

THE

MOBILITY

THE MAGAZINE OF AIR MOBILITY COMMAND | SPRING 2015

FORUM



Shutting Down the Crew

2014 Safety Award
WINNERS

Aeromedical Evacuation:

NO DISTANCE TOO FAR

CONTENTS THE MOBILITY FORUM



AMC NEWS

- 3** Leadership: A Perspective on People vs Mission
- 30** ATTACK-U: All-Hazards, Tactics, Techniques, and Applications for Comprehensive Knowledge and Understanding

FLIGHT SAFETY

- 5** Shutting Down the Crew

RISK MANAGEMENT

- 7** An Effective Pilot Monitoring Mitigates Threats and Keeps Errors at Bay
- 34** Safety in the AOR

ANNUAL SAFETY AWARD WINNERS

- 9** 2014 Safety Award Winners
- 10** 2014 Individual Safety Award Winners
- 16** 2014 Safety Office of the Year: 436th Airlift Wing, Dover Air Force Base, Delaware

EN ROUTE SYSTEMS

- 22** Aeromedical Evacuation: No Distance Too Far
- 32** The AMOWs: Connecting the World

HEALTH AND FITNESS

- 24** The View from the Top

MOTORCYCLE CULTURE

- 26** Airman's Motorcycle Helmet Saves His Life

AMC HERITAGE

- 28** The "Dirty Thirty"

SAFETY CULTURE

- 36** Establishing Personal Guardrails

REGULAR FEATURES

- 20** Center Spread: Aeromedical Evacuation: Saving Lives on the Go
- 37** Mishap-Free Flying Hour Milestones
- 39** Quickstoppers
- 40** A Day in the Life

ON THE COVER

A C-17 Globemaster III takes off from a degraded airfield during the USAF Weapons School's Joint Forcible Entry Exercise 14B at the Nevada Test and Training Range.

USAF PHOTO BY A1C JOSHUA KLEINHOLZ

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Leadership:

A Perspective on People vs Mission

By MAJ GEN TIMOTHY M. ZADALIS, TACC Commander



Throughout my career, I have had the opportunity to hear numerous military and civilian leaders speak on the subject of leadership. Many of the concepts they spoke of have proven invaluable, as I developed my own beliefs and tenets, and a style of leadership that best fits my strengths, weaknesses, and personality. However, one simple question, often addressed, has left me completely unsatisfied. That question is simply, “What comes first ... the people or mission?”

A deceptively simple question, but one that many others and I have struggled to adequately address in a public forum. For years, I have sought the evidence to prove what I believe: namely, **people are first**. Many may argue that my bold statement contradicts the beliefs of many of our finest battle-tested leaders and runs counter to our second core value of “service before self.” However, before judgment is passed, let me provide my reasoning, as over the years I have focused on five tenets I must accomplish if I am to truly place people first. They are:

Provide our Airmen with **knowledge of the mission**. This begins on the day you swear in and continues throughout your career. It includes the skills you learn at technical training, the advanced skills you develop, and the military knowledge gained through professional military education and through operational experiences. It begins with understanding and accepting our core values for life and understanding what we value as an institution. It includes the technical expertise we develop and our understanding of how that expertise contributes to the greater accomplishment of their mission. It is the responsibility of our leaders to foster the career-long growth of knowledge for our people.

Second, we must provide the **tools and equipment** to accomplish the mission. Our nation has a proud history of providing its warriors with the winning edge. It can be as deceptively simple as the wrench used on a piece of support equipment or as complicated as a fifth generation fighter. Our tools and equipment provide our people the edge, and it is the responsibility of leadership to guarantee our Airmen have what they need.

All Airmen must have the **time to train** with the tools, equipment, and knowledge we give them. Arguably the most precious commodity we have as leaders is the time of our Airmen. Squander an Airman’s time to train and learn, and we risk rendering even the most advanced tools and equipment useless. Using time wisely by balancing training, education, and experience—and by allowing Airmen to hone their professional skills—is a fundamental responsibility of every leader.

At some point in the career of all Airmen, we will ask them to deploy and take with them their knowledge, tools, and developed skills to accomplish the mission at hand. Whether deploying in

Using time wisely by balancing training, education, and experience—and by allowing Airmen to hone their professional skills—is a fundamental responsibility of every leader.



response to a humanitarian crisis or as a warfighter, they must know that those who remain behind will **take care of their families**. All deployed Airmen must know that their loved ones have the installation support resources needed when challenges arise, a caring squadron support system that includes key spouses, and that even the smallest of needs will be tended to by caring leadership. Most importantly, all Airmen must know that if they make the ultimate sacrifice and fail to return ... their family will not be forgotten.

For years, I had only these four tenets. However, after listening to a four-star commander speak on the topic of military justice, I realized the fifth point is to **hold them accountable** for their actions. When most hear the word *accountability*, they think of the military justice system and those among us who fail to live out our core values. As leaders, we must never turn a blind or inconsistent eye towards those who fail our Air Force or harm other Airmen—they must be held accountable. Now consider the other side of accountability—the positive side. Or put another way, the majority of our Airmen do amazing things every day and we, as leaders, must guarantee they receive credit for their actions and hold them up as examples for others to emulate. It can be as simple as writing the best possible EPR, OPR, PRF, or award/decoration packages, or as complex as recognizing their professional expertise in a public way and challenging them with an even more complex problem to solve. As leaders, we owe this to our best, and we must bring out the best in all!

I have reflected on my five tenets and have come to the personal conclusion that if I, in a leadership position, hold true to all five precepts, those under my command will always put the mission first. Just as men and women throughout history have done, our Airmen today will always put **service before self**, and I will merely have five simple things to do to make mission success a reality.

For those who remain unconvinced and prefer to put the mission first, I offer one final point. Look back at my second paragraph and substitute **“people are first”** with **“the mission first.”** I’m convinced the same five tenets I’ve described will still guide you well. In the end, regardless of whether you subscribe to the people first or mission first mentality, the keys to good leadership are enduring.

Maj Gen Timothy M. Zadalis
Commander, 618th Air Operations Center
(Tanker Airlift Control Center)

Photo above: Airmen of the 436th Civil Engineer Squadron stand in formation while being addressed by wing leadership following a formal retreat ceremony at Dover AFB, Del. All sections of CES were represented in the ranks of the formation.

USAF PHOTO BY GREG L. DAVIS



Shutting **DOWN** the Crew

A 167th AW, Martinsburg, W. Va. flight crew reviews pre-flight checklists in the cockpit of a C-5 Galaxy on the flight line.

USAF PHOTO BY A1C LEVIN BOLAND

Clearly ignoring our inputs because no corrections were made ...

Over here is a Class A mishap waiting to happen.

As a crewmember, have you been shut down? Seen someone shut down? Been the person who shuts down the crew?

Everyone has a different personality type, has a different job, or is a different rank, and there is nothing like being locked on a “flying tin can” for hour upon hour and adding a little stress, and then watching as the outcome unfolds. We have

Crew Resource Management (CRM) tools to help crew members recognize when the personalities, jobs, and ranks are affecting crew performance, as well as ways to overcome and complete the mission successfully. The majority of the time, differences are set aside and the crew functions well. However,

the reason we have CRM is because there have been times when the differences were not set aside, and the results have been devastating. What follows is a CRM nightmare story that was relayed to me prior to the days of ASAP.

It started with the crew as lead of a 4 ship. The crew consisted of a highly experienced instructor pilot (IP) in the aircraft commander (AC) seat, a moderately experienced copilot, and a young navigator. There were personality issues between the IP and copilot, but it could easily be said the IP had a personality conflict with anyone who wasn't a close friend.

It started at the aircraft during pre-flight and the crew brief. The AC was yelling at the copilot from the first minute he climbed into the seat. Nobody was fast enough to meet this AC's perceived timeline

By MS. JENNIFER YATES
HQ AMC/SEF

and demands. Murphy further threw a wrench in the mix during the formation taxi out, when the aircraft had a minor maintenance problem and needed to return to parking. The AC continued to yell at the copilot and soon began to turn his frustration on the navigator. The maintenance problem was cleared and the crew now had the unwelcome task of figuring out the timing issue of rejoining the formation. This further flamed the AC's maxed out frustration level.

Takeoff was uneventful. The navigator began relaying to the AC where the rest of the formation was in the low-level/drop sequence and the heading and airspeed to reach the pre-briefed formation rejoin. The AC was in the middle of barking at the copilot for some perceived wrong and turned to the navigator and yelled, "Nav, if I want to hear from you, I will ask!" At that point, the navigator ceased to function as a crew member and became a rock in the seat. The copilot was still trying but was ineffective because all the screaming was interrupting any train of thought or checklist discipline that could be mustered. Luckily, in this case, Murphy worked his magic—the flaps were oversped and the crew returned immediately to the field with the AC yelling all the way. The applicable checklists were called for, but the AC did not wait for coordination or completion from any of the crew members and promptly called their portions complete if they didn't answer promptly enough.

As crewmembers, we all hear that we need to speak up because if the aircraft commander does something wrong, we will all die a split second

First, talk to the person—**communication is key.**

later. But sometimes the logic switch to speak up becomes disconnected and crew members become flying rocks. That is what happened to the navigator in the story. But even if the navigator or anyone would have spoken up, this AC most likely would have responded with more screaming. He knew it all and was happy to point out that he had forgotten more than all the rest of the crew jointly had learned. Obviously, this was an extreme example, but I still hear similar stories, albeit without the shouting. The majority of stories are simply the pilot flying, ignoring the rest of the crew, and the crew accepting that their voices are not and will not be heard instead of pursuing stronger avenues such as "time out." In essence, the crew is letting the pilot take them somewhere possibly dangerous, as in a failed approach and landing.

Here are just a handful of recent quotes from safety offices, mishaps, ASAPs and LOSA:

- › "I knew there was going to be a SIB."
- › "Over here is a Class A mishap waiting to happen."
- › "Multiple CRM, checklist discipline breakdowns ..."
- › "Staff is bogged down in admin duties."

- › "Clearly ignoring our inputs because no corrections were made ..."

These types of statements should stop you in your tracks. We have so many tools in our hands, yet FY15 started out with two class B mishaps that were plagued with human factor missteps. The mishaps enforce to us that we can never get complacent and that CRM always needs to be at the forefront—it is a perishable skill. As a result, 18 AF/CC directed each wing in his command to have a safety down day in January 2015. Essentially, it was a day to regroup/rethink and ensure everyone understood that safety is and should always be at the forefront. Some of the quotes I mentioned and associated mishaps and ASAPs were briefed during those safety down days.

I continually advise anyone who calls the office or pulls me aside to proceed as follows. First, talk to the person—communication is key. Second, if the person's personality does not allow for discussion, talk to leadership. And finally, ASAPs are always an option to advise the command about a bad situation. But I caution that in order to file an ASAP, you first have to survive; therefore, the most important step is to stay involved during the mission, speak up, and call a time out when appropriate. Do not be another CAUTION or WARNING in the technical orders. 🙏

An Effective Pilot Monitoring Mitigates Threats and Keeps Errors at Bay

By MR. MARK ALTENBURG
CRM/TEM Director

Kudos to AMC pilots! Arguably some of the most skilled aviators in the world, each of us is highly trained to fulfill the critical “pilot flying” (PF) aircrew role. Just think of the huge monetary and training investments our government provides to ensure its pilots are capable of handling diverse mission/flight types and the wildly differing locations into which we fly. When it comes to PF skills, ours are second to none.

However, are our Pilot Monitoring (PM) skills on par with our vaunted PF abilities? To determine this, we must first identify and quantify *effective* PM skills by asking a few pertinent questions: How do we define an

effective PM? How do we ensure that we are effective when acting in the PM capacity? Also, should we train and evaluate PM skills as rigorously as we do PF skills? To these matters, Captain Steve Dempsey, a former military examiner pilot now flight instructing for a major airline and widely regarded for his CRM/TEM expertise, opined: “Effective monitoring is a tricky, error-prone task for pilots to consistently achieve.”

Way back in 2002, the FAA prudently replaced “Pilot Not Flying” with the much more appropriate term, “Pilot Monitoring,” based on the logic that “It makes better sense to characterize pilots by what they *are* doing rather than by what they are *not* doing.” The FAA goes even further, stating, “The term ‘pilot not flying’ misses the point. Studies of crew performance, accident data, and pilots’

own experiences all point to the vital role of the non-flying pilot as a monitor” (Advisory Circular 120-71A).

Evidence shows that an effective PM is fundamental to good Threat and Error Management (TEM). Without question, it positively affects the safe outcome of almost every multi-seat aircraft flight by helping to prevent undesired aircraft states and possible mishaps. Robert Sumwalt of the U.S. National Transportation Safety Board (NTSB) underlined the severe effects of inadequate monitoring, stating, “In the past two decades, the NTSB investigated 14 major [civilian airline] accidents where poor monitoring was a factor—these accidents claimed nearly 350 lives!” Furthermore, he was spot on when he declared, “Aircraft accidents, incident data, and research all point to the same thing: when pilots don’t

A KC-135 Stratotanker takes off during an operational readiness exercise at Fairchild AFB, Wash.

USAF PHOTO BY SRA MARY O'DELL



Flight Safety Foundation Final Report regarding Flight Path Monitoring:
<http://flightsafety.org/current-safety-initiatives/flight-path-monitoring>

properly monitor the aircraft flight path, safety margins decrease.”

To combat PM inadequacies, the Flight Safety Foundation, an international organization devoted to aviation safety, recently published an insightful Final Report regarding Flight Path Monitoring. The article, authored by the Active Pilot Monitoring Working Group (APMWG), provides an advanced look into how PM skills can be significantly enhanced through organizational assessments/changes and aircrew training upgrades. Made up of 28 major airlines and aviation-related organizations, the APMWG grappled for well over a year to develop forward-thinking PM TEM recommendations, something profoundly needed by the aviation industry. Additionally, the FAA made this necessity time-critical by releasing their Final Rule, mandating more effective PM training for the civilian aviation industry no later than 2019 (FAA 2008-0677, Amendment 121-366).

The aviation industry is neither alone regarding PM inadequacies, nor alone in the quest for more effective PMs. Every AMC LOSA (Line Oriented Safety Audit) to date has noted deficient PM skills. Additionally, in 2014, **over 35 percent** of AMC ASAP (Aviation Safety Action Program) errors were due to PM concerns. With very few exceptions, most recent military mishap reports cite PM issues as contributing factors. The need to examine and enhance AMC’s PM training is clearly evident. However, the burning and very difficult question to answer is “How do we improve AMC’s PM training?”

To address such questions, AMC is marching toward shaping more

With very few exceptions, most recent military mishap reports cite PM issues as contributing factors.


effective PM training (and thus more effective PMs) with the establishment of an official AMC PM Working Group (PMWG). Starting in early 2015, a working group consisting of representatives from AMC Ops RAMS, Flight Safety, Stand/Eval, Training, and other aviation experts will take up this substantial task. The PMWG will address the scope of this demanding effort and expand, as necessary, to develop formal guidance and training where appropriate.

What will the PMWG scrutinize? In short, A LOT! The positive and negative aspects of scores of AMC regulations and instructions across every MSD will be reviewed to foster uniformity wherever appropriate. Analysis of potential barriers such as human factor limitations, time pressures, and AMC climate issues are targeted. The PMWG also plans to scrutinize barriers meticulously that might be present in the design of our cockpits and autoflight systems, and through the lack of feedback that pilots receive when monitoring lapses occur. The working group will assess every level of the issue—from A through Z—critically.

While prospective PM skill upgrade methods are yet to be determined, they may include such shrewd AMWG recommendations as

“Determining Areas of Higher PM Vulnerability” and “Monitoring Sampling Rates.” As a professional aviator, you probably have developed effective PM techniques that work well. Perhaps your techniques should be incorporated into the overall plan. We invite you to help make a difference to your fellow aviators by describing your techniques to AMC Ops RAMS at a3.opsrams@us.af.mil. The PMWG will unquestionably appreciate your input and take your ideas into consideration.

By whatever the methods, TEM performance is ultimately measured by outcome. The result of the PMWG should be a positive improvement in PM skills, as well as an enhancement in the safe and effective accomplishment of AMC missions. We know the routing to a more effective PM isn’t likely to be easy or short. Remember, it took the APMWG over a year to even *identify* their recommendations for change. Fortunately, AMC is ready for this task and is applying the necessary resources for ensuring a progressive outcome.

While we labor in our efforts, keep in mind the sage words of Dr. James Klinect of The LOSA Collaborative (as cited from the Final Report article). “The premise is that the better a crew’s monitoring performance, the more likely the crew will be prepared to effectively manage a threat, error, and/or undesired aircraft state.” Like most things in aviation, effective pilot monitoring is a skill that can be taught so that it can be used consistently. With the right guidance and training, performance can assuredly improve. We will then be able to add “most highly trained and effective PMs in the world” to our long list of well-earned attributes. 



AMC's ANNUAL SAFETY AWARD WINNERS

AMC FLIGHT SAFETY AWARDS

Director of Safety Aircrew of Distinction

Crew of MAFFS 3, 153 OG, Cheyenne, WY

Aviation Maintenance Safety

C-21 Maintenance Team

375 OG, 375 AMW, Scott AFB, IL

Safety Officer of the Year

Capt Andrew S. Olson

350 ARS, 22 ARW, McConnell AFB, KS

Flight Safety NCO of the Year

TSgt Garrit H. Vermeer

375 AMW, Scott AFB, IL

OTHER AWARDS

Risk Management Achievement

436 OSS, 436 AW, Dover AFB, DE

Outstanding Safety Civilian of the Year (Primary)

Mr. Kenneth W. Heath

62 AW, Joint Base Lewis-McChord, WA

Outstanding Safety Civilian of the Year (Additional Duty)

Ms. Leanne Gelwicks

437 OSS, 437 AW, Joint Base Charleston, SC

Safety Office of the Year

436 AW, Dover AFB, DE

Safety Special Achievement Award

TSgt Garrit H. Vermeer

375 AMW, Scott AFB, IL

GROUND SAFETY AWARDS

Distinguished Ground Safety (Large/Composite Wing)

436 AW, Dover AFB, DE

Distinguished Ground Safety (Small Wing)

6 AMW, MacDill AFB, FL

Distinguished Ground Safety (Associate/Tenant Organization)

62 AW, Joint Base Lewis-McChord, WA

Distinguished Ground Safety (Geographically Separated Unit)

515 AMOW, 730 AMS, Yokota AB, Japan

Ground Safety NCO of the Year (Primary)

TSgt Scott M. Richard

721 AMXS, 521 AMOW, Ramstein AB, Germany

Ground Safety NCO of the Year (Additional Duty)

MSgt Michael A. Pfefferkorn

436 APS, 436 AW Dover AFB, DE

WEAPONS SAFETY AWARDS

Explosives Safety Individual of the Year

MSgt Lincoln T. Williams

62 AW, Joint Base Lewis-McChord, WA

Nuclear Surety Individual of the Year

Mr. Thomas E. Thompson

62 AW, Joint Base Lewis-McChord, WA

Safety Officer of the Year



CAPT ANDREW OLSON is Safety Officer for the 350th Air Refueling Squadron at McConnell Air Force Base. He is currently a KC-135 aircraft commander.

In 2014, Capt Olson deployed as Flight Safety Officer to the 451st Air Expeditionary Group. Acting as Chief of Safety and working with the NATO Senior Airfield Authority, he provided support for all safety issues at Kandahar Airfield (KAF). Directing six personnel, he primed 600 daily OEF combat sorties for success. His overall efforts reduced the mishap rate to a three-year low. Capt Olson was lead investigator on three Interim Safety Boards and sole safety Investigative Officer for 150 flight mishaps; he identified trends and drafted mitigation techniques and processes that drove KAF's mishaps down 50 percent. His meticulous annual and spot inspections and his uprooting of 30 airfield hazards enabled the safe execution of 50,000 flight missions. Capt Olson certified nine Squadron Assigned Flight Safety Officers. He also coordinated over \$100,000 of airfield improvements to reduce the airfield's bird strikes to an all-time low.

Capt Olson graduated from North Dakota State University in 2009. He completed Undergraduate Pilot training at Vance AFB in Enid, Oklahoma, and he has served McConnell AFB and the Wichita, Kansas, community since 2012.



Capt Andrew S. Olson

350 ARS, 22 ARW, McConnell AFB, KS

Flight Safety NCO of the Year



Safety Special Achievement Award



TSgt GARRIT VERMEER is the Wing Flight Safety NCO for the 375th Air Mobility Wing, Scott AFB, IL. He is responsible for the safe execution of the 375th AMW's 15,000-hour flying program for the C-21A fleet at Scott AFB, Joint Base Andrews, and Peterson AFB. He also advises the C-40 Air Reserve and KC-135 Air National Guard Flight Safety programs.

As the Wing Flight Safety NCO, TSgt Vermeer revolutionized the Annual Safety Inspection process by leading a benchmark iPad initiative that affords all safety disciplines the ability to quickly and efficiently assess unit compliance. This innovation has slashed pre- and post-inspection timelines 75 percent for inspectors while improving accuracy and trend analysis. TSgt Vermeer also authored the installation's BASH plan and led a joint effort with USDA Wildlife Management Services. His efforts dispersed over 16,800 wildlife and remarkably, enabled 17,000 flight operations without a single instance of aircraft damage.

TSgt Vermeer is a native of Las Vegas, Nevada, and entered the Air Force in 1998. He began his career as Aviation Maintenance Apprentice and has served in various positions, including C-130 Legacy Dedicated Crew Chief, Maintenance Instructor, and Flight Line Expediter.



TSgt Garrit Vermeer

375 AMW, Scott AFB, IL

Explosives Safety Individual of the Year



MSGT LINCOLN T. WILLIAMS is the Wing Weapons Safety Manager for the 62d AW, Joint Base Lewis-McChord, WA. He has direct explosive safety oversight of six squadrons, 131 munitions storage and operating facilities, and 10 explosive licenses. Additionally, his office works closely with the Joint Base Safety Office concerning interservice risk assessments, real property projects, and explosive safety evaluations.

While assigned to the Weapons Safety Office, MSgt Williams ensured mishap-free airlifts for 12 High Mobility Artillery Rocket Systems and 72 rockets in support of two joint forcible entry exercises for the 5th Battalion, 3rd Field Artillery Regiment. Under his advisement, the Civil Engineering Squadron and the Joint Base Safety Office established the first dedicated jointly owned Army and Air Force Explosive Ordnance Disposal range. Additionally, he designed the weapons safety SharePoint page, streamlining information for seven organizations for 100 percent spot inspection compliance.

MSgt Williams entered the Air Force in September 2000. He began his career as a Munitions Systems Specialist. Prior to taking his current special duty assignment, MSgt Williams served as a NCOIC of Munitions Accountability and Munitions Storage. His early career experience included material, production, and operations elements of the munitions career field. His assignments include bases in Germany, South Korea, and Washington State; and he has deployed in support of Operations Northern Watch and Enduring Freedom.



MSgt Lincoln T. Williams

62 AW, Joint Base Lewis-McChord, WA

Ground Safety NCO of the Year



TSgt SCOTT M. RICHARD is the NCOIC of Safety for the 721 AMXS, Ramstein Air Base, Germany. He manages the flight, weapons, and ground safety programs for the 721 AMXS Commander. He is also responsible for the 521 AMOW, 721 AMOG, and 313 EOSS staffs.

TSgt Richard provided unparalleled safety program management at the largest and busiest en-route in AMC, overseeing 4,500 missions that carried 210,000 passengers and 52 tons of cargo. His safety prowess in aircraft maintenance fall protection response identified a critical shortfall in current policy that led to tactics, techniques, and procedural changes within the host base fire department and decreased response time by 10 minutes. Furthermore, his keen attention to detail identified a critical fuel cell confined space hazard, which led to the award of a \$15,000 upgrade in the ventilation system and ensured the safe working conditions for the European theater's sole C-5 aircraft fuel cell hangar.

A native of Jacksonville, North Carolina, TSgt Richard entered the Air Force in 1999. He began his career as an Aerospace Propulsion Apprentice before cross training into safety in 2005. His assignments include Davis Monthan AFB, AZ; Kadena AB, Okinawa, Japan; Moody AFB, GA; RAF Lakenheath, UK; and finally Ramstein AB, Germany. He has deployed numerous times to Bagram, Afghanistan; Balad, Iraq; and Kandahar, Afghanistan.



TSgt Scott M. Richard

721 AMXS, 521 AMOW, Ramstein AB, Germany

Outstanding Safety Civilian of the Year



MR. KENNETH W. HEATH is the Ground Safety Manager for the 62d Airlift Wing, Joint Base Lewis-McChord, WA. He leads a four-member team of safety professionals responsible for planning, implementing, and directing the ground safety program for 15 Joint Base units consisting of 50 C-17 aircraft and over 3,000 personnel.

Mr. Heath's aggressive safety programs set the stage for a highly successful Unit Effectiveness Inspection, resulting in zero findings for Ground Safety and receiving the AMC Inspector General "Team Award." He coordinated corrective actions on a Technical Order and Air Force Instruction confined space conflict, leading to reduced atmospheric testing requirements that saved an estimated \$60,000 locally. Eight bases adopted Mr. Heath's multifunctional "best practice" safety database this year; 48 units worldwide now use his product, which automates safety processes and saves approximately 40 hours per month. He spearheaded 49 ground mishap investigations with 100 percent controllable on-time reporting—the lowest days open rate in AMC for the last three years.

During 14 years of service in the safety career field, Mr. Heath has earned and maintained professional accreditation by continuously attending professional education courses and management seminars. He earned 7.8 continuing education credits (CEUs) this year, exceeding the three CEUs per year mandate. He holds a Bachelor of Science in Occupational Safety and Health, as well as OSHA safety certifications.



Mr. Kenneth W. Heath

62 AW, Joint Base Lewis-McChord, WA

Nuclear Surety Individual of the Year



MR. THOMAS E. THOMPSON is the Wing Nuclear Surety Manager for the 62d Airlift Wing, Joint Base Lewis-McChord, WA, where he manages the Nuclear Surety Program for the Department of Defense's only airlift unit authorized to provide transportation of nuclear weapons and critical components.

Mr. Thompson has been part of the Air Force nuclear enterprise since 1987, pulling alert as a B-52G aircrew member in the Strategic Air Command and then as an AMC PNAF-qualified courier and aircraft commander in the C-141B and C-17A. He has been the Wing Nuclear Surety Manager at McChord since 2002, first as an active duty member, then as an Air Force civilian. During his military and civilian career, he has been through 25 NSIs as an inspected unit member or NSI inspector. During the April 2013 Defense Nuclear Surety Inspection, the Defense Threat Reduction Agency (DTRA) Team Chief lauded the 62d Airlift Wing's Nuclear Surety Program as the best seen by the DTRA Team in the previous four years.

Mr. Thompson entered the Air Force in 1986 upon graduation from Carnegie Mellon University. He served as an aircrew member on five aircraft and was PRP-certified for 16 of his 20 years on active duty. He also served on the AMC Inspector General Team as an inspection planner and inspector. He retired in 2006, beginning his career as an Air Force civilian.



Mr. Thomas E. Thompson

62 AW, Joint Base Lewis-McChord, WA



Personnel from the 436th Airlift Wing Safety Office on the flight line at Dover AFB, Del.

USAF PHOTO BY ROLAND BALIK

436th AIRLIFT WING DOVER AIR FORCE BASE DELAWARE

Safety Office of the Year

LT COL STEVEN SYLVESTER, Chief of Safety of the 436th Airlift Wing at Dover Air Force Base, Delaware, doesn't want to speculate about why his team was selected as Safety Office of the Year for the second consecutive year, but he'd like to think it's because they have maintained the things that won them the award last year while simultaneously looking for new and innovative ways to spread the safety message.

"Our program here was very good before, and we've continued to build on that," he said. "We also had a capstone inspection this year, where AMC came out and looked at all the programs on base. We feel that validated many of the programs our awards packet highlighted."

By MS. RITA HESS, Staff Writer

He noted Dover's work with local partners as an example. "All safety offices work hard to maintain excellent relationships with mission partners on and off base; after all, Wing Safety only directly executes a fraction of base safety programs. However, I think we

have *exceptionally* good relationships with our mission partners here at Dover, particularly with the Delaware Office of Highway Safety (OHS). Our Ground Safety team did fantastic things with them this year—sharing ideas and co-sponsoring programs. So much so that OHS

recognized the team as their 2014 Outstanding Corporate Partner of the Year. That was a real honor."

Lorie Bellamy, Ground Safety Manager, explained one way the Safety team is integrating with partners. "We have a safety SharePoint where unit safety reps can get information to run their internal programs," she said. "It enables them to build stronger programs down in the trenches, which is where we prevent mishaps

ANNUAL SAFETY AWARD WINNERS



Photo left: Airmen from Team Dover participate in a drunk-driving simulation involving a tricycle obstacle course while wearing goggles simulating impairment. 436 AW/SE partnered with the Delaware Office of Highway Safety to bring the program onto Dover AFB.

USAF PHOTO BY ROLAND BALIK

from occurring. It also facilitates cross-tell between organizations. That program was benchmarked during our capstone inspection.”

Lt Col Sylvester also mentioned the team’s unique partnership with the Delaware Department of Transportation (DOT). “During our investigation of an off-duty motorcycle accident where the operator struck a 4-wheel vehicle, Ground Safety NCOIC TSgt Janusz Jaworek discovered the state had internal and external cameras on their buses. The DOT bus video system captured the accident in question, and we immediately realized its value. So now we have an agreement with them to use pertinent videos in our training and prevention programs or mishap investigations.”

Bellamy admitted that reaching a high-risk group of individuals (18-24 years old) with a safety message isn’t always easy, but she explained a few of the tactics they used. “We kicked off our Critical Days of Summer (CDOS) campaign last year with a team called Street Smart—two paramedics from Florida. It is a hard-hitting brief about potential outcomes of poor choices behind the wheel of a vehicle. They do it in kind of a comical way, and we reached 1,600 folks with that message.”

In conjunction with the CDOS launch, TSgt Jaworek and the ground team worked with Public Affairs to capitalize on pop culture as an



Photo above: Ms. Lorie Bellamy, Ground Safety Manager, conducts an equipment compliance inspection at the 436 APS maintenance shop.

Photo left: Mr. Ernest Natividad, Weapons Safety Manager, monitors inbound traffic for seatbelt and other violations during a holiday safety send-off.

USAF PHOTOS BY ROLAND BALIK

attention getter. They put together a “selfie” video based on the selfie song and got folks around base to take selfies while doing their job in a safe manner.

Bellamy added that activities like holiday weekend gate send-offs—where they hand out items with a safety message to around 5,000 personnel—also sets them apart from some offices. Lt Col Sylvester agreed. “I see some raised eyebrows when I’m at the gate handing out bottle openers,” he said. “But each is etched with the Dover Airmen against Drunk Driving and Command Post phone numbers. It’s a practical item people will hold onto, and it gives folks a way to contact a safe ride or their chain-of-command at any time. The bottle opener is a tool for our Airmen,

providing a backup plan when the primary falls through. It’s something both useful and relevant that people will keep ... and it can impact their life in a positive way.”

Ground Safety Specialist Tim Hahn has made an impact on Dover Airmen as well. He is the lead instructor for a defensive-driving course called Alive at 25. It’s an in-depth, interactive, and very effective course that is taught every two weeks. Students talk about their driving habits, and Hahn says they are pretty open about what they do behind the wheel.

“Another perk of Alive at 25,” explains Hahn, “is that folks who take the course realize significant insurance savings and can retake the course annually to continue those savings. We also use the

See the 436th Airlift Wing selfie video at
www.youtube.com/watch?v=YM9fexwyLlg

ANNUAL SAFETY AWARD WINNERS



Lt Col Steven Sylvester, Chief of Safety, and Lt Col Matt Husemann, 9 AS/CC, greet inbound traffic during a holiday safety send-off. Base leaders encourage sound application of risk management during the upcoming holiday period and disseminate safety-related items to vehicle occupants.

USAF PHOTO BY ROLAND BALIK



Mr. Tim Hahn, Ground Safety Specialist, reviews the inspection tag and serviceability of an emergency eye-wash shower during a unit annual inspection.

USAF PHOTO BY ROLAND BALIK

course as a corrective tool if we have accidents that were a result of bad choices. It's very interactive, so instead of me being an instructor, they actually teach themselves by discussing their bad decisions and alternative options."

Lt Col Sylvester acknowledged that the team built on last year's Flight Safety success, as well. "We stepped up our Mid-air Collision Avoidance (MACA) program by inviting general aviation pilots to the first ever civilian fly-in for MACA activities at Dover Air Force Base," he said. "We wanted to start small, so we accepted 25 aircraft and 55 civilian pilots. We gave them a tour of some base facilities and activities, providing them some perspective on the Dover mission. More importantly, we encouraged them to use Dover's air traffic control (ATC) capabilities. Civilian pilots, especially if they are less experienced, are often scared to talk to us on the radio so they skim just outside our primary airspace. But we still have aircraft operating in the

regions they fly, so we'd like them to talk to our controllers so we can provide situational awareness ... both for them and our aircrews. It was an excellent event, and one we hope to build upon in the future."

He added that Dover had a good year in the 2014 BASH program, too. "We had zero damaging bird strikes during our heavy bird activity months, which was impressive considering Dover falls squarely in the Atlantic Flyway—the major east coast bird migration corridor. The team effort between our contractor and Flight Safety team, as well as other relevant base organizations, cultivated excellent relationships with surrounding land owners and ensures we have access to their property to conduct necessary bird-dispersal activities."

Dover uses the same company as last year but has a new Wildlife Manager/Bird/Wildlife Aircraft Strike Hazard (BASH) Contractor, Kate Strang. "This company is really big on education, especially ensuring land owners understand the reason we do what we do."

Capt Eric Bowers, Flight Safety Officer, was quick to talk about initiatives for the coming year. "Flight Safety is working hard on our bird radar," he explained. "We've had some challenges integrating that radar into our operations to get real-time visibility on where birds are. We're working hard to overcome those issues, which will be a huge victory for mitigating bird strikes." Lt Col Sylvester agreed that the addition will be a "big one" on the flight side. Once the integration happens, Dover will be the only AMC base with the capability.

Dover AFB is unique for another reason, too. Ernest Natividad, Weapons Safety Manager, talked about the recovery of unexploded ordnance left over from WWI and II. "Thousands of rounds of 76-millimeter projectiles were dumped in the mouth of the Delaware River back then, and many carried mustard agent. It's very dangerous. If you're exposed physically or inhale the vapors, it causes massive blistering. So, there is



Photo, top left: Oscar Duran, Street Smart program team member, talks to lieutenants and Team Dover members E-4 and below at the Base Theater on Dover AFB, Del. Stay Alive from Education - S.A.F.E., Inc. provided the Street Smart mishap prevention program that covered distracted driving, driving under the influence, and seatbelt use.

Photo above: Duran explains to A1C Martinez why it's necessary to insert a needle into his abdomen as a result of traumatic injuries he sustained during a simulated vehicle accident.

Duran places a neck brace on A1C Jon Martinez, right, 436th Aerial Port Squadron cargo processor. Martinez played the role of a distracted, impaired, and traumatically injured driver during a simulated vehicle accident scenario.

USAF PHOTOS BY ROLAND BALIK

USAF PHOTOS BY ROLAND BALIK

**436TH AIRLIFT WING
SAFETY OFFICE
PERSONNEL**

Lt Col Steven Sylvester
Chief of Safety

FLIGHT SAFETY

Maj Stephen Freedman
Deputy Chief of Safety

Capt Eric Bowers
Flight Safety Officer

Capt Matthew Upchurch
Flight Safety Officer

MSgt Roy Eilenstine
Flight Safety NCO

Kate Strang
Wildlife Manager/
BASH Contractor

GROUND SAFETY

Lorie Bellamy
Ground Safety Manager

Tim Hahn
Ground Safety Specialist

TSgt Janusz Jaworek
Ground Safety NCOIC

TSgt Brad Brown
Ground Safety Journeyman

SSgt Ashley Smith
Ground Safety Craftsman

WEAPONS SAFETY

Ernest Natividad
Weapons Safety Manager

For more information on Street Smart,
visit www.safeprogram.com

enormous risk involved if it were to leak out and expose the public or the personnel on base. We're the nearest DoD facility, so when a round is discovered, we must recover and store it, awaiting demilitarization by the Aberdeen Army Proving Ground in Maryland."

"A clam-digging company in Milford, Delaware, uncovers these projectiles occasionally when they are fishing for clams and shellfish," he continued. "Once that happens, it starts a chain of events—they contact the Delaware State Police or the Milford local authorities, who then notify the Command Post here at Dover. The Dover response team heads to Milford to x-ray the

items and verify whether they are mustard-filled munitions. If they are, the team ensures that they're not leaking and transports them back to base, where we store them until the Army can come down and render them safe. It's a costly project—over a million dollars each time—and they uncovered four in 2014. But we're preventing mishaps and potential dangers for the community by taking those rounds in and storing them temporarily."

It's not hard to see why this group received the Safety Office of the Year award. And you can bet they are already working hard on new safety programs for the coming year. Congratulations, team! 🇺🇸

Aeromedical Evacuation

SAVING LIVES ON THE GO

Utilizing cargo aircraft of opportunity to move sick, injured, or wounded patients to higher levels of care.

EN ROUTE CARE SYSTEM



CONTINUOUS EN ROUTE CARE

CASEVAC/MEDEVAC

1 Hour
since injury



Injury Location

Battalion
Aid Station

MEDEVAC/ AEROMEDICAL EVACUATION

1 to 24 Hours
since injury



EMEDS
Patient Staging

FIRST RESPONDER CARE

FORWARD RESUSCITATIVE CARE

INTRA-THEATER

“The men and women of 18th Air Force take great pride in AMC's aeromedical evacuation mission. From the TACC's ability to redirect a mission in minutes to the dedication of the medical professionals providing care around the globe, the pride in our lifesaving mission is evident.

When lives are on the line, the priority is clear; our people come first.”

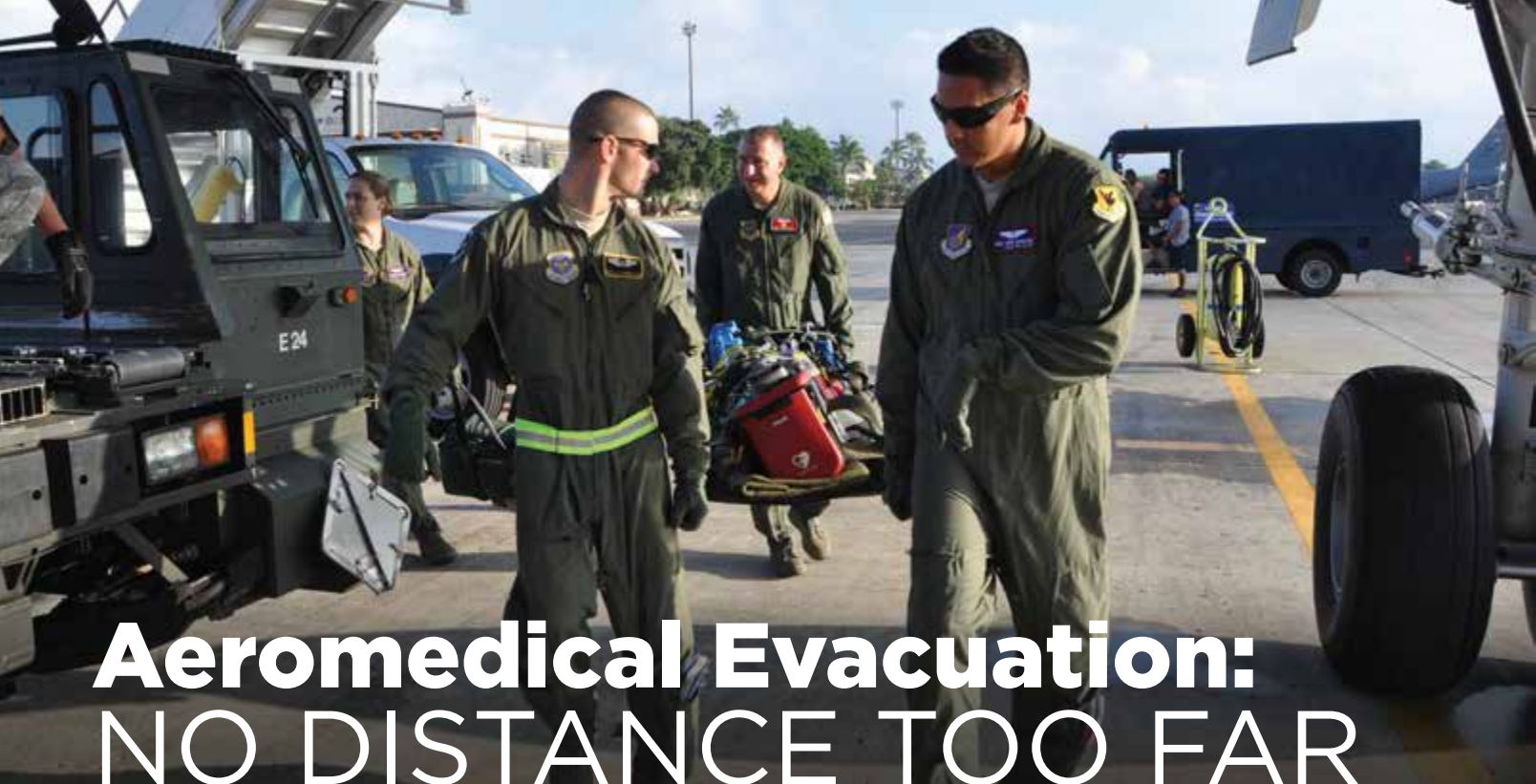
Maj Gen Timothy Zadalis
 Commander, 618th Air Operations Center
 (Tanker Airlift Control Center)



THROUGH MULTIPLE HAND-OFFS



INTER-THEATER



Aeromedical Evacuation: NO DISTANCE TOO FAR

By MS. KIM BRUMLEY, Staff Writer

Imagine that you are deployed to a distant location on our vast globe. Now, imagine that you are suddenly critically ill or injured and your life is literally hanging in the balance. For most, the thought of that scenario is absolutely terrifying. But there is hope because no distance is too far or location too remote for Aeromedical Evacuation teams who are ready to respond anytime, anywhere.

Of course, being ready and responsive anywhere in the world AND being able to care for routine to complex medical conditions is no easy task. For example, in 2012, a U.S. Marine experienced complications from pneumonia and had to be transported from Japan to Hawaii. This evacuation was unique because he was the first patient in the Western Pacific region to be transferred with ECMO, or extracorporeal membrane oxygenation. Lt Col Cheryl Hale (Chief, Clinical Training En Route Medical Care Division) explained.

“ECMO is basically a heart-lung bypass,” she said. “It pumps the blood through a filter, where it removes carbon dioxide and oxygenates the blood. The Marine needed this because he had severe lung damage.” The Marine was transported from Camp Lester, Okinawa, to Kadena Air Base, where he was met by a 12-person Pacific Air Forces medical transport team. He was then taken via C-17 Globemaster II to Hawaii, where he received care at Tripler Army Medical Center for several weeks and was later moved to the University of Iowa Hospital for several months of additional medical care. While there, he recovered enough to have the ECMO removed and was eventually discharged from the hospital.

The coordination required to transport this patient was phenomenal. Due to the size and weight of the equipment needed, simply moving him from the medical facility to the plane was a challenge. Once on the plane, the crew had to strap everything down safely and securely. All the right personnel had to be

on board with appropriate personnel waiting for the plane to land, too. This is just one of the many examples of an Aeromedical Evacuation (AE). Each patient movement requires extensive planning and coordination by multiple agencies (i.e. USTRANSCOM, TACC, PMRC) to execute the mission.

“If you don’t take into consideration everything you may need for the mission, and it doesn’t go off as planned, you could find yourself in an austere environment and unable to properly care for the patient. So, coordination and advanced planning are critical,” adds Lt Col Hale. Patient safety during transport also plays a crucial part in the equation. Col Andrea Gooden, Chief, En Route Medical Care Division (AMC/SGK), said, “The real movers—the real muscle and the real backbone—of patient safety for Aeromedical Evacuation resides

Photo above: Aeromedical Evacuation crews prepare litters of AE equipment to be loaded on a KC-10 extender at Joint Base Pearl Harbor-Hickam.

USAF PHOTO BY 1LT ANGELA MARTIN

AEROMEDICAL EVACUATION SAFETY GOALS, ESTABLISHED BY AMC/SG

- Goal 1:** Improve patient preparation and handoff communication throughout the En Route Care (ERC) System.
- Goal 2:** Sending MTF/Staging Facility reviews and developing internal Medication Management and Reconciliation processes for all ERC patients.
- Goal 3:** Improve safe and effective pain management across the continuum of care.
- Goal 4:** Ensure adequate supply of O₂ for transport.
- Goal 5:** Improve communication.
- Goal 6:** Improve clinical documentation.

here at AMC/SG in Ms. Lynette Bell and Ms. E. D. Buckelew.” At Air Mobility Command headquarters, Ms. Bell and Ms. Buckelew are the patient safety program managers who monitor reports regularly for process improvement. To safeguard against mishaps, they look for trends and work to identify factors that may be high risk, problem prone, or high-volume problem areas. If factors are identified, they try to understand the root cause—whether it is a glitch in a process or human factor—and make changes to prevent it from occurring again.

In the past, they made changes as a reaction to a mishap, but getting in front of any problem and acting proactively to prevent an accident obviously makes sense. A key factor in the proactive approach is a self-reporting system. Ms. Bell said, “Our big message is that we encourage reports. We want to know the events that are occurring, even if they’re near miss events that didn’t even reach the patient. Some people might cringe when they see high numbers of events. We know that events happen every day, so we encourage reporting without punitive intent or retribution.”

The folks at AMC/SG are also making great strides in patient safety

training offered specifically for Aeromedical Evacuation personnel. Patient safety training within DoD and Air Force focuses mainly on patient care in medical treatment facilities. In 2010, however, Ms. Bell created a unique training opportunity benchmarked from the DoD Patient Safety Course and tailored it to the Aeromedical Evacuation mission and environment. Now, the AE Patient Safety Manager from each AE squadron attends this training at Scott AFB and takes this knowledge back to share with other personnel in the squadron.

Now, imagine you are deployed and you become ill or are injured. Knowing that Aeromedical Evacuation teams are meticulously trained, equipped and organized to handle routine and complex medical conditions, and are ready to respond anytime, anywhere on the globe, should give you peace of mind. 🛖

Photos: A team of Air Force, Army, and civilian specialists from Kapiolani Medical Center and an Air Force Critical Care Air Transport Team bring a critical care patient from Okinawa to Joint Base Pearl Harbor-Hickam, Hawaii to be transported to Tripler Army Medical Center.

USAF PHOTO





The View from the Top

By MS. RITA HESS, Staff Writer

Rock climbing is a great activity both physically and mentally. If you engage in rock climbing on a regular basis, you build body strength (upper and lower), burn calories, and develop muscle flexibility. You also hone your problem-solving abilities. Some climbers describe the experience as spiritual and empowering, saying it fine-tunes their sense of focus and determination—all

while experiencing a unique bird's eye view!

But like most outdoor activities, rock climbing carries risk. It isn't something to try on a whim just because you think "a buddy can show me how" or because you watched a show on television that made it look cool. In fact, the Air Force Safety Center reports that two Airmen died (one in 2013 and one in 2014) while climbing.

Some state and national parks offer excellent opportunities for climbers. New River Gorge National Park in West Virginia, for example, can be fun and challenging, but most routes in the gorge favor the advanced and expert climber. The Park's website provides these tips for climbers there, but they are good all-around tips you can use anywhere.

SAFETY TIPS

- Make sure all of your gear is in good, working condition.
- Never climb alone.
- Watch for falling rocks, and be careful about dropping rocks on people below.
- Wear a helmet.
- Take drinking water.
- Hunting is allowed within this park; wearing blaze orange is recommended during hunting season.
- Be able to identify the two species of venomous snakes here: the copperhead and timber rattlesnake. Be careful where you reach. Snakes may hide in crevices in rock faces.
- Be able to identify poison ivy.
- Open cliffs are very dangerous during a lightning storm; seek safe shelter away from the rim and tall trees.

PLAN AHEAD AND PREPARE

- Know and follow all park regulations.
- Research climbing routes in advance of your visit.
- Schedule your trip to avoid times of high use.
- Check out weather forecasts.

Courtesy of New River Gorge National Park at www.nps.gov/nreril/index.htm.

... the Air Force Safety Center reports that two Airmen died (one in 2013 and one in 2014) while climbing.

Where should you begin?

Climbing gyms, or rock gyms, are easy to find these days, and some traditional gyms have a rock wall feature where you can learn the basics. An added benefit is that you may meet some local climbers there from your community—someone who shares your interest in climbing and may be able to point you to some great spots.

An added benefit is that indoor climbing gyms usually have equipment you can use and people who can answer questions about what you need to purchase when you're ready. At a minimum, you'll need a properly fitting helmet, proper climbing shoes, and mechanical equipment (such as a harness, carabineers, etc.).

If you plan to try rock climbing outdoors and your local gyms don't have a certified climbing instructor, find one! If you don't have any luck locally, contact the Professional Climbing Instructors' Association (www.pcia.us) or the American Mountain Guides Association (<http://amga.com>) to see if the organization can recommend someone near you.

You'll need to be in good to excellent health, too. If you aren't,

consider hitting a traditional gym for a few months before you try climbing outdoors. As with any sport, proper conditioning can prevent sprains, strains, and other injuries.

One issue climbers often face is altitude sickness, which is caused by the reduced amount of oxygen at high altitudes. Your body senses that lack of oxygen and your breathing rate increases. High altitude and lower air pressure can also cause fluid to leak from the capillaries (tiny blood vessels); this can cause fluid to build up in your brain and lungs, leading to potentially life-threatening illnesses.

The best way to avoid altitude sickness is to acclimate your body to the higher altitude gradually. Acclimatization is a topic all its own—just be sure you know what you're doing or go with a certified guide familiar with the area where you want to climb.

Even with all the precautions, climbing is a dangerous sport that gets riskier the higher you go. Although you can't eliminate all risk completely, proper preparation and training minimizes it. 🏔️

Airman's Motorcycle Helmet Saves His Life



By MR. MARVIN KRAUSE
43d Airlift Group Public Affairs

An Airman's recent brush with death could save the lives of other Airmen who ride motorcycles.

When SSgt Aaron Morrow, a protocol specialist for the 43d Airlift Group, decided to purchase a new motorcycle in May, he also had to choose which motorcycle helmet to buy as well.

His decision to purchase a premium full-face helmet that was Department of Transportation (DOT) rated and recommended by his coworker, a retired CMSgt, saved his life when his head struck the ground during a recent motorcycle accident.

"If I was wearing a cheap helmet, I don't know where I would be right

now. I would probably have more serious injuries, that's for sure, and we probably wouldn't be having this conversation," Morrow said.

On May 31, Morrow was riding his motorcycle in traffic on a busy road in Fayetteville, North Carolina. He was traveling approximately 45 mph when the car directly in front of him stopped to avoid another car that had suddenly turned into the middle of an intersection without signaling. Morrow sharply applied both of his motorcycle brakes, avoiding the car in front of him. This forced the motorcycle's rear end upwards and forward from the momentum of the front tire stopping, standing the motorcycle on its nose, throwing Morrow forward and

airborne over the bike's handlebars toward the pavement in front of him. Morrow's helmet and shoulder struck the ground first, and then he rolled, hitting his elbow, resulting in a broken clavicle, broken arm, dislocated shoulder, and a shattered elbow. He immediately stood up, walked over to the side of the road, and felt something was wrong.

"I thought I had broken something. When I stood up, I thought it was my shoulder because that's the way it felt but I didn't know what I had broken. I just knew my elbow and shoulder seemed to be out of place," Morrow said.

The car that stopped in front of him left the scene of the accident.

Two motorcycle riders that were behind Morrow who witnessed the accident stopped and provided aid to him until emergency medical assistance arrived. He was stabilized and transported by ambulance to the hospital where he underwent surgery two days later for his injuries.

Morrow was in the hospital for five days and then on convalescent leave for 30 days, attending physical therapy three times a week since his surgery until he regains normal strength and movement of his elbow and arm.

“I never expected to crash. I know that it’s one of those things that’s

very prevalent in the motorcycle world—that eventually you’re probably going to end up going down, but I never expected to crash that day—I was having a good day,” Morrow said.

“It happened so fast and you never know when it’s going to happen. At the end of the day, that helmet is going to protect you probably more than any other piece of safety gear that you are going to buy. I had an initial notion to get a cheaper helmet, but I said to myself, five or six hundred dollars or my life, so I decided to get a more expensive helmet because of

its enhanced construction and safety features,” he said.


Morrow attended the installation’s motorcycle safety course, and was wearing the appropriate safety gear and attire required for service members who ride motorcycles. 

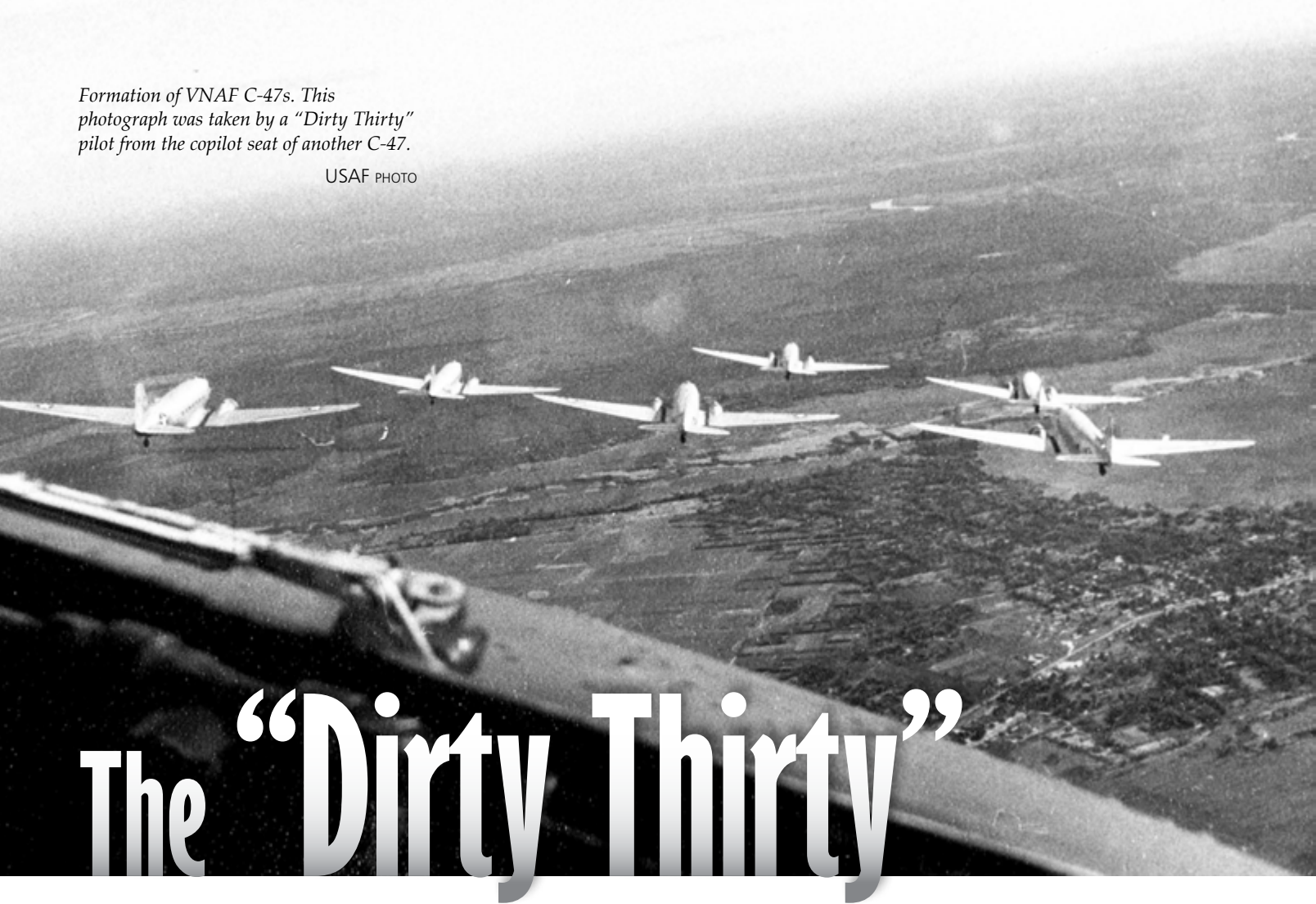
Photo below: SSgt Aaron Morrow, a protocol specialist with the 43d Airlift Group, sits on his motorcycle with his DOT certified rated helmet. Morrow was involved in a motorcycle accident on May 31, 2014, in Fayetteville, NC, where he suffered a broken clavicle, a broken arm, dislocated shoulder, and a shattered elbow.

USAF PHOTO BY MARVIN KRAUSE



Formation of VNAF C-47s. This photograph was taken by a "Dirty Thirty" pilot from the copilot seat of another C-47.

USAF PHOTO



The "Dirty Thirty"

By MS. KIM BRUMLEY, Staff Writer

On Friday, April 13, 1962, C-47 pilot Capt Jack Herschkorn left the United States bound for Vietnam. He was part of a unique group that was sent to Vietnam—not to join fellow American troops, but to aid South Vietnamese Air Force counterparts.

"We stayed at the Dong Khanh Hotel right on the border of Saigon," he said. "They put us in the South Vietnamese Air Force (VNAF) 43rd Air Transport Group. I think it was the only time in AF history that we were put under the operational control of another government. We actually took orders from the Vietnamese and were attached for administration only."

Why did the VNAF need the help of American pilots? "Thirty Vietnamese pilots went to the states to learn to fly fighters," he explained, "and we replaced them to fly their transports. Thirty more after us took our place, and the arrangement lasted for two years."

Herschkorn was appointed American flight safety officer, and once there, his Vietnamese associate was the First Transport Group safety officer. "The safety programs were quite different because there were not any safety meetings," he said. "However, once a quarter, I flew with the Vietnam safety officer to all of the emergency air fields to ensure they were safe enough for landing. We would fly low and make a pass, and see a whole bunch of guys in black pajamas. The safety officer

with me would say, 'Let's get the heck out of here, they are VC (Viet Cong)!' So, we would wave to them, and then we would go on to the next airfield and there would be more guys in black pajamas."

Herschkorn was involved in airlifts of all kinds, including dropping leaflets or flares, or moving troops or cargo. "I was flying and my Vietnamese copilot was in the right seat as we flew straight down a highway. When we came to the first town, we released leaflets," he said. "Then when we came to the next town, we dropped more leaflets. After the first town, I told him I thought we should approach the next town in a different direction instead of just straight down the highway again. But he said, 'No, they told us in the briefing we have to go straight.' By the time we got to the



Between 1962 and 1973, Military Air Transport Service/Military Airlift Command and Tactical Air Command transports airlifted more than 7 million tons — passengers and cargo — within the theater area. By comparison, Allied aircraft carried about 2 million tons during the Berlin Airlift and ¾ million tons during the Korean War. As in World War II and the Korean Conflict, tactical airlifters again proved in Vietnam that they could deliver the goods. Their success cost dearly, however, as 53 C-130s, 50 C-123s and 20 C-7s were lost along with 269 crewmembers either killed or missing in action.

Excerpt from *Tactical Airlift in Southeast Asia*, by Harry Heist. The article, in its entirety, can be found at http://amcmuseum.org/history/vietnam_war/tactical_airlift.php.



“Dirty Thirty” personnel with Lt. Col. Nguyen Cao Ky (top, second from right), the commander of the VNAF 43d Air Transport Group. Ky later became the Prime Minister (1965-1967) and Vice President (1967-1971) of South Vietnam.

USAF PHOTO

third town, we were shot at because the VC were there waiting for us. My right engine was shot out, and the left engine had a hole in the nose section. I was 60 miles from Saigon at the time. I pulled up to 1,200 feet, went toward Saigon, and made it. Just as I landed, the other engine quit, so I got there just in time. It was a little scary, but we kept our heads.”

When asked how his group earned the infamous “Dirty Thirty” nickname, Herschkorn said, “They called us the Dirty Thirty because we lived in our flight suits. We took turns going out, but it came often. We would stay at Operations overnight, and we’d get a call in the

middle of the night that the VC were attacking a particular fort. So we’d go out, get in the airplane, and go drop flares for the fighters. It was hard work, but I was with a terrific bunch of guys. They chose the right people for the job.”

While Herschkorn was stationed in Vietnam, Nguyen Cao Ky was the Lt Col in charge of the first transport group. Ky was later Chief of the Vietnamese AF, Prime Minister of South Vietnam, and Vice President. “He was a neat guy and we became good friends,” Herschkorn said. “Thirty years later, in 1992, I went to a seminar in San Jose called *What Now Vietnam*. Ky was there, so I

walked over to him and asked if he remembered me. He excitedly yelled my name and started telling everyone, ‘I flew with him! I flew with him!’”

When Herschkorn got back to the states after leaving Vietnam, he was the flight safety officer and flew C-130s for astronauts in the NASA program while stationed at Patrick AFB from 1963-1967. He flew missions with Apollo and Gemini. “What we did was called CAP, or Combat Air Patrol. This is when the astronauts were up in the capsule, and they floated back down to earth using parachutes. We had a bunch of C-130s covering different sectors of the Atlantic Ocean. We would watch for the capsule and when we spotted it, we would hover over it when it hit the sea so the rescue helicopter would know exactly where it was. I spotted the two guys in the Gemini capsule.”

Fondly recalling his military history, Herschkorn says, “I am the luckiest guy in the world, and I’ve had a wonderful life. I was a bomber and test pilot in WWII before I went to Vietnam, so I got shot at in two wars,” he added with a laugh. In WWII, while he was in Italy, there were many fatalities among fellow pilots, but to his knowledge, none of the “Dirty Thirty” were lost in Vietnam. 🇺🇸



SSgt Jason Windnagle, Joint Base McGuire-Dix-Lakehurst, helps SSgt Megan DeLeon, Travis AFB, scale a wall in an obstacle course.



SrA Rebekah Beagle, McConnell AFB, and SSgt Charles Sweeney, Barksdale AFB, perform a medical/safety check prior to entering a hazardous environment.

ATTACK-U

By TSGT ANNA OLSON
628 CES/CEX

ALL-HAZARDS, TACTICS, TECHNIQUES, and APPLICATIONS for COMPREHENSIVE KNOWLEDGE and UNDERSTANDING

During July and August, 42 Emergency Managers attended a grueling 12-day, 90-hour course utilizing a focused skill set of Emergency Management (EM) principles while incorporating practical combat skills. This course, which also served as a means to obtain recertification required for EM response, was hosted by the 87th Readiness and EM Flight at Joint Base McGuire-Dix-Lakehurst (MDL), New Jersey.

Air Mobility Command EM professionals design an annual training focused on an all hazards response. This year, however, leadership wanted to encompass training not typically performed at a traditional duty location. The All-Hazards, Tactics, Techniques, and Applications for Comprehensive Knowledge and Understanding (Attack-U) enabled 3E9 warriors

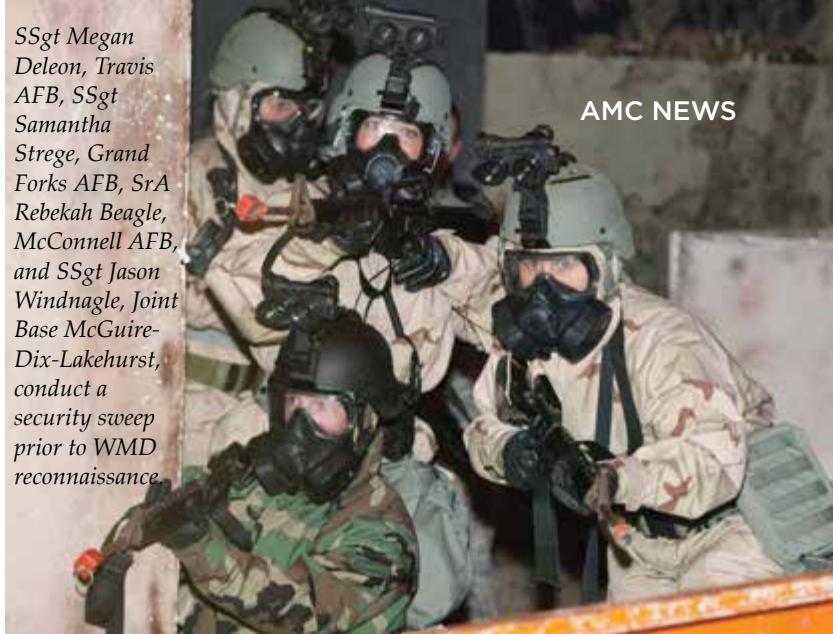
to hone their combat skills and exercise their technical skill sets in a Chemical, Biological, Radiological, Nuclear (CBRN) environment.

From day one, students found themselves on a fast-paced, no-nonsense approach to practices not typically used in a classroom environment. These methods also served as a reintroduction to what students have learned in contingency environments. For example, the EM community frequently relies on computer-based plume modeling for a first glance at known hazards. During ATTACK-U, students were challenged to recall and use formulas for calculating manual plots and inform commanders of arrival/ departure times of a plume.

CBRN responders were assigned to 5- or 6-person teams to resolve



SrA Rebekah Beagle, McConnell AFB, climbs over a wall in an obstacle course.



SSgt Megan Deleon, Travis AFB, SSgt Samantha Strege, Grand Forks AFB, SrA Rebekah Beagle, McConnell AFB, and SSgt Jason Windnagle, Joint Base McGuire-Dix-Lakehurst, conduct a security sweep prior to WMD reconnaissance.

the tasks they faced as the training continued. The classroom training, taught by SMSgt Philip Pugh, was very thorough and allowed Emergency Managers a chance for hands-on training on newer equipment such as the TRUDEFENDER and MultiRae Pro. It also included every 3E9's favorite pastime, simplified nuclear plotting.

Once the classroom portion was complete, the response teams were put to the test with a three-day, back-to-back exercise. Emergency Managers completed recertification for HAZMAT operations and technician level, CBRN operations, and were challenged with a strenuous 5K land navigation course.

The HAZMAT recertification exercise was an all-day event, where each student performed operations and technician level tasks, including roles in logistics, decontamination, operations chief, and drafting ICS forms. The exercise exposed students to an ACSI decontamination trailer and a leaking barrel and cylinder. The responders were given an opportunity to utilize the HAZMAT C-kit and B-kit.

The CBRN challenge began with a brief on deployment in support

of AOR operations. Teams performed in a round-robin, fast-paced CBRN cell operations environment, requiring them to demonstrate the capabilities they used in the classroom. One of these is the capability to low crawl and conduct reconnaissance using night vision goggles in Mission-Oriented Protective Posture 4 in a potential radiological environment in simulated nighttime desert operations.

The students also obtained weapons familiarization through Fire Arms Safety Training, a computer modeling system of weapons. This system allowed the students to react to rushing targets in different environments.

The last day was both a mental and physical endurance challenge. The teams faced a difficult day, beginning with a 5K obstacle course. They navigated with a compass and a Defense Advanced GPS Receiver to transit point-to-point, awaiting the next challenge. The exhausting course took the teams all over Joint Base MDL. Their classroom skills were put to the test with a maze, where each step was either a bomb or passageway.

At the end of the challenge, the teams had to quickly and



SSgt Michael Dement, Little Rock AFB, determines the presence of radiological isotopes during WMD reconnaissance sweeps.

accurately set up a threat detection grid and correctly identify the "nuclear detonation" using their mathematical skills.

After the 12 days of training and exercises, the Emergency Managers left exhausted. However, they were able to take the training and experience back to their respective units and are better prepared for whatever mission comes their way! 🇺🇸

The **AMOWs:** *Connecting the World*

By MS. KRISTINE HOJNICKI
515 AMOW/CCS

The power of the U.S. Air Force lies in its ability to safely move planes, passengers, and cargo anywhere in the world within a matter of hours. The en route systems in the Pacific, European, Middle Eastern, and African AORs enable rapid global mobility capabilities, as well as the reliable and safe pathways through which these missions operate.

The 515th and 521st Air Mobility Operations Wings (AMOWs) serve as the lynchpin to hold these systems together, providing various levels of command and control (C2), logistical support, aircraft maintenance, and aerial port functions. Unlike a traditional wing, these two wings do not own aircraft, crewmembers, or many of the support functions that support a base's day-to-day operations. However, they are vital to ensuring the safe and rapid execution of any mobility mission tasked 24 hours a day, 365 days a year.

Who Are We?

In 2008, Air Mobility Command (AMC) recognized the need to realign its resources and manpower in the Pacific and European theaters with the proper level of oversight. The 515th and 521st Air Mobility Operations Wings (AMOWs) were established to meet this need, each under the supervision of a single commander,

improving the communication and management of daily operations across both theaters¹.

The AMOWs serve as the Pacific and European arms of the U.S. Air Force Expeditionary Center (USAFEC), reporting directly to AMC. Operationally, the AMOW units are controlled by 18th Air Force, receiving direction from the 618th Air Operations Center (otherwise known as the Tanker/Airlift Control Center or TACC) to support and execute U.S. Transportation Command (USTRANSCOM) missions. Both wings and their subordinate units are tenants on Pacific Air Forces (PACAF), United States Air Forces in Europe (USAFE), and United States Air Forces Central Command (AFCENT) bases.

Headquartered at Joint Base Pearl Harbor-Hickam, Hawaii, the 515 AMOW is comprised of two Air Mobility Operations Groups (AMOGs), six Air Mobility Squadrons (AMSs), three Detachments, six Operating Locations, and five Air Terminal Ground Handling Service contracts, spanning from Alaska to Diego Garcia. Its mission is to execute rapid global mobility throughout the Pacific region safely, by the book, and on time.

The 521 AMOW is headquartered at Ramstein Air Base, Germany and consists of two groups and 12 squadrons with 22 geographically separated

units located in 13 countries. Serving as a strategic lens for three geographic combatant commands, the wing provides C2, en route maintenance support, and air transportation services for theater and strategic air mobility missions in Europe, Africa, and Southwest and Central Asia. The 521 AMOW also employs an Expeditionary Operations Support Squadron, which provides Aeromedical Evacuation and mission support through stage, intel, tactics, aircrew flight equipment, flying crew chiefs, ravens, and stage operations.

What Do We Do?

The primary responsibility of the AMOWs is to provide rapid global air mobility support to the respective theater command's peacetime and wartime missions, which are vital to U.S. national security. The wings are tasked with controlling, maintaining, servicing, and moving mobility aircraft in support of Department of Defense (DoD) contingency operations; distinguished visitor movements; and reinforcing theater combat presence. The nearly 4,300 active duty and civilian Airmen of the AMOWs work for USTRANSCOM, through 18th Air Force, in their respective AORs to facilitate the movement of troops and equipment deploying to combat zones or in support of humanitarian missions, exercises, and contingency operations. The AMOWs ensure personnel from the Army, Navy, Marine Corps, and Air Force receive the vital supplies and equipment necessary to accomplish their missions while

¹OCR AMC En Route Wing Construct 1 Aug 07.



In 2011, the 515 AMOW moved passengers and cargo across 41 missions in support of Operation Tomodachi, the U.S. government's response to the devastating earthquake and tsunami in Japan. In addition to processing commercial aircraft and passengers diverted from Narita Airport, humanitarian relief in the form of nearly 430 personnel, over 8,000 blankets, 20 pallets of water, and other vital supplies totaling over 932 tons were delivered to the areas affected by both natural disasters.

USAF PHOTO BY SSGT CHAD C. STROHMEYER

in theater by managing and loading the cargo flying on each aircraft and maintaining the aircraft while it's on the ground.

In addition to their warfighting efforts, the AMOWs enable the smooth transport of non-combatant passengers and cargo through the mobility en route system. Have you ever PCS'd to an overseas location and received your unaccompanied baggage ahead of your household goods shipment? Or have you ever traveled on the Patriot Express, or secured a seat on a Space Available or Space-A flight? If so, then you have been impacted by the Airmen of the AMOWs.

AMC's en route infrastructure enables the movement of active duty military, dependents, and household goods by supporting transport aircraft. So when the crates containing your unaccompanied baggage head to your OCONUS assignment, the Airmen of the 515 and the 521 AMOWs are tasked with coordinating the logistics of moving the crates onto pallets, storing them in warehouses prior to departure, maintaining the aircraft while it is on the ground, loading the pallets with the designated cargo, and

ensuring the mission departs safely and on time.

"The AMOWs provide the pathways upon which Hope and Freedom travel, supporting U.S. alliances and partnerships while sustaining our core values and defending national interests," said Col Al Miller, Commander of the 515 AMOW.

They also support the active duty and retiree benefit of Space-A travel. Instead of flying commercially and incurring an exorbitant personal cost, retirees or active duty military and their dependents can fly on DoD owned or controlled aircraft around the world for little to no cost by "filling" the empty seats on a mission not booked by passengers traveling under official orders.

The AMOWs are integral to maintaining this benefit by manning and operating the passenger terminals on their host bases and working with the aircrew to identify and fill the available seats remaining on each aircraft for qualified members.

"AMC is committed to maintaining the highest quality travel and providing the most opportunities to travel for our DoD members and

retirees," said Miller. "The AMOWs are an integral part of this process to enhance quality of life through Space-A benefits."

No explanation of the AMOWs would be complete without mentioning their most important no-fail mission: supporting the global travel of the President of the United States. When the President travels within either theater, the AMOWs ensure the support aircraft move without delay and are on standby to send personnel at a moment's notice if an aircraft in the President's fleet requires repairs.

While the 515 and 521 AMOWs are certainly non-traditional wings in terms of their structure and mission set, they are essential for maintaining the efficiency and effectiveness of the en route system around the world. Collectively, they are responsible for ensuring the pathways across the Pacific, European, Middle Eastern, and African AORs are smoothly transporting personnel and cargo to their destinations, safely and with precision. Their efforts allow for the combat and humanitarian support provided by the United States to other nations to be expeditious and successful. 🇺🇸

Safety in the AOR

By CAPT RONNIE THRASH, 8th EAMS/TR OIC, and TSGT HAROLD MORRIS, 8th EAMS/SE

After 24 years of continuous combat operations in the USCENTCOM AOR, our Airmen have become accustomed to many of the numerous stressors of deployed environments. While the challenges created by increased ops tempo, lack of resources, and less than ideal work environments can make a hard job even more difficult, our Airmen are experts at meeting mission requirements. In the drive to “just get the job done” or “make it happen,” most all of us have at some point cut a corner a little too tight and narrowly avoided an accident. How then do we ensure our Airmen are focused on safe mission accomplishment, recognizing that compromising safety will quickly lead to failing to execute the mission? We must

ensure a safe and healthy work environment. You can't make the mission happen without our single greatest resource ... our Airmen.

Airmen should demand the same safety standards while deployed as at their home station. A lower standard or relaxed mentality can have a devastating effect on our down range units. OSHA may not be knocking on the door, but supervisors should strive to create a safety minded work environment. Starting from the top down, deployed units need to assess their environment and apply sound decisionmaking through risk management.

In mid-August, the 8th Expeditionary Air Mobility Squadron avoided a potentially fatal situation and the loss of a

\$200,000 structure thanks to proper training, situational awareness, and quick reactions. An air conditioning unit malfunctioned and began to overheat. Personnel in the facility smelled smoke, quickly investigated, and found parts of the unit smoking and glowing red hot. Members immediately responded by evacuating the structure, calling the fire department, and notifying the Air Terminal Operations Center. Once outside, the supervisors performed a quick head count to ensure the accountability and safety of the 22 personnel who worked inside the structure and marshalled the first responders to the scene.

Aircraft maintenance personnel from the 8th Expeditionary Air Mobility Squadron perform an engine change on a Boeing C-17A Globemaster III at Al Udeid Air Base, Qatar. During high-risk maintenance operations, an increased focus on safety is critical not only to the security of the aircraft but also to the health of our personnel.





Aerial Port personnel off-load an MRAP vehicle from a Boeing C-17 Globemaster III. The 8th EAMS personnel provide critical hub and spoke capability for air cargo movement and strategic airlift (C-17/C-5) maintenance to provide Air Mobility Command and CENTCOM the ability to deliver mission requirements.

Airmen at all levels should be encouraged to speak up and make it known when they identify an unsafe situation or process.


If this situation were not handled properly, it could have easily ended with a loss of life. What's most important about this event is that the initial incident identification and evacuation actions were initiated by junior members of the squadron.

Leadership must empower all Airmen to be part of the safety effort. As a risk management tool, safety isn't simply a program run from the commander's office; it is a method of appraising your environment. Efforts must be made to ensure we are getting the message across. Every year, thousands of Airmen are injured, and some are even killed in situations that easily could have been prevented. We must look for mishap trends, trouble areas, and unnecessary safety risks that can be corrected. We must be invested and get involved to make a difference. Airmen at all levels should be encouraged to speak up and make it

known when they identify an unsafe situation or process.

In order to promote a safer work environment, our squadron safety office has created two unique ideas to promote safety. The first is a spot inspection program where our members conduct random weekly safety inspections in their sections. Airmen who submit successful and valid inspections are eligible to participate in a contest where the winner is awarded an official day off. As I write this, Safety Pick'em is a weekly football pool, but the concept could be applied to a variety of events. The second is Ocho Bingo. Each week that there are no reportable mishaps, two numbers are drawn. There are different types of awards and multiple ways to win Bingo. The grand prize for blacking out a card is an iPad Mini, which we've nearly given away twice. Is it working? Nothing speaks louder

than results. During the hottest part of the summer and with a high ops tempo, we recently broke a long-standing squadron safety record by having 47 days without a reportable mishap. By making safety a priority and promoting safe work practices, we also reduced reportable incidents by 31 percent from last year.

Some questions that Airmen at all levels should ask: What is the biggest safety issue for our people while deployed? What are the most prevalent mishaps at my current location? How could an accident affect me? What can we do to increase safety awareness? What makes an incident reportable, and who do I report it to if necessary? These questions should be considered individually, but they should also lead to a conversation. Working through the answers will make a significant impact ... and possibly save someone's life. 

Establishing Personal Guardrails

By MSGT LISA JONES

Guardrails are everywhere, but we really don't pay much attention to them ... until you hit one. And then, more often than not, you're thankful that they are there. What if the same concept applied to your personal life? And what if I told you that you could avoid many regrets and heartaches if you create some personal guardrails? Personal guardrails are boundaries that you establish to prevent yourself from making damaging decisions that can affect your health, career, or even your reputation.

So what does this have to do with safety? Well, everything! Every day, we make potentially damaging decisions. I'm sure we all have a moment in our past where we made a mistake we wish we could change. Setting a personal guardrail is a form of Personal Risk Management at its earliest stages. For example, I made a personal guardrail a long time ago not to drive in a car unless everyone had a seatbelt on. Little did I know that this personal guardrail would actually save someone else's life.

One night, I had a friend drive me home. After getting into the

car, I noticed he wasn't wearing a seatbelt. Even though it was his car and he was doing me a favor, I told him that I didn't feel comfortable driving in cars with someone who wasn't buckled (this was my personal guardrail). My friend started teasing me but, out of respect, he put on his seatbelt. We made it to my house safely, where my friend dropped me off and waved goodbye. Later that night, I received a phone call from the local Highway Patrol notifying me that my friend was in a severe car accident. He apparently had a diabetic seizure and drove his car off the road, where it rolled several times and ended up in a ditch upside down. Despite the severity of the mishap, my friend sustained only minor injuries. He later told me that he fully planned to remove his seatbelt after I got out, but he forgot that he even had it on. He was actually thankful that he wore it that night.

Do you know why safety campaigns like the "Critical Days of Summer" don't work? It's because we expect other people to look out for us. We expect our supervisors to give us holiday safety briefings, we expect

our wingman to drive us home safely when we are drunk, but when do we start holding ourselves responsible? When was the last time you skipped a technical order step or failed to wear personal protective equipment because you decided "I'll be careful" or "It will only take a second" or "I've always done it this way"? Anytime you hear yourself saying anything remotely close to those statements, WARNING BELLS should go off in your head. If your boundary isn't something like "I will do what is right and prove myself as a good role model to my juniors and peers," then most likely you're putting your health, life, or reputation at risk.

No one should care more about your personal safety than YOU do. Not your supervisor, not your wingman, and not even your significant other. I challenge you to evaluate areas of your life where you have engaged in risky behaviors and decide to set up your own personal guardrails. So instead of trying to convince you to "Be Safe," I want to put the responsibility back on you. Where are your danger zones, and where could you use some personal guardrails? 🚗



Flying Hour MILESTONES

8,500 HOURS

139 AW, St. Joseph, MO

MSgt Christopher Mort

141 ARW, Fairchild AFB, WA

Lt Col Andrew M. Rathbun

7,500 HOURS

77 ARS, Seymour Johnson AFB, NC

Lt Col Joseph K. Smarsh

139 AW, St. Joseph, MO

MSgt Dennis Mowry

141 ARW, Fairchild AFB, WA

Lt Col Steven L. Bland

6,500 HOURS

77 ARS, Seymour Johnson AFB, NC

CMSgt Tony H. Parris

141 ARW, Fairchild AFB, WA

Col Daniel J. Swain

5,000 HOURS

9 AS, Dover AFB, DE

SMSgt Steven B. Dirksen
SMSgt Brandon L. Trolinder
MSgt Christopher G. Strawder
TSgt Jesse Talamantes

14 AS, JB Charleston, SC

CMSgt Mark R. Henriquez
MSgt Todd M. O'Bryant
TSgt Terry E. Langston

77 ARS, Seymour Johnson AFB, NC

Maj Michael T. Harston

92 ARS, Fairchild AFB, WA

Maj Bryan Starcher

141 ARW, Fairchild AFB, WA

Lt Col Deirdre C. Catlin
Lt Col Ronald R. Keto

Lt Col Matthew R. Yakely
MSgt Walter L. Hinton

344 ARS, McConnell AFB, KS

Lt Col Andrew J. Sellberg

349 ARS, McConnell AFB, KS

TSgt Sherwin A. Carino

350 ARS, McConnell AFB, KS

TSgt Patrick M. Haney
TSgt Everett L. Marshall
SSgt John L. Ertle

3,500 HOURS

14 AS, JB Charleston, SC

Lt Col Mark E. Baran
Maj Charles L. Eichner
MSgt John R. Abate
MSgt Renee Morales
TSgt Jason D. Hoffman
TSgt Gregory M. Long
TSgt Roger B. Moore
SSgt Jared A. Thedy

77 ARS, Seymour Johnson AFB, NC

Lt Col Daniel J. Davis
Lt Col Matthew L. Young
Maj Kirsten L. Ellis
Maj Benjamin A. Reynolds
Maj William C. Tatum
SMSgt Billy J. Somerville
MSgt Steven R. Stanton

92 ARS, Fairchild AFB, WA

Lt Col Jason Brown

141 ARW, Fairchild AFB, WA

Col Michael S. Spencer
Lt Col Jason C. Cooke
Lt Col Steven C. Grime
Lt Col Craig A. Gural
Lt Col Dao M. Nguyen
Lt Col Gregory S. Nolting
Lt Col Marc A. Quillen

Lt Col Dawn D. Tallman
Lt Col Thorne S. Tibbitts
Lt Col Kurt A. Tuininga
Lt Col Landon K. Walker
Maj John C. Adams
Maj Matthew Dean
Maj Cameron S. Donough
Maj Jonathan B. Hall
Maj Angela L. Hauck
Maj Jeremy J. Higgins
Maj David J. Murphy
MSgt David L. McDowell

344 ARS, McConnell AFB, KS

Lt Col Wendell S. Hertzelle
Maj Kevin G. Doucet
Maj Aaron R. Sanders
Maj Scot J. Stewart
SMSgt Jason W. Hall
MSgt Joseph L. Cofield III
MSgt Rafael A. Cruz Oyola

349 ARS, McConnell AFB, KS

Lt Col Stephen B. Matthews
Lt Col Ronald D. Schochenmaier
Maj Jeffrey E. Ballenski
Maj Brian C. Smith
MSgt John E. Baughman
MSgt Ralph W. Hoffmann

350 ARS, McConnell AFB, KS

Lt Col John C. Frizzell
Maj Jason P. Barry
Maj Douglas E. Foster
Capt Gonzalo Ramirez Jr.
SMSgt Jeffrey C. Bishop
MSgt Alan R. Pelletier
SSgt Killian W. Stone

384 ARS, McConnell AFB, KS

Col Joel D. Jackson
Lt Col Lawrence J. Schutz
Lt Col Devin L. Shanks
TSgt Douglas P. Boren
TSgt Adam P. Mosier

FLYING HOUR MILESTONES

911 ARS, Seymour Johnson AFB, NC

Maj Christopher B. Dickens
MSgt William K. Mcqueen
TSgt Nathan L. Gibbs
SSgt Anthony L. Montani

2,500 HOURS

14 AS, JB Charleston, SC

Lt Col Charles B. Polomsky
Maj Stephen D. Lee
Capt Trevor A. Butler
Capt Noah S. Davis
Capt Kevin R. Grasse
Capt Robert F. Hutsell
Capt Joshua Pete
Capt Dariusz A. Piszczek
1Lt Kyle T. Curry
TSgt Anthony E. Fuller
TSgt Wesley D. Taylor
SSgt Kyle N. Herzog
SSgt Steven C. Holman
SSgt Thomas J. Litteer
SSgt Justin R. Volkman

41 AS, Little Rock AFB, AR

Capt Yuri Batten

77 ARS, Seymour Johnson AFB, NC

Maj Ronald Brand
Maj Shane R. Floyd
Maj Bradley J. Percy
Maj Amanda Person
Maj Nathan P. Rodriguez
Maj Jason A. Rubenstein
Capt Jamil E. Emel-Bjorkland
Capt Quentin D. Mueller
Capt Robert B. Rutland
MSgt Riccardo E. Bonicelli
SSgt Patrick M. Muckey

92 ARS, Fairchild AFB, WA

Capt John Chappelle
TSgt Christopher Joyce

141 ARW, Fairchild AFB, WA

Lt Col Anthony J. Ball
Maj Casey S. Clarkson
Maj Miguel A. Fernandez
Maj Tyson J. Frost
Maj Joseph M. Hall
Maj Jeremy S. Larson
Capt Shay S. Dickey
Capt David C. Seeman
CMSgt Monica J. Gile
SMSgt Robert C. Gibson
TSgt Shaun D. Bopp
TSgt Kevin K. Grubb
TSgt Thomas C. Nance

344 ARS, McConnell AFB, KS

Col James B. Dermer
Lt Col Brian T. Backman
Lt Col Aaron J. Larose
Maj Thomas P. Harper
Maj Mathew D. Lilly
Maj Robert A. Switzer
Capt Mark D. Hanks
Capt Adam D. Johnson
Capt James R. Magill Jr.
Capt Andrew J. Nickles
Capt Eric M. Wolf
SMSgt Donald E. Breikreutz
TSgt Christopher D. Titsworth
TSgt Jesse P. Wright

349 ARS, McConnell AFB, KS

Lt Col Monique L. Farness
Lt Col Thomas D. Kanak
Maj Gregory B. Auerbach
Maj Derrick G. Baker
Maj Lance D. Dorenkamp
Capt Christopher J. Gathmann
Capt Charles L. Mohler II
Capt Robert C. Pendergest
SMSgt Howard M. Gibson

350 ARS, McConnell AFB, KS

Col Jennifer L. Uptmor
Lt Col James R. Hanford
Lt Col Andrew L. Martin
Lt Col Jason P. Pavelschak
Maj Joseph W. Carr Jr.
Maj Scott A. Durham
Maj Robert M. Knapp
Maj Timothy J. Metz
Capt Sarah K. Bulinski
Capt Steven J. Muscolino
Capt Gregory R. Petschauer
1Lt Jonathan N. Stine
SSgt Cody R. Beverly

384 ARS, McConnell AFB, KS

Lt Col Nils E. Hallberg
Lt Col Benjamin R. Jonsson
Lt Col David J. Mazzara
Lt Col Jeff J. Mrazik
Lt Col Corbett M. Peterson
Maj David W. Elkins
Maj Jeffrey J. Quick
Maj Jasmin Silence
Maj Aaron M. Stark
Maj John D. Stock
Maj Bryan J. Struthers
Capt Brandon R. Kovell
Capt Daniel W. Pocock
Capt Brandon M. Rogers
CMSgt Jeffrey T. Daniels
TSgt Marcus G. Barnes

911 ARS, Seymour Johnson AFB, NC

Lt Col Christopher C. Daniels
Maj Kory S. Kiefer
Capt Michael A. Linger
Capt Jonathan C. Rey
Capt Thomas A. Risner
MSgt Bobby T. Ryan
TSgt Bruce E. Berglund Jr.
TSgt Earl M. Mayhew

SUBMITTING MISHAP-FREE FLYING HOUR MILESTONES

To submit mishap-free flying hour milestones, send your request to:
mobilityforum@us.af.mil HQ AMC/SEE, 618.229.0927 (DSN 779)

Please submit as shown in the listings above (first name, last name, sorted alphabetically within rank).



QUICKSTOPPERS


A Ton of Weight

By MR. LALO MAYNES
HQ AMC/SEF

On the flightline, while maintainers were conducting a C-130 engine change, the engine dropped and impacted the ground. Numerous deficiencies occurred in this event that, if corrected, eliminated, or avoided, would have likely prevented this mishap from occurring, and ultimately costing the Air Force over \$500,000.

The first deficiency occurred well before the mishap date. For an unknown reason, the base misidentified an 18-ton crane as an 8.5-ton crane when it arrived on base one year prior to the mishap. Consequently, the CTK issued the crane to an operator who was not trained or certified to operate an 18-ton crane. Despite having limited experience operating an 8.5-ton crane, the operator incorrectly believed the 18-ton crane was an 8.5-ton and was confident the crane could accomplish the engine change. Additionally, at the unit level, the training curriculum for operating the 8.5-ton crane and the 18-ton crane insufficiently addressed outrigger use, load capacity, leveling, and load moment.

On the day of the mishap, the operator failed to identify the crane's load rating and did not calculate load weight to establish the proper configuration prior to hoisting the engine. Also, the operator used hoisting techniques for an 8.5-ton crane, which was outside the 18-ton crane's operating limits. As the operator lifted the engine, the front of the engine tilted down while the opposite end became lodged in the aircraft exhaust pipe. Recognizing an abnormal situation, the operator dismounted the crane to inspect the engine visually and placed one hand on the engine. At that time, the engine came loose from the aircraft exhaust and overcame the crane's load rating, and the crane tipped forward, causing the engine to impact the ground. Simultaneously, the operator quickly descended the B-1 stand and sprained his shoulder and knee trying to avoid the falling engine.

The safety investigation board recommended that the unit (a) revise lesson plans to ensure adequate training and (b) verify equipment is properly coded in the tool accountability tracking system. 

Driving Like a Grandparent

By MR. WAYNE BENDALL
HQ AMC/SEG

Years ago, I drove too fast pretty much all the time and got road rage when older drivers (who I often referred to as "grandparents") were in my way. Now, I shake my head at how foolish—and lucky—I was.


I'm the grandparent in most people's way as I drive to work today. At the first opportunity, I get in the left hand lane and stay there, knowing I must turn left off the highway to get on base. Once I turn left, I stay there no matter how long the line is because soon after I enter the base, I turn left again.

Oh, I drive the posted speed limit (less during inclement weather or a little over when someone is tailgating me), but that isn't good enough for young, impatient drivers. They pass me and cut in front of me, reducing the safe following distance I've established between me and the car ahead. They swerve in and out amongst other cars before and after they enter the gate to get in the shortest line.

They take amazing risks just to get a few seconds ahead of where they would have been had they remained in the correct lane.


I've studied the situation (conducted a risk assessment), and it is MUCH safer to remain in the left lane than to drive in the right lane and then hope someone lets me cut in front of them as we approach the turn-off point. That scenario repeats itself in other traffic environments daily at much higher speeds, which increases the risk factor.

No one plans to have an accident. I can usually pinpoint my accidents (even those not involving a vehicle) to a poor decision, and I always ask myself why I made such a decision.

To me, practicing sound risk management is just using common sense. I guess that means those "grandparents" I constantly passed and flipped off back in my younger years were the pioneers of risk management. 

A DAY IN THE LIFE

6th LOGISTICS READINESS
SQUADRON FUELS LABORATORY



A1C Corey Franklin, 6th Logistics Readiness Squadron fuels laboratory technician, pours a fuel sample through a filter pad to determine the amount of particulate contamination at MacDill AFB, Fla. Franklin is currently the only fuels laboratory technician working in MacDill's fuels lab.

USAF PHOTO BY A1C NED T. JOHNSTON