

CCC CALL

Leaders discuss readiness at final ...

PAGES 16-17

Small moments can help set an example

I recently worked for a general who often told a leadership story about guiding a group of Airmen across a tarmac during the Gulf War while missiles were incoming.

I had the opportunity to hear the story numerous times and was struck that I did not have a similar story of overcoming adversity in a combat environment that showed my leadership potential. It made me really consider what moments shaped me as a leader.

As a young captain in the Air Force, having served less than two years, I was assigned



Commentary by Col. Julie Rutherford
60TH AIR MOBILITY WING JUDGE ADVOCATE

to the Lead Mobility Wing. The Air Force was different then, and our team was tasked to be the advance team opening airfields after humanitarian disasters. Although we never actually deployed, hence the short lived concept of the Lead Mobility Wing, we engaged in numerous exercises.

One of those exercises was Phoenix Readiness, a two-week training event at Joint Base McGuire-Dix-Lakehurst. During the second week, we were "deployed" to the field with boxes of supplies and a mission to set up operations. Our

Commander's Commentary

advance team arrived and the follow-on forces soon followed. Hundreds of security forces members, personnelists, civil engineers, you name it, were there. The legal set-up for deployments is pretty basic. A computer, office supplies and a few books were all I needed, so I was done with my set-up early. The commander, seeing I was done, tasked me to secure the navigation equipment near the airfield. In other words, fill sandbags and put them around a piece of plywood painted red.

I grabbed some Airmen and we headed off. We grabbed

shovels and sandbags and began the task at hand. Using dirt from a newly dug foxhole, we filled the bags, passed them and stacked them around our asset. We finished and with a quick high five for a job well done, we went back to our work areas.

Later that night in the mess tent, three senior noncommissioned officers came to my table. I assumed someone got in trouble; my normal lawyer reaction. Instead, they thanked me. They told me they saw me working to fill sandbags with Airmen earlier in the day and that it was a great example for Airmen to see an officer jump in and help with the work. They thought most officers would have chosen to stand to the side and watch.

I never gave it a second thought. It never occurred to me to not actually fill the sandbags and help complete the task. It was not a conscious decision to be a good example. However, that moment instilled in me a desire to always think about how Airmen will perceive my actions. To this day, I regularly make decisions based on this experience.

This exercise also made me realize the importance of being able to drive a Humvee and shoot an M9 pistol, an embarrassing story for another time. But it was those senior NCOs who changed how I thought about being a leader in the Air Force. Don't let these small moments pass you by. Use them to make yourself a better Airman.

Invisible leadership: Followers watch what we do

Commentary by Master Sgt. Michael Richardson
60TH AIR MOBILITY WING

Enlisted Commentary

What do the words "invisible leadership" make you think of? When I think of invisible leadership, I think of leading people even though I don't know exactly who is following.

Similar to referent power, invisible leadership is when you influence followers because of the followers' loyalty, respect, friendship, admiration, affection or a desire to gain approval.

However, with invisible leadership,

your followers aren't always the ones who work directly for you or that you see every day. Here's a quick example of what I'm talking about.

Before I joined the military, I held a summer job with my older brother. We were like most siblings, argued over things that looking back, didn't matter, but at the time seemed very important.

One day, we got into a fight and got more carried away than normal. I thought it was just the two of us in the

room. We got to swinging at each other until my older brother decided to walk away. It wasn't until a week or so later that I learned what invisible leadership was.

I was talking to a younger guy who worked with us and we got to talking about the fight I had with my brother. He went on to tell me how he had started to look up to me and how he ended up walking into the same room that my brother and I had fought in the previous week. He saw us duke it out. He told me he was disappointed and looked at me differently.

Those were hard words to hear. I had

never been in a position of leadership before, but knowing I had let him down really bothered me. That has always stuck with me and makes me think twice about what I'm doing when no one is watching.

On the flip side of that, I think a lot of us can relate to the other guy in my story. Have you had a leader that you admire, but that person doesn't even know who you are? Maybe a commander or chief that you wouldn't just walk up to and speak with, but when they walk in a room, you think, "I want to be like that

See RICHARDSON Page 26

Pathologists: Medicine's private investigators

Merrie Schilter-Lowe
60TH AIR MOBILITY WING PUBLIC AFFAIRS

As one of six pathologists at David Grant USAF Medical Center, Lt. Col. (Dr.) Joseph McDermott, 60th Medical Group at Travis Air Force Base, California, spends a great deal of time peering into microscopes.

"I always dreamed of a career that involved looking through a microscope," said McDermott. "My grandfather was a botany professor."

Pathologists are board-certified medical doctors or doctors of osteopathy who analyze blood, tissue, cells and body fluids to determine the cause, origin and nature of disease or death. They also monitor testing to answer questions a provider may have about a specimen.

Military laboratories are accredited by the College of American Pathologists so military pathologists are required to be laboratory medical directors, said McDermott who is the director of the laboratories at Edwards AFB, California, and Beale AFB, California.

Pathologists also must be very good investigators since patient treatment and recovery depends on their accuracy.

"About 80 percent of a diagnosis is made in the lab," said McDermott.

A radiologist may see a lump in breast tissue, but only a pathologist can determine if it's a cyst or tumor, he said.

Pathology is an exact science, and the doctors at DGMC are well-trained for it. A four-year undergraduate degree that includes prerequisites for medical school, four years of medical school, four years of residency training and one to three years of fellowship training in a subspecialty area are all required to be a certified pathologist.

Enlisted technicians also require



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

Airman 1st Class Anthony Lapiana, 60th Medical Diagnostics and Therapeutic Squadron histology technician, uses a microtome to cut samples of patient tissue Feb. 15 Travis Air Force Base, Calif. After the tissue is processed, it is transferred onto microscopic glass slides and studied by pathologists to make patients' diagnoses.

rigorous training.

"For this job, you need to have decent high school grades in algebra, chemistry and English," said Senior Airman Maria Grantham, 60th MDG histology technician. "Then you have to graduate from (technical) school, which is nine months."

Technicians spend another 15 months under close supervision in on-the-job training.

"I knew that pathologists were involved with autopsies and cancers when I enlisted, but I didn't realize how much is involved in this job," said Grantham, who is one of four histology technicians

at DGMC. "I've been in the Air Force 2 1/2 years and I am definitely happy I put this on my list (of career choices)."

As a histology technician, Grantham prepares specimens for the pathologists, which includes staining, cutting and sealing specimens under glass for

See PATHOLOGISTS Page 25

Tailwind

Travis AFB, Calif.
60th Air Mobility Wing

Air Force
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60th Air Mobility Wing commander

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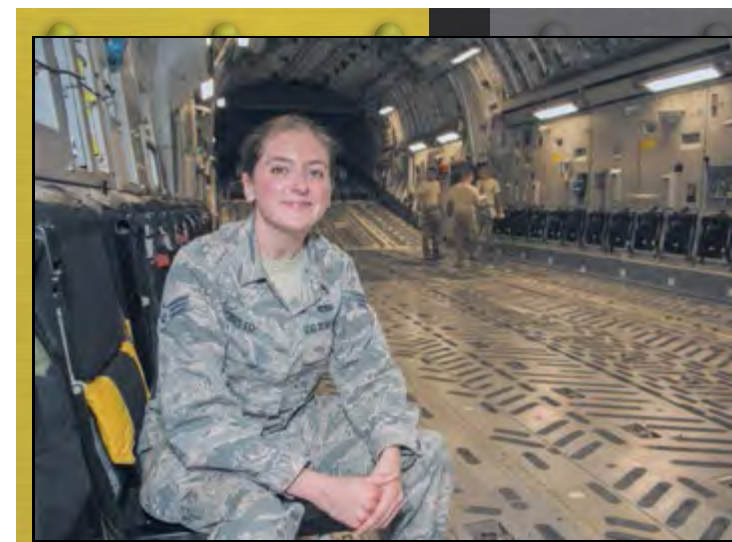
Table of contents

Commentaries	2
The Flip Side	15/18
Cover story	16-17
Worship services	20-21
Classifieds	27-29
Parting Shots	31

On the cover

Col. John Klein, 60th Air Mobility Wing commander, addresses members of the wing during an all-call May 8 at Travis Air Force Base, Calif. Klein conducted his last commander's calls as the commander of the 60th Air Mobility Wing before departing in July.

U.S. Air Force photo/Louis Britscese



U.S. Air Force photo

WARRIOR OF THE WEEK

Name:
Senior Airman Sarah Cinotto.

Unit:
860th Aircraft Maintenance Squadron.

Duty title:
Integrated flight controls system journeyman.

Hometown:
Strasburg, Pennsylvania.

Time in service:
Two years.

Family:
Spouse, Stacey Thomas Cinotto.

What are your goals?
To complete degree and become a physician assistant.

What are your hobbies?
Traveling and hiking.

What is your greatest achievement?
First to attend college in family.

Air Force, NSF to partner in research

Secretary of the Air Force
Public Affairs

WASHINGTON — Secretary of the Air Force Heather Wilson and National Science Foundation Director France Córdova signed a letter of intent May 9 creating a new partnership for collaboration on scientific and engineering research to bolster national security.

The letter of intent initiates a strategic partnership focused on research in four areas of common interest: space operations and geosciences, advanced material sciences, information and data sciences, and workforce and processes.

“We are looking forward to deepening our ties with the National Science Foundation,” said Wilson. “We will simultaneously benefit from the research done together with a focus on the areas most vital to the future of the U.S. Air Force and the security of our nation.”

The partnership is designed to create a pathway between the basic research supported by NSF and the technologies needed to support the Air Force of tomorrow. Common areas of interest will drive cooperation at every level of research, including basic research, applied research and advanced technology development.

“Ensuring national security through innovation in science and engineering was part of the National Science Foundation’s founding mission nearly seven decades ago, and it remains one of our highest priorities today,” said Córdova. “We look forward to partnering with the Air Force on this collaborative venture and using our combined resources to innovate for the benefit of the nation.”

See RESEARCH Page 26



U.S. Air Force photo/Staff Sgt. Robert Hicks

Defenders from the 821st Contingency Response Group, shows off weapons to the Royal Saudi Air Force during an April 26 visit to Travis Air Force Base, Calif. Distinguished visitors from the United Kingdom’s Royal Air Force and the Royal Saudi Air Force visited to get first-hand experience of the 821st Contingency Response Group capability to provide expeditionary mobility support.

RAF, RSAF observe Cerberus Strike

Staff Sgt. Robert Hicks
621ST CONTINGENCY RESPONSE WING
PUBLIC AFFAIRS

Distinguished visitors from the United Kingdom’s Royal Air Force and the Royal Saudi Air Force visited here, April 26 through May 2, to get a first-hand experience of the 821st Contingency Response Group capability to provide expeditionary mobility support.

During the visit, the DV’s received briefs from each of the squadrons in the CRG, a tour of the 621st Contingency Response Wing facilities, and witnessed ongoing training during an active military exercise, Cerberus Strike.

Cerberus Strike, also known as C-Strike, is a contingency response-centric joint mobility exercise that takes place over an 11-day

timeframe. The exercise provided contingency response forces the opportunity to rehearse potential real-world situations in a joint environment by training in aerial port procedures, aircraft engine running off-loads, and cargo uploading and downloading.

“I enjoyed the visit,” said Brig. Gen. Ahmed Mohammed Al-Shami, RSAF’s Chief of Air Support Division. “The CRW was very supportive and I look forward to developing a strategic partnership to gain more information and training to develop RSAF’s air mobility force.”

The 621st CRW vice commander, Col. Joel Safranek, elaborated on why the RSAF’s visit to Travis Air Force Base and the CRW’s mission to advise, direct, and project air power fit

perfectly in line with Saudi Arabian senior leadership’s search for advice on how to best organize, train, and operate their own expeditionary air mobility operations.

“Saudi Arabia has continued to be a strategic partner in the region and this visit was another step in maintaining that long-term positive partnership,” Safranek said. “Their air force has started to understand the importance of a focused air mobility arm as part of their overall capabilities.”

The representatives from the two nations also received an in-depth look at the CRW’s equipment and learned more about how it’s used to support mobility operations in support of humanitarian relief and disaster response scenarios as well as during air base opening missions.

After the RAF toured the CRW’s facilities, the military members headed to Amedee Army Field, California, to observe the exercise in motion.

“We wanted to use the C-Strike exercise as a training mechanism for RAF personnel in reconnaissance skills, and particularly for our Expeditionary Air Wings,” said RAF Wing Commander Christopher Thorpe.

The U.K.’s EAWs enable the RAF’s capability to open and sustain deployed operating bases in the same way the CRW does for the U.S. military. Observing exercises such as C-Strike allows the RAF members to better visualize how they would be able to train to operate during similar scenarios.

“Our team wanted to test the exercise scenario and see

See C-STRIKE Page 24

Outpatient pharmacy aims to be better

Lan Kim
60TH AIR MOBILITY WING PUBLIC AFFAIRS

On any given day, David Grant USAF Medical Center’s outpatient pharmacy bustles with a constant hum of barcode-scanning beeps, pills rattling in their bottles and storage bins with patients’ prescriptions hitting counters.

Those sounds are the outpatient pharmacy staff filling more than 1,000 prescriptions a day, and more than 20,000 prescriptions a month.

As impressive as those numbers are, some consequences and concerns arose with that amount of foot traffic from patients coming through the pharmacy.

Staff Sgt. Krystal Hicks, 60th Diagnostics and Therapeutics Squadron pharmacy technician and noncommissioned officer in charge of the outpatient pharmacy, brings up patient safety as a primary concern and recalls an incident with an elderly patient.

“When patients would come, they would come in waves,” said Hicks. “There was one lady (who) fell waiting in line to pick up (her prescription). She passed out.”

On that day, the line of customers waiting for their prescriptions extended to the hospital’s entrance.

To address these concerns and find solutions, Capt. Joshua Dalzell, 60th MDTS pharmacy flight commander, held a series of continuous process improvement brain-storming sessions in January with several of his teammates and hospital leadership. The goal of the sessions was identifying ways to serve patients better without sacrificing safety.

“Some of these changes include typing each patient’s prescriptions at the check-in window, adding the prescription

See PHARMACY Page 24

Travis participates in blood drive

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

Travis Air Force Base, California, hosted a community blood drive April 27 at the Travis Fitness Center in support of Blood Centers of the Pacific.

BCP, a nonprofit, community-based organization, provides blood and blood components to hospitals, physicians and patients throughout Northern California.

In total, Team Travis contributed 134 units of blood during the six-hour event.

“We made a huge improvement from last year’s lab week in which (Team Travis) gave 103 units of blood,” said Steven Pignataro, BCP donor recruitment representative.

Pignataro said that since BCP’s partnership with Travis began in 2012, the base has donated more than 1,700 units of blood to the organization.

“Without life-saving blood transfusions, approximately



U.S. Air Force photo/Heide Couch

Airman 1st Class Brooke Bohrer, 60th Medical Support Squadron, donates blood April 27 at Travis Air Force Base, Calif. Since 2012, Travis AFB has supported 4,815 patients. Just one pint of donated blood can help save as many as three lives.

4.5 million people would die in the United States each year,” he said. “Just one unit of blood can save as many as three people’s lives. So doing

the math, Team Travis has helped in saving more than 5,000 lives, which is something Team Travis donors should be very proud of.”

For Capt. Aisha Lockett, 60th Air Mobility Wing executive officer, pride in her team is never in short supply. See BLOOD DRIVE Page 26

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AF directs safety review for one day

Secretary of the Air Force Public Affairs

Chief of Staff of the Air Force Gen. David L. Goldfein directed all Air Force wings with flying and maintenance functions to execute a one-day operational safety review by May 21.

"I am directing this

operational safety review to allow our commanders to assess and discuss the safety of our operations and to gather feedback from our Airmen who are doing the mission every day," said Goldfein.

After a series of recent aviation mishaps and fatalities, including a WC-130 Hercules

See REVIEW Page 24



Airmen 1st Class Josue Jimenez, 60th Security Forces Squadron, carries a 30-pound rucksack during the Gold Star Families Ruck March May 21, 2016, at Travis Air Force Base, Calif. The ruck march consisted of carrying a 30-pound rucksack for 6.2 miles around the installation. Each rucksack was filled with non-perishable food items which were donated to Mission Solano. Travis will host the 2018 Gold Star Ruck March on May 19.

Base to host annual ruck march

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

On May 19, Travis Air Force Base, California, will host the 8th Annual Gold Star Ruck March.

The event is held to honor Gold Star Families and will feature guest speakers, displays of fallen service members and a 6.2-mile course that participants can choose to walk or run with or without a 30-pound rucksack.

A Gold Star Family is one who has had one of their immediate family members die while serving in the U.S. armed forces.

"The goal for this year's event is to make it the biggest it's ever been," said Master Sgt. Brandon Gallant, 60th Medical Operations Squadron first sergeant and the chairperson for this year's ruck march. "Right now, we have about 100 people signed up and we're hoping many more do so."

"We are also trying to raise

awareness about what a Gold Star Family is and just how important it is to recognize their loss," said Master Sgt. Michael Gogue, 60th Surgical Operations Squadron first sergeant. "One of their family member's gave their lives while serving our country."

According to event organizers, between eight and 10 Gold Star Families will attend the event and one family member will serve as a guest speaker during a short ceremony before the march begins. Gallant has been involved with the march for the past three years and said it's a humbling experience.

"We are taking Armed Forces Day and using that day to get the word out about people who've made the ultimate sacrifice," he said. "The looks on the families' faces when they see someone marching for their son or daughter is so awesome. That's why I do it."

Participants can compete in military or civilian light or heavy categories and the event

is stroller friendly. Anyone marching in the military category must wear their service utility uniform. Civilian athletic attire is required for anyone participating in the civilian categories.

Teams of four can register for \$65 and individuals can register for \$20. All proceeds will be donated to a fund to support Gold Star Families. In 2017, the event raised more than \$2,000.

The march will begin at the 621st Contingency Response Wing's mobility warehouse in Bldg. 924. Event organizers also encourage participants to pack their rucksacks with non-perishable canned food that can be donated to Mission Solano, a homeless shelter in Fairfield, California, after the march.

Registration for the march is open now. Participants can register online by visiting <https://bit.ly/2K4KAGb>. Online registration closes May 15. After that, marchers can only register the morning of the event from 7:30 and 9:30 a.m.

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21st AS hosts C-17 conference

Maj. Imran Khan
21ST AIRLIFT SQUADRON

The 21st Airlift Squadron hosted the first C-17 Squadron Commander's Conference for Air Mobility Command and the Mobility Air Forces May 2-4 at Travis Air Force Base, California.

Eighteen Airmen from seven bases across three major commands partnered to share best practices and discuss topics in order to advance the C-17 community.

Major focus areas for the conference included operations

tempo management, full-spectrum readiness, innovation in the squadron and Guard and Reserve support. Attendees were also provided a direct line to the 816th Expeditionary Airlift Squadron to discuss enhancements and policy changes.

"This is what ownership looks like," said Col. Matthew Leard, 60th Air Mobility Wing vice commander. "When the Secretary of the Air Force says 'don't wait for us,' this is what she means. This is the C-17 community proactively owning their challenges, their solutions

and, ultimately, their future. I applaud Lt. Col. Erik Fisher (21st AS commander) for the initiative and high bar he established in executing this conference. I'm confident this event and the relationships it fostered will bear fruit for this crucial community for years to come."

"This was an incredible avenue to improve the way we do business," said Fisher. "This Air Force-wide collaboration allows us to continuously refine the way we operate. In doing so, we are able to strengthen our processes and be more prepared for tomorrow's fight."



U.S. Air Force photo/R. Nial Bradshaw

A Thunderbird F-16 jet is towed out of a hangar April 26 at Hill Air Force Base, Utah. The aircraft was the first to receive structural modifications as part of the F-16 Service Life Extension Program that will keep the jet flying for decades.

Program to extend F-16s launches at Hill

Micah Garbarino
75TH AIR BASE WING PUBLIC AFFAIRS

HILL AIR FORCE BASE, Utah — The Ogden Air Logistics Complex reached a major milestone in extending the life of one of the Air Force's most tested and flown multi-role fighter fleets.

An Air Force Thunderbird jet is the first of what will be roughly 300 refurbished C and D model F-16s that will roll off the shop floor of the 573rd Aircraft Maintenance Squadron here after receiving multiple structure-strengthening modifications.

"As a former maintenance officer for the Thunderbirds, I can fully grasp the significance of this achievement by the 573rd AMXS," said Brig. Gen. Stacey Hawkins, Ogden Air Logistics Complex commander. "Not only did the team increase aircraft availability for the Air Force's most visible fighter squadron, but it paved the way for increasing combat lethality for our warfighters across the globe."

The F-16 Service Life Extension Program will keep the jets flying until nearly 2050, thanks to a partnership between the Ogden Air Logistics Complex and the Air Force Lifecycle Management Center's F-16 Systems Program Office.

The program combines a dozen structural modifications into one repeatable package –

from bulkheads to wings and canopy. The jets, which became operational in 1979, and were originally deemed air worthy for up to 8,000 flight hours, will have their life extended up to 12,000 flying hours – possibly more, said Capt. Randy Nemerson, F-16 SLEP acquisition manager.

All the stateside SLEP modifications will be completed at Hill Air Force Base, Utah. Years of planning and testing have gone into the program here. AFLCMC, depot and contract engineers have worked together to lay the groundwork, said Nemerson.

The Thunderbird jet was the first of four F-16s that will be used as "validation and verification" aircraft. Maintainers use the challenges and lessons learned on these first aircraft to better establish the cost, workflow and timeline for the modifications.

"The Thunderbird jet presented some challenges. This is the largest structural upgrade we've ever done," said Joe Gardenhour, civilian leader in the 573rd AMXS. "But we're excited. This program moves beyond the usual modifications into a standard package of repairs, and it is going to bring stable workload into the depot for years to come."

As with nearly every major maintenance program, SLEP is

See F-16S Page 24




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ARMY AND AIR FORCE EXCHANGE
SERVICE PUBLIC AFFAIRS

Canines, cats, canaries and other beloved pets can finally make their adorable looks pay off.

The Travis Air Force Base, California, Exchange shoppers can compete to show off their furry, feathered or fuzzy friends during the worldwide Patriot Pet Just Say "Treat" Photo Contest.

The Army & Air Force Exchange Service is partnering with Blue Buffalo and Hills Science Diet to award the cutest animal members of the military community. The grand-prize winner will receive a \$1,000 Exchange gift card, while \$500 gift cards will be awarded to two

first-place winners. Eight runner-ups will win \$250 gift cards.

"Pets are an important part of our families," said Phonda Bishop, Travis AFB Exchange main store manager. "The Exchange enjoys being a part of this contest every year to appreciate the role pets play in the lives of our service members and their families. I encourage Airmen at Travis AFB to show off their pets. It would be terrific to have a winner from Travis AFB in this worldwide contest."

Photo entries can be submitted from May 4 to June 1 at ShopMyExchange.com/sweepstakes, where shoppers can also find the rules of the contest. Winners will be selected at the end of June.



U.S. Air Force photo/Airman 1st Class Christian Conrad

Aaron McAuley, center, a Belfast International Airport Rescue and Firefighting Service crew commander, stands with Senior Airmen Shannon Banks, left, and Danny Thomas, both 60th Civil Engineer Squadron firefighters, during a meet-and-greet session April 11 at Travis Air Force Base, Calif.

Travis hosts firefighter summit

Airman 1st Class
Christian Conrad

60TH AIR MOBILITY WING PUBLIC AFFAIRS

The fire department at Travis Air Force Base, California, recently hosted representatives from a number of countries as part of a program aimed at reinforcing good international relations as well as bringing together firefighters to make a positive impact in each other's lives and in their respective communities.

The week of April 8 saw Travis AFB become a headquarters for Firefighters for Christ, an organization that uses Christianity and spirituality as a linchpin to foster personal connections and a sense of community stewardship among firefighters from countries including Sweden, the Philippines, Germany, Northern Ireland, Canada and Switzerland.

Despite the organization's religious connotation, people of all faiths were welcomed, said Chief John Speakman, Travis Fire Emergency Services chief.

"We're an inclusive bunch," said Speakman. "While the experiences of someone who is Muslim or Jewish may differ from our own, we enjoy the

opportunity to deepen each other's spiritual resilience."

Along with nurturing a network of international partnerships, FCC also encourages its members to advocate positive change in their communities.

"The group does many good things around the community," said Speakman. "I have had dozens of the (FCC) firefighters support me in providing meals at the Mission Solano, cleaning up city parks and hosting barbecues in neighborhoods that have had violent crimes occur to try to bring folks together."

One of the firefighters to make his way to Travis AFB for the summit was Aaron McAuley, a Belfast International Airport Rescue and Firefighting Service crew commander in Northern Ireland. Despite his temporary change in scenery, McAuley said he still felt at home.

"Just like in the military, no matter how different people are culturally, the connection you feel with others who are also wearing the uniform or who are also in the firehouse is this almost universal ideal," said McAuley. "It all comes down to finding those connections. All firefighters are firefighters, no matter where they are, and that's

an idea the FCC tries to enforce."

For McAuley, it's the idea of togetherness that makes for a successful firefighter as much as it makes for a successful Christian.

"You can't be a firefighter alone," said McAuley. "And you also can't be a Christian alone. It takes the help of the people around you to succeed in both of those things. Teamwork is something too often overlooked when talking about faith and resiliency."

Rather than handling the stressors of firefighting alone, Speakman hopes by talking openly about one's faith and experiences with those who have a comparable mentality, the mental weight that can sometimes befall those in the profession can be diminished.

"Firefighting is known to be a very stressful career," said Speakman. "I think in pursuing its mission, FCC has afforded firefighters the opportunity to talk more openly about their struggles, whether in their faith or their resiliency. Because of that, it's allowed those individuals the chance to process that stress, become more resilient and lead a happier life."

DDRP offers program

Timothy Finney

DRUG DEMAND REDUCTION PROGRAM MANAGER

Travis Drug Demand Reduction Program is sponsoring a Drug Education for Youth program.

The program had been dormant since 2013, but it's the hope of the Airman and Family Readiness Center to revitalize the program for 2018.

This is a yearlong program for children ages 9-12 and teaches children techniques to resist drugs, gangs and alcohol use. The program is broken into two phases.

The first phase of the program is a week-long leadership program June 16-20. Children learn about leadership, teamwork, substance abuse prevention and self-confidence. It also allows children to bond with adult mentors to improve the program's effectiveness.

Phase two of the program is a school year mentoring phase from

September 2018 to May 2019. During this phase, children will meet with their mentors once a month to discuss how peer pressure contributes to certain behaviors, and how to best combat it.

In order to revitalize the program, the AFRC is looking for volunteers to take on the role of team leader, medics and administrative assistants. Military members, retirees and Department of Defense civilians who are willing to share some of their personal experiences with local youth can contact Timothy Finney at 707-424-0153 or at timothy.finney.1@us.af.mil or Timothy Vanderhoof at 707-434-0154 or at timothy.vanderhoof.2@us.af.mil.

Applications can be picked up at the DDRP office Bldg. 381, F Wing, Rm F-230 between the hours of 7:30 a.m. and 4 p.m. All applications should be returned to DDRP by May 25.

Hands-on training tests skills in trip to Panama

Senior Airman Dustin Mullen

325TH FIGHTER WING PUBLIC AFFAIRS

METETI, Panama — As with most tasks, hands-on education remains one of the most effective training methods for both learning and maintaining skills.

For some medical professionals participating in Exercise New Horizons 2018, hands-on training comes in the form of fully submerging into local clinics.

Doctors and technicians from the 346th Air Expeditionary Group participated in an Embedded Health Engagement recently, which sought to incorporate them directly into the clinics near Meteti, Panama.

"We brought in three doctors to make up our EHE team," said U.S. Air Force Lt. Col. Brian Neese, 346th Expeditionary Medical Operations Squadron commander. "They were brought in to integrate themselves

directly into the host country's medical system. Because of that, we didn't bring any additional medications and brought very little additional equipment."

By integrating directly, the medical team was forced to adapt to a completely foreign environment, new regulations and new standards. All three doctors worked in one of three separate regional clinics.

"It's a very different approach to the New Horizons effort. Each day, we sent one doctor to each clinic or hospital," Neese said. "We would show up and work with the doctor in charge. Often times we even got to pair up with a resident in training, which proved a huge benefit to both sides. At every step we saw patients together, side-by-side. We discussed cases and learned from each other."

The EHE team has three doctors; one

See PANAMA Page 30

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Iraqi porters grow through teamwork

Staff Sgt. William Banton
386TH AIR EXPEDITIONARY WING

BAGHDAD, Iraq — In a small office space at Al Muthana Air Base, U.S. Air Force 370th Air Expeditionary Advisory Group air advisors and Iraqi airmen enjoy a small cup of tea together.

Iraqi Air Force Col. Yossif Halo, the base air terminal operations center commander, sits with the team and casually highlights the familiarity he has with his American counterparts.

According to Halo, his airmen's confidence in their proven capabilities has only grown larger as the U.S. Air Force and Iraqi Air Force have begun to work closer together.

"To be honest, all the (U.S.) air advisors, before and now, are super good. They do an excellent job," Halo said. "Our relationship is going to get stronger with more training and more interaction."

In April, the joint training was put to the test when critical Iraqi equipment needed



U.S. Air Force photo/Staff Sgt. William Banton

Senior Airman Juan Calderon, back right, 370th Air Expeditionary Advisory Group air advisor, works with Iraqi Air Force airmen as they back up a K-Loader April 23 at Al Muthana Air Base. Air advisors work with their Iraqi counterparts to assist with training and safety protocols specific to their expertise.

to be shipped back to the U.S. for routine service. The Iraqi aerial port technicians, along with 370th AEAG air advisor observers, who are part of the Coalition Aviation Advisory and Training

Team, loaded three C-130J Super Hercules engines on to a U.S. Air Force aircraft. It was a cooperation that is rarely seen, according to the U.S. air advisors and is a sign of trust between partner

nations. "They drove those loaders as well as any of the U.S. Airmen do, straight up to the plane," said Capt. M. Luke Piro, a logistics readiness **See IRAQI Page 23**

Capability could help generate efficiencies

Deidre Ortiz
ARNOLD ENGINEERING DEVELOPMENT
COMPLEX PUBLIC AFFAIRS

ARNOLD AIR FORCE BASE, Tenn. — Additive manufacturing, a process commonly known as three-dimensional printing, describes technologies that build 3-D objects by adding layers. Team members in the Technology Innovation Branch at Arnold Air Force Base are looking at AM as a way to create efficiencies and cost-savings for the Arnold AFB Engineering Development Complex.

AM typically uses a computer, 3-D modeling software, machine equipment and layering material. Once an item is designed using software, the AM equipment then reads the data to fabricate the object.

Jefferson Stewart, Technology Innovations engineer at Arnold AFB, explained that there are two types of AM.

"One is the additive manufacturing of plastics or polymers and the other is actual metal printing," he said. "My focus on AM has been for metals, particularly copper alloys."

Stewart explained that through a small Innovation Grant, members of the Technology Innovations Branch have been working with other organizations to develop a capability to fabricate hardware that is needed for AEDC operations.

"We have a small, collaborative effort with NASA Marshall Space Flight Center, who has a lot of expertise with metal printing," he said.

According to Stewart, AM is beginning to revolutionize metal forming and is ideally suited for building high-complexity, low-production rate hardware. The current effort is to fabricate parts for the test facilities using 3-D printing technology.

"Our initial effort has been to prototype arc heater parts as a way to greatly simplify the

See CAPABILITY Page 23



U.S. Air Force photo/Senior Airman Joshua Magbanua

521st Air Mobility Operations Wing Airmen don gas masks during a chemical, biological, radiological and nuclear training session Feb. 16 at Ramstein Air Base, Germany.

521st AMOW ready to fight

Senior Airman Joshua Magbanua
86TH AIRLIFT WING PUBLIC AFFAIRS

RAMSTEIN AIR BASE, Germany — When some people think of warfighting, they often think about the battle itself. But as the saying goes, "getting there is half the battle."

This is why leaders of the 521st Air Mobility Operations Wing take their mission of providing air mobility to combat zones very seriously.

"We continue to play a critical role in moving munitions, troops, and equipment in support of Operation Freedom's Sentinel and Operation Inherent Resolve," said Col. Thomas Cooper, 521st AMOW commander. "From delivering attack helicopters and ammunition, to evacuating wounded from the Middle East, our awesome Airmen continue to ensure rapid global mobility supporting our nation's interests nonstop."

As a wing commander, Cooper's monumental task of leading more than 2,000 Airmen requires a constant state of readiness. Most of the Airmen he leads aren't even at Ramstein Air Base, Germany.

The 521st AMOW stays ready through exercises,

physical fitness and special training days. The 721st Air Mobility Operations Group, one of the 521st AMOW's groups, recently conducted a training day in which Airmen refreshed warfighting skills such as first aid, donning chemical warfare gear, and safety and risk management. Leadership deemed the training so important, that they coordinated with the 618th Air Operations Center, located at Scott Air Force Base, Illinois, to deconflict real world mission responsibilities with additional training opportunities, said Capt. Mallory Malda, 721st AMOW director of staff.

"We collectively handle many, many aircraft arriving or departing Ramstein (AB) each and every day," she said. "The air mobility mission never completely stops, thus we still support several high priority missions to include urgent aeromedical evacuation missions. Still, through the support of our higher headquarters we were able to reduce our airflow enough to allow the focus on training while still meeting the mission demand."

In addition to readiness and lethality, topics at the conference included mission efficiency, unit effectiveness, morale, and innovation.

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See READY Page 22

OSI Recruiting Roadshow draws prospective agents

Wayne Amann
AIR FORCE OFFICE OF SPECIAL INVESTIGATIONS PUBLIC AFFAIRS

QUANTICO, Va. — For those old enough to remember, the Uncle Sam "I Want You" poster was instrumental in recruiting young men to join the military.

While times and methods have changed, reaching out to replenish the troops is just as important today as it was then.

To ensure its enlisted force of special agents is properly

manned, the Air Force Office of Special Investigations goes to where the Airmen are via the AFOSI Recruiting Roadshow.

The roadshow is a two-hour presentation, conducted at Air Force installations worldwide by Special Agent Dan Chaale, Recruiting and Applicant Processing superintendent at OSI Headquarters, Quantico, Virginia, with assistance from the Air Force Recruiting Service, Joint Base San Antonio, Texas.

Numbers-wise, it has been

See OSI Page 22

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EOD revamps physical training regimen

Senior Airman Robert L. McIlrath

82ND TRAINING WING PUBLIC AFFAIRS

SHEPPARD AIR FORCE BASE, Texas — “(Physical training) for them was getting ‘smoked every day,’” said Staff Sgt. Shawn Briggs, 366th Training Squadron explosive ordnance disposal preliminary course instructor.

The term “getting smoked” refers to exercising in a continuous manner to the point of physical exhaustion. For the Airmen attending the 26-day EOD preliminary school at Sheppard Air Force Base, before January, getting smoked was their daily morning routine. The EOD preliminary school was designed to filter out the best candidates to go on to the Navy School Explosive Ordnance Disposal at Eglin AFB, Florida, and weed out those who didn’t meet standards.

“Being here and passing shows that you deserve to be an EOD candidate,” said Airman 1st Class Margaret Sowell, EOD preliminary course student. “It shows you have what it takes.”

For the students, the daily rigors of intense physical training started to take its toll and more candidates were dropping from the program or getting injured.

“Injuries were costing the Air Force



U.S. Air Force photo/Senior Airman Robert L. McIlrath

366th Training Squadron explosive ordnance disposal preliminary course students perform team pushups in between ruck marches April 26.

a lot of money and most of the attrition was coming from injuries and self-eliminations,” said Master Sgt. Joshua Crowley, 366th TRS EOD preliminary course superintendent. “We had 100 to 150 students (who) were on injury profiles at any

given time here.”

Injury profiles prevented students from participating in physical training, which prevented them from attending class.

“It’s about \$215 a day to house and

feed each student,” Crowley said. “When they are stuck here for close to half a year, it adds up.”


With profiles lasting on average from 90 to 100 days and the high demand from the Air Force for EOD technicians, something had to change. Crowley said they met with 82nd Training Wing Commander Brig. Gen. Ronald Jolly Sr. and were asked by the senior leader what they needed to turn the tide. That’s when Jolly mentioned P4 initiatives, programs that can be Public-Public or Public-Private ventures. In this case, it was the Air Force and civilian organizations collaborating to get something accomplished without spending a lot of money.

“We had exercise physiologists from Midwestern State University in Wichita Falls, Texas, observe our PT program and make suggestions on how we can prevent injuries,” Crowley said. “Just that would have cost us about \$750,000 to \$800,000, but we get it for free.”

After observing their PT sessions for a few months, they developed a new PT program to reduce injury and enhance performance.

“They sent their graduate students here from MSU,” Briggs said. “They

See EOD Page 22



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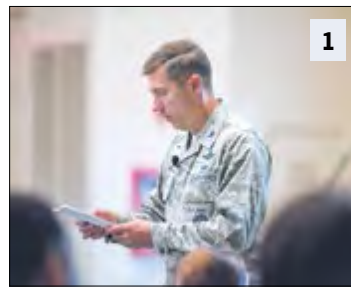
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Travis leaders express hope for future, highlight readiness



1



2



3



4



5

U.S. Air Force photos/Louis Briscese

1) Col. John Klein, 60th Air Mobility Wing commander, addresses members of the wing during an all-call May 8 at Travis Air Force Base, Calif. Klein conducted his last commander's calls as the commander of the 60th AMW before departing in July. 2) Klein addresses members of the wing during a May 8 all-call. 3) Chief Master Sgt. Steve Nichols, 60th Air Mobility Wing command chief, addresses members of the wing during a May 8 all-call. Nichols participated in his last commander's calls as the command chief of the 60th AMW before he retires in September. 4) Klein speaks May 8 during the all-call.

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

Col. John Klein, 60th Air Mobility Wing commander, conducted his last rounds of commander's calls May 7-8 in the Base Theater at Travis Air Force Base, California.

Klein, whose two-year tenure as Travis AFB's commander is scheduled to end July 10, has experienced much during his time in the position. Events such as wildfires, humanitarian support and security incidents have all tested the readiness of Travis Airmen.

Tests that Team Travis have risen to and overcome, said Klein.

"A lot has happened, and you have not faltered," said Klein, addressing the Airmen in attendance. "Base leadership and I could not be more proud of the work, effort and focus you have brought to every challenge we've experienced."

Among other topics, Klein chose to reiterate Team Travis' need to renew their commitment to stay ready for when Travis is confronted with future challenges.

"It's not enough to like winning or being victorious," said Klein. "We need to ask ourselves if we're prepared to do what it takes to win; if we're prepared to commit ourselves to exercises designed to increase our lethality. We need to ask ourselves 'Are we ready?'"

Klein went on to speak of the ways resiliency can also affect readiness and of the importance of wingmanship inside of a contested environment.

"None of us are exempt from experiencing personal adversity," said Klein. "Sometimes that adversity hits us in the middle of heavy operations, and it's up to us as Airmen to support the mechanisms that allow ourselves and each other to overcome those obstacles and get back in the fight."

Chief Master Sgt. Steve Nichols, 60th Air Mobility Wing command chief, also spoke during the call, echoing Klein's sentiments during the retelling of several

members of Team Travis' stories of personal adversity.

"Listen, we all will encounter times that life beats us up pretty bad," said Nichols. "Every single one of us, but that fact alone makes those times easier to get through. The kind of solidarity we feel for one another as members of the U.S. Air Force is universal. Every Airman you encounter whether at this base or another, whether they work above or below you, will be fighting their own battles, and just like it's our responsibility to work through those issues, it's also our responsibility to help others work through theirs."

While the methods we use to increase resiliency among Airmen are important to readiness, it's also the realization of our problems existing beyond what those methods are capable of helping us with that is just as important, said Nichols.

"Being in a deployed environment, there's no shame in saying, 'this is too much,'" said

Nichols. "We would rather send you on some emergency leave so you can handle your affairs back home than see you trying to fight through your issues and end up degrading mission readiness."

Nichols also announced that both he and his wife, Senior Master Sgt. Angell Nichols, 60th Operations Support Squadron superintendent, will retire later this year.

"It's been a great ride here at Travis," he said. "A great 25 years, too. I'm really proud to be ending my career at a high point with everyone here at the 60th AMW. I'm looking forward to working through September while we work on accelerating our readiness."

"Accelerating readiness" was the theme prevalent during the event with Klein giving those in attendance a prelude into what they should expect in the coming months.

Readiness, as Klein explains, is an organic thing. It's something that can atrophy if not practiced

consistently, nor is it an American birthright.

"The idea of readiness is an institution; it's something that needs to be sustained and fortified," said Klein. "As technology grows, so do our methods, and so does our need to be ready. Even as ahead-of-the-curve we take pride in being, our near-peer adversaries aren't far behind, and the time it takes us to be spun up and proficient in both our core competencies and new technology can very well make the difference in any conflict we might find ourselves in."

In his closing remarks, Klein had a single sentiment to share with his Airmen.

"Thank you," he said. "Having the opportunity to have served in this job is an honor and privilege, but to command Air Mobility Command's crown jewel and get to work with the world's finest mobility Airmen is the highlight of my professional life. It was more than an honor and privilege to have gotten to serve with all of you."



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AF plans to accelerate space with next-gen infrared

**Secretary of the Air Force
Public Affairs**

WASHINGTON — The Air Force announced its intention to award two sole-source contracts for the Next-Generation Overhead Persistent Infrared program.

In order to maintain space superiority over its adversaries, the Air Force is implementing

rapid procurement authorities and is targeting the first Next-Gen OPIR launch in 2023. This establishes an aggressive goal of cutting four years off the current procurement process and supports the service's commitment to field new capabilities at the speed of relevance.

"As we develop these new systems, speed matters," said Secretary of the Air Force

Heather Wilson. "The next generation missile warning satellite will be a pace-setter."

Next-Gen OPIR will succeed the current Space Based Infrared System by providing improved missile warning capabilities that are more survivable against emerging threats.

The first contract will be sole-sourced to Lockheed Martin Space to define

requirements, create the initial design and identify and procure flight hardware for a satellite to operate in geosynchronous orbit. The second contract will be sole-sourced to Northrop Grumman Aerospace Systems to define polar system requirements.

"The next generation missile warning will be an important pace-setter for learning

to speed up traditional acquisitions. This is more than just building a prototype or a low-cost system," said Dr. Will Roper, Assistant Secretary of the Air Force for Acquisition, Technology and Logistics. "This is an important system for the nation, and to 'go for the gold' by targeting five years instead of nine years allows us to pick up the pace to defend the nation."

Air Force CTCS's win DoD combat camera titles

**Maj. Zachary Anderson
4TH COMBAT CAMERA SQUADRON**

FORT GEORGE G. MEADE, Md. — Teams from Joint Base Charleston's Combat Camera Total Force Initiative squadrons took two of the top three placings at the 2018 Specialist Hilda I. Clayton Best Combat Camera Competition. Four teams of two from the

active duty 1st Combat Camera Squadron and the reserve 4 CTCS participated April 29-May 4 in the competition at Ft. George G. Meade, Maryland, and Marine Corps Base Quantico, Virginia.

For the second year straight the Air Force's 1st Combat Camera Squadron owns the title of the best combat camera team in the Defense Department.

Senior Airman Maygan Straight and Airman 1st Class Franklin Harris, of 1st CTCS, were the winning team in this year's competition. This marks the third time in four years a team from the 1st CTCS has won the annual event.

"This was my second time competing," said Harris. "The first time I competed I was fresh from tech school and was

unsure of my technical and tactical capabilities. Everything was new. After being in the squadron for a year, this time I knew what to expect and I was confident in my abilities. I believed in my training and in my teammate. We were playing the long game and I knew we did well. I just didn't know we did that well. When there is a competition that tests your

technical and tactical capabilities having someone tell you, you are the best, is one of the greatest feelings in the world."

"It was a very tough competition," said Straight. "This was my first time competing and I knew a lot of the winners and cameramen who had placed in the past years. They're the best of the best, so it was very

See TITLES Page 26

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OSI

From Page 13

an effective way to reach prospective special agents in the overall scheme of OSI recruitment.

"I'm constantly impressed with the interest in our organization," said Chaale who has presented 38 roadshows at 24 different Air Force installations since his first in November 2016 at Joint Base San Antonio-Lackland. "Given the limited number of locations we've visited, we've had more than 300 applicants and answered more than 1,500 emails."

Working with the support of each host base career assistance advisor, the current OSI Recruiting Roadshow format consists of a 50-minute session on a "Day in the Life" of an OSI special agent; the eight-minute OSI video giving attendees an overview of the organization; a 10-minute explanation of the application process; and a 10-minute question and answer period.

"I'm somewhat taken aback by the amount of misconceptions concerning entry requirements to become an OSI special agent," Chaale said. "I hear a new one at almost every briefing: 'Can't have tattoos,' 'Can't have foreign family members,' 'Must have Security Forces or

Intelligence experience,' etc."

None of those are true. Many misconceptions about the enlisted application/selection process can be addressed by clicking the Frequently Asked Questions link at www.osi.af.mil/VACANCY/Enlisted/Enlisted-FAQ/.

The overall aim of the recruiting roadshow program is to increase the quality and quantity of AFOSI enlisted agent applicants while reducing the workload for field agents who are part of the overall recruiting process. This is done through a centralized recruiting process via the online Enlisted Agent Applicant Portal, the Enlisted Agent Recruiting Team organizational email box and the Recruiting Roadshows.

The roadshows target recruits who are First Term Airmen, either senior airmen or staff sergeants, within their retraining window in accordance with Air Force Instruction 36-2626. But, they're also open to staff sergeants and technical sergeants with less than 10 years of total active federal military service because OSI is interested in recruiting them as well.

"Anyone interested in learning more about life as an OSI special agent is welcome to attend our recruiting roadshows," Chaale said. "I've had officers and civilians attend."

EOD

From Page 14

were able to say, 'Hey, the order that you're doing these things is causing the injuries.'"

Along with developing a new PT program, the graduate students also trained instructors on physical education.

Before instructors are allowed to teach a class, they have to complete and pass a basic instructor course.

"Most of the instructors don't have formal training in physical fitness outside of what they've

done in their Air Force career," Briggs said. "The whole purpose behind the P4 initiative was to make PT make more sense."

Most injuries were the result of the ruck march portion of PT. The students would carry a weighted pack on their back and march several miles without stopping.

"They start out with about 35 pounds with a 15 pounds vest and then move to 45 pounds of weight in their ruck," Briggs said. "Rucking was causing about three to four injuries a week."

Briggs mentioned that they

still put the same stress on them, but they allow more recovery time and focus on different parts of the body for their workouts.

"We ruck once or twice a week now and give them more time to recover," Briggs said. "It's nearly eliminated the injuries. We've only had one or two this year."

Along with creating a new PT program, a new physical test called the Physical Abilities Identifier was implemented at the very first day of class to better gauge where the students were physically.



U.S. Air Force photo/Senior Airman Joshua Magbanua

521st Air Mobility Operations Wing leadership attend a commanders' conference Feb. 21 at Ramstein Air Base, Germany. Participants in the weeklong conference discussed concerns and topics ranging from unit readiness to mission execution and effectiveness.

Ready

From Page 13

The training gave 721st AMOG Airmen an opportunity to reflect upon the magnitude of their mission and the importance of resilience.

"This day served as a means to allow our Airmen to take pause, reflect upon the incredible mission they support every day, and ready themselves to

support any future challenges that await," said Malda.

Malda said the 721st AMOG's mission supported more than 4,000 aircraft, over 120,000 passengers, transported approximately 1 million pounds of cargo, and supported more than 2,000 aeromedical evacuations during the past year.

"We serve as the primary strategic air mobility hub for peacetime and wartime

operations, rapidly projecting continental U.S.-based resources into and throughout the U.S. European Command, Africa Command, and Central Command AORs," she added. "Our Air Mobility Command Airmen are ready to support any mission, anywhere, at any time."

Cooper expressed pride in his Airmen, saying he is optimistic about the future of the 521st AMOW and the missions his wing will execute.

"As a leader of the 521st AMOW I am constantly impressed by the younger Airmen," he said. "As thinkers, leaders and technicians they are way ahead of where I was as an Airman 30 years ago. The attitude and skills they bring to mission accomplishment ensure we will succeed in the future. My confidence in the state of the Air Force is high because of what I see the amazing 521st AMOW Airmen do."

Iraqi

From Page 12

air advisor deployed from the 123rd Air Wing from the Louisville Air National Guard Base, Kentucky. "To see them involved and seeing them caring was a unique experience."

The C-130 flying the mission was a Kentucky ANG aircraft, manned with Piro's home station Airmen.

The pre-existing relationship allowed the aerial porters and aircrew to instantly trust each other, Piro said. This trust quickly carried to the Iraqi airmen, after air advisors updated the aircrew loadmasters of the Iraqi capabilities. They had gained plenty of experience over the past few years before Iraq declared victory over the Islamic State of Iraq and Syria in December 2017.

An Iraqi Air Force aerial port technician said that the high tempo during the war with ISIS had Iraqi airmen working 24 hour days, seven days a week schedules and required them to load large objects and vehicles regularly.

Since ISIS's fall, the operational pace has slowed, allowing the Iraqis to work more closely with U.S. personnel. Refining their skills and building on the foundation of knowledge the Iraqis already had, the partnership has formed a gratifying relationship between advisors and advisees. The Iraqi airman said that the information they have been able to receive from the U.S. has allowed for greater efficiency and a safer work environment.

"You don't want to hurt yourself or the aircraft, so they are always teaching us about safety," the same airman said. "We were having a hard time understanding how to quickly get a vehicle inside of an aircraft but with the air advisors it became super easy for us."

Piro said that for his guys, who go over to Al Muthana Air Base every day, seeing the fruit of their efforts pay off with the recent mission, was very important and great to watch.

For many Iraqi airmen, the experience of working with U.S. Airmen has allowed them to take their gained knowledge back home to their family and friends.



U.S. Air Force photo/Deidre Ortiz

Jefferson Stewart, engineer with Technology Innovations at Arnold Air Force Base, Tenn., looks through a microscope at one of the parts recently fabricated using additive manufacturing. Stewart and other members of the Technology Innovations Branch have been looking at additive manufacturing, or 3-D printing of metals, as a way to make hardware needed for Arnold Engineering Development Complex operations.

Capability

From Page 12

complex fabrication methods that are currently being used and possibly to improve the design," he said.

It's anticipated that the ability to 3-D print these parts will allow for a much quicker turnaround for testing in the arc heaters.

Tracy McDonald, Arnold AFB system engineer, added that the technology of 3-D printing, while not new, "is still evolving."

"Rodney Stewart and I researched this back in 2002, it

was called metal sintering at that time," he said. "I still have one of the 2002 sample models in my desk and remember how incredible it was at that time that it was possible to do something like this. I now look at the 2002 model and think how primitive it is compared to today's capability."

For now, the Arnold AFB Model and Machine Shop primarily uses mills and lathes to make custom metal items that are used by the test facilities. However, in the future, 3-D printing may complement the fabrication work being completed at the Model Shop.

"I would like to have this capability at the Model Shop, but

we presently have other needs," McDonald said. "A process like this takes a lot of resources and learning to get it into operation, it is on our capital investment list as a future need. I would like to partner with another facility and learn more about the process before we take on the capability."

AEDC Deputy Technical Director Mike Glennon added that AM is only one of many ongoing innovative efforts at Arnold AFB.

"Our leadership and test teams are continuously looking at ways to implement new technology and new ideas and evaluating their potential cost-savings and benefits," he said.

AEDC also has an Innovation Grant Program in place, in which engineers send in proposals and are potentially awarded funding to develop the ideas laid out in their proposals.

At the Air Force Association's Air Warfare Symposium in February, Chief of Staff of the Air Force Gen. David L. Goldfein stated that the integration of new ideas and technologies is important to the future of the Air Force.

"From the lab bench to the flight line, it's not just about who has the best ideas," he said. "What matters for us is who can act on these ideas and deliver the lethality that outpaces our adversaries."

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U.S. Air Force photo/Staff Sgt. Robert Hicks

Defenders from the 821st Contingency Response Group, shows off equipment to the United Kingdom's Royal Air Force during an April 26 visit to Travis Air Force Base, Calif.

C-Strike

From Page 4

if it could meet our needs, and we were really pleased," Thorpe said. "We will be working with the CRW to manipulate the scenario to better our training and join them on their next exercise in the future."

The 821st CRG commander, Col. Justin Niederer, said, "Bringing members from the RSAF and RAF into

(observe) our exercise planning strengthens our partnerships, their national security, and enables us to better integrate our forces in the future."

"It is always beneficial to share lessons learned and methods to enhance capabilities with our international partners," Niederer said. "Contingency Response is a low-density, high-demand mission set for our nation and others have seen the large return on investment our units offer during short-notice,

combat-support, and humanitarian response missions."

The contingency response mobility Airmen regularly train side-by-side with joint and international partner nations. Whether it's delivering humanitarian aid or transporting coalition forces and equipment around the world, these developed partnerships help to accomplish the mission more efficiently and effectively, delivering instruments of national power to the leading edge of global reach.

Pharmacy

From Page 5

drop-box for next day pick-up, eliminating two stations to free up additional staff and adding a phone technician who handles all phone calls and prescription issues," said Dalzell. "There were other more subtle changes made such as relocating equipment to cut down on foot traffic."

The most notable change patients can see are the two Q-Flow system electronic kiosks.

"The benefit to Q-Flow is to provide a more organized and patient-friendly approach to the check-in process," said Dalzell. "With the Q-Flow system, the patients check in at the kiosk and receive a ticket. Once they have a ticket, they are free to take a seat in the lobby and wait for their number to be called."

Patients are also able to see

their wait times on the displays in the lobby and no longer have to endure long lines at the check-in window.

"All the improvements that were made have drastically improved the pharmacy," said Hicks.

Prior to implementation of CPI changes, processing time from the point of activation averaged 82 minutes, according to Dalzell.

"Now, the processing time sits at approximately 55 minutes, and we hope to continue to see this decrease with upcoming changes," he said.

Dalzell would eventually like that 55 minutes cut down to an ambitious 30 minutes as more CPI changes are implemented in the future.

In the meantime, the combination of those current changes and the Q-Flow system has provided a more efficient and safe way for the pharmacy to serve the patients of DGMC.

Review

From Page 6

who execute the Air Force's flying operations and challenge Airmen to identify issues that may cause a future mishap.

crash May 2, the Air Force is taking swift action to ensure the safety of its force. Although safety statistics over the past decade show Air Force Class A and B aviation mishaps trended downward, the Air Force's manned aviation mishap rate increased since the beginning of fiscal year 2018.

During the safety review, commander-led forums will gather feedback from Airmen

"We cannot afford to lose a single Airman or weapons system due to a mishap that could have been prevented," said Goldfein. "Our men and women have volunteered to give their last full measure for America's security. My intent is to have commanders lead focused forums with their Airmen to help identify gaps and seams that exist or are developing, which could lead to future mishaps or unsafe conditions."

F-16s

From Page 8

a group effort in the complex. The maintenance support group is hunting for space for the increased workload. The entire team is working on hiring, training and certifying a new crop of mechanics and technicians to take on SLEP.

In the commodities maintenance group, where F-16 wings will be refurbished, advanced and automated machinery needs to be purchased and installed along with older, refurbished machines and jigs.

Repairing the wings in-house

is a big undertaking, doubling the squadron's current wing workload, but engineers say it will save millions of dollars. Schedules between the back shops and aircraft maintenance also need to be closely coordinated so parts and tools are ready at the proper times for tear down and reassembly.

"This is really is a big initiative across the complex, but in commodities we support everyone - F-35, F-22, C-130, A-10s, so there's always something new and we're pretty accustomed to taking on the challenge," said Shane Olsen, leader of the 533rd Commodities Maintenance Squadron.

Pathologists

From Page 3

protection.

"We look at anything that is removed from a patient such as a mole or a mass," she said.

The pathology laboratory is divided into two sections: anatomic and clinical. Anatomic pathology is concerned with the analysis of cell, tissue, and organ specimens, and forensics. The clinical side includes chemistry, the blood bank and blood transfusion services, hematology and microbiology.

Although most pathologists perform autopsies, DGMC has contracted out this function.

"Most pathology jobs are in anatomic pathology, but most of us here are trained on both sides and get certified in both," said Col. (Dr.) James Sanderson, 60th MDG medical director of pathology and the clinical laboratory.

As medical director, Sanderson not only tests and analyzes specimens, he also is responsible for all regulatory issues and performs quality checks for other pathologists on difficult cases.

"When I'm the pathologist on duty, I examine frozen sections, which are inter-operative consultations," said Sanderson. "We interpret blood smears brought to us from the clinical lab for review and we do cytology."

Cytology is the study of cells.

"We look at cells in body fluids," said Elizabeth Hendrickson, 60th MDG histology and cytology laboratory technician, who has worked in the DGMC pathology laboratory for 20 years.

Hendrickson manages a mobile pathology processing station that she takes on site to procedures.

"I go to (ear, nose and throat) if the doctor is removing fluids from the thyroid or a lump from someone's neck," said Hendrickson. "I'll go to radiology or the operating room for a lung biopsy. I take the fluid, place it on a slide and stain it. Then the pathologist comes in and looks at the cells under the microscope."

Hendrickson said she processes fluids quickly so the pathologist can determine on site



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

Senior Airman Marisa Grantham, 60th Medical Diagnostics and Therapeutic Squadron histology technician, orients a specimen and places the tissue in a wax-filled mold to prepare it for section cutting Feb. 15 at Travis Air Force Base, Calif. The tissue is oriented to ensure a good sample before using paraffin wax to stabilize the tissue.

"We're kind of invisible, but what happens in this facility couldn't happen unless we're here doing our jobs."

— Col. (Dr.) James Sanderson

if there are enough cells in it to make a diagnosis and if the cells are actually from the targeted body part, such as the glands, a tumor or kidney.

Some cases require rapid diagnosis, such as when the patient is in surgery.

"We have a special machine that can process the specimen in about 20 minutes," said Sanderson. "The intent is that when the surgeon finishes the procedure, the patient doesn't have to return to the OR for a biopsy."

Normally, when specimens come to the laboratory, a technician sorts them, enters the information into the laboratory database, affixes a barcoded label to the container with patient information and the required tests and then processes it.

plastic cassette.

"Cassettes are processed through a series of chemicals, which can take six to 12 hours," said Master Sgt. Asante Duncan, 60th MDG pathology section chief.

Specimens must be cut extremely thin before mounting on a slide, which means they must be frozen or embedded in paraffin wax. Then the specimen is cut into thin ribbons, placed on a slide and stained.

"The process can take six to eight hours," said Duncan. "The slide is covered with a thin layer of glass and sent to the pathologist."

If a specimen is malignant, the pathologist will examine dozens of slides under the microscope to determine the type of cancer and how aggressive it is.

"Some tumors are easily identifiable, but there are some that are so unusual or rare, we send them to an outside lab and the Joint Pathology Center in (Washington) D.C.," said Sanderson.

The JPC is the federal government's premier pathology reference center, providing subspecialty training, consultation and sole veterinary pathology training for all military sources. The JPC also operates the Department of Defense's cancer registry system.

Pathologists usually have some idea of what to look for when they receive the specimen.

"Sometimes we get the clinical history with the specimen," said Sanderson.

DGMC also processes specimens from other military installations, including Nellis AFB, Nevada, McDill AFB, Florida, and Kadena Air Base, Japan.

Most specimens take two days to process and analyze, but a complex case could take up to 10 days.

"A lot goes on behind the scenes in this facility," said Sanderson. "We're kind of invisible, but what happens in this facility couldn't happen unless we're here doing our jobs."

Titles

From Page 21

intimidating going into it.”

But the training we'd received from the squadron over the years prepared us to be competitive and we really melded as a team. We were up against some tough, experienced teams that I had a lot of respect and admiration for. It was a great opportunity to test ourselves against them. It's an amazing feeling to win the competition and represent the squadron.”

Lt. Col. Christopher Anderson, 1st CTCS commander, said he was proud of how the teams from the Air Force performed.

“This competition is unique in that it provides an opportunity for our reserve and active duty combat camera Airmen to compete alongside each other as well as with combat camera personnel from other services,” said Anderson. “This competition fosters cohesion among talented professionals who will likely serve together in a joint environment. I'm personally very proud of the Airmen from the 1st and 4th Combat Camera Squadrons who took part in this competition. They all trained hard to prepare, and all of them pushed through the challenges of the week to complete the event. Senior Airman Straight and Airman 1st Class Harris did a

tremendous job and I congratulate them on winning this year's competition.”

Tech. Sgt. Tommy Grimes and Staff Sgt. Corban Lundborg, of the Air Force Reserve's 4th CTCS, finished in third place. Grimes and Lundborg were the only reserve component service members in the competition.

“I had never participated in anything like this before and I didn't know what to expect,” said Grimes. “It turned out to be a tremendous experience. I enjoyed competing alongside my active duty counterparts as well as our joint-service partners from the Army. I learned a lot from this competition and it will help make me a better combat camera Airman.”

Research

From Page 4

This partnership reflects White House priorities including strong national security and efficient government operations.

“Rebuilding America's defense capabilities has been a top priority of the Trump Administration since inauguration. A big part of that is translating fundamental discoveries into breakthroughs that make the country safer and drive the U.S. economy,” said Michael Kratsios, deputy assistant to the president for technology policy at the White House Office of Science and Technology Policy. “This partnership between two of America's (research and development) powerhouses – the Air Force and the National Science Foundation – will ensure that taxpayer

funding of basic research is made more efficient, accelerates the development of advanced technologies for both civilian and military use, and fosters job creation and economic growth into the future.”

The letter states that “The Air Force will benefit from greater access to NSF's considerably larger basic research program and community of researchers. The NSF will benefit with a direct pathway for the technical maturation of many of its research efforts and products, with increased relevance afforded by its direct support of the nation's defense posture.”

And in anticipation of the signing, the two organizations have already had initial discussions on topics spanning from the convergence of artificial intelligence, data and materials to Graduate Research Intern Programs.

Blood drive

From Page 5

As Travis' liaison to BCP, she oversaw the event and encouraged 100 donors to show up and donate blood.

“This is just another way that Team Travis and our Big 'A' Airmen continue to execute the wing's vision of serving locally and engaging globally,” said Lockett. “The Base Blood Program is a very important partnership that Travis AFB has had with the Blood Centers of the Pacific for six years, and that importance is underscored when members of the base turn out in droves like they did for this blood drive.”

In addition to providing units of blood to those in need in Northern California, the blood

donated by Travis AFB has also found its way to Las Vegas in support of the victims of 2017's mass shooting, said Lockett.

Encouraged by the success of this most recent blood drive, the Base Blood Program has scheduled seven more blood drives in 2018. The dates for them are as June 14, July 19, Aug. 9, Sept. 13, Oct. 11, Nov. 8 and Dec. 13.

The blood drive's success also encouraged Pignataro, who expressed his appreciation for everyone who participated.

“Thank you for being our champion and helping us to serve the needs of patients in our wonderful community,” he said. “Along with supporting the patients, countless friends and family of those in need have been forever changed because of your donations.”

Richardson

From Page 2

guy or girl.” They have that invisible leadership I'm talking about and odds are, you have it, too. If they ended up getting a driving under the influence charge or something, it would change the way you look at them because they let you down. It's one thing to lead a

group of people who are right in front of you and you know who they are, but it's that group that may not always be right in front of you that you are also leading.

No one expects us to be perfect and we are all going to make poor choices at one point or another. How we deal with that and recover from it will determine how people look at us or choose to follow us.

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Panama

From Page 11

pediatrician, one family physician and one OB/GYN. Each provider is able to assist members of the local communities within each of their specialties.

"On average, each provider is seeing about seven to 10 people per day," Neese said. "But this is not about numbers. When it comes to a typical medical readiness exercise, we see hundreds of patients per day, but with the EHE team we see as many patients as the clinic would normally see, so that we are truly embedded and integrated into the local health care system."

During their engagements, the doctors shared and received valuable information that enhances their overall readiness as military medics.

"For our (medical) training requirements, at the Department of Defense level, there are a set of guidelines for what skills a military medic should have and should train to in an exercise like New Horizons," Neese said. "Operational readiness, global health knowledge, cross culture competencies and language skills are all tools that we must develop in order to be effective at our job as military health care professionals. There is no better model to meet these objectives than the Embedded Health Engagement. Our experience here in Meteti has shown this to be true."

Local doctors and health professionals echoed their support for the EHE team and the longer lasting impacts it will have.

"This is what really works," said Dr. Panama Perez, MIN-SA Darien regional director of health.

Working hand-in-hand will leave us with longer lasting impacts than the typical Medical Readiness Exercise, and we much prefer working with the EHE team, Perez said.

As the providers worked with local doctors, the partnerships formed provided a better understanding of the strengths each doctor possessed.

"We have found that the

medical knowledge of our counterparts here is equivalent," Neese said. "The issue is not one of knowledge, but of resources. Areas such as the Darien region don't always have the resources like we have in the United States."

Neese added that due to the local clinics' lack of resources, their ability to adapt and diagnose problems has provided the New Horizons 2018 medical team more skills to perform in austere environments.

"As we went along, there became more and more opportunities to share information, best practices and standards," Neese said. "Our doctors learned a lot about World Health Organization standards and approaches to medical problems in low-resource areas, as well as aggressive approaches to preventive medicine."

"We have been impressed with how compliant the Panama Ministry of Health is in meeting or exceeding WHO standards," he said.

Coupled with the immersive training that New Horizons 2018 has provided the team, the exercise will give them a unique and memorable experience.

"This has been a really neat opportunity," said U.S. Air Force Maj. Adam Hebdon, 346 EMDOS family physician. "We have the opportunity to work side-by-side with the Panamanian doctors and medical staff. We are learning about their medical care system and the challenges they are facing from a treatment perspective, as well as aiding a relatively underserved population. We are also dealing with some diseases that are indigenous to the tropical area, which are different than what we see back in the United States."

Throughout the visit, Neese was impressed with the ability of the clinics to fully utilize the EHE team and build upon their partnerships.

"The doctors really and truly enjoy this experience," Neese said. "It's a diverse experience and we have made lifelong personal and professional relationships here. Our Panamanian colleagues are very gracious hosts."



1) Surgeons conduct a medical procedure May 4 at David Grant USAF Medical Center during Leadership Rounds at the 60th Surgical Operations Squadron at Travis Air Force Base, Calif. The Leadership Rounds program involves wing leadership interacting with Airmen to get a detailed view of each mission performed at Travis. The 60th SGCS facility cares for approximately 3,300 surgical patients annually.

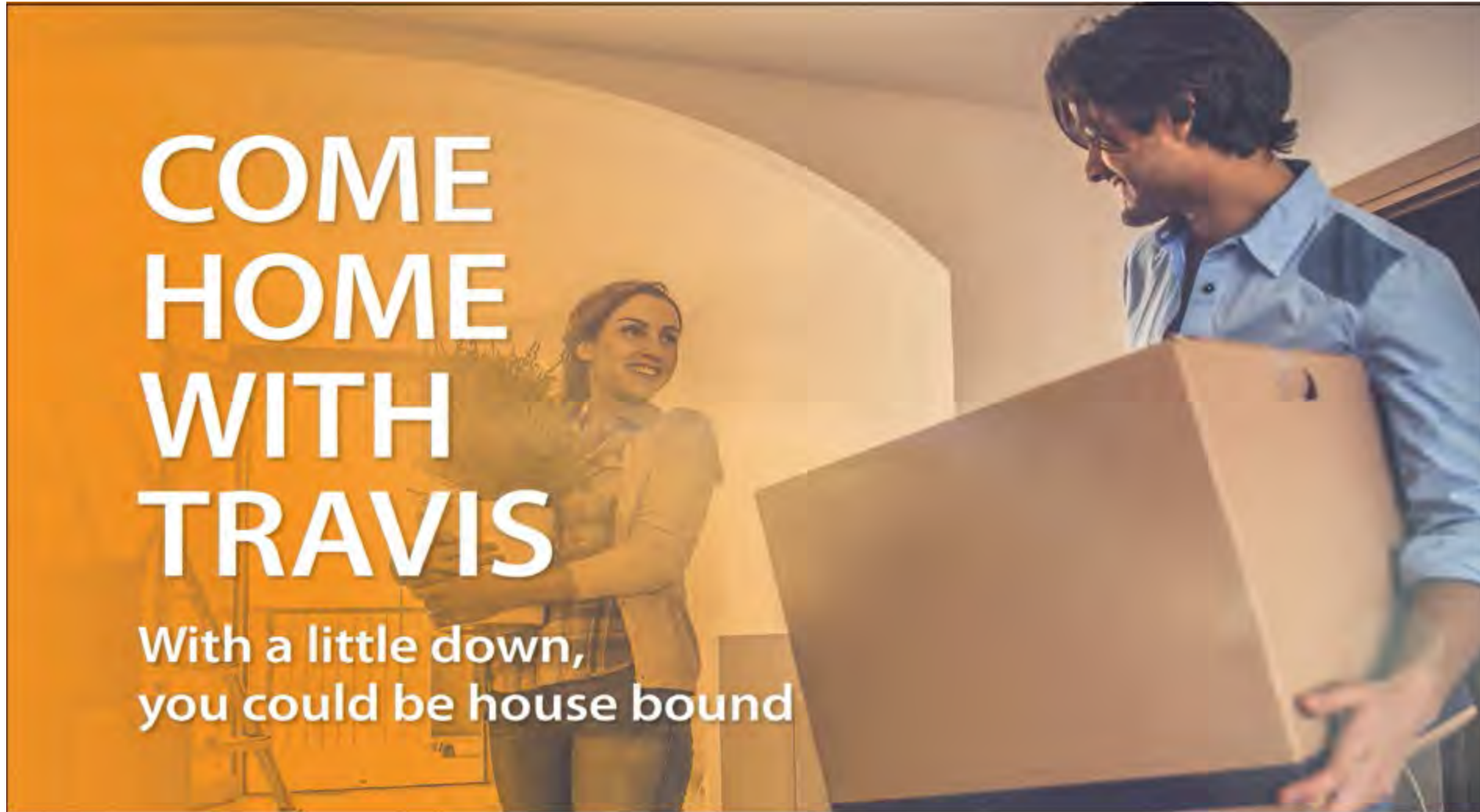
LEADERSHIP

... pays visit to Airmen working at hospital

U.S. Air Force photos by Heide Couch

2) Chief Master Sgt. Steve Nichols, command chief for the 60th Air Mobility Wing, welcomes Airman who have recently returned to Travis Air Force Base after an extended deployment May 4 at David Grant USAF Medical Center. 60th AMW crews can fly support missions anywhere in the world to fulfill its motto of being "America's Finest Mobility Force" for providing true Global Reach. 3) Maj. Emily Roark, 60th Surgical Operations Squadron nurse anesthetist, speaks with Col. John Klein, 60th Air Mobility Wing commander, while observing a medical procedure, during Leadership Rounds.





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