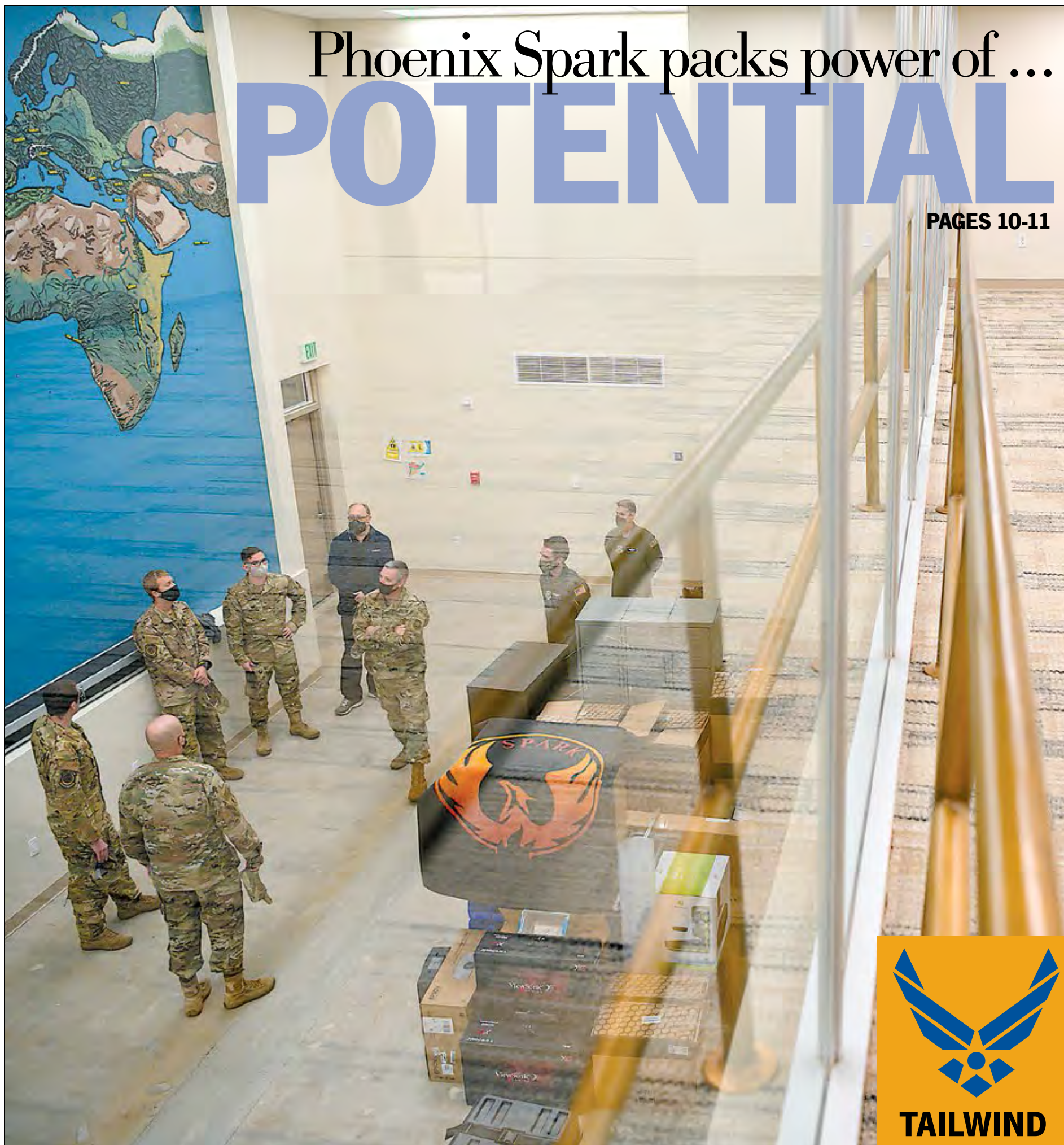


# Phoenix Spark packs power of ... **POTENTIAL**

**PAGES 10-11**



**TAILWIND**



# Contingency Response enables joint forces

**Tech. Sgt. Liliana Moreno**  
621ST CONTINGENCY RESPONSE WING  
PUBLIC AFFAIRS

Airmen from the 621st Contingency Response Wing successfully tested new command and control concepts and sling load capabilities while participating in Green Flag Little Rock 21-01 recently at the Joint Readiness Training Center and Little Rock Air Force Base, Arkansas.

One scenario was particularly valuable in exploring how the contingency response element might assume C2 of Mobility Air Forces in the event of Air Operations Center disruption.

According to Lt. Col. Dan Richardson, 821st Contingency Response Support Squadron operations officer, to mitigate this challenge with C2, the joint force has emphasized a concept called “mission type orders.” Rather than relying on centralized control, decentralized execution – a tenet of airpower – there is a recognition that, in a contested environment, the joint force commander must be prepared to temporarily transition to decentralized control and decentralized execution during attacks on C2 capabilities.

“This is not easy to do. It pushes the authority and responsibility for operational C2 down the chain of command to lower echelons,” he said. “In the case of [this exercise],



U.S. Air Force photo/Airman 1st Class Isaiah Miller

**Airmen from the 621st Contingency Response Wing and the 921st Contingency Response Squadron based out of Joint Base McGuire-Dix-Lakehurst, New Jersey, and Travis Air Force Base, California, inspect a Polaris MRZR ATV after it was transported Oct. 19 during a sling load training event as part of Green Flag Little Rock 21-01 at Little Rock AFB, Arkansas.**

it temporarily pushed operational C2 of mobility assets in the exercise joint operations area from the 618th AOC to the CRE.

“All of this ensures that in a fight against a capable adversary, the loss of primary operational C2 channels doesn’t stop the JFC’s ability

to fight,” he added. “CR has a large role to play in that space as first responders with organic C2 equipment and personnel, and this exercise allowed

us to explore how we might accelerate change to our C2 capabilities.”

**See ENABLES Page 12**



U.S. Air Force photo/Airman 1st Class Melody Bordeaux

**U.S. Air Force Tech. Sgt. Robert Carpenter, 59th Medical Wing Immunizations Clinic licensed vocational nurse, administers the influenza vaccine to a patient Nov. 5 in Wilford Hall Ambulatory Surgical Center at the Immunizations Clinic at Joint Base San Antonio-Lackland, Texas. Getting a flu shot annually helps reduce the overall impact of contagious respiratory illnesses.**

# Immunization helps fight against flu

**Greg Chadwick**  
AIR FORCE MATERIEL COMMAND  
HEALTH & WELLNESS TEAM

WRIGHT-PATTERSON AIR FORCE BASE, Ohio — The flu is a contagious respiratory illness caused by the influenza viruses that infect the nose, throat, and sometimes the lungs.

Most infectious disease experts believe that flu viruses spread mainly by droplets made when people with the flu cough, sneeze or talk. These droplets can land in the mouths or noses of people who are nearby or possibly be inhaled into the lungs. A person might also get the flu by touching a surface or object that has the flu virus on it and then touch their own mouth, nose, or eyes.

The Centers for Disease Control and Prevention state that the best way to protect yourself and your loved ones

against influenza is to get a flu vaccine every flu season.

Flu vaccine has been shown in research studies to reduce flu related illnesses and the risk of serious flu complications that can result in hospitalization or even death.

Flu viruses are constantly changing, so flu vaccines may be updated from one season to the next to protect against the viruses that research suggests will be common during the upcoming flu season. Your protection from a flu vaccine declines over time. Yearly vaccination is needed for the best protection.

Vaccination of high risk persons is especially important to decrease their risk of severe flu illness. People at high risk of serious flu complications include young children, pregnant women, people with certain chronic health conditions like asthma, diabetes, or heart

## Travis to host ‘Colds and Flu’ webinar

Travis Civilian Health Promotion Services will host a webinar Nov. 25 from 10-11 a.m. to recognize the difference between colds and flu.

Do you know where colds and flu come from and the difference between the two? Knowing the differences is an important step in recognizing and treating your symptoms. In this class, we’ll discuss how to prevent the common cold and the flu, the

**— Elisa Meggs**

and lung disease, and people 65 years and older.

Influenza vaccinations for all military members are a mandatory requirement, and available through mobile immunization clinics at each installation or at any participating Tricare eligible pharmacies. Tricare beneficiaries

warning signs for each, when it is time to see a doctor or call 911.

To attend the webinar via CVR Microsoft Teams, visit <https://bit.ly/35gwX3Y>.

For more information or to schedule a health education service, contact Elisa Meggs, Travis CHPS coordinator, by email at [elisa.k.meggs.ctr@mail.mil](mailto:elisa.k.meggs.ctr@mail.mil) or by phone at 707-424-2477.

**See FLU Page 16**

# Podcasts provide patients resources

**Connected Health Communications Office**

With the many challenges of COVID-19 over the past several months, podcasts have increased in popularity as a tool for many people to access educational content. Listeners can listen to them at their convenience and on their schedule.

The Defense Health Agency’s Connected Health Branch has leveraged the power of podcasting to provide resources and education to both providers and beneficiaries since 2017. DHA Connected Health podcast episodes have now been downloaded more than 100,000 times since their launch.

Much of that success is due to the value of the health content those podcasts provide, according to Julie Kinn, DHA Connected Health Education and Training lead, who also leads the podcast program.

Topics span various aspects of health care to include behavioral health, pain management, sleep issues, chronic pain, mindfulness and meditation the DHA Connected Health podcast series have become useful tools to Military Health System beneficiaries and the providers who serve them.

“One of the best things about podcasts is that they can be listened to at your convenience – anytime, anywhere,” Kinn said. “In our current pandemic environment, where time is so valuable, the ability to select the topic you want and be able to listen to on your schedule is a huge benefit.”

The Living Beyond Pain podcast, for example, provides resources, tools, and tips to help those coping with chronic pain. The podcast enlists providers from the MHS and Department of Veterans Affairs to

**See PODCASTS Page 16**

# Tailwind

Travis AFB, Calif. | 60th Air Mobility Wing

**Air Force**

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60th Air Mobility Wing  
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Deadline for copy is 4:30 p.m. Friday for the following Friday's issue. Swap ads must be brought to Bldg. 51 by noon Monday for possible print in that Friday's issue. Emailed or faxed Swap Ads are not accepted.

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





U.S. Air Force photo/Debbie Aragon

U.S. Air Force Maj. Jacque Vasta presents her idea for a child care app to senior leaders during the 2020 Air Force Installation and Mission Support Center Innovation Rodeo Feb. 7 in San Antonio. AFIMSC is now seeking ideas for the 2021 Innovation Rodeo. Airmen have until Dec. 1 to submit their ideas though the online Ideascale platform at <https://usaf.ideascalegov.com/a/campaign-home/181>.

# Innovation Rodeo deadline nears

**Shannon Carabajal**  
AIR FORCE INSTALLATION AND MISSION  
SUPPORT CENTER PUBLIC AFFAIRS

JOINT BASE SAN ANTONIO-LACKLAND, Texas — With less than a month to go in their annual call-for-topics campaign, the Air Force Installation and Mission Support Center is looking for innovative ideas with potential to change the Air Force.

“If you have an idea that will help the Air Force deliver installation and mission support capabilities, improve our installations, or support our families in a better, faster or smarter way, we want to hear from you,” said Col. Lance Clark, director of the AFIMSC Expeditionary Support and Innovation Directorate.

The campaign, open

through Dec. 1, gives military and civilian members of mission support groups around the world a chance to compete for part of at least \$1 million in funding and resources to pursue their ideas. Airmen with the top ideas will learn from leading innovators and pitch their ideas to a panel of Air Force leaders during the AFIMSC Innovation Rodeo competition on Feb. 5, 2021.

The theme of this year’s Innovation Rodeo is “Base of the Future,” a broad topic with endless mission support-centric possibilities. Through the competition, Airmen can help shape how installations can look and function in the future.

AFIMSC can be a powerful ally for anyone with an idea that can improve

installation and mission support operations, said Dustin Dickens, an innovation program analyst with the center.

“Since standing up an innovation office two years ago, we’ve landed more than \$65 million in Air Force and venture capital funding for I&MS initiatives,” he said. “We’ve been very successful at connecting brilliant Airmen with Air Force and industry partners to bring their ideas to life.”

The competition calls for Airmen to submit their ideas through the online Ideascale platform at <https://bit.ly/32zVwai>.

Past Innovation Rodeo winners include:

- Mobile apps to make life easier for Airmen and their families, including one

to centralize and streamline the subletting of short-term slots at military child development centers; one for base announcements and community events; and one to share feedback about customer experiences.

- An idea to replace the current manual mapping of underground cabling and wiring with the use of augmented reality;
- A project to leverage Geospatial Information Systems and aerial imagery for facility roof inspections;
- A proposal to use autonomous robotic lawn mowers to cut the grass in and around airfields at night to reduce aircraft bird-strike hazards.

For more information, email [AFIMSC.Innovation@us.af.mil](mailto:AFIMSC.Innovation@us.af.mil).

# VA OKs more than 1 million home loans

**Veterans Affairs  
Office of Public Affairs**

WASHINGTON — The U.S. Department of Veterans Affairs announced Sept. 28 that it achieved a record year in its home loan program, by guaranteeing more than 1.2 million home loans in fiscal 2020, totaling more than \$363 billion, to help veterans afford homeownership.

This record loan volume equates to approximately 3,200 loans per day and represents the most home loans guaranteed in a single year in the history of the program.

Established as part of the Servicemen’s Readjustment Act of 1944, or “G.I. Bill,” the VA Home Loan Program’s mission is to help veterans purchase and retain their homes. This includes the opportunity to refinance home loans under favorable loan terms.

“Accomplishing what our employees and lenders have achieved in 2020 would’ve been unimaginable years ago, let alone when this program was first created more than 75 years ago,” said VA Secretary Robert Wilkie. “VA has now backed more than 25 million home loans since the program’s inception and this record is indicative of the level of support we provide veterans in helping them attain the American dream.”

VA-guaranteed loans are made by private lenders. VA’s guaranty effectively eliminates the need for a down payment, helping veterans afford home ownership.

Veterans must meet eligibility requirements and qualify for the loan amount based on their credit and income. Officials encourage veterans to explore VA home loan options by approaching various

See HOME LOANS Page 15

# School hosts reverse leader panel

**Maj. George Tobias**  
U.S. AIR FORCE EXPEDITIONARY CENTER  
PUBLIC AFFAIRS

JOINT BASE MCGUIRE-DIX-LAKEHURST, N.J. — Airmen from across the U.S. Air Force Expeditionary Operations School campus gathered for a unique mentorship panel on Nov. 5.

What made this mentorship panel unique was the reversal of roles.

The panel of five was composed of junior enlisted and company grade officers, while the audience was their senior leadership.

The event was organized by 2nd Lt. Cristal Moody, Officer in Charge, Intelligence Operations, 423rd Mobility Training Squadron.

“It was initially hosted for officers studying at Harvard and I found out about it on the Facebook U.S. Air Force Women’s Officer Forum,” said Moody. “I used their event as a template.”

Speaking on his impression of the event, Ken Arteaga, Director, USAF Expeditionary Operations School, said, “It was well prepared and it was very professionally done. I thought that a lot the questions and topics were well thought out and presented well.”

The aim of this “reverse mentorship” was to aid senior leaders in connecting with younger Airmen, bridge the generational gap, and empower Airmen to succeed.

“I felt it was important to bridge the gap between young

See PANEL Page 16

# DOD aims to boost 5G innovation

**David Vergun**  
DEPARTMENT OF DEFENSE NEWS

WASHINGTON, D.C. — Under Secretary of Defense for Acquisition and Sustainment Ellen M. Lord, spoke today about the future 5G network technology remotely from the Pentagon to the MITRE Corporation.

5G will transform the way the military operates, she said, noting that it supports fires, command and control, intelligence, movement and maneuver, protection, sustainment and information.

“Tomorrow’s warfighters will use local and expeditionary 5G networks to move massive amounts of data to connect distant sensors and weapons into a dense, resilient battlefield network. This massive amount of data is a key to unlocking further technological gains in the form of artificial intelligence and machine learning, as well as unmanned and autonomous weapons systems across all domains,” she said.



U.S. Air Force photo/Staff Sgt. Jack Sanders

Under Secretary of Defense for Acquisition and Sustainment Ellen M. Lord speaks remotely Nov. 10 from the Pentagon in Washington, D.C., to the MITRE Corporation.

The deployment of 5G will also enable a new generation of the knowledge economy, increasing productivity, growing new businesses and spurring innovation, Lord said.

The technology is vital to maintaining America’s military and economic advantage and the DOD is heavily invested in 5G to test and demonstrate various applications and use of these

emerging technologies to support the National Defense Strategy, she said.

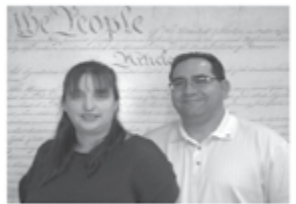
The department’s focus on 5G, Lord said, involves

See INNOVATION Page 16

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# App to help members, families

David Vergun  
DEPARTMENT OF DEFENSE NEWS

WASHINGTON — The “My Military OneSource” mobile app is now available for service members and their families for free by downloading it on Google Play or Apple’s App Store.

The purpose of Military OneSource is to put as many resources as possible in one place, so people have an easier time finding what they need, said Erika Slaton, Military Community Support Programs associate director. The app makes it more convenient when users are away from their computers and are

only carrying a smartphone.

Each year, Military OneSource connects hundreds of thousands of service members and their families to resources to help improve their quality of life, Slaton said.

Resources offered include:

- Child care options.
- Relationship counseling.
- Domestic violence awareness.
- Parenting tips.
- A Morale, Welfare and Recreation Program digital library.
- Tips for communicating in a long-distance relationship.
- Moving and housing.
- Tax services.

- Confidential help.
- Financial and legal assistance.
- Education and employment.
- Confidential non-medical counseling.
- Health and wellness.
- Benefits finder.
- Recreation, travel and shopping.
- Installation program directory.

The user-friendly design of the new “My Military OneSource” app is based on comprehensive data analysis and user input, including in-depth

**See APP Page 16**

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# Program seeks to reduce hospital stay time

Patricia Deal  
CARL R. DARNALL ARMY MEDICAL  
CENTER PUBLIC AFFAIRS

The Carl R. Darnall Army Medical Center at Fort Hood, Texas is test piloting a ‘virtual ward’ system which gives qualifying patients the option to be discharged early so they can recover at home with the confidence that they are being monitored and supported by their healthcare team.

The virtual ward system CRDAMC is testing is a variation of U.S. Army Medical Materiel Development Activity’s Medical Hands-free Unified Broadcast, a medical communications platform that typically exchanges trauma patient information between medics and receiving hospitals during medical evacuations.

“The goal of virtual telemedicine applications like the

**See STAY TIME Page 20**

# Travel screening for EFMP families updated

Traci Howells  
AIR FORCE PERSONNEL CENTER

JOINT BASE SAN ANTONIO-RANDOLPH, Texas — The Department of the Air Force has implemented an automated travel screening process to simplify required medical screening before a permanent change of station.

Members selected for an assignment will automatically receive an email with a link to MyVector to begin the screening process. Medical clearance is required for all Exceptional Family Member Program families preparing to PCS, and for those members selected for an overseas assignment.

“A PCS can be challenging enough without the additional steps required for medical screening,” said Tamera Nelson, Headquarters Air Force Manpower and Personnel Services transformation leader. “This is especially the case with our EFMP families, who may have had to get clearance from multiple doctors in the past.”

The new initial travel screening questionnaire is electronic and automated, and will give members immediate feedback for clearance or additional necessary actions. One of the most important actions is to ensure the phone number on

file is updated in the event a follow up is required.

EFMP members and those traveling overseas with dependents will be directed to Q-base, the DAF Special Needs Screening website, and instructed to provide information as well as upload the required documentation for medical and educational clearance.

Nelson explained this automation streamlines a lengthy process into a faster initial screening and, in most cases, may result in an easier clearance. The process allows the member to answer each question and be properly directed to the next applicable item, only answering questions that apply to their situation.

Another feature of the new process was updated based on feedback from members that found it very difficult to leave EFMP if there was a change in medical or administrative status for a family member. The system now allows for the application for disenrollment from the program as part of the travel screening process.

“The intent of the new system is to move things faster, and it also gives us better tracking,” Nelson said. “Everything we are doing in EFMP is about trying to make it easier for families; that’s our focus.”

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# ‘Lucky 13’ mission comes to end

Wayne Amann  
OFFICE OF SPECIAL INVESTIGATIONS PUBLIC AFFAIRS

QUANTICO, Va. — “Please be advised that, just a few hours ago, EDet 2413/Task Force Black, Kandahar Airfield, Afghanistan, officially powered down comm(unication)s and closed its doors for the last time. After 19 years, the legend has reached End of Mission. Here’s to all of our members who have been part of this epic chapter in OSI history!”

With that email message, sent command-wide Oct. 28 by Heather Bellar, a special agent and Air Force Office of Special Investigations Expeditionary Field Investigations Squadron 24 superintendent, the book closed on the Expeditionary Detachment also known as “Lucky 13.”

“(This is) an amazing day for the command seeing us close the doors on TFB operations at KAF,” wrote Brig. Gen. Terry L. Bullard, Air Force Office of Special Investigations commander, in a command-wide email. “While I will sleep better this evening knowing there will be no more of our personnel deployed there, away from family and friends and in harm’s way every day, I know the impact this will have across the command on so many who served there, and the incredible legacy they’ve left for the command to always hold high as part of our place in our nation’s history.”

Lucky 13 alums shared their thoughts on the end of mission.

“It was an honor to be the final ‘Black 06,’ EDet 2413/TF Black commander,” said Carl Hanauer, an AFOSI special agent. “Although I was only with the team for less than three months, we had significant accomplishments building relationships and enabling



U.S. Air Force photo/Lauren Ashe

**Members of the Office of Special Investigations Expeditionary Detachment 2413, Task Force Black, receive their final operations briefing Oct. 28 prior to the end of the unit’s mission.**

Afghan operations to secure the battlespace at, was possibly one of the most critical times in our history in the country. It was a leadership challenge that will continue to define my perspective in the future. I have the greatest

**See LUCKY 13 Page 15**

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# C-17 part of crew swap

Staff Sgt. Lance Valencia  
JOINT BASE CHARLESTON PUBLIC AFFAIRS

JOINT BASE CHARLESTON, S.C. — A C-17 Globemaster III aircrew from the 15th Airlift Squadron at Joint Base Charleston, South Carolina, conducted a deployment swap to Al Udeid Air Base, Qatar, Oct. 28 from Joint Base Charleston.

The aircrew was swapping Airmen from 15th AS, who were deploying, and Airmen from the 16th AS, who were returning home after a 90-day deployment. Both C-17 squadrons are assigned to the 437th Airlift Wing at JB Charleston.

The aircrew helped service members deploy to Al Udeid and returned service members to JB Charleston over a 4-day mission which included stops

to Ramstein AB, Germany, and Ali Al Salem AB, Kuwait.

U.S. Air Force Maj. Addison Schenk, C-17 pilot and the aircraft commander for the mission, said safety and timeliness were the two biggest mission priorities.

“We’re trying to get those guys out there on time so they can have a smooth transition to the [Expeditionary Airlift Squadron] and not have any gaps in coverage,” said Schenk. “You also have COVID-19 considerations so those guys are all under quarantine posture, so we need to make sure they stay safe and well for the entire flight.”

Deployers were required to quarantine for 14 days prior to their leave date. The requirement is implemented in order to mitigate any time lost

once the deployers arrived to Al Udeid AB in order to have a smoother transition into conducting operations.

Schenk also detailed his experience of bringing his wingmen back home after a successful deployment.

“Those guys were extremely happy,” said Schenk. “They were cheering and high-fiving when we started engines. It was a great feeling knowing we took them home after a successful deployment. As we were rolling into parking, it was great to see all the families welcoming them back from deployment. It can be tough being away from your family, friends and loved ones. It was a great feeling to bring them back safe and secure.”

See SWAP Page 18

## Puzzles

### STR8TS

No. 516 Medium

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

You can find more help, tips and hints at [www.str8ts.com](http://www.str8ts.com)

Previous solution - Tough

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

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

### SUDOKU

No. 516 Medium

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

The solutions will be published here in the next issue.

Previous solution - Easy

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

To complete Sudoku, fill the board by entering numbers 1 to 9 such that each row, column and 3x3 box contains every number uniquely.

For many strategies, hints and tips, visit [www.sudokuwiki.org](http://www.sudokuwiki.org)

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# Air Force releases ‘Red Tail Angels’ docuseries

“The Red Tailed Angels” documentary series, which showcases the hardships, struggles and, ultimately, the successes of the Tuskegee Airmen, is now live on the Air Force Blue Tube channel.

U.S. Air Force graphic



Staff Sgt. Jeremy L. Mosier  
SECRETARY OF THE AIR FORCE  
PUBLIC AFFAIRS

ARLINGTON, Va. — In commemoration of the 75th anniversary of World War II, the U.S. Air Force video production team produced a video series to highlight the Tuskegee Airmen and their impact on the war, and society as a whole.

“The Red Tail Angels” documentary series showcases the hardships, struggles and ultimately the successes of the Tuskegee Airmen.

“The Tuskegee Airmen represent a part of American history, which for far too many years languished in obscurity after WWII,” said Anthony

Young, Air Force Television senior producer. “This documentary is an attempt to tell their story through the words of those who lived it, highlighting not only the obstacles they faced, but the perseverance they exhibited in overcoming it. Though they have been revered for their exploits during the war, I think their legacy is evident not only throughout the U.S. armed forces, but within society as a whole, given the many doors their success has led to the opening of.”

The first of the three-part series is available on the Air Force Blue Tube Channel at [www.youtube.com/c/AFBlueTube](http://www.youtube.com/c/AFBlueTube). The second and third segments will soon follow.

## Exercise attempts to boost global mobility

Staff Sgt. Jeremy McGuffin  
19TH AIRLIFT WING PUBLIC AFFAIRS

LITTLE ROCK AIR FORCE BASE, Ark. — Multiple C-130J Super Hercules crews from the 19th Airlift Wing from Little Rock Air Force Base, Arkansas and 317th Airlift Wing at Dyess AFB, Texas partnered with the U.S. Army’s 82nd Airborne Division for a Joint Forcible Entry exercise Nov. 3-6 at Pope Army Airfield, North Carolina.

To ensure continued projection of the Joint Force and strategic deterrence, Exercise Panther Storm 2 allowed for these units to tackle Air Mobility Command’s priority of developing Mobility Airmen and advancing warfighting capabilities.

Panther Storm is a joint training exercise between AMC and the 82nd Airborne Division which enables a Brigade Combat Team to execute a Joint Forcible Entry in support of subsequent Large Scale Combat Operations.

“Our goal was to establish Joint Integration Training between the 19th Airlift Wing, 317th AW and the Army to exercise a large-force infiltration

into a contested area,” said Capt. Shawn Riley, 40th Airlift Squadron, and Panther Storm 2 Mission Planning Cell chief. “Every opportunity to integrate and improve our capability to the Joint Force is a welcomed one.”

This training event validated the C-130 as the prime transport to rapidly project combat power by airdropping more than 1,660 personnel and 200,000 pounds of heavy air-dropped vehicles, equipment, ammunition and artillery into a simulated austere location.

“Our biggest challenge was making sure we were fully rigged and ready to perform varying types of airdrops,” said Staff Sgt. Micah Fernandez, 41st AS loadmaster. “With the sheer amount of drops we conducted in just two days, we tested our ability to deliver mobility requirements at the speed and scale required to defeat any adversary.”

In an ongoing effort to enhance tactics and interoperability, this exercise maximizes full-spectrum readiness to operate more quickly and with greater agility in and through contested environments for the nation to compete, deter and win.

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# Base leaders get a ... SPARK

U.S. Air Force photos by Chustine Minoda



1) U.S. Air Force Maj. Eric Robinson, right, Phoenix Spark software lead, discusses innovation with Col. Corey Simmons, 60th Air Mobility Wing commander, during Leadership Rounds Nov. 6 at Travis Air Force Base, California. Robinson explained how the Puckboard, a new system utilized by 2,500 Mobility Air Forces users for collaborative and mobile flight scheduling, is used. The Leadership Rounds program provides 60th AMW leadership an opportunity to interact with Airmen and get a detailed view of each mission performed at Travis AFB. 2) U.S. Air Force Staff Sgt. Maximilion Estrada, right, Phoenix Spark noncommissioned officer in charge, shows Chief Master Sgt. Robert Schultz, 60th AMW command chief, how to design a product using FreeCAD software during Leadership Rounds Nov. 6 at Travis AFB. 3) Simmons approves a production merge request using Puckboard during Leadership Rounds Nov. 6 at Travis AFB.



4) U.S. Air Force Chief Master Sgt. Robert Schultz, left, 60th Air Mobility Wing command chief, takes a photo with Staff Sgt. Maximilion Estrada, Phoenix Spark noncommissioned officer in charge, during Leadership Rounds Nov. 6 at Travis Air Force Base, California. Estrada received a coin from Schultz for being a stellar Airman. The Leadership Rounds program provides 60th AMW leadership an opportunity to interact with Airmen and get a detailed view of each mission performed at Travis AFB.





Courtesy photo

Airmen assigned to the 621st Contingency Response Squadron at Joint Base McGuire-Dix-Lakehurst, New Jersey, along with Soldiers from the 3rd Combat Aviation Brigade out of Fort Stewart-Hunter Army Airfield, Georgia, train on simultaneously sling loading two HMMWVS onto CH-47 Chinook helicopters during Exercise Guardian Shield, Nov. 2-6, at the North Auxiliary Airfield near Joint Base Charleston, South Carolina.

## Enables

From Page 2

For Tech. Sgt. Nicole McLaurin, 921st Contingency Response Squadron C2 operations controller, this exercise was the first of its kind. “I’ve been in the CR for four years and have had the privilege of experiencing many exercises, but this one was different,” she said. “At two different points, [Air Mobility Division] was unable to provide C2 and we had to take over operations for the entire theater. The mobile C2 team needed to develop a plan on how we would ensure that ops didn’t stop.”

To do this, the CRE had to figure out what the joint force commander needed to continue the fight. For example, when and where personnel and equipment were needed. “We coordinated with the drop and landing zones down range, which enabled resupply for the Army,” McLaurin said. “It felt great to see the actual impact we were having — it was an awesome experience!” In another example of accelerating change, the CR team also honed their sling load capabilities while working alongside Soldiers from the 77th Combat Aviation Brigade out of Camp Robinson, Arkansas. Together, they tested the ability of

the UH-60 Black Hawk helicopter to effectively sling load a Polaris MRZR all-terrain vehicle, a first for Air Mobility Command. To further this capability, Airmen from the 621st CRS together with Soldiers from the 3rd CAB out of Fort Stewart-Hunter Army Airfield, Georgia, trained on simultaneously sling loading two HMMWVS on CH-47 Chinook helicopters during Exercise Guardian Shield, which was held Nov. 2-6 at the North Auxiliary Airfield near Joint Base Charleston, South Carolina. Adding sling loading to the CR tool kit will help U.S. Transportation Command deploy contingency response teams faster to areas of need. It will also

allow the assessment team, also known as “Alpha Mike,” the ability to rapidly deploy their small eight-man teams, vehicles and equipment to insert into an airfield post-hurricane or a combat landing zone in a contested or degraded environment. “Sling load of the MRZR was an operational proof of concept for the CRW. This provides the CRW and combatant commanders with additional rotary wing options for inserting into an airfield with an unknown status,” said Maj. Brian Crawford, 921st CRS assessment team lead. “The Airmen of the 621st CRW assumed risk and moved past previous limitations to further our mission.”



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Sunday Morning Worship

10:30 AM

Sunday Evening Worship

6:00 PM

Wed. Evening Bible Study

7:00 PM

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7:00 pm Contemplative Prayer

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Lucky 13

From Page 7

appreciation and respect for all of the final TF Black Agents, Defenders (Guard and Active Duty), and civilian contractors who made up the Total Force team who went on this adventure and emerged defined by the noble actions we took. I thank my family and all of the families who supported their loved ones in Afghanistan and am proud to return the team safely to them.”

“Leading EDet 2413 and Task Force Black was one of the most formative and humbling experiences of my career,” said Ray Fernandez, and AFOSI special agent who commanded the unit from June 9, 2019, to Aug. 10, 2020. “The entire team worked together to continue to accomplish the mission even as we set up for retrograde (conclusion of OSI operations). I was proud of how well we partnered with our joint and combined counterparts to continue the fight.”

“Members of TF Black are part of a distinguished organization that if you haven’t had

the opportunity to be a part of, it’s hard to articulate what it means to be a family member,” said Victoria Mayo, an AFOSI special agent. “Being a member of TF Black meant operating at the forefront, where we were challenged to put our agent skills to the test. We sweat together, sacrificed together, bled together, and succeeded together. It’s where we rose to the challenge and made a lasting impact to the safety and lives around us. The end of mission at TF Black is the passing of an era that will always be ingrained in history and in the hearts and souls of so many of us who had the opportunity to serve there.”

OSI special agents are well known for providing criminal investigations and counterintelligence support at Department of the Air Force bases around the world. However, OSI’s charter also provides warfighting support in deployed theaters of operation, including Afghanistan.

From executing CI support to force protection, OSI special agents in deployed theaters find, fix, and neutralize hostile adversaries targeting Air Force expeditionary bases,

helping to “keep the airfield green” and ensuring freedom of movement for vital Air Force equipment and personnel.

One of OSI’s flagship units conducting that pivotal mission was EDet 2413. The unit was a true Task Force, combining the efforts and expertise of OSI Special Agents, intelligence specialists, Air Force Security Forces, linguists, and Intelligence, Surveillance and Reconnaissance operators.

The Task Force Black team worked together with joint, Afghan, and international partners to identify, deter, and stop threats to Kandahar Airfield. Operating both on and off-the installation, Task Force Black personnel supported Afghan partners in enforcing Afghan law and deterring terrorism.

Through their efforts, Task Force Black provided commanders with a better understanding of the local area and local threats. In cooperation with international partners also working to ensure the stability and rule of law in Afghanistan, Task Force Black forged and furthered operational cooperation to safeguard the local battlespace from terrorism.

Home loans

From Page 4

lenders to compare loan costs and interest rates.

VA advocates for veterans by limiting fees that lenders can charge and monitoring for unscrupulous lending practices. VA’s advocacy, along with its minimum property requirements and flexible and sensible credit standards, help protect veterans’ and taxpayers’ interests.

Additionally, VA has the authority to intervene if a

veteran has trouble making mortgage payments. VA can work directly with the veteran and the mortgage company to seek a mutually beneficial resolution and avoid foreclosure, whenever possible. Through such loan servicing efforts, VA assisted almost 120,000 borrowers avoid foreclosure in fiscal 2020. These actions saved taxpayers over \$3.4 billion in avoided claim payments.

For more information on the VA Home Loan Program, visit <https://www.va.gov/housing-assistance/home-loans/>.



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Panel

From Page 5

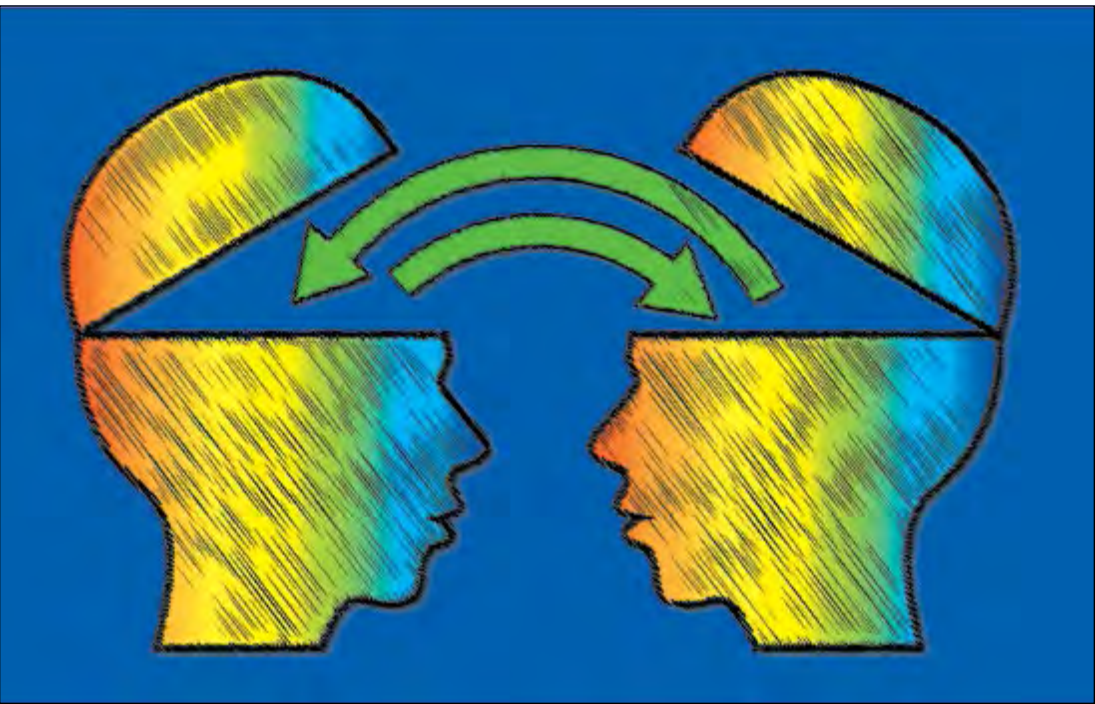
Airmen and leadership, as well as empower younger Airmen,” Moody said. “My main goal was to provide insight to leadership that they could take back with them and establish a way forward that is best for everyone, as well as feel more connected with their younger members.”

The need to bridge the generational gap is something that is recognized by the USAF Expeditionary Operations School leadership.

“A lot of the discussions I am hearing with younger Airmen are really the same discussions I remember having when I was a young Airman,” said Arteaga. “Most notably work-family balance and what kind of things do we expect from our leaders.”

Arteaga noted that it is good for senior leaders to hear the perceptions of younger Airmen, because, while the topics being discussed were not new, they serve as a good refresher for leadership.

“I gained valuable professional development from



U.S. Air Force graphic/Danielle Brooks

**Airmen from across the U.S. Air Force Expeditionary Operations School campus gathered for a unique mentorship panel Nov. 5.**

the experience,” said Lt. Col. Christopher MacDonald, Commander, 423rd MTS. “I found that many challenges expressed during the reverse mentorship are not necessarily new frustrations.”

MacDonald added, that there is much more similarity

than difference between the different generations and “a common ground is a great place to build from.”

For all involved, the reverse mentorship event was considered a success.

“In my opinion, the event was a total success, because

I saw leadership engaging in positive conversations about the mentorship provided,” said Moody.

Arteaga echoed that sentiment, adding, “I think that what they did was fantastic and I would encourage them to do it again.”

App

From Page 6

interviews with more than 300 service members, spouses and service providers; analysis of user satisfaction data input from military leadership and program managers; and a thorough review of best practices, Slaton said.

“To ensure the My Military OneSource mobile app continues to meet the needs of the military community, we will evaluate user feedback to help inform

ongoing updates and enhancements, as well as new features,” Slaton said, while also adding that feedback is particularly important to improving the site.

Besides the app, users can visit the Military OneSource website on their computer. There’s also a toll-free call center manned 24/7/365.

Users can trust the “My Military OneSource” app, website and call center because it guarantees their confidentiality with a few mandatory exceptions, Slaton said. Military OneSource must disclose illegal activities

and situations to prevent harm to self or others.

Those eligible for Military OneSource are Defense Department service members, including National Guard and Reserve irrespective of activation status, DoD expeditionary civilians, Coast Guard members when activated for the Navy, survivors, veterans up to 365 days post-separation or retirement, and family members of all the categories listed.

Military OneSource is a DoD-funded program that is both a call center and website

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Military Community and Family Policy is directly responsible for establishing quality-of-life policies and programs that help our guardians of country, their families and survivors be well and mission-ready. Military OneSource is the gateway to programs and services that support the everyday needs of the 5.2 million service members and immediate family members of the military community.

Innovation

From Page 5

large-scale experimentation and prototyping. Currently, five installations will be used as a 5G test-bed.

Trusted 5G communications systems require secure software, firmware and hardware as well as reliable

microelectronic technology. These require a closer working relationship with both traditional defense sector partners and non-traditional partners in sectors such as telecommunications, she said. The commercial and government sectors are working together to establish processes and standards that will ensure the security of all three areas.

It is also critical to re-shore the microelectronics industrial base, used in the manufacture of communications equipment, Lord said, meaning bringing manufacturing back to the U.S.

Current microelectronics and telecommunications manufacturing is being done largely overseas, mostly in Asia, she said.

That puts U.S. national security at risk, she said. For instance, the Chinese could install backdoors and malicious code into the electronics. Also, overseas manufacturing means a loss of employment opportunities and economic growth here in the U.S. The department is hoping to change that, she said, adding that “the U.S. must lead in 5G development.”

Flu

From Page 3

The CDC also recommends everyday preventive actions to help slow the spread of germs that cause respiratory illnesses, like flu. Healthy habits to help prevent flu include:

- Avoid close contact with people who are sick.
- Stay home when you are sick to help prevent the spreading of your illness to others.
- Cover your mouth and nose with a tissue when coughing or sneezing.
- Wash your hands often to help protect yourself from germs.
- Avoid touching your eyes, nose or mouth.
- Clean and disinfect frequently touched surfaces and objects like phones and door-knobs.

- Practice other good health habits. Get plenty of sleep, be physically active, manage your stress, drink plenty of fluids, and eat nutritious foods.

For more information on preventing seasonal flu, visit [USAFwellness.com](http://USAFwellness.com) or contact Elisa Meggs, Travis CHPS coordinator, by email at [elisa.k.meggs.ctr@mail.mil](mailto:elisa.k.meggs.ctr@mail.mil) or by phone at 707-424-2477.

Podcasts

From Page 3

provide insight into living with and improving chronic pain.

“Living Beyond Pain gives people suffering with chronic pain more insight into what they are coping with and provides them actionable steps they can take to improve their condition,” Kinn said.

Another DHA Connected Health podcast is A Better Night’s Sleep. Leading experts from across the MHS provide education on common sleep disorders and proven treatments that listeners can employ to improve them. Service members and military family members may suffer from sleep issues such as insomnia, nightmares, and sleep apnea.

Learn more about the DHA Connected Health podcasts and download episodes at: <http://health.mil/podcasts>.

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Swap

From Page 8

Aircrews flying missions around the world can face multiple challenges. Schenk explained what obstacles an aircrew may face but also why overcoming the obstacles is important.

“You never know what you’re going to get,” said Schenk. “Between weather, maintenance and any other outside factors that could come into play like COVID and geo-political concerns, you have to stay flexible because we want to take care of our folks. We want to get them out and back safely.”

First Lieutenant Daniel Sims, C-17 Globemaster III pilot assigned to the 15th AS, flew as a co-pilot for his first overseas mission, also known as a “dollar” ride. He said it was important for his growth as pilot to be on the mission.

“I was co-pilot most of the flights,” said Sims. “There was a lot of learning and I got to fly way more than I expected. The other pilots I was with have a lot of experience and know how to teach it. Which is great so you can learn it the right way the first time.”

With a major and two lieutenant colonels to fly with him, Sims had a substantial amount of experience to learn from during the flights while also ensuring Airmen are able to conduct real-world missions across the globe safely.



A C-17 Globemaster III is staged for takeoff Oct. 28 in preparation for a deployment swap to Al Udeid Air Base, Qatar, at Joint Base Charleston, South Carolina.

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1) U.S. Air Force Staff Sgt. Adam Kitt, 911th Maintenance Squadron metals technology specialist, welds metal recertification welding plates Oct. 29 at the Pittsburgh International Airport Air Reserve Station, Pennsylvania. Metals technology specialists must renew their welding certificates every four years to ensure their skills meet Air Force requirements.

2) A CV-22 Osprey prepares to take off Oct. 29 at Combined Arms Training Center, Camp Fuji, Japan, following combat search and rescue training during exercise Keen Sword. Keen Sword is a joint, bilateral, biennial field-training exercise involving U.S. military and Japan Self-Defense Force personnel, designed to increase combat readiness and interoperability of the Japan-U.S. alliance.

3) An Airman preflight checks a C-130 Hercules Oct. 22 during Air and Missile Defense Exercise 21-1 in the U.S. Central Command area of responsibility.



U.S. Air Force photo/Joshua J. Seybert

1

# Airmen around world deliver light in... DARKNESS



U.S. Air Force photo/1st Lt. Renee Douglas

2



U.S. Air Force photo/Staff Sgt. Sean Carnes

3

## Stay time

From Page 6

virtual ward is to allow us to deliver safe, effective healthcare so that patients can manage their medical treatment without them having to physically come to the hospital or clinic,” said Army Lt. Col. Garrett Meyers, chief of the Department of Family and Community Medicine. “The virtual ward ideally could shorten the hospital stay for patients with blood pressure problems, COPD or CHF exacerbations or other related conditions. The idea is that instead of staying in hospital longer than is strictly necessary, patients are released early and can recover in the comfort and privacy of their homes once they are at minimum risk. It helps ease any anxiety they might have about being in a hospital, plus it frees up hospital staff and beds.”

The CRDAMC virtual ward variant is designed to be compact and user-friendly. It includes a wireless blood pressure cuff and pulse oximeter which allow patients to get immediate, accurate readings of their vital signs. The sensors transmit their vital-sign readings via Bluetooth to a dedicated cellphone also included with the system and

the data is automatically entered into a web-based database.

Patients take their vital sign readings at regular intervals as prescribed by their physician and a member of the patient’s healthcare team reviews the data and transposes into the patient’s medical record.

The system also allows the healthcare provider to set individual parameters which would highlight specified values in red so everyone can immediately see if the patient’s readings fall outside of the expected range. If their condition warrants, patients may be called back to the hospital for observation or treatment if necessary.

The virtual ward is another addition to CRDAMC’s wide array of virtual health applications as the hospital continues to leverage technology and telemedicine advancements to enhance traditional health care practices. As COVID-19 has spurred new ideas and innovations in the way healthcare is delivered, CRDAMC has embraced virtual health as the new norm. The hospital currently leads all DOD military treatment facilities worldwide in telehealth services utilization, having the highest service member enrollment and providing more than 25,000 virtual video visits in the last few months.



U.S. Army photo/Patricia Deal

**A staff member demonstrates the “Virtual Ward” pilot system Sept. 16 at Carl R. Darnall Army Medical Center in Fort Hood, Texas. The system includes a wireless blood pressure cuff and pulse oximeter that transmits a patient’s vital-sign readings via Bluetooth to an online database using a dedicated cellphone. The remote monitoring capabilities of the Virtual Ward offer some patients the opportunity to recover at home.**

“Technological advancements have impacted the healthcare system. Telemedicine trends like secure messaging between doctor and patient via any device from anyplace, tele-visits and wearable technology to monitor

conditions at home have empowered people to take control of their healthcare,” Meyers said. “It’s all about making sure that people are getting the care they need, when they need it at the right time and in the right setting for them.”



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