squadron clinical flight commander and a Puerto Rico native.

When Ortiz Gonzales heard Hurricane Maria would pass through her home town of Aibonito, she envisioned all the hurricanes growing up that closed the school for a couple days, brought rain and a little light flooding.

"In the days leading up [to] the hurricane, everyone was

asking me, 'how is your family,'" Ortiz Gonzales said. "I laughed it off because they knew what to do and it was no big deal. Well it was a big deal. I never in my wildest dreams would think of a hurricane of this magnitude and power."

To her knowledge, the last hurricane even close to its degree was in the early 1900s, but

it wasn't until the next day when she saw videos of the destruction that it hit her.

"I was still working and I would cry, take a patient, then come back and cry more," Ortiz Gonzales said. "I couldn't get through to my family for days and that increased my anxiety."

See DENTIST Page 21

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## Team to investigate physiologic events

Secretary of the Air Force  
Public Affairs

WASHINGTON — A general officer-led team will integrate and coordinate efforts to address aircrew Unexplained Physiologic Events, the Air Force announced Jan. 22.

Brig. Gen. Bobbi Jo Doorenbos will lead the UPE Integration Team, which will serve as Headquarters Air Force's focal point for identifying solutions to optimize human performance in tactical aviation and eliminate or minimize the impact of UPEs.

A physiological event occurs when aircrew experience symptoms that can result from a variety of factors, including hypoxia, hypocapnia, hypercapnia or disorientation. These symptoms can hinder their ability to fly safely.

"As part of the integrated effort to address physiological events, the Air Force is providing more resources to understand UPEs, standardize response actions to such events and assess options for more robust aircrew training to

recognize and respond to these events," Doorenbos said.

Historically, rates for UPEs are low. However, heightened awareness has increased reporting of in-flight physiologic symptoms. This drives aggressive response actions from the Air Force and joint partners to address events and implement recommendations to make operations safer.

Lt. Gen. Chris Nowland, Air Force deputy chief of staff for operations, established the team to provide an operational focus for addressing UPEs and ensure prompt implementation of recommendations.

"Maximizing the performance of combat aircraft carries inherent risk, but it is our solemn duty as a service to provide the best equipment and training for our Airmen to ensure their safety is never compromised," Nowland said. "The Air Force takes UPEs very seriously. Results from investigations into these events are shared between Air Force organizations, other military services and industry partners."

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U.S. Air Force photo/Staff Sgt. Rusty Frank

Under Secretary of the Air Force Matthew Donovan delivers the keynote speech during an Air Force Association breakfast Jan. 18 in Washington, D.C. Donovan addressed a variety of issues facing the Air Force.

## Official highlights budget

**Staff Sgt. Rusty Frank**  
 SECRETARY OF THE AIR FORCE  
 PUBLIC AFFAIRS

WASHINGTON — The ability to adapt and stay ahead of potential adversaries is one of the greatest challenges the Air Force faces, Under Secretary of the Air Force Matthew Donovan said during an Air Force Association breakfast Jan. 18 in Washington, D.C.

To help meet this challenge, the Air Force is focusing on a budget that will further the service down its path to improving readiness. The service has initiated a zero-base budget review program for the first time in more than two decades.

“The idea here is to get after the relevancy of what we’re doing,” said Donovan. “We’ll look at each and every program and requirement to see if it’s increasing our lethality for the future threat environment as we prepare for (fiscal year 2020) and the Future Years Defense Plan, and ensure we’re

getting the best use of every taxpayer dollar.”

Fiscal 2018’s budget keeps with the previous year’s focus on readiness and capacity by keeping funding on track for the F-35 Lightning II, KC-46 Pegasus, B-21 Raider and other important programs. However, Donovan warned that a continuing resolution would have a negative effect on manpower and on these programs.

“The further along you go into the fiscal year, with the short term CR’s, the more likely a full term CR becomes and that’s not a good thing for us,” said Donovan. “It will have damaging impacts (with readiness and modernization taking the biggest hits.”

Looking toward the future, Donovan highlighted the fiscal 2019 President’s Budget request – a strategy-driven budget that aligns with the direction of the new National Security Strategy and with the objectives of the new National Defense Strategy.

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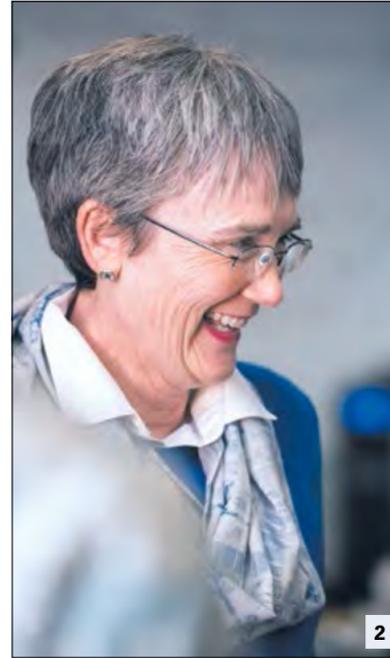
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# Wilson makes stop at Travis

U.S. Air Force photos by Louis Briscese

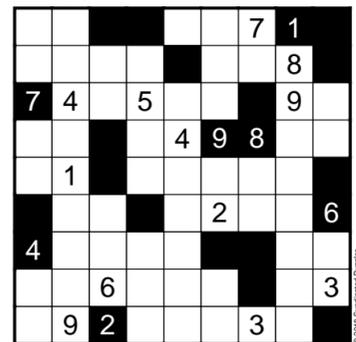


1) Secretary of the Air Force Heather Wilson signs a photo for the 60th Aerial Port Squadron during a stop Jan. 23 at Travis Air Force Base, Calif. Wilson toured the Phoenix Spark office during her stop. Phoenix Spark is a program chartered by U.S. Air Force Gen. Carlton D. Everhart II, Air Mobility Command commander, to provide AMC Airmen at all levels avenues to be innovative in finding ways to modernizing the Air Force. 2) Wilson laughs with Airmen during her stop at Travis. 3) Wilson arrives at Travis. 4) Wilson speaks with Col. Matthew Leard, 60th Air Mobility Wing vice commander, during her visit to Travis. 5) Wilson speaks with Staff Sgt. Donovan Greenlee, 60th Operation Support Squadron, during her stop at Travis. 6) Wilson speaks with Capt. Joey Brewer, 60th Air Mobility Wing, during her visit to Travis.

## Puzzles

### STR8TS

No. 370 Medium



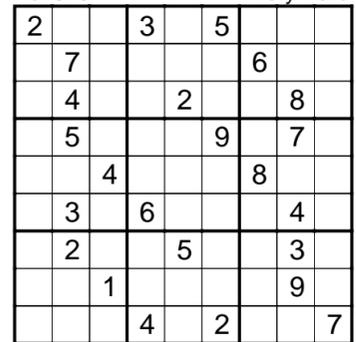
Previous solution - Easy



How to beat STR8TS – Like Sudoku, no single number can repeat in any row or column. But... rows and columns are divided by black squares into **compartments**. These need to be filled in with numbers that complete a 'straight'. A **straight** is a set of numbers with no gaps but can be in any order, eg [4,2,3,5]. Clues in black cells remove that number as an option in that row and column, and are not part of any straight. Glance at the solution to see how 'straights' are formed.

### SUDOKU

No. 370 Very Hard



Previous solution - Tough



To complete Sudoku, fill the board by entering numbers 1 to 9 such that each row, column and 3x3 box contains every number uniquely.

For many strategies, hints and tips, visit [www.sudokuwiki.org](http://www.sudokuwiki.org)

If you like Str8ts, Sudoku and other puzzles, check out our books, iPhone/iPad Apps and much more on our store at [www.str8ts.com](http://www.str8ts.com)

The solutions will be published here in the next issue.

## Retiree Corner

Cold, flu season underway, nothing to 'shake off'

The holiday season is a wrap, but cold and influenza season is well underway.

These viral illnesses can be picked up anywhere, anytime. Military Health System experts work hard to help prevent them – especially during the critical winter months.

Flu season typically runs from October to March in North America, and peaks between December and February. In other words, now.

Cold and flu, while

sometimes used interchangeably, are respiratory illnesses caused by two different viruses, said Anderson.

According to the Centers for Disease Control and Prevention, a cold can cause a stuffy or runny nose, cough, scratchy throat, and watery eyes.

The flu can also cause a runny or stuffy nose and cough; however, flu symptoms tend to be more intense. According to the CDC, most people with the flu will recover within several days or less than two weeks, but some can develop complications.

— Health.mil

## News Notes

**Readiness exercise.** Travis Air Force Base will conduct a week-long readiness exercise from Jan. 29 to Feb. 2. Residents in the surrounding communities of Travis Air Force Base can expect to hear excess noise due to the installation's emergency notification system, known as the Giant Voice, including in the evening.

**Scholarships for military children.** Open to sons and daughters of active duty, reserve, Guard or retired military commissary customers. Recipient must be enrolled or planning to enroll full-time in a four-year undergraduate college or university accredited in the U.S. or a two-year community college, with a GPA of 3.0 on a 4.0 basis. For more information, call Marye Dobson at 804-734-8000, ext. 52781, Jim Weiskopf at 202-607-1067 or visit [www.militaryscholar.org](http://www.militaryscholar.org).

**Balfour Beatty Communities Foundation scholarship program.** Accepting applications for the 2018-19 academic year. All residents, including spouses and children, who live at a BBC-owned and managed property are eligible to apply. Applications must be submitted at [www.bbcommunitiesfoundation.org](http://www.bbcommunitiesfoundation.org) by March 31.

**MPF walk-in hours.** Effective March 1, MPF will no longer service customers for ID card related issues via walk-in hours and will go to an appointment-only system. For those needing assistance for emergency situations such as stolen or lost Common Access Cards or pin resets, visit during operation hours from 7:30 a.m. to 3:30 p.m. Monday through Friday.

**Volunteer victim advocates.** The SAPR office is seeking interested and qualified individuals to become volunteer victim advocates. The rank requirements are senior airman, first lieutenant or GS-9 and above. (Active military, reservists, and DoD civilian employees) Individuals must have an interview with the SAPR team, attend a 40-hour initial training class, pass all background checks and receive accreditation from the Defense Sexual Assault Advocate Certification Program. For those interested volunteering, a meeting takes place at 1 p.m. Feb. 13 in Bldg. 381, second floor, room F225.

**Sexual Assault Response Coordinators.** The alternate SARC serves in the absence of the primary SARC and deputy SARC due to leave, temporary duties, deployments, illness, etc. They also serve as subject matter experts once all requirements are met and training/certifications are completed. Officers O-2 and above or civilians GS-12 or equivalent, who have completed the VVA initial training and/or AF SARC course, has performed SAPR VA/VVA duties under SARC supervision, and are D-SAAPC certified may serve as an alternate SARC. If interested or want additional information, please contact the SARC or SAPR VA at 707-424-1105 /1098 or email [tfiffane.stevenson@us.af.mil](mailto:tfiffane.stevenson@us.af.mil) to receive a packet.

## 60th FSS

### Contests

**Smoothie bar naming contest.** For a chance to win free smoothies in 2018, help

name the Smoothie Bar at the Fitness Center. To enter the contest, visit the Fitness Center, fill out a form and attach a receipt from one of the following facilities: Fitness Center, Travis Bowl, Outdoor Recreation, Cypress Lakes Golf Course, Sierra Inn Dining Facility, Arts & Crafts or Delta Breeze Club. For details, call 707-424-0535.

### Specials and discounts

**Monday "Fun-Day" golf special.** All-day on Mondays, pay only \$25 green fee with cart at the Cypress Lakes Golf Course. All are welcome and invited to play. For more information, call 707-448-7186.

**Fresh discounts and powder.** Discounted lift tickets to Boreal Mountain, Sierra-at-Tahoe and Soda Springs Ski Resort are available at Outdoor Recreation. Equipment rentals and tune-up/wax jobs also available. For more information, call 707-424-0969.

### Closures

**Sierra Inn dining facility closure.** The DFAC, Sierra Inn, is closed due to remodeling. All dining services are moved to the Delta Breeze Club. Midnight chow will not be served, but all other meals provided.



For more information on FSS, visit <http://www.travisfss.com>.

## Chapel programs

### Upcoming events

**Ash Wednesday.** Mass at noon Feb. 14 at DGMC auditorium and 6 p.m. Feb. 14 at the Twin Peaks Chapel.

**Financial Peace University.** Two nine-week, two-hours-per-session, faith-based money management courses building financial resilience for active duty military members, single or married and their spouses. First track: 6 to 8 p.m. Tuesdays at Twin Peaks Chapel. Second track: 6 to 8 p.m. Wednesdays at First Street Chapel. Child care available. For more information, call 707-424-3797.

### Recurring events

#### Catholic

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

#### First Street Chapel

- Mom's Group: 9 to 11:30 a.m. Thursday and Friday.

#### DGMC Chapel

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

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

- Sacrament Services: 9 and 11 a.m. Sunday at Church of Jesus Christ of Latter-day Saints Fairfield Stake Center, 2700 Camrose Ave., Fairfield.

#### DGMC Chapel

- Latter-day Saints Service: 4 to 4:30 p.m. Sunday at DGMC Medical Center Chapel.
- For all other enquires, call LDS Military relations representatives at 707-535-6979

#### Protestant

##### First Street Chapel

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

##### Twin Peaks Chapel

- Protestant Women of the Chapel: 9:30 to 11 a.m. Tuesday.

#### DGMC Chapel

- Protestant Traditional Service: 10 to 11 a.m. Sunday.

#### Airmen's Ministry Center

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



For more information about chapel programs, call Twin Peaks Chapel at 707-424-3217.

## Recurring

### Air Force Office of Special Investigations

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

### Air Force Sergeants Association

**"Walter E. Scott" Chapter 1320.** General membership meetings are at 3 p.m. on the second Friday of every month at Wingman's in the Delta Breeze Club. For more information, contact Senior Master Sgt. Angell Nichols or Tech. Sgt. Rebecca Linden de Romero.

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

### Alzheimer's Caregiver Support Group.

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

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

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

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

### Employee-Vehicle Certification and Reporting System.

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

### Exceptional Family Member Program

**Sensory Play Group.** This group meets from 2 to 4 p.m. the second and fourth Wednesdays at the Balfour Beatty Community Center. For more information, call 707-424-4342 or visit the Facebook page "EFMP Travis AFB."

### Fairfield/Vacaville Train Station

**Project.** Located at Peabody Road and Vanden Road in Fairfield with a six-lane overpass. Construction is scheduled for completion in October. For more information, visit <http://bit.ly/1yNIBwV>.

### Family Advocacy Parent/Child

**playgroups.** Toddlers to the Max Playgroup for children ages 1 to 3 meets from 9:30 to 11 a.m. Wednesdays at the First Street Chapel Annex. The Rattles to Raspberries Playgroup for infants 8 weeks to 1 year meets 9:30 to 11 a.m. Thursdays at the First Street Chapel Annex. For more information, call 707-423-5168.

### Family and Friends Combat Stress

**Peer Support Group.** Meets from noon to 1 p.m. the first Tuesday of every month at the Balfour Beatty Community Center and from 1-2 p.m. the third Thursday of each month at The Peak. For more information, contact Amber Quirate and Jessica Soto at 501-231-7756 or email [travspocombatpts@gmail.com](mailto:travspocombatpts@gmail.com).

### Government no-fee passports.

All submissions of applications for government no-fee passports must now include: 1) A photocopy of Military Identification Card front and back; 2) Passport photo taken in the past six months; 3) Supporting document(s), proof of U.S. citizenship certified copy with state or county seal, if it involved a name change submit a court order or marriage certificate. Passport

application cannot be handwritten and printed back to back and must be completed online with 2D barcode at website <https://pdpform.state.gov> and/or <https://travel.state.gov>. For more information, call 707-424-5324.

**Hometown News Releases.** To submit a Hometown News Release, visit <https://jhns.release.dma.mil/public> and fill out the information.

**LGBT Alliance.** General membership meetings take place at 6 p.m. the first Wednesday of every month at the Airman and Family Readiness Center. For more information, email [lgbtalliance707@gmail.com](mailto:lgbtalliance707@gmail.com) or call 707-424-2486.

**Mare Island Museum.** Now a Blue Star Museum, which means active-duty military, reservists and their family members are eligible for free admission from Memorial Day to Labor Day. 1100 Railroad Ave. on Mare Island in Vallejo. 10 a.m. to 2 p.m. Monday through Friday, 10 a.m. to 4 p.m. Saturday. For more information, call 707-557-4646.

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

**Mitchell Memorial Library.** Open 9 a.m. to 7 p.m. Monday through Thursday, 9 a.m. to 5 p.m. Friday, 10 a.m. to 5 p.m. Saturday and closed Sunday.

**Montezuma Shrine Club.** Meets every third Thursday of the month at the Masonic Center, 412 Travis Blvd., Fairfield. For more information, call Mike Michaels at 707-427-2573 or Cal Gitscham at 707-425-0060.

**Motorcycle licensing and training.** California Rider Education offers the Motorcyclists Training Course, Basic Riders Course 2 and the Military Sportsbike Riders Course on base. MTC classes take place most weekends. Motorcycles and helmets provided. Successful completion gives students a DL389 that waives the skills test at DMV. Course cost covered for active duty, reserves, some DOD and NAF folks. Family members welcome, but must cover own costs. All registrations done via phone at 1-800-966-3844.

**MPF self-renewal program.** Did you know that dependents can now renew their ID cards online? To participate in this program, visit <http://bit.ly/2mR1gl2>. This program is limited only for renewing dependents' IDs. For all other services, visit MPF during duty hours or call 707-424-8483.

**On-base child care.** The Air Force requires on-base residents to be licensed by the

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

#### Today

- 6:30 p.m. "The Greatest Showman" (PG)
- 9 p.m. "All the Money in the World" (R)

#### Saturday

- 6:30 p.m. "Pitch Perfect 3" (PG-13)
- 9 p.m. "Downsizing" (R)

#### Sunday

- 2 p.m. "Jumanji: Welcome to the Jungle" (PG-13)



# THE FLIP SIDE

60th Mission Support Group if they provide more than 10 hours of care per week in their homes. For more information, call 707-424-8104 or 707-424-4596 or stop by Bldg. 380B.

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

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

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

**60th Air Mobility Wing Information Protection Office.** All requests are done on Thursdays and by appointment only. Schedule an appointment by calling 707-424-3114 or by emailing [60arw.ip@us.af.mil](mailto:60arw.ip@us.af.mil). Fingerprinting is only for federal employment and for agencies with a valid support agreement. For emergencies, call 707-424-3114.

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

**Travis Community Thrift Shop.** 10 a.m. to 2 p.m. Tuesday and Thursday. Ongoing need for volunteers to organize, sort and price donations. For more information, contact the Thrift Shop at 707-437-2370.

**Travis Composite Squadron 22 Civil Air Patrol.** Open to youth from 12 to 18, as well as adults ages 18 or older who train and serve as the volunteer component of the total force. UTA is 6:30 to 9 p.m. Monday, Bldg. 241-B-2. Open to all students with a 2.0 or higher grade-point average. For more information, contact CAP 1st Lt. Jo Nash at 707-424-3996 or recruiting@squadron22-cap.us, visit during a UTA or check out <http://squadron22-cap.us>.

**Travis Heritage Center.** The facility is looking to add to its historical collection. It is missing the past 15 years of conflict in which Travis was involved. Do you have something special to donate for generations to appreciate? The center also seeks volunteers. The gift shop is open 11 a.m. to 4 p.m. Tuesday through Saturday. For more information, call Rick Shea at 707-424-5598 or email [richard.shea@us.af.mil](mailto:richard.shea@us.af.mil).

**Travis Legal Office.** Power of attorney and notaries are walk-ins 9 a.m. to 2 p.m.

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

**Voluntary Leave Transfer Program.** The following Travis employees are approved as leave recipients through the Voluntary Leave Transfer Program:

- Deirdre Mullin, 60th Medical Operations Squadron.
- Jessica Pope, 349th Air Mobility Wing. The VLTTP allows an employee who has a medical emergency or is affected by a medical emergency of a family member and is without availability of paid leave to receive transferred annual leave directly from other employees. For more information, call 707-424-1720.

**Tuskegee Airman Lee A. Archer Chapter.** Meets at 1 p.m. third Saturday of the month at Nut Tree Airport. For more information, call James Harris at 707-631-6361.

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

## Local events

### Events

**Ghost Walk.** 8 p.m. Feb. 16, leaves from Virgil's Bat Shop, 201 Main St., Suisun City; 8 p.m. Feb. 17, leaves from the Lawler House, 718 Main St., Suisun City. [www.suisunwaterfront.com](http://www.suisunwaterfront.com).

**The Hub.** Poetry by the Bay open mic, 6:30 p.m. second and fourth Thursdays, 350 Georgia St., Vallejo. [www.thehubvallejo.com](http://www.thehubvallejo.com).

**The Love Jones Experience.** 7 p.m. Feb. 10, Harbor Arts Center, 718 Main St., Suisun City. [www.suisunharbortheater.org/events.html](http://www.suisunharbortheater.org/events.html).

**"Luncheon Laughs."** Noon the first Friday of each month, Vacaville Public Library-Town Square, 1 Town Square Place. Free. [www.solanolibrary.com](http://www.solanolibrary.com).

**"Sounds of Suspense."** Radio broadcast, noon fourth Friday of each month, Vacaville Public Library-Town Square, 1 Town Square Place. Free. [www.solanolibrary.com](http://www.solanolibrary.com).

**Vallejo Farmers Market.** 9 a.m. to 2 p.m. Saturdays, year-round, Georgia and Marin streets. [www.pcfma.com](http://www.pcfma.com).

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

**Music and dance**

**Barkissimo.** Australia Day Party, 4 p.m. Friday; live music, Thursdays and Sundays, 600 Solano St., Suisun City. [www.barkissimo.com](http://www.barkissimo.com).

**City Sports Bar and Grill.** Music begins at 9 p.m.: Papa Joe & The New Deal, Friday; Johnny Favorite, Saturday; The Spazmatics, Feb. 2; California Groove, Feb. 3; 155 Browns Valley Parkway, Vacaville. 455-7827, [www.starsrecreation.com](http://www.starsrecreation.com).

**Downtown Theatre.** The Dance Factory: Strings, 11 a.m. and 1 p.m. Saturday, 2 and 4 p.m. Sunday; 1035 Texas St., Fairfield. [www.downtowntheatre.com](http://www.downtowntheatre.com).

**Empress Theatre.** The Daniel Lucca Trio, 9 p.m. Wednesday; 330 Virginia St., Vallejo. 552-2400, [www.empresstheatre.org](http://www.empresstheatre.org).



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# local worship services

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- 10:00 AM WEDNESDAY SENIOR PRAYER
- 7:00 PM WEDNESDAY NIGHT Adult Bible Study
- Girl's Club
- Royal Rangers
- Revolution Youth
- \*Nursery Care Provided

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email: info@1agff.org

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**Sunday**  
Sunday School: 10:00 a.m.  
Morning Worship Service: 11:00 a.m.  
Children's Church: 11:30 a.m.

**Tuesday**  
Prayer Meeting: 6:30-7:00 p.m.  
Bible Study: 7:00-8:00 p.m.

**Web Site:** www.stpaulfairfield.com  
**Email:** stpaulbcfairfield@comcast.net  
**Church Phone:** 707-422-2003

## BAPTIST



*Southern Baptist Convention*  
401 W. Monte Vista Ave., Vacaville  
707-448-5430  
www.tbvacaville.com  
Greg Davidson, Senior Pastor

**Sunday:**  
Worship Service & Bible Study.....9:00 am  
Worship Service & Bible Study..... 10:30 am  
Evening Worship & Prayer.....6:00 pm

**Wednesday:**  
Dinner (Sept-May).....4:45 pm  
AWANA (Sept-May).....6:00 pm  
Youth.....6:00 pm  
Choir.....6:30 am  
Bible Study...10:00 am, 1:30 pm, 3:30 pm & 6:30 pm  
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**SUNDAY**  
Classes for all ages..... 10:00 am  
Worship..... 11:00 am  
CORE Bible Studies 12:30 & 5:00 pm  
(2nd & 4th Sunday)

**WEDNESDAY**  
Adult Studies.....2:00 pm  
AWANA for Kids .....6:15 pm  
Adult & Youth Studies.....6:30 pm

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Sunday Worship, 10:30 a.m.

**ORDINANCES**  
Communion & Baptism:  
1st Tuesday @ 12:00 p.m.

**Fairfield Campus**  
1735 Enterprise Drive, Bldg. 3  
T.N.T. Bible Study  
Tuesday Night Teaching 7:00 p.m.  
AWANA Bible Study 7:00 p.m.  
Sunday Worship 7:00 a.m., 9:30 a.m. & 11:45 a.m.  
Children's Church 11:45 a.m.  
Youth & Collegiate Church 11:45 a.m.  
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425-4481

**Sunday Services:**  
**8:00 a.m.**  
Holy Eucharist Rite I

**9:15 a.m.**  
Pastor's Forum

**10:00 a.m.**  
Holy Eucharist Rite II

**Tuesday Service:**  
**10:00 a.m.**  
Healing Eucharist

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bethanychurch@pacbell.net  
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9:30 AM  
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11:30 AM

**WEDNESDAYS**  
7:00 PM

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## Dentist

From Page 13

me, and I tried my best to put on a good face."

Ortiz Gonzales heard reports from friends of friends that half the houses in her hometown, tucked away in the mountains, were gone, and the floods had destroyed the main roads, blocking them with mud and trees. It would be weeks before anyone could get to them.

When she finally heard from

her brother, all the rumors she heard were confirmed. She knew she had to do something.

Ortiz Gonzales reached out to a friend from dental school, who was also from Puerto Rico. Together, they worked with a church in Florida and chartered a private plane. It wasn't cheap, but the price did not deter her. She personally funded the mission and got to work gathering supplies to fill the entire plane - from all the fixings for a massive Thanksgiving dinner, to water, to generators and

solar lamps. No space would go unfilled.

"It wasn't just me," she said. "It was a whole community working together. I flew to Florida to help load the plane, but didn't go."

This left more room for much-needed goods.

She said she is hesitant to return home.

"My husband has been back, but I haven't, and he said it was best I didn't go because I would have been crying the whole trip," said Ortiz Gonzales. "He

said as soon as you begin to land, everything you see is blue tarps over homes that are gone."

She said it will take decades to restore Puerto Rico to its former beauty, which she remembers as paradise.

"We had the only [tropical] rain forest within the United States called El Yunque and now it is gone," Ortiz Gonzales said. "They estimate it will take 50 years to grow back. There were so many flowers and trees and animals only found there."

She suggests if others want

to help, to find a church that is working in the community because the aid goes directly to the people or to support a reconstruction mission.

While Ortiz Gonzales continues to look for ways to help, the Airmen around her are in awe of her humility and kindness.

"Although she is not someone that likes recognition, Lt. Col. Ortiz [Gonzales] is very selfless whether it be with her Air Force family, her own family or a complete stranger," said Tech Sgt. Kari Torres, 55th DS.

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# local worship services

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Youth Ministry.....Tues. 7:00 pm  
AWANA (Sept-May).....Wed. 6:30pm  
Women of Hope.....Thurs. 6:30pm  
Men's Bible Study.....Thurs. 7:00pm  
Numerous Bible Studies call church office  
**Office Hours:** Tues-Fri 9am to 3pm  
Website: newhopevv.org

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# Antarctica

From Page 11

and a Bell 212 helicopter.

McMurdo Station is the logistics and research hub of the U.S. Antarctic Program and is managed by the National Science Foundation. As part of its global nuclear treaty monitoring mission, AFTAC analyzes seismic data collected from the station and provides it to the U.S. National Data Center.

The Antarctica site, located 1,200 miles north of the South Pole in the McMurdo Dry Valleys near Lake Vanda, supports the International Monitoring System as part of the Comprehensive Test Ban Treaty Organization, and is one of

thousands of sensors within AFTAC's global network, the largest in the Air Force.

A typical duty day for the team consisted of an early rise, breakfast, field work, lunch, preventive maintenance requirements, dinner, then a few hours of enjoying the beauty of the landscape. When the team is at the station, they sleep in hardened facilities; in the field, they're in sleeping bags on the floor of the hybrid power station at Bull Pass or Mt. Newall.

Staying properly nourished in sub-zero temperatures is critical to team safety and wellness. When they're at McMurdo, they enjoy their meals at the station's cafeteria. When they're in the field, however, they cook their meals using a

camping stove and crockpot. And while most would think the frigid temperatures and austere conditions are the most challenging aspect of their mission, one team member said his biggest hurdle was sunlight.

"Personally for me, having no real track or sense of time was difficult to get used to," Senior Airman Richard Westra, a geophysical maintenance supervisor. "Twenty-four hours of sunlight was a blessing because we could accomplish so much work without worrying about darkness, but it was also somewhat disconcerting not knowing if it was 10 a.m. or 10 p.m.!"

He added, "After a full day of work though, it's great to be able to take a hike or walk around to see a place very few

people in the world get to experience. Every morning I'd get up and just look outside for several minutes, taking it all in. It's absolutely breathtaking and the views blow your mind each day."

Of the six Airmen who made the journey, four had never visited the site before. Travel to AFTAC's site, located 1,200 miles north of the South Pole, requires airlift via helicopter, which was one team member's favorite part of the journey.

"It was so cool to fly over a partially frozen sea, see penguins and orcas and witness the scenery below in a helicopter no less," said Senior Airman Andrew Pouncy, one of the first-time visitors. "It was an opportunity of a lifetime, and I hope I'll be able to make the trip again."

In addition to providing seismic information to senior U.S. decision makers, the data from these sensors also help scientific and academic communities-at-large.

"We closely coordinate with the NSF and the U.S. Antarctic Program not only when

we are deployed to the southern hemisphere, but also when we are back home in Florida," said Hannah. "This trip, we also worked with the Berg Field Center, the place that outfits both ground and helo teams that work near and around McMurdo. They are an invaluable resource for us."

The team also serviced AFTAC's solar generators and wind turbines, better known as hybrid power stations.

"Maintaining our seismic equipment at Vanda is critical to our treaty monitoring mission," said Hannah. "Because of the weather and rugged terrain, we have a small window of opportunity to perform the necessary troubleshooting to ensure the data is transmitted to the NDC in support of the International Monitoring System as part of the Comprehensive Test Ban Treaty Organization. I'm really proud of the team and what they were able to accomplish on this trip."

The Airmen are now authorized to wear the Antarctica Service Medal on their uniforms.

# El Salvador

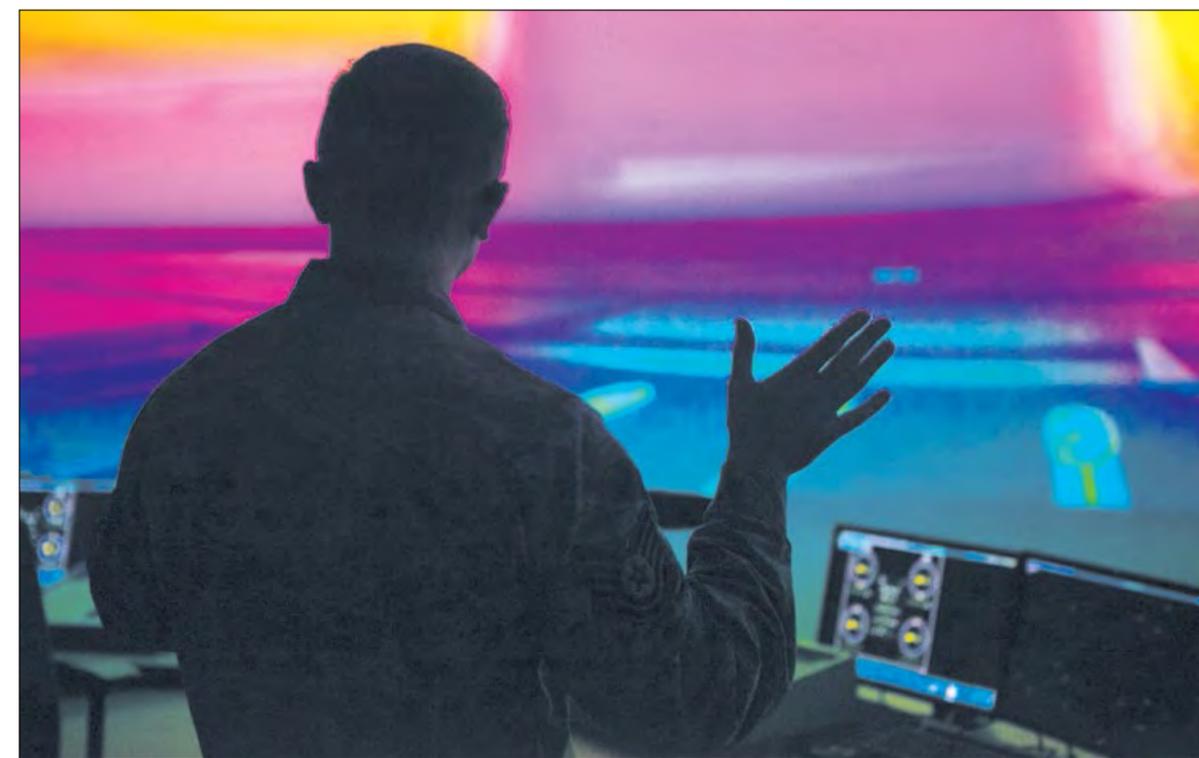
From Page 4

have been able to effectively perform their duties in Mali."

"I'd like to thank the 571st MSAS air advisers for their dedication and for taking the time to prepare my team for the challenges it will soon face," said Lt. Col. Robert Baires Hernández, Salvadoran 1st air brigade unit commander.

The 571st MSAS is charged with strengthening partner nation's capabilities and the squadron trains, advises and assists partner nations in developing airpower capabilities. The unit includes Spanish-speaking Airmen and is aligned with the U.S. Southern Command area of responsibility.

"Air advisers are a key asset in the Air Force's enduring Building Partner Capacity mission," Outsey said. "Each successive engagement assists to achieve freedom, stability and prosperity in the region, and contributes to USSOUTHCOM joint intermediate military objectives."



U.S. Air Force photo/Capt. Kory Carpenter

Tech. Sgt. Bryan Wagner, 571st Mobility Support Advisory Squadron air adviser, advises students in an air traffic control simulator. The mobility training team mission was to train and advise the Latin American expeditionary forces to deploy in support of the U.N.'s peacekeeping efforts in the Republic of Mali.

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## NCOA

From Page 9

when he attended the legacy course after sewing on technical sergeant.

“You’re with people from the flightline, maintenance, security forces, special forces operators and embassy attaches,” Grittner explained. “I had no idea attaches even existed. And we’re all shoved together in these rooms and talk about how we deal with various issues. Having that experience makes us all better.”

After coming back as an instructor, he is proud to help facilitate those same experiences that helped him become a better NCO.

“The biggest thing a student can do for me,” Grittner said, “is when they come back to me and say, ‘you know that thing we talked about in the classroom? I totally did that!’ and you get that little warm fuzzy and you think, ‘aww you were paying attention!’”

The curriculum the Air Force has been teaching at the NCOA since 2015 is called the Intermediate Leadership Experience. The main focus of this new method of teaching is to focus less on objective tests and more on combining intensive feedback with practical application of leadership techniques.

“The Air Force wanted to

make sure NCOs can do more than just answer a question on a test,” Deese said. “We want them to be self-aware. We not only want them to understand the culture of dignity and respect, but we are also going to evaluate them on their ability to engender the value of dignity and respect. I don’t like talking about tools for a tool box. You can go to any bookstore and get tools for your toolbox. At NCOA we want to focus on the experience piece of it.”

Despite the focus on education and forging more effective NCOs, the academy recognizes that they are also responsible for the care and wellbeing of more than 100 students per class, who are, often times, thousands of miles away from their families and support networks.

“Life doesn’t end when you get here,” Grittner said. “I encourage my students to not hide things from me. I want to help you. We had a student who had a child who was going through a major surgery. He let me know and asked if he could keep his phone out to get updates. I encouraged it. I told the student leadership to watch out for him during that tough time. We always have to try and provide that support.”

The curriculum is dictated from the Barnes Center at Maxwell AFB, Alabama, but the local NCOAs have the freedom

to personalize the students’ experience.

“We had someone two classes ago who knew one of the green berets killed in Africa,” Grittner said. “We asked him if he needed anything and he said he wanted to do something to honor his friend.”

Grittner jumped at the opportunity to help him memorialize his friend.

“We got him a script for the tribute pushups and we had him out front leading the formation as we sounded off,” Grittner said. “Afterward, he shook my hand and said he was thankful we could help him with that.”

Its experiences like this that help put the world in perspective for the NCOs attending this academy.

“Regardless of the job they are in, we can all lose sight of the larger Air Force picture,” Deese said. “The Air Force is much bigger than your career field, or you base or your shop. We are all working together to deliver capabilities to the combatant commanders and our sister service members. When they really begin to understand that, that’s when we can really take our Air Force to another level.”

The MNCOA staff humbly acknowledges their impact on the mission may not be as tangible as other career fields, but their work permeates all levels of the Air Force.

## Davis

From Page 2

feedback in order to let them know their opinions are valued. Most critically, those we seek opinions and information from need to know we are, in fact, listening. We can most effectively do this by responding to their feedback and by taking reasonable purposeful action for the greater good. We must also shed our egos and welcome the inevitable criticism. If we are humble, we are teachable and, we embrace every opportunity that follows to improve our customer service delivery experience.

What’s more, thinking long term and ‘building the bench’ are central tenets for customer service and servant leadership. Our teammates must know

we’re here when they need us.

However, being available is made more difficult by the fusion-fusion nature of our teams. We can help overcome this constraint by requiring standardized processes. Continuity for today and tomorrow resides best with the process and not a person. So we must train our replacements to be malleable within the limits of lasting codified standards and, in turn, we’ll galvanize our organization’s high-reliability culture and keep it true to the mission, and to our teammates.

In the end, if we’ve done our due diligence, we will produce leaders with others in mind, and these customer service leaders will have a penchant for teamwork and service that’s not considered an inconvenience. Truly, selflessly serving others is “service before self.”

## JCOC

From Page 5

Providing a better understanding of the challenges faced by our men and women in uniform and by the families who support them, both on and off the battlefield. This includes help in closing the

military/civilian divide and assisting transitioning service members.

Providing the American public opportunities to obtain a better understanding of national defense policies and programs through the eyes of opinion leaders who will share their observations and knowledge based on firsthand experiences.

## Specialists

From Page 12

as military-to-civilian health engagements between the United States and other countries,” said Maj. Khadija Harrell, a pediatrician and IHS currently with Pacific Command.

The IHS program relies on exceptional Airmen with diverse medical backgrounds.

“We have 55 personnel assigned full-time at our commands responsible for the various regions across the globe,” said Palmer. “These personnel consist of both officers and enlisted from a wide variety of medical backgrounds such as physicians, dentists, nurses, medics, Public Health officers, medical administrators, industrial hygienists, just to name a few.”

Airmen who qualify for the IHS program also have special skills, training and experience

that allow them to work in unfamiliar environments while respecting cultural differences. Fully qualified IHSs have deployed operational experience and extensive language and cross-cultural skills. These skills are necessary for GHEs to be successful.

“It is not enough for Airmen to have a medical background,” said Palmer. “They also need to have specific skills that allow them to communicate in our partner nations. You cannot just go to another country and explain operations the same way you would in the U.S. You have to work with those nations to come up with solutions that make sense in that area.”

Working on a GHE assignment as an IHS has allowed for Airmen to apply their diverse skill-set and broaden their Air Force career. The program fulfills a critical role in supporting partnerships with U.S. allies while helping to build their medical capabilities.

## Study

From Page 3

restrict oral intake to clear liquids.

“The practice of restricting low-risk laboring women to clear fluids during labor dates back to the 1940s, when Dr. Curtis Mendelson made the recommendation to restrict oral intake to avoid aspiration (choking) during general anesthesia,” said Brogan.

Mendelson, who was an obstetrician and a cardiologist, hypothesized that the cause of pneumonia following general anesthesia was aspiration of the stomach contents due to delayed gastric emptying in labor. He also noted that food could be vomited up to 48 hours after eating which could cause problems if the mother required a C-section.

“Since that time, anesthesia medications and methods have evolved significantly and general anesthesia – going to sleep – is no longer routinely used,” said Brogan. “While the practice of restricting oral and fluid intake is still common in many U.S. hospitals, women are frequently allowed to eat and drink in birthing centers and home deliveries.”

Several recent studies show that eating during labor is not only safe, but may shorten labor, decrease the need for pain medications and increase patient satisfaction.

A study presented at the 2015 ASA annual meeting also reported that women in labor need the same kind of energy and calories as marathon runners. When they don’t get it, their bodies turn to fat for energy which can slow contractions and lead to longer labor and lower health scores in newborns.

According to the researchers, fasting during labor poses the risk of making stomach juices more dangerously acidic if the patient choked. Additionally, the researchers noted that between 2005 and 2013, there was only one case of aspiration in the United States and that occurred in a woman who was obese and had pre-eclampsia.

Several aspects of oral intake during labor already have been studied, including gastric emptying times, energy requirements and the use of

carbohydrate or protein drinks.

“These studies have shown similar outcomes in nausea, vomiting, mode of delivery, length of labor, aspiration, neonatal (appearance, pulse, grimace response, activity and respiration) scores at five minutes of life as well as an increase in patient satisfaction,” said Brogan. “This study intends to add to the knowledge base.”

Labor and delivery hopes to recruit 200 women for its study at Travis AFB.

“One-hundred women will be randomly assigned a clear liquid diet – this is our control group and will give information about our current practice – and 100 women will be randomly assigned a special diet – this is our experimental group,” said Brogan.

At mealtimes, participants in active labor – those with a cervical dilation of 6 centimeters or more – will receive either clear liquids such as broth, jello, juice and popsicles or a low-fat, low-residue diet which includes a meat, starch, vegetable and beverage.

Brogan said that although L&D is interested in safe, patient-centered, evidence-based and current practices, this study carries some risks the same as with normal labor.

“It is likely that (participants) will experience increased nausea, vomiting and or a larger bowel movement due

to eating,” said Brogan. “It is less likely they will experience a longer labor or a likelihood rate of cesarean delivery.”

Additionally, participants could be at risk of pulmonary aspiration, which may lead to coughing, difficulty breathing and, in some instances, choking, said Brogan.

To participate in the study, volunteers must be TRICARE beneficiaries ages 18 or older who plan to deliver at the David Grant USAF Medical Center. Also, they must be at 37 weeks gestation or greater with only one baby developing in the uterus.

Women in the high-risk category will not be accepted. This includes those with a pre-pregnant body mass index over 40, diabetes, hypertension, allergies to foods offered in the study, women who previously had a C-section or a past history or current diagnosis of hyperemesis gravidarum – severe nausea and vomiting that causes weight loss and dehydration – or a difficult airway as determined by the anesthesia provider.

Women who deliver at DGMC still have the option not to participate in the study, said Brogan.

For more information or to volunteer for the study, call Toni McNeary-Garvin at 707-423-7733 or Delicia Echevarria Valentin at 707-423-7188.

## Urgent

From Page 4

limb or eyesight.

If you’re unsure whether to seek urgent care, call the 24/7 Nurse Advice Line at 1-800-TRICARE (874-2273), Option 1. You can speak with a registered nurse who can answer your questions and give advice. The nurse can also assist you with finding a provider and scheduling an appointment.

If you need care after hours, while traveling, or if your primary care manager is unavailable, urgent care is a

great option. Contact your regional contractor to help you find an appropriate urgent care facility or provider. You may also use the TRICARE provider search tool.

Any TRICARE Overseas Program Prime enrollees requiring urgent care while on temporary duty or on leave status in the 50 states and the District of Columbia, may access urgent care without a referral or an authorization. However, the ADSMs must follow up with their primary care manager in accordance with applicable DoD and Service regulations concerning ADSM care outside military hospitals and clinics.

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# Air power

From Page 8

and environmental systems, aircraft fuel systems, and crew chiefs.

"We are a diverse team here at sortie support," said Staff Sgt. Jonathan Galarza, 386th EMXS nondestructive inspection technician. "I have learned a little about the other occupations involved since I've been here."

The nondestructive inspection technician operates, maintains and inspects nondestructive equipment for cracks. They also perform operator maintenance and service inspections on shop equipment and tools as well as handle and dispose of hazardous waste and materials.

Crew chiefs are tactical aircraft maintainers who coordinate the aircraft's care and call in the specialists when they find a problem. In other words, if the jet were a patient in a hospital, the crew chief would be its primary doctor, coordinating with specialists in radiology, psychology, and so on.

"My favorite part of the mission is being able to work around the different air frames along with interacting with our many allied nations here," said Staff Sgt. Luke Worley, 386th EMXS aircraft fuel systems repair craftsman. "Deploying



U.S. Air Force photo/Tech. Sgt. Louis Vega Jr.

**Tech. Sgt. Markesha Crosby, 386th Expeditionary Maintenance Squadron sortie support flight chief, services a liquid oxygen cart Jan. 12 at an undisclosed location in Southwest Asia.**

or going to a new base in general really puts into perspective how big and well-oiled of a machine the Air Force is."

The aircraft fuel systems technician is responsible for inspecting, repairing, and testing aircraft hydraulic and in-flight refueling systems. They also inspect fuel cells and tanks for foreign objects, corrosion, cell

deterioration and fungus, and dispose of hazardous waste and materials.

As well as being the flight chief, Crosby is the electrical and environmental systems technician. She inspects, troubleshoots, and maintains electrical and environmental systems. She also performs cryogenic maintenance

on mobile aircraft servicing units.

The sortie support expeditionary mission differs a little from missions at home station.

"Typically, CTK responsibilities would be a part of an internal section or aircraft maintenance unit," Crosby said. "Here, we are a separate squadron altogether."

them on how risk factors can impact their health.

Risk factors are traits and lifestyle behaviors that raise an individual's risk of disease. Early identification and management of risk factors through healthy lifestyle behavior can help individuals stay healthy and live a long, productive life. The calendar

of events for the campaign is listed on the CHPS website portal, AFMCwellness.com.

All of CHPS are available to AMC federal civilians. Active duty members are eligible to participate in health education programs, wellness challenges, health awareness campaigns and the wellness website portal, however, active

duty members are not eligible for wellness screenings. Contractors and family members of AMC civilians are also not eligible for CHPS.

For more information regarding wellness screenings and health education offerings, contact your local CHPS team at 707-424-CHPS, or visit www.afmcwellness.com.

# Satellite

From Page 5

The capabilities GEO Flight-4 brings to the nation are ushering in a new era of overhead infrared surveillance. GEO Flight-4 will continue to provide global, persistent and taskable infrared surveillance enabling the nation and our allies to have increased global situational awareness for years to come.

"Today's launch marks another win for the infrared sensing mission by providing numerous additional capabilities, such as faster and more accurate missile warning, to the warfighter" said Col. Ricky Hunt, Overhead Persistent Infrared Satellite Systems division chief. "And in addition to the near-term improvements are the amazing capabilities the Air Force, Industry, and Academia are creating with the data in our Tools, Applications, and Processing Laboratory, as well as the support provided to the (Overhead Persistent Infrared Battlespace Awareness Cell). You can't help but be impressed with what the team has done here."

The SBIRS program is managed by the Remote Sensing Systems Directorate at the Air Force Space and Missile Systems Center at Los Angeles Air Force Base, California. Lockheed Martin Space Systems Company, Sunnyvale, California, is the SBIRS prime contractor, and Northrop Grumman Aerospace Systems, Azusa, California, is the payload developer. The 460th Space Wing at Buckley AFB, Aurora, Colorado, operates the SBIRS system.

The SBIRS program delivers timely, reliable and accurate missile-warning and infrared surveillance information to the president of the United States, the secretary of defense, combatant commanders, the intelligence community and other key decision makers. The system enhances global missile launch detection capability, supports the nation's ballistic missile defense system, expands the country's technical intelligence gathering capacity and bolsters situational awareness for warfighters on the battlefield.

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# Health

From Page 8

health.

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## Standards

From Page 7

products and provide recommendations for policy during the adaptation period," said Baumgartner.

While assessing physical job demands in Step 1, three focus groups of ALO and TACP operators were used to identify 44 ALO-TACP Critical Physical Tasks, or CPTs. These were reviewed and approved by senior leaders from the operational community and used as the foundation for the remaining four Tier 2 steps.

To execute the second step of developing physical fitness tests and physical task simulations, ESU used a systematic process that involved evaluating more than 100 physical fitness tests to create the Tier 2 Operator Prototype PF Test Battery, the final prototype consists of 10 test components. Each of these components is accompanied by descriptions highlighting the specific purpose of the test, muscle groups measured, protocol for administration, scoring and relevance – the operational capabilities predicted by the test.

"The important take-away here is that each of these 10 components have specific relevance to unique ALO-TACP operational mission sets," said Master Sgt. Matthew Gruse, ESU NCO in charge. "The grip strength test for example measures muscular strength in the hands and forearms, but why? While some may see this as redundant to other test components, our study found grip strength plays a significant role in performing tasks such as litter carries, casualty drags and rescue sled pulls during casualty movement."

Tier 2 Operator Prototype PF Test Battery components include grip strength; medicine ball toss, back and side; three-cone drill; trap bar deadlift with a five-repetition maximum; pull-up; lunges, weighted 50 pound, metronome; extended cross knee crunch, metronome; farmer's carry, 2 by 50 pound, for 100 yards; row ergometer, 1,000 meters; and run, 1.5 miles.

In addition to the test battery, ESU and RAND designed eight broad physical task simulations, or PTSSs, to approximate

the CPTs performed by ALO and TACP operators. Like the fitness test battery components, these simulations were developed in collaboration with special operators, reviewed by senior leaders, and pretested during a pilot study. PTSSs provide a realistic approximation of physical operational actions ALO and TACP could be confronted with during an operational mission. During Step 3, the ESU tested 171 Airmen on both the fitness test battery and the PTSSs, validating the linkage, and developed the top 10 fitness test components for predicting operational physical success.

Physical Task Simulation components include rope bridge; rope ladder; cross load personnel and equipment; casualty movement; and small unit tactics, parts A-D.

Baumgartner noted that the scoring system is a prototype, and the ESU, in conjunction with ALO-TACP leadership, will adjust scoring per data collected in the Step 4 verification phase of testing. To complete Step 4, the ESU conducted final verification testing of the prototype tests and standards between January and February 2017 with 30 ALO-TACP operators.

While there were no women represented among those operators, officials clarified that women are eligible for either career field provided they meet all minimum standards outlined in respective qualifications summaries.

In the coming months, additional information will be made available to the Total Force on how to prepare for testing and how to improve physical readiness. The ESU is also updating their Exercise Principles and Methods, or EPM, Course to train ALO and TACP physical leaders. The EPM Course includes recommendations and specific activities to better address weaknesses and build on strengths made clear by the Tier 2 test.

"Members can contact their unit physical training leader or strength and conditioning coach for feedback on form and techniques, and may contact us in the ESU regarding other questions they might have about the final Tier 2 ALO-TACP operator tests and standards," said Baumgartner.



1) Staff Sgt. Joshua Burton, 60th Maintenance Group qualification training package instructor, works to repair night-vision goggles Jan. 19 at Travis Air Force Base, Calif. Burton is a member of a team the goal of which is to ensure each set of NVGs are in full, operational order to save the Air Force time and money.

# Program lights Air Force's innovative ... SPARK

U.S. Air Force photos by Airman 1st Class Jonathon D. A. Carnell



2) Staff Sgt. Catherine Norcom, left, 60th Operation Support Squadron, briefs Col. Theresa Weems, 60th Operations Group commander, on the continuing progress the Phoenix Spark program has made in innovating and maintaining the Air Force's operational capabilities Jan. 19 at Travis Air Force Base, Calif. 3) Norcom briefs Weems Jan. 19 at Travis. Since beginning in April 2017, Phoenix Spark has undertaken various endeavors in pushing the Air Force's engineering capacities past its limits. 4) Tech. Sgt. Matthew Heise, 60th Maintenance Group qualification training package instructor, solders a pair of night-vision goggles, an action that requires focus and a steady hand, Jan. 19 at Travis.



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