

THE

MOBILITY

THE MAGAZINE OF AIR MOBILITY COMMAND | SUMMER 2016

FORUM

421st Combat Training Squadron Commended by Maj Gen Martin

Critical Days of
Summer 2016:
**Decisions
Matter**



**Maj Gen Martinez Talks
Enhancing Mobility Partnerships**

CONTENTS THE MOBILITY FORUM



FROM THE TOP

- 3** Maj Gen Martinez Talks Enhancing Mobility Partnerships

FLIGHT SAFETY

- 6** What to Expect When the Unexpected Happens!

RISK MANAGEMENT

- 8** Operations Risk Assessment and Management System (Ops RAMS): The Journey from Concept to Execution
- 30** Make the Right Choice: The Gopher That Didn't Get Away

SAFETY CULTURE

- 11** Critical Days of Summer 2016: Decisions Matter
- 12** Who Knows You?
- 16** 421st Combat Training Squadron Commended by Maj Gen Martin for Phenomenal Instruction
- 18** An Open Letter to the U.S. Air Force

AMC NEWS

- 14** Torque 62: Investigation Report Determines Cause of C-130J Crash in October
- 36** Hefty 66: 349 AMW, Travis AFB, Receives Well Done Award

AMC HERITAGE

- 22** Air Mobility Command: A Historical Perspective
- 24** The Other "Save": an Air Traffic Control Success Story

HUMANITARIAN RESPONSE

- 26** Providing Disaster Relief: All in a Day's Work

SEASONAL CONSIDERATIONS

- 28** Misadventure at the Pool
- 32** Amateur Fireworks: The Big NO-NO!
- 34** Travel Safety Reminders

REGULAR FEATURES

- 20** Center Spread: Play it Cool This Summer
- 37** Mishap-Free Flying Hour Milestones
- 39** Quickstoppers
- 40** A Day in the Life

ON THE COVER

Fireworks explode behind a C-130 Hercules during Celebrate America, July 2, 2015, at Yokota AB, Japan.

USAF PHOTO BY A1C DELANO SCOTT

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Maj Gen Martinez Talks Enhancing Mobility Partnerships



By MS. KIM BRUMLEY, Staff Writer

MAJ GEN JERRY MARTINEZ,

Director of Operations for Air Mobility Command, firmly believes that AMC is the best in the Air Force when it comes to developing partnerships—providing timeliness, visibility, and accuracy to partners so they can plan and smoothly execute operations.

If you ask Gen Martinez about the A3's role in supporting rapid global mobility, his answer is simple: "We organize, train, and equip this command by preparing professionally developed Airmen throughout the 11 divisions in A3—finding the right people to serve in command positions and training them to meet and exceed standards."

That preparation, he explains, starts with Airmen learning to trust their wingmen.

"We grow up relying on our teammates," he says. "It's the way we train and is embedded in our culture. We put our lives in the hands of others on an airplane. We trust that the folks in the front and the back of the plane are going to do their job and protect our lives."

"The other services trust that the United States Air Force will be there to ensure their success," he continues. "Relationships are built on trust, and I think it's one of the strongest attributes we have in the Armed Forces and in the Department of Defense as a whole. We have confidence in our fellow Airmen, Soldiers, Sailors, or Marines—and that trust makes our Armed Forces strong."

Martinez says having rainbow crews is normal—whether working with Guard and Reserve partners or industry partners. He also says understanding priorities and knowing where we can complement each other creates a winning team.

"The Civil Reserve Air Fleet is also crucial to AMC's ability to conduct operations around the world every single day," he adds. "Without the support of the commercial industry, the ability of the United States to respond to a national defense emergency or to provide humanitarian assistance or disaster relief is significantly diminished." During peak wartime, commercial airlines provide 90 percent of passenger movements and 35 percent of cargo

“Relationships are built on trust, and I think it's one of the strongest attributes we have in the Armed Forces and in the Department of Defense as a whole. We have confidence in our fellow Airmen, Soldiers, Sailors, or Marines—and that trust makes our Armed Forces strong.”

movements, giving the United States the capability of mass movement in a moment's notice to the four corners of the globe.

While enhancing mobility partnerships is one of AMC's four priorities, Martinez insists that safeguarding Airmen at home or abroad is equally important in all facets of the mission, whether Airmen are operating in Afghanistan or on a local base.


"As Director of Operations in a large command that has global impact, I sincerely thank our safety folks for what they do every day to keep our crews safe in the air and on the ground," he says. "They have a tough job, and I hope they recognize that

all Airmen appreciate their efforts. A fellow Airman is the most precious commodity. And when you dedicate your life to ensuring that person's safety, there is not a better place to go to work each day."

Martinez also imparted some words of wisdom for Airmen everywhere.

"Be proud of what you do. Be proud each morning that you put on a uniform and serve a higher cause. Be proud to make sacrifices. Be proud that you go to tough places. And be proud your job is demanding and requires incredible expertise. When you do all of those things proudly," he says, "the rest of America is proud of you."

In closing, Martinez voiced his pride for the men and women in AMC.

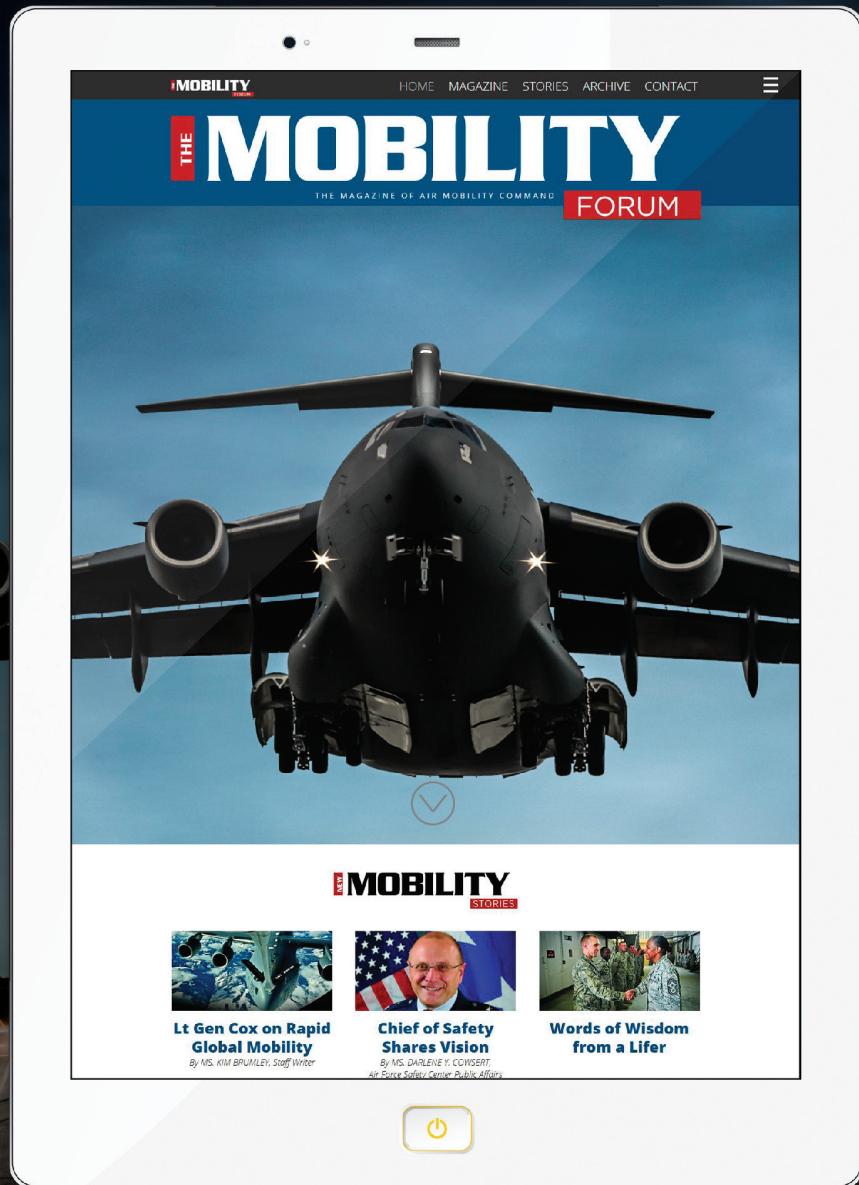
"They are fighting complex wars with complex machinery at a very high rate—and they are performing magnificently. I call them modern Airmen. They're highly technically trained," he says. "They understand the interoperability between the services and the joint environment, and they understand how to work with other agencies in complex wartime environments far more than I did back then. They are the best trained Airmen in the world. There is no Air Force anywhere that can match what they do every day to make Air Mobility Command an essential part of the Air Force." 

The California Army National Guard 49th Military Police Brigade trains with the 821st Contingency Response Squadron and the 22d Airlift Squadron at Travis AFB, Calif. They jointly loaded nine Humvees and one expandable mobile command post vehicle onto a C-5M Super Galaxy to be transported to Moffett Federal Airfield as part of exercise Eagle Walk.

USAF PHOTO BY A1C AMBER CARTER



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Your window into Air Mobility Command.



What to Expect When the **UNEXPECTED** Happens!

By LT COL JOHN OURADA, AMC/SEF

All military aviators receive safety briefings on what caused a mishap. Unfortunately, there is no training program on what to expect when an unusual event occurs on a flight. Filling out the AMC Form 97 during maintenance debrief the first time seems a little daunting for most new aircraft commanders, and hopefully that is as exciting as it gets. It is considerably more stressful when you have a reception party waiting to talk to you.

My first reception party was on my first flight as a new aircraft commander on a night air refueling in a KC-135. After having some difficulty with the hydraulic steering system and the crew chiefs, I left the plane at the hammerhead of the runway for maintenance to tow back. The maintenance supervisor was very displeased with my decision to not take the aircraft and irate that I refused to taxi back to parking! So, stepping off the crew bus at maintenance debrief, the supervisor cornered me with a swarm of maintenance members to discuss my flawed decision-making skills.

Fortunately for me, the wing commander, who happened to be working very late, stepped out of the shadows and defended my decision

to leave the aircraft for them to tow. I then had the opportunity to discuss what happened with maintenance debrief, the wing FSO, and the wing commander. This somewhat dramatic event set the wing safety system into motion. Luckily, in this case, there were no injuries or bent metal. This article will explain the safety process from the unusual occurrence through the safety briefing.

When an unusual event occurs during a mission, the aircraft commander is required to complete an AMC Form 97 to document the relevant facts so the safety office has enough information to determine if an investigation is required. If something more dramatic happens, the crew will probably receive a reception party. First priority in a major event is to ensure the situation has come to a safe conclusion and all personnel and equipment are safe. Then the safety team will begin with the safety equivalent of boldface: pull the CVR and FDR circuit breakers.

Each safety office has a generic mishap response plan, but every situation is different. The wing commander will appoint an Interim Safety Board (ISB) President to ensure the collection of all relevant information. This includes taking

crew statements, impounding the aircraft, freezing the aircraft records in GO81, collecting mission paperwork and crew training records, etc. If the mishap cost is high enough, toxicology testing is required, but the board president may require a crew to do toxicology regardless of the damage cost if human factors may be a contributor in the mishap. The wing safety office also will notify AMC Flight Safety of the mishap.

This all occurs at the base where the mishap happened, but often the aircraft and crew are from another wing. When this is the case, the command post accomplishes command notifications. If the direct mishap cost totals \$50,000 or more but less than \$500,000, the commander of the wing that owns the aircraft is the convening authority for the investigation.

If the direct mishap cost totals \$500,000 or more but less than \$2,000,000 the Numbered AF Commander is the convening authority and is responsible for the investigation.

If the direct mishap cost totals \$2,000,000 or more the AMC commander is the convening authority and is responsible for the investigation.

The board has access to all safety privileged information and has the authority to offer confidentiality to individuals involved to ensure they get accurate information about the mishap and to identify the cause of the accident. The safety system protects the confidential information from public release.



AMC Flight Safety ensures the ISB accomplished appropriate actions and solicits safety-trained experts for the Safety Investigation Board (SIB). AMC Flight Safety then works with the AMC commander to select a SIB to investigate the mishap. The SIB then works with the ISB to transfer all the information from the mishap. The ISB's responsibilities are complete after this.

The SIB then investigates the mishap. The board has access to all safety privileged information and has the authority to offer confidentiality to individuals involved to ensure they get accurate information about the mishap and to identify the cause of the accident. The safety system protects the confidential information from public release. The SIB has the option to use external agencies and experts like engineers or medical personnel to help determine the causes if necessary. When the investigation is complete, the SIB will write a report as an official record for the Air Force and prepare a briefing for the convening authority.

The AMC Flight Safety office ensures the report is accurate and the briefing is properly prepared. The SIB then briefs the convening authority on the mishap and the findings, causes, and recommendations to prevent

the mishap from occurring again. If the convening authority accepts the investigation, the SIB members can return to their wings, and the AMC Flight Safety office works with the AMC staff to generate a command endorsement package. This package clearly states what AMC will do with each recommendation. The AMC staff will then work to implement these recommendations.

To track recommendations, the AMC safety office briefs the AMC commander on all open recommendations every six months until they are complete. This briefing is the Mishap Review Panel. When the AMC commander approves closing the recommendations, the AMC safety staff provides documentation to validate the accomplishment of the recommendation to the Air Force Safety Center, which will then close the recommendation and complete this cycle of the safety system.

A frequent question to the AMC Flight Safety office is about punishment of the crew. Usually we do not have the answer. A commander may convene an Accident Investigation Board (AIB), and part one of the safety investigation is provided to the AIB. This part of the safety report contains only the factual information

about the mishap. The law protects the investigation, analysis, and confidential statements used by the SIB. The AIB then conducts a separate investigation for the commander, and this investigation is what a commander can use for punishment if appropriate; it can be released to the media or used in court as part of legal proceedings.

I hope this article demystifies the safety process and explains the positives of the safety programs to prevent future mishaps. The safety process does an excellent job of finding what went wrong and how to prevent a reoccurrence in the future, balanced against the concern of repercussions from crew actions. In my first unusual event, no damage or injuries occurred. In maintenance debrief, all parties discussed what happened with the aircraft systems, the crew chiefs, and dash one. The flight safety officer and the wing commander determined that no investigation was required. I learned some valuable lessons about being the pilot in command and ensuring that everyone was safe—both the crew and the maintenance team. Another valuable lesson I learned was that confidentiality protected me as an aircrew member, and it empowered commanders to prevent mishaps from repeating! 🛩️

The Journey from Concept to Execution

By Ops RAMS Staff

Hopefully, most of you have heard of Ops RAMS, or at least the main proactive safety programs that are part of it: Military Flight Operations Quality Assurance (MFOQA), Aviation Safety Action Program (ASAP), and Line Operations Safety Audit (LOSA). But do you know how and why it started and where it's going? Let's take a couple of minutes to address these and other questions to give you a better understanding of how these programs can help us all identify and mitigate risks to our operations.

When and why was the Ops RAMS program started?

Early in 2009, retired Lt Gen Brooks Bash, then Maj Gen and the HQ AMC/A3, believed it was time to evaluate how AMC's Crew Resource Management (CRM) program compared with the civilian airline industry. He requested former Air National Guard (ANG) advisor to AMC/A3 and ANG CRM subject matter expert (SME) Col Warren Thomas, to meet with our civilian aviation counterparts to see just how well AMC's CRM program compared with current industry standards.

Thomas knew that AMC established a 4th generation CRM program around 1993, but HQ AMC had not significantly updated its CRM program since then. He visited several airlines and examined their

current CRM training programs. He discovered that in the 1999–2001 timeframe, Dr. Robert L. Helmreich of the University of Texas Human Factors Research Project—the true father of all CRM and Threat and Error Management (TEM)—had concluded that 4th generation CRM as a training concept had lost some of its initial effectiveness. Dr. Helmreich proposed focusing on reducing/mitigating aircrew errors, as well as recognizing threats to safe mission accomplishment (Threat and Error Management).

In essence, the airlines added the separate but complimentary TEM strategies to CRM, and progressed on to 6th generation CRM. Thomas also noticed that airline CRM/TEM programs embraced three pivotal safety programs that significantly enabled TEM:

1. Flight Operational Quality Assurance (FOQA), which the AF renamed Military Flight Operations Quality Assurance (MFOQA);
2. Aviation Safety Action Program (ASAP); and
3. Line Operations Safety Audit (LOSA).

Finally, Thomas observed that airline operations training and evaluation leadership met on a recurring basis to review and discuss trends

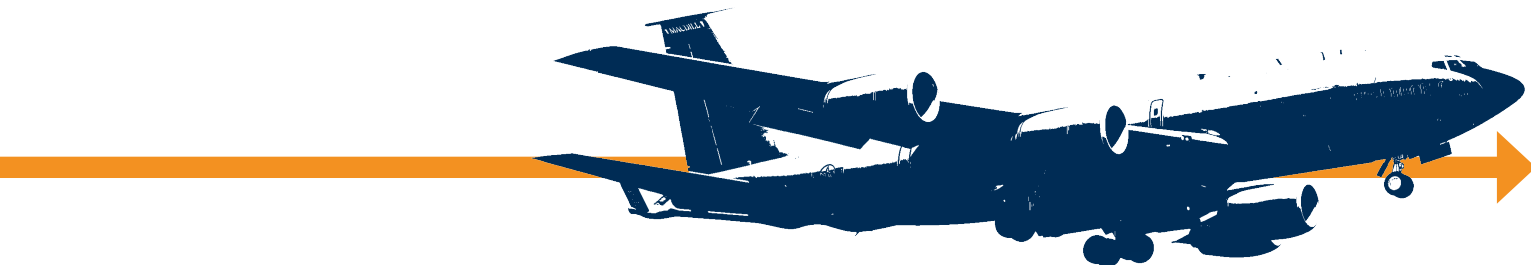
identified through FOQA, ASAP, and LOSA and adjust their training programs as necessary to strengthen aircrew mishap avoidance skills.

As a result of these discoveries, Bash tasked the HQ AMC/A3 staff to develop a plan to incorporate these three proactive safety programs into our day-to-day operations, which resulted in forming the Trend Review and Action Committee (TRAC) process and the creation of the Operations Risk Assessment and Management System (Ops RAMS) Branch within HQ AMC/A3T. By the way, Col Thomas is now Mr. Thomas, the C-130J MFOQA analyst in the Ops RAMS branch.

What are the core assumptions on which the Ops RAMS program was built?

As outlined in the February 2016 AMCI 10-502, *Operations Risk Management System (Ops RAMS)*, the program's cornerstone is "that aircrew, air traffic control, ground crew, etc., conduct themselves professionally and always strive for safe mission accomplishment. Second, people make mistakes." From Thomas' visit to the airlines, the FAA believed they already had sufficient evaluation programs in place to ensure crews were trained and qualified. The only missing piece was a way to track errors and safety issues that only the aircrews were aware of.

It was clear from the beginning—the Ops RAMS team needed to focus on education and gain the trust of the crew force.



The AF has adopted the same philosophy. Using the two assumptions, the goal of the Ops RAMS program is to develop a “Safety” or “Just” Culture based on trust that Airmen, who are human and make errors, will not be punished for honest mistakes. The old “one mistake Air Force” did little to advance safety in the broader term, because if no one knew you made a mistake, and you sure were not going to advertise that you had, then no one else would be able learn from that mistake. In a “Safety” culture, we report mistakes so others can learn from them.

How did the Ops RAMS program start, what were some of the original challenges, and what changes were made to address those challenges?

In 2010, the HQ AMC/A3 and Safety staffs developed a plan to create, manage, and oversee the ASAP, MFOQA, and LOSA programs. But where would the manpower positions come from? And where in the HQ AMC structure should Ops RAMS be located? Knowing the difficulty to fill rated officer positions, AMC/A3 and Safety worked with AMC/A1 to locate an unfilled GS position to use as the Ops RAMS Chief, an airfield operations officer billet as the deputy, and three Career Enlisted Aviator (CEA) positions as the ASAP administrators. The MFOQA analysts already existed as part of

an Air Force Safety Center contract, and the Safety Center was more than agreeable to have the day-to-day activities of the analysts managed by Ops RAMS.

The LOSA program would be executed by contract (currently The LOSA Collaborative out of Austin, Texas) and managed by a Flight Safety Officer (FSO). However, in mid-2011, an Air Force level civilian hiring freeze, a relatively slow assignment process, and the lack of an FSO dedicated solely to the LOSA program led to an original stand-up of Ops RAMS with an out-of-hide pilot, no deputy, and a single CEA SNCO for ASAP, along with the MFOQA contractors and an FSO located in AMC/SE managing the LOSA program.

At the same time, AMC needed to decide where the organization would reside. The options were: separate office under the AMC/A3 or CV, or a branch in AMC/SE, AMC/A3V, or AMC/A3T. Separate offices under the A3 or CV were discarded because these offices would be prime fodder to be cut during future HQ manning reductions. A branch in AMC/A3 was preferred over SE to ensure ease of access to the various MWS SMEs throughout the A3. So, it came down to a branch in Stan/Eval or Training. Initially Ops RAMS was placed in A3V; however, after less than a year it moved to A3T due to the “black hat” perception aircrew have of

Stan/Eval, and Ops RAMS success requires voluntary admission to honest mistakes.

In actuality, A3V is a staunch supporter of the proactive safety programs and takes an active role in their success. They act as advisors and SMEs on issues that are highlighted in ASAP, MFOQA, and LOSA, not once asking for the identity of the aircrew member or unit involved. We’ve even had members of A3V submit ASAPs on errors that they have made, and have many times encouraged ASAP submissions when contacted by aircrews asking for waivers or expert advice.

Today, the Ops RAMS branch has grown, adding a CRM/TEM program manager and two government service MFOQA analysts. Though LOSA remains under the purview of AMC/SE, there is daily interaction and total cooperation between the Ops RAMS and AMC Flight Safety staffs.

It was clear from the beginning—the Ops RAMS team needed to focus on education and gain the trust of the crew force. These proactive safety programs are intended to mitigate risk in order to make operations safer and more effective, not so “Big Brother” can micro-manage the crew force. From the program’s inception, every AMC commander has issued a memorandum expressing support for these

programs and Just Culture. Other MAJCOM commanders—including USAFE-AFAFRICA, PACAF, AFRC, and AETC—have also penned similar memos.

We brief all wing commanders as they receive their HQ AMC orientation and have the largest single block of time with the newest aircraft commanders during the Global Reach Aircraft Commander Course. We started with 3-4 ASAP submissions per month and have steadily increased to 50 to 60 per month. We guarantee ASAP submitter identity protection, and not a single ASAP submission resulted in a Commander Directed Q3. We need everyone to participate so the submissions continue to increase. There is so much more we can learn from others' experiences so we don't put ourselves in the same situation. We're also performing unit-level MFOQA analysis so operations group commanders and their group and squadron training shops can tailor training for their individual units. Keep the requests coming!

A TRAC meeting was part of the original plan. The TRAC was held monthly, chaired by the Deputy A3, with the primary participants being internal to HQ AMC. Slowly the TRAC gathered momentum. It is now held quarterly, chaired by the AMC Vice Commander with participation from other MAF MAJCOMS, wing and ops group commanders, and it is conducted via Defense Collaboration System and teleconference.

To increase awareness and acceptance of proactive safety, we have also posted MFOQA analysis and monthly ASAP recaps on the EFB; invited 20 to 30 unit instructor pilots for a three-day deep dive into the programs in conjunction with the quarterly TRAC; and briefed ops group commanders conferences, HQ Realistic Training Review Boards,

We want—no, we *need*—more Airmen to participate in the ASAP program. ... It is imperative that all Airmen know they will not be punished for reporting honest errors and safety issues.

Stan/Eval boards, safety conferences, Airlift/Tanker Association seminars, and other venues.

Where are we now, and what challenges do we still need to address?

Our biggest challenge is still education, awareness, and participation, as well as acceptance of Just Culture by commanders at all levels. Ideally, when an individual submits an ASAP (which can be done anonymously), we'd prefer the individual also tell his or her chain of command without fear of reprisal. We're not there yet, but we will keep pushing that rope uphill. Much more can be learned from a "near accident" with full and open discussion than from an incident without damage or injury that is not disclosed to anybody. We will push for increased capability to collect data for MFOQA analysis on new aircraft (KC-46) and on aircraft upgrades when and if they happen (i.e., new digital backbone on the C-130H).


Have we had any successes?

Absolutely! Just to name a few, we used MFOQA analysis in addressing the hazardous ATC climb-out instructions at Moses Lake, Wash., and unstable visual approaches to MCAS Kaneohe Bay. We are confident we saved at least one C-17 and KC-135 crew and aircraft. Using ASAP submissions, we have prompted combat offload adjustments with the C-130J and the redesign of armor mounting devices on the C-130, C-17, and C-5; and addressed several fuel saving initiatives that may have gone a little too far. Through the process

of incorporating (or trending for overlapping hazards) all the safety information gathering programs (MFOQA, ASAP, LOSA, HATRs, etc.), we developed an airfield analysis package for aircrews to use as reference material to be better prepared before they fly into specific locations.

Where is the Ops RAMS program going?

We want—no, we *need*—more Airmen to participate in the ASAP program. We know there are more safety issues that we are not aware of that need to be addressed. It is imperative that all Airmen know they will not be punished for reporting honest errors and safety issues. We need to ensure all levels of AMC personnel, commanders, supervisors, and line Airmen have access to quality analysis that better prepares them for their missions. We must encourage two-way communications between the field and the Ops RAMS office. We need to prioritize our analysis requirements and provide decision makers with the information so they can fund the right capabilities at the right time. This will include developing requirements documents, researching new technology, and continuing to work with airlines to ensure we're aware of their latest initiatives that we might adopt.

We see a great future for Ops RAMS—an exciting future that needs innovative and energetic individuals to keep us moving ahead. We welcome your ideas and insights. Please contact us at A3.OpsRAMS@us.af.mil with your input. 

Critical Days of Summer 2016

Decisions Matter

By MR. WAYNE BENDALL, HQ/SEG, Occupational Safety Division

The theme for this year's campaign is "Decisions Matter." If you've been around a while, you have probably asked yourself more than once: Why do we have a Critical Days of Summer safety campaign? The reason is we often see a spike in accidents, injuries, and even deaths during the summer months. The reason is pretty simple when you think about it—we make a lot of poor decisions when we're outside enjoying the warm weather.

In the process of grilling, driving, skydiving, swimming, etc., we expose ourselves to more risks, which equates to more accidents. Of course, most people are confident they're not going to be an accident victim.

In a nutshell, that's exactly the problem—they fail to recognize the danger. Without that, we can't take appropriate actions to limit or remove the risk.

Last year, 14 Air Force members lost their lives during the campaign. Two were Air Mobility Command (AMC) members, both of which were alcohol-related. If you're thinking that was just a bad year, guess again. Those numbers are practically identical to our five-year average.

A common thread is the fact that we lose more Airmen on our Nation's roadways than anywhere else. Recurring factors continue to be speed, alcohol, fatigue, and making poor personal risk management decisions. In other words, our Airmen continue to die for the same reasons.

Water sports are the second leading cause of accidental death to Air Force members, with the most common factors being alcohol and fatigue. Many times swimmers endanger themselves when they exceed their physical capabilities. This hazard is compounded when alcohol is involved. Together, water and alcohol form a deadly mix.

In addition to the two AMC fatalities, we also had 110 non-fatal accidents last summer, 78 percent of which were off-duty. The primary focus of the safety campaign is on off-duty activities ranging from motor vehicle operations, backyard cookouts, water sports, etc. The majority of summer mishaps result from human error and are therefore preventable.

The ball is in your court. You have to value your own safety and well-being. You must also think of your family and loved ones. How will your loss impact them?

Gen Carlton D. Everhart II, AMC Commander, and CMSgt Shelina Frey will start this year's campaign with a kickoff video sharing their views about your safety. In addition to the video, we will again be providing facilitator guides to spark discussions in small group settings—discussions we hope will motivate you to address your safety and that of your families, friends, and co-workers.

Another way you can help is by being a really good Wingman—a really good one. A really good Wingman can always be trusted to

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Water sports are the second leading cause of accidental death to Air Force members, with the most common factors being alcohol and fatigue.



do the right thing every time without worrying about hurting feelings or losing friends. Failure to step up and be a really good wingman could result in the catastrophic loss of a friend or loved one.

"Every year, we lose Airmen to preventable mishaps that could have been avoided by making better decisions. We don't want to lose a single one of you, especially to a situation that could have been prevented," commented Gen Everhart.

AMC's goal for the Critical Days of Summer is zero fatalities. We can only achieve this goal if everyone does their part. Decisions matter!





Who Knows You?

By MR. GEORGE MAHER,
22 ARW/SEW

Developing strong relationships ... sound like an opening thought for a safety magazine article? Probably not! And, as a retired USAF ammo troop, I'm a long way from being a qualified relationship therapist. However, relationship building can be one of the most powerful tools in the development and sustainment of a strong, effective safety program.

Obviously, there are stark differences between work associations and the relationships you develop between those closest to you. But there are also important aspects of those partnerships that are applicable when building the safety program. These alliances are professional and business-oriented, but they rely on the same apparatus of partnering: the fostering of common goals,

acceptance between parties, open communication, and integrity. The safety professional cannot be successful solely based on what it says in the book.

How do you foster your program goals through relationships and who should you seek out? In the Weapons Safety Manager (WSM) community, we're compliance driven. There's little room between a minor mishap and a catastrophe. That doesn't mean our presence at the job site or during a spot inspection should strike fear in those present.

Experience has proven that in our business, solid programs and safety practices are bolstered through an environment that cultivates them. The WSM, or any other safety professional, is best served by building relationships that support

that cultivation through the right formula of compliance and trust. That proves true when overseeing the management of unit programs under your umbrella, right up to the wing's safety posture itself. This applies to several entities across your domain. Are you building relationships with those agencies? Would the individuals who guide those functions be comfortable having a cup of coffee with you? Are you invited to their planning meetings? Do you respect and accept their mission and point of view? The maturation of these relationships can be paramount to saving time, money, and resources. The old adage about honey and vinegar applies. Do you communicate your part of the mission and goals effectively, and is your message received?

Communication is pivotal; integrity is paramount. Nothing inhibits the growth of any team or the success of any mission like the loss of either one of those attributes.

You've learned it in PME or within a number of other leadership forums. Communication is pivotal; integrity is paramount. Nothing inhibits the growth of any team or the success of any mission like the loss of either one of those attributes. This is absolutely true in the safety world as well! Are your communications one-sided because that's what the book says? Are you able to empathize with

other agencies that have competing interests towards completing the same mission? Have you built relationships that foster open, candid, and empathetic dialogue? Bottom line: can you sell your "safety" product without arm twisting, hard feelings, and wasted time? In any venture, those relationships built around this ability are usually quite successful. But that comes with trust as well—trust built on integrity.

Integrity means a lot of things in association with military service. Obviously it's a fundamental Air Force Core Value, but it has an added meaning to safety managers. A wise individual once said, "When you lose integrity; you lose relevance." That statement directly describes the safety manager.

Integrity within a safety program is built on more than the virtue of honesty. It involves trust, perception, your track record, and trust in your objectives and word. Are you welcome around the base, or do defenses go up when you appear? Are your relationships around the wing built on trust that you add value to the mission?


Perception surrounds your approach and how you are received is entirely dependent upon it. Think of it from the customer perspective. What's your objective? Whose interests are you really looking after? Are you approachable? Do people freely come to you with safety issues? Do you practice what you preach?

Finally, there's your word and track record, perhaps the most overlooked and fragile of these attributes. Does leadership trust your advice and ideas? Are you consistent? Do you understand the "big picture" and your piece of the grand plan? Can you think outside

... your ability to form professional, positive relationships will sustain you, your goals, and your program.

the box and offer real solutions? Do the right people around the wing know who you are for positive reasons? Are your reports and briefings professional, accurate, articulate, and meaningful? Do leadership and your customers know you'll come through with maximum effort? Either way, their perception of your integrity is in your hands. Think about it!

Your experience and safety knowledge are obviously imperative and cannot be over-appreciated. Those assets not only bolster your success, but also help fill your resume and future job applications. You wouldn't be where you are without them. However, your ability to form professional, positive relationships will sustain you, your goals, and your program.

Our effectiveness as safety professionals is difficult to measure objectively; that is, unless things are not going well. What we do to the greater degree is accomplished subjectively, through relationship-building—getting things done. Work your relationships to your advantage. You won't find it in the USAF Mishap Prevention Program guidelines, but it's as important to your execution as everything written there. Safety can never be force-fed into effectiveness, nor can it be successfully led from within in a vacuum. Be the solution within the team! 

TORQUE 62

Investigation Report Determines Cause of C-130J Crash in October

By AMC Public Affairs

Air Mobility Command has released the results of an accident investigation that examined the cause of the Oct. 2, 2015 crash of a C-130J during a takeoff from Jalalabad Airfield, Afghanistan, which killed all 11 individuals on board upon impact and three Afghan Special Reaction Force (ASRF) members on the ground.

The crew flew a successful mission from Bagram Airfield, Afghanistan,

to Jalalabad Airfield. While conducting engine running on-load/offload operations at Jalalabad Airfield, the pilot raised the elevators mounted to the horizontal stabilizer by pulling back on the yoke. This provided additional clearance to assist with offloading tall cargo. After a period of time in which the pilot held the yoke by hand, he placed a hard-shell night vision goggle (NVG) case forward of the yoke to hold the elevator in a raised position.

However, because the pilots were operating in darkened nighttime flying conditions and wearing NVGs, neither pilot recognized and removed the NVG case after loading operations were complete or during takeoff. Once airborne, the aircraft increased in an excessive upward pitch during the takeoff climb. The co-pilot misidentified the flight control problem as a trim malfunction, resulting in improper recovery techniques. The rapid increase in pitch angle resulted in

All photos: Torque 62 C-130J aircraft wreckage from the Oct. 2 2015 crash at the Jalalabad Airfield, Afghanistan.

PHOTO BY USAF



“Our hearts go out to the family members and friends of those killed in this accident,” said Brig Gen Patrick X. Mordente, who led the accident investigation board. “The investigation team pushed an intense fact-finding investigation to understand what happened on October 2, 2015, and to honor all whose lives were cut short.”

a stall from which the pilots were unable to recover. The aircraft impacted approximately 28 seconds after liftoff, right of the runway, within the confines of Jalalabad Airfield.

The aircraft struck the ground, a perimeter wall, and a guard tower, which resulted in all personnel on board the aircraft being killed, along with three ASRF members assigned to the tower.

“Our hearts go out to the family members and friends of those killed in this accident,” said Brig Gen Patrick X. Mordente, who led the accident investigation board. “The investigation team pushed an intense fact-finding investigation to understand what happened on Oct. 2, 2015, and to honor all whose lives were cut short.”

The crew consisted of the pilot, copilot, and two loadmasters assigned to the 39th Airlift Squadron, Dyess Air Force Base, Texas. Also on board were two fly-away security team members assigned to the 66th Security Forces Squadron, Hanscom Air Force Base, Mass, and five civilian contractor passengers.

The aircraft was from the 317th Airlift Group, Dyess Air Force Base, Texas, and operated by the 39th Airlift Squadron. While operating at the deployed location, the aircraft and crew were assigned to the 455th Air Expeditionary Wing at Bagram Airfield, Afghanistan.

The report is available on the Air Force freedom of Information Act Reading Room website: www.af.mil/mediacenter.asp. Please contact Air Mobility Command Public Affairs at (618) 229-7839 with requests for additional information. 🌐





421st Combat Training Squadron Commended by Maj Gen Martin for Phenomenal Instruction

By MS. KIM BRUMLEY,
Staff Writer

No one ever wishes to be part of a convoy attack while deployed, but the grim reality is that it can and does happen—often suddenly and unexpectedly for those who discover too late that they are in the wrong place at the wrong time. This was the case for MSgt Dominick Griego when ambushed by a suicide vehicle-borne improvised explosive device (VBIED) while deployed to Camp Phoenix, Afghanistan, on October 18, 2013.

What started out as a seemingly simple drive mission that included moving a few non-tactical vehicles from the Kabul International Airport to Camp Phoenix quickly turned deadly when one was struck and rendered inoperable by a VBIED. Everyone in both vehicles was knocked unconscious in the explosion and came to in the midst of small and heavy weapons fire. In the second vehicle, which was extensively damaged, was MSgt Griego, former cadre for the 421st Combat Training Squadron (CTS) at Joint Base McGuire-Dix-Lakehurst (JBMDL),

N.J. He and his constituents, who were prepared to react instinctively to a variety of worst case scenarios in hostile circumstances, returned fire on the insurgents while cross-loading passengers into Griego's functional vehicle. Injured, but grateful to be alive, all made it out of a dire situation and back to Camp Phoenix.

This story is but one of many testaments for the exceptional pre-deployment training Airmen receive at the U.S. Air Force Expeditionary Operations School (USAF EOS)—which includes the 421st CTS. The squadron is also the epicenter for the coveted Phoenix Raven training as well as Contingency Response training. With recent changes to the Expeditionary Readiness Training program, the Fieldcraft courses taught at the USAF EOS are the final step in preparing general purpose forces for deployment. The courses feature individual and team tactics that include Mounted Operations, Land Navigation, Self-protection, Tactical Combat Casualty Care, Weapons Sustainment, Urban Operations, Counter IED, and more.

The Fieldcraft Hostile course, which hosts the majority of deploying Airmen, is one-third class-based education and two-thirds hands-on experience for participants and is taught in a “crawl, walk, run” concept for each discipline. For instance, in the Counter IED segment, students are initially taught in a classroom environment about a wide variety of devices, the ways many are constructed, and recognition methods while in the field. Students then get in a formation outdoors along a closed-off road, as if they are in vehicles, literally walk through an area planted with mock devices, and go through all the communication and action steps used when a suspicious object is spotted. Finally, students go through the entire exercise in a convoy independently, with the instructors on standby if needed.

“We stay very relevant to the needs of the warfighter and we do that through incredible cadre,” said Maj Gen Rick Martin, commander of the U.S. Air Force Expeditionary Center, which is home to the USAF



Airmen and Soldiers participate in drills during Fieldcraft Hostile and Uncertain training, held February 22 to March 4, 2016, at JB McGuire-Dix-Lakehurst, N.J.



PHOTOS BY KIM BRUMLEY


EOS. "The quality of the course rests on the phenomenal, hand-picked NCOs, instructors, and contract team that teach a number of courses. I commend our cadre and Mission Essential contractors who give the same level of instruction, passion, dedication, and professionalism to every student walking out the door because of the lives at stake."

To walk among the cadre, instructors, and students on-site is truly an incredible experience. It is not only witnessing the sincere one-on-one attention given, but it is seeing the phenomenal teaching tools available and the impressively vast facility at their disposal as well. Regarding equipment and supplies, just ask Lt Col Scott Davis, commander of the 421 CTS, if he has a specific item; the majority of the time he will reply, "Yes, we have one of those!"

Add in JBMDL's 86 training ranges that stretch across 21 miles and include mock villages, as well as out-buildings, and you can visualize how awe-inspiring and unique the facility is. The resources at USAF EOS are put to good use, and courses offered are constantly changing and expanding to meet the needs of Airmen.

To keep up with the changing face of combat and evolving threats, Martin says, "Development of human capital is key; we accomplish that by promoting ready and responsive Airmen." The USAF EOS programs synchronize effective and efficient training with a healthy focus on developing a mindset that encourages innovation, critical thinking, and learning for Airmen as they prepare to deploy.

Every component of the Expeditionary Readiness Training process is equally important for Airmen who are going downrange. Specifically for the Advanced Deployment Readiness portion taught at the USAF EC, feedback brought home with students after deployment is vital for maintaining the relevance of the courses. Martin said he is often approached by folks who provide unsolicited and genuinely positive feedback that what they learned was beneficial.

Although no one ever expects the worst to happen while deployed, many of those who have undergone training would say it helped when they were in a bad situation, or even saved their life, as it did for MSgt Griego. 

SAFETY CULTURE

421st COMBAT TRAINING SQUADRON INVENTORY

Armory

- Weapons issue/turn-in and cleaning pad

Weapons

- Current weapons ranging from M9 pistol to AT4 anti-armor rocket
- Foreign systems that are currently seen in expeditionary locations

Munitions

- On-campus storage for live, blank, and simulation ammunition

EOD

- Collected and replicated devices

Vehicles

- 175
- Valued at over \$32.3M
- 70 Tactical
- 36 GSA
- 4 MRAPS
- 31 Equipment
- 34 Heavy Equipment

Vehicle Egress Trainers

- 4 MRAP
- 2 HEAT

Buildings

- 2 Dorms
- 704 Beds, 94 Rooms

War Reserve Material

- \$21M Bare Base Assets

Student Services

- In/Out Processing
- Linen Exchange
- MRE Storage

Operational Clinic

- IDMT Medical Treatment/Pharmacy

An Open Letter to the U.S. Air Force

By MR. CORY WORDEN,
M.S., CSHM, CSP, CHSP,
ARM, REM, CESCO (and
former SSgt/3E9, USAF)



When a prospective recruit gets a first impression of the United States Air Force, that impression tends to come from an advertisement, usually on the front end of a Hollywood movie or on the television. Sometimes, that impression isn't even from the actual Air Force; it may be a Hollywood writer's interpretation of the Air Force.

I once met a young Airman who had joined the Air Force because he really enjoyed the movie *Top Gun*, only to learn that it was actually about the Navy. Later, on a Chemical, Biological, Radiological, and Nuclear (CBRN) response team, I fielded questions about whether or not my life resembled the movie *The Rock* on a weekly basis. In these cases, this first impression tends to showcase Air Force specialty codes such as Pararescue or commissioned officer roles such as fighter pilots or astronauts.

While these fields do an outstanding job and are beyond highly qualified for their roles, I would submit that every field in the Air Force is highly qualified and that there are many opportunities "in the blue" that aren't enunciated on the silver screen or the television set. I certainly found them in the Air Force and am finding more and more positive outcomes from my time in the service each day, even in—or *especially* in—the civilian sector.

While the Air Force has safety professionals assigned throughout the world, the more important annotation to this point is the service's culture when those particular leaders are not present. While Air Force safety professionals are exceptionally qualified in hazard identification, assessment, and control, their numbers pale

in comparison to the service as a whole. During my time in the Air Force, each installation had one Safety Non-Commissioned Officer (NCO) while our relatively small Air Education Training Command detachment was covered by a Safety NCO at our squadron.

In either case, even without direct representation from a specific Safety NCO, the service's safety culture manifests in not only policies and procedures requiring applicable safe working behaviors and conditions, but also in consistent participation by the entire unit in essential risk management elements such as hazard and near-miss reporting, inspections, safety briefings, incident reporting, and more. Even more notable is that this safety culture is essential in all Air Force careers; while combat Airmen certainly face a unique set of hazards in their missions, all Airman are not only aware and knowledgeable of the hazards present in their work but also (and more importantly) trained, equipped, and ready to work safely.

This across-the-spectrum safety culture is truly realized when the Air Force operates in a contingency environment handling situations such as major accidents, natural disasters, enemy attacks, hazardous materials, terrorist use of weapons of mass destruction, etc. With a consistent safety culture, the service is able to remain ready for these operations in any environment, foreign or domestic.

Whether on a stateside base or a deployed location, the Air Force operates in a large scope. Airmen may find themselves in situations affecting far more people and far greater areas than their eyes can see. Public safety operations involving the Incident Command System or

the National Incident Management System can involve major natural disasters while deployed operations can take Airmen to war. In either case, American men and women participate in missions that will not only later be transcribed into history books, but that also carry the weight of life and death.

When I was a technical training instructor, I vividly remember young men and women fresh out of high school who would, a month after graduating from technical training, use their hard-earned training to respond to real-world reports of chemical or biological contamination or unexploded ordnance in a far-off place. Others I trained with would find themselves stationed in Florida, only to work within one of the worst natural disasters in Gulf Coast history. I remember walking through a Middle Eastern airbase and marveling at the scale of what we had constructed, from the ground up, and how many people, Americans and Middle Easterners alike, were affected by it. Safety in the Air Force truly encompasses individual safety as a precedent for the readiness that affects homeland security and expeditionary operations alike.

There's not an easy way to develop this culture. The Air Force lives by three core values: integrity first, service before self, and excellence in all we do. These core values aren't recruiting poster fodder. I lived and worked in an environment that encouraged candid discussions beyond our rank structure. I served with leaders who asked to hear what they needed to hear and not what they wanted to hear. In terms of workplace safety and emergency preparedness, these discussions were often weighty, especially when I was

an Airman 1st Class. However, in a transformational environment, empowerment and ownership allow for continuous hazard identification, assessment and control, and continual improvement.

Transitioning into the civilian world, I was able to transfer everything I learned in the Air Force. Every time I sit down to speak candidly with a CEO, I remember speaking with colonels or generals. Every time I face pressure in balancing safety needs with operational constraints, I recall completing CBRN recon missions while leaders were waiting impatiently for situation reports. I recall telling leaders what they needed to hear, instead of what they wanted to hear, and being encouraged instead of berated.

I was taught that a leader is responsible for everything his or her team does or does not do. I was taught accountability. We lived core values of integrity first, service before self, and excellence in all we do. Safety is not exclusive to combat operations; life or death decisions are made in every career field. Safety cultures must reach every area of the organization. These are aspects that directly carried over into my civilian career and that I'm better off for having learned. When I see an outstanding leader or speak with someone who truly understands a safety culture, there's a high probability that person was a former Airman, Soldier, Sailor, Marine, or Coast Guardsman. These are attributes I'm proud to identify with the Air Force and I know they have benefitted me along the way.

Best regards,
Cory Worden,
Manager, System Safety,
Memorial Hermann Health System

Safety is not exclusive to combat operations; life or death decisions are made in every career field.



Play it cool this Summer

Planning a day out on the water, boating, swimming, or just beach bumming? Remember these tips to keep your time in the sun safe!

Slather



- ☀ Sunburns can slow skin's ability to release heat.
- ☀ Apply broad spectrum sunscreen with at least SPF-15 30 minutes before going outside.
- ☀ Reapply if you stay out in the sun for more than two hours and after swimming, sweating, or toweling off.

Hydrate



- ☀ Avoid alcohol or sugary beverages that can lead to dehydration.
- ☀ Drink **16 to 20 oz** of fluid one to two hours before an outdoor activity.
- ☀ Rehydrate with **6 to 12 oz** of fluid every 10 to 15 minutes that you are outside.
- ☀ Replace what you have lost with another **16 to 24 oz** fluid.

Equip



- ☀ Wear lightweight, loose fitting clothes made from tightly woven fabrics.
- ☀ Protect your eyes with sunglasses that block 100% of UVA and UVB rays.
- ☀ Wear a wide-brimmed hat that shades your face, ears, and the back of your neck.



Did you know?



The sun's ultraviolet (UV) rays can damage your skin in as little as **15 minutes**.



7,415 heat-related deaths were reported in the U.S. in a recent 10-year span.



The sun is strongest between the hours of **10 am and 4 pm**.



Alcohol is a factor in **50%** of deaths associated with water recreation.

Sun-Safe Boating Facts

The average boater spends

5.7 hours

on a boat per outing

Your boat reflects an additional

10% more

UV rays

The ocean can reflect an additional

10 to 25% more

UV rays



Excessive sun exposure can intensify alcohol's effect on **balance, coordination, and judgment**.



Never drink alcohol while operating a boat!

Air Mobility Command: A HISTORICAL PERSPECTIVE

By MSGT JULIE MEINTEL, 655 Intelligence, Surveillance, and
Reconnaissance Group, (AFRC) Wright-Patterson AFB, OH

June 1 marks the 24th anniversary of the creation of Air Mobility Command (AMC). It was the next evolution in the Air Force's Major Command (MAJCOM) structure, formed from the deactivated Military Airlift Command (MAC) and elements of the deactivated Strategic Air Command (SAC) to create worldwide airlift capability and flexibility.

The principal circumstance that drove this reorganization was the collapse of the former Soviet Union, which ended the Cold War. SAC had been dedicated to command and control of the strategic bomber aircraft and land based intercontinental ballistic missiles that were critical in the United States' Cold War strategy. SAC was relieved of much of this commitment when the Cold War ended and Air Force leadership moved forward with restructuring the forces.

From the inception of the USAF as an individual service, the Department of Defense sought to make the best use possible of their available assets, and from there, the concept of the major commands was born. A MAJCOM is a subdivision of the Air Force that is assigned a portion of the Air Force's total mission.

Each MAJCOM possesses the full range of manpower, equipment, and structure needed to fulfill its mission. USAF MAJCOMs are divided into two main categories: operational commands and support commands.

- An operational command is a MAJCOM composed wholly or in part of combat forces or tasked with flying directly in support of combat forces. Within this category are Air Combat Command, Air Force Space Command, Air Force Special Operations Command, Air Mobility Command, Pacific Air Forces, and United States Air Forces in Europe.
- A support command is any MAJCOM that is not an operational command. Support commands provide supplies, weapon systems, support systems, operational support equipment, combat materiel, maintenance, surface transportation, administration, personnel, training, advanced education, communications, and special services to the Air Force and other supported organizations. Commands in this category are Air Education and Training Command and Air Force Materiel Command.

Air Mobility Command, which came out of the biggest reorganization of the Air Force since its establishment as a separate service, has undergone considerable change. Focusing on its core mission of strategic air mobility, AMC has relinquished control of all infrastructure and forces not directly related to its mission of global reach. The command gave up ownership of Hurlburt Field, Florida; Kirtland AFB, New Mexico; Altus AFB, Oklahoma; Lajes AB, Azores; Little Rock AFB (now in AMC), Arkansas; Malmstrom AFB, Montana; Grissom AFB, Indiana; and Norton AFB, California. The Air Rescue Service, which is intratheater aeromedical airlift forces based overseas, and much of the operational support airlift fleet have been transferred to other commands. But the KC-10s and most of the KC-135s initially assigned to SAC were transferred to AMC, along with Grand Forks AFB, North Dakota; McConnell AFB, Kansas; and Fairchild AFB, Washington.

Air Mobility Command exists now as the Air Force's contribution to United States Transportation Command (USTRANSCOM), providing rapid global mobility and sustainment using tactical and strategic airlift along with aerial refueling. AMC also provides humanitarian relief, special duty

JUNE 1, 1992

Air Mobility Command was created when the Military Airlift Command and Strategic Air Command were deactivated. Elements of those two organizations, MAC's worldwide airlift system and SAC's KC-10 and KC-135 tanker force, combined to form AMC.



Air Mobility Command Airmen and aircraft have exceeded expectations by **successfully accomplishing every mission** the Air Force has challenged them with.


and operational support aircraft, and aeromedical evacuation in both peace and wartime. AMC does not own all of the Air Force's mobility aircraft, but it still serves as the primary MAJCOM for airlift, aeromedical evacuation, and air refueling missions.

Air Mobility Command Airmen and aircraft have exceeded expectations by successfully accomplishing every mission the Air Force has challenged them with—from short-notice deployments in response to threats to national security, to global humanitarian crisis relief and supporting peacekeeping missions in places like Somalia, Rwanda, and East Timor. In the Global War on Terror following the terrorist attacks on September 11, 2001, AMC aircraft and crews moved millions of tons of cargo and millions of troops, patients, and passengers all over the world. Missions in support of Operations Enduring Freedom and Iraqi Freedom constituted history's biggest airlift in terms of total cargo moved. Also, AMC's KC-10 and KC-135 tanker force

performed hundreds of thousands of aerial refueling missions, offloading billions of pounds of fuel to a wide variety of receiver aircraft.

It is a testament to the dedication and professionalism of AMC's Airmen that in the midst of the rapidly changing demands of 21st century worldwide geopolitical conditions, they accomplished their mission with a near-constant flux in weapons systems and aircraft modifications. The workhorse of the

mobility world, the C-141B, retired in 2006; the C-17 has become a mainstay in the airlift fleet; the C-5 underwent numerous modifications; and the C-130 has new models and new capabilities, just to name a few.

Although the name and the mission of Air Mobility Command changed 24 years ago, one thing remains the same: the men and women of AMC are dedicated professionals living up to AMC's motto, "Unrivaled Global Reach for America ... ALWAYS!" 

A KC-135A Stratotanker, tail number 56-3639, rests at Dyess AFB, Texas. This KC-135A has been at Dyess since 1992 when Strategic Air Command was absorbed by Air Combat Command and Air Mobility Command.

USAF PHOTO BY AMN AUTUMN VELEZ





The Other "Save": An Air Traffic Control Success Story

By MR. BILL MALEC,
Col, USAF (Ret.)

While perusing an Air Force magazine, I came across an article about the USAF "Aircraft Save" program. Those not in the air traffic control (ATC) business may not be familiar. It's not some new-fangled Air Force energy conservation program but is focused on saving lives and resources.

The Aircraft Save program is the Air Force's effort to recognize air traffic controllers who perform above and beyond their normal duties to save aircraft from catastrophic events. The award criteria is defined in *Air Force Instruction 36-2807, Air Force Deputy Chief of Staff, Operations, Plans and Requirements*, which outlines the

formal process to review and award aircraft saves.

The program falls under the purview of Air Force Flight Standards Agency (AFFSA), which conducts quarterly review boards to consider Save nomination submittals and make selections. It's quite a feather in any air traffic controller's cap to be recognized with a Save.

That article reminded me of a unique Aircraft Save awarded to two of my co-workers in the early 1970s. We were ground radio operators who worked at an aeronautical station (AKA Allbrook Airways) located on Allbrook Air Force Station in the

Panama Canal Zone. Aeronautical stations were operated around the world by Air Force Communications Service (AFCS), which became Air Force Communications Command (AFCC) in 1979.

Radio operators spent their days and nights monitoring radio frequencies, talking to aircraft in flight, and copying position reports and other command and control messages that were then relayed on to civil ATC facilities, command posts, and other agencies via voice lines and/or teletype.

I walked by the framed Save certificate, which hung on a wall in the radio ops room, many times but

never grasped its significance. Years later, as an ATC officer, it became much clearer as to the magnitude of their accomplishment.

I mentioned this was an air traffic controller's award, making it all the more remarkable that two radio operators should be recognized with an aircraft save.

Memories fade over time, so I did some sleuthing to dig up the details of the event. I contacted the Air Force's office of primary responsibility for the Save program and made my interest known. Not surprisingly, there were no electronic records that went back that far. AFFSA staffers diligently dug through their voluminous paper files. It was like looking for a needle in a haystack since I could only identify a ballpark time period and the unit of our assignment.

The time consuming search took a few days before I got an email containing both good and bad news. They provided me with a copy of a page from a hand-written log, found deep in the files after a painstaking search by MSgt Jen Woolever. A single line in the log revealed only basic facts about the event.

Who ya gonna call? The light came on! I made some email inquiries, ending up striking gold at Scott Air Force Base, the last home of HQ AFCC. I contacted and later visited the Air Force Network Integration Center (AFNIC) historian Warren Neary. AFNIC is the latest iteration of "comm command," located where AFCC patch wearers once wandered the halls of the Grant Building.

There, aligned like sentinels in large hardcover binders on a shelf, was a full-sized year-by-year collection

It turns out this was the first-ever Certificate of Exemplary Service awarded to any non-ATCers.

of the command's twice monthly INTERCOM newspapers. I felt a bit like a kid on Christmas morning! It's amazing how much faster a search goes when you're looking in the right place. If you've ever misplaced your glasses or keys, you know what I mean.

It wasn't too long until I wandered into the middle of the 1973 binder. The headline on the front page of the June 14 edition read "Not Controllers But – Awarded ATC 'Saves.'" The accompanying article provided all the details.

It turns out this was the first-ever Certificate of Exemplary Service awarded to any non-ATCers. It required a waiver by the HQ AFCS chief of ATC procedures division, Lt Col Ward J. Baker. He wrote in his letter to the Save review board:

Waiver is justified due to the extraordinary and timely application of ATC knowledge. Under these exceptional circumstances, both operators will be considered for a 'Save' even though they were not performing duties in an ATC facility.

The article identified the two radio operators who did the deed as SSgt Daniel "Dan" McNeil and Sgt James "Rick" Adams.


In a nutshell, operators were flight following two C-141 aircraft transiting over the Gulf of Mexico. As procedurally required, these Military Airlift Command aircraft were providing progress reports over the radio. The reports included the present position and time, estimated position and time, and flight level for each aircraft.

Sometime during the copying, coordinating, and relaying of the reports it became evident that both aircraft were estimating the same reporting position within 10 minutes of each other. The problem? They were flying at the same attitude heading in opposite directions—one northbound and one southbound—toward each other.

I wasn't on duty with this dynamic duo, but I bet as the circumstances became evident, the words "Holy crap!" or some reasonable facsimile were uttered by the operators involved.

Cool heads prevailed and the operators quickly coordinated with the involved civil ATC facilities and got clearance for one of the C-141s to climb 4,000 feet, after which both aircraft proceeded uneventfully on to their destinations.

Put in grim perspective, it could have been a bad day for the almost 100 passengers and crewmembers on board the two C-141s. In addition, two Air Force aircraft valued at over \$12.5 million would have been lost.

Dan and Rick sloughed off any glory for their performance as simply doing their job. Like the old World War II Army Air Corps recruiting slogan, they were just doing their part to "Keep 'em Flying!" 



Providing Disaster Relief: ALL IN A DAY'S WORK

By MS. RUTH ANN REPLOGLE, Staff Writer

Airmen from Barksdale AFB, La., unload sandbags from a city vehicle in Bossier City, La. Airmen created a protective barrier over the Red Chute Bayou levee in an attempt to slow down corrosion caused from excess waters flowing down from the ArkLaTex region.

USAF PHOTO BY SRA MOZER O. DA CUNHA

This past spring, the United States experienced some of the worst flooding in the nation's history. Records were broken in March as torrential rainfall battered Texas, Louisiana, and Mississippi. The town of Deweyville, Texas, was all but wiped from the map after 26 inches of rain triggered massive flooding from the Sabine River. In response to the same storm, National Guard troops in Louisiana helped with evacuations, search and rescue operations, sandbag distribution, and supplying water, meals, and security.



Barksdale Airmen build a protective barrier over a levee in Bossier City, La. Airmen worked with the Army Corps of Engineers and local city employees to transport, unload, and place sandbags at the lowest sections of the Red Chute Bayou levee.

USAF PHOTO BY SRA MOZER O. DA CUNHA

Just two months earlier, Illinois and Missouri experienced historic flooding along the Mississippi River that left more than 20 people dead and destroyed thousands of structures. Hundreds of families lost everything they had, and some barely escaped drowning in their own homes and cars. During that December-January event, military personnel from all services—including Airmen from Scott Air Force Base—worked side-by-side as the floodwaters crept southward. They provided security, filled sandbags, brought in systems that could purify water, and assisted with search and rescue operations.

Similarly, in October 2015, the North Carolina National Guard helped fellow South Carolina National Guardsmen after flooding wreaked havoc in South Carolina.

We see the same thing happen during wildfires or other natural disasters. Soldiers of all ranks—from all services—respond when called to help, and they show up ready to work together to assist in whatever way they can. On the ground during a flood, for example, this can mean Airmen directing traffic away from road closures, providing security around breached levees and evacuated areas, making and/or placing sandbags, and monitoring

levees. In the air, it can mean flying aircraft or maneuvering unmanned drones over affected areas to locate people stranded by flooding or deploying cargo planes loaded with supplies and manpower.

Such humanitarian (and heroic) acts are nothing new for Air Mobility Command personnel. The Air Force has provided disaster relief to the United States and the world at large for nearly 100 years. The first recorded humanitarian effort by Airmen occurred in September of 1919 when aviators dropped food supplies to marooned flood victims along the Rio Grande.

Through the years since, Airmen have airlifted tons of equipment and supplies to areas hit by natural disasters. They have delivered relief cargo such as large pumps and pipes; and they have bombed ice jams to prevent flooding, save bridges, and restore navigation. They have participated in search and rescue missions, evacuated refugees, and moved people out of harm's way to areas beyond the disaster zone. They have transported emergency personnel to disaster regions, including medical staff to treat the injured and engineers to reverse the flooding. They have also airlifted patients to medical facilities.

We can prepare for future catastrophes, but we can't predict what those disasters will entail or what we'll need. However, we can foretell who will answer our call for HELP: highly trained Airmen and Soldiers from all branches of service who have contingency plans, aircraft, and crews ready to assist. On behalf of those you have helped in the past and those you will help in the future, THANK YOU. 🇺🇸

Misadventure at the Pool

By MS. KIM BRUMLEY, Staff Writer

CANNONBALL!

Most of us are familiar with the term, but for those who are not, I'll break it down for you.

Basically, someone (not to pick on you fellows, but it normally is a guy) leaps into a pool, holds his knees to his chest in some kind of crazy balled-up fetal position, and hits the water with the intention of creating a gigantic splash that will get everyone sitting poolside wet. Of course, the cannonballer is usually the only one who thinks it is hilarious. Nonetheless, there somehow seems to be a baller at just about every pool, every summer.

Growing up, cooling off in the midst of cannonball mania at the local pool with a bunch of buddies from my neighborhood was common. With plenty of time on our hands and given free rein (shoved out the door by our parents), we spent all day, every day soaking up the sun. Of course, when you get a bunch of rowdy kids together, even for a short amount of time, there are bound to be accidents and I have plenty of scars to prove it! One instance I'll never forget ... Well, in actuality I was completely unconscious then semi-conscious for a bit so it's kind of a blur. Honesty, I'm certainly glad that I don't remember nearly drowning because the thought of it is a little traumatic and I probably would never have gotten back in the water again if I did remember it. So, I'll tell you what I do recall.

I remember taking a deep breath and going underwater, then I was out of the pool, all the kids were screaming, and every adult kneeling over me was frantic. I can personally tell you that total chaos is not a good thing when you are choking for air and feel like your head is about to explode from all the pain! Then I remember looking at my hands that were completely covered in blood and realizing there was blood everywhere. I had no idea why, but I knew it was mine.

Still dazed and confused on the way to the hospital, I finally came to enough to ask what happened. Apparently, a little girl took off running, did a cannonball maneuver into the water, and landed right on top of me while I was swimming underwater. Unfortunately for me, she landed square on the back of my head, and my face crashed into the cement pool bottom. The impact broke my nose and rendered me unconscious ... underwater! It



Laura Preston, a lifeguard at the Dyess Main Pool, sits atop her watchtower at Dyess AFB, Texas.

USAF PHOTO BY SRA SHANNON HALL

took a minute for those who were poolside to realize I was in serious trouble. When I didn't come up for air and was drifting lifelessly, someone jumped in to save me. All they could get hold of was my hair, so that's how I was pulled to the surface. I'm definitely not going to be girly and complain about getting my hair pulled because it saved my life. In emergency situations like this, when seconds matter, there is no room or time for pleasantries or to be delicate. It goes without saying that if someone is drowning, grab whatever you can get hold of to pull the person to the surface.

That knowledge came in handy years later while I was lifeguarding and regularly pulled folks from every age group out of the pool. I would say the majority of those in need of rescue were children who got in over their heads, didn't have the necessary swimming skills, and sank to the bottom. However, I also pulled numerous people

out who had been injured while swimming and couldn't get to a safe place themselves. No matter how many times you see it, it's always terrifying to see a person's head bobbing in and out of the water as a swimmer struggles to tread along the surface. Not surprisingly, lots of those injuries were due to some goofball taking off and carelessly cannonballing into the pool, either off the side of the pool or a diving board, without doing a little situational awareness check first. The result: some innocent person below got some blunt force trauma.

Thankfully, none of the body collisions I witnessed caused any broken bones or near death drowning. But I wish every pool would add a new warning. **Look before you cannonball!** Yes, that's a little long and may not fit on a posted warning sign as easily as *Don't Run*, but it's a very clear message for all those cannonballers to watch out below! 🚫

Make the Right Choice:

The Gopher That Didn't Get Away

By MR. JOE HUGHES, HQ AMC/SEG,
Chief, Occupational Safety Division

Bossier City, Louisiana, 1991

I was just starting a wonderful journey with my new family; I had only been married for a year at this point. We had relocated to Barksdale AFB and settled into a nice community—my wife, son, and another baby on the way. I was very good at taking care of my work-related duties but still figuring out how to take care of my fatherly duties and expectations around the house.

One day my new wife asked me about growing a small garden in the back yard, and without hesitation I immediately said, “Sure, I can do that.” I liked doing those kinds of things, and I started preparing the area in the backyard. You know, getting out the tiller and working the ground, and adding fertilizer to enrich the soil. Within a week or so, I had the growing area prepared: a 15-by-15-foot area.

I picked up some watermelon, squash, and okra seeds, as well as five tomato plants. This was going to be a growing machine; the soil was rich and dark, and the added cow chips really made it smell like a farm.

I got everything planted, and to my amazement, it was all coming along beautifully. My wonderful wife commented on how nice it looked. The tomato plants soon needed support so I purchased some ready-made wire supports to help them stand. It was all so nice and growing with no problems, until that dreaded day.

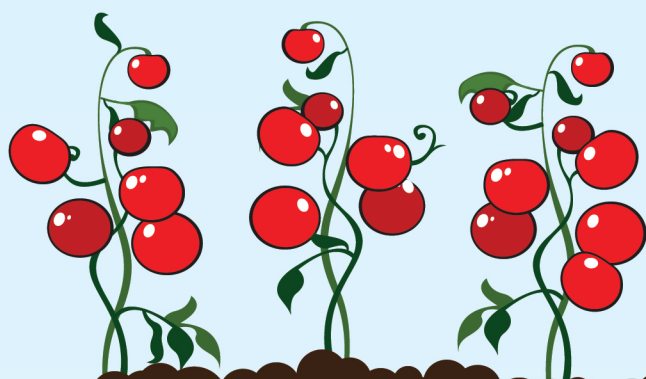
I came home from work as normal, changed clothes, and went out to the garden to provide a little water and pull any unwanted weeds. On this day something had changed—one of the tomato plants was missing. The wire support was in place, but the plant was gone without a shred of evidence. I immediately thought the kids had pulled it and rushed back in the house to take care of business. My

wife stopped me and explained the kids had not been in the back yard, and it had to be something else.

Well, although I was curious, I eventually let it go and focused on the remaining plants. I finished up the garden care for the day, and the rest of the evening was uneventful.

The next evening, I returned home after work, changed clothes, and headed out to care for the garden. Well, as you may have guessed, another tomato plant was missing, but this time I had a clue. One leaf remained where the beautiful plant used to be. As I reached for the leaf, the ground beneath opened into a hole ... a gopher hole.

Well, this certainly brought out the best in me ... the war was on. I could not believe after all my hard work that a stinking gopher was going to ruin the entire vegetable garden one plant at a time. It was 1991 and you could still purchase black powder at the country gas



station in Louisiana. Also, I failed to mention that my career path was as an ammo professional.

Now, we talk about making the right choices all the time and evaluating the results for possible mitigation of hazards, but that did not resonate with me on this particular day. As I looked over my backyard, I found several gopher holes, and the more I looked, the more furious I became. What happened next will blow you out of your chair.

I rushed back into the house and grabbed my keys as I explained to my wife that I needed to run to the store and would be right back. I went to the local country gas station and bought several pounds of black powder as well as five gallons of gasoline. I wasn't really thinking, but at the same time I knew the gas would provide the detonation for the black powder.

Returning home, I set out to get me some gophers. I poured a cup or so of black powder in the 10 or so holes throughout the backyard and a splash of gas in each one to ensure I got my enemy. I'm not a scientist, so I did not figure on the fumes making it into the tunnels that basically covered my entire yard and the neighbors' yards.

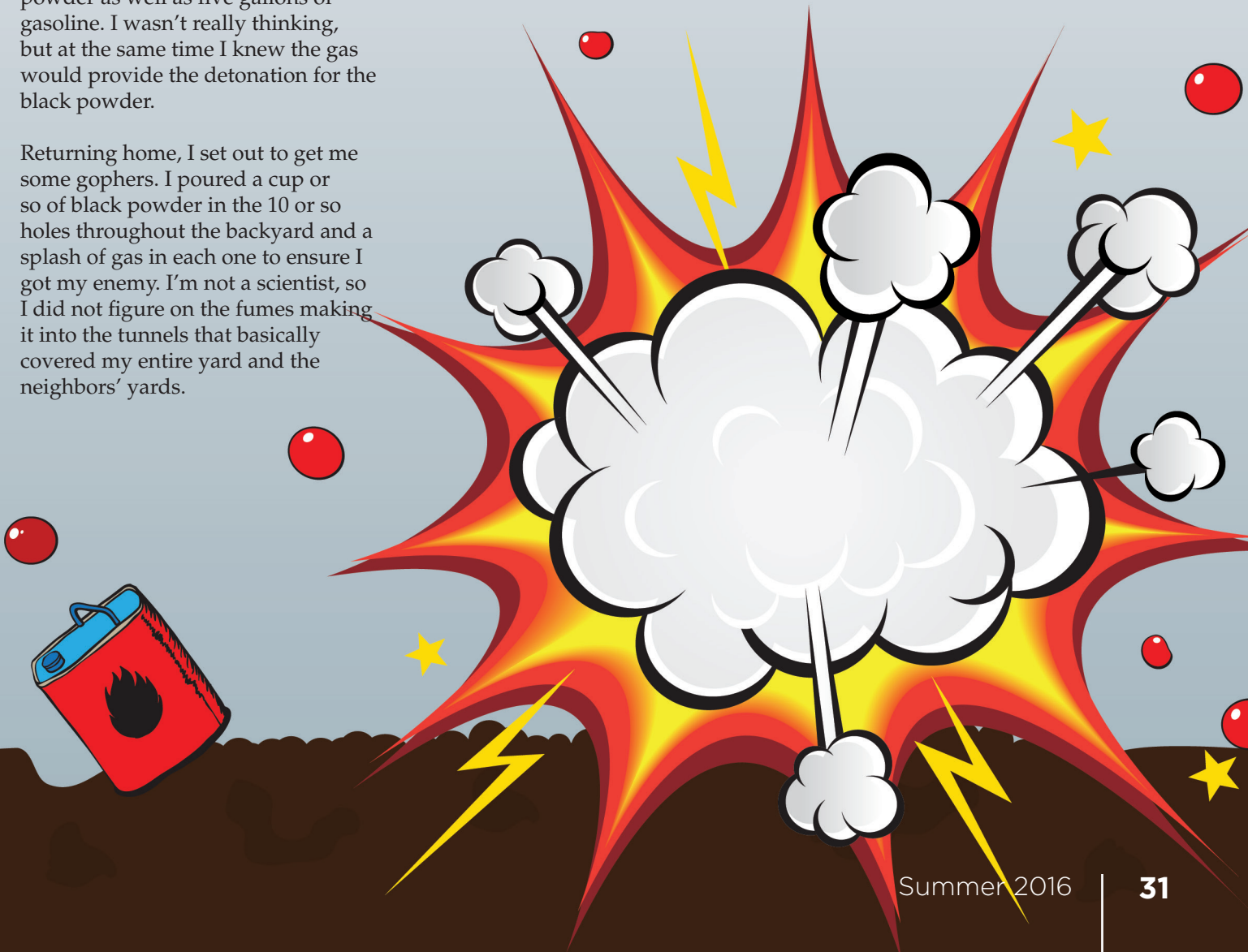
After waiting about 10 or 15 minutes, it was time to light it up. Let me tell you—when I threw the match into that hole and found myself airborne—I realized I had made a mistake.

After I caught my breath from landing on my back, it was easy to see the damage I had caused. My chain-link fence was now lying down around the yard. My air conditioner had sunk into the ground a few feet, and several of the neighbors had smoke coming from their yards. In the aftermath, I realized this was not a well-planned event, and I never would have guessed it would cause so much destruction.

After all was said and done, it cost me over \$6,000 in repairs plus the cost of relocating to a new home after the neighbors voted us out.

Making the right choice, getting some professional advice, and doing a small amount of research would have been the wise thing to do. That was the lesson I learned that day, and it has stuck with me my entire life. Fortunately, no one was injured physically, but my pride went out the door and left me standing alone for several months.

By the way, I got the gopher ... or at least that's my story and I'm sticking to it. 🌍



Amateur Fireworks:

The Big NO-NO!

By MS. RITA HESS, Staff Writer



When July 4 rolls around each year, it is common to hear parents cautioning children of all ages about the dangers of fireworks. It is also common to see local and national news segments showing the destructive nature of different fireworks devices by placing them near mannequins, watermelons, and other props.

What is NOT common is to hear about an NFL football player—a big bruiser at 6'5" and weighing in at over 270 pounds—losing one finger and severely injuring several others due to fireworks. Yet that was exactly the case last year for Jason Pierre-Paul, defensive end for the New York Giants.

Potential Career Buster for Pierre-Paul

According to news reports, Pierre-Paul felt “lucky to be alive” and said he was “fortunate to have a

hand” after his right index finger was amputated and his right thumb and middle finger were severely damaged by the explosive. He recalled during one interview that while hospitalized, he saw others with injuries due to fireworks—including a 12-year-old who died. Despite being “in and out of consciousness” and having lost a lot of blood, Pierre-Paul feared the physicians treating him would cut off his entire hand, which could have ended his NFL career.

So, if something this bad could happen to someone so big and strong, what should that tell the rest of us about buying fireworks and setting up our own display? Common sense should tell us it's a big NO-NO!

Even if it is legal where you live, and *even* if you wear safety glasses and stay away from structures, and *even* if you have a garden hose handy to



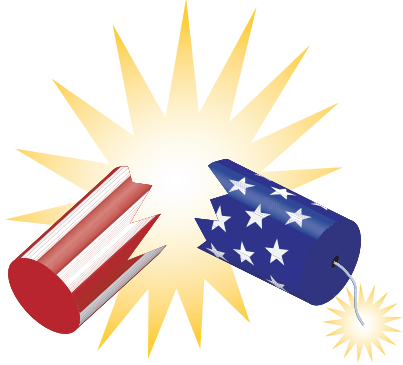
Jason Pierre-Paul, before the accident.

PHOTO BY MIKE MORBECK

douse escaping embers, and *even* if you keep fireworks away from children, and *even* if you are careful with duds (those devices that don't go off as intended)—accidents can (and do!) happen.

In fact, the most mundane and seemingly simple seasonal device presents a problem. According to the Consumer Product Safety


Think about your job ... could you do it with one less finger? Could you do it with one hand? Could you do it blind? Given a choice, are those circumstances you would choose for yourself? Are they circumstances you would want for your family?



Commission (CPSC), sparklers accounted for 1,400 reported fireworks injuries in a one-month period in the summer of 2014. Yes, sparklers! Those innocent looking little sticks can burn up to 2,000 degrees Fahrenheit, which is as hot as a blowtorch. They are not exactly fit for children, yet many people light and hand them off to youngsters. Sparklers accounted for 61 percent of the total estimated injuries for children under 5 years old in the CPSC report. And of the total fireworks injury victims in 2014, more than one-third were children under the age of 15.

Potential Career Buster for You

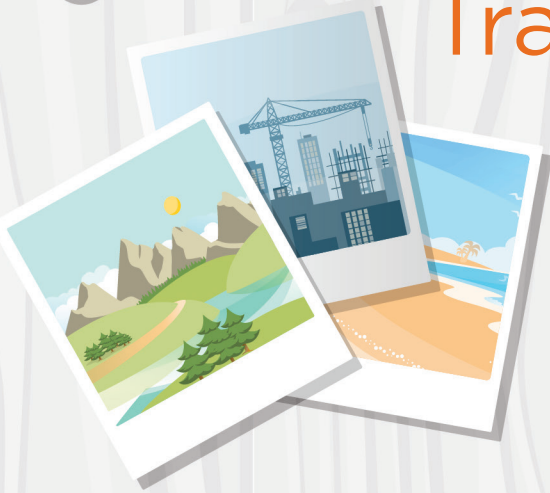
In an interview last fall with the New York Daily News, Pierre-Paul was very clear about one lesson he learned from the accident—it was his last time for fireworks. We should all take a lesson from Pierre-Paul. He was lucky and he has continued his career despite his injuries. Think about your job ... could you do it with one less finger? Could you do it with one hand? Could you do it blind? Given a choice, are those circumstances you would choose for yourself? Are they circumstances you would want for your family?

This year, just say **NO!** to buying fireworks of any kind. Find a base-sponsored or professional display in your community instead, spread a blanket on the ground, and lay back with friends and family while you “Oooh!” and “Ahhh!” to its beauty. You’ll find the experience much more relaxing and undoubtedly safer. 

AMONG THE DEATHS IN 2014

- On July 4, a 14-year-old boy from Washington State, his family, and friends gathered at a private residence for a holiday celebration. Two launch tubes were set about eight inches apart; individuals lit them and ran away. Witnesses described a “blinding light” and realized one of the devices had been shot into the crowd of people. The victim was discovered lying on the ground with a significant head injury. He was airlifted to a trauma hospital and died nine days later.
- On July 4, a 44-year-old man from Michigan died when a mortar shell firework exploded at an evening barbecue. He set a tube on the ground and launched three shells successfully. He launched the fourth while holding the launch tube with his arms extended and the tube pointed upward. The tube blew up from the back and hit him in the chest. He was knocked backwards into the fence and died shortly afterward.
- On July 5, a 25-year-old Oklahoman died of head injuries. According to witnesses, he and others were setting off fireworks around dusk. The victim had been drinking alcohol before the incident. He lit a shell, placed it in a launching tube, and held it over his head. The shell went off and hit him in the top of the head. He was transported to a hospital and died the next day.
- A 51-year-old Missouri man died from injuries when a fireworks device exploded in his hand. He told a police officer he was trimming grass on July 5 and saw what appeared to be a fireworks device in the grass after hitting it with his trimmer. He reached to pick up the item; it exploded in his hand. He sustained a large laceration to his palm, several fingers were missing, and he lost a significant amount of blood. His injuries complicated other health conditions. A local emergency room airlifted him to another hospital, where he died on July 28.
- On July 5, two victims from Ohio—a 78-year-old man and a 76-year-old woman—died in a house fire that authorities suspect was caused by neighborhood fireworks. It is believed that falling debris ignited combustible material on the back patio area of the victims’ home while they slept inside.

**Summarized from the CPSC 2014 Fireworks Annual Report*



Travel Safety Reminders

By MS. AMANDA HILLES, Staff Writer

Trading in the proverbial 9 to 5 for relaxing vacation time reminds us to appreciate the little things, but it is important to remember basic safety when traveling. Check out these reminders for seasoned travelers, as well as newbies.

Air Travel

Flying is the fastest, most convenient form of travel. If using military transit, always confirm that you have current information for Air Mobility Command flights. The AMC Travel website, www.amc.a.mil/amctravel/index.asp, offers more information on booking military flights.

If you are using a civilian-based airline, remember these tips before heading to the airport:

- Watch your weight with checked bags—and carry-on bags, too. The last thing you want to do is miss your flight because you are at the checked baggage counter deciding what to throw away to meet the weight requirements.
- Do not pack expensive jewelry, breakables, or valuable electronics. Keep these items with you as carry-on luggage.
- Designer luggage can attract unwanted attention, as can military luggage. To minimize the risk of becoming a target, travel with inexpensive, plain-looking luggage whenever possible. Tie a ribbon or put a sticker on your plain luggage to make it easily discernible to you.
- Place liquids, like shampoo and colognes, in plastic baggies in your checked luggage to make it easy for baggage inspectors to see the grouped items in scans. For TSA requirements on quantities and sizes of liquids, visit www.tsa.gov.

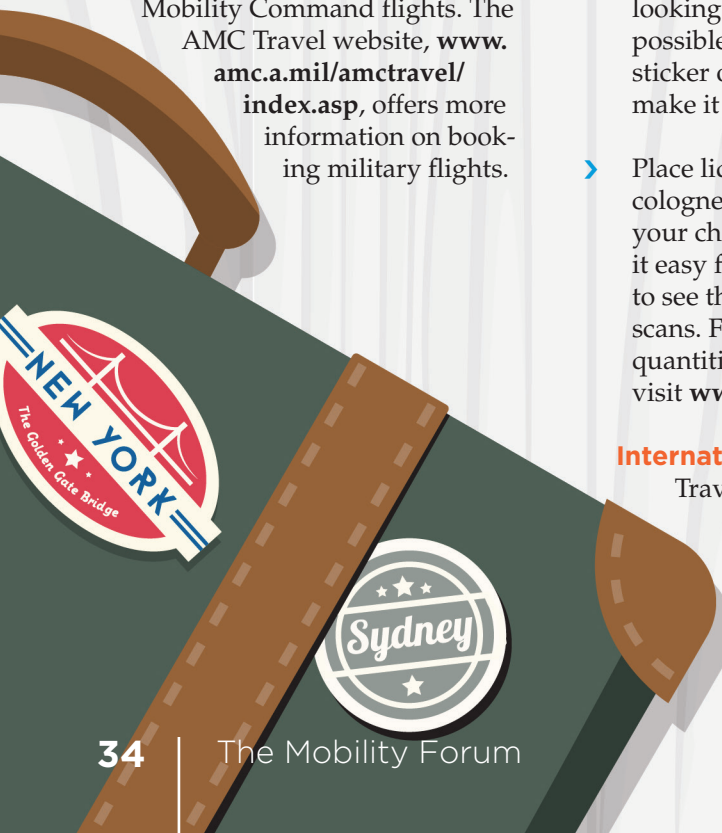
International Travel

Traveling overseas to a new vacation or tourist destination can be exciting and expand your cultural horizons, but planning is key.

Do your research; know what to expect at customs. Be familiar with the host country's laws, customs, and cultural norms. Learn as much as you can about your destination so that when you arrive, you are informed and in control of your experience.

Americans are easily spotted as tourists in foreign countries and can become targets for pickpockets. To avoid losing your valuables:

- Keep your purse zipped at all times. Hold the purse close to your body with your hand on the zipper.
- Do not lay your cell phone on the table. Pickpockets are fast; tourists have had their phones swiped by run-by thieves. Also, a thief may lay an object like a menu on the table, and then pick up your phone when collecting the menu.
- When eating in a public setting, place your purse on the ground and put one of your chair legs through the carrying strap.
- Be extremely suspicious of anyone asking you to sign petitions or donate money to a cause while traveling overseas. Many times, these are fraudulent claims intended to obtain money from unsuspecting tourists.
- Proceed with caution if someone approaches you and





SEASONAL CONSIDERATIONS



claims to have lost an item, such as a ring, and engages you in a search for the item. This could be a ploy to lure you into a less crowded space where it will be easier to take your possessions.

- Leave things like passports and extra credit cards in a hotel safe or locked securely in your luggage while exploring a new country.
- Check with your bank to learn if your debit and credit cards will work in the host country. Keep a form of payment locked in your hotel room, a form of payment in your wallet or purse, and some extra cash in a pocket or a shoe while you explore. This way, if you're the victim of a pickpocket, you still have backup cash and a way to get home.
- Be wary when choosing public transportation; only use reputable, well-marked cabbies.

Driving

Road trips can be a bonding experience for the entire family or a rewarding way of getting some alone time if traveling solo. When planning any road trip:

- Before leaving, inspect your vehicle (especially the oil, tire pressure, and battery). If you are not mechanically inclined, have an expert inspect it. Make sure you have a spare tire and a reliable tire iron.


- Preplan stops for gas and food. Some parts of the country don't have rest stops for miles; you don't want to run out of gas and have to hike!
- Always wear a seatbelt, and use a hands-free device if you need to make a call while driving.
- Do not leave children or pets in the car for any reason or any amount of time without an adult present. Not only is this an extreme safety issue, but also a legal one in some jurisdictions.
- Pull over if you're tired. If your eyes get heavy and you find yourself nodding off, it is probably time for a power nap. Choose a safe, well-lit location to pull over for power naps, and lock your doors. Or, call it a night and find a motel.

Traveling with Kids

Are we there yet? Is there another movie? My iPad died. I'm bored. I don't WANT to read. I need to pee!

If you have ever traveled with kids, you will recognize these cringe-worthy whines. Use these tips to ensure safe and stress-free travel with the tiny humans:

- Pack all necessary child restraints for travel.
- Take plenty of activities to keep children entertained so you can focus on the road.
- Ensure you have wall chargers and car chargers for all electronics.
- Pack adequate snacks and water to avoid the hunger crankies.
- Never leave a child unattended in a vehicle for any reason.
- If traveling by plane, put diapers, formula, and other childcare items in your carry-on luggage.
- Never turn your back on a child, especially in a crowded terminal or an unfamiliar place; keep one hand on him or her at all times.

For any kind of trip, plan plenty of time for flight disruptions, weather, and other delays. If you aren't back on base by the time your leave expires, you could be considered AWOL and face punitive action. 

HEFTY 66:

349 AMW, Travis AFB, Receives Well Done Award



Left to right: SMSgt Pat Tiaffay (FE), Maj Rick Hiraldo (PF), and Maj Nick Amenta (PM), 312 AS, Travis AFB.

The Aviation Safety Well Done Award recently went to the aircrew of “Hefty 66” in recognition of outstanding achievements while preventing an aircraft mishap during a training mission.

On September 17, 2015, the aircrew of the C-5M was scheduled to fly a standard night local sortie and conduct an air refueling with a Travis AFB KC-10. After refueling, the crew planned to spend an hour in the local pattern flying approaches. After learning the rendezvous KC-10 had a maintenance issue and would not be departing that evening, the Hefty 66 crew decided to continue the mission and fly an air-land sortie instead.

The aircrew departed 15 minutes early and began flying instrument approaches in the local traffic pattern. During the fifth touch and go, the pilot flying (PF) noticed the airplane drifting to the left while racing down the runway. He added a small correction of right rudder input to correct the airplane back to centerline. At that point, he felt a snap and the right rudder went all the way forward. After immediately correcting back to the left, he felt the rudder pedals were loose and had no push back. The aircraft abruptly yawed to the right approximately 15-20 feet and then back to the left the same distance.

The PF asked the IP if he was depressing the rudders. At that


moment, both pilots realized the aircraft was behaving erratically. The IP immediately called reject and the emergency procedure was flawlessly executed in accordance with the flight manual, bringing the aircraft safely to a stop.

After coming to a stop, the IP sent out a scanner to check for damage. None was reported, so the aircrew taxied back and turned the aircraft over to maintenance personnel. The aircraft was impounded and the subsequent safety investigation revealed a sheared pin in the rudder centering assembly, a major flight control malfunction that could easily have resulted in structural failure and a loss of aircraft control had the crew attempted to take off.

The touch and go is considered a “flying maneuver” since stopping a C-5M at high speed is often more

dangerous than taking an issue into the air. During a touch and go, the AFTTP 3-3.C-5 *Tactics, Techniques, and Procedures* advises crews to “always consider the aircraft in a high speed regime” and call rejects only for safety of flight issues.

It was determined that the aircrew correctly identified a severely degraded flight control malfunction as a safety of flight issue and made the correct decision to reject. Crew actions were not a factor in this event—indeed, they directly prevented a much worse mishap from occurring.

The experience, skill, knowledge of flight manual procedures, and quick thinking exhibited by the crew of Hefty 66 during this event reflect great credit upon the individuals and the team, Air Mobility Command, and the United States Air Force. 

C-5M AIRCREW

Maj Nicholas Amenta - K11M3A - Instructor Pilot
Maj Ricardo Hiraldo - 11M3A - Aircraft Commander
Capt Adam Weiss - 11M3A - Aircraft Commander
2Lt Brian Beard - 11M2A - Pilot
SMSgt Patrick Tiaffay - Q1A171 - Evaluator Flight Engineer
MSgt Jerry Barker - K1A171 - Instructor Flight Engineer
SrA Jonathan Earnst - 1A131 - Student Flight Engineer
MSgt Danielle Walsh - 1A151 - Student Flight Engineer
TSgt Shannon Zachary - 1A271 - Loadmaster
SrA Kong Wong - 1A251 - Loadmaster



Flying Hour MILESTONES

12,500 HOURS

145 AW, Charlotte, NC
CMSgt Andrew M. Huneycutt



CMSgt Andrew M. Huneycutt is the Chief Loadmaster of the 145th Operations Support Flight, ANG, in North Carolina. He provides leadership and management to the aircraft loadmasters of the 156 AS/145 OSS. Chief Huneycutt is directly responsible for formulating plans for loadmaster flying activities, and he analyzes and evaluates training programs and operational readiness status.

8,500 HOURS

123 AW, Louisville, KY
SMSgt David B. Riedley
MSgt Wayne S. Reeser
145 AW, Charlotte, NC
SMSgt Christopher R. Whitcomb

7,500 HOURS

123 AW, Louisville, KY
CMSgt William S. Davis
143 AW, Riquon ANG, RI
MSgt Chad G. Gurnon
326 AS, Dover AFB, DE
Lt Col Gordon A. Kinney

6,500 HOURS

21 AS, Travis AFB, CA
TSgt Jeremy D. Pickens
123 AW, Louisville, KY
CMSgt Jeffrey D. Brown
143 AW, Riquon ANG, RI
Col Daniel A. Walter
Lt Col Michael A. Comstock
MSgt Kyle C. Gurnon
145 AW, Charlotte, NC
SMSgt Michael K. Crump
MSgt Pennie J. Brawley
179 AW, Mansfield, OH
CMSgt Randy L. Nelson
SMSgt David A. Pitroff
512 AW, Dover AFB, DE
Col Jonathan M. Philebaum
709 AS, Dover AFB, DE
Lt Col Patrick J. Egan
MSgt Roderick A. Lopez

5,000 HOURS

6 ARS, Travis AFB, CA
MSgt Edward L. Soto
19 OG, Little Rock, AFB, AR
TSgt Jason Kelly
22 AS, Travis AFB, CA
Lt Col Cory Bulris
Lt Col Jon Sterling
CMSgt B. Eastman

CMSgt John Steggel
96 AS, Minneapolis-St. Paul ARS, MN
Maj Christopher S. Rieland

121 ARW, Rickenbacker IAP, OH
Lt Col Edward Harder
Lt Col Paul Hughes
Lt Col William Roach
CMSgt Sam Given

123 AW, Louisville, KY
Col Robert A. Hamm
Lt Col Marc E. Hall
Maj John A. Cantu
Maj Joseph R. Hood

133 AW, St. Paul, MN
Col Daniel Gabrielli
Lt Col Andrew Burda
Maj Christopher Reichl

143 AW, Riquon ANG, RI
Col Richard J. Hart

145 AW, Charlotte, NC
Brig Gen Roger E. Williams
Maj Gen David T. Kelly
Col Thomas W. Brown
Col Marshall C. Collins
Col Joseph H. Stepp
Lt Col Miles K. Harkey
Lt Col Philip Houlihan
Lt Col Johnathon R. Locklear
Lt Col Ellie G. Shuler III
CMSgt Ned W. Seaman
SMSgt Steven K. Ferrell
MSgt Danny L. Sherrill

179 AW, Mansfield, OH
Lt Col Robert L. "Zippy" Dunlap

326 AS, Dover AFB, DE
TSgt Matthew D. Burke

512 AW, Dover AFB, DE
Lt Col Michael A. Desantis

709 AS, Dover AFB, DE
MSgt Scott P. Cassyd
MSgt Matthew W. Harr

3,500 HOURS

1 AS, JB Andrews, MD
Lt Col Tony Caparella

Lt Col Andrew Gabrielski
Lt Col Mike Murphy
Lt Col Aaron Phillips
Lt Col Josh Rice
Lt Col Mark Scheer
Lt Col Michael Snodgrass
Lt Col Michael Shane Turner
Maj Anthony Frazier
Maj Josh White
SMSgt Angell Nichols
MSgt Glenn Robinette

6 ARS, Travis AFB, CA
MSgt Joey M. Myers
TSgt Jessica L. Stockwell

9 ARS, Travis AFB, CA
Lt Col Alexander B. Fafinski
TSgt J.J. Osuna

21 AS, Travis AFB, CA
Maj Telmo C. Galindez
Maj Craig R. Husby
Maj Benjamin P. Peterson
Capt Patrick S. Ng
Capt David L. Planchno
TSgt Gabriel R. Reams

22 AS, Travis AFB, CA
Lt Col Jansten Taylor
Maj Richard Linton
Maj Calford Morris
Capt Paul Cameron
TSgt Javier Borges-Martin
SSgt Erick Aguilar

96 AS, Minneapolis-St. Paul ARS, MN
Maj Stephen M. Gilkeson
Maj Ryan L. Rastedt

121 ARW, Rickenbacker IAP, OH
Lt Col Brian Dumond
Lt Col Corey Wilson
Maj Rob Cruea
Maj Patrick Helgerman
Maj Scott Mettle
Maj Scott Pohler
Maj Kurt Ruen
Maj John Tudela
Capt Zach Smith
TSgt Ryan Dunn

MISHAP-FREE FLYING HOUR MILESTONES

123 AW, Louisville, KY

Maj Gen Mark R. Kraus
Lt Col Clinton E. Banning
Lt Col Scott A. Ledford
Lt Col Jason M. Schmidt
Lt Col Brian P. Story
Lt Col John S. Ward
Maj Casey J. Clark
Maj Robert W. Robinson
Maj Jason P. Ward
CMSgt Joseph A. Dawson
MSgt Travis L. Keehner

133 AW, St. Paul, MN

Col James Cleet
Lt Col Nathan Kazek

143 AW, Riquon ANG, RI

Lt Col Michael A. McCarron
Lt Col Marc E. Vincequere
Maj Gary S. Costello
Maj James M. Couture
Maj Barret T. Kracht
Maj Keith S. Napolitano
MSgt Joseph R. Maker

145 AW, Charlotte, NC

Lt Col Gary L. Dodge
Lt Col Bradley E. Holbrooks
Lt Col Michael S. Lineberger
Lt Col James C. Pearson
Maj Marshal T. Haylett
CMSgt William R. Harper Jr.
CMSgt Bobby L. Jacobs
SMSgt Jermaine Parker
SMSgt Derek T. Rumpfelt
MSgt Jeffery A. Barbour
MSgt David C. Brown
MSgt Glen A. Garlick
MSgt Joshua S. Knight
MSgt David W. Lee

179 AW, Mansfield, OH

Lt Col Kevin C. Wuebker
Maj Matthew S. Dudley

201 AS, JB Andrews, MD

Lt Col Otis M. Hooper
Lt Col Doug C. Macivor
SMSgt Jennifer E. Bounds

326 AS, Dover AFB, DE

Maj Katherine A. Eckert
Capt Steven V. Mollica

2,500 HOURS

6 ARS, TRAVIS AFB, CA

Capt John C. Palicka

TSgt Aaron M. Burk
TSgt Kevin M. Gregory
TSgt David D. McClurg
TSgt Timothy A. Mullinax

9 ARS, Travis AFB, CA

Capt Tandon L. Mardis

19 OG, Little Rock, AFB, AR

TSgt Christopher Patton

21 AS, Travis AFB, CA

Maj Matthew J. Mottet
Maj Virgil V. Steele IV
Maj Clifton D. Tinkham
Capt Eric L. Deist
Capt Adam L. Friedrichsen
Capt Anders M. Karlsen
Capt Sarah K. Overmyer
Capt John T. Powers
Capt Michael R. Price
Capt Tyler C. Sanborn
Capt Gene R. Strand
TSgt Kevin W. Stockwell

22 AS, Travis AFB, CA

Lt Col Mathew Jones
Capt George Fowler
Capt Aaron Klang
Capt Paul Lentz
Capt Keith Nordquist
Capt Michael Rallo
Capt Kevin Simonds
TSgt Geoffrey Dashner
TSgt Robert Farland
SSgt Micah Engel
SSgt Ryan Vonherbulis

96 AS, Minneapolis-St. Paul ARS, MN

Capt Jordan A. Anderson
Capt Benjamin B. Brogard
Capt Aaron D. Kutschera
Capt Michelle L. Morse
Capt Lee D. Place
Capt Daniel J. Schei

121 ARW, Rickenbacker IAP, OH

Maj Corey Cruset
Maj Frank Nappo
Maj Mark Robinson
Maj Ryan Sabo
Capt Brian Bell
TSgt Robert Cox

123 AW, Louisville, KY

Lt Col Jonathan B. Miller
Lt Col Matthew E. Quenichet
Lt Col James E. White
Maj Brian M. Carter

Maj Christopher S. Engleman
Maj Jared L. Hawkins
Maj Jennifer L. Helton
Maj John T. Hourigan
Maj Gregory A. Judd
Maj Andrew J. Short
Capt Richard J. Hessick
TSgt Shane D. Rollins
TSgt Benjamin P. Vost
TSgt Daniel E. Wormley

133 AW, St. Paul, MN

Lt Col Marc Stok
Maj Peter Ament
Maj Nicholas Bowar
Maj Brandon Moore

143 AW, Riquon ANG, RI

Maj Matthew J. Cellemme
Maj Collin J. Dunn
Maj Michael R. Fanning
Maj Spencer W. Romph
Maj Christopher A. Williams
SMSgt Thomas C. Geanuracos

145 AW, Charlotte, NC

Lt Col John T. Cudar
Maj Bradley C. Ayer
Maj Jonathan T. Highley
Maj James S. Morris IV
Maj Albert Wright
Capt P. Jay Allen
SMSgt Robert S. Bartlett III
MSgt Robert B. Austin
MSgt Barry W. Blackwood
MSgt Matthew T. Holmes
MSgt Ernest L. Terry III
MSgt Kenneth C. Wells
TSgt Carlos R. Zapata

179 AW, Mansfield, OH

Maj Patrick M. Cooney
Maj Matthew P. Crowe
TSgt Benjamin L. Garmie

201 AS, JB Andrews, MD

MSgt Leslie E. Paskewich
TSgt Sandra S. Peters

326 AS, Dover AFB, DE

Lt Col Wesley K. Pangle

512 AW, Dover AFB, DE

MSgt Rebecca K. Fitch

709 AS, Dover AFB, DE

Maj Blaine S. Brown
Maj Scott J. Tullis
Capt Peter J. Fahrion

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

Mishap Statistics are People, Too

By MSGT LISA MOON
HQ AMC/SEG
Occupational Safety Division

One out of 10 Airmen has experienced a serious injury while serving in the military, but these statistics are not just numbers on a page. Every statistic masks a face and name of a real person who lives with the effects associated with his or her injury. Consider one Airman's story:

"Pulling G's for the past 14 years has messed up my back and neck pretty good. I have herniated my C4-5, 5-6, and 6-7 and am experiencing quite a bit of left arm pain, tingling, and numbness. Since I am in near constant pain, I'm coming to the conclusion that I'm probably not cut out for doing this much longer and may have actually flown my last sortie. I've been DNIF [Duties Not Including Flying] for a few weeks now. There isn't a surgery that is going to allow me to keep flying in ejection seat aircraft, and I probably won't be allowed back in any cockpit at all. Ideally,

I want to wait for FDA approval for multiple level disc replacement, but that's not something I have the luxury of doing and remaining in my position at work." (Anonymous)

Pie charts, graphs, and safety briefings can never quantify the ripple effect that work-related injuries can have. A safety professional can remind us of the importance of safety when a tragic mishap or fatality occurs. Often, however, we forget about the countless less severe mishaps that cause pain and suffering for years to come. We need to remember that Class A's and B's are not the only type of mishaps that can ruin a person's life.

Mishap prevention is more than a safety briefing; it is about safeguarding our Airmen from potentially lifelong consequences. 

Risk Management Working Group

By MR. KEVIN SLUSS, CSP, OHST, CET, CFPS
AMC Risk Management Process Manager

"I know it when I see it."

– Justice Potter Stewart, 1964


While that quotation was about a different subject, you may feel the same way about risk management. It's easy, after the failure, to identify a lack of risk management. You may ask yourself, "Where can I go to find out more about risk management?"

You can read about it in AFI 90-802, *Risk Management*. You can take your mandatory training on the Advanced Distributed Learning Service (ADLS). (You did know about that, right?) But what if you want to ask a person about it?

I recommend you find the Risk Management Instructor/Advisor (RMIA) at your wing. Most wings appoint someone in the safety office who has received additional

training from the Air Force Safety Center through its RM Application and Integration course. Risk management is a core competency of the safety profession and one of the four pillars of the Air Force's safety management system.

As the AMC Risk Management Process Manager, I meet with other MAJCOM representatives and periodically meet with the wing RMIAs through our AMC Risk Management Working Group. If you want to know what we discussed and find even more risk management information, go to our AMC Risk Management page on the Air Force Portal at: <https://www.my.af.mil/gcss-af/USAF/content/AMCRM>.

Finally, if all other efforts fail, you can call me at: DSN 779-0930 (618) 229-0930, or send an email to orm.amc.se@us.af.mil. I will help you and provide information to your local resources. 

A DAY IN THE LIFE



MSgt Barteck “Bach” Bachleda refuels an F-22 Raptor from Tyndall AFB, Fla. The F-22 was refueled outside of New York in support of the Brooklyn Cyclone flyover during Air Force Week in New York City. Using five GoPro's to film and compile a video found at <https://www.youtube.com/watch?v=sJbCHvORbWc>, MSgt Bachleda captured a day in his life during a refueling of Blue Angel F/A-18's at 25,000 over the Pacific Ocean.

USAF PHOTO BY A1C KENNETH W. NORMAN