



571st MSAS takes part in exercise in ...
COLOMBIA

PAGES 16-17

Civil War letters detail ‘thousand thunders’

Commentary by
Capt. Kevin Hostettler

60TH AIR MOBILITY WING CHAPLAIN'S OFFICE

My fifth-great grandfather's nephew, Sgt. Jacob Shively, sat on Lookout Mountain, Tennessee, for a Christmas photograph for his wife just a few months after he sustained a wound to his right cheek at the Battle of Chickamauga.

He looks straight forward, rifle across his lap, at the ground he and the members of the 89th Ohio Volunteer Infantry recently traversed under fire.

Photos like the one my family holds are priceless treasures. When I look at any historical photo of a warrior during a major military conflict and see the face of a veteran, I often wonder, "What's going on inside his head?" Fortunately, I don't have to wonder much about Jacob. Most of his Civil War correspondence has survived and is in my uncle's safe.

I've been transcribing those letters and researching his life for the last year. His letters chronicle the movement of his regiment from late 1862 through the Grand Review in Washington, D.C., at the close of the war. He spent 188 days under direct enemy fire. Early in the war, his letters contained a sense of bravado. But as the war progressed, his letters take on a tone of disillusionment with

Commander's Commentary

the progress and prosecution of the war accompanied by expressions of his own mortality. He almost always signed his letters to his wife, "Your companion until death," but that really didn't seem to mean much to him until late 1863, after his regiment started taking combat casualties.

By mid-1864, he saw more death and destruction than most of us will ever see. While his external wound from Chickamauga healed, he was clearly affected by the death of his friend, Levi Hennis. He orchestrated an impromptu burial for him on the battlefield amidst a hail of bullets, one of which struck the foot of the presiding chaplain during the committal.

After that burial, he wrote a letter to a former chaplain seeking spiritual guidance and apparently expressing a new-found faith in God. The chaplain's response appears to be just what Jacob needed. At the chaplain's encouragement, Jacob was determined to receive a Christian baptism. He sent the chaplain's letter to his wife with the following note: "Tell (Chaplain) Sargent that I am yet unable to comply with his instructions (to be baptized) merely for the want of an opportunity. But by the help of your

prayers, I hope to eventually succeed, let it be sooner or later I shall try to do my duty."

Jacob was able to do his duty, both to God and his country, in part because he received help when he needed it.

One of my favorite sections in his letters is in his description of the Battle of Chickamauga. His regiment was virtually destroyed in the battle. Jacob was one of a handful who evaded capture, the hospital or death.

In the letter, he wrote, "I have often heard it said that no pen could describe the battlefield in time of action, and I can now say I have experienced it and I know one can not have an idea scarcely of a battle unless they have seen one. A thousand thunders are not equal to the sound and the shouts of charging columns, the shrieks and groans of the dying and wounded – it appears like they will never cease to ring in my ears. But in the thickest part of the fight I thought upon what might be my fate. But I placed confidence in the ruling hand of God. Willing to meet my doom – let it be as it might – feeling sure that I was doing my duty and that all would be for the best. But as the battle is over and for the benefit and gratification of my family and friends only, I thank God for my preservation."

After the war was over, Jacob returned to the life of a

See **HOSTETTLER** Page 23



Courtesy photo

Sgt. Jacob Shively, 89th Ohio Volunteer Infantry, poses for a Christmas portrait for his wife and children. The photo was taken on top of Lookout Mountain above the battlefield opposite Chattanooga, Tenn., in December 1864. Shively survived the Civil War and became a leader in his rural Ohio community.

Tailwind

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60th Air Mobility Wing

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On the cover

Staff Sgt. Joseph Eli Elizondo, 571st Mobility Support Advisory Squadron force protection team sergeant, greets Colombian air force Chief of Staff Gen. Carlos Eduardo Bueno Vargas, Sept. 3 at Angel de los Andes at Air Combat Command-5, Rionegro, Colombia.

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

First Sergeant Council cares for Airmen, families

Lan Kim

60TH AIR MOBILITY WING PUBLIC AFFAIRS

"Shirt, you got a minute?" This question is posed to many first sergeants, but ask any of them and the majority would agree that it's not just a minute.

"It's never a minute – it's usually 30 minutes to an hour," said Master Sgt. Stephen Dugan, 60th Aerial Port Squadron first sergeant and president of the First Sergeant Council at Travis Air Force Base, California.

That seemingly common question or any variation of it that seeks the guidance of a "shirt" spurs on conversations spanning a wide gamut of topics. Dugan asserts that Airmen often come to first sergeants for professional mentorship, help with personal issues or simply conversations about what they've been up to in their lives. On the dire end, though, it can also involve a hardship an Airman needs help with.

Dugan recalled one situation in which he, along with the help of the FSC, facilitated the reassignment of a former unit member whose sister-in-law had recently died and left four children to foster care.

That Airman, Staff Sgt. David VanWhy, former 60th APS shift supervisor of cargo operations, desperately needed to be closer to his family in order to fight for custody of his sister-in-law's children, according to Dugan.

At the time, Dugan said



U.S. Air Force graphic/Heide Couch

The First Sergeant Council consists of all first sergeants, their additional duty first sergeants and assistants on an Air Force installation. The council assists commanders with the morale and welfare of Airmen and families.

VanWhy had orders to deploy overseas, which caused the initial hurdle of that custody battle. But Dugan figured if VanWhy completed his tour of duty, he would have the option of a follow-on assignment and consequently, was able to get a duty assignment closer to his family.

"Air Force Personnel Center came back and said he wasn't medically cleared to deploy," said Dugan.

VanWhy's deployment orders were canceled which, in turn, canceled his follow-on assignment, said Dugan.

With limited options, they decided to apply for the Humanitarian Reassignment and Deferment Program which grants temporary reassignment for Airmen struggling with acute hardships in their family, according to an AFPC article.

After several months, VanWhy was reassigned to Little Rock Air Force Base, Arkansas, and aid in the custody of

his nieces and nephews.

"It was a long process," said Dugan. "A lot of phone calls had to be made; a lot of getting the system to work for us. But in the end, we got him orders out of here."

Meanwhile, a grateful VanWhy lauds the efforts taken to help him.

"My situation has drastically changed for the better," he said. "I am able to help my wife, as well as my nieces and nephews through these tough stages they are going to face."

"The help I received from my first sergeant was a blessing. He made me feel that (my) and my family's livelihood was important to him and the squadron, especially during these hard times," said VanWhy. "I was especially grateful for the resources he helped provide that lowered the costs associated with the constant traveling between Sacramento and Little Rock."

VanWhy stressed the importance of reaching out to a unit first sergeant and the council when impactful events occur to oneself or a loved one.

"Don't go through it alone," urged VanWhy. "Reach out right away. Your mind is already racing and struggling to comprehend the loss, let someone help with the other factors associated with that. Supervisors and especially first sergeants may be able to point you in the right direction and can prevent a lot of struggles."

This critical moment in VanWhy's life is the reason he insists on taking advantage of the knowledge and resources available from the FSC.

"Be involved and support the first sergeant council," he said. "They are the backbone of support for Airmen and their families. I was lucky to have the support of my first sergeant and the 60th APS, and I will use my experiences to help anyone that may face the same challenges."

Dugan emphasized the lessons learned from VanWhy's

See **COUNCIL** Page 26

WARRIOR OF THE WEEK

Name:
Staff Sgt. Alex Gregory Franklin.

Unit:
60th Aerial Port Squadron.

Duty title:
Port indoctrination instructor.

Hometown:
Pelham, Georgia.

Time in service:
11 years.

What are your goals?
Obtain barber's license and have my own shop.

Family:
Fiancée, Shakia; two sons.

What are your hobbies?
Spending quality time with my family.

What is your greatest achievement?
Becoming a father.



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



U.S. Air Force photo/Tech. Sgt. Ted Nichols

Personnel from the 816th Expeditionary Airlift Squadron and 332nd Air Expeditionary Wing load cargo on a C-17 Globemaster III Aug. 28 at an undisclosed location in Southwest Asia after transporting cargo between U.S. Africa Command and U.S. Central Command. Al Udeid-based aircraft have completed nearly 15 missions this calendar year between the two commands.

Al Udeid-based C-17s deliver goods

Tech. Sgt. Ted Nichols
379TH AIR EXPEDITIONARY WING

Travis Airmen help move gear, supplies to Djibouti

Crews from the 816th Expeditionary Airlift Squadron recently completed multiple cargo missions with the C-17 Globemaster III aircraft to U.S. Africa Command, Camp Lemonnier, Djibouti, with the most recent mission, on Aug. 28.

The strategic location of Al Udeid in the U.S. Central Command area of responsibility makes the base valuable to operations throughout Southeast and Southwest Asia, but the proximity to the African continent also makes logistics operations with AFRICOM within reach.

"With a relatively short flight time to Djibouti, and

with the C-17's versatility and range of employment, it's only natural that our resources are leveraged to work with and assist neighboring commands – even when we are deployed," said Maj. Jonathan Jackson, aircraft commander for the Aug. 28 mission. "Our job in the C-17 community is to transport people and cargo. If people need to get somewhere or cargo is needed somewhere, we're always ready for the mission wherever it may take us."

Cargo ferried to and from recent AFRICOM missions has included: general cargo, mission-essential equipment, medical

supplies, and rolling stock consisting of mobile shelters weighing nearly 7,000 pounds.

According to Al Udeid operations personnel, seven 816th EAS C-17 flights to AFRICOM from Al Udeid have been completed this calendar year. The 746th Expeditionary Airlift Squadron, also based at Al Udeid, has completed six C-130 missions to AFRICOM.

"If it fits, it ships for one low flat fee," joked Staff Sgt. Davin Losack, chief loadmaster for the Aug. 28 mission. "On wheels, on a pallet, loose, on two legs, signature service – we get

stuff safely where it needs to be; plain and simple."

Rapid global mobility is the mantra of the 816th EAS and shuttling cargo and logistics resources from AFRICOM to other expeditionary locations within the CENTCOM AOR showcase that reach.

"Our missions take us all over CENTCOM and in today's case – beyond," said Jackson. "If there's an established U.S. presence at a base over in this area of the world, C-17s have helped shape that base and enabled its mission."

With a maximum payload capacity 170,900 pounds, **See DJIBOUTI Page 24**

Disabled vets now Space-A eligible

Air Force Wounded Warrior Program

JOINT BASE SAN ANTONIO-RANDOLPH, Texas — The 2019 National Defense Authorization Act was recently signed, which included a measure that will allow fully-disabled veterans the ability to utilize Space-Available travel.

Under the Disabled Veterans Access to Space-A Travel Act, veterans with a service-connected, permanent disability rating of 100 percent will be able to travel in the Continental United States or directly between the CONUS and Alaska, Hawaii, Puerto Rico, the U.S. Virgin Islands, Guam, and American Samoa (Guam and American Samoa travelers may transit Hawaii or Alaska); or traveling within Alaska, Hawaii, Puerto Rico, or the U.S. Virgin Islands on flights operated by Air Mobility Command.

Prior to this authorization, only military retirees, meaning those with a blue DD Form 2, and current service members were entitled to this benefit. This particular piece of legislation was originally introduced by the House Veterans Affairs Committee in 2016.

According to lawmakers, this proposal will allow travel on Space-A at no additional cost to the Department of Defense and without aircraft modifications. Additionally, data from the Government Accountability Office noted that roughly 77 percent of space-available seats in 2011 were occupied by only 2.3 percent of the 8.4 million eligible individuals for the program.

Travelers should contact their local Passenger Terminal for further details and review travel information found on the

See SPACE-A Page 26

SAPR program needs volunteer victim advocates

60th Air Mobility Wing Public Affairs

Volunteer Victim Advocates play a huge role in the success of the Sexual Assault Prevention and Response Program at Travis Air Force Base, California.

If you are compassionate and understanding and want to make a difference, consider becoming a VVA.

VVA's provide non-clinical care and resources to sexual assault victims on their off-duty time. They also provide program awareness at base events and in the local community.

A 40-hour class for new volunteers begins at 7:30 a.m. Oct. 10 in the SAPR office, which is located in building 381, second floor, F-Wing near the Demand Drug Reduction office.

Applicants must be at least a senior Airman, officer or civilian in the grade of GS-9 and possess the maturity and experience to assist victims of sexual assault in sensitive situations.

The SAPR team will interview applicants, who must also pass a background check, including a National Sex Offender Registry screening and records review by base legal and the Air Force Office of Special Investigations.

To volunteer, you must complete an application, obtain your commander's recommendation and a Joint Personnel Adjudication System letter signed by your security manager verifying your security clearance level. All paperwork must be turned in to the SAPR office by Sept. 15.

Application forms and letters of request are available on the Travis SharePoint at: <https://eim.amc.af.mil/org/60amw/SARC/default.aspx>.

Once credentialed, VVA's attend monthly training sessions, carry the SAPR 24/7 hotline telephone on a rotational basis and provide initial response to victims.

For more information, contact the SAPR office at 707-424-1105.

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Travis at [YOUTUBE.com/user/60thAMW](https://www.youtube.com/user/60thAMW)

Travis receives feedback from DCPAS

Ronna Garrett, Defense Civilian Personnel Advisory Service director, speaks with Jerry Dolente of the DCPAS Wage and Salary Branch-Western Region office Aug. 29 at Travis Air Force Base, Calif., during an office visit. Garrett exercised her oversight responsibilities by visiting Travis and received feedback from DCPAS employees on a variety of topics. The organization is responsible for the development and delivery of civilian personnel policies and human resources solutions that strengthen mission readiness.

U.S. Air Force photo/Lan Kim



Leadership provides update on Publication Reduction Initiative

Secretary of the Air Force
Public Affairs

WASHINGTON — A year ago, Air Force leadership directed a 24-month review of every Air Force directive publication, and today they announced the elimination of more than 226 publications and almost 4,795 compliance items.

In the letter delivered to Airmen, Secretary of the Air Force Heather Wilson, Chief of Staff of the Air Force Gen. David L. Goldfein and Chief Master Sgt. of the Air Force Kaleth O. Wright said they owed the force an update.

“We view this as a warfighting imperative, empowering commanders to use good judgment to accomplish the mission,” Air Force senior leaders said in the letter.

The publications in the initiative are organized into three categories – Air Force Policy Directives, Air Force Instructions and Air Force Manuals.

In addition to eliminating more than 226 publications, Air Force senior leaders updated 212 publications, with another 309 in formal coordination.

Functional communities supporting the review considered whether publications add value, set policy, describe best practices and delegate authority to the lowest practical level.

The initiative has been a priority for Air Force leadership as they continue to provide Airmen and their local leadership more flexibility to accomplish the mission in a way that makes sense.

“We trust you to make the right decisions for your Airmen,” they said.



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AF's first Invisible Wounds Center opens

Ilka Cole

EGLIN AIR FORCE BASE PUBLIC AFFAIRS

EGLIN AIR FORCE BASE, Fla. — The 96th Medical Group opened the Air Force's first Invisible Wounds Center Aug. 30, at Eglin Air Force Base.

More than 120 people attended the event and toured the new facility, including Air Force Surgeon General Lt. Gen. Dorothy Hogg, 96th Test Wing installation commander Brig. Gen. Evan C. Dertien and members of the local community.

Hogg, the guest speaker for the ceremony, thanked everyone who helped standup the center and reaffirmed the Air Force's commitment to providing trusted care to military members.

"Standing up this facility is just the first step of many in our commitment to care for our warriors with invisible wounds," she said. "We owe these brave men and women the very best treatment possible. Today, we make good on that commitment."

The center will serve as a regional treatment center for post-traumatic stress, traumatic brain injury, associated pain conditions and psychological injuries.

"The center is ready to treat retirees, Guard, Reserve, and active duty members from our sister services who carry the weight of invisible wounds," said Hogg. "Our goal is to eliminate barriers to care. We want to treat our service members with dignity through every phase of their recovery."

The IWC, modeled after the best practices of the Intrepid Spirit Centers, will assemble a team of 18 specialties under one roof, providing treatment in an individually tailored, holistic and integrated fashion, using a combination of conventional and complimentary therapies.

"We're here for you, we're ready to serve you," said Dertien. "The facility and the capabilities we are building here have the impact and the potential to change people's lives. This sends the message that we can talk about invisible wounds. It's okay to ask for help."

Art and music therapy, yoga, acupuncture, physical and occupational therapy and mental health services will also be included in treatment.

"Having all these services under one roof, complimenting each other, provides treatment and healing in ways

See CENTER Page 23



U.S. Air Force photo/Ilka Cole

Lt. Gen. Dorothy Hogg, Air Force surgeon general, speaks to the audience during a ceremony opening the Air Force's first Invisible Wounds Center Aug. 30 at Eglin Air Force Base, Fla. The IWC will serve as a regional treatment center for post-traumatic stress, traumatic brain injury, associated pain conditions and psychological injuries.



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Air Force seeks 2018 GEICO award nominees

Staff Sgt. Sahara L. Fales

AIR FORCE'S PERSONNEL CENTER
PUBLIC AFFAIRS

JOINT BASE SAN ANTONIO-RANDOLPH, Texas — These awards recognize enlisted active duty, reserve or guard members from all military service branches for contributions to military or private-sector communities.

The four categories are as follows:

- Drug and Alcohol Abuse Prevention.
- Fire Safety and Fire Prevention.
- Traffic Safety and Accident Prevention (vehicular or motorcycle traffic-related incidents only).
- Air Force Reserve Command/Air National Guard.

The award period is from Oct. 1, 2017, to Sept. 30. Contributions may also span a period of several years, be ongoing or have been accomplished during the award period.

Organizations and base-level personnel should contact their respective major command, combatant command, field operating agency, direct reporting unit or MAJCOM/COCOM equivalent for applicable suspense dates and additional nomination procedures.

Nominations are due to the Air Force's Personnel Center no later than Sept. 12.

Eligibility procedures are available on MyPers. Select "Any" from the dropdown menu and search "GEICO."

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Leaders push plan to strengthen teams

Secretary of the Air Force
Public Affairs

WASHINGTON — In accordance with Air Force senior leaders' Strengthening Joint Leaders and Teams Implementation Plan, the Air Force is refining and strengthening how Airmen are developed to integrate into and lead joint teams.

"Over the last year, we conducted robust analysis to identify ways to strengthen our joint warfighting excellence while remaining functionally proficient in Air Force core functions," Secretary of the

Air Force Heather Wilson, Chief of Staff of the Air Force Gen. David L. Goldfein and Chief Master Sgt. of the Air Force Kaleth O. Wright said in a letter to Air Force commanders dated July 23, 2018. "While today's Air Force is the most lethal and ready in the world, to maintain our competitive lead we must strengthen our ability to operate in an increasingly complex, multi-domain, joint environment."

Current efforts will fall under two main lines of effort — strengthening joint leaders and enhancing joint teams.

Strengthening Joint
Leader Development

Air Education and Training Command is working to redesign the Air Force Continuum of Learning to include joint matters across an Airman's career lifecycle, and ensure the service integrates the requisite knowledge, skills and abilities as an essential component of total force development.

The Air Force's Personnel Center and AF/A1 will work with AETC and the redesigned CoL to include an institutional framework that balances Air Force and joint progression.

Joint learning will include purposeful follow-on and practical assignments so Airmen have the expertise to plan, execute and lead joint operations. To aid in this effort, the Air Force will begin tracking and reporting joint education and experience to obtain a holistic look at the levels and diversity of joint, interagency, intergovernmental and multinational experience within our total force at any given time.

"The goal is to capture an Airman's full record of joint training, education, tactical

See STRENGTHEN Page 22

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AFCENT changes command

U.S. Air Forces Central Command Public Affairs

AL UDEID AIR BASE, Qatar — Lt. Gen. Joseph T. Guastella Jr. assumed command of U.S. Air Forces Central Command from Lt. Gen. Jeffrey L. Harrigian Aug. 30.

Army Gen. Joseph L. Votel, U.S. Central Command commander, presided over the ceremony, which was held at AFCENT's forward headquarters at Al Udeid Air Base for the first time. AFCENT's headquarters is at Shaw Air Force Base, South Carolina.

"In the coming era of great power competition, it will be our people and our leaders that will be the difference makers as they direct and enable the military operations and activities in support of our enduring national interests," said Votel. "And we will prevail because of the edge they give us. Lt. Gen. Guastella, I have full faith and confidence in your leadership and



U.S. Air Force photo/Senior Airman Xavier Navarro
Army Gen. Joseph L. Votel, U.S. Central Command commander, passes the guidon to Air Force Lt. Gen. Joseph T. Guastella Jr., U.S. Air Forces Central Command commander, during a change of command ceremony Aug. 30 at Al Udeid Air Base, Qatar.

capabilities."

Guastella was promoted to lieutenant general prior to the ceremony. As AFCENT commander, he will provide the full-spectrum of air component capabilities in air, space and cyberspace to defeat enemies while promoting security and stability in the region.

As the Combined Force Air Component commander for the CENTCOM area of

responsibility, he will work closely with coalition, joint and interagency partners across Southwest Asia to ensure stability and defense of a 20-nation region spanning from Egypt to Afghanistan. "It goes without saying that I am deeply honored to have the opportunity to lead the men and women of AFCENT and to be a partner of this great coalition," said Guastella. "To our Airmen,

joint warfighters, and men and women of coalition who get the job done: it's our youngest Airmen who have signed up to serve our nation who inspire me. From aircrews flying missions to maintainers on the flight line in extremely hot temperatures to logisticians moving supplies to and from the fight to support Airmen, you guys are why I continue to serve, so I'm honored to be your new commander and to be a partner with you in this fight."

Most recently, Guastella served as Headquarters Air Force Space Command's director of integrated air, space, cyberspace and intelligence, surveillance and reconnaissance operations at Peterson Air Force Base, Colorado. "Just over two years ago, I was honored by Gen. Votel, our partner nation's delegates, our coalition, joint and interagency partners and the men and women of U.S.

See AFCENT Page 22

Operational squadrons key to force of future

Secretary of the Air Force Public Affairs

ARLINGTON, Va. — Secretary of the Air Force Heather Wilson outlined the way the Air Force will approach its future force structure while speaking at the Defense News annual conference in Arlington, Sept. 5.

"Today we have 312 operational squadrons," Wilson said. "But how many do we need to implement the National Defense Strategy?"

Wilson said the Air Force chose to focus on squadrons because the squadron is the basic unit of the Air Force. More specifically, she said, operational squadrons are the units that generate effects in the battlespace.

"Squadrons are the power of the Air Force," she added. "They are the guts, and the brains and the clinched fist of American resolve made real with unmatched reach, precision and speed and professionalism."

Wilson said the Air Force has looked closely at how combatant commanders intend to employ the service's capabilities, and ran war games and simulations designed to replicate what future scenarios demand of our Airmen.

"We've carefully considered how big the Air Force needs to be based on the National Defense Strategy, rather than our annual budget," Wilson said. "We will announce the 'Air Force We Need' at the Air, Space and Cyber Conference this month. The common answer we keep coming back to is that for tomorrow's Air Force to be more lethal, we must grow."



Wilson

Guard general to lead UPE Integration Team

Capt. Matthew Murphy
NATIONAL GUARD BUREAU PUBLIC AFFAIRS

PENTAGON — What do unexplained physiological events and a recent promotion have in common?

The answer is Edward Vaughan, who recently promoted to brigadier general and was named by the active-duty component to lead a unexplained physiological event integration team.

Previously, Vaughan served as the director for Integration in the Office of Reserve Integration for the Secretary of Defense. He is also the former commander of the 156th Airlift Wing in Puer-to Rico.

Vaughan's new assignment is an example of Total Force Integration.

"The Air National Guard has a vast resource of leaders whose military and industry expertise can enhance problem solving and mission readiness for the Total Air Force as well as the

joint force. We are proud to have Brig. Gen. Vaughan represent us in this venture," said Maj. Gen. Marc Sasseville, Air National Guard deputy director.

Under Vaughan's lead, the UPE Integration Team will serve as Headquarters Air Force's focal point for identifying solutions to optimize human performance in tactical and training aviation and eliminate or minimize the impact of UPEs.

UPEs sometimes manifest when aircrew experience symptoms that can result from a variety of factors, including loss of oxygen, headaches or disorientation. Potentially, these symptoms can hinder flight safety and effectiveness.

"This team can't share information and data fast enough," Vaughan said. "The Air Force and Navy, as well as our partners in other parts of government, academia, and industry, are working together to address this serious safety concern."



U.S. Navy photo/Cmdr. Scot Cregan

Brig. Gen. Edward L. Vaughan, left, head of the Air Force Unexplained Physiological Events Integration Team, and Rear Adm. Fredrick R. Luchtman, Navy Physiological Episodes Action Team lead, discuss ongoing efforts to minimize the risk of physiological episodes. The Navy and Air Force relationship enables the development of joint solutions to achieve a better understanding of the environment and oxygen systems to keep aircrews safe.

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History office plays role in conversion to patch

Marisa Alia-Novobilski

AIR FORCE MATERIEL COMMAND PUBLIC AFFAIRS

WRIGHT-PATTERSON AIR FORCE BASE, Ohio — Longstanding military conventions, often overlooked despite their significance, were the topic of a recent history-focused lunch-and-learn lecture at Air Force Materiel Command headquarters.

Since early recorded history, warring tribes often carried banners or flags marked with emblems to represent factions and motivate their warriors to fight for the cause. It is to this historical tradition that we can trace the evolution of military emblems and patches, said AFMC historian Jack Waid, during an in-depth look at the relevance and importance of heraldic symbols to airpower today.

“Organizations use visible, enduring symbols to promote spirit de corps, morale and a sense of heritage,” said Waid. “Air Force heraldry in the form of emblems and subsequently patches give Airmen a connection to the past and the motivation to live up to the proud lineage from which they come.”

As the Air Force begins transitioning from the current Airman Battle Uniform to the Operational Camouflage Pattern, there is a renewed focus on emblems and patches across Air Force units, said Waid, as Airmen will once again be able to wear unit patches on their sleeves. Patch wear was phased out when the ABU was deployed in 2007.

“Since ABUs did not authorize the



Jack Waid, a historian at Air Force Materiel Command Headquarters, explains the significance of heraldic symbols during a lunch-and-learn lecture on emblems and patches at AFMC headquarters.

wearing of patches, as new units were established, emblems became second thought,” said Waid. “Now that patches are again authorized, units with emblems are scrambling to put together packages so they can convert these to patches for wear. It’s keeping us busy.”

A key point that units need to understand, said Waid, is that just because a unit has an emblem, it does not automatically mean that they are authorized a patch to wear.

“The AFI (Air Force Instruction)

clearly defines what is and is not a unit. Major commands, centers, wings, groups and squadrons are units, but directorates, divisions, branches, detachments and operating locations are not,” said Waid. “Units have an official lineage and history, and it is the lineage that determines eligibility for a unique emblem and patch design.”

Emblems and patches are completely separate entities maintained by different Air Force offices as well.

“Most people think an emblem is a

patch and a patch is an emblem; this is incorrect. Our office deals with emblems, but once it is converted to cloth to become a patch, it becomes the property of the A1 (Office of Personnel) uniform office,” said Waid. “A unit’s history and lineage goes with an emblem whereas a patch is a wearable symbol of pride, history, warrior spirit and honor.”

With more than 311 units across AFMC and nearly two-thirds either lacking an emblem or possessing one that does not meet Air Force standards, the history office is working diligently to manage the internal OCP conversion workload in conjunction with The Institute of Heraldry and Air Force Office of Personnel while protecting unit lineage and honors. TIOH has a prioritized unit list for emblem to patch conversions, with units at bases receiving the OCP uniforms first at the top.

For the initial uniform roll-out, Air Force MAJCOM, centers and wings will see patches first, with groups and squadrons a possibility in the future.

“It is important to make sure the time-honored Air Force unit patch returns to the uniform properly so that units can display their heritage with pride,” Waid said.

AFMC organizations can contact their wing or center history offices with specific questions regarding their unit emblem as well as patch authorization. AFMC History Office processes official heraldry requests through the Air Force Historical Research Agency in conjunction with TIOH.

Seven units approved for award

Staff Sgt. Sahara L. Fales

AIR FORCE'S PERSONNEL CENTER PUBLIC AFFAIRS

JOINT BASE SAN ANTONIO-RANDOLPH, Texas — The Secretary of the Air Force Personnel Council recently approved seven organizations for the Air Force Organizational Excellence Award.

The award period spans from Jan. 1, 2015, to Dec. 31, 2016, and includes the following units:

- Air Force Studies, Analyses and Assessments, the Pentagon, Arlington, Virginia.
- Deputy Chief of Staff, Strategic Deterrence and Nuclear Integration, the Pentagon, Arlington, Virginia.
- Headquarters, Air Education and Training Command, Joint Base San Antonio-Randolph, Texas.
- HQ, Air Force Reserve Command, Robins Air Force Base, Georgia.
- HQ, Air Force Special Operations Command, Hurlburt Field, Florida.
- National Air and Space Intelligence Center, Wright-Patterson Air Force Base, Ohio.
- Air Force Element North Atlantic Treaty Organization Airborne Warning and Control System, Air Force District of Washington.

The Air Force Organizational Excellence Award recognizes the achievements and accomplishments of U.S. Air Force organizations or activities. It is awarded to Air Force internal organizations that are entities within larger organizations.

Active duty, Reserve and Guard personnel who are/have been assigned to these identified organizations are authorized to wear the appropriate unit award ribbon.

For more information on special trophies and awards, visit the Air Force Awards Database on the AFPC public website.

621st CRG trains with Guard

Tech. Sgt. Jamie Powell

U.S. AIR FORCE EXPEDITIONARY CENTER

JOINT BASE MCGUIRE-DIX-LAKEHURST, N.J. — Airmen assigned to the 621st Contingency Response Group spent four days training with and working alongside Airmen with the West Virginia Air National Guard Aug. 20-23 in Charleston, West Virginia.

The four-day training at the Camp Branch Landing Zone enabled the 621st CRG Airmen to increase their capability to establish safe landing zone and drop zones for incoming aircraft missions. The Airmen also performed dynamic cone penetrometer tests to determine how many passes a C-130 Hercules can safely make on a semi-prepared runway.

“By augmenting and assisting the 130th (ANG), we were able to gain a better understanding of how to run a landing zone in an austere environment while giving the (Air National) Guard a chance to focus more on flying,” said Maj. Thomas Leyersden, a contingency response element commander with the 321st Contingency Response



Capt. Eric Danko, 321st Contingency Response Squadron, prepares for a night air drop and C-130 Hercules landing during training Aug. 22 at Camp Branch Landing Zone in Logan County, W.Va.

Squadron.

Camp Branch was previously a strip mine for 15 years before it was repurposed as a landing zone operated by the 130th ANG. The dirt air strip is situated on top of a mountain that provides C-130 units from surrounding states an opportunity to practice

semi-prepared runway operations landings on terrain that they would see in Afghanistan, Iraq and throughout Africa, Leyden said.

“Having units like the 621st CRG train here is beneficial to us because we get to do joint training with them and see

how they operate, while helping them train for what they do,” said Senior Master Sgt. Paul Dolan, a C-130 Hercules loadmaster and air training venue coordinator for the 130th ANG. “Along with the training,

See GUARD Page 14

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U.S. Air Force photo/Tech. Sgt. Jamie Powell

Airmen with the 621st Contingency Response Group work alongside the 130th Air National Guard to retrieve air drops Aug. 21 at Camp Branch in Logan County, W.Va. The 621st CRG spent four days training with the 130th ANG at Camp Branch practicing semi-prepared runway operations.

Guard

From Page 13

they're helping us by providing manpower to recover the air drops out here."

The 621st CRG training team consisted of two engineers, three aerial porters, four air traffic controllers and four pilots.

Although he's traveled with the 621st CRG many times, for Tech. Sgt. Nicholas Richardson, an aerial porter with the 321st CRS, this was the first time he'd trained in this

environment.

"I've done a lot of training prior to coming to Joint Base McGuire-Dix-Lakehurst and the CRG," Richardson said. "But it's been a long time, and getting this familiarization has been great."

This was the third time the 621st CRG Airmen have trained at Camp Branch with their 130th ANG counterparts.

"The training we received was fantastic, and we look forward to continually working with and supporting the 130th ANG for years to come," Leyden said.

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571st MSAS plays role in exercise

Story and photos by Staff Sgt. Robert Hicks

621ST CONTINGENCY RESPONSE WING PUBLIC AFFAIRS

Exercise Angel de los Andes, a multi-national search and rescue exercise hosted by Colombia, began operations here Sept. 1 and will continue through Sept. 15.

The two-week-long exercise will focus on exercising search and rescue, aeromedical evacuation and casualty evacuation operations and includes more than 400 service members from the U.S. Air Force, Colombia, Brazil, Canada, France, Panama, Peru, Dominican Republic, and a number of other countries.

While working alongside our partner nations in these scenarios, the 571st Mobility Support Advisory Squadron will also validate core objectives from five years of building partnership capacity engagements with the Colombian Air Force on its air drop operations, maintenance, aeromedical evacuations and combat search and rescue operations.

"This exercise is an excellent opportunity to see those capabilities in an execution phase," said U.S. Air Force Lt. Col. Richard Clark, 571st MSAS mission commander. "While the Colombians already have their own training program, our job is to assist on particular areas to help develop their capabilities and move their training forward."

Clark went on to explain that during this exercise their primary goals as air advisors are to bridge the gap between partner nations and the United States and to assess how effective they were at training the Colombian Air Force during past engagements.

The U.S. Air Force sent approximately 90 personnel to participate in the exercise along with a C-17 Globemaster III from Charleston Air Force Base, South Carolina, and a C-130 Hercules from the 133rd Airlift Wing, Minnesota Air National Guard.

Angel de los Andes provides the U.S. Air Force with the opportunity to continue to train and fly with their partners throughout the Americas, with a specific focus on search and rescue operations.

"This exercise establishes a regional capability," Clark said. "Search and rescue interoperability with our partners is critical and it's always a great opportunity when we can come together and standardize our operations."

Week one of the exercise will highlight search and rescue operations such as a simulated down aircraft, an earthquake and a forest fire. Week two will focus on combat search and rescue and will include exercises dealing with scenarios such as a humanitarian aid convoy attack, a helicopter crash over water, and a downed pilot.

"I'm really excited about this exercise," said Colombian Air Force Lt. Col. Fernando Mendoza, search and rescue mission coordinator. "I look forward to seeing the other countries' technology, how they perform their search and rescue missions compared to ours, and how we can make ours better."



1) Tech. Sgt. Giacomo Zignago, right, 571st Mobility Support Advisory Squadron independent duty medical technician, speaks Sept. 3 with a medical technician from the Colombian Air Force during the opening ceremony of Exercise Angel de los Andes, at Air Combat Command-5 in Rionegro, Colombia. Angel de los Andes is a search and rescue exercise hosted by Colombia involving 12 partner nations that will work together in a joint environment and focus on exercising search and rescue, aeromedical evacuation and casualty evacuation operations. 2) Service members across 12 countries came together to participate in the opening ceremony of the joint exercise Angel de los Andes.



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Strengthen

From Page 9

and operational experiences so that Airmen are being vectored for the right future opportunities, and to assess where we are as a force," said Lt. Col. Andrew Frey, SJLT deputy director.

Enhancing Joint Teams
 Air Combat Command is overseeing the certification of a core Joint Task Force

Headquarters under the 9th Air Force at Shaw Air Force Base, South Carolina. Once certified, the JTF itself will be placed in the Global Response Force and be available for taskings to meet global contingencies. Additionally, AF/A3 will work with major command commanders to identify additional component numbered Air Force headquarters with core JTF Headquarters potential.

According to Frey and the SJLT team, today's Air Force is

effective and lethal, and SJLT efforts are meant to ensure lethality and readiness in support of the National Defense Strategy.

"We're strategically infusing joint into the way we develop Airmen," Frey continued. "This is a change for the Air Force, but that doesn't mean we're creating separate joint and air-minded Airmen. The Air Force has to elevate the joint focus in the force to meet the demands of the future fight."

AFCENT

From Page 10

Air Forces Central Command," said Harrigian. "It has been an incredible two years."

Harrigian, assumed command in July 2016. He led U.S. and coalition air operations for Operation Inherent Resolve, the mission to defeat the Islamic State of Iraq and Syria, and against the Taliban and terrorist networks as part of Operation Freedom's Sentinel in Afghanistan.

During his tenure,

Harrigian flew multiple combat sorties in the F-22 Raptor as part of OIR.

Over the last two years, the international coalition to defeat ISIS achieved multiple milestones enabled by airpower, including the 2017 liberations of Mosul and Raqqa. Air strikes against ISIS and air operations in support of Coalition and partnered ground forces have devastated the terrorist group, and enabled the final phase of the Defeat-ISIS campaign, Operation Roundup.

Under Harrigian's leadership, the air component

supported the Afghan government by striking the Taliban and training, advising and assisting Afghan National Defense and Security Forces, especially the Afghan Air Force.

In 2017, the U.S. began a deliberate air campaign to strike Taliban revenue sources to pressure them to reconcile with the Afghan government. Earlier this year, in line with the new South Asia strategy, AFCENT re-aligned A-10 Thunderbolts, KC-135 Stratotankers and MQ-9 Reapers to Afghanistan as part of a refocus on operations in Afghanistan.

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U.S. Air Force photo/Ilka Cole
Dr. Thomas Piazza, Invisible Wounds Center director, talks with Green Berets from the 7th Special Forces Group (A) before a ceremony opening the Invisible Wounds Center Aug. 30 at Eglin Air Force Base, Fla.

Center

From Page 8

that are only now being recognized," said Hogg. "The providers will also address physical, spiritual, mental and social well-being to further ensure positive health outcomes."

Hogg shared positive accounts from wounded warriors she met at Intrepid Spirit Centers on military installations around the country. She attributed their success to the mind and body approach to treatment and community involvement. She also noted patient, caregiver and family education is key component in the healing process.

"We learned the best outcomes occur when a host of people are involved in the healing process," she said. "Complete healing and reintegration

requires healing the patient as well as the family."

The ceremony concluded with a good news, momentous announcement for the military community.

Hogg said the Department of Defense recently accepted a proffer from Arnold Fisher, honorary chairman of the Intrepid Fallen Heroes Fund, to build an Intrepid Spirit Center at Eglin AFB, making it the tenth of its kind and the first on an Air Force base. Plans for the ground breaking are underway, and officials expect a completion of the facility in 2020.

Fisher described these facilities as "centers of hope," and adds that these centers are not built by the government, but by donations from the American people. He said that thought is reassuring because Americans believe this is the right model to treat invisible wounds, according to Hogg.

Hostettler

From Page 2

rural Ohio farmer. His dedication to the Union or to God never appears to have wavered. He was active politically in his local government and worked hard to preserve the Chickamauga battlefield while also faithfully leading in his local church as a deacon for the rest of his life.

His letters and

observations about the world cease in written form after the end of the war. I don't know much about his thoughts after 1865, but I bet he never thought that his words would reach five generations on his uncle's side to a military chaplain in 2018. I'm sure he never thought his words would serve as a healing balm for me as I continue my recovery from the trauma I've witnessed when I deployed to support Air Force Mortuary Affairs

at Dover Air Force Base, Delaware. His simple faith and lengthy process of coming to grips with a deadly reality, coupled with the sort of honesty that is willing to lead one to raise a hand and say, "I need help," gave me the courage to do the same. Yes, even chaplains need to talk to someone about their experiences.

Don't be afraid to seek assistance. Speak up and get the help you need. You're not in the battle alone.

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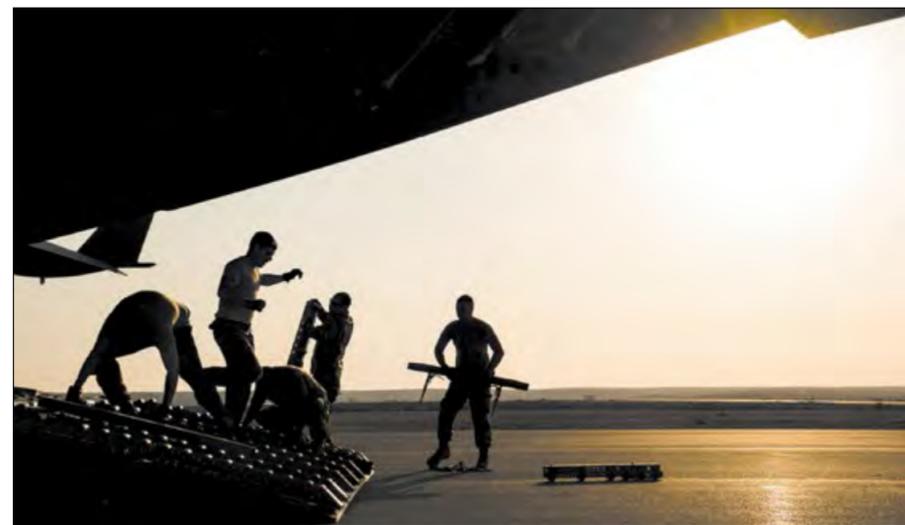
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U.S. Air Force photo/Tech. Sgt. Ted Nichols

Personnel from the 816th Expeditionary Airlift Squadron and 332nd Air Expeditionary Wing prepare to load cargo onto a C-17 Globemaster III at an undisclosed location Aug. 28 in Southwest Asia after transporting cargo between U.S. Africa Command and U.S. Central Command.

Djibouti

From Page 4

C-17 bridges the gap between strategic and tactical airlift. The C-17 allows for rapid strategic delivery of troops and all types of cargo to both larger main operating bases and directly to small, austere forward bases.

Airmen and aircraft from the 816th EAS come from a variety of bases across the continental United States to man the expeditionary unit. According to the squadron, bases currently represented include: Joint Base Charleston, South Carolina; Joint Base Lewis-McChord, Washington; Joint Base McGuire-Dix-Lakehurst, New Jersey; Travis Air Force Base, California; Joint Base Pearl Harbor-Hickam, Hawaii; Joint Base Elmendorf-Richardson, Alaska; and Dover Air Force

Base, Delaware.

"The 816th EAS provides professional and safe combat airlift for the United States and its allies supporting the mission and objectives of CENTCOM," said Lt. Col. Andrew Beckett, commander. "As Air Mobility Command's forward presence executing rapid global mobility, we are a professional force ever ready to execute the full spectrum of mobility operations."

The 816th EAS is unique compared to most other units at Al Udeid who fall under the 379th Air Expeditionary Wing, according to Beckett. Organizationally, the 816th falls under the 385th Air Expeditionary Group and reports directly to the 18th Air Force who maintains operational control of the unit. The 816th, while based out of Qatar, also has detachments spread across the CENTCOM AOR.





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Council

From Page 3

situation and other critical moments of other Airmen greatly enhances the council's ability to promote mission success and support the health and welfare of Airmen and their families. That knowledge is passed on and shared in their weekly meetings and training sessions so all first sergeants are equipped with the tools necessary to assist Airmen.

Since Travis' base populous is more than 26,000, that can be a tall order for Air Mobility Command's largest FSC.

"The scope of that is huge," said Dugan. "But we make it work."

Dugan explained that first sergeants are a regular presence within the squadrons. They not only forge relationships internally through their day-to-day interactions, but they also maintain close ties to external support agencies.

Throughout the year, the FSC hosts various events like the quarterly awards ceremonies to recognize Airmen and their achievements. Their annual fundraising effort, Operation Warm Heart, collects financial donations to support various initiatives that directly affect the morale and welfare of Airmen.

Whether it be grilling up some burgers and hot dogs to deliver to Airmen working the night shift, or helping

an Airman in financial need, Dugan asserts that teamwork is the most significant factor contributing to the success of the FSC.

Being able to rely on one another is integral to keeping all the first sergeants, their assistants and additional duty first sergeants, in lock-step and moving in the same direction with organizational priorities, he said.

"I don't know a shirt on this base that would turn their back on anyone for anything, doesn't matter what time of day it is or what it impacted, they'll give up their own free time to do it," said Dugan.

So, next time you have an issue, just ask, "Shirt, you got a minute?"



U.S. Air Force photo

A 916th Air Refueling Wing KC-135 Stratotanker pulls into place beside of another tanker Sept. 1 at Eglin Air Force Base, Fla. The 2019 National Defense Authorization Act was recently signed, which included a measure that will allow fully disabled veterans the ability to utilize Space-Available travel. Travelers should contact their local Passenger Terminal for further details and review travel information found on the AMC Travel Page for specific details on the program.

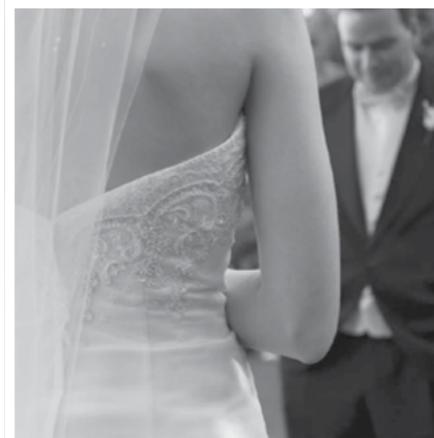
Space-A

From Page 4

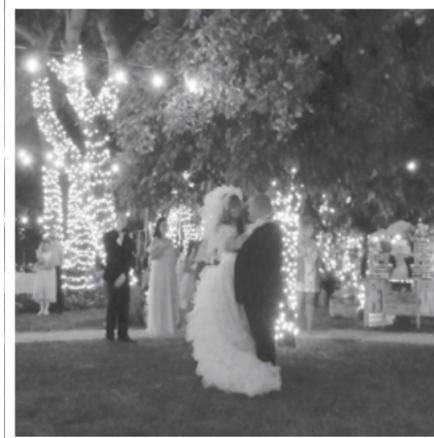
AMC Travel Page for specific details on the Space A travel program.

Editor's note: Passengers seeking Space-Available or Space-A travel must keep in mind that there is No Guarantee you will be selected for a seat. Be aware that Space-A travelers must be prepared to cover commercial travel expenses if flight schedules are changed or become unavailable

to allow Space-A travel. Per DODI 4515.13, Section 4, Paragraph 4.1.a, Reservations: There is no guarantee of transportation, and reservations will not be accepted or made for any space-available traveler. The DOD is not obligated to continue an individual's travel or return the individual to the point of origin or any other point. Travelers should have sufficient personal funds to pay for commercial transportation, lodging, and other expenses if space-available transportation is not available.



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1) Chief Master Sgt. Steve Nichols, 60th Air Mobility Wing command chief, is greeted by family and friends as he disembarks Sept. 5 from a C-17 Globemaster III after his final flight at Travis Air Force Base, Calif. The flight, which is a military tradition, served as an opportunity for the Travis community to honor Nichols and wish him well before his retirement. He will retire Sept. 7 after 25 years of military service.

2) Nichols pauses in the flight deck of a C-17. Nichols has served as the command chief for the largest air mobility wing in the Air Force since July 2016.

3) Nichols is greeted by fellow Airmen as he disembarks from a C-17.

U.S. Air Force photos by Heide Couch



Retiring chief touches down after ... FINI FLIGHT



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