



50 YEARS

C-5 celebrates half-century at Travis

PAGES 10-11



TAILWIND



Travis, community work to enhance trust

Senior Airman Jonathon Carnell
60TH AIR MOBILITY WING PUBLIC AFFAIRS

So many things that go on around Travis AFB are unpredictable: wildfires, hazardous air quality or responding to a pandemic.

One thing that is not unpredictable, though, is Travis AFB's communication with the local community when such catastrophes enter the gate or neighboring regions.

Amid the COVID-19 pandemic and California wildfires, the community engagement team at Travis AFB has hosted virtual meetings between community partners and base leadership to keep each other connected – relationships which rely on each other's support.

"The 60th Civil Engineer Squadron sent out firefighters to assist neighboring fire departments at the onset of the LNU wildfire," said Louis Briscese, 60th Air Mobility Wing Public Affairs community engagement chief. "Thanks to the coordination between the 60th CES and local firefighters, they were able to combine efforts to better manage the fire."

Briscese said this is just one recent example of how Travis AFB is there for the community.

"This year has been a pretty intense time for everyone," said Sandy Person, who has been a U.S. Air Force civic leader since 2018. "Who could have imagined we'd all be so impacted in



U.S. Air Force photo/Senior Airman Jonathon Carnell

Kasama Lee, left, a Travis Air Force Base, California, honorary commander, takes a video of Louis Briscese, 60th Air Mobility Wing Public Affairs Community Engagement chief, Oct. 9 at The Wiseman Company's One Harbor Center in Suisun City, California. The event demonstrated capabilities from multiple Travis AFB squadrons to educate Team Travis honorary commanders.

so many ways by COVID-19?"

Air Force civic leaders partner with Travis AFB, who in turn connect with local government officials who then, also connect with community partners to keep an ecosystem of communication flowing. Each invests in resources and programs that help us come up with solutions, might problems arise like the LNU complex fires, Person explained.

With more than 30 years of involvement with military installations Person understands the importance of these key relationships.

To grow such relationships, the community engagement team hosted an off-base honorary commanders tour Oct. 9, 2020, at the Wiseman Company's One Harbor Center, just south of Travis AFB—their first since COVID restrictions were

put in place.

"This event was different than most," Briscese said. "Generally, our honorary commanders get to experience what our Airmen do every day. That wasn't possible because of COVID-19. Fortunately, the tour was still able to happen due to us following COVID-19 guidelines."

In the past, honorary commanders have visited various base units and had hands

on demonstrations. Briscese, the 28-year Air Force veteran, said the event allowed honorary commanders the ability to understand Travis AFB's mission.

Following COVID-19 guidelines allowed honorary commanders like Zen Hunter-Ishikawa the ability to perform their duties as a community ambassador, something that struck a personal chord for him.

"In many ways, civilians 'outside the gate' speak a different cultural language than service members 'inside the gate,'" said Hunter-Ishikawa.

Hunter-Ishikawa relishes in the involvement he gets to have with base and civilian communities, a position Briscese lauds in importance.

"I have and can make a positive difference in others' lives and livelihoods," Hunter-Ishikawa said.

Bridging the gap between civilian and service members enhances relationships and tightens the base and community partnership, said Briscese.

We're all at this weird crossroads when it comes to trying figure out 'what's next.' There isn't a clear road because COVID-19 brings on such an unprecedented and unpredictable future.

When posed with the question at the honorary commander's event, "What's next?" Briscese seemed to crack a smile as he told everyone, "I don't know, but we'll be better together."



U.S. Air Force photo

Dr. David Loftus, Space Biosciences Research Branch, NASA Ames Research Center biological studies researcher, addresses a host of David Grant USAF Medical Center Airmen Oct. 21 during a symposium at Travis Air Force Base, California.

Travis hosts clinical research for NASA's newly developed medical technology

Senior Airman Christian Conrad
60TH AIR MOBILITY WING PUBLIC AFFAIRS

NASA representatives presented new medical diagnostic technology, the E-Nose Breathalyzer, to members of David Grant USAF Medical Center Oct. 21 at Travis AFB.

The E-Nose breath analyzer, under development at NASA's Ames Research Center in Silicon Valley, will have the capability of analyzing compounds found within a person's breath to diagnose a battery of illnesses and abnormalities including respiratory illnesses, infectious diseases and cardiovascular conditions. As the science continues to be explored, the breath analyzer may one day be used to diagnose cancer. Travis Airmen are hosting the NASA technology and collaborative research at the DGMC clinical investigation facility.

"The technology is designed to make rapid measurements, in less than 5 minutes, at the point of care, in a way that is

completely non-invasive. When fully realized, the NASA E-Nose will open a new realm of medical care to both the warfighter and potential space travelers," said Dr. David Loftus, Space Biosciences Research Branch, NASA Ames Research Center biological studies researcher.

"The technology itself is handheld," Loftus said. "This makes it valuable not only to the U.S. Air Force during aeromedical evacuation, but also to NASA, as a tool for monitoring the health of astronauts far from medical centers on Earth. Human exploration of space, to the Moon and Mars, will require compact medical diagnostics technologies that can be ruggedized for field use. The Air Force and other branches of the military share this requirement."

Loftus, who visited Travis AFB two years ago on a search for facilities that would best advance the capabilities of the E-Nose toward its eventual

clinical application, cites the base's robust testing capabilities as the reason it was chosen.

"We like to think of Travis [AFB] as the bridge between benchtop and bedside," Loftus said. "Its ability to perform the necessary tests needed to ensure the feasibility and practical use of this technology really formed the connective tissue that allowed it to go from an idea to a usable device, capable of improving the lives of countless people."

The mission of improving lives is one that both NASA and DGMC have in common. This new technology not only has the potential to improve care for warfighters, but for the nation's civilian population as well, said Dr. Bradley Williams, 60th Medical Group clinical research administrator.

"As with past technology that has been developed by the Air Force at DGMC, NASA medical research can improve civilian care throughout the country," Williams said. "The Air Force

and NASA share the same altruistic medical research mission. Together, we seek to develop the future medical care which will be needed by the U.S. Space Force and which will also be very useful to the rest of the nation's hospitals."

In his comments during the event, Loftus made sure to give praise to those who were chiefly responsible for the device's development.

"Dr. Jing Li, the project lead, and Dr. Tore Straume, both at NASA Ames Research Center, are important members of the group, along with Dr. Matthew Coleman and Dr. Matthias Frank at Lawrence Livermore National Laboratory. This is very much a team effort."

The future of the relationship between DGMC and NASA looks bright, with plans for future collaborative medical research between the two institutions currently in talks, particularly in the fields of nutritional medicine and blood analysis.

Diamond Sharp Quarterly Award



Courtesy photo

Airman 1st Class Thalia Delgado

60th Communications Squadorn

U.S. Air Force Airman 1st Class Thalia N. Delgado is the recipient of the Diamond Sharp Quarterly Award for the third quarter. She is a 20-year-old communications specialist from South Jordan, Utah.

Thaila joined the Air Force straight out of high school for the education benefits and because it provided a good steady start to building a better future.

Delgado developed an innovative financial management/budgeting SharePoint program for the 60th Air Mobility Wing. The program ensures financial stability and readiness in preparation to move out of the dorms. Partnering with the shirts and dorm management, her program allows members to create a budget and electronically link it to their supervisor, shirt and dorm management to facilitate entry to the early mover list.

Additionally, she volunteered with Food Bank of Contra Costa and Solano, prepping food donations for those affected by the recent fires.

Delgado thanked her leadership and teammates for their support of her and fostering her innovative ideas.

This award, organized by the Travis First Sergeant Council, recognizes Travis Airmen at the squadron, group and wing levels for significant contributions to unit, base, community and displaying the characteristics of a first sergeant.

Tailwind



Travis AFB, Calif. | 60th Air Mobility Wing

Air Force

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60th Air Mobility Wing
commander

Senior Airman
Christian Conrad

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Table of contents

Puzzles	7
Cover story	10-11
Worship services	13-14
Classifieds	16-17
Parting Shots	19

On the cover

A U.S. Air Force C-5A Galaxy approaches the flight line at Travis Air Force Base, California, Oct. 24, 1970. This C-5 was the first assigned to Travis AFB.

Daily Republic file photo

Teen Zone opens for distance learning

Marie Ruff
TRAVIS YOUTH PROGRAM

The COVID-19 pandemic has changed what going to school looks like for the 2020-21 school year.

Teens are Zooming, Google meeting, emailing and collaborating with their teachers and peers virtually more than ever. It's hard work and at times downright stressful for teens and their families.

To help ease the stress of distance learning, the Travis Teen Zone has changed its hours of operations.

The zone is now open from 8 a.m. to 5 p.m. Monday through Friday. Teens can bring all of their school supplies such as computers, books, iPads, earbuds, etc., and meet for school in a safe, quiet and comfortable environment.

"The Teen Zone is a great resource for me," said Dominique Ruff, a member of the Teen Zone Skye Odom, a teen who uses the space, agreed.

"I am more engaged and focused on getting my work done," Odom said.

For more information about memberships and what programs are offered, contact the Travis Teen Zone at 707-424-3131.



U.S. Air Force photo/Airman 1st Class Blake Wiles

U.S. Air Force Lt. Gen. Jim Slife, left, commander of Air Force Special Operations Command, speaks with U.S. Army Lt. Gen. Ronald Place, director of the Defense Health Agency, Sept. 1, during Place's visit at Hurlburt Field, Florida. Place met with AFSOC's senior leaders to receive a close look at the command's unique challenges, mission requirements and units that are aligning under DHA.

DHA director outlines reform

Military Health System
Communications Office

As Army Lt. Gen. (Dr.) Ronald Place outlined his vision for his second year as director of the Defense Health Agency, on a call with reporters from the Defense Writer's Group on Thursday, Oct. 8, he emphasized the common goal shared across the Department of Defense: provide the best clinical outcomes for the 9.6 million beneficiaries within the Military Health System.

Much of the way the general is seeking to achieve that aim is through the standardization of technology and processes within the MHS. He described the roll out of the electronic health record known as MHS Genesis as a key aspect to improving the delivery of quality care regardless of location for both providers and patients.

"That standardization leads to similar expectation of care from our patients as they go from place to place because everything is the same," Place said. "It also means as you transition from the DoD to becoming a veteran, the same system and the same methodology would be used in a DoD facility or Veterans Administration facility."

The MHS is relying on the use of health information technology to advance and streamline care for patients both locally and nationally. Place mentioned the joint health information exchange which securely connects TRICARE contract partners and select federal and private sector partners to share and seamlessly transfer patient information. "So that no matter where our patients get care, the depth and breadth of the entirety of their medical problems can

be viewed by each practitioner who's participating in their care," said Place. "Ultimately this health information technology is a tool that is in support of optimizing the clinical outcomes of our beneficiaries."

Standardization improves outcomes, whether clinical outcomes or administrative outcomes, said Place. The MHS plans to utilize health information technology as well other forms of emerging technology such as voice recognition technology for transcription, natural language processing for quick data sort and review and even artificial intelligence in aiding physician review. Place cited imaging as an example, such as X-rays, CT, MRI and ultrasound, and the incorporation of AI protocols to do first pass reviews or aid the radiologists who interpret them. "In some cases if they can demonstrate that they do

better than humans, do we transition some of that reading over to the computer systems so that we can improve both the speed and accuracy of the reading of those imaging systems?" he said. "That is the direction we are going ... The whole driver though is improved outcomes."

The DoD is a continuous learning organization, learning lessons from whatever it faces, be it a pandemic, combat operation, or natural disaster, said Place. As such, the COVID-19 pandemic led the DoD to learn and develop clinical practice guidelines to standardize the care and the treatment of COVID-19 patients within the MHS. The clinical practice guideline now on the verge of publishing its sixth version, outlines the care for a person diagnosed with COVID-19 from asymptomatic

See DHA Page 18

Fairchild paves way for project 'Tesseract'

Senior Airman Lawrence Sena
92ND AIR REFUELING WING PUBLIC AFFAIRS

FAIRCHILD AIR FORCE BASE, Wash. — Airmen and leaders from the 92nd Maintenance Group, 92nd Mission Support Group and 92nd Operations Group came together as part of an Air Force Headquarters Continuous Process of Improvement project focused on unit synchronization and improving mission efficiency.

Project Tesseract is one of the latest CPI projects set to be implemented by Air Force Headquarters A4L, who are responsible for logistics and maintenance branches, as a way to assist organizations with becoming more productive without additional cost or manpower.

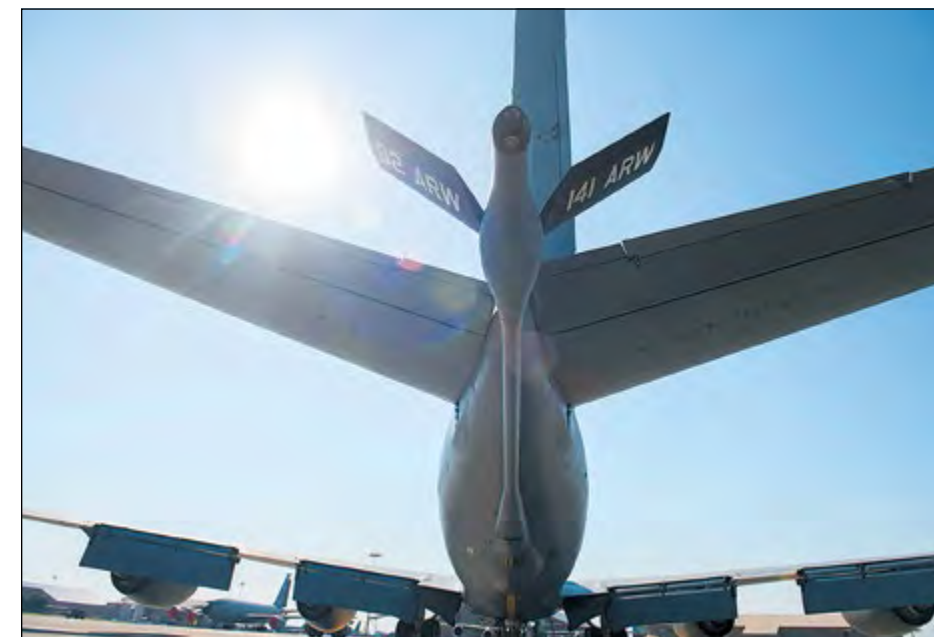
"Project Tesseract initially started as a capstone study focused on innovation and synchronizing people within different agencies, and has grown into a project managed through the Theory of Constraints, while using CPI tools to mitigate

those constraints experienced by our maintainers," said Tech Sgt. Shanan Vigil, 92nd MXG senior process improvement manager. "A4L decided they were going to test out three bases, and we here at Fairchild were the first pilot base tested using the TOC and CPI tools to improve mission operations."

TOC is a management philosophy focused on building processes that identify constraints within an organization, using CPI tools to mitigate them. The Air Force CPI program is a program that allows Airmen to implement innovations and ideas as a way to create a continuous cycle of process improvement, with a goal to improve mission execution.

"TOC works best in organizations with high variability in events outside of the organization's control," Vigil said. "We can't control when an aircraft is going to break, but what this CPI process allows us to do is figure out how to manage it intelligently, allowing a better

See TESSERACT Page 18



U.S. Air Force photo/Senior Airman Lawrence Sena

A KC-135 Stratotanker boom is prepared for take-off prior to an air refueling mission July 29 at Fairchild Air Force Base, Washington.

Lakehurst helps pilots perfect assault landing

Airman 1st Class
Azaria E. Foster

JOINT BASE MCGUIRE-DIX-LAKEHURST
PUBLIC AFFAIRS

JOINT BASE MCGUIRE-DIX-LAKEHURST, N.J. — The Lakehurst assault landing zone is only half the size of McGuire Field runways, however, its short span enables training that keeps C-17 Globemaster III pilots mission qualified.

The ALZ is used to replicate the experience of an assault landing and assesses pilots' precise flying, planning and general knowledge of the strategic maneuver.

"Due to the nature of forward operating bases, many of them do not provide what is typically a suitable landing surface or distance," said U.S. Air Force Capt. Jay Vogtsberger, 6th Airlift Squadron Instructor Pilot. "In these locations, assault landings are necessary in order to move in critical supplies to further develop the FOB and to support contingency operations in the region. Practicing at Lakehurst allows us to see exactly what it would look like to land on

a very short strip of pavement with very little room for error."

The ALZ's close proximity allows aircraft commanders here to complete 24 assault landings annually.

"The main skill assessed [during] an assault is a pilot's ability to control the plane down to a precise point of touchdown, in a range of weather conditions," said U.S. Air Force Capt. Trevor Leeming, 6th Airlift Squadron Instructor Pilot. "Additionally, when we fly to the ALZ, we are usually mimicking arriving at a tactical downrange location. Therefore, we incorporate a significant amount of tactical arrival planning to not only land at the ALZ, but do so while practicing threat mitigation."

The landing zone not only provides the ability to practice assault landings to pilots assigned to Joint Base MDL, but it also extends its capabilities to 18 other units.

"If the Lakehurst ALZ didn't exist we would have to look elsewhere or expand waivers for using painted assault strips on

See LANDING Page 12

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Groups to focus on interpersonal violence

Secretary of the Air Force Public Affairs

ARLINGTON, Va. — The Department of the Air Force will soon conduct focus groups with total force Airmen and Space professionals about their experiences surrounding interpersonal violence.

The focus groups are scheduled to begin the week of Oct. 26 and consist of interpersonal violence survey participants who volunteered to take part in small-group discussions.

Interpersonal violence ranges from stalking and bullying to domestic violence, sexual assault and abuse.

“Within the interpersonal violence survey, members could opt-in to take part in a limited amount of focus groups. These groups will help us understand our members’

perspectives surrounding interpersonal violence,” said Brig. Gen. April Vogel, director for manpower, personnel, recruiting and services at the National Guard Bureau, and the interpersonal violence task force lead. “Their voices are an imperative piece to determine if we are keeping our Airmen and Space Professionals safe when they face interpersonal violence.”

The focus groups are part of an approach in which the focus-group data, survey data and data gathered from reviewing past cases involving interpersonal violence will be used to identify any themes or proposed areas for improvement.

The survey portion concluded Oct. 9, and approximately 68,000 Total Force Airmen and Space Professionals participated, including civilians.

Leaders visit comptroller squadron



U.S. Air Force photo/Chustine Minoda

Diane McCary, 60th Comptroller Squadron lead budget analyst, shows the End of Year Master Requirement List to Col. Zachery Jiron, 60th Air Mobility Wing vice commander, during a Leadership Rounds visit Oct. 9 at Travis Air Force Base, California. 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.

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Puzzles

STR8TS

No. 513 Easy

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

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

Previous solution - Medium

8	7	2	1	6				
9	8	7	6	5	1	4	3	2
8	7	6	9	4	5	3	2	1
2	4	7	6	8	5	3		
3	1	2	5	6	8	7	4	
4	2	3	1	7	6	5		
		3	2	4	5	7	6	
5	3	4	2	1	9	8	7	
6	4	5	8	3	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. 513 Tough

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

The solutions will be published here in the next issue.

Previous solution - Medium

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

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

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Airmen complete FTAC



U.S. Air Force photo

Congratulations to the latest Airmen to complete the First Term Airman Center course. Alphabetically: Airman Basic Maxwell Atkinson, 60th Aircraft Maintenance Squadron; Airman Connor Ford, 60th AMXS; Airman Gage Clifford, 860th AMXS; Airman Basic Tristan Hale, 60th AMXS; Airman 1st Class Emily Hardbarger, 60th Security Forces Squadron; Airman 1st Class Ryan Holm, 60th AMXS; Airman 1st Class Dylan Leahy, 60th AMXS; Airman 1st Class Shelby Londergan, 60th AMXS; Airman Basic Eunice Mayorga, 60th SFS; Airman 1st Class Terry McGivern, 60th AMXS; Airman 1st Class Tristan Menendez, 60th Operational Medical Readiness Squadron; Airman 1st Class Alexander Merchak, 60th Air Mobility Wing Public Affairs; Airman Basic Jacob Nadeau, 60th AMXS; Airman 1st Class Jahnae Nickels, 60th SFS; Airman 1st Class Frantzy Sainvil, 60th Force Support Squadron; Airman 1st Class Tyler Sammons, 60th AMXS; and Airman Analise Siosi Sroufe, 60th SFS.

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U.S. Air Force Master Sgt. Tim Niessen, right, Special Mission Aviation Course instructor, briefs U.S. Army Gen. Richard D. Clark, left, U.S. Special Operations Command commander from MacDill Air Force Base, Florida, during a tour of the Career Enlisted Aviator Center of Excellence Oct. 16 at Joint Base San Antonio-Lackland, Texas.

Jennifer Gonzalez

AIR EDUCATION AND TRAINING COMMAND PUBLIC AFFAIRS

JOINT BASE SAN ANTONIO-LACKLAND, Texas — Army Gen. Richard D. Clarke, commander of U.S. Special Operations Command, saw firsthand how Air Education and Training Command officials ensure joint forces are well equipped with ready and lethal special operations Airmen during a visit to Joint Base San Antonio-Lackland Oct. 16.

“This visit shined a spotlight on how AETC recruits and trains all enlisted Air Force special warfare operators,” said Lt. Gen. Brad Webb, commander of Air Education and Training Command. “The next generation of Airmen must be lethal and ready to compete, deter and win in an increasingly complex environment, and it starts here in the First Command.”

The visit traced the initial skills training path of special operators from

recruiting and accessions through basic and technical training.

“The realism and intensity of this training is vital because when these Airmen finish their training, they’ll need to address challenges we may not be able to predict,” Clarke said. “AETC is training leaders who will be asked to address an ever-changing landscape where the fight we’ve engaged in since 9/11 may not resemble the threat our adversaries will present in the coming years. The physical toughness, intellectual capacity and ethical core these Airmen are developing during their training will help the Joint Force address the worldwide range of challenges each geographic combatant commander faces.”

“Having the agility of mind to understand mission-type orders, to understand commander’s intent and be able to move out are essential elements of AETC and

See TRAINING Page 12

Training makes Australia’s F-35 mission fully operational

Airman 1st Class Brooke Moeder

56TH FIGHTER WING PUBLIC AFFAIRS

LUKE AIR FORCE BASE, Ariz. — Luke Air Force Base is fulfilling Secretary of Defense Mark Esper’s national defense priority of strengthening alliances and partnerships by training alongside the Royal Australian Air Force.

The Royal Australian Air Force returned a majority of its F-35A Lightning II pilots, maintainers and aircraft to RAAF Base Williamtown, Australia, in December 2019, but still maintains a joint pilot-training and maintenance presence here.

RAAF Maj. Christopher Baker, 61st Fighter Squadron instructor pilot and graduate of the F-35A pilot training program at Luke AFB, attests to the importance of the training partnership between the U.S. Air Force and the RAAF. He explained it is extremely rewarding to reinvest and train both nationalities in the same aircraft with the same tactics.

“I feel like we contribute

something to the U.S. Air Force training mission by bringing our own unique perspectives, configuration, roles and environments to the mission, just like the U.S. Air Force mission brings that to us as well,” Baker said. “I think that’s what’s really useful about it being combined.”

According to U.S. Air Force Lt. Col. Tom Hayes, 61st FS commander, three components enable the successful integration of the RAAF and the U.S. Air Force: the platform, common tactics and the objective of training the world’s most capable fighter pilots.

“Other than the way the aircraft is painted, they’re all exactly the same, so we have that common platform of flying the F-35,” Hayes said. “The common tactic is sharing the same training strategies between the RAAF and the U.S. Air Force.”

Baker said the COVID-19 delayed some of the RAAF student pilot training but the student pilots are determined to complete their requirements

swiftly and efficiently.

“I am continually amazed at how the students learn so quickly,” Baker said. “They come in the door knowing very little or nothing about the F-35 and four or five months later, they’re flying high-end large force-employment exercise missions with multiple aircraft involved in a dense surface-to-air missile threat scenario.”

The chances of the RAAF and the U.S. Air Force working together in a deployed environment is very likely according to Baker.

“Most of the Australian pilots that have come through here at Luke (AFB) have worked with the U.S. Air Force before in the Middle East,” Baker said. “I don’t think you’d meet many RAAF or U.S. Air Force pilots that haven’t interacted with each other before in some capacity, either operationally or in an exercise somewhere.”

The RAAF and U.S. Air Force student pilots complete

See F-35 Page 15

C-sUAS symposium highlights threats, base defense

K. Houston Waters

66TH AIR BASE GROUP PUBLIC AFFAIRS

HANSCOM AIR FORCE BASE, Mass. — At this year’s Counter-small Unmanned Aerial Systems symposium, military and industry leaders came together virtually Oct. 8, to discuss recent developments and challenges in the field of anti-drone technology.

Key topics at “Defending and Defeating” included an overview of the newly formed Joint C-sUAS Office, a detailed look at the future of base defense, and discussions of the technological advancements and challenges associated with C-sUAS.

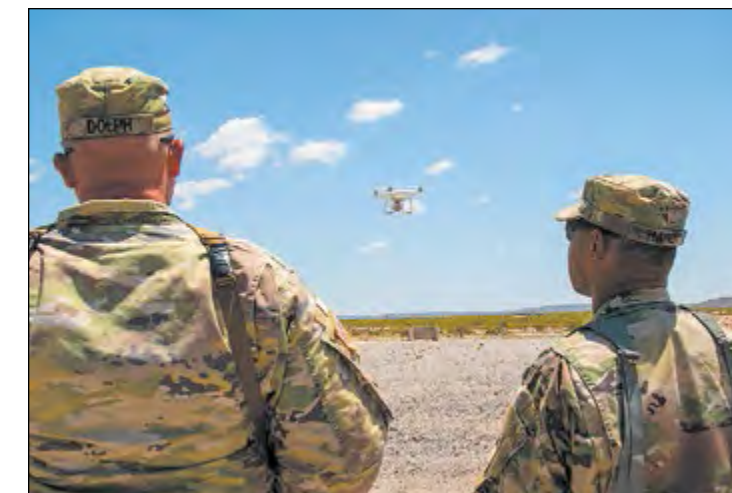
In Jan. 2020, the Department of Defense established an Army-led Joint C-sUAS office dedicated to developing and implementing strategies to protect U.S. personnel, assets, and facilities from the threats posed by small UAS. Army Lt. Col. Matthew Jamison, JCO policy and integration branch chief,

presented the JCO perspective.

“The commercial use of small UAS is just exploding, so the security environment is changing rapidly,” he said. “Our enemies are leveraging small unmanned aerial systems in order to achieve their objectives, so our efforts to align current and future counter-drone technology are absolutely critical.”

According to Jamison, the JCO is currently working on several priority deliverables to support C-sUAS. These include a DoD C-sUAS strategy, a report of initial joint C-sUAS operational capability requirements, and an operational assessment of currently fielded C-sUAS capabilities.

“The operational assessment of currently fielded C-sUAS capabilities is important because it addresses the immediate operational needs of currently deployed forces,” he said. “In the assessment, we made selection recommendation of these systems for future



U.S. Army photo/Staff Sgt. Timothy Gray

Soldiers from the 5th Armored Brigade, First Army Division West, test the capabilities of commercial, off-the-shelf unmanned aerial surveillance vehicles at McGregor Range Complex, New Mexico, in June 2019.

investment based on effectiveness, sustainment, usability, and integration.”

The DoD is slated to release its C-sUAS strategy next month, bringing an open-system architecture and enterprise approach to the military’s anti-drone efforts.

“DoD strategy provides the framework of how to combat

small UAS across a spectrum of threats, emphasizes rapid innovation and synchronization of materiel solutions, and partnerships supporting interoperability,” Jamison said.

An Integrated Base Defense System that better identifies and eliminates threats posed by small UAS was also discussed during the

symposium. Linda Haines, chief of Hanscom’s Force Protection Division, shared her perspective on the future of base defense.

“We must shift our focus from a static approach of guarding the gate against the threats of the past to the asymmetric threats that we have today,” Haines said. “We need not only a complete technological overhaul but also a cultural transformation for our security forces.”

One advancement in technology that supports this effort is the Negation of Improvised Non-State Joint Aerial system, or NINJA. According to Steven Wert, program executive officer for Digital, NINJA is a fielded, affordable, and software-adaptable system capable of taking control of or disabling small UAS.

Currently, the Digital Directorate is transitioning NINJA into a program of record. The transition is expected to be complete by the end of fiscal year 2021.

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50 C-5 celebrates half-century at Travis

YEARS



U.S. Air Force photo/Senior Airman Jonathon Carnell

1) U.S. Air Force Staff Sgt. Michael Hailemaskel, 60th Aircraft Maintenance Squadron flying crew chief, watches a C-5M Super Galaxy engine start Sept. 18, 2020, at La Aurora International Airport, Guatemala City. On Oct. 24, the C-5 celebrates 50 years of service at Travis Air Force Base, California. 2) U.S. Air Force Tech. Sgt. Jim Rost, 75th Military Airlift Squadron instructor loadmaster, blocks the wheel of a Secret Service Cadillac in preparation for loading the vehicle onto a C-5A Galaxy Oct. 9, 1987, at Andrews Air Force Base, Maryland. Transporting the "Pope mobile" was one of many career highlights for Rost, who worked on the C-5 for 20 years. 3) A U.S. Air Force C-5 Galaxy from Travis AFB taxis down the runway after landing at Roswell Industrial Air Center, New Mexico, April 27, 1995. In the 1980s and 1990s, the C-5 sported a camouflage paint job. 4) U.S. Airmen with the 21st Airlift Squadron from Travis prepare to unload emergency rescue equipment from a C-5 Galaxy in Lafayette, Louisiana, Aug. 30, 2005. The equipment was used for Hurricane Katrina relief operations in Mississippi and Louisiana, one of countless humanitarian aid missions involving the C-5 over the past 50 years.



U.S. Air Force file photo/Staff Sgt. Dave McLeod



U.S. Air Force file photo/Senior Airman Andy Dunaway



U.S. Air Force file photo/Staff Sgt. Candy Knight

1

Nick DeCicco

60TH AIR MOBILITY WING PUBLIC AFFAIRS

Saturday marks 50 years since the first C-5A Galaxy arrived at Travis AFB.

Since tail No. 68-221 landed Oct. 24, 1970, the base fleet of C-5s has been connected to a wizard's scroll of the nation's major events, including:

- Escort and assistance for major world political figures, including multiple presidents and Pope John Paul II;
- Humanitarian aid responses after countless natural disasters and other world events, including the Rwandan civil war in 1994 and Hurricane Katrina in 2005;
- Providing support for a bevy of offensives: the Vietnam War, Desert Storm, the Somali Civil War, Operation Enduring Freedom, the second Iraq War and Operation Freedom's Sentinel.

With a wingspan of over 222 feet, a height of 65 feet and a maximum lift-off capacity of 840,000 pounds, the C-5 is a behemoth, one of the largest aircraft in the world. Generations of Americans have plied their trade on the planes.

Let's take a look at where the C-5 has been, where it is today and what's in store in the future from the folks who have worked with the aircraft over the past half-century.

The Past

The first aircraft to arrive on an almost monthly basis for the first few years of the 1970s were A model C-5s. In the late 1980s, an improved model, the C-5B, arrived to bolster and replace A models. Also, in Travis AFB's fleet was the C model C-5, a modified version of the A model with increased cargo capacity to help NASA move its wares.

Brian Joseph spent more than three decades working on the C-5. Now a maintenance operations manager with the 860th Aircraft Maintenance Squadron at Travis AFB, Joseph arrived at the base in 1975 at age 18 and has never left. He started as an apprentice mechanic and promoted his way to becoming a C-5 crew chief.

"C-5 is a plane you either love or hate," Joseph said. "There's no middle ground on the C-5. Since I cut my teeth on the C-5, I'm partial to it. I worked on

it most of my adult life, so I love it. It was a challenge. It's very hard to work on, but since I had nothing to compare it to, it was my norm."

In addition to the many missions, Joseph remembers the challenges of keeping the fleet aloft over the years, including periods when parts were hard to come by in the 1980s.

"We were cannibalizing parts off of other airplanes as a normal course of business instead of getting parts from a vendor," Joseph said. "During that time, it was really bad. We were trying to maintain an airplane that in the '70s was maintaining at 98% reliability. Reliability fell to 60% and sometimes less."

Joseph isn't the only C-5 vet who remembers those challenges. Sonny Deleon worked with the C-5 as a flight engineer, instructor, examiner, chief of standardization and evaluation and a superintendent from 1982 to 1997. In 2005, he returned to Travis AFB, working with the C-5 training program.

Now the site manager for the 60th Operations Support Squadron's C-5 aircrew training system, Deleon said reliability rates bounced back in the 1990s, but "part availability was a problem" for a period of time.

Joseph said a program in the early 2000s which aimed to curb cannibalization for good was his "signature achievement in (his) entire career." The program decreased the cannibalization rate by 93% while garnering the Air Force Chief of Staff's Team Excellence Award in 2004.

Along with the difficulties and challenges, there were great moments, too.

Jim Rost, a Junior Reserve Officer's Training Corps teacher at Hiram Johnson High School in Sacramento worked with the airplane from 1978 to 1998. Rost is bursting with memories, from a mission with Pope John Paul II in 1987 to Desert Storm to filming the 1996 film

"Larger Than Life."

In the movie, actor Bill Murray plays a character who inherits an elephant. Near the climax of the film, elephants are loaded onto a plane. Rost played a background character during the scene, which takes place in the rain.

Rost slipped and fell during shooting and was helped up by Murray. The actor later signed an autograph for Rost with

the inscription, "Oh, no! Jim's fallen!"

"You never know what cool stuff you're going to do," Rost said. "I loved the camaraderie and working together."

The Present

As the fleet aged and analog technology evolved into digital in the 21st century, most of the fleet went through the Aircraft Modernization Program.

The program sought to improve communications tools as well as install new engines and glass flight decks. It also scrapped outdated technology such as old gauges and the obsolete navigator seat. These models are called C-5M Super Galaxies.

Tech. Sgt. Christopher Doss, 60th Aircraft Maintenance Squadron aircraft section chief, first touched C-5s in 2006 when he was at Dover Air Force Base, Delaware. Doss said the advancements have made it easier for computer systems to talk to one another, making it easier for technicians to find the root causes of discrepancies.

"Just seeing how these aircraft work now with new technological advances is amazing," Doss said. "It's crazy what technology has done for these airframes and aircraft."

Doss said the weight of a maintainer's responsibility was impressed upon him early in his career. While at Dover, he saw the remains of a C-5 that crashed on final approach.

"The instructor took us out and showed us the plane. He said, 'This is what happens when you don't follow procedures correctly,'" Doss said.

The gravity and responsibility of the job are things he works to instill in the Airmen coming up behind him in the C-5 universe, such as Staff Sgt. Elijah Manibusan, 60th AMXS C-5 craftsman and crew chief. Manibusan entered the service in 2008 and got a brief stint with the C-5 on the flight line at Dover, including the first C-5M.

Manibusan said his eye-opening moment came in 2010 when he had the chance to be on a C-5 flight deck during takeoff.

"I had seen it come and go, but being in the cockpit right there with the pilot, seeing it take off and see everything that goes around, was a complete change for me," he said.

Manibusan said the flight expanded

his understanding of how his work connected to the larger mission.

"When it's on the ground, it's completely different," Manibusan said. "To see how vital communications are during takeoff was completely exhilarating to me. It was a moment in time. I realized this is why we do things we do."

Manibusan said it made him more passionate about the aircraft at an early stage in his career.

The modern era brings an interesting folding of time — the base's oldest jets are paired with some of its newest technology. He acknowledged what

Doss said about different components interacting more fluidly, but also said new components mean new challenges that haven't been diagnosed before.

"When it's an issue with an engine, it takes a little more time to troubleshoot the problem because it's a newer engine. It hasn't been seen before," he said. "Other than that, the aircraft is pretty solid."

The Future

To extend the shelf life of the C-5M, Doss said Airmen need to keep passing down everything they've learned throughout the years. It takes passion and pride, he added.

"We have to pass that ownership down as NCOs, senior NCOs," he said. "We're gone. We're retired. They need to know this is your jet. You've got to take care of it. ... It's fluid. It's continuous as long as we have these jets."

As it looks to the future, the C-5 flies on with few peers capable of delivering the same kind of mobility.

"I worked on the KC-10, the C-17, but how many aircraft can hold Chinook helicopters?" Doss asked. "No aircraft can haul as much cargo as a C-5."

The aircraft can still catch the breath of those who have serviced their parts, been on their missions and been vital to their 50 years of service.

"I'm in awe every time I see one fly here at Travis (AFB)," Deleon said. "It's amazing that an airplane as big as that can do what it does."

Five decades down, there's the potential for still more awe and inspiration to come. The nation's leaders plan to keep the C-5 in service until they reach the 70-year mark in 2040.

"I'm in awe every time I see one fly here at Travis."

— Sonny Deleon

"I loved the camaraderie and working together."

— Jim Rost

Training

From Page 8

the training we provide special warfare Airmen," Webb added.

The path of a special operator starts with Air Force Recruiting Service. To help find the right candidates who can excel through an intense training pipeline, AFRS established the 330th Recruiting Squadron, a specialty squadron whose mission is to effectively scout, develop and guide future special warfare Airmen to their combat calling.

"Our special warfare careers are some of the most challenging career fields we have to fill," said Maj. Gen. Edward Thomas, AFRS commander. "Candidates must meet exceptionally high physical standards and must have the grit and determination to push further and harder."

Enlisted special warfare career fields include combat controllers, pararescue, special reconnaissance, and tactical air control party. In 2019, the 330th RCS successfully increased recruitment 20% compared to their inaugural year in 2018.

Once trainees are recruited, Second Air Force takes the lead, beginning with basic military training at JB San Antonio-Lackland, under the responsibility of the 37th Training Wing.

"BMT sets the foundation for all of the Air Force's enlisted Airmen," said Maj. Gen. Andrea Tullos, Second Air Force commander. "We are aligning foundational competencies to meet National Defense Strategy objectives so our Airmen immediately enhance mission execution when they join their first Air Force or joint team."

While at BMT, enlisted special warfare trainees receive additional physical training and are aggregated in flights together so they can foster the camaraderie needed to prepare them for the next phase of training they enter in the Special Warfare Training Wing, also located at JB San Antonio-Lackland.

"We are training these newly-minted Airmen to meet the demands of the future battlefield," said Col. Mason Dula, Special Warfare Training Wing



U.S. Air Force photo/Johnny Saldivar

Leadership from U.S. Special Operations Command listen to a brief during a tour of the Special Warfare Training Wing's water confidence drill Oct. 16 at Joint Base San Antonio-Lackland, Texas.

commander. "We push the limits of human performance and technology to build a stronger, smarter, more lethal force capable of solving the nation's most complex military problems."

Training begins with the Special Warfare Preparatory Course before recruits are vectored into an Air Force specialty code. Depending on their AFSC, trainees move to other locations around the country for schools such as Air Force Combat Dive School, Airborne and Survival, Evasion, Resistance and Escape School. Each course is meant to push trainees' mental and physical abilities to their limits.

"As a tactical air control party, I can attest that this training pushes our Airmen to their limits, but it also prepares them for the reality of the austere

environments they will face as an operator," said Chief Master Sgt. Adam Vizi, Second Air Force command chief. "Going through all of the training associated with the TAC-P pipeline ensured I was trained, equipped and ready to deliver timely, accurate and lethal effects on the battlefield."

There are several training pipelines, which, depending on the specialty, vary in length. Airmen who successfully complete training proceed to their operational units and join Air Force special tactics teams or joint forces at USSOCOM.

The tour also included a visit to the Career Enlisted Aircrew Center of Excellence. Here, members of the 37th Training Group have established an Air Force specialty code baseline and prepare candidates to complete follow-on

flight training programs. The COE staff members prepare graduates for nine AFSC-awarding courses, including four that directly support special operations. After completing the Aircrew Fundamentals Course, students who complete the Basic Flight Engineer, Basic Loadmaster Course or Basic Special Missions Aviation Course attend initial qualification courses that prepare them to be Air Commandos.

"These enlisted Airmen take the training they gain here in the First Command and carry it with them through their operational careers," said Chief Master Sgt. Erik Thompson, AETC command chief. "It is imperative we provide them with the preparation they need to compete in every domain and win for the joint force and the nation."

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Landing

From Page 5

longer runways," Leeming said. "The closest ALZ similar to Lakehurst would be North Airfield Aux in South Carolina. With a direct flight from McGuire to North Airfield Aux, it would be around 500 miles and take about an hour and a half just to get there."

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F-35

From Page 8

the same nine-month undergraduate training course where pilots learn how to operate and employ the F-35. Australian and U.S. instructor pilots lead the training during courses, said Hayes.

"Our mission, which aligns with the 61st mission, is to train the world's most capable fighter pilots," Baker said. "For Australia, we train pilots and maintainers here at Luke (AFB). We will continue beyond the end of 2020 to use Luke (AFB) as a staging ground for jet deliveries to be brought back to Australia."

The maintenance training concluded in early 2020 due to COVID-19, although pilot training will continue to December 2020.

Baker explained that the RAAF established one operational and one training F-35A squadron at RAAF Base Williamtown and plans to establish another operational squadron in January 2021. As of October 2020, five RAAF F-35s are assigned to the 61st FS. The first F-35 was delivered to RAAF Base Williamtown in 2018 and the 30th F-35 is scheduled to return to Australia by December 2020. Seventy-two F-35s are ordered and the last one is projected to be delivered to Australia by 2024.

Baker said the RAAF is aiming to declare Initial Operational Capability - when a capability achieves its minimum threshold to support operations - by December 2020, ahead of the timeline. The RAAF's first B-course for student pilot training is scheduled to launch in January 2021 and will be taught by instructor pilots who trained at Luke AFB.

In 2019, 34 fighter pilots were assigned to the 61st Fighter Squadron and 17 were RAAF pilots. As of October 2020, there are five RAAF instructor pilots, seven student pilots and two maintainers who continue to execute the joint training partnership mission.

Hayes says that Luke AFB will continue to maintain an alliance with the RAAF in the future through exchange programs.



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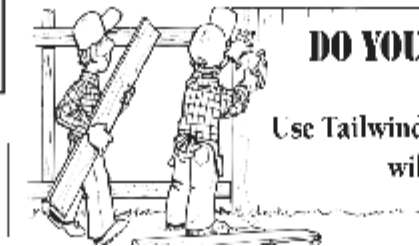
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Tesseract

From Page 5

planning factor."

After implementing Tesseract's TOC and CPI process on every aspect of maintenance from a strategic scale, both scheduled and unscheduled maintenance became streamlined to produce 1,600 aircraft availability days for the 63 KC-135 Stratotanker fleet.

"This is important because we had a tidal wave of new incoming aircraft, and with those aircraft came annual inspections, 60-day inspections and bi-annual inspections, which can take up to 52 days to accomplish," Vigil said. "With 52-day inspections and 63 aircraft, it's extremely difficult to accomplish those inspections within a year and have tankers

available to fly. We were able to streamline those inspections down to 14 days, meaning aircraft are now available 40 days earlier."

Initial planning, coordination and testing for this program started in 2018, with almost immediate positive results from scheduled maintenance, cutting inspection time by up to 70%. Testing for this project finished in 2020, resulting in higher aircraft availability, high quality maintenance, and Fairchild paving the way for Project Tesseract to be implemented across the Air Force.

"It was a really amazing project for not just us here at Fairchild, but the entire KC-135 community," Vigil said. "Because of the success as a pilot base, a contract was negotiated to implement this TOC to all other KC-135 active duty

bases, and improve their mission efficiency based on their constraints."

Team Fairchild's success in the implementation of TOC and CPI tools set the standard for Project Tesseract's success at other wings throughout the Air Force, and further enabled Fairchild Airmen to continue to innovate, and solve the problems they know best.

"Our efforts here are setting the ground rules for how Tesseract will apply to other wings across the Air Force," said Col. Michael O'Connor, 92nd MXG commander. "The ability to successfully implement the TOC and CPI program with our assets has enabled us to improve not only our Global Reach capabilities, but set the standard across the Air Force on the importance of innovating to win for long-term mission success."

DHA

From Page 4

to critically ill, he said. "We are constantly evaluating both our own internal outcomes as well as the broad spectrum of what's being published in medical literature about the care of COVID-19 [patients]," he added.

In March, when the national emergency due to the COVID-19 pandemic led to the pause of elective medical procedures across the MHS in order to protect staff and patients, it also halted the MHS transformation as the DoD moved resources to fight COVID-19. To date, 47 out of 451 MTFs around the world have moved into the DHA. But the effects of COVID-19 around the country has led the DHA to revalidate the recommendation made to realign about 18,000 uniformed medical force positions from the MHS into operational forces and move 190,000 beneficiaries into private care.

"Some outpatient physicians' offices have either downsized or closed. Some hospitals across America have either downsized or closed. So some of the information that we were relying on to make recommendations to the department about where the capability may exist in the civilian community to effectively provide access to safe high quality care for some of these beneficiaries, that information

may no longer be true," he said. "[The DHA] just recently, in fact, earlier this fall, started the process to revalidate every single bit of that information before I go back to the Assistant Secretary of Defense for Health Affairs to make recommendations on whether or not we should proceed in some of these areas or not."

The military departments are reviewing the potential downsizing of some of the uniformed medical staff. Place said he provided information to the Deputy Secretary of Defense David Norquist on the transition of hospitals and clinics into the DHA. "I know that he's still collecting other information from other locations. I expect that decision to be made in the really short-term future, perhaps this month some time," said Place. "In terms of the potential downsizing or de-scoping of facilities, that data gathering again, just restarted here in the fall," he said, adding he does not expect to make a recommendation until early 2021.

While the DHA made recommendations for restarting the transformation process, Place acknowledged some leaders within the military departments brought forth additional concerns that they believe that the leaders of the DoD should take into consideration to inform a future state for the MHS.




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1) U.S. Air Force Senior Master Sgt. Emmanuel Amigle, 70th Air Refueling Squadron flight engineer, performs a preflight check of a KC-10 Extender Oct. 15 at Travis Air Force Base, California. An eight-person crew performed air refueling training over Northern California to maintain flight certifications. 2) A KC-10 approaches the boom of another KC-10 over Northern California, Oct. 15. The KC-10's boom operator controls refueling operations through a digital, fly-by-wire system, to allow precise connections between aircraft. 3) U.S. Air Force Senior Airman Garret Waltman, 9th ARS boom operator, connects the boom to refuel a KC-10 over Northern California, Oct. 15. The KC-10 can transport up to 75 people and nearly 170,000 pounds of cargo at a distance of about 4,400 miles unrefueled.



1

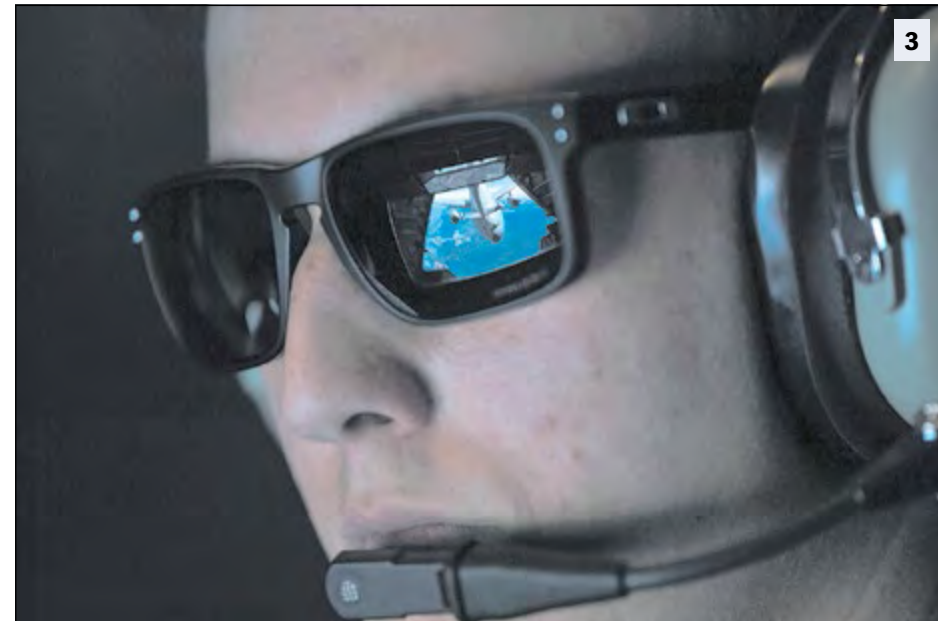
9th ARS trains on KC-10 Extender ...

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