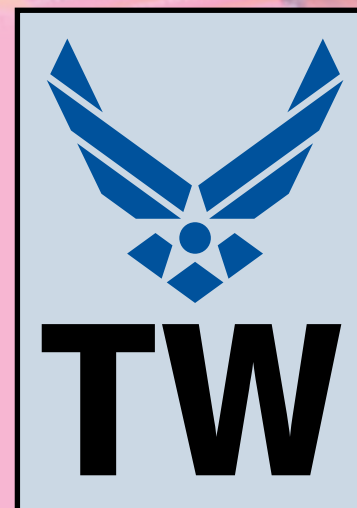




Military kids get supplies for ... **SCHOOL**

PAGES 14-15



Express yourself to foster compassion

A couple of years ago, in the midst of a difficult divorce, I struggled to have a good day. I was not a commander at the time, but still embraced the tenet that leaders should not have a bad day in public. I was attending a social, end-of-the-day function and hoping that my demeanor and attitude were not reflecting how dismal I was truly feeling inside. I exchanged the usual pleasant-ries with other attendees until a senior leader who I really only knew as one of my patients asked me how I was doing. I



Commentary by Col. (Dr.) Justin Nast
60TH AEROSPACE MEDICINE SQUADRON

thought for a moment and decided to tell the truth. I proceeded to tell him how difficult things had been and how some days it was hard to put on a smile and delve into my job in a meaningful way. It actually felt good to let it out and not too much to my surprise, he asked me to tell him more and thanked me for being honest with him about how I was truly feeling. That was all I needed and I noted he did ask enough questions to know that I did not appear to require more help. As leaders at all levels, we

Commander's Commentary

can potentially be responsible for more than just our own bad day. The mood of the commander often sets the mood of the squadron. Leaders at all levels may rightfully be reluctant to reveal when they are having difficulties, however, this should not preclude being honest about your own personal situation. We all need to have a sense of security and trust communicating to our leadership, especially regarding topics that can have an impact on our own well-being and performance. Likewise, we need to create the conditions

for our subordinates to feel safe communicating to us in this way. No intervention might be needed other than simply listening, but if the message is never conveyed, we are unable to even make that determination. As a physician, I am used to people sitting down with me and at least starting out knowing that something is troubling them, and I can listen and then ask questions to see if I can help. As a commander, it is not often that easy. I can try to create the type of environment within my organization that makes people comfortable telling me what is troubling them. Just as many of the machines we work with on a daily basis have a built in self-check upon

activation, we each perform our own self-check, but in a more continuous fashion. We must realize we might not check out at 100 percent every single day and none of us are immune to a bad day. The anguish that I felt from the pain of divorce did not go away that day or for many days afterwards, but the impact of being able to be honest about how I was feeling has stayed with me. Many of the trials that we experience in life never fully leave us, but we recover and move on. The confidence in being able to express how we are really doing connects us to one another and allows for compassion to be expressed at times that we may need it the most.

Invest in resilience in tough times to build strength



Commentary by Senior Master Sgt. Erik Robbins
60TH AEROSPACE MEDICINE SQUADRON

There are a couple of definitions of resiliency: The ability to return to the original form or position after being bent, and the ability to recover from illness, depression or adversity. We don't always walk around asking ourselves how resilient we are. The importance of being resilient and how valuable it is in my own life was put to the test one evening. When getting ready for bed, my life took a drastic turn as I witnessed the love of my life collapse to the floor. My wife had suffered a severe pulmonary embolism. For a time, I lost my wife as the doctor

Chief's Commentary

worked hard to bring her back to life. Thankfully, they were able to revive her, get her on life support and airlift her to Stanford Medical Center for specialized care. This rocked my world, but as my wife lay there hooked up to machines, fighting for her life, the world kept on moving. My personal resiliency was going to be put to the hardest test of my life. I had to find a way to get as close to my original position after my life was bent out of shape not just for

me, but also for my kids and mission. Even though my wife's future was unknown, I had to find the things that I had put in place long before the event to be resilient. Some of the things that help make me resilient are faith, family, friends, exercise and leadership direction for my work section. I relied on every one of these during my tough time. Thankfully, after some major surgeries and a lot of time in the hospital, I was able to bring my wife home. We were still bent out of shape, but were on the road to getting back to our original position again.

I learned a lot about my own personal resiliency during this time and realized that it does not just happen. Resiliency starts with how you set yourself up to handle the tough times that life may throw your way. My recommendation to others after my own difficult experience is to find the things that give you strength. Work on building the strengths in your life to increase your resiliency. If I had not worked on my faith, relationships with family and friends and provided

See ROBBINS Page 22

Travis cares for exceptional families

Staff Sgt. Amber Carter
60TH AIR MOBILITY WING PUBLIC AFFAIRS

With more than 650 service members enrolled, the Exceptional Family Member Program at Travis Air Force Base, California, is one of the largest in the Air Force. "We often have families with multiple dependents that qualify for the program," said Kevin Hamilton, 60th Force Support Squadron EFMP family support coordinator. An exceptional family member is a family member, regardless of age, who requires medical services for a chronic condition or receives ongoing medical care and treatment.



U.S. Air Force photo/Staff Sgt. Amber Carter

Kevin Hamilton, 60th Force Support Squadron Exceptional Family Member Program family support coordinator, poses for a photo July 31 at Travis Air Force Base, Calif. Hamilton ensures EFMP families receive the best support and care possible by providing information and setting up events for families to connect and support each other at Travis. and get them talking to each other, especially the families with significant needs, to make sure they don't feel alone," said Hamilton. "We do family nights that are informal and chill. We work with outdoor recreation to have a rock wall climbing night, and we bring outside organizations on to the base, such as the National

See FAMILIES Page 22

Tailwind

Travis AFB, Calif.
60th Air Mobility Wing

Air Force
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60th Air Mobility Wing interim commander

Tech. Sgt. James Hodgman
NCO in charge of command information

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

Airman 1st Class
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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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CA 94535-2150 or emailed to 60amwpa@us.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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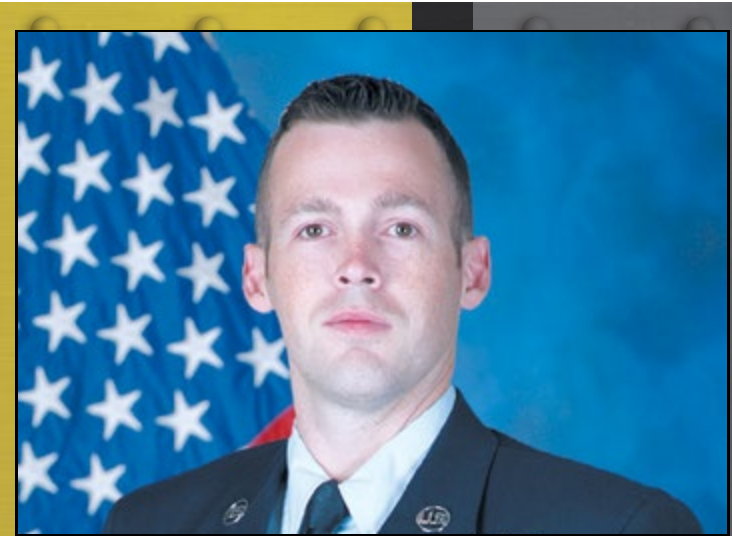
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On the cover

Christian Mendoza, 60th Force Support Squadron school liaison, left, surveys the choices Travis students have to select from during Operation Homefront's "Back to School Brigade" Aug. 2 at the base's First Street Chapel.

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



U.S. Air Force photo illustration

WARRIOR OF THE WEEK

Name: Tech. Sgt. Glenn Peters.	Hometown: Canton, North Carolina.	What are your goals? To make Officer Training School.
Unit: 6th Air Refueling Squadron.	Time in service: 12 years.	What are your hobbies? Brewing beer and camping.
Duty title: In-flight refueling operator.	Family: Spouse, Barbara Popit.	What is your greatest achievement? Traveled to over 45 countries.

Rock the Block Festival right on target



Military service members and their families play a game of corn hole Aug. 3 during the Rock the Block Festival at Travis Air Force Base, Calif. Patrons were treated to a variety of activities to include the band Mobility from the U.S. Band of the Golden West, carnival rides, games, kid’s fun zone, free food and food trucks.

U.S. Air Force photo/Heide Couch

Board to pick KC-46 pilots

Kat Bailey

AIR FORCE’S PERSONNEL CENTER
PUBLIC AFFAIRS

JOINT BASE SAN ANTONIO-RANDOLPH, Texas — Air Mobility Command will conduct a KC-46 Pilot Selection Board later this fall to choose about 104 pilots for McConnell Air Force Base, Kansas, to populate the Air Force’s first two operational KC-46 squadrons.

The KC-46 Pegasus is set to bring increased capability to the Air Force tanker fleet as the service’s number of KC-135 Stratotankers decreases and its KC-10 Extenders are phased out over the next 10 years.

The board seeks a broad range of experience and encourages pilots in their first and second flying assignments to apply to fill pilot positions in the 344th and 349th Air Refueling Squadrons and fill select 22nd Air Refueling Wing staff positions.

“We also encourage applicants with experience in non-mobility platforms, such as the RC-135 Rivet Joint, E-3 Sentry and E-8 Joint STARS, to apply,” said Maj. David Kim, Mobility Air Forces assignments chief.

Commanders should nominate appropriate crewmembers who have demonstrated the highest flying skills, knowledge and abilities with diverse levels of aircrew experience.

“The board is looking for the most qualified Airmen to fulfill this critical program,” Kim said. “If Time-On-Station or Date Eligible for Return from Overseas restriction waivers are necessary, AMC/A3 will request them from the Air Force’s Personnel Center.”

Packages are due to AMC/A3TF by Sept. 7. For detailed application instructions, search “KC-46” on myPers.

Visits with tech leaders boost vision for 22nd AS

Nick DeCicco

60TH AIR MOBILITY WING PUBLIC AFFAIRS

Members of the 22nd Airlift Squadron at Travis Air Force Base, California, met July 19-20 with leaders from the Silicon Valley community in an effort to chart the future of the unit.

The off-site initiative took advantage of the squadron’s geographic proximity to the technology industry, meeting with multiple entrepreneurs. The squadron also became the first Department of Defense unit to visit the Apple Park corporate headquarters of Apple Inc. in Cupertino, California, which opened in 2017.

“If you want to be the best, you’ve got to keep improving,” said Lt. Col. Paul Pawluk, 22nd AS commander. “Overall, it

was a really positive experience. The goal was to open the aperture for our leadership team, to get away from desk work and think about bigger things.”

The two-day event split into three parts.

The first consisted of a four-hour strategic communication session in which 18 members of senior leadership from the 22nd AS focused on the mission, vision and priorities of the unit.

Later that day, the 22nd AS members visited San Francisco, California, home of Raj Shah, the former head of the Pentagon’s Defense Innovation Unit Experimental as well as an F-16 Fighting Falcon pilot with the Air National Guard, to meet with technology industry leaders and entrepreneurs.

Other guests included Ori Brafman, a lecturer at the University of California, Berkeley, and co-author of “Radical Inclusion: What the Post-9/11 World Should Have Taught Us About Leadership” with former Chairman of the Joint Chiefs of Staff and Army Gen. Martin Dempsey; John Fenwick, who led spacecraft operations for Google Inc. and now works for Apple; as well as developers behind the JIGSAW app used to streamline tanker operations downrange.

The visit to the Apple Park campus was the final piece of the initiative.

The motive for the off-site excursion was to modernize the squadron, incorporating the advancements of technology to fit the needs of an evolving 22nd AS and Air Force.

Capt. Kris Fernandez, 22nd AS director of staff, said leadership, talent management, communication and the decision-making process were priorities identified during the meeting of squadron leaders. The aim also was to align with goals of the base, 18th Air Force and Air Mobility Command as well as the U.S. Air Force Chief of Staff’s Gen. David L. Goldfein “Communications Squadron Next” concept, an initiative to integrate cyber-space innovations at the unit level.

Pawluk returned to Travis focused on communication, such as using a cloud-based collaboration and messaging service rather than emails to interact with members of the squadron.

See VISION Page 21



U.S. Air Force photo/Richard Eldridge

Tech. Sgt. Ricardo Lemos Rodriguez, noncommissioned officer in charge of the Force Health Management Branch, mentors the Public Health apprentice students to prepare them for the operational Air Force. He discusses how they can navigate the Air Force Portal to locate information on Air Force priorities, career development and education.

Instructors prepare Airmen for battlefield

Shireen Bedi

AIR FORCE SURGEON GENERAL
PUBLIC AFFAIRS

FALLS CHURCH, Va. — Deployed experience, subject expertise, and a passion to share lessons learned make instructors at the U.S. Air Force School of Aerospace Medicine a vital part of medical readiness, equipping Airmen with the skills to be successful.

Celebrating its 100th year, USAFSAM is the leading platform for education, training, and research in aerospace and operational medicine. The school, part of the 711th Human Performance Wing at Wright-Patterson


Air Force Base, Ohio, offers a range of courses from aerospace medicine and public health to en route care and physiology.

What makes USAFSAM a prominent institution for aerospace medicine are the dedicated instructors, who prepare the medical force to face future readiness challenges.

From combat to the nontraditional classroom


Operational experience is part of what makes USAFSAM instructors uniquely qualified to get medical Airmen mission ready, according to Staff

See PREPARE Page 18



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Final Galaxy wraps upgrades to become C-5M



The Air Force and Lockheed Martin have finished upgrades in Marietta, Ga., to the final aircraft under the C-5 Reliability Enhancement and Re-engining Program, or RERP. All 52 C-5M Super Galaxy aircraft have now returned to their respective Air Mobility Command and Air Force Reserve Command units.

Jonathan Bell
ROBINS PUBLIC AFFAIRS

ROBINS AIR FORCE BASE, Ga. — The first flight of the Lockheed Martin C-5 Galaxy Transport aircraft took place on June 30, 1968, with an audience which included President Lyndon Johnson. It's now 50 years later, and the Super Galaxy is still going strong. Today, the Air Force and Lockheed Martin have finished upgrades in Marietta, Georgia, to the final aircraft under the C-5 Reliability Enhancement and Re-engining, or RERP, Program. The upgrades include engine replacements, landing gear and structural

modifications. Following the changes, the aircraft carry the designation of C-5M Super Galaxy. “This is a huge milestone for our community,” said Randy Hildebrandt, C-5M Program Manager, Air Force Life Cycle Management Center. “We have been modifying our C-5s through this RERP program for about 10 years now, and the results are staggering. Reliability is up, the aircraft is not breaking as often and the aircraft is able to get to its objective faster – often without having to stop for fuel and crew rest.” The purpose of the improvements is to increase payload capability and access to communication, navigation, surveillance and air traffic management. The Galaxy is the largest airlifter in the Air Force inventory and has flown in every conflict since Vietnam. It continues to provide help around the world with crews delivering everything from personnel, emergency relief supplies, and medicine to fire trucks and industrial electrical repair vehicles. Along the way the C-5M Super Galaxy has set 89 world aviation records, which is the most of any aircraft in history. With the upgrades, it will continue to provide support anywhere in the world. **See C-5M Page 19**



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Fairchild hosts helicopters to fight wildfires

Staff Sgt. Nick Daniello and
Airman 1st Class Whitney Laine
92ND AIR REFUELING WING PUBLIC AFFAIRS

FAIRCHILD AIR FORCE BASE, Wash. — In the wake of Washington State Gov. Jay Inslee declaring a wildfire state of emergency Aug. 2, two Sikorsky UH-60 Blackhawk helicopters launched from Joint Base Lewis-McChord, Washington, to Fairchild AFB to fight the wildfire dubbed “The Sheep Creek Fire,” which has consumed more than 20 acres of land so far. Washington National Guard efforts are currently focused on keeping the fire south of Sheep Creek, located north of Colville National Forest near the United States-Canadian border. Five 20-member local fire-fighting hand crews are already deployed fighting the fire, very soon to be aided by the WNG and its citizen soldiers. “My day-to-day is warfighting and my full-time job is to

make sure all Blackhawk crews are prepared for deployments,” said U.S. Army 1st Lt. Noel Larson, 96th Aviation Troop Command standardization pilot assigned to JBLM, who has been called upon seven times to fight fires during his 25 years of military service. “In this situation, we’re here to cool down the wildfires and allow the people on the ground to come out and actually put the fire out.” Blackhawks are near synonymous with warfighting, but the flexibility and mission set of the WNG allows them to effectively deploy the helicopter to fight fires by delivering more precise water drops than fixed-wing airframes. None of this would be possible without Fairchild’s staging support. “(Fairchild) is our closest link to any sort of logistical support we need, whether it be parts, maintenance, changing of personnel or any other needs **See HELICOPTERS Page 20**

C-17 plays role in exercise in Idaho

Airman 1st Class Janae Capuno
366TH FIGHTER WING PUBLIC AFFAIRS

MOUNTAIN HOME AIR FORCE BASE, Idaho — A C-17 Globemaster III from Travis Air Force Base, California, recently took part in the 366th Fighter Wing’s quarterly Gunfighter Flag exercise. In the July exercise, fighter squadrons participate in air-to-air and air-to-ground training to maintain F-15E Strike Eagles during peace-time and wartime contingencies. During 18-3, Gunfighters from multiple squadrons teamed up with members of the 60th Air Mobility Wing from Travis to travel to Gowen Field in a C-17 Globemaster III, which gave them the chance to practice loading and unloading crucial assets needed to perform maintenance on F-15E Strike Eagles in a different location. “As soon as the C-17 cargo

doors opened, Security Forces secured the area and we were out the door recovering our Strike Eagles and turning them around,” said Senior Master Sgt. Travis Patterson, 389th Fighter Squadron sortie generation superintendent. Gunfighter Flag 18-3 featured a new opportunity for Mountain Home Air Force Base, Idaho, to further its ability to fly, fight and win. “Adaptive basing is the ability to rapidly refuel and re-arm F-15s in an austere environment, a location we haven’t operated from before,” said Patterson. “It could have some support facilities or just a runway in the middle of nowhere.” In other words, it gives a squadron the ability to practice training in an environment unfamiliar to own. “The Air Force has become used to deploying to locations **See IDAHO Page 18**


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F-35A program matures at Hill AFB

Micah Garbarino
388TH FIGHTER WING PUBLIC AFFAIRS

HILL AIR FORCE BASE, Utah — Two years after the Air Force declared initial operational capability for the F-35A Lightning II, pilots and maintainers at Hill Air Force Base’s active duty 388th and reserve 419th Fighter Wings are steadily erasing the word “initial” from in front of “operational capability.”

Since the IOC announcement Aug. 2, 2016, Airmen and the jet have grown together during deployments to Europe and Asia, several combat exercises, weapons evaluations and daily operations.

“We’ve seen an exponential increase in capability,” said Lt. Col. Yosef Morris, 4th Fighter Squadron commander and former director of operations for 34th FS, the first operational F-35 unit. “At IOC, the jet was very capable doing a very limited mission set. Now we have our full inventory of weapons, and we routinely train against high-end threats.”



An F-35A Lightning II aircraft from Hill Air Force Base, Utah, takes off Feb. 2 from Nellis AFB, Nev. Airmen from the 388th and 419th Fighter Wings at Hill are participating in Red Flag 17-01.

Similar to a consumer with a new product, at IOC the 388th and 419th were exploring and developing just how to use the aircraft, “now we’re really codifying and establishing exactly what we

can do,” Morris said.

The release of new software in February, known as “3F,” drove much of the increase in capability. In addition to the software’s weapons package, the flight

envelope was expanded to 9 Gs; and targeting, mapping, and the fusion of all those systems was improved.

The F-35 is now more fully

See F-35A Page 19

NASA selects crews for test flights

National Aeronautics and Space Administration

NASA introduced Aug. 3 the first U.S. astronauts who will fly on American-made, commercial spacecraft to and from the International Space Station – an endeavor that will return astronaut launches to U.S. soil for the first time since the space shuttle’s retirement in 2011.

“Today, our country’s dreams of greater achievements in space are within our grasp,” said NASA Administrator Jim Bridenstine. “This accomplished group of American astronauts, flying on new spacecraft developed by our commercial partners Boeing and SpaceX, will launch a new era of human spaceflight. Today’s announcement advances our great American vision and strengthens the nation’s leadership in space.”

The agency assigned nine astronauts to crew the first test flight and mission of both Boeing’s CST-100 Starliner and SpaceX’s Crew Dragon. NASA has worked closely with the companies throughout design, development and testing to ensure the systems meet NASA’s safety and performance requirements.

“The men and women we assign to these first flights are at the forefront of this exciting new time for human spaceflight,” said Mark Geyer, director of NASA’s Johnson Space Center in Houston. “It will be thrilling to see our astronauts lift off from American soil, and we can’t wait to see them aboard the International Space Station.”

Artificial silk considered for armor, parachutes

Donna Lindner
AIR FORCE RESEARCH LABORATORY

WRIGHT-PATTERSON AIR FORCE BASE, Ohio — Who doesn’t like to feel warm in the winter and cool in the summer?

Inspired by the qualities of fibers found in nature, scientists at the Air Force Research Laboratory and Purdue University are experimenting to develop a functional fiber that can be woven into sizeable, flexible fabrics using existing textile manufacturing methods.

Researchers are studying the cooling and temperature regulation properties of natural silk in order to apply it to synthetic fibers, such as artificial spider silk, which is both stronger than the polymer known commercially as Kevlar and more flexible than nylon.

Silk exhibits passive radiative cooling, meaning that it radiates more heat than it absorbs when in direct sunlight. On hot summer days, silk drops 10-15 degrees Fahrenheit when compared to reflective materials.

The cooling fabric is of tremendous potential benefit to the warfighter wearing body armor.

Bulletproof vests and parachutes are two articles in line to be constructed with artificial spider silk. Current vests are burdensome due to the heavy weight and non-breathing material they are fabricated with. Parachutes constructed of the new material will be stronger and able to carry larger payloads.

Estimates indicate that while artificial spider silk may initially cost twice as much as Kevlar, the product’s minimal weight, incredible strength and elasticity and potential adaptability for other needs are characteristics enhancing its salability.

Airmen support Q-West airfield

Tech. Sgt. Caleb Pierce
386TH AIR EXPEDITIONARY WING
PUBLIC AFFAIRS

QAYYARAH AIRFIELD WEST, Iraq — The average day for air traffic controllers involves a lot of moving parts and Airmen working constantly to ensure safe and secure air flow. For Qayyarah Airfield West, Iraq, this rests solely on the shoulders of just a few people.

Not only do those Airmen control the airspace, at the airfield commonly called ‘Q-West’, they also work side-by-side with the Iraqi Air Force controllers.

Senior Airman Brennan Gettinger, a 447th Air Expeditionary Group air traffic controller, supports the critical airfield for strategic airlift along with the IqAF.

“Friendship is key,” said Gettinger, who is deployed from the 319th Operations Support Squadron at Grand Forks Air Force Base, North Dakota. “Our mission is to train and advise the (Iraqis) because they don’t get the



U.S. Air Force photo/Tech. Sgt. Caleb Pierce

Senior Master Sgt. Adam Schill, 447th Air Expeditionary Group Detachment 1 superintendent, watches people board an Iraqi air force helicopter July 19 at Qayyarah Airfield West, Iraq.

training most people do back in the States.”

The U.S. air traffic controllers interact and build relationships with their counterparts by assisting with Iraqi aircraft movement from the IqAF facility located at a

separate area.

Senior Master Sgt. Adam Schill, 447th AEG Detachment 1 superintendent, said the mission is different here than that of home station locations as Q-West has a landing zone versus a runway. He

added, working directly with Iraqi controllers adds a unique and beneficial element to their mission because the relationship with the IqAF controllers is key, not only to the growth of the Iraqis, but also the Airmen doing the training.

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RQ-4 student pilots gain flying experience

**Airman 1st Class
Tristan D. Viglianco**
9TH RECONNAISSANCE WING PUBLIC AFFAIRS

BEALE AIR FORCE BASE, Calif. — Becoming an RQ-4 Global Hawk pilot requires specific training, which is unique to remotely piloted aircraft. This training means new pilots not coming from previous manned platforms often have limited experience in the cockpit of an aircraft. The 1st Reconnaissance Squadron is aiming to increase their level of experience with their new, innovative Aviation Fundamentals Training program funded through the Squadron Innovation Fund. “We are having our RQ-4 student pilots receive additional training flying with the Beale Aero Club while they are going through the Formal Training Unit,” said Major Daniel, 13th Reconnaissance Squadron FTU flight commander. “It is a continuation of the training they receive in Initial Flight Training.” The FTU partnered with the

Beale Aero Club to ensure the pilots receive more experience in the local airspace by flying Cessna 172s. “We started it to give the new pilots more experience in the air,” said Daniel. “AFT is designed to essentially improve airmanship, communication, and situational awareness. We just wanted to give them more experience for when they show up to their operational Global Hawk units.” The program began in April and students who wanted to participate travelled to the Yuba County Airport on their own time to familiarize themselves with local air traffic conditions. “We flew five flights,” said 2nd Lt. Rickey, 12th Reconnaissance Squadron RQ-4 pilot. “They wanted us to gather situational awareness from those flights by listening to the radios and making radio calls. Since we aren’t in the RQ-4, we can’t see other aircraft, so listening up on the radios is very important.”



U.S. Air Force photo/Airman 1st Class Tristan D. Viglianco
Tech Sgt. Ryan and Staff Sgt. Randall, 1st Reconnaissance Squadron RQ-4 student pilots, review a map of the local area with Craig Calhoun, Beale Aero Club instructor, April 15 in Olivehurst, Calif.



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Pawlikowski tenure marked by readiness

Marisa Alia-Novobilski
AIR FORCE MATERIEL COMMAND

WRIGHT-PATTERSON AIR FORCE BASE, Ohio — The little things that Air Force Materiel Command does every day enable the Air Force to be effective, and it's so important that Airmen fully appreciate their impact, said Gen. Ellen M. Pawlikowski, reflecting on her three years at the helm of AFMC as she readies to retire this September after 40 years of Air Force service.

"We don't fly airplanes, and we don't drop the bombs, but we make sure the airplanes can fly, and that the bombs are reliable, and their radars work," she said. "AFMC Airmen need to understand that what they do is important. They literally hold in their hands the health and the safety of our Airmen."

Pawlikowski took command of AFMC in 2015 during a time when the Air Force was highly focused on efficiency and cost consciousness, punctuating years of sequestration and resource reduction across the military fiscal domain. The command had just experienced a 33 percent reduction in headquarters staff, and across the board, said Pawlikowski, everything drove toward maintaining the bottom line.

"It was a time of dramatic change in a command that was truly feeling the impact of things going on in the Air Force. Everything we did was focused on efficiency, and while we developed some great processes during that time, they were all focused on how much could

be squeezed out of each dollar," said Pawlikowski. "We needed to focus on effectiveness, because we had become slaves of the process."

To ensure the Air Force would be ready and prepared for the near peer adversaries of 2030 and today, Pawlikowski asked AFMC staff to find ways to be more responsive to Air Force needs and to not be a source of slowing the Air Force down.

"The overall objective I gave the command was that first we had to improve agility. Second, we needed to provide cost-conscious, agile, war-winning capabilities to the Air Force. But, third, we had to be more innovative and proactive in how we went about doing that," she said.

It was this forward-leaning focus that enabled the command to achieve a marked number of successes during Pawlikowski's tenure.

More than 12,500 AFMC civilian employees transitioned to the Acquisition Workforce Demonstration Project personnel system in 2016, directly impacting talent retention through expanded opportunities for leadership and development, and increasing a focus on performance based on direct contributions to mission. New hiring incentives were established to recruit the next generation of Air Force scientists, engineers and acquisition professionals, ensuring the Air Force has the depth of talent required to meet warfighter demand needs for years to come.

The drive toward agility

See PAWLIKOWSKI Page 17

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Each Office is independently Owned and Operated

Operation Homefront donates school supplies to enlisted families



Staff Sgt. Amber Carter
60TH AIR MOBILITY WING PUBLIC AFFAIRS

Military children were given backpacks filled with school supplies Aug. 2 at Travis Air Force Base, California, thanks to Operation Homefront's Back-to-School Brigade.

Enlisted military families from airman basic to technical sergeant registered online to participate in the event.

"We have 100 families registered," said Christian Mendoza, 60th Force Support Squadron school liaison officer. "This is my third time participating in the Back-to-School Brigade here at Travis."

The beginning of a new school year can be costly for parents.

"Our goal is to support those military families who may have some financial needs or stressors about the upcoming school year by providing school supplies for their kids," said Mendoza. "My favorite part is watching the kids come in and get excited when they see all of the supplies. Their eyes get wide and I really enjoy seeing that."

The Back-to-School Brigade program has distributed more than 300,000 backpacks containing school supplies since the program's inception. According to an Operation Homefront press release, volunteers will collect supplies and distribute them to military families at more than 40 Back-to-School Brigade events and through local community partners across the nation throughout the summer.



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

1) Airman Arnel Parayno, 60th Logistic Readiness Squadron customer service staff member, offers a hand eraser to a Travis Air Force Base, Calif., student during Operation Homefront's "Back to School Brigade" Aug. 2 at the base's First Street Chapel. 2) Parayno offers a Travis student a pencil during Operation Homefront. 3) The Back-to-School Brigade afforded Travis students with a variety of school supplies, including an assortment of art supplies. 4) A child browses art supplies. 5) A volunteer from Travis Air Force Base, Calif., helps direct Travis children through a catalog of school supplies.



Puzzles

STR8TS

No. 398 Medium

		7		2			
		6	9	1			
					5	9	3
							5
							1
5			3				
	2		6				
				9		4	
8		4		7			

You can find more help, tips and hints at www.str8ts.com

Previous solution - Easy

5	7	8	6		4	3	2
8	9	7			3	4	5
9	8		7	6	5		3
	6	5	8	7			4
	5	4	1	8	7	9	6
2	3		4	5	6		9
4	2	1	3		8	6	9
3	1	2	5	4	9	7	8
1	4	6	2	3		7	8

How to beat **Str8ts** – Like Sudoku, no single number can repeat in any row or column. But... rows and columns are divided by black squares into **compartments**. These need to be filled in with numbers that complete a 'straight'. A **straight** is a set of numbers with no gaps but can be in any order. eg [4,2,3,5]. Clues in black cells remove that number as an option in that row and column, and are not part of any straight. Glance at the solution to see how 'straights' are formed.

SUDOKU

No. 398 Very Hard

		1				2		
			5		7		1	3
	7				4		8	
	6		3					
2								8
					5		7	
	2		8				3	
6	5		9		1			
		4				6		

Previous solution - Tough

6	4	8	2	3	9	1	7	5
7	3	2	5	6	1	8	4	9
1	5	9	8	7	4	6	3	2
5	2	6	4	1	3	9	8	7
8	9	3	6	2	7	4	5	1
4	7	1	9	5	8	2	6	3
3	6	7	1	8	2	5	9	4
9	1	5	7	4	6	3	2	8
2	8	4	3	9	5	7	1	6

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.

News Notes

Death notice. 1st Lt. Cheyenne Rolon is authorized to make disposition of the personal property of Senior Airman Tyler Evan Colvin, deceased, 660th Aircraft Maintenance Squadron, as stated in AFI 34-511. Any person having claims for or against the deceased person, contact Rolon by phone at 707-424-2114 or email cheyenne.rolon@us.af.mil.

Commissioning briefing. 2 p.m. Aug. 29 in Room 133, the C-17 training room at Bldg. 165.

60th FSS

Freebies and discounts

Free baby and pre-K story time. Sing songs and play at Baby Bounce for children up to 18 months 10 to 11 a.m. Monday. Kids up to age 5 can enjoy crafts and socialize at Pre-K Story Time from 10-10:30 a.m. every Tuesday. For more information, call 424-0969.

Free T-shirt with climbing challenge. Train and take the "Climb the Nose" Challenge at Outdoor Recreation. Active duty can begin training today by climbing the free monster climbing wall. From Sept. 7 to Nov. 2, take the challenge by climbing 3,000 feet or 136 climbs. If you meet your goal by Nov. 2, you will receive a free custom T-shirt. For more information, call 424-0969.

Paint night at Cypress Lakes Golf Course. On Aug 24, Arts & Crafts is hosting paint night for ages 18 and older at Cypress Lakes Golf Course. The class fee is \$20 for R4R eligible and \$60 for general pricing. Starting at 6 p.m., make and take your own masterpiece painting of the beautiful "Highway 1." Paint night events are very popular, so register today. For details, call 424-2929.

Sports and fitness fun

Oktoberfest half-marathon and 5K fun run. On Sept. 22, the Fitness Center will host its Oktoberfest half-marathon & 5K fun run. Activities and fun include root beergarten, bounce houses, prizes and more. Early bird pricing from Aug. 20 to Sept. 14 is \$10 for adults and \$5 kids. Late registration prices from Sept. 15-22 is \$15 for adults and kids. For more information, call 424-2008.

Youth sports volunteer coaches needed. The Youth Center is looking for volunteer coaches for youth sports. Volunteers have the option to be a coach for baseball, basketball, flag football and/or soccer. After completing a season of coaching, receive a free Youth Sport's registration voucher for volunteering your time with Youth Sports. For more information, call 707-424-5392

Smooth Landing hours extended. Smooth Landing, located at the Fitness Center, has new extended hours. Beginning Aug. 13, Smooth Landing will blend up cool, refreshing goodness from 6 a.m. to 7 p.m. Monday to Friday. Whether you are an early bird needing a smoothie before work or an athlete needing a cold post-workout drink in the evening, Smooth Landing is open to serve you. For more

To see more tips, visit <https://bit.ly/2vRWuH5>.

— Health.mil

In the next week ...

fri Free tastings at First Friday. First Friday takes place Aug. 10. Join us for a summer barbecue-themed First Friday inside the Delta Breeze Club. Club members can enjoy free appetizers and beverage tastings. Non-members are welcome to join for \$10. For more information, call 707-437-3711.

sat Half-day buffet. On Aug. 11 and 12, stack and snack at the half-day buffet in Wingman's at the Delta Breeze Club. Every UTA weekend, enjoy breakfast from 8-11 a.m. and/or the burger bar from 11 a.m. to 1 p.m. for \$12.99. ESM card holders are welcome. For more information, call 437-3711.

mon Say It with Music Camp. Aug. 13-17 for ages 9-12 and 13-18. Children will learn everything from music production to music writing and poetry. Space is limited to 35 participants. To register, call 424-5392.

tue STEM Workshop. Takes place Aug. 14-18 at the Travis Heritage Center. Explore the principles of physics in aerodynamics, robotics and rocketry. Class size limit 10. Ages 12-17. \$100 fee covers materials. Contact STEM Docent Ken Endrizzi 707-673-7891.

information, call 424-2008.

Upcoming events

MLB discount tickets. Get tickets to the upcoming games: Atlanta Braves at Giants on Sept. 11. For more information, call 707-424-0969.

Archery Camp. Sept. 24-28 for ages 9-12 and 13-18. This camp will instruct on and demonstrate the ability to participate in activities to enhance targeting accuracy, strategy, tactical analysis and physical fitness. Space is limited to 35 participants. To register, call 424-5392.

News and notes

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

Closures

NAF Human Resources Office hours. The office will close every Thursday. Business hours are 7:30 a.m. to 4:30 p.m. Monday, Tuesday Wednesday and Friday. NAF HRO also is closed on federal holidays. For more information, call 707-424-4749.

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

Chapel programs

Recurring events

Catholic Twin Peaks Chapel

- Roman Catholic Mass: 9 a.m. and noon Sunday.
- Children's Church: 10:15 a.m. Sunday.
- Sacrament of Reconciliation/Confession: 4:30 to 5:30 p.m. Wednesday or upon appointment.
- Infant Baptism Prep Class: Two classes. Registration required. 6 to 7 p.m., quarterly.
- Youth Choir: 1 p.m. Sunday.
- Children's Choir: 2 p.m. Sunday.

- Adult Choir: 4 p.m. Sunday.
- Women's Bible Study: 10 a.m. (at First Street Chapel).
- Catholic Women of the Chapel: 6 p.m. first Monday of every month, Annex.
- Rite of Christian Initiation of Adults: 6 to 7:30 p.m. Wednesday, Annex.
- RE Classes: 10:15 to 11:30 a.m. Sunday, RE Wing.

First Street Chapel

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

DGMC Chapel

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

The Church of Jesus Christ of Latter-day Saints

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

DGMC Chapel

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

Protestant First Street Chapel

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

Twin Peaks Chapel

- Protestant Women of the Chapel: 9:30 to 11 a.m. Tuesday.
- DGMC Chapel
- Protestant Traditional Service: 10 to 11 a.m. Sunday.

Airmen's Ministry Center

- The Peak is open from 6 to 9 p.m.

Monday through Friday at Bldg. 1348. Home-cooked meal at 6 p.m. Tuesdays followed at 7 p.m. by Bible study.

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

Recurring

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

Air Force Recruiting Office. Now open at the Solano Town Center mall. Learn more about what the Air Force has to offer, such as up to 100-percent tuition assistance, 30 days paid vacation per year, free medical and dental care, tax-free housing and food allowance and much more. Contact Tech. Sgt. George Yardley at 707-889-3088 or stop by the office located at 1350 Travis Blvd. Suite P2, Fairfield, in the Solano mall.

Air Force Sergeants Association

"Walter E. Scott" Chapter 1320. General membership meetings are at 2 p.m. on the second Friday of every month at Wingman's in the Delta Breeze Club. For more information, contact Senior Master Sgt. Angell Nichols or Tech. Sgt. Rebecca Linden de Romero.

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

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

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

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



numbers.

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

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

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

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

Family and Friends Combat Stress Peer Support Group. Meets from noon to 1 p.m. the first Tuesday of every month at the Balfour Beatty Community Center and from 1 to 2 p.m. the third Thursday of each month at The Peak. For more information, contact Amber Quirate and Jessica Soto at 501-231-7756 or email travsopcombatpds@gmail.com.

Government no-fee passports. All submissions of applications for government no-fee passports must now include: 1) A photocopy of Military Identification Card front and back; 2) Passport photo taken in the past six months; 3) Supporting document(s), proof of U.S. citizenship certified copy with state or county seal, if it involved a name change submit a court order or marriage certificate. Passport application cannot be handwritten and printed back to back and must be completed online with 2D barcode at website <https://pfpform.state.gov> and/or <https://travel.state.gov>. For more information, call 707-424-5324.

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

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

Mare Island Museum. Free admission

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

Today

- 6:30 p.m. "Uncle Drew" (PG-13)
- 9 p.m. "Bleeding Steel" (R)

Saturday

- 6:30 p.m. "A-X-L" (PG-13, free advance screening)

Sunday

- 2 p.m. "Jurassic World: Fallen Kingdom" (PG-13)

from Memorial Day to Labor for active and Reserve military. National Oceanic and Atmospheric Administration and dependents with ID cards. Open 10 a.m. to 2 p.m. Monday through Friday and 10 a.m. to 4 p.m. Saturdays. 1100 Railroad Ave. in Vallejo. For more information, call 707-557-4646.

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

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

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

MPF self-renewal program. Did you know that dependents can now renew their ID cards online? To participate in this program, visit <http://bit.ly/2mR1g2t>. This program is limited only for renewing dependents' IDs. For all other services, visit MPF during duty hours or call 707-424-8483.

On-base child care. The Air Force requires on-base residents to be licensed by the 60th Mission Support Group if they provide more than 10 hours of care per week in their homes. For more information, call 707-424-8104 or 707-424-4596 or stop by Bldg. 380B.

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

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

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

60th Air Mobility Wing Information Protection Office.

All requests are done on Thursdays and by appointment only. Schedule an appointment by calling 707-424-3114 or by emailing 60amw.ip@us.af.mil. Fingerprinting is only for federal employment and for agencies with a valid support agreement. For emergencies, call 707-424-3114.

Solano/Napa Habitat for Humanity. This organization welcomes volunteers and supporters from all backgrounds. There are recurring events Tuesday through Saturday. For more information, email Staff Sgt. Mathew

THE FLIP SIDE

Clayton at mathew.clayton@us.af.mil.

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

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

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

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

Tuskegee Airman Lee A. Archer Chapter. Meets at 1 p.m. third Saturday of the month at Nut Tree Airport. For more information, call

James Harris at 707-631-6361.

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

- Jessica Pope, 349th Air Mobility Wing.
- Tony Brown, Scott Air Force Base.
- James Van Nostrand.
- Anonymous employee, McConnell Air Force Base, Kansas.

The VLTPT allows an employee who has a medical emergency or is affected by a medical emergency of a family member and is without availability of paid leave to receive transferred annual leave directly from other employees. For more information, call 707-424-1720.

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

Local events

Events

Benicia Art Walk. 2 to 7 p.m. second Saturday of September and October, downtown. www.benicia.org/benicia-artwalk.

Benicia Farmers Market. 4 p.m. Thursdays, through October, First Street between B and D streets. 745-9791.

Fairfield Farmers Market. 3 p.m. Thursdays, through Oct. 7, corner of Jefferson and Texas streets. www.fairfieldmainstreet.com.

Festival de la Isla. 10 a.m. to 7 p.m. Aug. 25, Peña Adobe Park, 1 Peña Adobe Road, Vacaville. www.FestivalDeLaIsla.com.

Pawlikowski

From Page 12

during Pawlikowski’s command is evidenced by AFMC-led innovation practices across the Air Force. Leveraging emerging technologies such as additive manufacturing, hypersonics, directed energy, artificial intelligence and agile software development, and by establishing technology innovation centers near Air Logistics Centers, broad expertise from across the enterprise can be exploited to meet current and future Air Force sustainment needs.

“To support the full spectrum readiness our Air Force needs, AFMC has to be out in front when it comes to adapting and fielding new technologies. We need to find ways to change things in our existing weapons systems so that they are integrated and overcome the stovepipes that exist to make this happen,” she said.

During Pawlikowski’s tenure, AFMC held its first command-wide readiness exercise in January 2018 – Agile Warrior – where agility and preparedness were put to the test, highlighting the command’s ability to support a full spectrum operation. It exemplified the deep technological skill and expertise inherent in the command.

“This was an extremely important time for our command. We were asking our centers, who had spent years monitoring costs and activity to address immediate needs, to surge and rapidly develop new capabilities much faster to support full spectrum operations. Our Airmen were able to practice deploying while our centers demonstrated their ability to surge in everything they do, from accelerating new technology at the research lab to fielding new airfield damage repair parts. I was extremely proud of our successes during this event,” she said.

AFMC reorganization also helped to enhance the cost effectiveness and support provided to the Air Force during Pawlikowski’s command. In addition to a number of internal departmental consolidations at the headquarters level, organizational change occurred across the field.

The Air Force Installation

and Mission Support Center became fully operational, providing the Air Force with centralized management, resourcing and combat support capabilities for 77 installations, nine major commands and two direct reporting units located across the globe.

The Air Force Nuclear Weapon Center was established as the nuclear materiel manager for the Air Force nuclear enterprise.

The creation of the Strategic Development Planning and Experimentation Office helped refine the command’s acquisition focus to be optimized for speed, adaptation and continued change.

Through all of these successes, under Pawlikowski’s direction AFMC also surpassed the \$2 billion a year cost savings and avoidance goal outlined in the command strategic plan. Meeting this goal demonstrated the command’s ability to focus on readiness and lethality, while driving cost consciousness into each capability it provides.

As Pawlikowski completes a successful tenure at AFMC, she is also culminating a 40-year Air Force career.

She entered the Air Force in 1978 through the ROTC program at the New Jersey Institute of Technology, where she graduated with a degree in chemical engineering.



U.S. Air Force courtesy photo

Gen. Ellen M. Pawlikowski will retire from the Air Force in September following 40 years of service.

Pawlikowski earned her doctoral degree in the discipline from the University of California at Berkeley before entering active duty at McClellan Air Force Base, California, in April 1982.

Pawlikowski has served in a number of science and

technology leadership positions across the Air Force, including positions such as program director of the Airborne Laser Program; Air Force Research Laboratory commander and Space and Missile Systems Center commander, among others. As only the third female

four-star general in the Air Force, and a trailblazer for women in the science and engineering field, it is fitting that her final leadership position brought her back to a command where science and engineering play such a strong role in the day-to-day missions.

In fact, Pawlikowski considers her greatest personal career accomplishment the demonstration of “First Light” on the Airborne High Energy Laser, which required overcoming numerous technological, financial and political challenges similar to those faced by AFMC engineers and researchers today.

“This was the stuff of science fiction, but it also taught me leadership lessons that I carried through my career and the long-term implications of decision-making,” she said. “I also learned the value of and gained a strong appreciation for our civilian Airmen and how important they are to the long-term viability of the Air Force.”

As Pawlikowski brings a lifetime of service to a close, she takes with her a plethora of memories of the people and missions in which she feels privileged to take part. Though she plans to shift focus to her family, she also plans to continue her professional career in some capacity, because, as she said, “I have a brain that doesn’t stop.”



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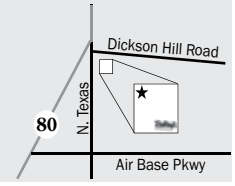
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Prepare

From Page 5

Sgt. William Ensrud, assistant course director for aerospace and operational physiology apprentice course.

“Our medical expertise branches outside of the traditional hospital or clinic,” said Ensrud. “Our instructors have been overseas taking care of patients, collecting data, doing evaluations, and keeping service members healthy. USAFSAM instructors have a breadth of experience that is far beyond what people may expect.”

Ensrud arrived to USAF-SAM in 2017 with more than five years of experience training new aircrew members on the physiological components of flight such as how to overcome fatigue and stress, and how to take care of themselves in the event of an ejection.

This type of operational background helps instructors make simulations and scenarios realistic, taking advantage of the resources at Wright-Patterson Air Force Base.

“In a real mission, critical care air transport teams can’t go anywhere without aeromedical evacuation crews,” said Tech. Sgt. Travis Largent, a respiratory therapist and CCATT instructor. “With AE right next door to CCATT classrooms, we are able to train with them, making

scenarios more realistic and fully preparing students to support the mission.”

Tech. Sgt. Ashley Jordan, the bioenvironmental engineering occupational health measurements course director, exposes students to a variety of scenarios, not just her own.

“Each base or deployed environment is different, so I can’t only teach from my experiences,” said Jordan. “It’s important students learn the right way to do something while considering the different scenarios they may be in. I find a balance between course guidelines and those field experiences.”

USAFSAM instructor readiness

Before instructors can teach a course on their own, they must complete a one-month basic instructor course, and be in a classroom with a qualified instructor for one year. They also receive annual evaluations to monitor clinical currency and use of effective teaching methods.

For instructors like Tech. Sgt. Ricardo Lemos-Rodriguez, a public health instructor and non-commissioned officer in charge of the Force Health Management Branch, this means working closely with and learning from other professionals in the field.

“I make an effort to meet with local public health professionals here at Wright-Patterson just to

learn and keep up with my own skills,” said Lemos-Rodriguez. “I teach in our workshops and try to learn as much as I can from the field to bring that information to my students. We want our Airmen to be proficient when they deploy.”

Many instructors often go on to pursue additional degrees to improve their understanding and capabilities as an instructor.

“I am working on my masters in sport and health sciences and many of my colleagues are furthering their education to better understand what we do,” said Ensrud. “We are always trying to better ourselves so we can continue to improve and come up with better ways to help the human system.”

Time and dedication

USAFSAM instructors go beyond the classroom to ensure that students are getting the necessary training. As Largent explains, it takes more than giving a lecture to create an effective lesson.

“People often don’t realize how much work goes on behind the scenes to prepare for courses,” said Largent. “Before students get here, we are working with IT, coordinating with the people who help with testing, and getting help from AE setting up simulations. It does take a lot, but USAFSAM does a great job to make everything go as smooth as possible for the students.”

Idaho

From Page 7

that we’ve been established at for a long time,” said Capt. Ryan Gipson, 391st Fighter Squadron pilot. “However, the enemy gets a vote and these locations may not be advantageous in whatever form the next conflict takes. The ability to project power globally is a staple of the U.S. Air Force and this is a way to further enhance that capability.”

Adaptive basing exercises require all levels of the squadron to deploy small teams of Airmen and aircraft for a short amount of time to hone their skills.

The concept is still fairly new and has been improving.

“This has been a crawl, walk, run initiative, with the crawl phase taking place last year,” Gipson said. “That was more a proof-of-concept, but took place at home station. The walk/run phase occurred during Gunfighter Flag 18-3 with us proving the ability to deploy to Gowen Field.”

During the exercise, ammo as well as petroleum, oil and lubricants operated in such a short time that it allowed

Patterson’s team of Airmen to expedite aircraft recovery.

Both Gipson and Patterson are impressed with the how the various base agencies came together to plan and execute the mission.

“I’m excited for how this capability will expand in future iterations,” Gipson said.

With Mountain Home being a fighter wing, it’s crucial to maintain readiness and adaptive basing exercises gives the base a tool to hone its flexibility.

“We’re not always going to have the ability to have the support structure of a whole wing in contested environments,” Patterson said. “The battlefield has changed its location and it’s up to us to be ready and provide the wing commander the flexibility required to perform our duties in any location at any time. With this small exercise we showed a small sample of how global we can be at a moment’s notice with a small footprint.”

Patterson hopes that MHAFB continues this new training each quarter.

“This is another tool for the 366th Fighter Wing and just an extension of our operations and maintenance capabilities,” said Patterson.

C-5M

From Page 6

“We are carefully planning how to continue modifying the aircraft with new parts and new capabilities that will take the aircraft to its full

retirement age – it’s going to be around for a while yet,” Hildebrandt added.

As a result of this vaunted legacy, and to commemorate the 50th anniversary of the plane’s first flight, the Georgia House of Representatives has declared 2018 the year of the C-5.

F-35A

From Page 8

multirole, Morris said. Stealth capabilities allow pilots to fly into “contested” airspace undetected, take out advanced surface to air threats and secure the area. Then they can load weapons externally, taking out ground targets as they operate freely and support troops in combat.

“I spent nine years flying the F-15 Strike Eagle. That is a very, very capable aircraft. I’ve taken it to combat and it brought me back,” said Lt. Col. Michael Albrecht, 388th FW director of staff and an F-35 pilot since 2011. “I would rather have flown the F-15 than the F-35 prior to IOC. After IOC, if I had to go to combat, I would want the F-35.

Today, there’s absolutely no question.”

Albrecht, who spent time in an advisory role at Air Combat Command during the F-35’s development, said that lethality and survivability are only going to increase as technology and tactics continue to advance.

“When the Air Force developed their requirements for the F-35, they ‘bet the ragged edge’ of technology,” Albrecht, said. “That extremely advanced technology may not have been fully realized back then, which led to a lot of the bad press that has been regurgitated. Now that the technology is coming to fruition and is fully realized, the bet is paying off.”

Another boost to the program has been fresh blood and new eyes. Current technology meshes well with young pilots and

With the final RERP production C-5M aircraft completing its check flight on July 25, and acceptance by the Air Force on Aug. 1, all 52 aircraft have now returned to the Air Mobility Command and Air Force Reserve Command units.

maintainers, Albrecht said. A group of pilots who haven’t flown anything but the F-35 have flown at Hill for nearly a year.

“It’s like handing my kids an iPhone and they use it and show me all kinds of things I didn’t know I could do,” Albrecht said. “It’s so intuitive for these young pilots because they’ve grown up with technology.”

With the F-35, maintenance has also moved into the digital age.

“The fifth-gen technology really fits with the new crop of maintainers. They are able to grasp concepts and they’re very technically proficient. The aircraft is growing up with young Airmen who have grown up in a digital age,” said Chief Master Sgt. Eric Engel, 466th Aircraft Maintenance Unit superintendent.

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U.S. Air National Guard photo/Tech. Sgt. Michael Brown

Two Washington National Guard Sikorsky UH-60 Blackhawk helicopters launches Aug. 1 from Joint Base Lewis-McChord, Washington, to Fairchild AFB to fight the wildfire dubbed “The Sheep Creek Fire.”

Helicopters

From Page 6

that may arise,” Larson said.

Everyone is playing a part in this mission, including air traffic controllers, refueling, and other Fairchild personnel and resources, Larson added.

Fairchild is providing the stage while the 96th ATC is providing vital water to combat the Sheep Creek fire.

“We’re going to be flying and dropping water onto fires with all different types of aircraft,” said Army Specialist Noah Marshman, 96th ATC crew chief assigned to JBLM. “This is our

bread and butter; being out and fighting fires is a chance to put our training to good use.”

When you join a flight company you don’t join for the cameras and the interviews. You join because you want to fly, do your job and make a difference for people, Marshman continued.

Receiving and staging two Blackhawks is not a typical day for the 92nd and 141st Air Refueling Wings and its mission partners, but what is typical is Team Fairchild’s readiness to support all mobility partners. Team Fairchild’s ability to support and project Air Power at a moments’ notice continues to ensure the success of military missions around the world, both in combat and in humanitarian missions.

Vision

From Page 5

“Our communication is archaic,” he said. “We send tons of emails. ... A lot of introspective reflection was to say, ‘If this is our ops environment, what do we need to do to stay ahead of that?’”

At Shah’s home, one speaker talked about “disruptive thinking,” including working with new people to solve problems, an issue Fernandez said occurs

internally for the squadron as well as externally when thinking about foreign policy.

Fernandez said one entrepreneur emphasized the concept of ownership, seeking out problems and solving them. He said one issue in the Air Force is people failing to embrace issues and working to solve them.

The visit to Apple focused on culture, inclusion, diversity, innovation and, Fernandez said, breaking “out of the military-only mindset when it comes to managing talent.” He said the

squadron hopes to work with the tech company in the future to design apps to further enhance mission efficiency.

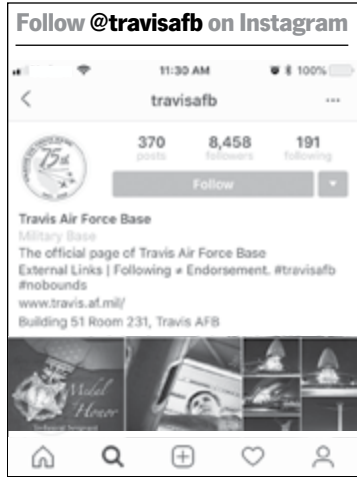
The off-site event may serve as a tool for other squadrons across the Air Force, however, Pawluk and Fernandez said Travis’ geographic proximity to Silicon Valley helped facilitate an opportunity that other installations may not be able to recreate.

“Geography matters,” said Pawluk. “As soon as we got back, the base was asking us how we pulled this off. Taking time

away from work to reflect, that’s something I think is a lost art.”

Pawluk and Fernandez said plans for the future include renovating the 22nd AS facility to incorporate both the lessons and advancements of technology.

“We’re making sure we turn the building and unit into a place people want to go to work rather than regular, old, drab government building,” said Fernandez. “We want to turn into AMC’s model squadron for how they’re structured and how they develop people.”



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Robbins

From Page 2

the direction and tools for my troops to continue the mission in my absence, I would not have been able to get through this experience.

As military leaders, being

resilient is crucially important not just for yourself, but for the people you lead and the mission. So, ask yourself are you resilient? What do you need to work on in your life to build a strong foundation so you can rebound after getting bent out of shape? Remember to invest in your resiliency.

Families

From Page 3

Kidney Foundation, to provide additional information to the families. We also have seasonal activities such as pool parties.”

EFMP is comprised of three components that work together to support military members and their families: EFMP Medical, EFMP Assignments and EFMP Family Support.

“We call it the three-legged stool,” said Hamilton. “EFMP has medical, which makes sure families are enrolled, disenrolled and get travel clearances for (permanent changes of station). The assignments section coordinates the proper assignment to make sure families get to a base that has the resources to take care of the specialized need of the family and then family support, which is information and referral.”

Hamilton has dedicated his career to helping Airmen state-side as well as overseas.

“I have worked in various functions of family support for 10 years,” said Hamilton. “I started my career at Travis in 2008, travelled to Joint Base Andrews, Maryland, and Aviano Air Base, Italy, where I was an Air Force Aid officer and a financial counselor for a couple years. It is really nice being back in the special needs realm since that is really where my heart is.”

You can see the passion Hamilton has for the program through the activities he helps coordinate for a variety of needs, abilities and ages.

“We had our first sensory-sensitive movie at the base theater recently,” he said. “The idea is to have the lights up and the sound down to make sure that children with sensory sensitivities can still enjoy a night out at the movies.”

“Another newer addition is

the LEGO STEM camp, which was very successful,” he continued. “We are also looking to begin providing equine therapy, or horse therapy, in the near future.”

The family support position provides variation in his day-to-day schedule as well.

“There is never a dull moment,” he said. “I am going on four years at Travis and each day is different. There can be two families who both have dependents with Autism, but the needs of each family are completely different. I am always kept on my toes, which I love.”

Christian Mendoza, 60th Force Support Squadron school liaison officer, shares the same love for taking care of Airmen and their families.

“I cover the special education portion,” he said. “It is my job to make sure the families are placed in the appropriate education program for their need, help them enroll in the programs as well as inform them about the differences in the education system from state to state.”

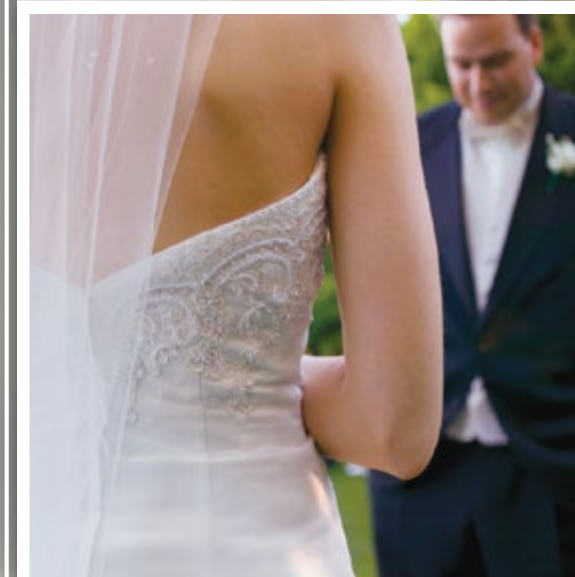
EFMP identifies medical and educational service requirements of family members in support of active-duty sponsor reassignment and civilian employment overseas.

“You have to take care of the families for the mission to be accomplished,” said Mendoza. “If the Airman is worried about their family, they won’t be able to focus on the mission.”

Hamilton wants to ensure EFMP families are aware that he is available to help.

“Even if you do not have family members impacted by special needs, but you know someone who does, send them to me,” he said. “Information is definitely power. Know that I am here.”

For more information, visit the Travis EFMP Family Support Facebook page or call Kevin Hamilton at 707-424-4342.



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