



Flight celebrates African-American ...

# HERITAGE

PAGES 16-17

# Be mindful of role in customer experience

At some level, most of us have customers we work with or serve, making customer service a key component of operations.

Customer service, often simplified to friendly exchanges upon customer transactions, must go beyond this. Consider how the following examples can also relate to customer service since interpersonal transactions are occurring: Meetings that habitually start or end late, suspenses that are regularly not met and unpleasant team members who remove politeness from



**Commentary by Lt. Col. Cory Baker**  
60TH MEDICAL SUPPORT SQUADRON

communications.

Taking these considerations into mind, chances are there is room for improvement in our organizations when it comes to customer-related programs and customer experience. This commentary is too brief a forum to provide a comprehensive customer service model, but it should provide a few useful thoughts.

While a customer service refresher is good for all, many members enter the service with little interpersonal communication experience. We must not assume all members

## Commander's Commentary

know these concepts because some might be hearing them for the first time. Establish training for members in your organization whose skills may not be up to par in this area. Establishing a first-class customer experience culture is a complex topic involving a great deal of training. That said, some basic recommendations are listed below for enhancing an organization's customer experience culture. These will be no-brainers for many people, but they have seemingly become uncommon sense as we are confronted

daily with poor customer experiences in too many settings:

- Use the "Platinum Rule," whereby others are treated as they would like to be treated.
- Sharpen effective listening techniques and limit distractions and devices.
- Instill from day one a customer-focused mindset staff easily remember; for example, new members at David Grant USAF Medical Center hear at orientation they are there to "heal, protect and train heroes."
- Adhere to fundamental customs and courtesies: Use "Yes, ma'am" and "Good morning, sir" and walk lost patrons to destinations vice telling them how to get there.

Expect supervisors to model all of the above. A mark of great unit customer experience culture is customers who want to come back for service or assistance. In an article about customer experience, Bruce Temkin explained "How a customer feels about an interaction with a company has an enormous impact on his or her loyalty to that company." Further, in a Forbes article about customer experience, Blake Morgan said, "is your customer experience forgettable ... your company must be more creative in making memorable customer experiences."

See **BAKER Page 26**

# Work-life balance: Do I have time to do it all?



**Commentary by Chief Master Sgt. Nathaniel Sugatan**  
60TH MEDICAL SUPPORT SQUADRON

I wish there were more hours in a day. I can understand why someone may say this. Perhaps it's out of frustration or a simple cry for help. However, isn't this an easy answer? Are you really that busy?

Understandably, the military's demands are like no other. Dealing with long work hours, either while deployed or at home station, and fulfilling the role as a parent, coach, friend or a wingman can be challenging. Learning the techniques to balance work and life requires extra attention for members in uniform.

Many years ago, I was in Guam

## Chief's Commentary

for my first overseas assignment when a life lesson unexpectedly presented itself. Fairly new at my base, I was working long hours and preparing for a unit inspection and potential deployment. Having a 4-month-old baby and taking college classes at night, I was tired and ready for a break. I was getting dissatisfied with excessive duties and my inability to maintain work-life balance.

Yes, I chose to have a baby and take classes at the same time, but

I didn't realize how the long days would impact my physical and mental state or the threat it would pose to my marriage. Looking back, I am thankful I recovered from it. I learned to prioritize my goals, communicated my intentions with my other half and balanced my work commitments with my family, studies and lifestyle.

Achieving balance can be incredibly hard and military life doesn't make it easier. Numerous factors dictate how our work days flow. From last-minute taskers to engaging with personnel issues and directing unit or community

events, some days seem to be endless. As you move up in rank, you gain increased responsibilities and your schedule becomes more hectic.

I get it, some days are busier than others, but the 14-hour workdays should not be the norm. Given the unpredictability of your daily schedule, you must simply learn how to be flexible. You have to make achieving balance a priority. Make that conscious effort to reach your "happiness and success." Maybe you need to address your time

See **SUGATAN Page 26**

# Travis Airmen help NASA move spacecraft

**Senior Airman Amber Carter**  
60TH AIR MOBILITY WING PUBLIC AFFAIRS

Airmen from the 21st Airlift Squadron and the 860th Aircraft Maintenance Squadron at Travis Air Force Base, California, loaded and transported the NASA InSight Spacecraft Feb. 28, from Lockheed Martin Space, Buckley Air Force Base, Colorado, to Vandenberg Air Force Base, California, aboard the C-17 Globemaster III.

"We can get into really small and diverse airfields, especially out of places like Florida and the West Coast, and the C-17 can get in there a lot easier than other jets," said Capt. Todd O'Brien, 21st AS C-17 pilot. "The cargo compartment and the loadmasters we have are extremely well trained to load really odd types of cargo, so that also makes it useful."

The team loaded a large, white crate carrying a spacecraft weighing 1,380 pounds, according to a Lockheed Martin report.

"We have the whole spacecraft that is going to Mars, which is the lander in its cruise stage and the heat shield that goes around the whole thing, inside the box," said Bruce Banerdt, Insight mission principal investigator. "When we get to Vandenberg, we will do some tests on it. Then, pretty much, all we do is put some fuel in it, bolt it to the rocket and off (it goes) to Mars."

The upload took approximately three hours to complete and the loadmasters knew there was no room for errors.

"The real challenge of loading the lander was being patient," said Staff Sgt. Kagan Weatherly, 21st AS loadmaster. "Overall, it wasn't difficult in terms of size or weight, but because of how valuable the asset was we made sure to take things carefully. It would have been easy



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

**Airmen from the 21st Airlift Squadron and the 860th Aircraft Maintenance Squadron at Travis Air Force Base, California, load a NASA InSight Spacecraft onto a C-17 Globemaster III Feb. 28 at Lockheed Martin Space at Buckley Air Force Base, Colo. The equipment was delivered to Vandenberg Air Force Base, Calif., where it will be the first planetary spacecraft to launch from the West Coast facility. The launch is scheduled to take place in May as part of the NASA InSight Mission to look beneath the Martian surface.**

to winch it in a bit faster, but my mother raised me with 'you break it, you bought it' and it's a bit out of my price range."

The spacecraft is scheduled to launch from Vandenberg AFB May 2018 as part of the NASA InSight mission to look beneath the surface of Mars and study the

planet's interior. It will be the first planetary spacecraft to launch from the West Coast launch facility as well as the first to study more than the planet's surface.

"This is the first mission that is actually going to look beneath the surface of Mars," said Banerdt. "We are sending

some instruments with this mission that will actually probe down thousands of miles beneath the surface to understand the structure of the planet, the size of the core, what the core is made out of, the rocks that make up the mantle, what

See **NASA Page 26**

## Tailwind



Travis AFB, Calif.  
60th Air Mobility Wing

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

Those on base wishing to receive home delivery of the Tailwind can call 427-6975 today.

For information on paid advertising and on base circulation, call 425-4646. Correspondence can be sent to: Daily Republic, 1250 Texas St., Fairfield, CA 94533 or faxed to 425-5924.

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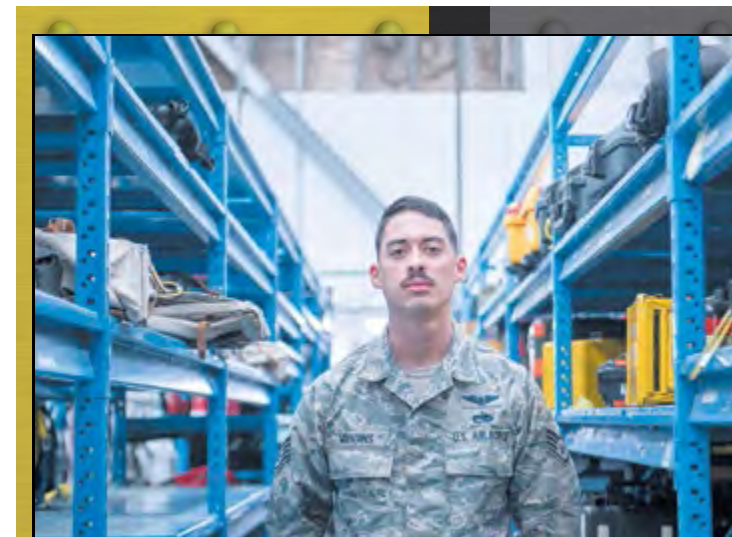
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## On the cover

**U.S. Air Force Airmen assigned to the 22nd Airlift Squadron and the 60th Aircraft Maintenance Squadron take a group photo during a Tuskegee Airmen heritage flight Feb. 27 at Bagram Airfield, Afghanistan.**

U.S. Air Force photo/Master Sgt. Joyce Swafford



U.S. Air Force photo/Ian Kim

# WARRIOR OF THE WEEK

<b>Name:</b> Staff Sgt. Kristopher Wiggins.	noncommissioned officer.	day. To complete my Bachelor of Science degree. Get Air Force Continuous Process Improvement green belt then black belt.
<b>Unit:</b> 60th Aircraft Maintenance Squadron.	<b>Time in service:</b> Nine years.	<b>What are your hobbies?</b> Guitar, shooting pool.
<b>Hometown:</b> Huntsville, Alabama.	<b>Family:</b> Spouse, Roxanne; one daughter; two dogs.	<b>What are your greatest achievements?</b> Marrying my wife, becoming a father and deployments.
<b>Duty title:</b> Assistant consolidated tool kit	<b>What are your goals?</b> Being a better self as a father, husband and person every single	

# Officials to create info ops school

Secretary of the Air Force Public Affairs

WASHINGTON — Air Force officials have announced the creation of a new Information Operations technical training school, which is expected to open in fiscal year 2019.

The standup of a dedicated training school at Hurlburt Field, Florida, follows the Air Force's creation of the Information Operations career field and Air Force specialty code in late 2016.

"Information Operations is not new to the Air Force," said Col. Ziggy Schoepf, 14F career field manager. "However, this is the first time that the Air Force has codified this capability in a dedicated officer career field. With the creation of the career field and a dedicated schoolhouse, the Air Force is acknowledging the importance of Information Operations to the future of warfare."

Prior to the creation of the 14F Information Operations AFSC, Airmen from various AFSCs served in IO positions as career broadening experiences for a limited period. Because these Airmen returned to their core AFSC following their service in IO positions, the Air Force was limited in its ability to sustain institutional knowledge and practice of IO tactics, techniques and procedures.

Creation of the 14F AFSC enabled the service to standardize education and training for Airmen, building a foundation to cultivate IO expertise and improve a commander's ability to operate in more pervasive and connected information and operational environments.

The 14F Initial Skills Course will consolidate and integrate

See **HEALING** Page 30

See **INFO OPS** Page 24

# Services set for former Travis member

60th Air Mobility Wing Public Affairs

Cheryl Brown, formerly of the 60th Air Mobility Wing Plans office, passed away Feb. 27.

Brown retired as a federal civilian in November 2017 after more than 20 years as a Travis Air Force Base, California, civilian and reservist.

Twelve months before she retired, Brown was diagnosed with an aggressive brain cancer called glioblastoma multiforme. Her son, Sean Arnold, a retired master sergeant, wrote a commentary thanking members of the base community in the July 14, 2017, edition of the Tailwind.

Brown fought cancer with all her energy she had, as well as a large amount of love and support from the family and friends.

A service with military honors for Brown will take place at 11 a.m. March 23 at the Sacramento Valley National Cemetery in Dixon, California, with a reception and lunch following at Bud's Grill in Dixon.

All friends and co-workers are invited to the service and the reception.

For more information, contact Sean Arnold at seanarnold125@gmail.com.



Cheryl Brown

Courtesy photo

# Family says thank you to Team Travis

Commentary by Sean Arnold  
RETIRED U.S. AIR FORCE MASTER SERGEANT

*Editor's note: This commentary first appeared in the July 14, 2017, edition of the Tailwind. Cheryl Brown passed away Feb. 27.*



Happy birthday, Cheryl Brown. Or, as my brother and I say, "Happy birthday, mom." Let me tell you a little about her.

Cheryl joined the Air Force Reserves in the late 80s as a mental health professional; appropriate, I think, for a newly single mother of two boys.

Not long after, the Air Force sent her to the Middle East to dodge Scuds during Desert Storm. Her mother, formerly of the British Army and a World War II veteran herself, deployed to Travis Air Force Base to take command of us boys while our mom was off to war. These were our formative role models, these two women warriors; little wonder why my brother and I would later join the Air Force ourselves.

Despite Saddam's best efforts, Cheryl survived the war and returned home in late spring, I think, of '91. And despite my brother and I's best efforts, our grandmother



Courtesy photo

Retired Master Sgt. Sean Arnold, left, and his mother, Cheryl Brown, 60th Air Mobility Wing wing plans, pose together for a photo. Cheryl Brown passed away Feb. 27.

survived her tour of duty as guardian-in-chief.

Soon after Desert Storm, Cheryl retrained to Disaster Readiness, a career field she would retire from decades later as Senior Master Sgt. Brown. I was so proud of her.

This same time she started her long career as an Air Force civilian. And that's probably how you know her, if you do. Because Cheryl Brown is Wing Plans, and Wing Plans is Cheryl Brown.

Anyone who has served in a leadership role can testify to a simple truth: civilians are the unsung heroes of our Air Force. They are the institutional knowledge and continuity that allow our enterprise to function, day after day and year after year, in the face of never-ending changes of command, assignment and deployment cycles, and military separations and retirements.

They provide the steady hands and calm skies that

allow uniformed warriors to rush off to exotic lands, secure in the knowledge that our squadrons, groups and wings will still be standing back home when the fighting is done. Commander after commander, deployment after deployment, the continuity of our civilians keeps the home base mission on track.

There's a plan for that. Earthquake? There's a plan for that. Terrorist attack? Yeah, there's a plan for that, too. For several years she also ran the Wing's Operational Security program, an increasingly daunting task as social media replaces the water cooler and the cloud replaces pen and paper.

But senior leaders probably know her best for her work with the Crisis Action Team. You see, anytime something out of the ordinary occurs — which happens with surprising frequency — Travis's senior leadership and their advisors oversee the incident in a secure command and control center. Cheryl's job was

See **BROWN** Page 25



U.S. Air Force photo/Louis Briscese

Musicians from the rock music group Mobility of The United States Air Force Band of the Golden West, Travis Air Force Base, Calif., practice Feb. 25 with the Napa Valley Youth Symphony at the Napa Christian Academy in Napa, Calif. The band and symphony are practicing together for a performance. The original performance, scheduled in October 2017, was canceled due to devastating wildfires in Napa, Sonoma and Solano counties.

# Musicians hope to help healing

Louis Briscese

60TH AIR MOBILITY WING PUBLIC AFFAIRS

the Napa Valley Youth Symphony.

The day the fires broke out, the two musical groups practiced together for the first time under a new initiative orchestrated by Master Sgt. Andrew Benton, music director of Mobility, the Band of the Golden West's rock group.

Benton took a successful program from his previous assignment at the Air Force Academy, where the band performed side by side with local youth symphonies, and persuaded his leadership at Travis to try the same.

"I requested that we try this program at Travis because of the success I saw first hand at the academy," said Benton. "It requires a lot of time, effort and resources

Photos of band, symphony in action, **PAGE 30**

but I got the green light and we made it happen."

Benton came up with the idea after performing for students during several venues. Seeing their reactions and the excitement on their faces encouraged him to pursue the joint venture.

"At some point, we decided that instead of performing for students, it would be great to perform with students," said Benton. "Our ultimate intension was to make this a collaborative educational community outreach effort."

The program was designed to combine the musical talents of both groups and

put on a performance that was challenging yet accommodating to the level of experience.

"They have an opportunity to perform some of their own classical works," said Benton prior to the performance. "The music is written at a youth orchestra level, however, it's meant to be challenging, not only to accompany the rock band, but to have some standout moments themselves."

The opportunity to perform alongside with a rock band was a dream come true for Sadie Carpenter, a Napa resident and violinist with the Napa Valley Youth Symphony.

"I like to play classical music, but playing pop songs is

See **HEALING** Page 30



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## Kids glimpse working dog program

Senior Airman Jordan Hrkach, left, 60th Security Forces Military Working Dog handler, and Pako, 60th SFS MWD, put on a demonstration Feb. 22 at Travis Elementary School with Master Sgt. Roberto Cheesboro, 60th SFS. The 60th SFS, along with Scuff McGruff the Crime Dog, provided videos to the more than 500 elementary school children on topics such as bullying, helping others, stranger danger and road safety.

U.S. Air Force photo/Staff Sgt. Nicole Leidholm



## Courses focus on eating

Ashley Chappell

CIVILIAN HEALTH PROMOTION SERVICES

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  - Relatively low in calories;
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  - Great to eat anytime.
- Slow foods are:**
- Higher in fat, added sugar and calories;
  - To be eaten sometimes or less often.
- Whoa foods are:**
- Highest in fat and sugar;
  - Calorie-dense, meaning high in calories;
  - Often low in nutrients;

- To be eaten only once in a while, on special occasions and in small portions.

You also can learn more about nutrition and how to incorporate healthy habits into your lifestyle by attending events with Travis Civilian Health Promotion Services this month:

- Master the Scale: 3-3:30 p.m. March 21 at 350 Ragsdale St., Bldg. 803, conference room and 11:30 a.m. to noon March 27 at the Education Center, 530 Hickam Blvd., Bldg. 249, B112.
  - Portion distortion: 11:30 a.m. to noon March 22 at the Airmen and Family Readiness Center.
  - Healthy eating on the go: Noon to 12:30 p.m. March 29 in the 60th Maintenance Group conference room.
- CHPS services are free and available to civilian employees and many programs offered are also available to active duty members. Contact CHPS to see how it can support the health and wellness of a work site.

### Food truck schedule

The food trucks will be in the Exchange parking lot from 11 a.m. to 2 p.m. on the following dates:

- March 9 Ma Sarap Filipino Delicacy
- March 12 Hefty Gyros
- March 13 Turnt Up Tacos
- March 14 Hefty Gyros
- March 15 Buckhorn BBQ
- March 16 Ma Sarap Filipino Delicacy
- March 19 Ma Sarap Filipino Delicacy
- March 20 Turnt Up Tacos
- March 21 Hefty Gyros
- March 22 Buckhorn BBQ
- March 26 Ma Sarap Filipino Delicacy
- March 27 Turnt Up Tacos
- March 28 Hefty Gyros

- March 29 Buckhorn BBQ
  - March 30 Hefty Gyros
  - March 31 Hefty Gyros
- Food trucks will also be in the David Grant USAF Medical Center dental clinic parking lot from 11 a.m. to 2 p.m. on the following dates:
- March 9 Hefty Gyros
  - March 11 Hefty Gyros
  - March 12 Buckhorn BBQ
  - March 15 Turnt Up Tacos
  - March 16 Hefty Gyros
  - March 19 Buckhorn BBQ
  - March 22 Turnt Up Tacos
  - March 23 Hefty Gyros
  - March 26 Buckhorn BBQ
  - March 27 Hefty Gyros
  - March 28 Ma Sarap Filipino Delicacy
  - March 29 Hefty Gyros

## Food trucks to return to Exchange

Jessica Jones

ARMY AND AIR FORCE EXCHANGE SERVICE PUBLIC AFFAIRS

Airmen, families and the Travis Air Force Base, California, community can choose from a variety of delicious flavors from local food trucks during March at the Travis Exchange.

"The Exchange is honored to offer the Travis community the opportunity to get away from life's everyday stresses and enjoy a fun, family-friendly event such as this," said Irene Urata, services manager. "This is a great opportunity to not only partake in food and fun, but to come together as a military family."

While Army and Air Force Exchange Service shopping privileges are only open to Soldiers, Airmen and their families, anyone can dine in Exchange restaurants, pick up grab-and-go fare from Express locations or enjoy a meal from food trucks parked at the Exchange. Food truck schedules can also be found at [facebook.com/TravisExchange/](http://facebook.com/TravisExchange/).

The Travis Exchange is located at 461 Skymaster Circle, Bldg. 648. For more information, call 707-437-4633.

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## Pass and Registration office to move

60th Air Mobility Wing Public Affairs

The Pass and Registration will relocate to the C wing of the second floor of Bldg. 381 from from Bldg. 599 beginning March 26.

All agencies will continue to submit requests to Pass and Registration for long-term passes. Pass and Registration will continue to provide vetting for all individuals.

Those who don't have access to Travis Air Force Base,

California, will need to stop at the Visitor Control Center in Bldg. 615 for a one day pass before coming to the office for long-term passes.

For more information, contact Joana Stewart at 707-424-6736.

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# Travis surgeons save heart patient

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

Evelyn Staley remembers very little about the condition that landed her in the David Grant USAF Medical Center emergency room at Travis Air Force Base, California, Dec. 15, 2017.

She doesn't remember the ambulance ride from DGMC to the NorthBay Medical Center in Fairfield, California, where 60th Medical Group cardiothoracic surgeons Maj. (Dr.) Shae Pribyl and Lt. Col. (Dr.) Curtis Wozniak performed emergency surgery.

But there is one thing Staley, age 70, said she will never forget: "My new bestest (sic) friends. They saved my life."

The wife of retired Chief Master Sgt. Ronald Staley, Evelyn beat the odds of most people who suffer an aortic dissection.

"About 20 percent of patients die before reaching the hospital," said Pribyl.

Additionally, the condition can mimic other heart problems, which wastes precious time.

"For every hour the patient goes untreated, their chances of death increases 1 to 3 percent," said Pribyl. "Even with treatment and surgery, the mortality rate is about 30 percent."

Staley remembers being placed in the ambulance headed for Travis AFB, which is just minutes from her home, but nothing else until she woke up at NorthBay following surgery.

"I thought I was dying," said Staley.



**Evelyn Staley, left, poses for a photo with Maj. (Dr.) Shae Pribyl, 60th Medical Group cardiothoracic surgeon, at NorthBay Medical Center in Fairfield, Calif.**

Courtesy photo

Staley suffered an aortic dissection in the ascending part of her aorta 10 days before Christmas and collapsed on the bathroom floor at her home.

The aorta is the large blood vessel branching off the heart. An aortic dissection occurs when the innermost layer of the aorta tears, causing the inner and middle layers to separate or dissect. The condition is life-threatening since it can divert blood from vital organs or the aorta can rupture.

Aortic dissection is more prevalent in 60- and 70-year old men and is associated with high blood pressure, high

cholesterol, atherosclerosis and smoking.

Aortic dissection is so rare, doctors treat only one or two cases per year, said Pribyl.

Patients usually experience a shearing pain in the chest that radiates to the back but not Staley, who was preparing to shower, change and drive to the Travis AFB commissary when the attack occurred.

"I felt a little weakness in the legs, but no pain," said Staley.

When she fell, she was alert, but couldn't move. Staley was fortunate to have a husband who immediately called 911 as well as an emergency medicine provider on duty with prior experience with an aortic dissection.

"Her initial complaint was abdominal pain and new onset leg weakness," said Capt. (Dr.) Michael Galante, 60th MDG emergency medicine physician. "She appeared to be in significant abdominal pain, much worse than would be expected based on her abdominal exam."

After confirming his suspicions with a CT scan, Galante contacted Pribyl and Wozniak. He also contacted NorthBay for assistance since the support staff needed to perform the complicated surgery at DGMC was not available at the time.

DGMC has partnerships in Northern California with hospitals and medical services

See **SAVE** Page 25

# TAPS honors fallen Airmen

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

WASHINGTON — Chief of Staff of the Air Force Gen. David L. Goldfein accepted the Tragedy Assistance Program for Survivors Honor Guard Military Award during the 10th Annual TAPS Honor Guard Gala March 6 in Washington, D.C.

"It is a distinct privilege to accept this particular award on behalf of our 670,000 amazing Airmen and their families who own the high ground in air and space each and every day," said Goldfein. "Our loved ones are drafted alongside us to make a commitment to accept a life of service supporting those who maintain the demands of fighting and winning in the sky, on the ground and on the sea."

According to TAPS, the Air Force was given the award because of its enduring commitment to families of fallen.

Founded in 1994, TAPS provides worldwide care to family members who are grieving the death of a service member and have assisted more than 75,000 surviving families, casualty officers and caregivers. They rely heavily on current and former military members to provide the support the organization needs to operate.

"It takes a rare spirit to observe a flag-draped casket or to be handed a sobering folded flag, and an even rarer spirit to then carry on with the courage to move forward, continually share your story, connect with others and be a support system for those starting out on their

See **TAPS** Page 20

# McConnell Airman helps locate Vietnam War MIAs

**Senior Airman Erin McClellan**  
22ND AIR REFUELING WING PUBLIC AFFAIRS

MCCONNELL AIR FORCE BASE, Kan. — During a Jan. 29, 1969 mission, Major Campbell and Captain Horton were flying in their F-4 Phantom II during an armed reconnaissance mission in Laos where it's presumed they came under fire and crashed. Attempts to contact the two pilots were unsuccessful, and they were labeled as missing in action.

Early last year, the Defense Prisoner of War/Missing in Action Accounting Agency assembled a team to locate these missing Airmen, along with other MIAs assumed to be in the area. Among the recovery team was Tech. Sgt. Garrett Wright, 22nd Operations Support Squadron Survival, Evasion, Resistance and Escape and Personnel Recovery specialist.

After receiving nearly two weeks of training and mission briefings, the team traveled to Laos. Service members from

all branches and many specialties split into smaller 15- to 20-person teams across three sites, and they soon got to work clearing the area and preparing their dig sites.

"Due to our survival skills, (SERE specialists) bring a very compatible mission set to that environment," said Wright. "We had to set up screening stations, make shelters and do a lot of survival-oriented tasks because we were in the middle of the jungle. We cut down bamboo for a full day with axes. It was hard manual labor, and we needed someone who was somewhat skilled in the woods."

Once the area was cleared, the team used metal detectors to locate objects. An archeologist then set up grid squares where the objects were found so the area could be systematically examined. Every shovelful of the hard, sunbaked soil was dumped into buckets and taken to screening stations, where locals broke it up with bamboo and closely inspected it.

Unfortunately, the first site



Courtesy photo

**Tech. Sgt. Garrett Wright, left, 22nd Operations Support Squadron Survival, Evasion, Resistance and Escape and Personnel Recovery specialist, and three other service members carry a casket during a repatriation ceremony February 2017 in Laos.**

Wright worked on didn't yield solid evidence of the Airman they were looking for.

"Finding things was very far and few between," Wright

said. "By the end, I think we dug around 30 grid squares: a massive area. Sadly, in that area, we found the majority of a parachute harness and a watch,

but we were never able to locate any biological effects like teeth."

After finishing work in that

See **MIAS** Page 25

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# Corona returns to Maxwell AFB

Senior Airman Alexa Culbert  
AIR UNIVERSITY PUBLIC AFFAIRS

MAXWELL AIR FORCE BASE, Ala. — The Air Force's top leaders convened at Maxwell AFB for the annual Corona South conference, Feb. 25-28 to discuss present and future issues regarding the Air Force.

"This year's Corona was extremely successful and historic as it coincides with Maxwell's Centennial anniversary," said Col. Melissa Stone, 42nd Air Base Wing vice commander. "We are proud to bring Corona back to Maxwell (AFB) and know that the success achieved here will pay great dividends for the entire Air Force in the coming years."

Attendees of the conference included Secretary of the Air Force Heather Wilson, Chief of Staff of the Air Force Gen. David Goldfein, Secretary of the Navy Richard Spencer and Chief of Naval Operations Adm. John Richardson.

Throughout the week,

leaders engaged in high-level discussions about the Air Force and national strategy, joint leader and force development, and education and training.

Key attendees met with Air University's board of visitors to discuss the overall direction of the university's education and training programs and how they support Air Force strategy.

Leaders also took time to interact with local civic leaders by participating in a Montgomery Chamber of Commerce-hosted event at the Alabama Supreme Court. Leaders received a warm southern welcome, and were able to provide local leaders a broad perspective on the Air Force mission.

For the first time in Corona history, attendees participated in a table-top exercise utilizing the unique capabilities of the LeMay Center's Wargaming Institute to address global, strategic challenges.

"For a full day, critical issues were dissected and

See **CORONA** Page 21



Military training instructors speak with female veterans, known as Women in the Air Force, a term for women who joined the Air Force between 1949 and 1976, during the Air Force Basic Military Training graduation parade Oct. 7, 2016, at Joint Base San Antonio-Lackland's parade grounds.

## Women crucial in military history

Senior Airman Krystal Wright  
502ND AIR BASE WING PUBLIC AFFAIRS

JOINT BASE SAN ANTONIO, Texas — "The purpose of women's history month is to pay homage to the ladies who came before us and educate everyone about the past and were we have come, and highlight where we are trying to go in the future," said Capt. Janay Savoy, 332nd Training Squadron academics operations officer.

Throughout the years, women have contributed to the armed forces and war efforts since this country's beginnings. Some fulfilled support roles like nurses, while others volunteered for combat roles Deborah Samson Gannett, from Plymouth, Massachusetts, who disguised herself as a man and enlisted in 1782 during the Revolutionary War.

"Women have a special place in history ... and have made important contributions to our nation's security," said Brig. Gen. Heather Pringle, 502nd Air Base Wing and Joint Base San Antonio commander. "(They) made it possible for what we can do today and influenced the future of our Air Force."

The U.S. Army was the first to recognize the potential contributions women could provide in the mid-1900s and officially utilized their skill sets in support of the war efforts.

### Women's Army Auxiliary Corps

During World War I, women worked overseas as communication specialists and dietitians without the official status attached to those positions. Women had to obtain their own food and quarters. They received no legal protection, no medical care and were not entitled to benefits or pensions.

Women were able to officially serve in military positions other than nurses in 1941 with the creation of the Women's Army Auxiliary Corps. WAAC was established during World War II to work hand-in-hand with the Army. Women were provided food, uniforms, living quarters, pay and medical care. Unfortunately, a woman's pay was less than what a man received and lacked most of the benefits granted to Army soldiers.

More than 150,000 woman served during the war in a wide

range of support roles. Initially jobs such as lavatory technicians, file clerks, typists, stenographers, and motor pool drives were given to women. Gradually, the Army discovered an increasing number of positions women were capable of fulfilling.

The U.S. Army Air Forces, which was formed in 1941 from the U.S. Army Air Corps, received about 40 percent of all WAACs and assigned them as weather observers and forecasters, cryptographers, radio operators, sheet metal repair workers, bombsight maintenance specialists, aerial photograph analysts, control tower operators and more.

By January 1950, only 50 percent of WAACs in the Army held traditional positions.

In 1943, the Army and Congress converted WAAC into the Women's Army Corps, which became part of the Army instead of serving with the Army. Women received pay and privileges equal to that accorded to men. The WACs, unlike WAACs, were sent overseas and by Victory in Europe Day, or V-E Day, there were

See **WOMEN** Page 24

## Education window for 2019 open until May 1

Richard Salomon  
AIR FORCE'S PERSONNEL CENTER  
PUBLIC AFFAIRS

JOINT BASE SAN ANTONIO-RANDOLPH, Texas — Eligible Air Force civilians have until May 1 to submit their civilian developmental education program applications to the Air Force's Personnel Center for the 2019 academic year.

The Air Force Civilian Force Development Program offers more than 25 programs to help civilians develop leadership skills and expand their overall knowledge. They include the Civilian Associate Degree Program, Squadron Officer School, Education with Industry, Air Command and Staff College (in residence or the online master's program), Air Force Legislative Fellows Program, Air War College (in residence), National War College, the Defense Senior Leader Development Program and more.

Three new courses are slated for the 2019 academic year: the White House Leadership Development Program (open to GS-15s), Leading Effectively Through Change (open to GS-14s and GS-15s) and Leading Strategically (open to GS-15s). Leading Strategically is a one-week course that recently replaced the Leadership Development Program.

"These programs provide education and leadership opportunities that help prepare Air Force civilians to successfully meet various challenges across a wide range of operations and missions," said Esther Chavarria, CDE program manager at AFPC. "Professional education enhances one's skills and knowledge and is central to the continuum of learning that spans a civilian's professional career."

Applicants may list up to four CDE program preferences

See **WINDOW** Page 20

# Hearts of strength: Family unites

Airman Michael S. Murphy  
11TH WING PUBLIC AFFAIRS

She heard the dull and tiresome beep from a heart monitor in a dark hospital room in the Southeast Alabama Medical Center in Dothan, Alabama, on March 12, 2014.

Light cut into the room as the door opened and a doctor walked in, waking her and her husband, Kyle Kramer.

The doctor informed them their newborn son, Jack, was in worse shape than they thought.

"The doctor had tears in her eyes, and that's when she told us that she had a bad feeling about (his heart)," said Robyn Kramer.

That night, the doctor called in an echo cardiogram technician to perform a scan that revealed Jack had hypoplastic left heart syndrome, a congenital condition causing the heart to improperly pump blood to the body. Their son was going to need at least three

See **HEARTS** Page 22



U.S. Air Force photo/Airman Michael S. Murphy

Jack, 3, son of Capt. Kyle Kramer, 1st Helicopter Squadron helicopter pilot, plays with his toys at home Feb. 5 in North Beach, Md. Jack has survived three open-heart surgeries after being diagnosed with hypoplastic left heart syndrome. HLHS is a congenital heart condition that does not allow proper flow of blood from the heart to the body.

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## In-person use-zone training comes back

Malcolm McClendon

AIR FORCE INSTALLATION AND MISSION SUPPORT CENTER PUBLIC AFFAIRS

JOINT BASE SAN ANTONIO, Texas — In support of missions around the globe, the Air Force Civil Engineer Center revived a workshop long lost to the world of online training.

For the first time in six years, Air Installations Compatible Use Zones representatives from across the Defense Department gathered at a workshop Feb. 27-28 at Joint Base San Antonio-Fort Sam Houston, Texas.

Fred Pierson, Air Force AICUZ manager, said the event was designed to bring AICUZ representatives together and create a network in order to keep the missions going at installations.

"That's our whole job here. We support the warfighter. If they can go out and train the way they need to train, then we did our job," Pierson said.

The AICUZ program forms the basis for the Navy, Marine Corps and Air Force encroachment programs. It

promotes compatible land-use development around military installations, promotes public health and safety in areas adjacent to installations, and sustains the operational capabilities of the installation. The program also identifies runway clear zones, accident potential zones, and noise zones, and recommends land-use guidelines for achieving compatible land use in these areas.

"When you look at the bases and encroachment, it's like sea waves coming up on a cliff and eventually eroding it away. Sooner or later you reach a point where you can't do your mission," Pierson said. "With proper land use planning, you can stop this and, in some cases, reverse it."

This year's event included representatives from the Office of Economic Adjustment and the Department of Agriculture, and covered topics such as the role of leadership in encroachment management and review of program implementation case studies.

See TRAINING Page 19



U.S. Air Force photo

The C-9A, which was in use between 1968 and 2003, was the only aircraft specifically designed for the movement of litter and ambulatory patients. The specialized capabilities, such as isolation areas and electrical systems to support medical devices, made it easier and safer to transport critical patients.

## 'Cadillac of medevac'

### C-9A leaves its mark on aeromedical evacuation

Shireen Bedi

AIR FORCE SURGEON GENERAL PUBLIC AFFAIRS

FALLS CHURCH, Va. — Making its debut in August 1968, the C-9A was the U.S. Air Force's first specially designed aeromedical evacuation aircraft. The C-9A answered the increased demand for effective aeromedical patient transport as U.S. involvement in the Vietnam War escalated. Until its retirement in 2003, the C-9A was the designated AE aircraft, making for safer and quicker transport of patients, and allowing the U.S. Air Force to provide quality care in the air.

Nicknamed the "Cadillac of medevac" by those who flew it, the C-9A boasted twin jets and a capacity to carry up to 40 patients, making it essentially a flying hospital. The C-9A was fitted with hydraulic folding ramps to easily move litter patients on and off the aircraft. The ceiling had special holders that would secure IV bottles at the appropriate height during

flight. Similar to a hospital, the C-9A had a separated area for patients requiring isolation or intensive care. Additionally, the aircraft had the necessary electrical system to support cardiac monitors, respirators, incubators, and infusion pumps.

The C-9A marked significant advancements in AE speed, able to cruise at 500 mph. The C-9A's capabilities made it possible to complete much longer AE missions while providing better care and comfort for patients.

The C-9A also had an impressive patient capacity, able to carry either ambulatory patients or those litters. In 1971, the C-9A set a new record for the number of patients flown in one day, efficiently transporting 24 litter patients and 64 ambulatory patients.

The C-9A's speed, capacity, and effectiveness in patient transport overseas played a critical role in patient evacuations from Vietnam. In April 1973, several C-9As participated in

Operation Homecoming, which provided returning prisoners of war with individual medical attention and a controlled transition from captivity back to their families. C-9As helped bring 367 American prisoners of war home to the U.S.

Its reliability in effective and safe patient transport placed the C-9A as the primary aircraft supporting the aeromedical evacuation system at the 375th Aeromedical Airlift Wing at Scott Air Force Base. The C-9A soon was being used to help civilian organizations responding to large disasters and disease outbreaks. Most notably, in 1978 during the second largest outbreak of botulism in New Mexico, the C-9A's capabilities proved to be critical in transporting infected patients from overrun hospitals to neighboring cities for treatment. This prevented the outbreak from becoming a bigger problem.

Over time, the C-9A's capacity to safely transport patients

See MEDEVAC Page 19

## Alaska ANG loadmaster supports rescue mission

David Bedard

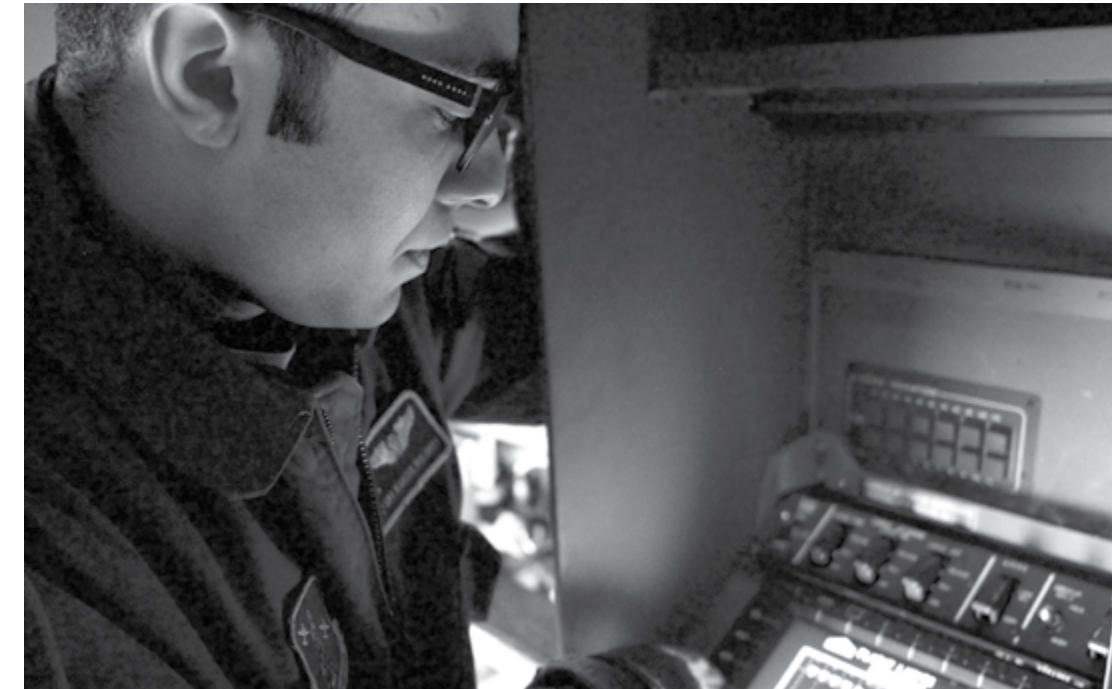
JOINT BASE ELMENDORF-RICHARDSON PUBLIC AFFAIRS

JOINT BASE ELMENDORF-RICHARDSON, Alaska — With two days' supply of food and a few more days' supply of water, Japanese climber Masatoshi Kuriaki found himself in dire straits at 8,600 feet up Mount Hunter in Denali National Park.

He was 75 days into what was originally planned to be a 65-day expedition through the snowy slopes surrounding North America's highest peak. According to the National Park Service release detailing the incident, unseasonably warm and wet weather conditions combined with 30 inches of fresh snow made for extreme avalanche conditions.

Facing the possibilities of starvation or being buried alive, Kuriaki made an emergency call using his GPS-tracking communication device. The Alaska Rescue Coordination Center responded, launching an HH-60 Pave Hawk helicopter from the 210th Rescue Squadron and an HC-130J Combat King II from the 211th RQS, both carrying pararescuemen of the 212th RQS.

Flying above the situation in



U.S. Air Force photo/David Bedard

Senior Airman Marcus Moloney, 211th Rescue Squadron HC-130J Combat King II loadmaster, checks the cargo systems of an HC-130 Feb. 7 at Joint Base Elmendorf-Richardson, Alaska. The HC-130 can carry a combination of vehicles, cargo and passengers.

the HC-130 was Alaska Air National Guard Senior Airman Marcus Moloney, Combat King loadmaster. Despite the Pave Hawks not being able to get to Kuriaki due to marginal weather, Moloney's aircraft would provide the lifeline the climber needed to stay in touch with the efforts to find him. Two days

into his ordeal, the weather improved and Kuriaki was rescued.

Moloney, a native of Anchorage, said he joined the ANG to pursue his dream of becoming a pilot. He is taking college classes in an effort to earn an officer's commission and his pilot wings.

"I've loved aviation since I was a little kid," Moloney said. "I wanted to be a pilot someday, so I was looking around at different jobs I could do while I was going to college that I thought would be fun and keep me in the aviation field. I heard about being a loadmaster, so I looked into it."

The young Airman enlisted as a loadmaster for the Combat King, which is a modified version of the "slick" C-130 Hercules cargo aircraft.

"The HC-130 is a specialized platform designed specifically for rescue," said Senior Master Sgt. Marty Bellerive, 211th RQS A-Flight chief. "Some of the differences between an HC and a regular 'slick' is we have refueling pods, which is our bread-and-butter mission because we can aerial-refuel helicopters, giving them extended legs."

In the case of the Kuriaki rescue mission, Moloney's Combat King flew with the HH-60 during the 200-plus mile journey from Joint Base Elmendorf-Richardson to Mount Hunter. Moloney controlled the two refueling pods, extending a drogue that interfaced with the refueling boom sticking out of the Pave Hawk like a giant cotton swab.

With the added fuel, the HH-60 had the endurance to push to the slope in an attempt to rescue the isolated climber. Once the helicopter was done with rescue operations, the refuel procedure was repeated for the journey to JB Elmendorf-Richardson

As often as this drill is done

See ALASKA Page 19

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# Fairfield to the front lines: Flight honors heritage



1

1) 1st Lt. David Brown, 22nd Airlift Squadron C-5M Super Galaxy pilot, conducts a post flight shutdown during a Tuskegee Airmen heritage flight Feb. 27 at Ramstein Air Base, Germany. 2) Senior Airman Lauren Foote, 22nd AS loadmaster, loads a pallet onto a C-5M Super Galaxy aircraft Feb. 25 at the Robert Gray Army Airfield in Killeen, Texas. 3) Brown talks with other flight crew members during a fueling stop Feb. 25 at Portsmouth International Airport at Pease, N.H.



2



3

Story and photos by  
Master Sgt. Joey Swafford

60TH AIR MOBILITY WING PUBLIC AFFAIRS

**O**n an average day, 25 cargo aircraft depart Travis Air Force Base, California, the busiest aerial port on the West Coast. Situated outside of Fairfield, California, its aircraft depart for destinations around the world, and on Feb. 23, one of those aircraft had something unique about it.

The aircraft was a C-5M Super Galaxy assigned to the 22nd Airlift Squadron, and its 11-person crew was all African-American. This historic mission was created to honor the heritage of the Tuskegee Airmen and to showcase the capability of Travis to deliver cargo from the United States to the front lines in Afghanistan.

The Tuskegee Airmen overcame segregation and prejudice to become one of the most highly respected fighter groups of World War II. They proved that African-Americans could fly and maintain sophisticated combat aircraft. The Tuskegee Airmen's achievements, together with the men and women who supported them, paved the way for full integration of the U.S. military, according to Tuskegeearmen.org.

"I feel extremely honored and thankful to be a part of this crew," said Capt. Dariel Baker, 22nd AS C-5M pilot. "The Tuskegee Airmen and many others fought hard to establish a place for African-Americans in aviation. They suffered through discrimination in a time where support for African-Americans in aviation was not high, so I have a lot of respect for them enduring the hardships to pave the way for me and those after me."

This flight was historic since it was the first time an all African-American C-5M crew was formed to honor the heritage of the Tuskegee Airmen and highlight the diversity of the Air Force.

"It is important that the Air Force is diverse enough to have an all African-American crew because it shows how far the Air Force has come in relation to diversity and acceptance," said Baker. "While we still have farther to go, it is a significant milestone that should be shared as it generates pride not only for those involved, but for everyone who is happy to see our progress as an Air Force."

The capability to have an all African-American crew shows the Air Force is capable of creating an environment where people can come from any background or way of life and contribute to the mission, said Senior Airman Mikkah Marcellus, 60th Aircraft Maintenance Squadron C-5M flying crew chief.

"Having such a diverse Air Force allows us to continue to evolve and come up with new ideas from many different points of view," said Marcellus.

Not only did the mission honor USAF heritage, it showcased how Air Mobility Command aircraft provide rapid global mobility by delivering 82,000 pounds of U.S. Army cargo to Afghanistan.

"In Air Mobility Command we are always ready to deliver," said Tech. Sgt. Meco Morales, 22 AS C-5M flight engineer. "As individuals, it's our responsibility to maintain our currency and readiness. This mission was only possible because we were prepared and ready not only to honor the Tuskegee Airmen, but to serve our great nation and support our brothers and sisters in harm's way."

The capability to deliver anywhere around the world at any time is a reality due to a team effort by Travis Airmen.

"We wouldn't get out of the home station without the maintainers doing their best to keep the aircraft operating or life support providing working gear and equipment," said Baker. "There are many agencies crucial to helping us get the mission done and being on the same page is vital to completing the mission."

The crew was motivated knowing that its cargo would go from the U.S. and the next day, it would be on the front lines in Afghanistan supporting the warfighters.

"It's a feeling of accomplishment and pride," said Morales. "When you see your cargo load, it motivates you. From delivering Navy Seals, tanks, helicopters and bombs, you know that people are counting on you and you don't want to let them down."

"It amazes me every time we fly how we can rapidly bring anything directly to the warfighters on the front-line that they might need when it could take weeks or longer by any other means," said Baker.



4

U.S. Air Force Airmen from the 22nd Airlift Squadron offload from a C-5M Super Galaxy aircraft during a Tuskegee Airmen heritage flight Feb. 23 at Killeen-Fort Hood Regional Airport, Texas. The flight consisted of an all-black C-5M crew that completed the mission, displayed pride in their heritage and showcased their ability to conduct rapid global mobility in today's Air Force by delivering U.S. Army helicopters to the Central Command area of responsibility.

Throughout the six-day trip, the crew was taken aback by all the support it received on social media and also from the ground crews at the different stops.

"For me, the highlight of this mission was seeing the amount of support from not only the African-American community, but also other peers at all our different stops," said Baker. "Not only did the crew seem to have added pride, but so did multiple support agencies on the road. There was genuine excitement from people just wanting to witness a little bit of history, even if they weren't a part of the crew. The crew has been honored to see the joy we could bring to others."

"It was humbling to have people that wanted to take pictures with us," said Marcellus. "How excited they were opened my eyes to how much something like this mission can impact others and even myself, for that matter."

While most on social media were supportive of the heritage flight and the 11 Airmen, there were some who

didn't understand the importance of what the crew was accomplishing and how it highlighted diversity in the USAF.

"I think the only obstacle we somewhat ran into was on social media where people had made negative comments about what we were doing," said Marcellus. "We talked about it as a crew and just let each other know we had each other's backs and the people supporting us outweighed the people being negative."

To make the crew work, they needed to de-conflict schedules and the team had the full support of its leadership at Travis.

"Fortunately, we have great leadership in the 22nd AS and a culture of acceptance," said Baker. "This year is the first time we had enough people to generate a fully augmented crew, which is necessary for a combat mission. The barriers to making this happen were just coordinating a time when everyone could be available between other training events, leave and other obligations."

Through the successful six-day mission, the crew hopes it made a lasting impact on others.

"I hope to help inspire future generations of aviators," said Baker. "I hope that they see that it doesn't have to be a dream to be an African-American in aviation because they can see someone that looks like them doing it."

"I believe in the phrase that 'someone is always watching,' and with that, I strive to represent myself and the Air Force in a positive image," said Morales.

He went on to add; that he had his young son and nephews watching him. Morales wants them and any other young child to know they can do anything they want regardless of race or sex. Just put their mind to it. If they fall, get back up and understand that there is a failure before success never give up.

Even though this C-5M crew wears flight suits, not capes or masks, they have provided hope to a future generation of aviators and are real-life superheroes.



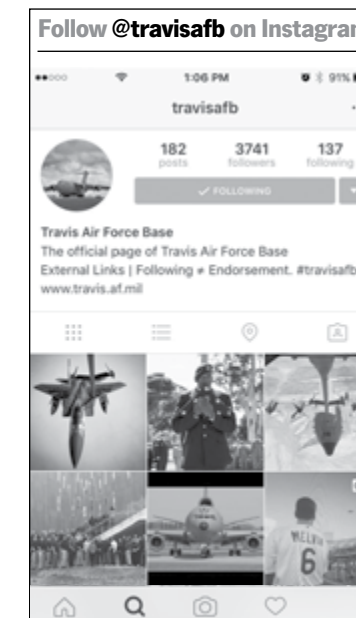
## Medevac

From Page 12

with more serious conditions increased. In April of 1998, the 86th Aeromedical Evacuation Squadron from Ramstein Air Base, Germany safely and successfully delivered a baby on the C-9A during a routine medical evacuation flight while they were transporting pregnant women from Sardinia to Italy. Shortly after, the C-9A was used to transfer patients from Langley Air Force Base, Virginia, to Andrews Air Force Base, Maryland before Hurricane Bonnie would hit the coast. It was necessary for the aircraft to accommodate the needs of each critical patient during transport, which included altitude restrictions, intravenous fluids, oxygen, and cardiac monitoring.

On Aug. 18, 2003, the C-9A completed its last aeromedical evacuation flight in the U.S. when it transported one litter patient and a few ambulatory patients returning home from Iraq. The C-9A flew to Fort Campbell, Kentucky, and Alexandria International Airport, Louisiana, before ending its last mission at Lackland Air Force base in San Antonio, Texas.

As the needs of both peacetime and wartime patient transport changed, so did the need for a designated aeromedical evacuation aircraft. Although it is no longer in use, the C-9A made an impact on the advancements and capabilities of the aeromedical evacuation system.



## Alaska

From Page 13

to rescue hikers, hunters and other isolated outdoorsmen in Alaska, the process becomes even more critical in combat, Bellerive said, when their primary mission becomes combat search and rescue of U.S. and allied personnel isolated behind enemy lines.

In a scenario where a fighter pilot ejects in hostile airspace, Bellerive said the HC-130 crew's mission of supporting HH-60s remains primarily the same. The Combat King would refuel the Pave Hawks in friendly air space and then serve as a command-and-control platform that can fly high and relay radio

signals if satellite communications fail on the helicopter.

Because the J-model HC-130 is new to the squadron and recently replaced legacy Combat Kings, Moloney said he had a somewhat circuitous route to qualifying for the new rescue bird. He learned general C-130 loadmaster operations at Little Rock Air Force Base, Arkansas, before attending the legacy Combat King course at Kirtland AFB, New Mexico.

Because of new J-model systems and the fact the legacy enlisted positions of flight engineer and radio operator were eliminated, Moloney had to return to Kirtland AFB to learn the new aircraft and how to pick up some of the slack left by the eliminated aircrew positions.

"It's a little more responsibility," Moloney said of taking on added crew duties. "But it's more fun."

Before each sortie, Moloney said he is responsible for carrying out preflight checks, much as a flight engineer did in the past. He then transitions to his loadmaster duties, inspecting and loading cargo, and ensuring the weight of passengers and the load is centered in the HC-130's hold.

Moloney said his favorite part of the job is loadmaster-directed airdrops. The process involves flying at very low altitudes and kicking cargo out of the airplane while hitting a target area within 25 yards. Because of the distances involved and the fact Moloney can see things the pilots can't, it is one of the few occasions he is in

charge of the aircraft.

"I'll stick my head out of the paratroop door and get my eyes on the target, and I'll direct the pilots to get the airplane lined up exactly on the target," Moloney explained. "Then I will throw the load out at just the right time."

Moloney said months of training and memorizing volumes of information on HC-130 flight operations came to fruition during his first mission rescuing a stroke victim in Port Graham, a small isolated community with no access to the state's road system. Though the Airman said it was a relatively routine mission, the implications for the saved victim could not be overestimated.

"It felt really good at the end of the day to help someone who really needed it," he said.

## Training

From Page 12

"We had more than 100 attendees from bases around the country and all the services are," Pierson said.

The online training that replaced the course for the last several years missed the much-needed human element, he added.

"The synergy in there is contagious, Pierson said. "You can talk to someone

who's had the same problem and take it back to your installation. This is how we solve issues with encroachment."

Navy Capt. Erik Spitzer, commander of Naval Air Station Kingsville, Texas, spoke at the workshop and said it was good to hear from other representatives and to learn about their practices.

"For me, some of it was a refresher, but a lot of it was looking at the different tools the other installations use, their mitigation strategies and how

they go out and try to partner and build relationships," Spitzer said. "You really need a team that goes out to the local community and can engage them."

Community involvement is the key to program success, Spitzer said.

"If you don't have a team dedicated to community outreach, you're already behind," he said. "They need to be attending community meetings and functions, because these meetings are where future

developments are discussed and by simply being there, future encroachment problems can be averted."

Pierson said he hopes attendees will take the tools learned here to their installations. He plans to hold the workshop annually and make it more accessible.

"We are giving them the tools they need to be successful and, as always, we're here to help if they need anything," Pierson said.

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## Hearts

From Page 11

open heart surgeries.

"I remember asking her straight up, 'Is he going to die?'" Robyn said. "She just had the saddest look on her face and she said she didn't know. That was a question from then on that I constantly asked the doctors and always got the same sad face."

From that day on, she and her husband, Capt. Kyle Kramer, now a 1st Helicopter Squadron pilot at Joint Base Andrews, Maryland, found themselves fighting a battle to fix their baby boy's malformed heart. And to make it more difficult, the diagnosis came as a surprise.

**"You can sit and wallow in self-pity or you can pick yourself up and continue on."**

— Capt. Kyle Kramer

"I had all of the proper prenatal care," Robyn said. "There is no history of heart disease in our family. The second he came out, the doctor hadn't even cut the cord yet, and he said 'Something is wrong with him.'"

The nurses and doctors originally told them the problem was Jack's lungs. He was taken to the neonatal intensive care unit at the SAMC and was projected to return to his family about 12 hours later. Kyle and Robyn felt there was no need to worry.

After additional testing at SAMC, they decided to send Jack to the Children's of Alabama hospital in Birmingham.

"They ended up flying Jack out (to Birmingham) because they couldn't take care of him," Robyn explained. "We went down to see Jack one last time and the flight nurse was putting him onto a stretcher. The flight nurse told Kyle to kiss him goodbye, and I started crying."

In the coming months, Jack would receive multiple heart surgeries beginning at Children's of Alabama hospital and ending at Boston Children's Hospital in Boston.

By the time Jack was 2 years old, he had received medical operations costing more than \$2 million dollars.

Kyle, a prior Air Force combat controller, said his previous military experience helped him tackle the issues his family was facing.

"You can sit and wallow in self-pity or you can pick yourself up and continue on," Kyle said. "We did everything that we could. We brought him to the hospital as the best option that we had at the moment, and there was nothing else but to have faith that he would come out fine. That kind of kept me going, and I never worried about him dying."

The Kramers didn't have to go through it alone. Kyle and Robyn said they received overwhelming support from his leadership and unit and remained resilient and hopeful in the face of Jack's rare heart condition. Anytime Jack was in the hospital, Kyle was released

to go take care of him.

"I know that no matter what happens that his work lets him go whenever it may be," Robyn said. "I don't know if there would be any other job that would be so cool with it. It's so funny, because Kyle was two weeks from separating years ago, and he got picked up to be a pilot. If we had any other job, things would be so different."

And it wasn't just colleagues and leaders. Kyle said the kindness received from others made an unforeseen impact in his life.

"I will forever be in their debt," Kyle said. "That has been the most humbling thing I have come across. It's when they say 'Go take care of your kid' and that's it. I don't even know how to say thank you."

Robyn said Jack has far exceeded the medical standard set by doctors for children with HLHS for intellectual development and physical growth.

"He just got cleared a month ago for the first time ever," Robyn added. "He doesn't have to go back to the cardiologist for one year, and before that it was every three months."

The Kramers have taken up the task of making others aware of the rare heart defect by maintaining a social media presence about Jack and his heart defect.

"They appropriately went all in," said Maj. Katy Tenpeny, a helicopter pilot instructor at Fort Rucker, Alabama, while Kyle was there (now the Air Force District of Washington chief of helicopter operations at JB Andrews). "First is understanding and taking care of him, so I think that was their immediate thought, but I think they are also trying to raise awareness."


With his health now better than ever, the Kramers have high hopes for Jack's future and what he will accomplish.

"He is going to go to Harvard," Kyle said with a grin. "Harvard is the medical school for Boston Children's Hospital, so all his doctors are from Harvard. We always joke that he is going to end up back there."



U.S. Air Force photo/Airman Michael S. Murphy

Capt. Kyle Kramer, 1st Helicopter Squadron helicopter pilot, and his wife, Robyn, show their matching tattoos at their home Feb. 5 in North Beach, Md. They got the tattoos after their son, Jack, had his last open heart surgery at the age of 2.



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1) Musicians from the rock music group Mobility of the United States Air Force Band of the Golden West at Travis Air Force Base, Calif., perform March 4 with the Napa Valley Youth Symphony at the Veteran's Home in Yountville, Calif. The band and symphony performed together after the original concert, scheduled in October 2017, was canceled due to devastating wildfires in Napa, Sonoma and Solano counties.

U.S. Air Force photos/  
Louis Briscese



2) Tech. Sgt. Clint Whitney, right, a guitarist with the rock music group Mobility of the United States Air Force Band of the Golden West at Travis Air Force Base, Calif., performs March 4 with musicians from the Napa Valley Youth Symphony at the Veteran's Home in Yountville, Calif.  
3) A violist with the symphony performs.

## Healing

From Page 4

really something I've always wanted to do," said Carpenter. "When we get to play fun songs like that, we all get pumped up about it."

Carpenter knows first hand the impact the fires had on the community because she and her family were affected directly.

"We had to evacuate the night of the fires because they were burning across the street from our home," said Carpenter. "We spent the next two weeks at a friend's house not knowing if our home was still standing."

Carpenter's home was saved, but many of her friends' homes in the neighborhood were not. Having gone through the uncertainty and experience of the destructive fires, Carpenter has a new perspective on things.

"It just made me think about what was really important in my life," said Carpenter. "I'm really happy to have what I have and the opportunity to play in a symphony."

Carpenter believes that moving forward with the concert was the right thing for the band and the community.

"I think it's really good that we're doing this," said Carpenter in an interview prior to the show. "It's like a relief and we can all just play together and enjoy what we set out to do before the fires disrupted that."

Another musician affected by the fires was Katie Haubold, also from Napa, and a violinist with the Napa Valley Youth Symphony. Haubold's family took people into their home who had to be evacuated because of the fires.

"We had 15 people staying in our home for over a week during the fires," said Haubold. "Most I knew, but some I didn't. We just wanted to do our part to help those going through this horrible situation."

Haubold was thankful that the concert was back on and she got to perform the music she practiced with the band before the fires.

"I'm really glad we get to do this because I was kind of bummed when it was cancelled," said Haubold. "Since it's my first year in the youth symphony, I've only played classical music, so it's really fun to play different music with a band."

Tristan Arnold, Napa Valley Youth Symphony artistic director, was excited to see his students perform through the adversity.

"The kids are excited again," said

Arnold. "That music has been sitting in their folders for three or four months. We have amazing families here. We had some students who actually had to physically defend their homes from fire."

Arnold also understands the significance of playing with members of the U.S. Air Force.

"My grandfather was a Navy veteran in World War II," said Arnold. "I also have an uncle who served in the Army overseas in Germany. I'm grateful for their service and all of our military personnel."

It was also a great opportunity and experience for Tech. Sgt. Clint Whitney, Mobility guitarist.

"It's a fantastic opportunity to join forces with the community and the future of this country," said Whitney "It brings people together in such a unique light, it's an experience that these kids may never have again."

The concert won't bring back homes or the people that were lost in the fires, but, at least for one night, brought communities together to celebrate music.

"It was an emotional time for everyone, to realize that these fires are knocking on our doorsteps," said Whitney. "Now we get to celebrate communities coming together, we're better together, we're stronger together."

1) Airmen with the 60th Air Mobility Wing don their mission-oriented protective posture gear March 1 during a weeklong base wide readiness exercise to evaluate Travis Air Force Base, Calif.'s readiness and ability to execute and sustain rapid global mobility around the world. Airmen must be able to quickly and efficiently acquire all essential MOPP gear and equipment in order to complete mission objectives.  
2) A firefighter with the 60th Civil Engineer Squadron responds to an emergency scenario during the exercise. 3) A C-17 Globemaster III parked on the ramp March 1 at Travis Air Force Base, Calif.



# Exercise aims to keep Travis ... PREPARED

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