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the USA on an international level...”



## Pull-up bars installed at Travis AFB North Track



(Courtesy photo)

**U.S. Air Force Col. Melvin Maxwell, left, 60th Mission Support Group commander, talks to scouts during a ribbon-cutting ceremony at Travis Air Force Base, California, June 30, 2021.**

**Nicholas Pilch**  
60TH AIR MOBILITY WING PUBLIC AFFAIRS

TRAVIS AIR FORCE BASE, Calif. — Airmen from the 60th Civil Engineer Squadron and scouts from Boy Scouts of America Troop 150 from Travis Air Force Base installed a 10-person pull-up bar station June 19, here.

godsend as the Fitness Center has been trying for years to get funding for pull-up bars at our tracks,” said Tanya McCormick, 60th Force Support Squadron Fitness and Sports Center manager.

Around this same time, a scout troop approached the Fitness Center, having independently identified the need for pull-up bars at the North

See BARS Page 6

## Phoenix Spark launches \$59 million contract to enhance digital talent pool



U.S. Air Force photo by Chustine Minoda

**U.S. Air Force Master Sgt. Eric Eash, 22nd Airlift Squadron flight engineer, codes an application at the Gonge Innovation Lab at Travis Air Force Base, California, May 12, 2021.**

**Chustine Minoda**  
60TH AIR MOBILITY WING PUBLIC AFFAIRS

TRAVIS AIR FORCE BASE, Calif. — Phoenix Spark, the Travis Air Force Base Spark Cell, recently launched a \$59 million indefinite quantity contract to help create more digitally adept Airmen on June 16, 2021, at Travis AFB,

California. The contract was built to enable the new “Travis Coders” team as part of the Tron Air Force & Airmen Coders software innovation network. Travis Coders will consist of both active and reserve service members aimed at building local software development, design, and management capabilities to enable

Airmen-driven software education, projects, and experiments.

The contract was awarded by the General Services Administration to Galvanize, a technology and modernization bootcamp company that specializes in coding, data analytics, and cyber security

See DIGITAL Page 15

# 2nd ARS says goodbye to KC-10

**By Staff Sgt. Shay Stuart,**  
87TH PUBLIC AFFAIRS

JOINT BASE MCGUIRE-DIX-LAKEHURST, NJ —

The 2nd Air Refueling Squadron said farewell to the KC-10 Extender during a final flight on June 30 at Joint Base McGuire-Dix-Lakehurst, NJ.

The 2nd ARS has officially transitioned to being a KC-46 squadron on July 1, marking its 24th aircraft since 1915.

Members of the squadron, family and friends gathered for an informal ceremony in the 2nd ARS Duce Heritage Room to honor their time with the KC-10 and its Flight Engineer force. The “Duce” is over a century old and provided support in World Wars I and II.

With its long history, the squadron has adapted to change before, but still moments like these are bitter-sweet for those who have worked on an aircraft for so long.

“We’ve known that the aircraft has been on its way out for quite some time,” said 2nd ARS Chief Master Sgt. David Lang. “It’s a huge day and it’s also a sad day knowing last night was our last KC-10 sortie as the Duce. We lose our flight engineer teammates, but we have some outstanding



Photo by Staff Sergeant Airman Shay Stuart

**2nd Air Refueling Squadron Commander Lt. Col. Nicholas Arthur speaks to Airmen, friends and family during an informal ceremony at Joint Base McGuire-Dix-Lakehurst, New Jersey, July 1, 2021.**

performers and anywhere they go they’re going to do well.”

The squadron’s flight engineers have the opportunity to continue on to another

base with the KC-10 until those remaining have been retired or transfer to a different aircraft.

Meanwhile, the 2nd ARS will focus on qualifying its

members for the KC-46. The KC-46 sports new technology in various parts of the craft, which will be a change for Airmen used to operating on older planes.

“The shift to this airplane is kind of a mental shift for Mobility Air Forces in general.” said 2nd ARS Commander Lt. Col.

See GOODBYE Page 12

## Tailwind

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### On the cover

**Army Staff Sgt. Naomi Graham throws a right to the chin of Briana Che during a USA Nationals bout during the first week of December 2018 in Salt Lake City.**

Army Courtesy Photo



U.S. Air Force photo

## WARRIOR OF THE WEEK

**Name:**  
A1C Dung P. Truong

**Unit:**  
60th Communications Squadron

**Duty title:**  
Cyber Transportation Technician

**Hometown:**  
Flowood, MS

**Time in service:**  
1 year 6 months

**Family:**  
Single

**What are your goals?**  
Save lives, help those in need

### What are your hobbies?

Hitting personal achievements physically and volunteering to help spread joy

### What is your greatest achievement?

Earned a bachelor’s degree in pre-med biology while helping full time with family business

# Air Force accelerates innovation into action concept with Project Holodeck

Secretary of the Air Force  
Public Affairs

ARLINGTON, Va. (AFNS) — In his transformative guidance to the force, “Accelerate Change or Lose,” Air Force Chief of Staff Gen. CQ Brown, Jr. provided the strategic imperative to improve innovation pipelines and speed up the service’s decision-making process.

As innovation continues apace across the Air Force, service leaders are focused on doing just that — empowering Airmen and accelerating the fielding and implementation of innovative ideas into tangible results.

“We are a service that believes in the power of ideas and the power of the innovators who generate those ideas,” said Air Force Vice Chief of Staff Gen. David W. Allvin. “Initially, innovators harnessed airpower as a means to overcome the challenges of terrestrial and seafaring battles, and today’s innovators continue that legacy as battlefield lines morph in new and unexpected ways. To the maximum extent possible, we will continue to foster that innovative spirit by aligning Airmen with the resources and support necessary to bring forward game-changing ideas that sharpen our competitive edge.”

To provide this level of backing, the Office of the Vice Chief of Staff recently partnered with BeProductable, LLC to develop an innovation management platform that allows the Air Force to align the right people, processes and funding to drive innovation at scale.

The platform, which leverages a Software as a Service interface, elevates ideas and avoids innovation shortfalls by properly aligning people and resources, clarifying value proposition and design, linking innovators with experts, and directing time and



money efficiently throughout the innovation process.

“The key to leveraging the power of these ideas is an environment that fosters a culture of willingness to take and support risk along with having the resources needed to move from problem identification to a solution that can be scaled enterprise-wide,” said Wm. Brou Gautier, director of Continuous Improvement and Innovation and Spark Tank capability lead for the Air Force. “The chief of staff’s message is clear. It’s time for all Airmen to pick up the pace and Project Holodeck will allow us to manage that pace for efficient leadership decision-making.”

During the first phase of the partnership, Headquarters Air Force will employ Project Holodeck’s transformation methodology to build a customized innovation program with the ultimate goal of scaling the process across the service.

The partnership with BeProductable, LLC, includes two phases: (1) a prototyping

contract with AF CyberWorx, and (2) a development and pilot phase, known as Project Holodeck, funded by the Small Business Innovation Research program and SAF/MG, the department responsible for developing and implementing Air Force business transformation initiatives.

“Our goal in this partnership with the Air Force is to set intrapreneurs up with the right innovation process to scale solutions successfully while giving them access to the funding they need to move quickly,” said Rachel Kuhr Conn, founder and chief executive officer of Productable. “We’re thrilled to be working with the U.S. Air Force in the name of national security and are confident that our innovation platform can accelerate the change it needs to win.”

The platform seeks to:

■ Apply Innovation Intelligence by identifying best practices for solutions in development, analyzing performance data and ensuring money is ap-

plied to achieve the best portfolio outcome.

■ Accelerate Decision-Making by guiding Airmen through development phases more efficiently, guiding experimental activities, generating status reports and making funding recommendations along the way.

■ Develop Problem-Solvers by moving Airmen to quickly develop and test ideas based on Air Force priorities, leveraging innovation best practices, guiding them with the right process and recommending the right team for each project.

■ Stretch Taxpayer Dollars with transparency and enterprise-wide visibility to ensure money and resources are applied to the most promising ideas that have sustainable support.

“More than 70 executive-level projects within Project Holodeck are now leveraging a methodology that drives deliberate maturation of concepts from ideation to fielded warfighter capability,” Gautier said. “More impressively, we’re able to provide Air Force leaders with

the tools needed to address systemic barriers to innovation that hold back our ability to innovate at the speed and scale necessary to meet combat and competition requirements.”

Allvin said the platform provides a centralized project database that increases transparency for innovators and leadership to track the status of numerous initiatives during the various phases of consideration, development and execution.

“Intentionally, innovation is decentralized across the Air Force and intertwined throughout all of our units. Airmen are the service’s greatest resource and are empowered to develop solutions to a wide spectrum of problems,” Allvin said. “However, our decentralized models sometimes create unintentional barriers to success. Project Holodeck will provide the transparency and accountability needed to overcome those roadblocks and move innovative ideas forward.”

## Fast-tracking physical therapy can save time, money – and pain

Thomas J. Walsh  
MHS COMMUNICATIONS

If you’ve ever twisted your ankle and seen it swell up size of a softball, you know that having it examined quickly by an experienced professional is important to prevent further injury.

But that doesn’t necessarily mean seeing a medical doctor in the emergency room.

Getting service members back in mission-ready shape quickly and efficiently can help save time and money, reduce the need for medication, and minimize the time lost at work or for training. That’s why a project at the Madigan Army Medical Center, located at Joint Base Lewis-McChord, Washington, employing an algorithm aimed at speeding up the process of soldiers needing to see a physical therapist, has won an inaugural innovation award through a program at the Defense Health Agency.

The award-winning algorithm is like a checklist that helps hospitals and local clinics sort through its potential patients and identify those individuals with ailments or injuries that will benefit most from immediate access to medical care.

The Clinical Quality Improvement (CQI) Leading Practices Program (LPP) is a new awards program that aims to improve care across the Military Health System (MHS). The DHA’s LPP initiative has a goal of finding local innovative practices and supporting their spread and scale to other facilities. The winning leading practice, called “Implementation of Direct Access Physical Therapy Within the Military Medical System,” along with the other top 10 finalists, was selected at the end of April.

“We wanted to make sure our patients could get in to see us sooner,” explained Army Maj. Eliza Szymanek, a physical therapist (PT) who led the winning team at Madigan. Her team implemented the performance improvement project to provide timelier care for acute musculoskeletal conditions in the active-duty population.

“Typically for a specialty care clinic, the referral process can be up to 28 days,” she said. “Creating that availability in our schedules was important to us - to see somebody with an acute ankle pain on the same day versus four to six weeks later is super important.”

Szymanek and her team at Madigan presented their project along with an algorithm used to identify service members for “direct access” physical therapy sick calls. Results show a host of tangible benefits, including a decreased long-term disability and placement on permanent profile; as well as a reduction in imaging, medications prescribed, and number of physical therapy visits scheduled. A Soldier with a permanent profile is limited on the amount of physical activities that they can do.

The spread and scale of the winning Madigan practice will also be supported by Irwin Army Community Hospital at Fort Riley, Kansas. Irwin’s own submission took second place with a musculoskeletal triage decision tool called the “Military Orthopedic Tracking Injuries and Outcomes Network (MOTION),” to monitor the improvement of readiness outcomes.

“Out of 76 total submissions this year, various subject matter experts selected these practices as having the greatest potential to make a critical impact on health care delivery and patient outcomes while maximizing value across the MHS,” the DHA announced.

Every PT at Joint Base Lewis-McChord’s five clinics is a provider with a doctoral level degree and both diagnostic and prescriptive capabilities.



U.S. Army photo

Army 1st Lt. Nicholas Wankum, a physical therapist at Madigan Army Medical Center, evaluated the progress Marine Staff Sgt. Dalton Everhart made in his range of motion.

The submission “went through a multi-phase, multifaceted, rigorous evaluation process,” said Dr. Chin Hee Kim, chief of the Clinical Quality Improvement Program at DHA, who is responsible for the development and execution of a sustainable program to identify and implement locally led leading practices (CQI LPP).

“Maj. Szymanek’s submission contained strong pilot data to support the impact, and was feasibly replicable and scalable,” Kim said.

Madigan’s winning submission also strongly aligns with three of four DHA campaign plan lines of effort: medical-ready force, provider readiness, and satisfied patients.

“By providing direct access to the physical therapists, you’re subverting the

See THERAPY Page 16

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### Bars

From Page 2

Gate track, said McCormick.

The scout, Kaid Murray, organized the project with help from his father, U.S. Air Force Col. Dan Murray, previous 60th Medical Group public health emergency officer. The project was to help obtain his Eagle Scout rank, the last rank in boy scouts and required to finish before the scout's 18th birthday.

"It took about three weeks of planning," said Kaid. "My dad and I brainstormed different designs, and we wanted to add the four pillars of the Air Force so it'd be encouraging and kind of funny because the words are on the pillars of the pull-up bars."

The four pillars include mental, physical, social and spiritual, which help build and sustain a resilient workplace

and community.

Though Kaid had to complete the logistics and planning for the pull-up bars himself, he had help from 18 troop members and the 60th CES when constructing the project.

"This wouldn't have been possible without all of the help from everyone, especially the CE team," said Kaid. "Because they were there and everyone else was there, it made it a lot easier than I thought it would be."

Kaid was excited to both finish his project and be able to help the Airmen on base.

"These pull-up bars will benefit all personnel and family members who use the tracks," said McCormick.

Contractors are currently installing additional pull-up bars at the Travis Air Force Base Fitness Center.

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### Puzzles

#### STR8TS

No. 551 Tough

	7	6							
7				3					
	4	2						6	
	3	9				6			
				2					
					9				
									7

Previous solution - Medium

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

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. 551 Easy

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

Previous solution - Very Hard

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

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

For many strategies, hints and tips, visit www.sudokuwiki.org

If you like Str8ts, Sudoku and other puzzles, check out our books, iPhone/iPad Apps and much more on our store at www.str8ts.com

The solutions will be published here in the next issue.

## CHAMP uses more predictive analytics to improve health care

Janet A. Aker  
MHS COMMUNICATIONS

July is the month to highlight military health innovations, and Total Force Fitness (TFF) plays a strong role in military inventiveness. This article is the second in a series about the culture of military inventiveness and how it is driving the Defense Health Agency in its role as a High Reliability Organization.

The holy grail of Total Force Fitness (TFF) is the ability to find predictive analytics about service members.

These analytics must be focused on the service member throughout the course of their careers from induction onward based on the TFF eight domains of fitness, which connect to optimize health, performance, and readiness holistically.

"Being able to have a great dataset, which we have, and being able to look longitudinally from service members' entrance into the military onto their careers, this helps us to find signals up front" about their fitness in the eight domains, said Patricia Deuster, executive director, Consortium for Health and Military Performance, (CHAMP), Defense Center of Excellence for Human Performance Optimization Translation, Bethesda, Maryland.

"Predictive data analytics are being conducted in the realm of musculoskeletal care, and we would like that in mental health," said Deuster, who holds a doctorate in nutrition science and physiology and is a master of public health with a specialty in public health and epidemiology.

and we would like that in mental health," said Deuster, who holds a doctorate in nutrition science and physiology and is a master of public health with a specialty in public health and epidemiology.

"Medical data are not good enough; we need all pieces of data collected in one place from all the services," she said. Currently, data are collected individually by the services, and their measurements vary. "We are looking at each person as a whole," she said. "We look at them from their totality."

"CHAMP has already been contacted by Walter Reed National Military Medicine Center" to gather a dataset for chronic kidney disease (CKD); such an analysis would "inform upstream health signals that could mitigate downstream effects," she said. CKD can be present in people long before there are symptoms or a crisis. Sickle cell trait is another dataset that would be useful, she added. The Army has announced that it will now screen for sickle cell trait in inductees, as do the other services.

Said Deuster: "The possibilities are limitless." Enhancing just one domain, or even two or three, like physical fitness, preventive care and nutrition, misses the connections that collectively lead to wellness. All the domains play a role in optimal health and performance.

CHAMP plans to present



Photo by: Army Sgt. Reva Catholic, 3rd Infantry Division

Soldiers assigned to 1st Battalion, 28th Infantry Regiment, 3rd Infantry Division, from Fort Benning, Georgia, compete in a tug-of-war event during Marne Week on Fort Stewart, Georgia, May 17, 2021.

some promising results to Military Health System personnel and "show what can be done" with such a dataset, she said.

An impactful CHAMP program forthcoming is a web-based application to improve the "military nutrition environment." The military Nutrition Environmental Assessment Tool, or m-NEAT, will be deployed within the next several

months, Deuster said.

CHAMP will beta test m-NEAT, which aims to evaluate access to high-quality, nutritious foods, health messaging, policies, and economics parameters of the nutrition environment on military installations, she explained. The goal is to improve the availability of healthy food choices across the enterprise, which "the nutrition

community has been working on for a long time," Deuster said.

Another area of innovation that would be helpful is training of embedded Human Performance Teams (HPTs). For example, social workers, physical fitness specialists, clinical psychologists, mental performance specialists, chaplains

See CHAMP Page 16

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# AJ-Maste Yoga: Tips for a Healthy Deployment

**Army Staff Sgt. Daisy Broker**

Yoga comes in many forms and fashions. From Ashtanga to Yin, there is a practice that fits almost everyone. Regular yoga practice has been proven by multiple sources to improve strength, balance, flexibility, and back pain. Regular yoga practice can lessen pain from arthritis, may reduce levels of stress and inflammation, and can even help a person get better sleep.

Army Maj. Toni Savely, secretary of general staff, Task Force Spartan, 36th Infantry Division has been practicing yoga for approximately 10 years, and needed a solution to continue her yoga journey during a deployment to Camp Arifjan, Kuwait. Savely decided that if Camp Arifjan did not offer classes, she would start a class of her own to maintain her practice and benefit others.

"I knew that I needed to continue my practice in order to maintain and improve all the benefits that yoga has consistently provided me," said Savely.

The stresses of a deployment can be taxing to the body and mind, whether turning wrenches in a combat zone maintenance shop or sitting at a desk eight to sixteen hours a day as a division staff member.

"I believe most people underestimate the importance of yoga and how it can reduce risks for injury, along with many other benefits," said Savely. "A strong core allows the body to function better. So many people sit at a desk or ride in a car for long periods. Doing this can result in weakened muscles that are prone to pain and injury."

Army Sgt. 1st Class Wendy Lopez, non-commissioned officer in charge of cyber electromagnetic activities, Task Force Spartan, 36th Infantry Division highly recommends yoga to everyone, even people who have not tried it before as a way to reduce stress.

"I highly recommend that everyone give yoga a try, especially here in this kind of environment," said Lopez. "Kuwait

is a different kind of stress. Not as stressful as a combat zone but stressful nonetheless."

Savely's class has quickly become the highlight of many, including mine. The popularity of her class continues to grow, and after class, service members who observed the class approach those of us attending to ask how they can also join the class.

"I have been surprised by all the participants," said Savely. "There are Soldiers from many different units that attend the classes. There is no advertising for the classes – it is all by word of mouth. Some of the students attend once a week, while others attend three classes per week. There is even some fun competition among the students. For example, Lt. Col. Wilcox and Sgt. 1st Class Wendy Lopez always strive to be the best Yogi in attendance and practice."

For the students that regularly attend, Savely renames a pose in their honor. Army Lt. Col. William Wilcox, knowledge management officer, Task Force Spartan, 36th Infantry Division is a regular yogi touting a pose Savely named "Wild Bill." Only the most devoted Yogis receive this kind of coveted distinction, which adds an additional element of fun to each class.

"After attending Maj. Savely's class, I am a believer that yoga is important regardless of the environment," said Wilcox. "As a more experienced officer trying to lead by example, yoga is essential when maintaining physical fitness. Yoga builds flexibility and resilience."

"The older you get, the less flexible you become, making you more prone to injury. Yoga is uncomfortable for me, but I always feel better afterward. I am also quite certain that yoga has more than helped me avoid injury," said Wilcox.

As teachers know, it is an honor to make a difference for students and see them learn and grow. The yoga that Savely teaches consists of the same movements for each class. The repetition helps

the students learn and gain flexibility through the repetition.

Some participants are still of course more flexible than others. Army Sgt. 1st Class Wendy Lopez, also known as "Wacky Wendy," named for being able to bend and contort into positions that most students find difficult.

Then there is Wilcox, he says, "In an attempt to grab the ankle of one leg while balancing the other, I would bounce around flail, gyrate, and fail. Although I am not the best at it now, I am not the worst and can often stay in the pose for the entire time and improve week by week."

Wilcox reflected on a favorite moment from his class where Army Brig. Gen. Win Burkett, See YOGA Page 12



(Photo by: Army Staff Sgt. Daisy Broker)

**Army Sgt. 1st Class Wendy Lopez with Task Force Spartan and the 36th Infantry Division performs the Bikram Yoga, Triangle Pose or Trikonasana, at Camp Arifjan, Kuwait in March 2021**

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Travis Air Force Base is home to three aircraft: The C-5 Super Galaxy, C-17 Globemaster III and the KC-10 Extender.



All Photos by Airman 1st Class Alexander Merchak

A KC-10 Extender assigned to Travis Air Force Base, California, taxis towards the runway before takeoff July 7, 2021. Although the KC-10's primary mission is aerial refueling, it can also transport up to 75 people and nearly 170,000 pounds of cargo.



A C-5 Super Galaxy flies over Travis Air Force Base, California, July 7, 2021.



Senior Airman Zachary McPherson, 60th Operations Support Squadron airfield management shift lead, poses for a photo at Travis Air Force Base, California, July 7, 2021. Airfield management specialists ensure that all takeoffs and landings can proceed without incident.

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# 19 military athletes to represent US at Tokyo Olympics



Photo by Maj. Nathaniel Garcia  
**Army Sgt. Amro Elgeziry takes aim during the men's individual run/shoot event at the 2018 Modern Pentathlon World Cup in Los Angeles.**



Coast Guard courtesy photo  
**Members of Coast Guard Sector Miami train for the USA Women's 470-class sailboat category in Miami, March 1, 2020.**

## DAVID VERGUN, DOD NEWS

Seventeen soldiers, one Marine and one Coast Guardsman have earned spots in the delayed 2020 Olympics in Tokyo. The games, which were postponed last year due to COVID-19, will be held from July 23 to August 8.

Earlier this year, Marine Corps Staff Sgt. John Stefanowicz defeated the country's top rated 87-kilogram Greco-Roman wrestler to earn a spot in this year's games.

"Being able to represent the USA on an international level while being in the Marine Corps is the highest honor that I have ever felt. It is something that is almost indescribable. I have finally accomplished this mission that has had an insurmountable amount of adversity, that has required years and decades of perseverance," he said.

"This could not be possible without the support I have had from my team and coach," Stefanowicz said. "The struggles that we have had to overcome as a team have made us all stronger, and in particular, coach Jason Loukides has helped transform me into the person and Marine that I am today."

Coast Guard Lt. Nikole "Nikki" Barnes will compete in the Women's 470-class sailboat category.

"I fell in love with the Coast Guard. I am always on the water and the allure of creating a safer environment for fellow boaters was

a big intrigue for me. As I have been in the Coast Guard, I have seen even more how this is a tremendous organization of people working hard to make a safer maritime environment," she said.

Army Sgt. 1st Class Elizabeth Marks will compete in Paralympic swimming's 50-meter freestyle, 50-meter butterfly, 200-meter individual medley and 100-meter backstroke.

In 2016, in Rio de Janeiro, Brazil, she won a gold medal in the Paralympic Games in the 100-meter breaststroke and a bronze in the 100-meter medley.

Marks enlisted in the Army in 2008 as a combat medic. She was injured while serving in Iraq and was sent to Brooke Army Medical Center in Texas for recovery. It was there, she said, that she fell in love with swimming, which was used as a form of therapy.

Like most of the soldier-athletes going to the Olympics, Marks is a member of the Army's World Class Athlete Program, a program which enables soldiers with athletic potential to receive professional coaching, while keeping current with Army military occupational specialty and training requirements.

Although Marks said she trained hard to compete and to win, "none of it would have been possible without my brothers and sisters in the military believing in me and pushing me to do so."

## Athletes Headed for Tokyo

### Army

1st Lt. Amber English – women's skeet  
 Staff Sgt. Naomi Graham – women's boxing, 75 kilogram category

Staff Sgt. Nikolaus Mowrer – 10m air pistol, men; 10m air pistol, mixed team; and 50m rifle, 3 positions.

Staff Sgt. Sandra Uptagrafft – 10m air pistol, women; 10m air pistol, mixed team; and 25m sport pistol.

Sgt. Samantha Schultz – modern pentathlon

Sgt. Amro Elgeziry – modern pentathlon

Sgt. Ildar Hafizov – Greco-Roman wrestling, 60 kg category

Spc. Alejandro Sancho – Greco-Roman wrestling, 67 kg category

Spc. Benard Keter – 3,000-meter steeplechase, track and field

Sgt. Patrick Sunderman – men's smallbore rifle

Spc. Sagen Maddalena – women's smallbore rifle

Spc. Alison Weisz – women's air rifle

Sgt. Philip Jungman – men's skeet

1st Lt. Sam Kendricks – pole vaulting

Sgt. 1st Class Elizabeth Marks – Paralympic swimming in 50-meter freestyle, 50-meter butterfly, 200-meter individual medley and 100-meter backstroke

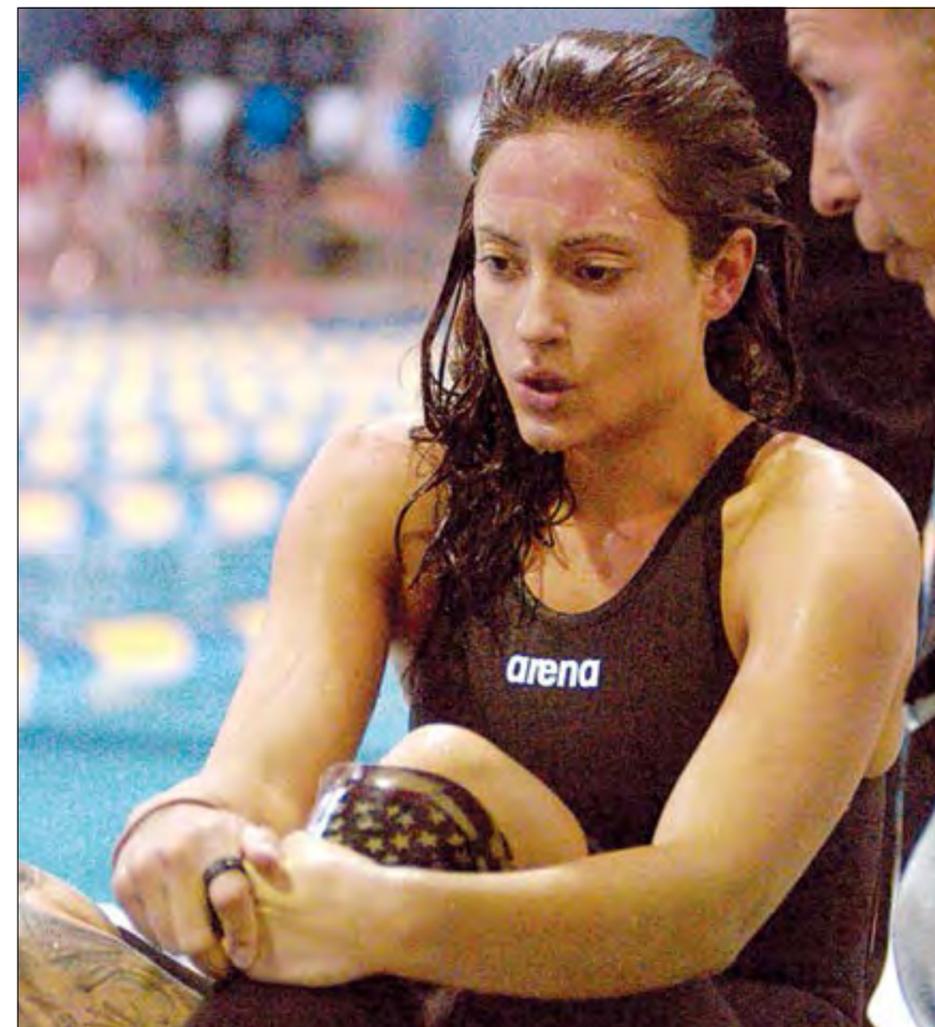


Photo By: Army Sgt. Mars Jason Barber

**Army Sgt. 1st Class Elizabeth Marks competes in Paralympic swimming in 2016 in Rio de Janeiro, Brazil.**

Staff Sgt. John Joss – Paralympic shooting, 50m rifle

Staff Sgt. Kevin Nguyen – Paralympic shooting, 50m rifle

### Marine Corps

Staff Sgt. John Stefanowicz – Greco-Roman wrestling, 87 kg category

### Coast Guard

Lt. Nikole Barnes – 470-class sailboat category

Men in athletic gear shoot guns during a pentathlon competition.

## Brief History of Olympics

The ancient Olympic Games were held every four years in Olympia, Greece, beginning in 776 BC. The games featured running, a pentathlon, boxing, wrestling, pankration and equestrian events. The Olympic Games ended sometime between 393 AD and 426 AD, when the Romans gained power and influence in Greece.

The first modern Olympic Game, under the auspices of the International Olympic Committee, took place in Athens, Greece in 1896.

There were 280 athletes from 13 nations, including the United States, competing in 43 events. The United States took the most gold medals (11), followed by Greece (10) and Germany (6).

Although U.S. military members did not compete in the 1896 games, several who won gold medals later joined the military. Among those were:

John Paine, sport shooter, joined the Army and served during the Spanish-American War.

James Brendan Connolly, triple jump, joined the Army Corps of Engineers and served during the Spanish-American War.

Thomas Burke, 100-meter sprint and 400-meter sprint, served in the Army during World War I.

Thomas Curtis, 110 meter hurdles, served in the Massachusetts National Guard during World War I.

In 1924, the Winter Olympic Games were added. The Paralympics were added in 1948.

Since the 1896 Olympics, many members of the U.S. military have participated in the summer and winter games as well as the Paralympics and many have medaled.

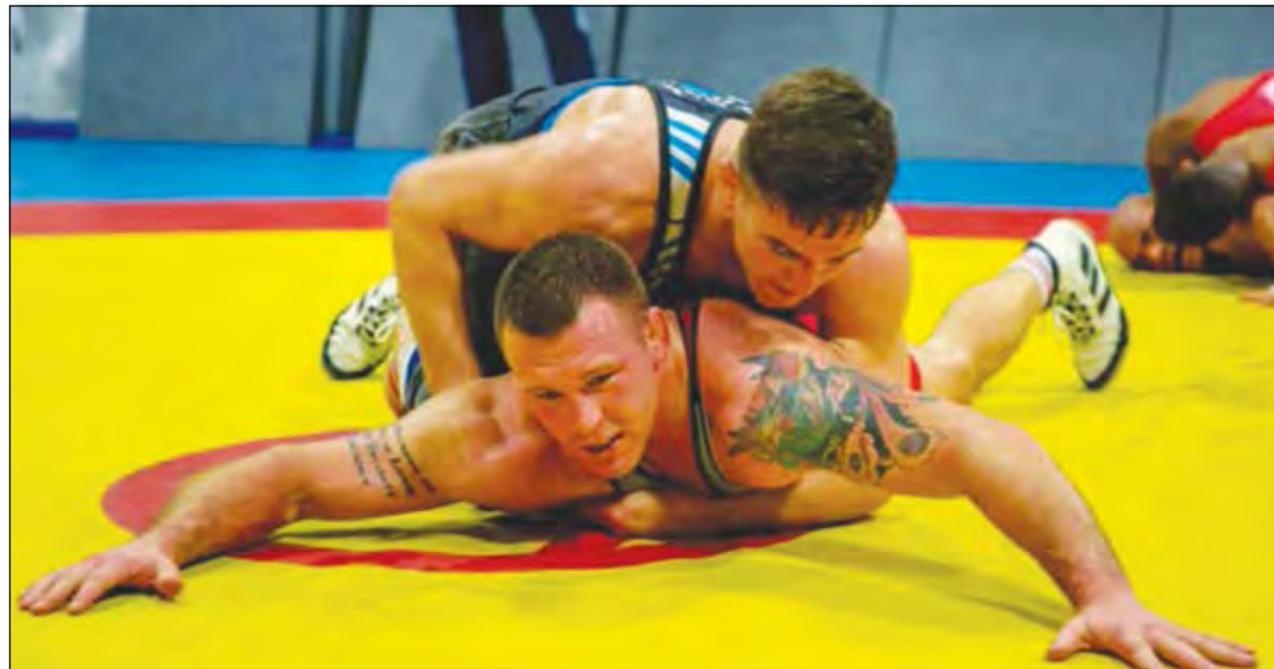


Photo By: Marine Corps Lance Cpl. Christian Ayers

**Marine Corps Capt. Peyton Walsh, top, and Marine Corps Staff Sgt. John Stefanowicz, bottom, with the All-Marine Wrestling Team, hone their wrestling techniques in preparation for the Olympic Trials, on Marine Corps Air Station New River, N.C., Jan. 8, 2021.**

## Goodbye

From Page 3

Nicholas Arthur. “Specifically the tanker community, and how we point toward the future fight and better integrate with the [Combat Air Forces],”

JB MDL currently has six crew members qualified on the KC-46. The squadron continues to familiarize itself with the aircraft to have members ready for the Pegasus’s arrival in November.

Construction continues at Travis Air Force Base for a new three-bay hangar to serve as the base of operations for the new KC-46A Pegasus.

Travis Air Force Base is scheduled to receive this latest air mobility platform in August 2023. It’s the first new aircraft at the base since August 2006.

Travis’ anticipated complement of 24 KC-46s is expected by the first quarter of 2025.

McConnell Air Force Base received its first KC-46 in January 2019.

The KC-46A is designed to boost the air power and mobility operations of the Air Force. The high-capacity aircraft, which displaces the KC-10 Extender and replaces the KC-135 Stratotanker, will aid global missions and improve the ability to respond rapidly to crises and contingency operations around the globe.

Travis was selected as the West Coast home for the Pegasus in January 2017 for several reasons: geographic location, existing tanker programs and better infrastructure capacity, according to Gary Thresher, contract support, managing Travis’ projects for the Air Force Civil

Engineer Center.

Basing the KC-46A at Travis requires numerous projects to renovate existing facility space or construct new facilities for mission functions that lacked sufficient resources or did not previously exist, 1st Lt. Alexander Bellows, KC-46 program integration office bed down project manager, has said.

That work continues at the Fairfield base, to include the construction of a three-bay maintenance hangar at an estimated cost of \$137 million, with completion anticipated in February 2023. A total of approximately \$188 million will be spent on projects to make Travis ready for the new tanker.

## Yoga

From Page 8

deputy commanding general for Task Force Spartan attended. “He was surprised that I had only started yoga during the deployment, and commented that it looked like I had been doing yoga for years,” said Wilcox.

Savely strives to make everyone feel comfortable at her classes. She talks the class through each pose and shares useful tips to help each Yogi achieve their pose.

“Maj. Savely made our yoga sessions unique,” said Lopez. “I appreciate her coaching us through our moves and not making the first timers to yoga feel out

of place. We could not have had a better instructor, an instructor who is willing to wake up so early during the week and spend an hour or more of her time on her only day off each week.”

Yoga can be intimidating for many, and others find it through research or by necessity. I personally found it while rehabilitating from a car accident and hip flexor tear more than seven years ago.

“It is never too early or late in life to begin yoga,” Savely says, “I know that the AJ-maste class has positively changed people’s lives, including mine, and has helped me stay happy, healthy and stress-free during my nine-month deployment in Kuwait.”

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# Digital

From Page 2

implications for software. The objective of this contract is to create a training pipeline that educates and provides software development and data analytics certification for all Department of Defense service members, as well as any federal government employees.

“This contract is an exciting opportunity for us to continue our successful partnership with the DoD through a brand they trust and can depend on,” said Bill Blackstone, Galvanize’s executive vice president of military operations. “We strongly believe our objective-based education methods and world-class instructors will aid in the digital transformation of the military, allowing us to compete and win against our adversaries in a new digital landscape.”

The Software Development Immersive program is a 12-week course. According to Galvanize, they worked extensively with Phoenix Spark, Platform One, Tron, and AFW-ERX to build custom software

engineering programs designed to teach service members the software development skills needed to contribute to their units’ unique missions. After successfully developing the program, Galvanize worked directly with GSA to build an indefinite quantity contract that the entire DoD could benefit from.

“The reality is, a lot of what is coming in the future has a lot more to do with digital and artificial intelligence,” said Maj. Eric Robinson, Phoenix Spark director. “If we want to have any hope of maintaining cyber relevancy on a global scale, we need to have people who can understand the digital arena and understand how it relates to the rest of the DoD.”

There is no previous experience required to apply to this program, but there will be an entrance assessment that will require knowledge of basic programming skills. The program provides assistance to help applicants prepare for and pass the test.

“The program gives you a better understanding of how software development works – how the DoD and the Air Force do software development,” said

Maj. Jason Taylor, 14th Airlift Squadron director of staff and previous Software Development Immersive program student. “We actually built an app that deployed to a non-secure internet protocol router approved system. If you want to learn something that will allow you to expand your capabilities for the Air Force, this is a great course.”

According to Master Sgt. Eric Eash, 22nd Airlift Squadron flight engineer and a current student in the Software Development Immersive program, this class represents another level of innovation allowing Airmen the opportunity to solve AF problems by coding software and apps that directly address the issue.

“I definitely understand much more about coding than I ever thought I would,” said Eash. “The first few weeks were rough with an amount of information thrown at me that I have never experienced before – even in the toughest of high-level college classes or cross-training to become a C-5 flight engineer.

“Overall, it was a great course and great experience working with both officer and enlisted peers from the Navy,

Army, Guard and Space Force as well as the civilian instructors who were knowledgeable and genuinely interested in helping us make a difference in the DoD.”

This is the first major “software education as-a-service” cohort model that has been launched for the DoD. In the past, similar DoD efforts had been designed based on a one-on-one model, often costing \$400,000 per person to obtain basic digital capabilities for a single person. Under this new model, Phoenix Spark, Travis Coders, and Tron Air Force have joined efforts with other Air Force & Space Force units, Joint Special Operations Units, the National Geospatial Agency, and others to build a model that can drive the per-person cost down to approximately \$20,000 per person.

“We don’t innovate because it’s cool, we innovate because it’s necessary to be competitive on a global landscape,” said Robinson.

For the application and more information, visit <https://tron.dso.mil/learning/pathways/sdi/> and <https://travisspark.com>

# Army & Air Force Exchange Service celebrates 126th anniversary

Daily Republic Staff

TRAVIS AIR FORCE BASE — The Army & Air Force Exchange Service is celebrating its 126th with special deals at Express stores and restaurants throughout July.

The War Department issued General Order 46 on July 25, 1895, directing commanders to establish an exchange at every post. Since then, exchanges have served military members wherever they are called to serve.

To mark the anniversary, Travis Air Force Base airmen and other military shoppers can enjoy \$1.26 deals on snack favorites and more at Express stores through July 31.

On July 25 – the Exchange’s official anniversary – shoppers will receive \$1.26

See CELEBRATE Page 20

# Therapy

From Page 5

traditional referral process for service members and veterans with acute MSK injuries who would most benefit from that immediate care,” Kim said.

“The savings in health-care utilization costs arise in part from treating service members early to maximize their outcomes and quickly address their duty-limiting condition, as compared with waiting up to 28 days for a PT referral process through their PCM (primary care manager).”

Other benefits include a likely reduction in medications prescribed; likewise, a reduction in imaging needs saves money and wear-and-tear on equipment.

“Direct access to PT enables a more efficient use of provider time, skill and expertise,” Kim said. “You free up the PCM and provide the capability for the injured service member to be treated rapidly by an MSK specialist.”

Szymanek says that direct access to military PTs has been around for years, but that it hasn’t always been in the military treatment facility (MTF) model to have sick-call hours or walk-in hours.

“When I first got here to Madigan (late 2017), that was the case for our main clinic and for our outlying clinics,” she recalled. “We didn’t have any dedicated sick-call time. We created a working group that included myself and some of our physical therapists at our multiple clinics. We asked: ‘What does implementing direct-access or sick call look like at each of those clinics and how would it work best?’”

“We put our minds together and (decided) which patients would be best for that kind of setting. The algorithm that we put together is what we started with, and modified it as we needed.”

The program at Madigan has been successfully in place for three years now, with proven results in decreased long-term disability and a reduction

in medications prescribed. Waiting up to 28 days to be seen not only means the loss of a soldier’s service, but it adds significantly to the risk of further injury, though typically an injured person would see a primary care physician at sick-call well before a couple of weeks go by. But the referral and scheduling processes to see a PT meant perhaps even more time elapsed.

Now, service members at Madigan can just hobble in and be seen by PTs, same-day.

“Readiness has been the Army’s number one priority, and a piece of readiness is the ability of that soldier to be medically ready to do their job,” Szymanek said. “It’s important that we’re able to provide them that care as soon as possible. It’s really thinking about the physical therapist as part of that primary care team, that first-line care provider. Our initiative was really just making our availability easier.”

The algorithm is akin to a checklist, she said. Szymanek added that she was inspired to implement direct access because she arrived at Madigan after an 18-month sports PT fellowship at the United States Military Academy.

“The culture of West Point is: If you are sick, you see your primary care doctor, and if you hurt your ankle or your knee, you go to physical therapy,” she said. “That’s really established from Day One for West Point cadets. I really think this is changing the culture of musculoskeletal injuries and making sure they can be seen by a PT sooner rather than later. In some places that’s already the case.”

For more on Health Innovation during July, visit: [www.health.mil/Health-Innovation](http://www.health.mil/Health-Innovation).



Photo by: Senior Airman Anelle Vasquez, 50th Space Wing

The 50th Space Wing Chaplain’s office provides seminar notes during a single parent retreat at Great Wolf Lodge in Colorado Springs, Colorado, Sept. 6, 2018. The Chaplain’s Office provided seminars to give families the opportunity to strengthen their relationships.

# CHAMP

From Page 7

and dietitians all work together, Deuster said. “We need to optimize their abilities to most effectively work as a team to sustain warfighter performance,” she suggested.

“We need to have a good training program to work effectively as members of a team and not independently. If we want to improve cognitive function, we need the HPT working together from the Total Force Fitness perspective,” she said.

In other words, “what are best practices for teamwork and how are they evaluated?” Deuster said. “It’s not just a matter of putting resources in [the team] but providing the resources needed by the unit to optimize their effectiveness,” she said.

Another example of health innovation within TFF, Deuster said, is the work of Navy Cmdr. (Ch.) David Alexander, at the Uniformed Services University of the Health Sciences in Bethesda, Maryland.

“He’s working with other chaplains to bring spiritual fitness in a proactive, rather than reactive, fashion to optimize human performance. It’s a change in culture” for the chaplains in their outreach, Deuster said, adding the project wants chaplains to have service members “improve their ability to discuss difficult topics, such as stigma and relationships.”

Alexander’s team has developed and published the Special Operations Command (SOCOM) Spiritual Fitness Scale, which features 17 questions designed to measure commitment to three distinct spiritual traits: connection with a Higher Power, pursuit of purpose and meaning, and sacrificial service to others. A specific ‘screening’ question allows non-theists to exempt themselves from questions containing specific language about God or a Higher Power, while still taking questions that will generate results for the other two spiritual traits.

The CHAMP/SOCOM Spiritual Fitness Scale (the SFS) is a “multi-dimensional, reliable and validated quantitative metric,” Alexander said.

“The SFS can generate individual spiritual profiles that easily bridge to individual chaplain coaching,” he said, adding that group baseline profiles also can be created.

Doing so helps chaplains to “aggregate the data and save it for later data-driven decision-making,” Alexander said.

Chaplains also can isolate the SFS subscales for use in quantitative and mixed-methods assessment strategies tailored for their programs and services.

Lastly, Alexander explained, “chaplains can use the SFS for program planning by aligning existing services with the three attributes, conducting pre-assessment activities, proposing disciplined and tailored programs informed by pre-assessment, and continuously assessing those eventual programs for impact on spiritual growth.”

The survey is designed to be compatible with the framework for SF as described in the 2011 Chairman of the Joint Chiefs of Staff Instruction.

The instruction defines SF as “the ability to adhere to beliefs, principles, or values needed to persevere and prevail in accomplishing missions.” SF “should neither preclude no presume any particular theistic orientation,” based on the Instruction, Alexander stated in an article in the Nov. 23, 2020 “Journal of Pastoral Care & Counseling.”

The idea is to take the SOCOM survey outward into other areas of the military by the end of the current fiscal year, Alexander said. His team is developing a public-facing web page on the Health Performance Resources by CHAMP part of the CHAMP website.

The page will take chaplains through the scales of the metric, how to understand it, score it, and apply it to assessments, Alexander explained. The page will also include a book as a resource.



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## End of an Era: Senior Master Sgt. Kerr retires after 43 years of service



Photos and story by Tech Sgt. Daniel Peterson 349TH AMW  
TRAVIS AIR FORCE BASE, Calif. — Senior Master Sgt. Christopher Kerr, a true master of

the skies as a flight engineer and avid falconer, donned the uniform for the last time after 43 years of service to the United States Air Force. The 349th Air Mobility Wing wants to thank him for his service and congratulate him on his well-earned retirement! Continue to Fly High!



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349th Maintenance Group deputy commander retires after 36 years of...

# SERVICE



Col. Erin Cook presents a certificate of appreciation of retiring Lt. Col. Carlton Thompson at Travis Air Force Base, California, July 11, 2021. Lt. Col. Thompson served for 36 years in the U.S. Air Force.



Col. Erin Cook, commander of the 349th Maintenance Group, places a pin on the uniform of retiring Lt. Col. Carlton Thompson at Travis Air Force Base, California, July 11, 2021.



Various members of the 349th Air Mobility Wing perform a ceremony during the retirement of Lt. Col. Carlton Thompson at Travis Air Force Base, California, July 11, 2021.



Lt. Col. Carlton Thompson displays a coin presented to him by Maj. Daniel Bair during his retirement ceremony at Travis Air Force Base, California, July 11, 2021.

## Celebrate

From Page 15

off all combo meals at participating Travis Air Force Base Exchange restaurants.

“Since July 25, 1895, it has been our honor to serve those who serve and give back to the military community,” Exchange General Manager Phonda Bishop said in a press release. “Through war, natural disasters and even global pandemics, the Exchange is privileged to be there for our Airmen, Soldiers, Guardians, retirees, veterans and military families.”

Travis Air Force Base Exchange shoppers can win \$10,000 gift card in Bang Energy sweepstakes

### Daily Republic Staff

TRAVIS AIR FORCE BASE — Army & Air Force Exchange Service shoppers can get more bang for their buck in the form of a \$10,000 gift card in the Bang Energy sweepstakes.

Travis Air Force Base and other authorized Exchange shoppers 18 and older can enter to win the big prize through Aug. 15 at ShopMyExchange.com/sweepstakes.

The sweepstakes opened Thursday.

“Winning a \$10,000 Exchange gift card will give a big shot of energy to a deserving member of the military community,” Exchange General Manager Phonda Bishop said in a press release. “We love giving away great prizes to the best customers in the world.”

For rules and to enter, shoppers can visit ShopMyExchange.com/sweepstakes. No purchase is necessary to enter or win.

Honorably discharged veterans who have verified their eligibility to shop the Exchange online can enter the sweepstakes, too. Veterans can find out more on the Exchange’s community hub page at <https://bit.ly/Vet-s4Life>.

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