

HISTORY

... highlight of heritage center event

PAGES 16-17



Dense planetary core stifles epic changes

I am not an astrophysicist, an organizational psychologist nor someone who thinks change is good for the sake of change. I'm a thinker that appreciates a visualization analogy every now and then ... so, yes, I'm a little bit nerdy.

My planetary analogy provides us all an opportunity to continuously evaluate our inherent human condition to resist change. As an experienced Air Force officer and commander, I find myself naturally "gravitating" back toward how I accomplished tasks as a



Commentary by Lt. Col. Cory Damon
22ND AIRLIFT SQUADRON

young officer. Granted, some of those processes and principles still work and may not be worth changing. However, when I "gravitate" to antiquated processes, I get too close to the dense core of our organizational planet and change is stifled. Similar organizational density is seen in political and corporate landscapes, and, yes, in military organizations. Let's visualize.

Please picture in your mind, a planet with, of course, the North Pole on top. Around the planet, picture a mountain on top of the North Pole and an

Commander's Commentary

atmosphere surrounding the planet. In the southern portion of the atmosphere, picture some of your best and brightest critical thinkers with free-floating ideas, unbridled by the planet's hard surface. For me, I like to picture the youngest of our amazing Airmen and officers in the 22nd Airlift Squadron. These are the people with the fresh ideas, new technology prowess and in most cases, great energy to initiate and complete improvements.

On top of the mountain,

picture our senior leaders that continually call for and celebrate innovative ideas and smart change actions. Our Air Force culture has always been about transcending capabilities. As leaders at various levels ask for these ideas from our best and brightest, there are two primary, dissimilar ways to connect our Airmen's ideas with our decision makers on top of the mountain.

The first option is to go straight through, A to B, right through the ground we walk on, and through the dense core in the center, emerging out the other side like lava from a volcano. It sounds spectacular, but you'll need to dig through "crust" and

"mantle", similar to some Air Force Instructions, entrenched processes or even some leaders and functional staff members resistant to change. This path takes an exorbitant amount of clawing, digging and drilling, plus it's really hot, you'll break some drill bits and may feel uncomfortable as you may hear "no" at various levels. I don't totally discount this option because if successful, it will provide a consistent path to the solution with collaborative buy-in at all levels.

However, if your idea is intelligent and beneficial for rapid implementation, there is another option: fly around the

See DAMON Page 21

Weighing service before self vs. service before family



Commentary by Senior Master Sgt. Sebastian DeAngelis
22ND AIRLIFT SQUADRON

On the night of Dec. 24, 2004, I returned to Yokota Air Base, Japan, from a four-month deployment.

Two days later, a 9.2-magnitude earthquake struck off the western coast of northern Sumatra, Indonesia. The following day, my phone rang and on the other line was my squadron superintendent notifying me that my reconstitution was being waived and I needed to be at a deployment line in 12 hours to support Operation Unified Assistance.

At the time, I was single, so I didn't have to worry about telling my family, even though I just

Enlisted Commentary

arrived home, I would now have to head right back out to support another operation.

How would I have handled this if I were married and had a family? Would that have affected my response when I told my superintendent, "I will be there with my bags packed and ready to go in 12 hours?" Would I have been truly ready? Would my family have been ready?

One of the toughest tasks we ask

of our Airmen is to find the right balance between their work life versus personal life. As Airmen, we are expected to perform at our best each and every day and it's hard to know when it's necessary to take a break to take care of your loved ones.

It's very easy for us to lose sight of what's truly important and chase that next performance report, assignment or even rank. Over time, this could have a negative impact on not only our well-being, but also our families. Your ultimate goal should be to make both sides of your life, your family and

your career, happy and fulfilling. If you give either side too much or not enough, you're going to have problems, so set goals to achieve not only a more productive work life but also a happier family.

Early on in my career, I felt the need to do everything that my job, supervisors or leadership asked of me. At times, I felt overwhelmed by going on mission after mission, deployment after deployment and trying to constantly keep up with the never-ending office work that continued to pile up. I felt I had to do

See DEANGELIS Page 23

571st MSAS Airman selected for UN course

Tech. Sgt. Liliana Moreno
621ST CONTINGENCY RESPONSE WING

For the first time ever, a U.S. Air Force Airman will attend the 2018 United Nations Logistics Officer Course in Bangladesh.

Capt. Stephanie Kaari, 571st Mobility Support Advisory Squadron logistics officer, recently received notification she was selected to attend the course starting this fall.

"I'm really excited about the opportunity to travel to Bangladesh and attend this course to learn about logistics from a UN perspective," said Kaari. "Throughout my career, my best memories are from working with local national personnel and partner nation militaries and I'm looking forward to learning from the people from the Bangladeshi, Indian, Sri Lankan, and Nepalese militaries who will also be attending this course."

Kaari explained how she became familiar and interested in the UN's peacekeeping missions as an air adviser in the 571 MSAS.

"Over the past year, air advisers from my squadron have trained and advised the Uruguayan and El Salvadoran Air Forces to deploy in support of UN global peacekeeping objectives in the Congo and Mali, respectively," said Kaari. "The 571 MSAS is on the front lines of enabling Southern Command nations to transform



U.S. Air Force photo/Tech. Sgt. Liliana Moreno

Capt. Stephanie Kaari, 571st Mobility Support Advisory Squadron logistics officer at Travis Air Force Base, Calif., recently received notification she was selected to attend the 2018 United Nations Logistics Officer Course in Bangladesh starting this fall.

other countries from areas of conflict to peace, and it's really exciting to be a part of the team."

The board considered 30 applicants before selecting Kaari to be the first U.S. Air Force representative to attend the UN Logistics Officer Course. The course prepares participants for work in all aspects of logistics in a UN operation, including the ability to differentiate between national and UN

logistic responsibilities.

"We have no doubt that with her experience, Kaari will be an exceptional representative to our partners in the region," said Lt. Col. Minpo Shiue, a member of the Secretary of the Air Force International Affairs.

Shiue explained this type of training supports one of the top priorities of the Secretary of the Air Force and Chief of Staff of the Air Force, to strengthen

alliances and emphasizes on international partner engagement and security cooperation.

"For Bangladesh, we are trying to improve our engagement and relationships at the tactical level, Airmen to Airmen level. We've had high level interactions through attendance by senior officers at U.S. Air Force Professional Military Education courses. But there has been a lack of engagement at the lower level, unless

it's during the numerous humanitarian assistance and disaster response missions," said Shiue. "These PME opportunities allow us to build and enhance relationships at the lower level in a non-crisis environment. Our attendance at this course shows the U.S. commitment to the region."

Kaari said this opportunity will help prepare her for future missions as an air adviser and prospective positions in the Security Cooperation enterprise.

"As an Air Force logistics readiness officer, understanding how logistics processes function in other large organizations enables me to be a more well-rounded logistician," said Kaari. "I'm looking forward to bringing back what I've learned from the course and sharing it with the logistics community."

Most importantly, Kaari believes this course could help open doors to build personal and professional relationships between U.S., Bangladeshi, Indian, Sri Lankan, and Nepalese military members.

"Through sharing experiences and getting to know someone at an individual level, you realize that everyone, regardless of country of origin, gender, religion, etc., shares common elements of humanity," said Kaari. "I believe those commonalities are what links us all and will help establish a foundation for a partnership moving forward."

Tailwind

Travis AFB, Calif.
60th Air Mobility Wing

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

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

Content of the Tailwind is not necessarily the official view of, nor is it endorsed by the U.S.

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vis AFB, CA 94535-2150, faxed to 424-5936 or emailed to tailwind@travis.af.mil.

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

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Visit the Travis public web site at http://www.travis.af.mil. Read the Tailwind online at http://tailwind.dailyrepublic.net or by accessing the Travis SharePoint.

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On the cover

Retired Chief Master Sgt. Jack Pledger poses for a photo inside a C-124 Globemaster aircraft during the Gateway to the Pacific tour celebrating the 75th anniversary of the base March 16 at the Travis Air Force Base, Calif., Heritage Center.

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



U.S. Air Force photo/Chris Prichard

WARRIOR OF THE WEEK

Name: Tech. Sgt. Judy Horn.	Hometown: Atwater, California.	Jason Horn; three children.	What are your hobbies? Spending time with kids.
Unit: 60th Dental Squadron.	Time in service: Seventeen years.	What are your goals? Master's degree in health care and emergency management.	What is your greatest achievement? My kids.
Duty title: Clinical flight chief.	Family: Spouse, Tech. Sgt.		



U.S. Air Force photo/Tech. Sgt. James Hodgman
Marina Cassimus of San Rafael, Calif., an Air Force widow, poses for a photo with a patriotic sash outside her home March 17. Cassimus donated several boxes of jackets, books and other supplies to the Airmen's Attic at Travis Air Force Base, Calif.

Widow donates to Airmen's Attic

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

For nearly two years, Marina Cassimus of San Rafael, California, the widow of an Air Force veteran, planned to donate hundreds of jackets, books and videos to service members.

For months, she made phone calls to a variety of government agencies without any luck. Then she contacted representatives at Travis Air Force Base, California, requesting to make a donation to the Airmen at the base.

She said she wanted to contribute something to Airmen because her husband, Nicolas Cassimus, who died in August 2016, served in the Air Force Reserve, primarily

as a mechanic in Texas.

"My husband always said the jackets should go to the Air Force," she said. "Our military members deserve support, and that's where my husband's heart was and that's where my heart is."

"We need to take care of the men and women who have served in our armed forces. We wouldn't have the country we do today without them. Hopefully, the jackets, books and other things we donated today make somebody smile."

On March 17, three Airmen volunteered to drive to San Rafael to pick up the donations and bring them to the Airmen's Attic at Travis, a 94-mile round trip.

Tech. Sgt. Tony Jones, 60th Comptroller Squadron noncommissioned officer in

charge of military pay, was one of those Airmen.

"It felt good to help out," said Jones. "It was nice to meet Mrs. Cassimus and she seemed really appreciative. We can kind of keep her husband's legacy going with the jackets and everything she donated and, hopefully, it'll help one of our Airmen."

Master Sgt. Valerie Jones, Air Force Legal Operations Agency defense paralegal manager of the Western and Pacific region, echoed Tony's sentiments.

"It was an awesome opportunity to be a part of today," she said. "It's very satisfying to be able to help others and that's why we're here. I hope everybody takes advantage of what's been donated."

The Airmen's Attic is a

place where active-duty military members and their families can get things they need such as clothing, uniforms, baby supplies, housewares and even furniture.

The Airmen's Attic is located inside Bldg. 247 at 560 Hickam Ave., and is open to military members in pay grades E-1 to E-5 and O-1 to O-2 from 4 to 6 p.m. every Wednesday, said Master Sgt. Philip Waite, 60th Aircraft Maintenance Squadron support section noncommissioned officer in charge and the Travis Top 3 Airmen's Attic committee chairperson. On the second and fourth Wednesday of the month, the Airmen's Attic is open to all ranks.

Donations are also welcome when the Airmen's Attic is open, Waite added.

Study could improve results

Merrie Schilter-Lowe
 60TH AIR MOBILITY WING PUBLIC AFFAIRS

A study examining the association between severity of injury, post-traumatic stress disorder and the long-term development of chronic diseases, such as hypertension, may hold the key to better health outcomes for injured U.S. military members.

The study, conducted by the David Grant USAF Medical Center Clinical Investigative Facility at Travis Air Force Base, California, was published this month in the American Heart Association's journal, Hypertension.

It's the first study to follow a large group of injured service members and the second in a series focusing on long-term health outcomes after combat injury.

"The implications from the study suggest that those injured in war require a holistic approach encompassing both medical and mental health treatment to improve long-term outcomes," said Maj. (Dr.) Ian Stewart, 60th Medical Group nephrologist and the study's senior author. "We've shown before that if you're severely injured, you're more prone to develop medical problems, to include hypertension, but what we didn't know was why?"

Researchers hypothesized that the development of chronic medical conditions in combat-injured military members is driven by three pathways: inflammation and metabolic; mental health, including PTSD, depression and anxiety; and behavioral, such as weight gain, smoking and high-risk activities.

Stewart said they reviewed
See STUDY Page 23



U.S. Air Force photo/Wayne Clark
Secretary of the Air Force Heather Wilson testifies before the U.S. House of Representatives Armed Services Committee about the Air Force's fiscal year 2019 budget March 20 in Washington, D.C.

SECAF testifies about budget

Secretary of the Air Force Public Affairs Office

WASHINGTON — Secretary of the Air Force Heather Wilson testified before the U.S. House of Representatives Armed Services Committee about the Air Force's fiscal year 2019 budget March 20 in Washington, D.C.

"The Air Force budget for FY19 aligns with the National Defense Strategy," said Wilson. "In our budget, there are really two bold moves and one continuing theme. The first bold move is the acceleration of a defensible space."

The Air Force, Wilson said, needs to be able to deter, defend and prevail against anyone who seeks to deny the nation's ability to operate freely in space.

"The United States of America is the best in the world at space and our adversaries know it. In any future conflict we expect that they will seek to deny us the use of space. So what we're doing in this budget is accelerating our ability to defend our assets on orbit,"

she said.

The Air Force operates 76 satellites, 30 of which are GPS and another 25 are communication satellites. According to Wilson, the service is investing in jam-resistant satellite technology for both communications and GPS capabilities.

"The second bold move in this budget is the shift to multi-domain operations and that's most visible in the way the Air Force plans to do command and control," Wilson said. "There is also one continuing effort in

our budget and that is to keep improving readiness to win any fight any time, that's what you expect of your Air Force."

Wilson along with other service secretaries addressed the challenges of providing taxpayers more defense value for their money, and getting innovation into warfighters' hands faster.

The Air Force's proposed fiscal 2019 defense budget would continue to fund training and equipment needed to

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How do different medical image systems work?

Capt. Daniel Yee, Capt. Alexander Kim and Maj. Nicolas J. Skordas

60TH MEDICAL GROUP 3RD YEAR TRAVIS FAMILY MEDICINE RESIDENT; 60TH MDOS 2ND YEAR TRAVIS FAMILY MEDICINE RESIDENT; AND 60TH MSGS ORTHOPAEDIC SPORTS MEDICINE SPECIALIST

Editor's note: "Ask a Sports Doc" is a recurring series by the residents at David Grant USAF Medical Center's Family Medicine Residency Primary Care Sports Medicine Clinic.

◆◆◆
Question:
 What is an MRI and how is it different from an X-ray or CT scan?

◆◆◆
Answer:
 MRI stands for magnetic resonance imaging and is a non-invasive technology that produces a 3-D image of the body part of interest without exposing patients to any radiation.

The science behind an MRI

Ask a Sports Doc

relies upon the protons found in the hydrogen atoms in water within our living tissues. The MRI scanner is composed of powerful magnets that produce a strong magnetic field that forces these hydrogen protons in the body to align with the magnetic field. The scanner then detects the movement of the protons, which then generates a 3-D image, which can be interpreted by doctors.

Because MRIs use magnets, they don't require any radiation, unlike X-rays and computed tomography scans. X-rays are 2-D images that are great for quickly looking at bones or the lungs. CT scans take many X-ray images and combine them to form a better picture, but also use much more radiation.

MRI is a special type of imaging that can be used to

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Mammography Clinic looks out for breast cancer



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

Tech. Sgt. Shirley Velez-Nicholas, 60th Medical Diagnostics and Therapeutics Squadron, performs an equipment check on the stereotactic biopsy table March 1 inside David Grant USAF Medical Center at Travis Air Force Base, Calif. The table is used by members of the Mammography Clinic to perform mammogram-guided biopsies.

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

A small clinic on the third floor of David Grant USAF Medical Center provides an important service to Tricare beneficiaries: Finding breast cancer.

Breast cancer is the second-leading, cancer-associated death for women in the United States, according to the website Breastcancer.org. About one in eight women will likely develop breast cancer in their lifetime.

Because of this reality, it's important for women ages 40 and up to have routine mammograms. A mammogram is a low-dose X-ray exam of the breasts to look for abnormalities. This exam allows doctors to analyze breast tissue and discover things that can't be felt during a standard breast exam.

The mission of the Mammography Clinic at Travis Air Force Base, California, is discovering breast cancer early.

"The purpose of this clinic

is to find breast cancer as soon as possible while providing the best care for our patients," said Tech. Sgt. Shirley Velez-Nicholas, 60th Medical Diagnostics and Therapeutics Squadron Mammography Clinic noncommissioned officer in charge. "We want to catch cancer early so it can be treated and help our patients every step of the way."

The Mammography Clinic offers a variety of services including screening and diagnostic mammograms, breast ultrasound, as well as ultrasound guided and mammographic guided biopsies.

"We also assist doctors with wire localizations," said Velez-Nicholas. "If cancer is diagnosed, we help doctors localize where the cancer is. We insert a wire into the breast exactly where the tumor is and then the surgeon goes in to that exact spot and cuts out the tumor. We then X-ray the tissue to ensure the doctor removed all of the cancer from the breast."

Of course, before breast

See CLINIC Page 19

New BOP program tested

Staff Sgt. Alex Pons
and Kat Bailey

AIR FORCE'S PERSONNEL CENTER
PUBLIC AFFAIRS

JOINT BASE SAN ANTONIO-RANDOLPH, Texas — Beginning in April, the Air Force's Personnel Center will launch a test on how it delivers information to Airmen for the Base of Preference program. The test will provide increased visibility of available locations to Airmen in seven Air Force Specialty Codes, to start. If the program proves successful, AFPC will expand it.

The goal is Air Force-wide implementation and for Airmen to receive notification of their BOP status within two weeks of the advertisements' closing.

"This is an exciting and innovative initiative that will

begin to reshape how we look at enlisted assignments," said Chief Master Sgt. Jennifer Holton, AFPC Support Airmen Career Management Branch superintendent. "This program will increase Airmen's opportunities to relocate while also exposing them to diverse command missions, which in turn allows the Air Force to continue to develop a breadth of expertise for our enlisted force."

The test will include the Logistics Plans (2G0X1), Materiel Management (2S0X1), Radio Frequency Transmission Systems (3D1X3), Administration (3F5X1), Health Services Management (4A0X1), Contracting (6C0X1) and Financial Management and Comptroller (6F0X1) career fields. The test will also include Developmental Special Duty Airmen

coming off Assignment Availability Code 50s and returning to one of the seven test AFSCs. Airmen on AAC50s serve in special jobs where the Air Force initially sets a limit on how long they serve in it.

"This change will directly impact an estimated 18,000 enlisted Airmen," Holton said. "These seven career fields represent a diverse group of jobs present at most installations."

AFPC will send a targeted message directly to impacted Airmen starting in April. The message will include cutoff dates for applications submitted under the old program and the execution timeline for the test program.

Holton said the advertisement window for available locations will post for just 10

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Kids can unite with superheroes at BX

Jessica Jones

ARMY AND AIR FORCE EXCHANGE
SERVICE PUBLIC AFFAIRS

The Army and Air Force Exchange Service at Travis Air Force Base, California, is gearing up for Month of the Military Child with Marvel Universe Unites, an interactive adventure inspired by the upcoming film, "Avengers: Infinity War."


The event will be from 11 a.m. to 2 p.m. March 24 in the Travis Exchange Main Store.

During the event, kids 4 or older can go on a mission to collect the six Infinity Stones before they fall into the hands of the evil Thanos. Participants earn Infinity Stones

by demonstrating their most epic superhero moves using Black Panther's claw, Thor's hammer, Hulk's fists, Captain America's shield and other Marvel superhero gear. Once all the stones have been collected, junior superheroes can glue the stones to a drawing of the Infinity Gauntlet that they can color in themselves and take home to keep.

"Travis AFB honors the sacrifices military children make every day, from enduring frequent moves to watching parents deploy to far-away and often dangerous areas," said Flordeliza Payton Exchange general manager. "We can't wait to show our

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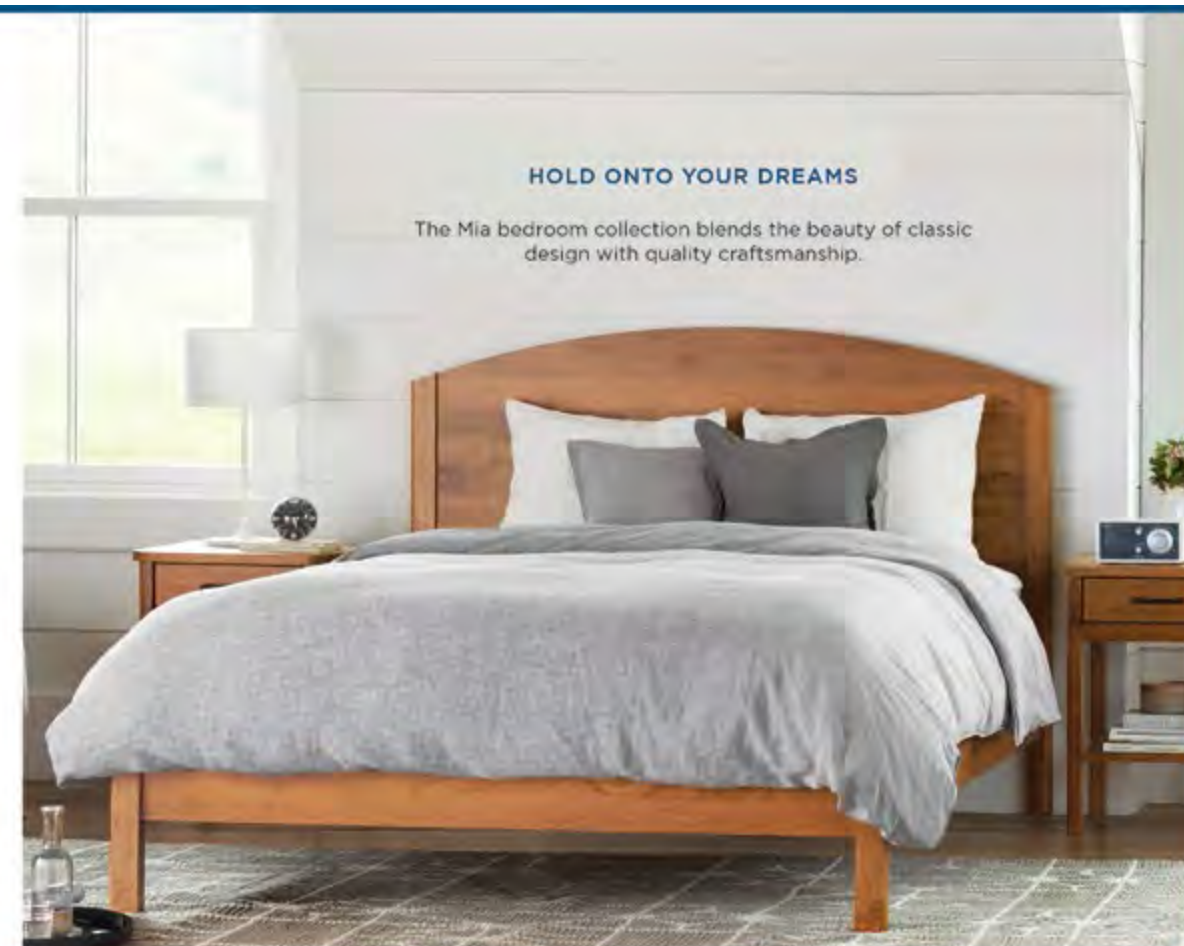
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U.S. Air Force photo/Melissa Peterson

Maj. Justin Elliott, Air Force Strategic Policy fellow, presented a briefing Feb. 22 at Joint Base San Antonio-Randolph, Texas.

Test pilot shares with T-6 nation

1st. Lt. Geneva Croxton
 AIR EDUCATION AND TRAINING
 COMMAND PUBLIC AFFAIRS

JOINT BASE SAN ANTONIO-RANDOLPH, Texas — An F-16 Fighting Falcon's sustained 9 g-force break turn is no small matter on a normal day.

Imagine yourself there. Your head weighs 180 pounds and your arms are pinned to the stick and throttle; let go of your breath the wrong way, and you watch the world fade from gray to black in an instant.

Now add to this situation a corset-tight upper vest built to restrict lung inflation and an oxygen hose with half the normal flow rate — on purpose.

This is the situation Maj. Justin Elliott, Air Force Strategic Policy fellow, experienced for two weeks in 2015 while trying to identify the array of physiological problems affecting Defense Department fighter pilots.

Currently working South Asia strategy for a deputy assistant secretary of defense, Elliott's flight experience is uniquely suited to communicating the complexity of physiological problems affecting the DoD's fighter fleet.

A graduate of U.S. Air Force Weapons School and Test Pilot

School, Elliott has flown over 2,000 hours and 255 combat hours in more than 30 aircraft from the MiG-15 to the F-15SA Advanced Eagles. His flight test experience spans from early F-22 Raptor "work of breathing" testing to managing the development and testing of the Air Force's first "smart" cockpit pressure gauge, fielding this year.

In a powerful statement of transparency, Air Education and Training Command officials decided to put Elliott's experience to good use.

"The punchline is that we do not have all the answers yet," Elliott said. "But, the best doctors, flying physicians, physiologists, engineers and pilots in the world are working on this every day. And right now, I am going to catch you up to the state of the science."

Following a recent series of unexplained physiological events, Maj. Gen. Patrick Doherty, 19th Air Force commander, capitalized on Elliott's expertise, asking him to share his experiences with AETC's T-6 student pilots and instructor pilots.

During a two-week period, Elliott briefed all of AETC's flying training wing members. The briefing was one he

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Seven die in HH-60 crash

Secretary of the
 Air Force Public Affairs

At approximately 6:45 p.m. GMT March 15, an Air Force HH-60 Pave Hawk helicopter crashed in western Iraq.

The crash does not appear to be a result of enemy activity. This incident is under investigation.

The seven Airmen aboard the helicopter died in the crash: Capt. Mark K. Weber, 29, of Colorado Springs, Colorado; Capt. Andreas B. O'Keefe, 37, of Center Moriches, New York; Capt. Christopher T. Zanetis, 37, of


Long Island City, New York; Master Sgt. Christopher J. Raguso, 39, of Commack, New York; Master Sgt. William Posch, 36, of Indialantic, Florida; Staff Sgt. Carl Enis, 31, of Tallahassee, Florida; Staff Sgt. Dashan J. Briggs, 30, of Port Jefferson Station, New York.

"I send my sincere condolences to the families, loved ones and service members who served beside the Airmen who were lost in this tragic accident. My prayers are with all those affected as we honor their lives and service together," said Heather

Wilson, Secretary of the Air Force, in a statement on Twitter.


An accompanying U.S. helicopter immediately reported the crash and a quick reaction force comprised of Iraqi Security Forces and coalition members secured the scene.

"Our hearts go out to the families and squadron teammates of our fallen," said Chief of Staff of the Air Force Gen. David L. Goldfein. "The motto of the rescue community is, 'these things we do that others may live.' I am alive today and serving as CSAF because of them."



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Exchange, commissary honor Vietnam veterans

Jessica Jones

ARMY AND AIR FORCE EXCHANGE SERVICE PUBLIC AFFAIRS

In partnership with the United States of America Vietnam War Commemoration, the Army and Air Force Exchange Service and Defense Commissary Agency at Travis Air Force Base, California, will honor all who served during the Vietnam War with free commemorative lapel pins marking the war's 50th anniversary.

Any Vietnam-era veteran who served on active duty between Nov. 1, 1955, and May 15, 1975, regardless of location, is invited to visit the Travis main store from 11 a.m. to 1 p.m. on March 29, National Vietnam War Veterans Day, to receive their United States of America Vietnam War Commemoration Vietnam Veteran Lapel Pin. Complimentary Vietnam Veteran bumper stickers will also be available

at the event.

"The Travis AFB Exchange is privileged to partner with the commissary and the United States of America Vietnam War Commemoration to offer this token of our nation's appreciation to those who served during the Vietnam War," said Exchange general manager Flordeliza Payton. "Too few of those who served during Vietnam received the homecoming their distinguished service deserved. We are truly honored to be a part of this commemoration and to do our part to honor the distinguished service of our Vietnam Veterans."

The United States of America Vietnam War Commemoration is a program administered by the Office of the Secretary of Defense to commemorate the 50th anniversary of the Vietnam War. The U.S. began commemoration of

See VIETNAM Page 23



U.S. Air Force photo/Staff Sgt. Joshua Horton

A member of the 379th Air Expeditionary Wing and Qatar Emiri Air Force participates in a firefighter challenge exercise March 8 at Al Udeid Air Base, Qatar.

Coalition forces fight fire

Staff Sgt. Joshua Horton
379TH AIR EXPEDITIONARY WING PUBLIC AFFAIRS

Firefighters from the 379th ECES and Qatar Emiri Air Force combine forces to increase mission effectiveness.

"We've been working together on training plans, procedures and exercises and we've come to a place where we're ready to start with joint response," Gemeinhardt said. "This is a huge first step for us and them."

AL UDEID AIR BASE, Qatar — A sense of urgency, a desire to help and the ability to take action – firefighters share a common purpose, according to Lt. Col. Chad Gemeinhardt, 379th Expeditionary Civil Engineer Squadron commander.

"Everyone was going in there to help," recalled Gemeinhardt in reference to a multinational firefighter challenge that had taken place a few months prior. "Regardless of the individual that needed help, they all came to the rescue. We're all firefighters, wherever we come from around the world."

With the expansion of the base, the importance of collaborating is more present than ever. Joint response will increase the capabilities of firefighters from both the 379th ECES and QEAF.

"As Qatar continues to grow, they're going to be expanding the mission here at Al Udeid

and they're going to be growing the fire stations," Gemeinhardt said. "As they bring in more airframes, it's going to be important for all of us to have an understanding of capabilities and for all of us to do our mission."

"This allows us to have combined situational awareness when it comes to first response," continued Gemeinhardt. "We don't want to have to slow down and ask the question of whether it's a Qatari or U.S. aircraft. It's all together. We're on this installation together and provide fire emergency services together."

According to Tech. Sgt. Michael Cross, 379th ECES Fire and Emergency Services Flight station captain, QEAF firefighters have not only access to "top-of-the-line equipment," but also a shared commitment to their mission.

"Besides giving us that higher level of response capability, this gives us the availability to have 30,000 gallons of water at the flight line in a much faster manner," Cross said. "They're also very dedicated and look forward to training and becoming better responders. They have

See FIRE Page 21

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U.S. Air Force photo/Airman 1st Class Octavius Thompson

Tech. Sgt. Jacob Wielgosiek, 39th Medical Operations Squadron surgical services flight chief, assists Master Sgt. Matthew Wilt, 39th Civil Engineer Squadron additional duty first sergeant, with yoga poses during a physical therapy session Feb. 2 at Incirlik Air Base, Turkey.

Physical therapist strengthens EOD

Airman 1st Class
Octavius Thompson
39TH AIR BASE WING PUBLIC AFFAIRS

duties," said Capt. Dennis Shay, 39th Medical Group physical therapist.

INCIRLIK AIR BASE, Turkey — For some Air Force careers, everyday physical demands can have a significant impact on an Airman's comprehensive fitness in a big way.

Explosive ordnance disposal Airmen at Incirlik Air Base, Turkey, are working with the 39th Medical Operations Squadron to help reduce the stress that comes with wearing 75-pound protective bomb suits.

To ensure 39th Civil Engineer Squadron EOD Airmen are fit-to-fight, and are properly taking care of their bodies under such strain, members of the 39th MOS physical therapy element immersed themselves with the EOD flight to observe the causes of injuries, and provided the Airmen with preventative safety measures.

"We need to prevent injuries by going out and working with Airmen and seeing what their job is by performing their

Shay said he can speculate why Airmen have injuries but being able to complete job specific tasks puts injuries into perspective.

Once the physical therapy element has experienced their physical workload first-hand, they look for specific factors that will trigger or cause injuries while participating in job-specific activities. This allows the physical therapy element members to determine if the Airmen need exercises to treat and manage pain, or if they are performing movements improperly.

The proposal to work alongside the EOD flight was part of the physical therapy element's focus areas of performing full-spectrum medical readiness and integrating operational support to ensure proper care is provided.

According to Shay, this plan is not the first of its kind, but will hopefully become a standard across the Air Force.

Having a physical therapist fully understand what they do allows the EOD Airmen the opportunity to learn injury prevention exercises. Shay emphasized that this approach is not meant to replace a higher level of care, or have the member self-diagnose, but it is intended to provide a proactive approach to injury prevention and management.

This new approach should improve overall readiness and mission effectiveness, as well as decrease reactive methods, where physical therapists treat patients as they develop pain and other symptoms after the injuries occur.

"The exercises that we were taught by the physical therapist helps me manage all the stress that I put on my body," said Senior Airman Gershom Slonim, 39th CES EOD technician. "I have never been a part of a physical therapy targeted session, but I think it is important for them to help us treat our injuries."

Over a period of several

Partnerships keep docs ready to deploy

Merrie Schilter-Lowe
60TH AIR MOBILITY WING PUBLIC AFFAIRS

At a moment's notice, Air Force doctors, surgeons, nurses and medical technicians at Travis Air Force Base, California, must be primed and ready to deploy anywhere in the world to care for Airmen injured during combat operations.

So, how do these highly trained professionals at the David Grant USAF Medical Center maintain their critical wartime skills when they are not routinely treating victims of explosions, gunshot wounds and automobile crashes? By partnering with large civilian medical centers and hospitals that routinely care for critically ill and injured patients.

"Our enrolled population doesn't always provide the

cases our surgeons need to maintain clinical proficiency," said Col. Derrick Mc Kercher, 60th Medical Group hospital administrator. "We rely on external agreements to provide them with a certain acuity patient to keep their skills honed for deployment."

DGMC has external resource sharing agreements with a number of hospitals and medical centers in Northern California, including the University of California at Davis, UC San Francisco and Children's Hospital in Oakland.

"The ERSA allows us to send doctors and surgeons to another medical facility to treat our patients when DGMC does not have the capacity to do it in house," said Barbara Erickson, 60th MDG director of medical education.

See PARTNERSHIPS Page 22

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AFCENT summit fuels debate

Capt. AnnMarie Annicelli
AIR FORCES CENTRAL COMMAND
PUBLIC AFFAIRS

AL UDEID AIR BASE, Qatar — U.S. Air Forces Central Command hosted its second annual innovation summit March 8-9, bringing military and academic minds together to brainstorm warfighting challenges and assess progress made in collaboration between the Defense Innovation Experimental Unit and the Combined Air Operations Center.

The innovation summit brought together leaders and Airmen from USAFCENT, Headquarters Air Force Intelligence and Operations, academia from the U.S. Air Force Academy and Air University, and software developers from the Air Force Life Cycle Management Center. Isaac Taylor, DIUx's chief technology officer, served as the conference keynote speaker, discussing accomplishments of the partnership between DIUx and the CAOC over the past year, future software initiatives, and future air operations center concepts. Prior to his role at DIUx, Taylor spent 13 years at Google designing and building its first self-driving cars before rising to operations director of GoogleX, where he started a number of projects involving robotics and augmented reality.



Maj. Eric Bow, left, 609 Air Operation Center combat plans division Targeting Effects Team chief, briefs Brig. Gen. Bradley Saltzman on the Deliberate Targeting Tool March 9 at the Combined Air Operations Center, Al Udeid Air Base, Qatar.

Lt. Gen. Jeffrey Harigian, USAFCENT commander, opened the dialogue by sharing his thoughts on innovation and what it means for a warfighting team. "We're here to win wars. We're not innovating just to innovate - we are innovating to win."

Taylor captured summit attendees' attention by sharing his experiences at Google and the cutting-edge ideas and technologies already in use that Defense Department leaders should consider adopting to more effectively address national security challenges. He spoke on a number of

examples of commercial use of ground-breaking technology, underscoring the need for the Air Force to transform itself into a forcing function for change.

"Be rebellious without being reckless," said Taylor. "You need to balance doctrine with creativity and innovation because AFCENT is the best battle lab there is."

Hidden in the Air Force is what Taylor calls a "rebellious alliance" that is taking advantage of the "AFCENT battle lab." Code named Project Kessel Run, this alliance consists of a group of approximately 70 Airmen at the Air Force Life Cycle

Management Center, who are partnered with Pivotal Software, the U.S. Air Force Academy and AFCENT planners and operators and the CAOC. Taylor pointed out that Project Kessel Run is turning buzzwords into reality, and PowerPoint theories into operational software.

Since AFCENT's inaugural innovation summit in March 2017, this alliance of innovative thinkers has revolutionized the CAOC with nearly a half dozen tools that have enabled more effective and efficient planning and execution of day-to-day operation, most notably the

See DEBATE Page 25

Airmen take part in rescue mission

Staff Sgt. Eric Summers Jr.
23RD WING PUBLIC AFFAIRS

NAVAL AIR STATION NORTH ISLAND, Calif. — Rescue Airmen from the 23rd Wing recently participated in a joint rescue operation alongside other Air Force and Marine Corps assets, approximately 675 nautical miles off the coast of California.

The 66th Rescue Squadron, a 23rd Wing geographically separated unit at Nellis Air Force Base, Nevada, transported a 54-year-old man suffering from a life-threatening illness aboard the MSC Flavia container ship to San Jose Regional Medical Center in San Jose, California.

"We were just wrapping up a training exercise at Naval Air Station North Island focusing on maritime rescue operations when we were notified that a patient required immediate MEDEVAC from a container ship far from shore," said Lt. Col. Joshua Shonkwiler, 66th RQS commander. "Our crews immediately began contingency planning for the mission, which is a skillset where the rescue community excels."

"The mission required combat rescue's unique aerial refueling capabilities to cover the more than 1,200 miles round trip over the ocean. In addition, it required an insertion and extraction of highly-skilled pararescueman to retrieve and stabilize the patient."

To help facilitate the mission, pararescuemen and a MC-130 Commando II, a tanker capable of providing fuel to aircraft in air, from the 129th Rescue Wing, Moffett Field, California, were brought in as well. After several hours of flying and refueling, the two HH-60G

See RESCUE Page 14

19th Air Force experts transform training syllabi

1st Lt. Geneva Croxton
AIR EDUCATION AND TRAINING COMMAND
PUBLIC AFFAIRS

JOINT BASE SAN ANTONIO-RANDOLPH, Texas — It started with a homework assignment from the commander in June 2017.

Maj. Gen. Patrick Doherty, 19th Air Force commander, asked his team to deliver a redesigned Undergraduate Pilot Training syllabi "that embraced common sense and held ideas from the leaders and instructor corps to produce more pilots, higher quality pilots with agility and speed." The homework assignment was to "transform the current syllabi to match the more competitive world in the future," according to Doherty.

Col. Lee Gentile, 71st Flying Training Wing vice wing commander and the flight lead for the 19th Air Force UPT syllabi redesign project, gathered a group of 80 instructor pilots from across Air Education and Training Command's UPT bases for a two-day Capstone event March 7-8 at Joint Base San Antonio-Randolph, Texas, to finalize 9 months of work.

The team included active duty and Reserve instructor pilots, and civilian simulator instructors from various flight

training bases and units to revise and troubleshoot three phases of undergraduate flight training syllabi that haven't been changed in more than two decades.

In small, phase-focused break away groups, the conference attendees brainstormed ways to combat the Air Force's shortage of pilots, with efforts focused on raising the number of pilot accessions into the flying community. The No. 1 priority for the team was to meet the attributes and skills required across the Air Force's flying communities.

"In addition to increasing the quality of our pilots with changes to the syllabi, we can increase the quantity of pilots," said Gentile. "It was our job to look at the current syllabi and identify the training that was 'nice to know, but not required' and remove it, allowing for a larger focus on what tools our skilled aviators need to have as they deploy and support combatant commanders."

"With the revised structure, squadron commanders will have the ability to add, subtract and repurpose training to meet the needs of individual students," said Gentile. "The squadron commanders will

See SYLLABI Page 25



Lt. Col. Derek Oakley, 41st Flying Training Squadron commander, briefs a team of 80 subject matter experts from various Air Education and Training Command flying training bases and units during the a brainstorming event March 8 at Joint Base San Antonio-Randolph, Texas.

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FDA clears brain injury blood test

Military Health System Communications

FALLS CHURCH, Va. — You're throwing a football around in the yard with your neighbors. While stretching out as far as you can to catch the pass, you slam your head hard against a pole going for the ball. Seeing stars and feeling confused, you take a seat. Wouldn't it be nice if a test could say whether you have a brain injury?

Brain injuries can happen from a fall, while in combat or during training exercises. Thanks in part to research funded by the Defense Department and the Army, Banyan Biomarkers has created the first-ever brain trauma blood test. On Feb. 14, the Food and Drug Administration cleared marketing of the Banyan Biomarkers' Brain Trauma Indicator.

The BTI can identify two brain-specific protein markers, called Ubiquitin Carboxy-terminal Hydrolase-L1 and Glial Fibrillary Acidic Protein. These proteins rapidly appear in the blood and are elevated 12 hours following an incident where a head injury occurs and can signify if there is bleeding

in the brain. The two protein markers won't be elevated if your brain is uninjured or if you have a mild traumatic brain injury, otherwise known as a concussion.

"When these proteins are elevated, there may be blood in the brain," said Kathy Helmick, acting director of the Defense and Veterans Brain Injury Center. "A hematoma, or blood in the brain, may indicate a more serious brain injury has occurred, which could require rapid evacuation for neurosurgery to remove a clot in the brain."

The first thing a doctor tries to rule out with suspected brain injury is the potential for serious complications, like losing consciousness, going into a coma or death. According to the research results and FDA clearance, the blood test can help medical professionals determine the need for computed tomography scans in patients suspected of having a concussion. It also can help prevent unnecessary radiation exposure for patients.

Prior to discovering these biological protein markers, medical professionals had to rely on symptom reporting and other more subjective means to evaluate patients with few signs of

more serious head injury.

"This technology helps us identify red flags after you suspect a head injury so that you can get the person to definitive care," Helmick explained. "Most times, the blood test will be negative and the medical provider will continue with a concussion evaluation."

Lt. Col. Kara Schmid said Army Medical Research and Materiel Command will "begin limited user testing with the device in the first quarter of fiscal year 2019." Schmid is a project manager for the Neurotrauma and Psychological Health Project Management Office at the Army Medical Materiel Development Activity. "Improvements could make the device more supportable by the military health system."

The DoD has been seeking a method for diagnosing and evaluating TBIs in service members for over a decade. According to DVBIC, over 375,000 service members have been diagnosed with TBI since 2000. Approximately 82 percent of those TBI cases are classified as a concussion.

According to Dr. Kelley Brix, branch chief for interagency research and development at the Defense Health Agency,

the need for diagnosing milder forms of brain injury sparked research questions that were funded as part of a greater TBI research portfolio.

"The research question became centered on if the brain releases anything detectable into the blood stream when there is damage," said Brix. "The answer is yes. This is a big project with a successful outcome. But, it's only part of our large portfolio looking at improved ways to diagnose and treat TBI."

Helmick says knowing whether blood, swelling or bruising on the brain has taken place helps with understanding the severity of the TBI.

"These two proteins give us a window of insight into what is going on in the brain," said Helmick. "We have lacked objective devices and data in TBI, especially with concussion. The reason biological markers are so important is because they are accurate, sensitive and objective."

Making the machine required to run the blood test smaller and more portable is a work in progress, as currently it's intended for use in a laboratory. Logistical constraints of the BTI device make deployment to the force a challenge.

Rescue

From Page 12

Pave Hawks carrying the pararescuemen arrived at the vessel that was approximately 325 feet.

Though the vessel was large there was not an area with sufficient room to land and the crew had an area of about six feet to use.

"It was challenging and the fact that we were working with a small area made it difficult, but my training took over and we were able to get it done," said Capt. William Nunalee, 66th RQS Pave Hawk instructor pilot. "This is what we train to do so even though it was a tough process the training and standards we are held to in the rescue community prepared me to accomplish the mission. Once we arrived at the MSC Flavia we had to hover over a catwalk in the middle of the boat about 100 feet above sea-level while the (pararescuemen) were hoisted down. Once they were safely down we entered into the holding pattern above the ship until they radioed they were ready for pick up and hovered back into position."

Prior to the mission, the unit was participating in water rescue training which Staff Sgt. Joshua Burrow, 66th RQS special mission aviator, attributes to preparing him for what he needed to do to complete the mission.

"I was sitting in the left seat monitoring and calling out our position to the pilot so we could hoist as close as we needed to be," Burrow said. "There were several antennas and objects that were above the altitude we were hovering at so I was making sure that we didn't get too close to anything while we were infilling and extracting the patient."

Burrows recounted what it was like for his first save during the last-minute mission.

"This was my first actual rescue. There were differences but the training we do really prepared me," said Burrow. "It's good when you get to see all of the training we do actually used to help save someone's life. Being able to watch the patient's status improve from the treatment he received while we traveled was amazing."

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Heritage center walkabout charts path into Travis' history



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



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



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

1) Retired C-141 pilot Lt. Gen. John Gonge, provides remarks at the Gateway to the Pacific tour celebrating the 75th anniversary of the base March 16 at the Travis Heritage Center at Travis Air Force Base, Calif. The Gateway to the Pacific tour included a heritage walkabout with rotating stations, open aircraft displays and remarks from retired military personnel. Travis is celebrating 75 years as a major strategic logistics hub for the Pacific and integral part of global power projection for the total force.

2) Retired Chief Master Sgt. Jack Pledger provides remarks inside of a C-124 Globemaster aircraft during the Gateway to the Pacific tour celebrating the 75th anniversary of the base March 16 at the Travis Heritage Center at Travis Air Force Base, Calif. The Gateway to the Pacific tour included a heritage walkabout with rotating stations, open aircraft displays and remarks from retired military personnel. Travis is celebrating 75 years as a major strategic logistics hub for the Pacific and integral part of global power projection for the total force. 3) Retired Lt. Col. John Takeuchi, left, and retired major John Simpson pose for a photo inside of a C-124 Globemaster aircraft during the Gateway to the Pacific tour celebrating the 75th anniversary of the base March 16 at the Travis Heritage Center. 4) Tour participants exit a C-124 Globemaster aircraft during the Gateway to the Pacific tour. The tour included a heritage walkabout with rotating stations, open aircraft displays and remarks from retired military personnel.

Puzzles

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Previous solution - Easy

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SUDOKU puzzle grid with numbers and black squares.

Previous solution - Tough

Previous solution - Tough puzzle grid.

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

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

The solutions will be published here in the next issue.

Retiree Corner

Dental program insurance choices coming for retirees

FALLS CHURCH, Va. - People who have TRICARE Retiree Dental Program coverage now need to know that the program is ending Dec. 31.

Beneficiaries can begin reviewing program options now at www.opm.gov/fedvip.

enroll in FEDVIP during the 2018 Federal Benefits Open Season, which runs Nov. 12 to Dec. 10.

Previously, FEDVIP wasn't available to Department of Defense beneficiaries, but it will now be available to those who would have been eligible for TRDP.

More than 3.3 million people are currently covered by FEDVIP. To enroll in FEDVIP Vision, people must be enrolled in a TRICARE health plan.

- Air Force News Service

News Notes

Rebuilding Together Solano County.

The group will host a work day involving Travis Air Force Base personnel from 8:30 a.m. to 2 p.m. March 31 at 340 Mokelumne Drive in Vallejo.

Balfour Beatty Communities Foundation scholarship program. Accepting applications for the 2018-19 academic year.

Dependent ID card renewal. Dependents can now renew their ID cards online at http://bit.ly/2C01q9e.

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.

60th FSS

Specials and savings

MLB discount tickets. Get tickets to the upcoming games: Los Angeles Dodgers at San Francisco Giants on April 7, Oakland Athletics at Giants on July 14 and Atlanta Braves at Giants on Sept. 11.

Closures

NAF Human Resources Office hours. The office will close every Thursday. Business hours are 7:30 to 4:30 p.m. Monday, Tuesday, Wednesday and Friday.

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

Chapel programs

Lenten and Holy Week events

Stations of the Cross/Soup Supper. 6 p.m. March 22 at Twin Peaks Chapel. Holy Thursday Mass. 6 p.m. March 29 at Twin Peaks Chapel. Good Friday service. 6 p.m. March 30 at Twin Peaks Chapel. Holy Saturday Vigil Mass. 8 p.m. March 31 at Twin Peaks Chapel.

In the next week ...

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Karaoke. 8 p.m. March 23 at Wingman's. 437-3227.

Baby Bounce. 10 a.m. March 26 at the Mitchell Memorial Library. 424-3279.

tue

USCIS Immigration & Naturalization. 9:30 a.m. March 27 at the Airman & Family Readiness Center. 424-2486.

thu

Vietnam Veterans Day. 10 a.m. March 29 at the Travis Commissary.

Easter Sunday Mass. 9 a.m. and noon April 1 at Twin Peaks Chapel. 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.

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. Air Force Sergeants Association "Walter E. Scott" Chapter 1320. General membership meetings are at 3 p.m. on the second Friday of every month.

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THE FLIP SIDE

Airmen complete FTAC



This organization welcomes volunteers and supporters from all backgrounds. There are recurring events Tuesday through Saturday. 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.

Clinic

From Page 6

cancer can be treated, it must be found, which is why routine mammograms are so critical, said Dr. (Maj.) Shannon Gaffney, 60th MDTS Mammography Clinic officer in charge.

“We have to screen a significant portion of the population to find cancers and the point of screening is to find small cancers that can be treated much easier,” said Gaffney. “The alternative to screening is waiting until someone feels a lump in her breast and that could mean the cancer is at an advanced stage which could mean more extensive treatment. The focus of screening is to find early stage breast cancers that are less than a centimeter in total size.”

Those cancers are sometimes so small, Gaffney stressed, they are only found by using sophisticated X-ray technology, such as 3-D mammography (tomosynthesis).

“Every woman at DGM has a mammogram with tomosynthesis (3-D imaging), which helps us detect small cancers and prevent false positives,” said Gaffney. “We will soon start 3-D-guided biopsies as well near the end of March.”

Before 3D imaging was available, breast cancer screening was primarily performed using 2-D technology, said Velez-Nicholas.

“The 3-D images allow us to scan the entire breast which provides a much better picture of the breast and where the cancer is located,” she said.

The technology has enabled the Mammography Clinic to detect cancers at a rate that’s higher than the national benchmark.

“In 2017, we did 2,357

screening mammograms and found a total of 24 cancers,” she said. “The national benchmark is about three to five cancers per 1,000 screening exams, so we are detecting cancers at a higher rate than what is generally expected.”

Gaffney said those results show why it’s vital women 40 and above are routinely screened for breast cancer. Women who discover a lump on their breasts or are concerned about something they found during a self-exam, must first see their primary care manager before being referred to the Mammography Clinic. However, asymptomatic women 40 and above can self-refer and schedule a screening mammogram appointment by contacting the Mammography Clinic directly.

Additionally, women who have a strong family history of breast or ovarian cancer, may need to begin screening exams earlier than age 40. These patients should contact their PCM to discuss their risk factors.

Gaffney said her team has started a letter writing campaign to encourage women to obtain annual screenings.

“Many women may forget to get a screening annually and could go several years without having a screening done,” she said. “To combat this we are starting to send out reminder letters to our patients. We mailed about 200 letters in February. Many women haven’t had a mammogram for up to five years and we want to encourage those women to come in and get their screening done.”

Senior Airman Paige Ortberg, 60th MDTS mammography technologist, is one of the technicians who performs mammograms in the Mammography Clinic. She said she

averages about 14 patients a day, one every 30 minutes.

As a technician, she’s responsible for performing mammograms and assisting doctors with additional imaging if cancer is discovered.

She said she enjoys her job. “The job is very rewarding,” she said. “Most people come in to figure out if they have cancer or not. It’s kind of a scary thing for someone to hear they

have cancer. Being able to make them feel comfortable and want to come back again is something I take seriously. We are here for them throughout the entire process. To be able to help women through all of that is very rewarding.”

Providing the best care to patients is the best part of the job, said Velez-Nicholas.

“Our patients are so thankful when we find their cancer

early and that we helped them,” she said. “We don’t simply screen them and send them away. We do everything. If a surgeon decides to operate, we assist them with that. We help our patients through the whole process and that experience is very rewarding.”

To make an appointment with the Mammography Clinic, call 707-423-7275.



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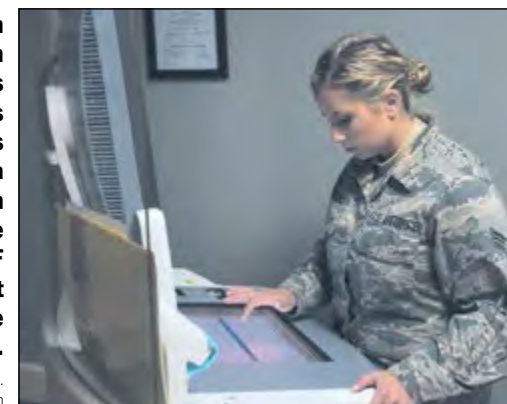






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Senior Airman Paige Ortberg, 60th Medical Diagnostics and Therapeutics Squadron, prepares to conduct a mammogram March 1 inside David Grant USAF Medical Center at Travis Air Force Base, Calif.



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

Pilot

From Page 9

initially presented to AETC senior leaders during a cross-tell event Feb. 8-9 at Joint Base San Antonio-Randolph, Texas.

"We want our aircraft back in the air, but our priority is making sure our aircrew are safe and smart in the aircraft, confident in themselves and their equipment," said Doherty. "I took the brief from Maj. Astro Elliott at the On-Board

Oxygen Generation System Conference. His flying experience and knowledge is invaluable to our Air Force, and I knew it would be critical for our young officers to hear what he had to say, so we sent him out to talk to T-6 Nation the following week."

This visionary move by Air Force leaders is a positive departure from the way physiological research was communicated to pilots during the F-22 Raptor investigations in 2012. Instead of dictating procedural

changes to pilots from an isolated group of researchers, Air Force officials are opening joint communication lines across all platforms and career fields involved in addressing this critical problem.

"It is heartwarming to see this kind of transparency from our leadership," Elliott said. "It will go a long way in keeping the faith with our aircrews."

"Though these issues are new to T-6s, they are very familiar to me given my life as an experimental test pilot who

happened to be at the right place at the right time," said Elliott, who built the core of his brief in 2015 with outreach and culture change in mind.

Three years later, the brief has grown to include collaborative anecdotes from F-35 Lightning II, T-45 Goshawk, the international fighter community and even the Air Force's elite pararescuemen.

"Woven together, these stories teach lessons that will last well beyond the mechanical 'smoking gun' we are certain to

find and solve in the T-6 fleet," said Elliott.

Elliott recommends pilots use the following "do no harm" approach to change their psychological mindset in the air to arrive home safely.

"Do not try to diagnose yourself at 500 knots - or 316 knots in your case," Elliott emphasized, "Just get to a safe space."

"Imagine yourself again in the 9 g-force situation - but you did not put yourself there in a controlled flight test," he said.

Damon

From Page 2

planet. The Air Force obviously takes great pride in this, as if you are flying a C-5 from Antarctica to Alaska to climb Mount McKinley. In my analogy, our leaders are asking exactly for that with programs like Phoenix Spark and the Air Force's Airmen Powered by Innovation. In order to maintain our competitive advantage, these atmospheric transports provide the less resistant path that is needed to

get to the top of the mountain amid our dynamic national security environment outpacing bureaucratic change and acquisition models.

So, I ask you all, up and down the chain, what is your density to change? Do you usually find yourself closer to the core of the planet or are you on the surface creating ideas, or assisting others to get to the top with their ideas? Now, tweak and apply this analogy to caring for your Airmen, developing leaders and executing the mission. Do you see ways you can become a better atmospheric agent for change in all of these areas?

Fire

From Page 10

that same drive to want to help, work as a team and accomplish the mission."

A training exercise on Feb. 28, A simulated fire emergency response to a C-130 Hercules aircraft, a training exercise on Feb. 28, 2018, marked the first mixed-response exercise in which both forces responded using the same vehicles

and equipment.

"We purposefully put at least one of their firefighters as well as one of our firefighters together in each vehicle," Gemeinhardt said. "It was a success because of how we approached the scene. There was absolutely a hustle across the board."

Though still in an infantile stage, this collaboration marks a stark departure from the lack of communication between the forces in the past.

"Although we've been collocated at the same station for many years, we haven't had the relationship that we're currently growing today," Gemeinhardt said. "We're really moving forward in having joint schedules. That seems like a small thing, but having joint training schedules means that we are committed to moving forward together. It's allowing us to plan together for the future."

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BOP

From Page 7

days on myPers, similar to the Overseas and Overseas Returnee/CONUS Mandatory Mover assignment cycles, and will provide the required deadline for Airmen to submit their BOP applications.

“The shorter application window is the trade-off for location visibility, as base manning can change rapidly,” said Holton. “Airmen in the field need to note how critical this 10-day listing is, compared to the previous system which allowed submissions at any time and were processed at the end of the quarter.”

AFPC is implementing additional policy changes to the BOP program as part of the test. These changes include allowing first-term Airmen in those seven test AFSCs to submit an application quarterly during their career job reservation window as well as letting Airmen request the same locations from a previously disapproved application, if the requested locations are advertised.

Another element of the test adjusts the submission timeline for Airmen in the test AFSCs with an AAC50. They will apply between the 15th and 11th month prior to the

AAC50 expiration versus the current 12th through 9th-month timeline. This adjustment continues to offer the opportunity to apply for overseas assignments and then compete in the CONUS Mandatory Mover cycle.

“This test is designed to provide visibility of locations available to Airmen looking to move and is not a guarantee of BOP approval,” Holton said. “Permanent change of station rules apply to all Airmen.”

PCS rules consider an Airman’s time on station, high-year tenure, joint spouse eligibility, overseas vulnerability and the losing base’s manning. AFPC will return applications that do not match the quarterly advertised locations to the Airman, advising their preferences were not advertised.

These programmatic changes do not include nor affect in-place or retraining BOP applications. Additionally, the application process will remain the same, via submission through the virtual Military Personnel Flight for all Airmen except those with an AAC50 who apply through myPers.

For more information, visit AFPC’s Base of Preference Program webpage or the Assignments page on myPers with an AAC50. They will apply between the 15th and 11th month prior to the

Partnerships

From Page 11

For example, DGMC cardiothoracic surgeons can perform surgery on their patients at NorthBay Medical Center in Fairfield, California, with NorthBay’s staff in support. NorthBay also provides labor and delivery training to DGMC nurses and final phase medical training for laboratory, pharmacy and radiology students.

The Air Force bears no cost for these agreements, patients pay only the TRICARE co-payment and DGMC’s credentialing office and its external partners ensure that physicians have the correct credentials to practice in the local civilian community. Both DGMC and the civilian entity benefit from these partnerships.

“We’re providing them a service by keeping their support staff fully engaged, plus getting some of our patients seen sooner,” said McKercher.

DGMC is a Joint-Commission-accredited teaching hospital with a robust graduate medical education program serving students from all over the world.

“In addition, we have physicians at UC Davis who teach certain specialties and capabilities,” said McKercher.

Providers also mentor

military residents attending the school.

“UC Davis loves that our doctors relive their deployment experiences,” said McKercher. “They are sharing what they’re seeing in a war zone, how they treat casualties and how successful they are.”

In addition to ERSAs, DGMC has training affiliation agreements allowing residents, graduate and post-graduate students to train at various medical facilities and students from those facilities to train at DGMC. TAAs also enable surgeons to remain current in their fields.

“These are licensed physicians who don’t get enough of the type of cases they need at DGMC to maintain their skills to go to war,” said Erickson.

Three trauma surgeons, an orthopedic oncologist, a pediatric surgeon and two emergency medicine providers are embedded at UC Davis, which is one of the busiest Level 1 trauma centers in the nation.

A 2013 research study found that a Level 1 trauma center like UC Davis is similar to a NATO Role 3 medical unit in Afghanistan during the height of the war in terms of work schedules, number of trauma, resuscitations – methods used to quickly control surgical bleeding – and number of surgeries performed daily.

One of DGMC’s longstanding partnerships is with the Veterans Administration Northern California Health Care System, partly because so many VA patients are seen at DGMC, said McKercher.

The VA accounts for about 22,000 out-patient visits, more than 26,000 emergency department patients and 157 same-day surgeries annually.

“The agreement we have with the VA covers 11 programs, including the dialysis center, cardio vascular program, neurosurgery, radiation oncology and in-patient mental health,” said McKercher.

By combining services, DGMC and VA save an average of \$9.6 million annually.

“We have about 117 VA physicians, surgeons, medical technicians and administrative staff at DGMC who provide care for DGMC, VA and Department of Defense patients,” said McKercher.

The VA reimburses DGMC about \$30 million annually for patient care and DGMC reimburses VA about \$17 million for staff salaries.

Partnering with civilian facilities to maintain surgical skills and to keep current in specialty fields is not unique to DGMC. Most major medical facilities in the DOD have similar agreements, said McKercher.

Study

From Page 4

the records of more than 6,000 military personnel injured between Feb. 1, 2002, and Feb. 1, 2011. After excluding records with missing data, patients injured a second time in combat and patients who were ill before they were injured, researchers had a group of 3,846 military members who met the study’s criteria.

Patients were divided into one of three groups: those with no PTSD diagnosis, those with one to 15 diagnoses and those with more than 15 diagnoses. They followed the groups for more than four years and found that the more times a patient was diagnosed with PTSD, the greater their chances to develop hypertension.

“When we compared patients with one to 15 diagnoses to those that didn’t have any, we found that they were at an 85 percent increased risk for hypertension,” said Stewart. “Those who had more than 15 diagnoses had a 114 percent increase in risk for hypertension – more than double.”

Patients also were assigned an Injury Severity Score, which is an established medical score to assess trauma severity. An ISS of 1 means the injury is very minor, while an ISS of 75 is an almost non-survivable injury,

said Stewart.

Researchers found that for every five-point increase in ISS, overall risk of high blood pressure rose 5 percent.

“Initially, we postulated that if you were severely injured, you were likely to get PTSD and that would increase your risk for hypertension,” said Stewart. “But what we found was surprising. PTSD does appear to increase the risk of hypertension, but the risk is additive to the injury itself.”

Limitations of the study include the fact that researchers looked for associations retrospectively and had to rely on a doctor’s note saying the patient had high blood pressure. Also, researchers did not have information to account for obesity – based on body mass index – and had no genetic information.

Nonetheless, the study is the best data available on long-term health outcomes because patients were followed for such a long period of time, said Stewart.

The study also initiates the conversation about what to do in the early stages to decrease the risk of poor long-term health outcome while injured military members are still on active duty and what to do to improve outcome when they are discharged and become part of the Veterans Administration healthcare system.

Researchers are in the

process of conducting a third but smaller study that follows another group of military members, checking blood samples and blood pressure medications with injury records to determine if there are inflammatory markers.

“Also, we have a collaboration with our VA partners to combine the data available on these injured patients and their long-term outcomes,” said Stewart. “I think that’s going to be the Holy Grail as we combine these data sets.”

Since the United States has been involved in the war in Afghanistan and Iraq, 52,087 U.S. service members have been wounded. More than 23,000 suffered injuries so severe they were admitted to an intensive care unit like Craig Joint-Theater Hospital at Bagram, Afghanistan, where Stewart was deployed.

“I can say with full confidence that our service members get the finest care anywhere, bar none,” said Stewart. “People are surviving injuries they would not have survived 10 to 40 years ago.”

However, the more the military understands about the long-term health effects of those injured in combat, the better able healthcare providers will be to design individualized therapies to treat them, said Stewart.

“But that’s something way down the road,” he said.

Vietnam

From Page 10

the Vietnam War’s 50th anniversary in 2012 and will continue through Veterans Day 2025.

The Exchange is a 50th Anniversary Vietnam War Commemorative Partner, planning and conducting events and activities that

recognize Vietnam Veterans and their families for service, valor and sacrifice in conjunction with the commemoration.

If you are unable to come to the Travis main store for a lapel pin on March 29, visit <http://www.vietnamwar50th.com/events/> to find an upcoming event or find a Commemorative Partner in your area at http://www.vietnamwar50th.com/partners/partner_map/.

DeAngelis

From Page 2

everything that was asked of me and wasn’t able to say “I’m just not ready for this mission.” Although I was fulfilling my duties at work, I was slowly drifting farther and farther away from fulfilling my duties in my personal life.

One day, when my wife and I were at dinner, she said to me, “You are going to continue on with your career and do great things, but when it’s that time to hang up the uniform, your loved ones won’t be in the audience to see you retire.” At the time, I didn’t realize that my life was out of balance. I felt I needed to do all that was asked of me and if I said I couldn’t do it because of my personal responsibilities, then I would be looked down upon.

Even though it is us waking up each day and putting on our uniform, our family serves just as much as we do. When we go temporary duty or go on a deployment, all of the household stressors get left behind for our family to take care of in our absence. Military life, although very rewarding, can be very taxing on our personal life, so we need to make sure we have all of our family affairs in order when it is our time to be called up for a mission.

When you go home tonight, please take the time to thank your loved ones for serving. They sacrifice a lot of their time and energy in order for each of us to be able to come to work each and every day to complete our duties in serving our great nation.

The main thing to remember: Never chase your career at the expense of your family.

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Therapist

From Page 11

months, the physical therapist will continuously monitor the readiness of the unit by observing changes in profile rates of the unit, physical fitness scores, missed work days due to injuries and visits to their primary care providers. Once trends are identified, they will be able to adjust the program as needed.

Shay stressed that all Airmen, not just EOD, should be aware of work space injuries that may limit their ability to efficiently perform within their unit, and should take proactive measures to prevent injury.

“Whether Airmen come to us at the Medical Group, or we go to them for physical therapy support, the endgame is ensuring Airmen are fit-to-fight, and able to protect the surety and combat missions at the 39th Air Base Wing,” said Shay.

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Budget

From Page 5

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Budget uncertainty harms readiness

The Army, Navy and Air Force service secretaries testified in support of DoD's proposed fiscal 2019 budget of \$686 billion, highlighting that, if approved, it would provide the services the monetary means to field a more lethal force as outlined in the National Defense Strategy.

"We must have predictable, adequate, sustained and timely funding. Fiscal uncertainty has done a great deal to erode our readiness and hamper our ability to modernize," Army Secretary Mark T. Esper said.

Esper also pointed out the restrictions under the continuing resolution, which limits the services' ability to initiate new projects and increase the quantities of munitions, directly impacting the training and readiness of the force.

Continuing resolutions and budget uncertainty have hurt military readiness and wasted tax dollars, the officials said.

"About \$4 billion burned in a trash can," said Navy Secretary Richard V. Spencer when describing what continuing resolutions have cost the Navy. "It is critical, absolutely critical, that we get a continuous form of funding in order to manage the industrial base to put us back on a footing to be out there (protecting the seas)."

And the defense budget sequester "did more damage to the United States Air Force and our

ability to defend the nation than anything our advisories have done in the last 10 years - we did it to ourselves," Wilson said.

"We cut 30,000 people out of the Air Force, reduced (the force) by 10 fighter squadrons, and (reduced) weapons systems sustainment," she added.

Problems with pilot retention can be tied directly back to sequester, Wilson said.

Savings through reform

The Army is looking into a number of initiatives to save taxpayers' money, Esper said. One initiative being discussed, he said, could the Army save more than \$1 billion annually by consolidating and rationalizing its contracting services.

The Navy secretary said he agreed with Esper's philosophy on revising contracting rules. Changing the thought process



U.S. Air Force photo/Wayne Clark

Secretary of the Navy Richard Spencer, left, and Secretary of the Air Force Heather Wilson testify before the U.S. House of Representatives Armed Services Committee about the Air Force's fiscal year 2019 budget March 20 in Washington, D.C.

and attitudes on how DoD performs contracting services, Spencer said, can help with cost savings.

One cost-saving area the Air Force has identified is using artificial intelligence tools for intelligence, surveillance and reconnaissance analysis,

Wilson said.

"Right now, we have a lot intelligence analysis, a lot of people watching full-motion video. That's not a good use of money, or time. And in that case, time is money," she said.

Army Sgt. 1st Class Jose Ibarra contributed to this article.

Superheroes

From Page 7

appreciation by giving them the opportunity to step into the boots of their favorite Marvel superheroes."

Marvel Universe Unites is one of several events planned

by the Exchange in celebration of Month of the Military Child, which recognizes the contributions of warfighters' children to the armed forces community every April.

For information about Exchange sweepstakes, offers and events in support of Month of the Military Child, visit Shop-MyExchange.com/momc.

Sports doc

From Page 5

evaluate bone, but is best suited to look at organs and soft tissues such as the brain, spinal cord, nerves, muscles, ligaments and tendons.

People who have had an MRI may have noticed that they spend much more time in the scanner than they do for a CT or X-ray, this is because the

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Syllabi

From Page 13

have an average track for most students, but will not be constrained by the syllabi. Matching weapons systems to pilots earlier will also eliminate unnecessary generalized training and get pilots to their first formal training unit faster in an effort to revitalize squadrons and increase their readiness. We will also look at combining sorties, which allows students to receive the same amount of training over a condensed time period, making the pipeline more efficient."

With the changes in the undergraduate flight training syllabi, pilot students can expect to receive specific training sooner based on which weapons system the pilot will operate. The redesigned training syllabi also eliminates redundancies.

"The team's innovative ideas were what we've needed for a long time and are going to be a game changer for pilot production in the future," said Doherty. "The status quo is not an option, we've got to change, we've got to produce better pilots faster, who are more competitive sooner in their combat squadrons. We've got to change the game quickly to get after the pilot crisis, posturing our squadrons for greater lethality and readiness to deter our adversaries in the near future."

The shift away from the previously established fixed schedule syllabi provides squadron commanders with the autonomy Chief of Staff of the Air Force Gen. David L. Goldfein urged senior leaders to provide commanders.

"I appreciate the time, thought and work that went into these changes," said Brig. Gen. Jim Sears, AETC Intelligence, Operations and Nuclear Integration director, during the out-brief for the two-day conference.

"You showed us that you have the ability to think openly and recognize past flaws. There are paradigms and thoughts that go into how the Air Force's senior pilots went through undergraduate flight training, and with your diversity of thought we can get past the old ways for doing training. There is nothing like a crisis to make people

think differently, and I appreciate you taking advantage of the crisis."

The crisis Sears referenced was AETC's T-6 operational pause Feb. 1-27, which followed unexplained physiological events experienced by AETC pilots at several bases during the last two weeks of January.

The syllabi changes are one of several ways AETC officials plan to combat the Air Force-wide pilot shortage that was negatively impacted by the operational pause. During the pause, 19th Air Force officials conducted three different inspections on 444 T-6 Texan II aircraft in order to assess, repair, and replace more than 250 parts of the aircrew breathing system from the third bleed air stage to the pilot's mask.

Following those inspections, in addition to the implementation of new procedures and maintenance actions, pilots were educated on the intricacies of the various forms of hypoxia, the details of the T-6 aircrew breathing system, possible aircrew breathing system malfunctions, and new practices for responding to any physiological incident.

In making the proposed syllabi changes, the AETC team is driving toward the capability to meet future pilot production requirements for the Air Force.

"Quality, speed, and increased numbers were the driving forces of this effort," Doherty said. "The time for talking about the pilot crisis is over - along with the T-6 on-board oxygen generation system operational pause and interrupting pipeline production. We're moving out with action and implementing immediately, because that is what is strategically required at this time. We plan to apply these same concepts across the enterprise, to include combat systems officer and air battle manager training pipelines."

All of these changes were immediately made in various student classes in the UPT pipelines, following the event. To not interfere with student pilots in various stages of training, changes are being made incrementally. Gentile and his team expect fully revised syllabi to be in place for class 19-09, which begins in April.

Debate

From Page 12

tanker planning tool.

According to Capt. Bryon Kroger, Project Kessel Run chief operations officer, the tanker planning tool "was created and fielded in only 120 days for about \$1.5 million." After six months of iteration and analysis, "the Air Force determined it had recouped its costs in a single week," Kroger added.

The success of the tanker planning tool led to further software and app development, such as the deliberate and dynamic target manager tools. Both tools consolidated outdated and cumbersome processes that involved the use of dozens of traditional software programs and apps that had to be simultaneously leveraged to create targeting packages. Using the new tools, users now leverage a single app that streamlines the process, reducing targeting

coordination by hours.

Looking forward, the combination of efficiencies gained during the past year and the projected improvements from the new tools is expected to enable the alliance and CAOC planners to significantly reduce the air tasking order production timeline. Ultimately, the alliance will assist in designing a future AOC construct.

Unlike traditional acquisition timelines, Taylor and Kroger's approach to software development lean heavily on the concept of a minimum viable solution, where the minimum effort and resources are committed to deliver an actionable solution, followed by repeated iterations focused on improving the preceding efforts. Both believe the path to a new AOC will have to be incremental.

Taylor advised the team, "We need to work in months, not years."

Harrigian agreed. "Don't try and solve world hunger

here - take a bite sized approach."

"We can't get tied up in what a building might look like," the general added. "We have to look at the attributes of an AOC. It must be a resilient open architecture that's accomplished incrementally. Ideally, we should on-board apps and software as we go, not wait three to five years for complete product development."

The innovation summit concluded with two major tasks for attendees to take back for action - decreasing the ATO production timeline and developing concepts for a new AOC.

"We bought a little risk and did something different," said Harrigian. "At the end of the day it's people that will turn innovation into action. Like with our coders and operators; you put them together and great things happened. Our innovation efforts over the past year fired folks up and got them excited. Now we need to let them go."



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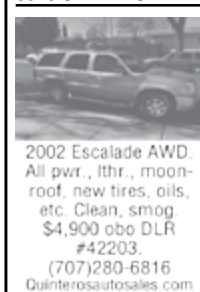
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1) Staff Sgt. Roniel Tolentino, left, and Tech. Sgt. Rahiem Rudolfo, both assigned to the 60th Security Forces Squadron, listen to the radio at a traffic control point March 16 at the intersection of Travis Avenue and Burgan Boulevard at Travis Air Force Base, Calif. Traffic was re-routed in response to a security incident. 2) Rudolfo and Tolentino keep an eye on traffic during the incident. 3) Tolentino listens to the radio.



During incident, Airman work traffic ...

CONTROL

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



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