



Run, ceremony honor ...

POW/MIA

PAGES 14-15



Use three rules of thumb for leadership

Commentary by Lt. Col. John Berger

321ST AIR MOBILITY OPERATIONS SQUADRON

Leadership is an art that is infinitely complicated and remarkably simple. Leadership is complicated because it involves people. Everyone has different motivations, aspirations and experiences. What works to motivate one person could be different for the next. However, leadership can also be very simple. There are certain habits of mind that, if you

internalize, will help you lead most people in most situations. Rule No. 1: Lead by example. This is the oldest rule in the book because it's the truest form of leadership. People care what you do far more than what you say. Communication is critically important and a leader needs to lay out their vision, but actions speak louder than words. If leaders want their team to innovate, model innovative behavior. If leaders want their teams to be physically fit, show them. If leaders want their teams to live the Air Force core values, live them.

Commander's Commentary

Rule No. 2: Learn their story. Former Air Force Chief of Staff, Gen. Mark Welsh III, used to say, "Every Airmen has a story. If you want to lead the Airmen, you have to learn their story." The first thing you should do as a leader is get to know your people. Ask them where they're from, what they like to do in their free time and why they joined the Air Force. Not only

will you discover the unique talents they bring to the team, they'll know you care about them as people first. Rule No. 3: Own failure. Two former Navy SEALs wrote a book titled "Extreme Ownership." The central message of this book is easy to say, but difficult to embrace. As a leader, you need to internalize the idea that if and when the team fails, it's your fault. Either you didn't effectively communicate the vision or didn't offer timely course corrections. Approaching tasks with this

mindset engenders trust among the team, encourages appropriate risk-taking and ultimately drives success. These three leadership rules are simple to say, but hard to do. Leading by example is not always easy. Getting to know people does not come naturally to everyone. Owning failure can feel very unfair. People are complicated so no one leadership style works all the time. However, if leaders internalize these habits of mind, they can lead most people most of the time.

What is your purpose? Master role in Air Force

Commentary by Senior Master Sgt. Michael Dean

321ST AIR MOBILITY OPERATIONS SQUADRON

As I sit in my hotel room on the eve of the Air Force's 71st birthday, I cannot help but reflect on my career and what the Air Force means to me. Recently, I had the pleasure of listening to Secretary of the Air Force Heather Wilson address attendees at the annual Air, Space and Cyber Conference. Her words were thought-provoking and inspiring, but the thing I gleaned most was a simple question she asked: "What is your purpose?" When I joined the Air Force in 1998, the answer to this question was pretty easy: Do whatever my supervisor told me. Twenty years later, I somehow find

Chief's Commentary

this question is much more complicated to answer. I am humbled each day to work with the most diverse professionals in the Air Force. Each day I strive to make their lives better in any way I can. Whether it's simply asking how their day is going, seeing how their family is doing or contacting the assignment functional on their behalf to see if the member can get an assignment closer to family, my purpose is to make the Airmen I work for better each and every day. By hopefully making their lives better, I, in turn, make the Air Force better. What is your purpose? It may be ensuring you are diligent in checking military identification at the main gate. By doing this, you ensure the safety and

well-being of the service members and their families who live and work on the installation. You enable the maintenance personnel to continue working on the aircraft without fear of an unauthorized person entering the flightline while they are working. By properly setting the correct torque on the wrench when tightening a bolt, you ensure the aircrew flying on the aircraft is able to deliver relief supplies to those in need after a disaster, or paratroopers are able to jump out and secure an airfield needed to land aircraft during a contingency. Meticulously entering the correct information into the pay system ensures people will get properly paid. This allows deploying service members to have peace of mind knowing their family is being financially taken care of while they are out launching aircraft or

guarding the base perimeter. The Air Force is sure to face some challenges in the future as world powers like Russia and China become more involved on the world stage and have placed much more emphasis on building up their militaries. More than ever before, we need Airmen who are experts at their jobs and do not accept anything less than excellence. No one truly knows exactly what the future holds, but I assure you, we belong to the greatest Air Force the world has ever known because of those who came before us and what you do each and every day. I understand not everyone can work directly with their assignment functional, but hopefully there are things you can do each day to find your purpose. What is your purpose in the Air Force? What are you doing to help move us into the future?

Urban Shield exercise builds partnerships

Nick DeCicco

60TH AIR MOBILITY WING PUBLIC AFFAIRS

In emergency response scenarios, minutes and seconds matter. Almost one year after wildfires raged across Northern California, scorching thousands of structures as well as tens of thousands of acres of land, the importance of saving time when time is of the essence is well-known to residents of the Bay Area, including Travis Air Force Base, California. Agencies such as Travis' 60th Civil Engineer Squadron prepare for a variety of emergency scenarios through training and exercises throughout the year.

One is Urban Shield, a multifaceted preparedness exercise, which took place Sept. 6-10 at multiple locations in the Bay Area. The exercise brought together components of law enforcement, explosive ordnance disposal, maritime units and various emergency response teams, such as the fire departments in Vacaville, California, and Mountain View, California, the California Highway Patrol Bomb Squad, the EOD flight at Beale Air Force Base, California, Sacramento Police Department Bomb Squad and more. Urban Shield also included international teams from South Korea, China and the Netherlands.

For Glen Munn, 60th CES assistant chief of health and safety, whose hazardous



Courtesy photo

Emergency responders participate in Urban Shield, an exercise that trains participants for a variety of complex emergency scenarios, Sept. 8 on Mare Island near Vallejo, Calif.

material team combined Travis firefighters and bio-environmental team members, boosting readiness for all of the agencies involved provides invaluable knowledge. Knowing which assets other agencies bring or can bring in response to a crisis saves time on the scene, said Munn.

One example Munn gave was the opportunity to work with his squadron's EOD flight,

which also took part in Urban Shield. "Even though we don't work together all the time, I know what they bring to the table," he said. "If I go off base on a HAZMAT (call) where something just doesn't look right and I don't want to stick a human body (in that situation) to check out this package or whatever the case may be, I know I can make a call and they're going to

bring a robot out with some detection equipment downrange so I can take a good look and see what's going on." In Urban Shield, those partnerships were strengthened as Travis EOD and HAZMAT crews participated in a simulated chemical agent attack involving malathion, a pesticide which mimics a nerve agent. The exercise took place on a ferry boat docked at Mare

Island outside of Vallejo, California. The EOD flight participated in the exercise while the HAZMAT crew acted as evaluators, scoring participants on how they handled the scenarios, judging 11 teams during a 33-hour period in six different scenarios. "It presented crews with a scenario that very well could face first responders not just here in the Bay Area, but (across) the United States," said Steve Ellingson, acting captain of the Vacaville Fire Department. "The ferry boat presented crews with a unique scene as some crews may have never even set foot on one before or even thought of (it) as a target." Staff Sgt. Benjamin Peck, 60th CES NCO in charge of EOD training, competed in multiple challenges, including scenarios featuring weapons of mass destruction, improvised explosive devices and a hostage scenario. Peck emphasized that working with the other agencies is beneficial should an emergency occur. "(It's about) having coordination so that if something were to happen, that communication piece has already been alleviated through training," said Peck. "We're trying to preserve life and property. ... Time is an issue, especially when you've got a fire going on." Teams at Urban Shield were evaluated and scored by their

See URBAN SHIELD Page 19

Tailwind

Travis AFB, Calif. 60th Air Mobility Wing

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On the cover

The chief's group carries the Prisoner of War/Missing in Action flags Sept. 21 at Travis Air Force Base, Calif. Service members, civilians and family members kept the POW/MIA flag in constant motion for a 24-hour period.

U.S. Air Force photo/Heide Couch



U.S. Air Force photo/Chris Bricease

WARRIOR OF THE WEEK

Name: Senior Airman Brandon Nicholds.
Unit: 9th Air Refueling Squadron.
Duty title: KC-10 in-flight refueling operator.

Hometown: Milwaukee, Wisconsin.
Time in service: Three years.
Family: New golden retriever pup.

What are your goals? Air Force career.
What are your hobbies? Diehard hockey fan and athlete.
What is your greatest achievement? Recently got engaged.

Speaker gives guidance on mindful leadership



U.S. Air Force photo/Airman 1st Class Jonathon D. A. Carnell
Dr. Jannell MacAulay, leadership and performance specialist, teaches Airmen, NCOs and commanders how to be more pliable and responsive leaders Sept. 21, 2018, at Travis Air Force Base, Calif. MacAulay gave a speech on how to become a more mindful leader. Some of her ways to be a more mindful leader are to self-reflect, lead by example and harmonize your thoughts. "The pathway to sustainable high performance is to get command of your mindset and to live in a moment to learn how to deal with your stress in a certain way," said MacAulay.

PEO Digital to change software acquisition

Benjamin Newell

66TH AIR BASE GROUP PUBLIC AFFAIRS

HANSCOM AIR FORCE BASE, Mass. — Dr. Will Roper, the Air Force's senior civilian acquisition leader, redesignated Program Executive Office Battle Management as PEO Digital, to be headquartered at Hanscom Air Force Base, Massachusetts, on Sept. 17.

PEO Digital will build on the success of Project Kessel Run and other battle management programs to standardize and spread Agile DevOps software acquisition processes throughout the Air Force. Steven Wert, PEO Battle Management at Hanscom, will oversee

the launch of the new organization and serve as the Air Force digital program executive officer, applying his decades of acquisition experience to the new organization.

"We have to shift from thinking of software development from being a product to being a service," said Roper. "In today's world, you need to modify code if you're still fighting with it. The longer your code sits stationary, the more dormant it is. We have to get quality code for both the taxpayer and the warfighter."

Project Kessel Run's mission is to build and deliver software and applications that would digitize and simplify the

process by which Airmen organize and task the combat air forces. With the standup of PEO Digital, Kessel Run's mission expands to every Air Operations Center and their work will touch every single Air Force mission.

"We began to transition software programs across the Battle Management portfolio throughout fiscal year 2018, adopting commercial practices very different from traditional defense acquisition strategies," said Wert, the new Digital PEO. "We established a directorate-wide goal last summer to challenge the process and innovate, and now as PEO Digital, we have the charge to

continue those efforts and help apply them throughout the Air Force."

The existing PEO Battle Management portfolio will remain in PEO Digital. New responsibilities include fielding minimum viable software products as fast as possible, designing for the user, automating cyber security processes, operating on the cloud and integrating developmental and operational testing.

The Battle Management Directorate, as the organization enabling the work of the PEO, will become the Digital Directorate and continue to report to the Air Force Life Cycle Management Center.

continue those efforts and help apply them throughout the Air Force."

The existing PEO Battle Management portfolio will remain in PEO Digital. New responsibilities include fielding minimum viable software products as fast as possible, designing for the user, automating cyber security processes, operating on the cloud and integrating developmental and operational testing.

The seven-day window also allows for discussion of the Airman's professional development path and the assignment timing for their family. Additionally, the added step permits

See DSD Page 22

Clarity improves for DSD assignments

Kat Bailey

AIR FORCE'S PERSONNEL CENTER
PUBLIC AFFAIRS

JOINT BASE SAN ANTONIO-RANDOLPH, Texas — The Air Force's Personnel Center has revised the way it delivers notifications for Airmen selected for military training instructor and military training leader Developmental Special Duty assignments in an effort to create more commander involvement and increase transparency in the process.

Set to start with this fall's cycle, AFPC will "front-load" DSD tentative assignments prior to final approval so commanders of selected Airmen can receive seven days advance notification. In the past, these tentative selection notifications from the hiring authority went directly to Airmen.

This change supports Air Force Chief of Staff Gen. David Goldfein's "Revitalizing Squadrons" effort, ensuring commanders are aware of assignments given to their Airmen.

"The advance notification enables commanders to notify their Airmen of the assignment and gives Airmen's leadership an opportunity to guide them through the next steps of the assignment process," said Chief Master Sgt. Stephanie DeSouza, AFPC operations and special duty Airman career management division superintendent. "It also provides the chance to discuss the pros and cons of the assignment, ultimately giving commanders additional mentoring opportunities."

The seven-day window also allows for discussion of the Airman's professional development path and the assignment timing for their family. Additionally, the added step permits

Loneliness growing as health concern

Greg Chadwick

AIR FORCE CIVILIAN WELLNESS CENTER

WRIGHT-PATTERSON AIR FORCE BASE, Ohio — If you have ever felt lonely, know that you're not alone.

Military deployments, living far from family or going through a divorce are common reasons to feel lonely.

Loneliness is a universal emotion that does not discriminate. It can affect people of all ages and backgrounds, from small towns to big cities. The concept of loneliness does not necessarily imply that a person is actually alone, but is rather a subjective feeling or perception of being alone, isolated or disconnected from others.

For example, military personnel might feel lonely after being deployed to a foreign country, despite being constantly surrounded by other military members. One can be married or seemingly have many friends and acquaintances yet still feel disconnected from them.

Loneliness is becoming a significant public health concern in the United States. Feelings of loneliness may affect everyone at some point, but persistent loneliness can become a serious problem that damages physical health and shortens life span.

Loneliness causes stress and long-term or chronic stress is linked to higher levels of inflammation in the body. So when you feel disconnected from other people, repeatedly activating the stress response can take a physical toll on the body resulting in damage to blood vessels and other tissues. This tissue damage increases the risk of heart disease, diabetes and premature death.

If you or someone you know struggles with loneliness, it can be overcome. It does require a conscious effort on your part to make a change. Making a change can make you happier, healthier and enable you to impact others around you in a positive way.

Here are some strategies to help prevent and address loneliness:

- Seek out like-minded people. Put yourself in social situations where you are likely to interact with people who share your values and interests.

- Interact with family/friends. Make it a point to have meaningful conversations with loved ones and/or friends as often as possible. Avoid prioritizing activities in life at the cost of real social connections.

- Consider a social media cleanse. If your digital life has overtaken face-to-face interactions, consider taking a break from social media while taking proactive steps to meet people in person. You can have hundreds of connections on Facebook or LinkedIn and still be lonely.

- Exercise with others. Participating in fitness classes, walking groups or team sports will create opportunities to meet people while improving your physical fitness.

- Be aware of how you communicate with others. Soften your tendency to criticize and shame people. Avoid stonewalling and defensive behaviors.

- Consider professional help. If the symptoms of loneliness are severe or are interfering with daily activities, don't be afraid to ask for professional help.

Support resources to help cope with loneliness are available for the Air Mobility Command workforce and their families through the Employee Assistance Program and Military OneSource.

Civilian employees and their family members may contact the Employee Assistance Program for free, confidential counseling services at 800-222-0364 or visit the EAP website at FOH4You.com.

Active-duty personnel and their family members can contact Military OneSource by calling 800-342-9647 or visiting militaryonesource.mil.

For educational materials on how to deal with loneliness, visit AFMCwellness.com or contact your local Civilian Health Promotion Services team.



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Run boosts fitness, morale



U.S. Air Force photo/Airman 1st Class Jonathon D. A. Carnell

Airmen assigned to the 60th Mission Support Group at Travis Air Force Base, Calif., get in formation Sept. 25 from the blue quarter-mile track to the combat arms training ground. Approximately 400 people ran 2 miles to promote fitness, discipline and provide a morale-boosting experience with the calling of "jodies," a verbal cadence for formations to stay in step.

Air Force awards deal for UH-1N helicopter

**Secretary of the Air Force
Public Affairs**

WASHINGTON, D.C. — The Air Force awarded the first portion of a \$2.38 billion firm-fixed-price contract Sept. 24 to The Boeing Company for a UH-1N replacement helicopter.

"Strong competition drove down costs for the program, resulting in \$1.7 billion in savings to the taxpayer," said Secretary of the Air Force Heather Wilson.

The original service cost estimate was \$4.1 billion.

The Sept. 24 award of approximately \$375 million is for the first four helicopters and includes the integration of nondevelopmental items. This additional equipment integrated into the aircraft will ensure the helicopters are ready to meet warfighter needs upon delivery.

The total program cost for the UH-1N replacement program reflects the exercise of all

options and provides for the acquisition and sustainment of up to 84 MH-139 helicopters, training devices and associated support equipment to replace the legacy UH-1Ns. The new helicopter will be an important tool for Airmen charged with securing and defending the nation's intercontinental ballistic missiles. The Air Force will also use the aircraft for training, test and operational support airlift.

The Air Force pursued a full and open competition to deliver increased capabilities to warfighters. This replacement will provide the necessary speed, range, endurance and carrying capacity needed to meet the requirements of five Air Force major commands, officials said.

"A safe, secure and effective nuclear enterprise is job one," said Air Force Chief of Staff Gen. David L. Goldfein.

The first operational helicopter delivery is expected in fiscal year 2021.



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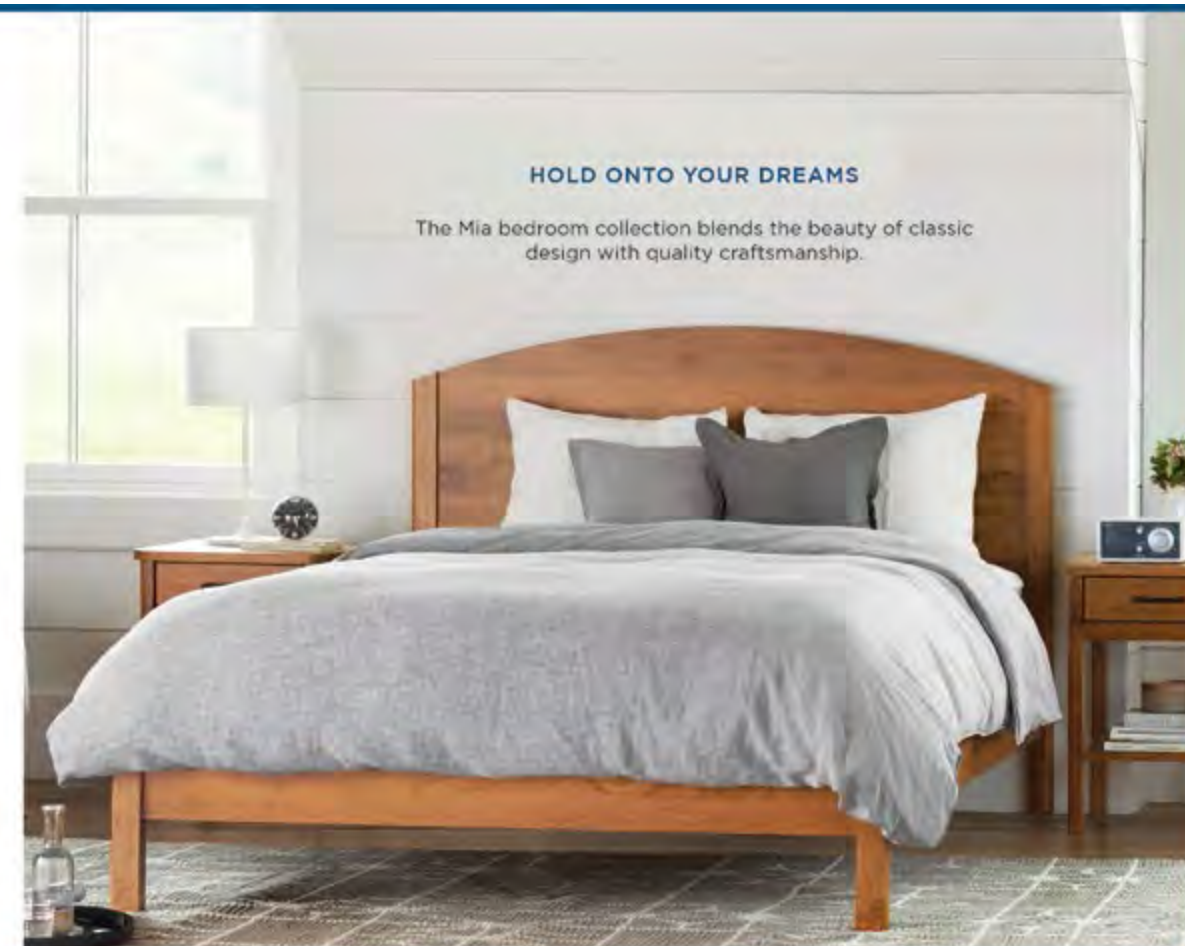
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Cloud-based learning ecosystem due in 2019

Dan Hawkins

AIR EDUCATION AND TRAINING COMMAND
PUBLIC AFFAIRS

JOINT BASE SAN ANTONIO-RANDOLPH, Texas — Air Education and Training Command officials announced the service's new cloud-based learning ecosystem is in a beta test with four courses.

Testing completion is expected in the summer of 2019 and full operational capability in early 2020.

The learning ecosystem will put students in control of their learning, allowing them to learn anywhere, anytime and on any device, breaking the long-held paradigm of the Air Force controlling the learning environment.

"In the past, in the industrial age, when you come into the service, Airmen have been told what to learn, when to learn and how to learn it," said Lt. Gen. Steve Kwast, AETC commander. "The learning ecosystem will put training in front of Airmen in a learner-centric way that is mobile and moves with 21st Century speed."

Servicing about 800,000 users annually who complete up

to 1 million courses per month, the Air Force Learning Services Ecosystem will provide a centralized data collection and distribution point for the core learning services, such as content development and delivery, student management, evaluation and testing, advanced analytics, and the Airmen Learning Record, which form the technological foundation of the service's Continuum of Learning.

"Learning is so critical to Air Force readiness that we need a means to quantify and track it, which is what the learning ecosystem allows us to do," said Matthew Stafford, AETC chief learning officer. "This will allow commanders at all levels to make better operational and developmental investment decisions, enabling us to build the most effective, most innovative and most lethal multidomain warfighters in Air Force history."

Tracking a lifetime of education and training in one place, the Airman's Learning Record will provide a one-stop shop to record all learning, whether it occurs in a specialized training

See ECOSYSTEM Page 22



Courtesy photo

A reserve aeromedical evacuation crew from the 433rd Aeromedical Evacuation Squadron with the 433rd Airlift Wing, San Antonio, Texas, gathers at the airport after saving a life on a commercial flight.

Airmen save life on flight

Master Sgt. Kristian Carter
433RD AIRLIFT WING

JOINT BASE SAN ANTONIO-LACKLAND, Texas — A reserve aeromedical evacuation crew from the 433rd Aeromedical Evacuation Squadron with the 433rd Airlift Wing, Joint

Base San Antonio-Lackland, Texas, was flying to support patient transport missions out of Andrews Air Force Base, Maryland, when its members came together Sept. 19 to save the life of a man suspected of having a heart attack.

About 45 minutes into

the commercial flight from Dallas to Maryland, a 74-year-old man sitting next to Staff Sgt. April Hinojos, 433rd AES aeromedical evacuation technician, complained to his wife that he felt faint.

Hinojos heard this and

See SAVE LIFE Page 22

Holloman realigns under AETC

Air Education and Training Command Public Affairs

JOINT BASE SAN ANTONIO-RANDOLPH, Texas — The 49th Wing at Holloman Air Force Base, New Mexico, and all co-located units, will realign from Air Combat Command to Air Education and Training Command, effective Oct. 1.

This transition will align Holloman, which hosts MQ-9 Reaper and F-16 Fighting Falcon formal training units, under the major command with responsibility for recruiting, training and educating Airmen.

"This realignment is the right move at the right time for Holloman and AETC," said Lt. Gen. Steve Kwast, AETC commander. "In AETC, we have the tools and the resources to help the 49th Wing maximize the effectiveness of training."

As a result of the realignment, MQ-9 pilots and sensor operators will be able to attend initial training and graduate training all within one command. This deliberate process allows AETC the opportunity to provide support to the vital training missions housed at Holloman Air Force Base and to the 4,600 Airmen and their families located there.

"I am proud of the Airmen at Holloman for their unwavering dedication to the mission and our command," said Gen. Mike Holmes, ACC commander. "As you leave the ACC family, I know you will continue to strive for excellence and engage in your new mission with the same full-court press you gave me. AETC is getting a phenomenal wing that will continue to do great things."

"We are honored to be a part of the amazing work that happens every day at Holloman, and we couldn't be more humbled to be asked to join this team," said Kwast.

Edwards tests refueling tool

Kenji Thuloweit

412TH TEST WING PUBLIC AFFAIRS

EDWARDS AIR FORCE BASE, Calif. — Leadership across the Air Force want their workforce to focus on innovation every day, whether it is making things better, more efficient, or saving money.

A small team at Edwards Air Force Base, California, can now check off all those boxes with its custom-built test tool designed to cut down test costs and time.

Members from engineering and technical support company JT4, the 812th Aircraft Instrumentation Test Squadron and the 418th Flight Test Squadron created the Receiver Simulation Tool, which is a ground-based system designed to simulate events that happen during aerial refueling between receiver aircraft and new tankers such as the KC-46 Pegasus, Australian KC-30 and Italian 767.

"The RST has two elements, the mobile control room and the fuel rig



U.S. Air Force photo/Brad White

Members from engineering and technical support company JT4 and the 418th Flight Test Squadron use the newly created Receiver Simulation Tool on a KC-10.

element, which is modular so it can be transported in a KC-10 all over the world in case we want to go test foreign customers," said Hans Lambrecht, JT4 lead project

engineer for RST. According to Lambrecht, the primary role of the RST is to measure surge events that can occur during mid-air refueling. If the refueling surge

pressure during a tank valve shutoff is not properly dampened by the tanker surge suppression design/equipment,

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Multidomain command, control on way

Maj. Justin Reynolds
HEADQUARTERS AIR FORCE
STRATEGIC INTEGRATION GROUP

WASHINGTON, D.C. — In his remarks during this year's Air Force Association's Air, Space, and Cyber Conference in National Harbor, Maryland, Air Force Chief of Staff Gen. David L. Goldfein explained the importance of multidomain command and control in executing the nation's next fight.

In this fight, Goldfein said, the Air Force must master MDC2 to empower commanders to dominate the air, space and cyberdomains.

Leading the MDC2 effort is Air Force Brig. Gen. Chance Saltzman, director of

operations, at Headquarters Air Force. Saltzman oversaw the MDC2 Enterprise Capability Collaboration Team, which includes a crosssection of command and control space, cyber and air operator experts.

"As we quickly learned, multidomain command and control got very complicated, very fast," said Saltzman. "But, at its core, we determined that commanders must employ the right operational concepts for multidomain operations. They must leverage advanced technologies to increase their lethality, accuracy and decision speed, and their units must be manned with properly trained experts in multidomain command and control."

Three lines of effort make up the

framework for MDC2: operational concepts, advanced technologies and training and education.

Command and control operational concepts

Operational concepts inform the way the Air Force fights and they include everything from tactics, techniques and procedures, to command relationships, authorities and doctrine.

A team from Air Education and Training Command is leading the effort to refine and update current operational concepts while also exploring new concepts for multidomain operations. To help inform their efforts, a sequence of MDC2 table-top assessments, coined

"The Doolittle Series," is scheduled to take place in the coming months.

"These wargames will help us to identify the right C2 structures that will allow us to effectively prosecute multidomain operations," said Saltzman.

MDC2 objectives will also be folded into current exercises, wargames and training events with the intent to improve commanders' abilities to effectively use their resources in all domains.

Advanced technologies

"Does it connect? Can it share?" When describing his guide, Goldfein asks these questions when describing his guidelines for how the Air Force should

See **MULTIDOMAIN** Page 18



U.S. Navy photo/Petty Officer 3rd Class Erwin Miciano

The aircraft carrier **USS Ronald Reagan (CVN 76)**, foreground, leads a formation of Carrier Strike Group 5 ships as Air Force B-52 Stratofortress aircraft and Navy F/A-18 Hornet aircraft pass overhead during Valiant Shield 2018 in the Philippine Sea, Sept. 17.

Indo-Pacom wraps up Valiant Shield

Petty Officer 1st Class Danica M Sirmans

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ANDERSEN AIR FORCE BASE, Guam — U.S. military forces from the U.S. Indo-Pacific Command wrapped up exercise Valiant Shield 2018 Sept. 23rd around the Marianas Island Range Complex and on Guam.

Participants included the aircraft carrier USS Ronald

Reagan, 15 surface ships, more than 160 aircraft and approximately 15,000 personnel from the U.S. Navy, Air Force, Army and Marine Corps.


"The Marianas Island Range Complex is a premier training environment that allows the joint force a unique opportunity to come together and train side by side at the high end in an at-sea environment," said Rear Adm. Daniel Dwyer, exercise director.

See **VALIANT SHIELD** Page 17



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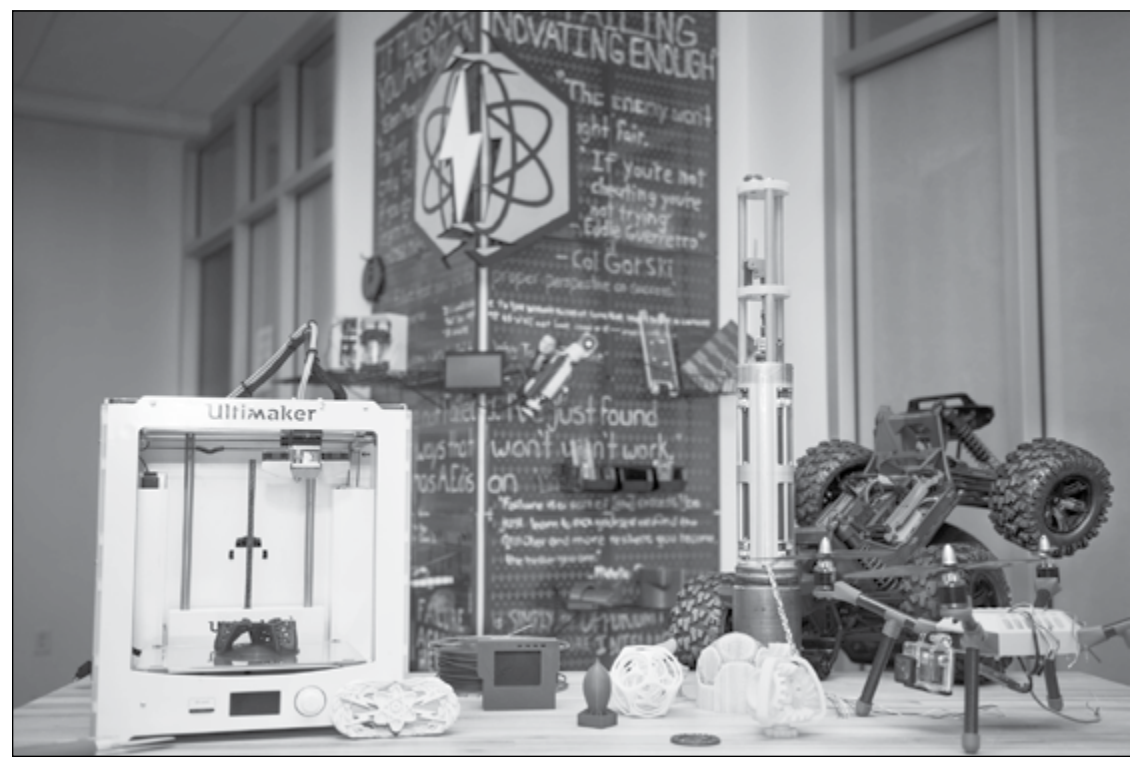
Air Force recognized with FEDS spotlight

Melissa Tiedeman
AIR FORCE INSTALLATION ENERGY

CLEVELAND, Ohio — Three members of the Air Force's Mission Thread Analysis team were recognized for their work in support of the Air Force's Mission Assurance through Energy Assurance initiative with a Department of Energy's Federal Energy Management Program FEDS Spotlight on Aug. 22 at Energy

Exchange 2018. The FEDS Spotlight recognizes individuals who have gone above and beyond day-to-day responsibilities to help achieve mission success. The three winners — Col. Aaron Altwies from Joint Base McGuire-Dix-Lakehurst, New Jersey, Kenneth McKuen from Tinker Air Force Base, Oklahoma, and Lt. Col. Eric Zarybnisky for his efforts while at

See FEDS Page 17



U.S. Air Force photo/Matthew S. Jurgens

Projects developed by members of the Air Force Technical Applications Center are on display in the Innovation Lab at Patrick Air Force Base, Fla. The lab built an “eFAILution” wall – a prominent centerpiece showcasing projects that didn't quite make the grade.

Center uses failure to evolve

Susan A. Romano
AIR FORCE TECHNICAL APPLICATIONS
CENTER PUBLIC AFFAIRS

PATRICK AIR FORCE BASE, Fla. — Henry Ford, founder of the Ford Motor Company and captain of industry once said, “Failure is the only opportunity to begin again, only this time more wisely.”

One Air Force organization is taking Ford's words to heart.

The Air Force Technical Applications Center is emphasizing to its workforce the importance of learning through failure.

In 2013, AFTAC formed an Innovation Lab to find ways to improve and accomplish its mission by developing concepts and technologies faster and cheaper. But the No. 1 reason for establishing the lab was to enable innovators within the center to take calculated risks and evolve from failure to achieve success.

From that concept grew the center's “eFAILution” wall, a prominent centerpiece of projects displayed on the wall that didn't quite make the grade. It's what lab personnel describe as “a lineage of success born

of failure” and their central message is simple: continue to learn and evolve from your mistakes.

“AFTAC has some of the most incredibly talented people in the Air Force,” said Col. Chad Hartman, AFTAC commander, “but our most powerful attribute is this organization's long-standing culture of continuous learning. We are not simply ‘celebrating failure’ at AFTAC; what we are celebrating is a willingness to take risks and fail forward in order to learn.”

AFTAC's team of premier enablers of innovation looks at failure as a means to achieve a better, more productive outcome, with an aim at unleashing an innovation mindset.

“When people come to the lab with a concept, we don't want them to feel discouraged if their design doesn't work the first time,” said Master Sgt. Nathan Shaw, lab superintendent. “The whole idea is to cultivate and capitalize on the talent of the workers here at AFTAC and encourage them to take their concepts and make them a reality, all while operating in a positive learning environment.”

The lab's wall has about a dozen projects ranging in scope from a cooked Raspberry Pi, a tiny, single-board computer, to an entirely 3-D printed programmable rover that can be operated remotely or autonomously. The lessons gained from these failures have energized the lab team and AFTAC's more than 1,000 strong workforce to rethink solutions to problems.

“There has been a lot of discussion at all levels in the Air Force recently about failure,” said 1st Lt. Drew Belk, Innovation Lab flight commander. “The secretary of the Air Force and the Air Force chief of staff have been stressing the importance of ‘shaping our competitive edge’ through innovation, which includes learning from failure, even if it means accepting more risk.”

Secretary of the Air Force Heather Wilson recently spoke at a conference in Montgomery, Alabama, where she said, “It doesn't matter to me if (Airmen) get it right the first time. It matters to all of us that we keep innovating constantly,

See EVOLVE Page 17

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Travis honors POW/MIA service members



1) Retired Master Sgt. Ted Cadwallader speaks about his experience as a civilian prisoner of war during a POW/Missing in Action ceremony Sept. 21 at Travis Air Force Base, Calif. According to the Defense POW/MIA Accounting Agency, at present, more than 82,000 Americans remain missing from World War II, the Korean War, the Vietnam War, the Cold War, the Gulf Wars and other conflicts. 2) Dave Ramsey, a POW during the Vietnam era, views the POW exhibit Sept. 21 at the Heritage Center at Travis. The new feature at the center was unveiled during POW/MIA Recognition Day. 3) A procession with a group of 60th Air Mobility Wing chiefs led by Chief Master Sgt. Derek Crowder, 60th AMW command chief, make their way to a POW/MIA ceremony Sept. 21 at Travis.

U.S. Air Force photo/Lan Kim



U.S. Air Force photo/Heide Couch



U.S. Air Force photo/Lan Kim

Tech. Sgt. James Hodgman

60TH AIR MOBILITY WING PUBLIC AFFAIRS

They fought to defend freedom far from America's shores. Many were taken prisoner by enemy combatants and thousands remain unaccounted for. These service members are known as prisoners of war and missing in action.

Airmen at Travis Air Force Base, California, honored America's POW/MIA service members with a 24-hour remembrance run, which began at 1:30 p.m. Sept. 20 and concluded on POW/MIA Recognition Day, Sept. 21, in front of the 60th Air Mobility Wing headquarters.

"The purpose of the POW/MIA events is to remember the heroes who came before us and to honor their sacrifice and their loved ones' sacrifice for our country," said Senior Master Sgt. Loretta Washington, 60th Medical Support Squadron TRICARE Operations and Patient Administration flight chief and the chairman of the POW/MIA Committee.

The run brought 1,000 people together, including active-duty service members, reservists, veterans and family members to support a great cause, said Washington.

"We even had a mother out there walking with her two little girls to remember their great grandfather," she added. "I hope our Travis community never forgets the sacrifices of those who we still look for today and appreciate the ones who are still with us."

The Travis Chief's Group delivered the POW/MIA and American flags to a small stage near the base flagpole where a crowd of veterans, former POWs and families gathered for a commemorative ceremony.

The ceremony featured the singing of the national anthem, patriotic music, an invocation and guest speakers.

"Today, we remember the many who have protected the United States and defended our rights of life, liberty and the pursuit of happiness," said Capt. Bret Lortie, a 60th Air Mobility Wing chaplain. "We remember service men and women who have put their lives in danger and we remember service men and women who are still in danger. We recognize those among us who have been prisoners of war. We are grateful for their return."

"On this day we focus our prayers on those who are still missing, both uniformed members and American civilians," he said. "May all Americans take time to remember and rededicate ourselves to the principles that make this country what it is."

Retired U.S. Air Force Master Sgt. Ted Cadwallader shared his experience as a prisoner of the Japanese at the young age of 3, after the city of Manila in the Philippines was overrun during World War II.

"The war saw the disruption of life for

millions of people and over 130,000 Americans were held as POWs during the war," he said. "The Japanese also imprisoned 14,000 American civilians, including children. You are looking at one of those internees."

Two weeks after the attack on Pearl Harbor, Japanese forces invaded Manila and quickly took over the city. Cadwallader was one of thousands who were forcibly removed from their homes to an internment camp at the University of Santo Tomas. He spent more than three years in captivity.

"We suffered in our camp, but military POWs were treated far worse," he said. "They were beaten, denied food and murdered."

Cadwallader and thousands of others were rescued when the University of Santo Tomas internment camp was liberated by American forces on Feb. 3, 1945.

"We were incredibly enthused," he said. "Many of us screamed and others burst into tears."

Cadwallader said he was so excited, he ran to the U.S. Army's 1st Cavalry Division Soldiers, who at the time were about 20 feet from the building he was forced to call home.

"Thank you," he said to everyone who was a part of that mission.

Col. Matthew Leard, 60th AMW vice commander, stressed to all in attendance that the search for America's missing will never end.

"It's been said that you die twice; once when you stop breathing and a second time when someone says your name for the last time," he said. "We will not forget our MIA service members. We will search all corners of the globe for you, we will commit our resources to find you and we will put our own lives at risk to bring you back."

"There's no other nation that puts the amount of resources toward the return of our service men and women as we do," he added. "No other nation asks so much of our military in defense of our freedom and freedom worldwide as we do. Our commitment to bring them home is unwavering and, if they indeed have taken their last breath, we are committed to ensuring they never experience a second death where their nation forgets them."

Prior to the ceremony, the Travis Heritage Center unveiled a Vietnam War POW/MIA exhibit featuring a small prison cell, numerous photographs of POW life and photos of Operation Homecoming, which was a mission to bring home 591 American POWs. Travis welcomed the first 20 former POWs home in February 1973.

According to the Defense POW/MIA Accounting Agency, more than 82,000 service members are still MIA. For more information on the search for these unaccounted service members, visit the DPAA website at www.dpaa.mil/.



U.S. Air Force photo/Heide Couch



U.S. Air Force photo/Heide Couch



U.S. Air Force photo/Heide Couch

4) First sergeants run on the track with the United States and Prisoner of War/Missing in Action flags Sept. 20 at Travis Air Force Base, Calif. Service members, civilians and family members kept the POW/MIA flag in constant motion for a 24-hour period. More than 1,000 Travis personnel and family members logged more than 200 miles, running around the base track, before the final runner carried the flag across the finish line Sept. 21. 5) Airmen from the 60th Air Mobility Wing administration office run on the track with the flags Sept. 21. 6) Airmen from the 821st Contingency Response Squadron run on the track with the flags at daybreak Sept. 21 at Travis.

FEDS

From Page 12

Vandenberg Air Force Base, California — were honored for their support and participation in MTA workshops held at their installations over the last year.

Leslie Nicholls, FEMP's acting director, presented each winner with certificates of achievement and John

Henderson, assistant secretary of the Air Force for installations, environment and energy, presented each winner with coins.

"These award winners are leading by example to drive innovation at our bases in order to enable the overall readiness and resiliency of our team," said Henderson. "We are grateful for the amazing efforts by our Airmen, Air Force civilians and community partners which continue to ensure the success of

our Air Force and nation."

"These individuals were absolutely instrumental in assisting the Headquarters MTA team in facilitating workshops at their installations," said Mark Correll, deputy assistant secretary of the Air Force for environment, safety and infrastructure. "Their tireless efforts and continued support of this effort, in addition to their foundational duties, ensured workshop success."

Evolve

From Page 12

rather than sitting back and analyzing people for failure."

Belk is encouraged by Wilson's leadership and views on the importance of failing in the name of mission accomplishment.

"I believe the key thing to remember is failure is only fatal if it is final. Failure provides us the opportunity to learn and make the next iteration better," he said.

Any successful inventor will tell you that virtually nothing ever works on the first try. That's why AFTAC's senior leaders realize one of the key ingredients to the lab's success comes down to one word: Persistence.

"Typically, high-speed thinkers are full of ideas and work hard to transfer their ideas from thought to product," said Dan DeForest, AFTAC's director of strategic integration. "Sometimes, however, their ideas simply don't come to fruition, whether that's due to a design flaw, engineering obstacle or even a lack of resources. But they don't give up. They continue to persist and seek out workable solutions. It's senior leadership's job to clear the path to allow this persistence."

Couple that persistence with failure and learning and you have a recipe for success.

"The value of learning from failure cannot be overstated," said Hartman.

The team of AFTAC Airmen who make up the Innovation Lab possess a diverse set of skills: electrical, chemical and mechanical engineers; computer scientists and programmers; technical applications specialists; and machinists, just

to name a few. Each Airman has demonstrated a persistent desire to excel while applying their vast knowledge and abilities.

"One of the more enjoyable challenges in the lab is thinking of ways to improve things that already work," said Tech. Sgt. Collin J. Pesicka, NCO in charge of rapid development. "When you spend time fixing things that are broken, you can't help but wonder about complacency. That's why we began saying, 'If it ain't broke, make it better.' It's important to investigate all potential opportunities to fail during the continuous improvement process. And sometimes that includes reinventing the wheel."

For example, lab personnel learned the hard way when they engineered a device to capture debris from a routing table by attaching a vacuum. They wanted to create a solution to reduce airborne effluents. However, after debris failed to get sucked up into the vacuum, they realized there was a huge bottleneck near the attachment.

"The initial design contained an unforeseen choke point, which failed to allow for effective dust extraction," said Belk. "Through 'eFAILution' we prevailed and developed a better design."

With the requirement to develop more high-power computing capabilities and technologies, the potential for this kind of innovation is a game-changer.

"Failure in the U.S. Air Force has historically been a word whispered behind closed doors and swept under the rug as much as possible," said Capt. Barron Stone, 709th Support Squadron director of operations and former officer-in-charge of the Innovation Lab. "It's encouraging to be a part of the culture change that highlights failure as a means of getting to a better final product. Grassroots innovation and engineering efforts often require assumptions to expedite progress or save money. With these assumptions, failure is inevitable, but it allows us to learn quickly and make adjustments to get a successful prototype. It's been extremely refreshing and rewarding to be a part of this team."

Today, Air Force leadership at the highest levels have challenged its officers and senior enlisted advisors to create a culture where Airmen can and should put innovation at the forefront of their daily actions and encourage them to step outside their comfort zone to kick-start innovation while trying out new ideas.

Valiant Shield

From Page 11

"It's extremely important. In any future conflict, no service will go alone. Any opportunity that we can come together to train as a joint force makes us that much more lethal and capable."

Valiant Shield is a U.S. only, biennial field training exercise aimed at ensuring the joint force is ready to conduct a wide range of combat operations.

VS-18 was postponed due to Typhoon Mangkhut earlier this month. The units based out of Guam, as well as the visiting units, quickly adjusted their training exercise to a defense support of civil authorities mission. More than 3,000 personnel were dispatched to assist with clean up, deliver supplies and assist with utilities.

"The U.S. military is not a fair-weather force," said Dwyer. "We'll fight in any conditions, day or night. This is just real-world operational training for us. It has been great for the crews to adapt, overcome, plan and execute. I am incredibly proud of the joint force coming together."

This year's exercise was peppered with a few firsts. The Army attended for the first time this year as it led the Multi-Domain Task Force with the 17th Field Artillery Brigade.

Army Lt. Col. Joe Hansen, MDTF commander, said he developed three priorities in support of Valiant Shield: To validate and improve communication systems and architecture, facilitate and integrate artillery capabilities in the Indo-Pacific maritime environment, and inform and improve upon the multidomain operational discussion.

The MDTF is at the piloting stages on the trajectory to operational use, but another series featured in this year's exercise introduced a new shallow-mine capability update from previous iterations.

Following an Air Force and Marine Corps pairing from Valiant Shield 2016, this year the Air Force's B-52 bombers of the 96th Bomb Squadron with the Navy's P-8A Poseidon maritime patrol aircraft of Patrol Squadron Five deployed and assessed an updated Quickstrike precision mine outfit for the first time.

"In the past, the mines were dropped by gravity weapons, so the B-52s and bombers had to be low to meet their accuracy," said Air Force Capt. Craig Quinnett, Quickstrike's B-52 test lead. "With Joint Direct Attack Munition and the Quickstrike-extended range weapon, we have the ability to deploy precision mines from a standoff role, which gives us a huge capability."


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Multidomain

From Page 11

adapt new technology. The CSAF's vision acknowledges that success will require great improvements in the current network and data architecture. Aircraft, spacecraft and cyber nodes must all be able to seamlessly share and connect data in a way that increases a commander's ability to command and control the fight while complicating an enemy's ability to defend himself. Teams at Hanscom Air Force Base, Massachusetts, and Nellis Air Force Base, Nevada, are working to make this level of interconnectivity a reality.

Successful efforts at Hanscom, Nellis and other locations will be adopted and integrated into Air Force operations. "This is going to be an ongoing process where we continue to learn, and the goal is that we're able to learn as fast as possible," said Saltzman.

MDC2 Training and Education

A key finding of the MDC2 ECCT was the institutional knowledge required to effectively operate MDC2 often has a short lifespan. Exposure to C2 often comes randomly to Airmen's careers through deployments or other temporary

assignments. The result, the team found, was that C2 was often played as a "pick-up game" where Airmen gather C2 skills and then return to their primary career fields.

"As it is now, we're very platform-specific," the director said. "I was a space operator; I was trained to operate satellites for 12 to 15 years of my career. Same with fliers - you have to have that tactical depth of knowledge in our weapon systems so we spend a tremendous amount of time and energy training our operators to do that."

To address this, the Air Force will incorporate multidomain operations into its military education and training courses. It will also create a new operational level command and control career field. AETC is leading the charge on this effort, which will take officers at their eight-to-12-year point and train them for the new MDC2 expert career field - operational warfare specialists.

"Building our capability for multidomain operations, whether you're talking training and education, adapting advanced technologies, or creating new operational concepts, it's a big animal, but we intend to eat it one bite at a time," said Saltzman.



U.S. Air Force photo/Brad White

Members from engineering and technical support company JT4 and the 418th Flight Test Squadron sit in the mobile control room of the newly created Receiver Simulation Tool. This is where aerial refueling simulation tests are monitored and recorded. The RST is a ground-based system designed to simulate events that happen during aerial refueling between receiver aircraft and new tankers such as the KC-46 Pegasus, Australian KC-30 and Italian 767.

Tool

From Page 9

then a wet or flowing disconnect of the refueling boom could occur. If surge pressures exceed the design limitations of the fuel components on either aircraft, a catastrophic failure might occur. To avoid this situation, flow rates might be throttled down or shut off early, which could result in receiver aircraft not getting a full exchange of fuel.

"The main thing for global reach is to top off the fuel tanks on a receiver aircraft," said Lambrecht. "Mission planning works a lot better if you get a full jet in the air with full-range capability. The goal is to be able to test this on the ground without having to instrument every receiver aircraft in the air and collect the data in flight, which would be more expensive when you can do it on the ground and get a good picture of what's going on."

Lambrecht added the RST has the ability to select one of four different line diameters then throttle using valves controlled by the operator inside the RST's mobile control room to get different flow rates and fuel line velocities. Once

"steady state" is achieved at the desired test point, testers then can conduct a "closure event" at different rates and measure the surge pressure wave that occurs during and after that event to characterize the surge suppression response of both legacy and new tankers to compare threshold deltas.

The RST was built at Edwards with mostly customized parts. Lambrecht said even the tires of the mobile control room are custom made.

About two years ago, the RST was born when Air Force Materiel Command and Department of Defense required testing of coalition tankers, according to Lambrecht. He said AFMC asked Edwards if this was something the test center could handle.

Steve Parker, 418th FLTS Instrumentation flight chief, went to JT4 - at the time called JT3 - and asked if this was in its capacity.

"We asked our brothers at JT3 if they had the resources to support and they did," said Parker. "From the beginning through development, JT3 engineered, designed, procured, built, tested, documented and validated RST, and now we have a fully functional RST system ready for use

on universal tanker assets."

Lambrecht said the 418th FLTS has used the RST with legacy tankers such as the KC-135 Stratotanker and KC-10 to get baseline data before testing on new tankers coming soon, such as the KC-46 Pegasus.

"It will help bring new tankers online in a cost-effective, rapid way," said Lambrecht. "It saves money because you don't have to instrument all the different aircraft when conducting aerial refueling tests.

"You now have a ground-based rig that is fully instrumented where tankers can just back up into and conduct tests. You can knock out those data points in three days where in the past you had to fly for months with different receiver aircraft to get the same, if not lower level, data."

Lambrecht added that his team worked on building the RST part time while supporting other test missions.

"It was a lot of work, but it was fun to bring a new capability to the Air Force," said Lambrecht. "A lot of my engineers learned a lot through the process and we'd love to do something else to help save the taxpayers lots of money or enhance mission capability for the warfighter."



Courtesy photo

Emergency responders participate in Urban Shield, an exercise that trains participants for a variety of complex emergency scenarios, Sept. 8 on Mare Island near Vallejo, Calif.

Urban Shield

From Page 3

peers as to how they responded to a scenario based on technique, procedures, safety, problem solving, timeliness and mission success. Travis' EOD flight earned the highest score, winning the competition for the

first time since it began participating in 2010. This marked the first time an Air Force unit has won, according to Master Sgt. William White, 60th CES EOD flight chief.

Peck along with Staff Sgt. Scott McDonough, Staff Sgt. Larry Sanchez and Senior Airman Justin Coleman participated for the EOD flight team.

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Ecosystem

From Page 8

or education program, on the job or off-duty or even training with another military service.

Currently, Airmen's learning is documented in multiple, stove-piped learning systems, with no central tracking mechanism in place to identify competencies, which can prevent commanders at all levels from putting Airmen in the right positions to accomplish the mission.

"From the learning ecosystem, we'll access the ALR, which is basically the collection of what Airmen know and what they can do in ways that haven't been tracked before," said Stafford. "Again, learning gained through education, training and experience."

Once fully operational, the learning ecosystem will be accessible to all Airmen through both dot-mil and dot-com environments so anyone can access the training they need from work, home or any mobile device.

As part of experiential learning, the intent is to provide users with an alternate two-factor authentication capability to accommodate learning on mobile devices, or "bring your own devices," as well as mission partners who do not have a common-access card, such as the Delayed Entry Program, international partners and dependents.

Inside the learning ecosystem, Airmen will also see integrated social and technology components as well. With the Communities of Interest section, users will have access to different social-based

communities based on the Airman's Air Force Specialty Code, providing a collaborative environment for Airmen to talk with other Airmen, supervisors or instructors about learning. The technology sandbox adds the ability to test out new software, such as gaming applications, inside the ecosystem without disrupting the existing capabilities.

For instructors, the learning ecosystem will provide the ability to track how well Airmen are learning a subject, or if they are struggling, allows for courses to be adapted so Airmen get the most out of their learning.

"The Air Force has come to accept that innovation for the future is going to start with Airmen," said Stafford. "That means we have to design our learning environments differently to promote that kind of ingenuity."

DSD

From Page 4

delivery of the assignment notification face to face rather than on a computer.

Furthermore, this revised DSD assignment notification process enables commanders to assist Airmen as they work through the special duty catalog, aka SPECAT, requirements. All assignments are tentative pending SPECAT approval as Airmen must be fully qualified for their DSD positions.

"Leaders at every level must mentor Airmen to ensure they

receive the best professional development advice and experience needed for their career," said DeSouza. "Airmen selected for DSD must be highly qualified – an ambassador and role model for the Air Force core values of integrity, service and excellence. The selected special duties are those that create, develop and care for Airmen, so nominees must have a demonstrated record of exceptional performance and a high capacity to lead."

Find additional information on the DSD page of the Air Force's Personnel Center public website off the assignment landing page.

Save life

From Page 8

asked the man some questions to gauge how he was feeling. She said the man's eyelids started to flutter and he stopped responding. Hinojos immediately got assistance, moving him to the floor and evaluating his condition.

"He didn't have a pulse, so we immediately started (chest) compressions," said Hinojos.

The man's wife started yelling for a doctor.

"I had just started the movie and through my headphones I hear someone screaming for help," said Maj. Carolyn Stateczny, flight nurse.

She said she thought, "Screaming for a doctor means something is going on."

The pilot came over the intercom and asked if any medical personnel were on the plane.

The rest of the aeromedical evacuation crew, which was scattered throughout the plane, started working their way to Hinojos and the man.

The flight attendants assisted Stateczny by collecting the plane's medical supplies for the medical crew. Stateczny then got the automated external defibrillator from the flight attendants and prepared it for use.

Capt. Justin Stein, flight nurse, attempted to start the man on intravenous fluids, but was unable, because his blood vessels were constricted due to the suspected heart attack.

Tech. Sgts. Robert Kirk and Edgar Ramirez, both

aeromedical evacuation technicians, worked on the man's airway and provided oxygen. 1st Lt. Laura Maldonado, a flight nurse, assisted the rest of the crew by working with the flight attendants and providing supplies as needed.

At this point, the crew was unsure if the man was going to recover.

"I've been a nurse for 16 years. In my expertise, I thought he was dead," Stateczny said. "He was completely grayish, his lips were blue and his eyes had rolled to the back of his head. He was not responding at all. He had no pulse."

The man's wife was very distraught throughout the ordeal, so the crew requested that she be moved to the rear of the plane, so they could gather the man's medical information from her.

Stateczny requested that the plane land so the man could get required medical attention.

After getting the automated external defibrillator pads on the man, Stateczny said he moaned, developed a pulse and started to show signs of recovery. They continued with oxygen and kept trying to start an IV.

"He slowly started arousing," said Stateczny. "It took some time, and he could tell us his name. He started getting some color, and then asked 'What's going on?'" The man thought he had just passed out.

The plane diverted to Little Rock, Arkansas, where emergency medical services were waiting to take over patient care.



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1) Airmen and military family members prepare to run a half marathon Sept. 22 at Travis Air Force Base, Calif. The half-marathon was an Octoberfest event designed to enhance morale.

Travis boosts morale at half... MARATHON

U.S. Air Force photos by Airman 1st Class Jonathon D. A. Carnell

2) Airman 1st Class Zoey Sacre, 60th Security Forces Squadron defender, prepares to run a half marathon Sept. 22 at Travis Air Force Base, Calif. Airmen and military family members ran a half marathon to support Octoberfest and enhance morale. 3) Airmen and military family members run a half marathon Sept. 22 at Travis. The half marathon was an Octoberfest event designed to enhance morale.



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