THE MOBILITY FORUM

THE MAGAZINE OF AIR MOBILITY COMMAND | **WINTER 2016-2017**

Keeping Pacific Operations Safe

World War II Bomber Pilot Awarded Silver Star

AMC Celebrates its First Fatality-Free Critical Days of Summer Since 2008!

2016 Airlift/Tanker Association

Annual Convention and Symposium

CONTENTS THE MOBILITY FORUM

ON THE COVER

A C-130J Super Hercules from the 41st AS flies past Denali, the highest peak in North America.

USAF PHOTO BY SrA KAYLEE CLARK

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Seasons Greetings from Air Mobility Command Headquarters!

As we get ready to wrap up 2016 and head into the holiday season, I want to take a moment thank all of you for an outstanding year. Our Total Force team maintained a constant presence over the skies of Iraq and Afghanistan where we refueled an average of one aircraft every five minutes. Expeditionary Airmen opened and operated airfields in Africa to support counter-terrorism operations. We airdropped U.S. and NATO paratroopers in Europe to send a message of strength and stability. Our tanker fleet played a pivotal role to project power in the Pacific. Mobility Airmen also responded to a devastating earthquake in South America and Hurricane Matthew here at home.

Together, we make our military a global enterprise and enable all nine combatant commanders to do their missions every day. Each Airman plays an important role executing our mission. We need all of you to return to your units after the holidays. Many of you will travel substantial distances to spend time with family and friends. Plan your travels well in advance and consider areas of risk like unfamiliar roads, adverse weather conditions, and traffic delays. Whether behind the wheel or engaging in a winter sport, think of your family members when you are tempted to take an unnecessary risk. You are all part of my AMC family, and I want to see you back after the holidays.

Also, please remember our deployed personnel and Airmen geographically separated from their families and friends. This time of year can be particularly stressful for those away from home. Support each other, and be mindful of signs of depression and solitude. An act of kindness, a friendly face, or an invitation to participate in holiday festivities can make a big difference.

We have a lot to be thankful for this year. Fiscal year 2016 was our best safety year ever with our first fatality-free summer since 2008. I expect everyone to stay involved growing our safety culture. Our Active Duty, Guard, Reserve, and Civilian Airmen are the heart of AMC's Total Force team. We are a family and we take care of each other. Together we will continue to answer the call and deliver Rapid Global Mobility Now!

Michele and I want to thank you for another fantastic year. We wish all of you a safe and happy holiday!

- Gen Carlton D. Everhart II

Fiscal year 2016 was our best safety year ever with our first fatality-free summer since 2008.

Aircrew Member's Feedback Provides ASAP *Just Culture* Lesson Learned

By MAJ GEN THOMAS J. SHARPY,
AMC Vice Commander

The Aviation Safety Action Program (ASAP) is designed to allow Airmen to report information and concepts critical to resolving mishap precursors and to share this information across all Air Force aviation communities. ASAP submissions can be used to report an honest mistake or identify an observed or experienced safety-related issue. It is based on a *Just Culture* where an organization fosters an atmosphere of mutual trust. Airmen exercise the courage to report safety-related information to improve safety of flight, knowing that their leadership recognizes the difference between acceptable mistakes and unacceptable behavior. ASAP submissions are non-retribution. Aircrew and unit identification are sanitized prior to being posted on the ASAP Scoreboard.

As mentioned, one of the benefits of ASAP is to share knowledge across the crew force so that others are aware of potential issues. In that vein, we had an ASAP submitted in August 2015 concerning a fire onboard a C-17 during a real-world aeromedical evacuation (AE) mission. An excerpt from ASAP 1477 is on the next page.

It was a pretty harrowing experience, and I think my personal pucker factor would have been a little higher than an 8. The crew did everything right—they immediately went on oxygen, directed the rest of the crew and patients to get on oxygen, and then found the source of the fire and smoke. This ASAP is ready made for a training or safety meeting, hangar fly session, or pre-mission briefing discussion on how a routine mission can deteriorate rapidly when least expected.

This is where our HQ *Just Culture* broke down. The ASAP narrative was nice and concise and did not unnecessarily detail every step the aircrew took in resolving the situation. However, our subject matter experts (SMEs) Monday morning quarterbacked the scenario and focused on BOLD FACE and specific checklist step completion. We placed these comments in the Resolution Section on the ASAP Scoreboard, denigrating the aircrew and marginalizing the benefits of the ASAP.

EXCERPT FROM ASAP 1477

"Loadmaster and Airevac personnel smelled electrical burning coming from galley refrigerator. Pulled galley circuit breakers and flight deck galley circuit breakers and smoke stopped. Crew chief removed burnt temperature digital readout circuit board from refrigerator. Inside the circuit board slot showed charring.

This was a C-17 Airevac mission with seven flight crew (three pilots, two loadmasters and one student loadmaster), seven Aeromed crew, three litters, and 11 ambulatory from ETAR to KADW. The electrical fire occurred 80 miles before 57N30W and approximately 120 miles to ETP at FL340. Crew put on oxygen and I directed Copilot to wake up other Loadmasters, Pilot, and Crew Chief. Initially, I asked the Loadmaster to check the comfort pallet for burning food/plastic. LM told me no it's coming from under the nose of the aircraft. I directed him to the galley area to search there and avionics compartments.

LM couldn't find the source due to smoke and said, "it was getting pretty bad." I had the second pilot grab a fire extinguisher to get ready. Smoke was contained to the front of the aircraft and in front of the comfort pallet. I had the other pilot run the smoke and fumes elimination checklist. MCD could smell burning electrical but no smoke. I declared emergency with Shanwick requesting immediate turn back to Mildenhall. There was a delay with Shanwick Oceanic and I was just about ready to go Split Access and turn off course. As Aeromed were getting oxygen on and getting ready to place oxygen on mostly sleeping patients, 2nd LM and Crew Chief found the burning refrigerator and isolated the faulty component by pulling circuit breakers. I elected to terminate the emergency with Shanwick since the electrical fire was confirmed out with no collateral damage and we had patients to get to Andrews AFB. By then, we were crossing 30W switching to Gander Oceanic control so the event lasted approximately 10 minutes without injury or further damage. Pucker factor 8 out of 10!"

Thankfully, we received feedback from an experienced Air Reserve Component aircraft commander, and a commercial airline pilot who has participated in his airline's ASAP program. He had read the article our Ops Risk Assessment and Management System (RAMS) staff wrote about the program for the Summer 2016 *Mobility Forum* titled *The Journey from Concept to Execution*, welcoming inputs and ideas from the readers. He pointed out that the nature of the Resolution Section comments had a negative impact on his willingness to submit a military ASAP. OUCH! The truth hurts. But it is what we needed to ensure each ASAP is treated with the respect deserved.

Even though a year had passed between the comments being posted and this pilot's valuable feedback, the staff immediately updated the ASAP Resolution section on the Scoreboard to refocus the HQ response back to the normal constructive comments for which the section is known. The section was also updated to provide information from HQ AE SMEs to help aircraft commanders understand the reporting responsibilities of the AE crewmembers.

My Ops RAMS staff contacted the ASAP submitter to apologize for the *Just Culture* breakdown and attempt to regain confidence in the ASAP program. Additionally, we discussed this ASAP at the October

Even though a year had passed between the comments being posted and this pilot's valuable feedback, the staff immediately updated the ASAP Resolution section on the Scoreboard to refocus the HQ response back to the normal constructive comments for which the section is known.

Trend Review and Action Committee (TRAC), which I chaired. Over 150 people, including the AMC Staff, other MAJCOM reps, and wing and group commanders, participate in the TRAC, either in person or by phone or Defense Collaboration Services. In essence, we submitted an ASAP on how we processed ASAP 1477.

What do I want you take away from this? The ASAP reporting process has proven to be an effective way to get the word out about potential flight safety concerns. I don't want the mistakes in handling one ASAP to jeopardize the integrity of the program or cause aircrew members to lose confidence in the *Just Culture*. This program is a journey—together we can continue to improve the safety and effectiveness of our operations. We need YOUR participation in order for your fellow Airmen to learn from you—together we can and will prevent MISHAPS from happening. Thank you in advance, and fly safe!

Maj Gen Christopher Bence, U.S. Air Force Expeditionary Center commander, pins the Silver Star on Maj William "Joe" Schneider during a ceremony at Joint Base McGuire-Dix-Lakehurst, Nov. 1, 2016.

USAF PHOTO BY TSGT JAMIE POWELL

Capt William Schneider, circa 1943

World War II Bomber Pilot Awarded Silver Star

By TSGT JAMIE POWELL,
Expeditionary Center Public Affairs

William "Joe" Schneider

USAF PHOTO BY TSGT JAMIE POWELL

A World War II bomber pilot has finally been given proper recognition for his actions during a bombing raid more than 70 years ago.

Maj William "Joe" Schneider was awarded the Silver Star during a ceremony at Joint Base McGuire-Dix-Lakehurst, N.J. on Nov. 1, 2016, for his actions while commanding an 18-plane bombing raid on Feb. 23, 1945 over Italy. U.S. Air Force Expeditionary Center Commander Maj Gen Christopher Bence presided over the ceremony.

"I don't think I deserve what they're proposing for me to get, but I think it's good for generations to come to be able to understand what happened," Schneider said.

At that time, Schneider was assigned to the 310th Bombardment Group, and his unit was known as the "Bridge Busters" because they bombed bridges in Italy to slow down the supply lines and the Germans' ability to provide reinforcements to the Italian peninsula.

During the mission, Schneider was responsible for not only directing the bombardment mission, but also the safety of all men in his formation. As his formation approached the heavily defended rail link at Dogna, Italy, an extremely accurate anti-aircraft barrage enveloped the B-25s, severely crippling Schneider's plane and damaging many other bombers in his formation. With his right engine not functioning, the propeller control mechanism inoperative, the airspeed indicator destroyed, and a smashed elevator trim tab, Schneider led all the bombardiers to drop their payloads on the communications point.

Afterwards, Schneider contacted an open air sea rescue unit to be continuously updated with accurate bearings of their location and communicated with a fellow B-25 aircrew in his formation and relayed to his pilot vital information to assist with the return flight. During the landing procedure,

Maj William Schneider and his flight crew after crash landing on Feb. 23, 1945.

COURTESY PHOTO

Maj Schneider's B-25

Maj Schneider and fellow airman, circa 1945.

> "Even before the war I wanted to be in the sky."

Schneider assisted the pilot with a successful emergency crash landing and with the safe return of all his crew members.

"It's not often you get to stand in the presence of a true hero," said Bence. "A man who not only answered his nation's call, but whose actions directly saved the lives of fellow Americans and helped defeat the Axis powers."

Schneider was told by his commanders that his actions warranted a Silver Star award, but the paperwork was lost with the Army in the rush to close down the war. However, with the support of his children and Congressman Scott Garret, 5th District of New Jersey, Schneider was finally able to get proper recognition.

After returning home in February of 1946, Schneider went back to Fordham University to finish his degree. While in school he met his wife, Lucille, and raised eight children in the house he lives in to this day. He now has 22 grandchildren and nine great-grandchildren.

"The strength of family life and the holding together of each generation, that's the glue that keeps it all together," said Schneider, addressing the audience during the ceremony.

Maj Schneider enlisted in the Army in November, 1941, one month before the attack on Pearl Harbor. Before reporting to Maxwell Field, Alabama, Schneider earned his private pilot's license, and upon arriving he was selected to become a military aviator.

"Even before the war I wanted to be in the sky," said Schneider. "With that pilot's license I was pushed to the front of the line to become an Army Air Corps pilot."

In just two years, Schneider advanced from second lieutenant to major and became a squadron and group commander, in charge of 72 aircraft. During his service he earned the Air Medal with 11 oak leaf clusters and the Distinguished Flying Cross.

A FATALITY-FREE Critical Days of Summer and More

By MR. RONNIE BENDALL, HQ AMC
Occupational Safety and Health Manager

We recently shared the great news that our 2016 Critical Days of Summer Safety Campaign concluded with zero AMC accountable fatalities for just the second time in AMC history, with the other being in 2008. That in itself is a huge accomplishment, but there is even better news!

AMC just concluded the entire FY16 with only one fatality, which is our best fiscal year ever! This is a testament to the mishap prevention efforts of commanders, supervisors, safety staffs, wingmen, co-workers, friends, and families—all promote a culture that inspires Airmen to make decisions that enable them to enjoy a multitude of activities without placing their lives and the lives of others at risk.

Since 1993, 190 AMC Airmen have lost their lives to mishaps. That is an average of more than eight Airmen annually, many of them while off duty. Most of those accidents could have been avoided by simply exercising sound risk management and making better decisions. The key is not skipping the first step in the Risk Management process: Identify the Hazard. Failure to do so allows potential risks (such as distractions, fatigue, complacency, alcohol, and excessive speed) to claim lives every year.

Talk to your Airmen about making good decisions when driving. Private motor vehicle mishaps continue to take the lives of Airmen, and it is critical that they use sound risk management when operating vehicles. Drinking and driving, texting while driving, and "marathon" driving to get somewhere for a holiday are bad decisions that pose unacceptable risks. Having a designated driver, waiting to read or send a text, and planning rest breaks on your trip mitigate risk effectively, as does the simple decision to wear a seat belt. This often overlooked step has proven to be an effective way to save lives and reduce the severity of injuries.

Let's not forget the hazards that come with on-duty operations. The Air Force Safety Center's (AFSEC) Quest for Zero year-round initiative is geared at protecting resources—both people and equipment—that are critical to combat readiness. The goal is zero on-duty injuries and fatalities. According to AFSEC records, the 29,713 on-duty mishaps reported during FY 11 through FY 15 resulted in 26,651 injuries at a cost of $242 million.

Gen Andrew Mueller, Air Force Chief of Safety, said eliminating on-duty fatalities and reducing mishaps is an attainable goal, but it requires every one doing their job. "Safety is a shared responsibility," he said, "from providing the guidance, training, requirements, and oversight, to each of us making a personal choice every day to take responsibility for our own safety."

We must continue to build upon a culture that does not take short cuts. As we enter the new fiscal year, we owe it to our Airmen and their families to continue to stress sound risk management and decision-making in all activities, both on and off duty.

We wish you all a safe and happy new year.

Fortunate Enough to FLY


Lt Col JW Smith

By MS. RUTH ANN REPLOGLE, Staff Writer

Lt Col JW Smith of the 728th Airlift Squadron, 446th Airlift Wing (Air Force Reserve Command), holds the AMC record of 17,753.5 flying hours without any Class A or B mishaps. The assistant operations officer at Joint Base Lewis-McChord, Washington, said it was never his intent to set a record, much less be recognized for it.

"I hit 10,000, then 15,000 hours," Smith said. When 17,500 looked like a possibility, he thought of a friend who had worn an 8,760-hour patch and figured he would aim for 17,520 hours, which equates to two years in the air. When Smith reached that goal and beyond, he kept quiet about it.

All he ever wanted to do was fly. As a kid, Smith dreamed of being a pilot.

"I was lucky enough to have it work out," he said.

He grew up around airplanes, having grown up at Torrejón Air Base, Spain. Smith went on to join the Air Force—as a civil engineer—and got his private pilot's license before being accepted into pilot training at Columbus AFB, Mississippi. He went on to fly C-141s at McChord and then C-12s in Bogotá, Colombia.

"I was fortunate to fly as much as I wanted," Smith said about his two years in Colombia. Since the air attaché wanted to fly, he got to fly as well. After 11-plus years on active duty, Smith decided to join the Air Force Reserve at McChord, where he is an Air Reserve Technician. He has been there since 1996 and will be retiring this December.

"Timing is everything," Smith said. "It's been a very rewarding active and reserve career in the Air Force."

In addition to C-141s and C-12s, he has flown C-17s—and he has loved every one of them. Smith said he has no favorite.

"As long as I was flying, it didn't matter which plane I was in," he said.

When asked about the secret to no flying mishaps, Smith said there isn't one. He relies on his training, procedures, experience, and an element of luck. He recalled a quote from his pilot training: "A lot of warnings in our flight manuals are written in blood."

"You don't wake up in the morning saying, 'I think I'll have a mishap today.' A lot of decisions we make each day are subconscious; it's what we do." Smith advises other pilots to fly as much as they can and to hone their flying skills and knowledge to build a solid foundation that will stay with them throughout their flying career.

So what is next for him? Will he keep flying after nearly 30 years of being in the air?

"I don't know, but there will be a lot of travel at a slower pace and definitely no 24-hour crew duty days!" he replied. Right now, he has sailing on his mind.

Increased Reporting and Confidence in Proactive Safety

By Ops RAMS Staff

Proactive safety is a team sport. It relies on participation from everyone to ensure that the knowledge gained to mitigate risks is not isolated to a small group.

The Aviation Safety Action Program (ASAP) is a Mobility Air Force (MAF) aviation operational tool that improves effectiveness by fostering safe mission accomplishment. ASAP submissions are identity-protected; they are non-retribution and sanitized prior to posting on the ASAP Scoreboard (**www.safety-masap.com**). Submissions are voluntary within a *Just Culture*, as open reporting lets others learn from mistakes and it encourages sharing of lessons learned.

Initial challenges included lack of program awareness and lack of trust in its non-punitive nature. At first, the Ops RAMS branch was allotted 20 minutes of briefing time during the Global Ready Aircraft Commander Course (GRACC). GRACC attendees began to see the merits of ASAP and the allotted time increased to a full hour. Additionally, Ops RAMS briefs all new MAF wing commanders at the AMC wing commanders' orientation. Ultimately, these briefs culminated in the Instructor Orientation, a three-day program.

One highlight of the orientation is attending the Trend Review and Action Committee (TRAC), chaired by the AMC/CV. The TRAC provides an overview of issues impacting MAF aviators and an opportunity to help resolve those issues. After the TRAC, the AMC/CV speaks to the attendees, assuring AMC leadership's support of ASAP. Additionally, the AMC/CV promotes a *Just Culture*, provides instructors an opportunity to voice concerns, and asks for suggestions on how the command can improve ASAP support.

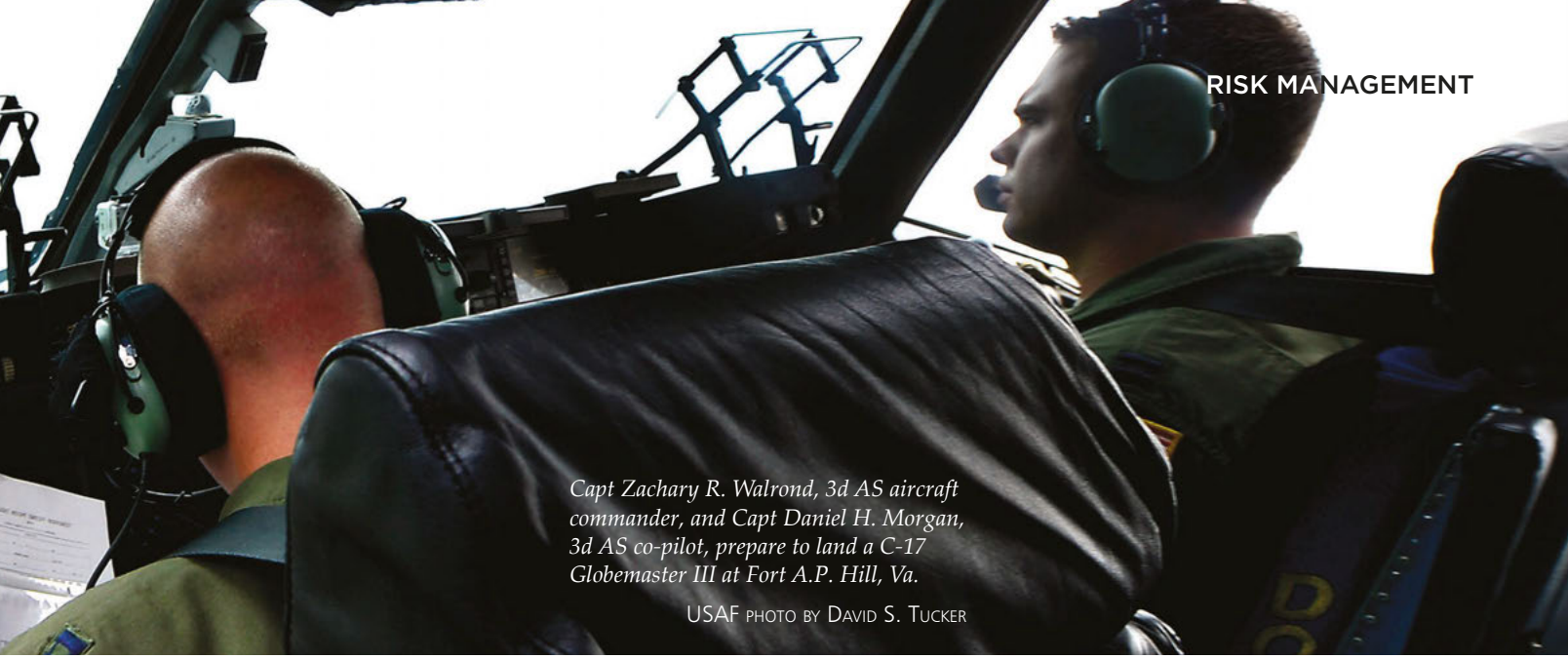
Recently, the Instructor Orientation Program welcomed its first Career Enlisted Aviator (CEA) attendee, recognizing the critical role CEAs play within MAF operations. The inclusion of CEA attendees also underscores the command's commitment to making the Ops RAMS' program and awareness foundational for all aircrew members.

Since 2010, ASAP submissions increased from an average of four or five per month down to two each day. Crew confidence in the program, measured using the percentage of those who include contact information, continues to increase. Recently, over 93 percent of submitters provided their information. This can help clarify submitted concerns if crewmembers are contacted by Ops RAMS personnel. However, their contact information will never be released without their consent or used to monitor performance or administer punitive action per AFI 91-225 and AMCI 10-502.

Ops RAMS continues to encourage suggestions for improving participation, confidence, and the overall utility of this program.

Military Flight Operations Quality Assurance (MFOQA) is the analysis and trending of aircraft system and flight performance data to improve safety, operations, training, and maintenance functions. Flight data is collected from onboard aircraft sensors, compiled, and retained in a database that analysts use to gain insight into MAF operations. Analysis helps detect trends, determine scope, and develop mitigation (training and policy changes), as well as inform commanders and senior leaders.

One of Ops RAMS' newest proactive safety initiatives is a voluntary effort within MFOQA called "MFOQA Crew Contact." MFOQA analysts can usually determine what occurred (the what) but often can only speculate on the circumstances (the why) behind the event. When aircraft-captured data is insufficient,



Capt Zachary R. Walrond, 3d AS aircraft commander, and Capt Daniel H. Morgan, 3d AS co-pilot, prepare to land a C-17 Globemaster III at Fort A.P. Hill, Va.

USAF PHOTO BY DAVID S. TUCKER

they may contact crewmembers to validate or add context to their analysis. Again, crew response is voluntary. Requests flow from the analyst(s) to the Ops RAMS chair; to AMC Safety, who coordinates with the appropriate MAJCOM, Air Reserve, or NGB staff; to the crew's wing safety office. Event specifics are not shared once the request leaves Ops RAMS. The individual is given the analyst's phone number and is not required to identify himself or herself. Several successful crew contacts to date helped analysts better identify the hazards and thus notify the entire crew force.

Crew Resource Management (CRM)/ Threat and Error Management (TEM). CRM is concerned with the cognitive and interpersonal skills needed to manage the flight within an organized aviation system. It is comprised of six key skills: Mission Analysis, Situation Awareness, Communication, Risk Management/ Decision Making, Crew Coordination, and Task Management. TEM builds multiple layers of defense that are designed to identify, prevent, and trap threats and/or mitigate inevitable threats, errors, and undesired aircraft states. In short, TEM is *how* aircrews use the six CRM skills. Read more at **https://www.milsuite.mil/book/community/spaces/amc/a3/a3t/ops_rams/crm-tem**.

Recent technological advances have provided the ability to determine AMC and other MAF units' CRM/TEM average skill levels for each crew position. Per AFI 11-290_AMC Sup, units must report each individual crewmember's CRM/TEM skills using AMC Form 4031 after all G-240 training events and after any simulator or flight evaluation where CRM was downgraded. You can obtain the form at **https://mafops.us.af.mil/Crm/Index**.

Though an automated method is in development, a unit can now request a snapshot of its CRM/TEM average performance compared to overall average MDS competency by emailing **a3.opsrams@us.af.mil**. Use *CRM/TEM Data Analysis Request* in the subject line.

Line Operations Safety Audit (LOSA). Ops RAMS works with AMC Safety regarding LOSAs, in which trained observers accompany aircrews during actual missions to evaluate certain aspects of crew performance, primarily TEM. They observe and record threats encountered, types of errors crews commit, and how flight crews manage these situations to maintain safety. They also collect data on CRM performance and solicit crewmembers for safety-related suggestions. These combined sources reflect safety strengths and weaknesses during normal flight operations. A Safety Investigation Board reviews the LOSA data and produces actionable findings to enhance safety.

While these programs are listed individually, we correlate the issues. For example, if we receive an ASAP, we may look at the MFOQA analysis to see if we can find other or similar occurrences. We also use LOSA observations to help confirm what we identify in ASAPs or MFOQA analysis. Finally, we use all the information to develop the CRM/TEM training emphasis items.

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See Ops RAMS AMCI 10-502 at **http://static.e-publishing.af.mil/production/1/amc/publication/amci10-502/amci10-502.pdf**.

Maintenance Airmen tow a KC-135 Stratotanker during a readiness exercise at McConnell AFB, Kan.

USAF PHOTO BY SRA MARIA A. RUIZ

Simple Innovation to Prevent Towing Mishaps

By MR. LALO MAYNES,
HQ AMC Flight Safety

During a towing operation, the tail-walker noticed the tail section of the aircraft was not lining up as quickly as he expected, but he hesitated to signal "stop the tow" because he anticipated the tail would swing back around and clear the hangar as the tow continued. Approximately three seconds later, the tail-walker crossed his wands, blew his warning whistle, and yelled "Stop!" The entire tow team immediately blew their whistles and yelled for the supervisor to stop the tow, but the tow vehicle operator did not hear the whistles or yells due to noise produced by the tow vehicle's engine. He continued pushing the aircraft. The supervisor ran to the vehicle, banged on the door, and yelled "Stop!" The operator did, but approximately 10 seconds had elapsed from when the tail-walker first blew his whistle.

This summarizes a towing mishap in 2009. If I were the tow vehicle operator, I'm afraid the results would have been the same. I have been in aircraft maintenance my entire career, and working near aircraft engines has taken a toll on my hearing. Many mechanics and tow vehicle operators have this same issue and need more than just sound to get their attention.

In the maintenance unit, aircraft are constantly towed in and out of hangars and across taxiways, runways, and ramps. It may seem easy, but it can certainly damage aircraft or injure personnel if done carelessly. Towing aircraft correctly takes coordination and keen communication from everyone involved. Each member is the eyes and ears for the vehicle operator and the tow supervisor.

The wingspan of the C-5 Galaxy is 223 feet, and from nose to tail is 247 feet. When towing this airplane, the tow vehicle is hooked to a 20-foot tow bar, so the operator is one football field away from the tail-walker (spotter) at the tail of the aircraft. While pushing the Galaxy into a hangar, the tail-walker is just

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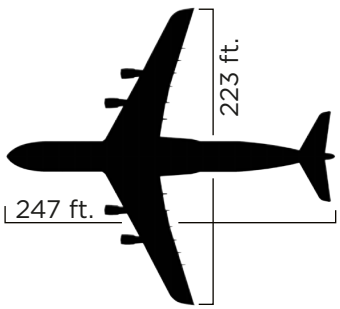
We needed the lab to develop a handheld device that allowed every tow team member the ability to initiate an electronic signal that triggered an alert immediately to the tow vehicle.



one pair of eyes. At each wing tip are additional wing-walkers, guiding the wing tips to avoid an impact. There is little room for error.

Aircraft are also heavy. The Galaxy weighs between 380,000 and 770,000 pounds, which means the engine of the tow vehicle pushing or pulling the aircraft is almost always at maximum power. It is noisy inside the cab of the tow vehicle. Each team member must be able to communicate with the supervisor quickly and effectively to keep the aircraft from hitting anything. If the wing or tail come too close to an object, whistles are blown to notify the vehicle operator to step on the brake. However, whistles aren't always effective due to distance around the jet and the high noise environment on the flightline or near the hangar. Air horns have been tried with mediocre success, and land mobile radios have been used with some success. However, in three mishaps when radios were used, one person, who keyed a radio for a "not so critical" communication, cut off others who had a "critical" STOP NOW demand. Sometimes, a three- or four-second delay in communication is enough to damage a wing tip or a tail.

Since 2007, Air Mobility Command (AMC) has had 12 aircraft towing mishaps costing $938,091. At the same time, the entire Mobility Air Force has had 23 towing mishaps costing $1,827,222. These numbers don't take into account time to reschedule aircraft or lost missions.

To decrease the "communication time" between tow team members and the vehicle operator, we have needed a real-time device—even something as simple as the device you hold in your hand at a restaurant to alert you that your table is ready. When your device lights up and vibrates, it gets your attention. It's that simple. In the spring of 2015, I discussed the idea with CMSgt Andrew Kemp, AMC/A4MP, who thought it was a good idea. In June, Chief Kemp (and AMC/A4) partnered with AFMC to leverage the Air Force Research Laboratory (AFRL) in developing effective communication technology to alert when a tow operation should stop.

We needed the lab to develop a handheld device that allowed every tow team member the ability to initiate an electronic signal that triggered an alert immediately to the tow vehicle. Chief Kemp teamed up with Capt Carlos Suarez II at AFRL Soft Matter Materials Branch, who jumped in to conduct interviews with tow team members to determine exactly what was needed. After discussions with the field, the Emergency Stop Annunciator was born. Capt Suarez established an off-the shelf Bluetooth transmitter that each member of the tow team could access. When activated, a rotating light beacon mounted on the dash of the tow vehicle alerts the operator to stop, without regard to why. Currently, engineers are still researching the receiver/annunciator, but a pilot test will be performed at Travis AFB in the winter of 2016 on the C-5M, our longest and widest aircraft.

This technology may have other applications in the Mobility Air Force. Many units have tried wireless headsets, air horns, etc., but none has generated results that constitute enterprise implementation such as this device. The Emergency Stop Annunciator has the potential to prevent numerous mishaps by reducing precious seconds when communications must pass through the team supervisor and instead go directly to the vehicle operator. I look forward to seeing this technology on the flightline.

The DO's and DON'Ts of Winter Driving

By MS. LAUREN SCHATZ,
Staff Writer

With glistening ice-covered trees and blankets of fresh snow as far as the eye can see, there is no doubt that winter can be quite a beautiful season. To drivers, however, it can be a deadly one. In fact, according to the Federal Highway Administration, roughly 117,000 Americans are injured and more than 1,300 are killed in winter-weather-related car accidents each year. Yikes! To help reduce this startling statistic, let's review the "DO's and DON'Ts" of winter driving, shall we?

☑ DO allow a few minutes to brush and scrape your vehicle. Clearing windows is crucial for visibility, and clearing ice or snow from the top of your car will spare other drivers from a flying sheet of ice.

☒ DON'T forget to clean snow and ice off your headlights and taillights as well.

☑ DO use winterized windshield wiper fluid to make sure your wiper sprayer doesn't freeze over or crack.

☒ DON'T try to melt ice from your windshield by pouring hot water on it—this can crack the windshield.

☑ DO maintain at least half a tank of gas to prevent stranding yourself in adverse conditions.

☒ DON'T forget to check that all fluids are at proper levels and ensure all tires, including the spare, have the required pressure and tread.

☑ DO prepare your car with an emergency kit.

☒ DON'T forget the container of kitty litter or sand, which can be used to provide added traction if your car becomes stuck in the snow.

☑ DO apply even pressure when braking in slick conditions if your vehicle is equipped with anti-lock brakes.

☒ DON'T become overconfident on snowy and slippery roads, and always be cautious until you can be sure of road conditions.

☑ DO turn the steering wheel in the direction of the slide when driving on snowy or icy roads until you gain control.

☒ DON'T accelerate or change directions suddenly on snow or ice.

And remember, it's best to avoid driving at all if the roads are slick and hazardous—it really is always better to be safe than sorry.

EMERGENCY KIT

- Ice scraper
- Blanket and warm clothing
- Flashlight with extra batteries
- Shovel
- Charged cell phone and extra charger
- Jumper cables
- Reflective triangles or flares
- Cloth or paper towels
- Bag of kitty litter or sand
- First aid kit

McChord Airman Saves Girl from Drowning

By SRA DIVINE COX, 62d AW Public Affairs

In or out of uniform, Airmen are required to uphold the Air Force's core values at all times and should always be aware of their surroundings.

SSgt Matthew Siegele, the 627th Force Support Squadron sports and fitness NCO in charge, had his situational awareness tested when a little girl fell through the ice on Carter Lake at Joint Base Lewis-McChord, Washington.

Siegele was at the park next to Carter Lake with his daughter. While there, his daughter spotted three girls playing and asked if she could play with them.

"Yes, you can go play," Siegele told her, "as long as you stay off the ice, I'm okay with that."

Siegele said as he watched the girls play, the oldest girl would try and talk the other girls into seeing how far they could walk across the ice. He advised them not to do that, because it might not be safe.

"I took control of my daughter," he said. "The other girls shrugged me off and proceeded onto the ice."

Siegele said later that afternoon, before sunset, one of the girls yelled, "It's time to go home."

"As soon as I looked up, I could hear screaming," he explained. "I looked back to where I last saw the little girl on the ice and saw that she had fallen in. She was waving her arms in the air and screaming for help."

Siegele made the quick decision to run around the lake to the side closest to her so he could safely reach her.

"I knew the ice couldn't hold my weight," he said. "Running around to the other side was my only option to try to save her."

Siegele said as he rounded the fence line, he saw a man get out of a silver van and run toward the lake.

"I followed the individual into the water," Siegele said. "We were determined to help this little girl."

The other man got to the girl before Siegele. They then started swimming back to the shore with the little girl between them when suddenly the man went under water and Siegele lost grip of the girl, causing her to go under as well.

"I reached for her, but I couldn't feel her," he said. "So I dove under to find her and managed to pull her up by her jacket."

SSgt Matthew Siegele

USAF PHOTO BY SRA DIVINE COX

Siegele and the little girl resurfaced and headed to shore just as the other man reached the shore.

"Once we got to shore, I took off her jacket and the individual grabbed my jacket that I took off before entering the water and put it on her," Siegele continued.

As he picked up the phone to call 911, the girl's father arrived at the lake in a panicked state.

"The dad grabbed his little girl and headed home," Siegele said. "We all exchanged information, but I was so cold and out of it, I forgot everything."

Later that night, Siegele contacted the parents of the little girl, after finding their phone number in his phone, to see if she was okay.

The girl's parents thanked him for saving their daughter.

"I'm just glad I was there," Siegele said. "All the training I've had through my years in the Air Force prompted me to react quickly enough and ultimately save her life."

The Grinch Stole WHAT?

By MS. RITA HESS, Staff Writer

In the Dr. Seuss holiday classic, a grumpy old hermit (the Grinch) tries to stop Christmas by stealing the presents, trees, and food used for the Whoville Christmas celebration. The fictional tale has a happy ending, but that's not usually the case in real life.

You see, similar Grinch-like monsters are lurking all year long to steal from you, and their numbers seem to multiply this time of year. They hide in the shadows—usually in foreign countries—hoping to steal your holiday joy by robbing your bank account, your credit card information, and/or your identity when you let your guard down. These creeps are clever, but here are a handful of ways to avoid becoming a victim.

DELETE EMAILS THAT SEEM TOO GOOD TO BE TRUE

Grinches know you like shopping online, so they will try to trick you with online advertisements and emails that look genuine—right down to the unbelievable offers on popular gifts. Problem is, clicking a link in "phishy" emails that look legitimate can leave your computer vulnerable to everything from hackers to viruses. Don't become a victim! If you must buy online, shop only from known vendors' pages where you manually enter a website address in your browser, rather than clicking a link.

SAY NO TO DOWNLOADS

Grinches can also disguise malware or viruses to look like an attachment to an email from someone you trust. Never download files, videos, or images unless/until you call the sender and verify what the person sent you. Downloading and opening files that carry malware or viruses can infect your computer and/or quickly spread through a network. The same goes for emails and messages on social media in which someone you know recommends that you click a link. Ask yourself: does this seem like something Bob would send me? If you aren't sure, call and ask him!

KEEP CURRENT

Grinches are aware that software developers may inadvertently leave them an opening. Make sure to regularly update all software on your electronic devices, particularly the operating system and antivirus software, with the latest version or patch. This might be done for you at work, but you are responsible for updating your personal computer, notebook, and/or smartphone away from work. These updates often contain code that closes known security loopholes.

BE A DISCREET SHOPPER

Grinches sometimes try to steal private information by stalking web connections that aren't secure, like those where Wi-Fi is publicly available. Do not use public connections to surf the Internet—especially if you will be shopping with a credit or debit card! Wait until you are home where you have a secure network (i.e., a router on which you set a strong password and enabled encryption). Also, remember to change all of your passwords regularly (every 90 days) and use strong passwords (those that contain numbers, symbols, and a combination of upper and lower case letters). For added peace of mind, do not store passwords on mobile devices. Finally, power down (or disable data on) devices when not in use.

MAINTAIN SOCIAL MEDIA SECURITY SETTINGS

Grinches hang out where crowds do—on Facebook, Instagram, Snapchat, and other social media sites. But these sites sometimes globally change default privacy settings, and you may not realize it. Every couple of months, check your profile on all social media sites to make sure your privacy settings are as you want them. You may intend to make a personal announcement to your "friends" and unwittingly tell the world.

WATCH YOUR BACK

Grinches are sly. They sometimes stalk in person, hoping to catch people using electronic devices so intently that they lose awareness of their surroundings. Pay attention to who is behind you when using electronics, particularly if you are inputting passwords, PINs, or other information you want to keep private. Never leave a device unattended without locking it or logging out of all applications, and never leave it in plain sight.

If a Grinch ruins your holidays despite all of these precautions, perhaps the best gift you can hope to have is a backup copy of your data. As mentioned for operating system and software updates, information technology professionals might perform backups automatically where you work, but you are likely on your own when it comes to your personal devices. Take time once a week to back up your system to the "cloud" or to an external gadget such as a flash drive. Consider it like insurance—something you hope you never use but will be glad you have if you need it.

Here's wishing you a Grinch-free holiday season!

September 2016:
Superb AMC Safety Conference

By MS. KIM BRUMLEY, Staff Writer

AMC Safety Directorate personnel.

PHOTO BY TSGT FRANK D'ANGELO, AMC SE

On September 20, 2016, safety professionals from around the globe converged for the Air Mobility Command (AMC) Safety Conference held in Fairview Heights, Illinois, right outside of Scott Air Force Base. AMC's Safety Conferences, last held in 2010 due to funding restrictions, historically received accolades for relevant topics, "cross tell" (sharing of information), and leadership. This year did not disappoint. This standalone three-day event offered a wide range of sessions that allowed opportunities to build on existing safety skills or gain new ones. Feedback was overwhelmingly positive and AMC looks forward to exceeding the bar in the future.

Preparation for the conference began in January 2016, and the staff worked hard to achieve the right balance of topics and the right depth of information for the various safety divisions—occupational, flight, and weapons. AMC safety staff reached out to several agencies and began putting together the agenda, with the main themes of: cutting edge initiatives and education, leadership perspectives, Safety Investigation Boards, and safety cross tell.

The conference showcased many of AMC's innovations, such as the first Aerial Port – Line Observation Safety Audit (LOSA) and first operational fatigue study. Previously, fatigue studies were conducted in a laboratory, but AMC will begin testing on pilots in the operational environment, leading to the possibility of a more relevant model and data.

Additionally, the conference was able to offer continuing education credits (CEUs) for several of the venues and an OSHA instructor provided six hours of accredited instruction.

The conference provided leadership perspectives and tools for promulgating the safety culture. The Chief of Air Force Safety, Maj Gen Andrew Mueller, told the crowd how promoting a fair and just proactive safety culture will give the needed confidence to ensure a program is in great shape. Mueller cautioned not to gauge a program's successes on mishap rates alone because those rates are a lagging indicator and do not reflect current trends. Forward thinking is key, and Mueller added that AMC is the best of all commands in proactive safety.

Retired Naval Commander Kirk Lippold, Captain of the USS Cole, emphasized practicing swift and sound emergency risk management as he recounted events that occurred on October 12, 2000, when a suicide bomber struck the destroyer while it was refueling in an Aden, Yemen port. The terrorist attack killed 17 American sailors and injured 39 more. Throughout the chaos of the explosion and aftermath,

The conference showcased many of AMC's innovations, such as the first Aerial Port – Line Observation Safety Audit (LOSA) and first operational fatigue study.

Photo above, left to right: Lt Col Walt Borja, Col Art Coppage, (back of) Maj Chris De Winne, Lt Col John Ourada, and Capt Lee Rinella, all from AMC-SEF.

Left: AFMC Occupational Safety member, Mr. Mike Semon, and AMC Weapons Safety Chief, Mr. Harry Lasell, catch up on old times.

Left inset: retired Naval Commander Kirk Lippold, Captain of the USS Cole, speaking at the conference.

PHOTOS BY TSGT FRANK D'ANGELO, AMC SE

Commander Lippold managed the crisis to avoid further fatalities and save the ship from sinking as it took on water through the gaping 40-foot by 60-foot hole in the ship's port side.

Dr. Paul Schuda, Director of the National Transportation Safety Board Training Center, walked through the July 17, 1996, Trans World Airlines Flight 800 explosion and its subsequent crash into the Atlantic Ocean near New York state. He explained how investigators eliminated possible factors and conspiracy theories, and sorted through eyewitness statements from more than 700 individuals to determine the explosion originated in the fuel tank and brought the plane down only 12 minutes after takeoff, killing all 230 on board. Today, the assembled wreckage serves as a grim reminder of lessons learned from the costliest crash investigation in U.S. history. The result of the four-year effort eventually changed aircraft requirements to avoid similar mishaps.

Col Jack Mateer, ACC/A4, began his presentation by reflecting on the day he got the dreaded call that an Airman had been involved in a fatal mishap and he was to serve as president of the Safety Investigation Board. The tragic and completely avoidable fatality took place at Pope AFB on July 17, 2015, when a 30-year-old Senior Airman was run over by a Humvee during a simulated hostage exercise. Impromptu changes in the base exercise led to risks, such as not having spotters for the exercise. The last-minute changes ultimately resulted in the Airman's death, whereas sound risk management during the exercise could have saved his life.

Arguably the most important aspect of the conference was the face-to-face and cross tell of the AMC safety staff with AMC safety wing personnel, Air National Guard and Air Force Reserve Command, Air Combat Command, Air Force Special Operations Command, and Air Force Safety Center personnel. The cross tell offered views into the safety cultures of other agencies. Safety personnel across the Air Force shared valuable experiences and provided resources and best practices for consideration and use in safety across the spectrum.

The 2016 AMC Safety Conference leveraged innovation, leadership, and cross tell for an invaluable experience for safety professionals across the Air Force. As we look towards the upcoming year, let AMC Safety know about speakers, instructors, and topics that would be meaningful to you at future conferences. AMC endeavors to keep safety interesting and relevant, and an integral part of everyday culture.

AMC Commander: **Airmen, Partnerships, Technology Key to Mobility's Future**

By AMC PUBLIC AFFAIRS

The Air Mobility Command commander showcased the impact of mobility Airmen on current global operations while highlighting ways in which partnership and technology will shape the future in a presentation during the 48th annual AMC and Airlift/Tanker Association Symposium in Nashville, Tenn. on Oct. 29, 2016.

In a nod to the symposium's theme, "Strengthening Our Bonds," Gen Carlton D. Everhart II, AMC commander, said sharing relevant information and leveraging the strength of Total Force and industry partners is critical to the command's ability to successfully execute airlift, air refueling, aeromedical evacuation, and mobility support missions.

Before a packed auditorium with more than 1,600 Total Force Airmen, family members, and industry partners in attendance, Everhart focused heavily on personal stories that highlight the real-world impact of successful air mobility. He linked those successes to the extensive contributions of Air Force Reserve and Air National Guard members, along with crucial partnerships with civilian industry. Finally, the commander presented AMC's vision for maintaining air superiority into the future – a vision which will rely heavily on leveraging technology, modernizing the fleet, and gaining efficiencies in maintenance and other processes critical to mission accomplishment.

The Heart of the Mission

"Make no mistake: people are our asymmetric advantage," said Everhart, "And people will lead us to the future."

The commander illustrated where the true heart of air mobility resides, as he presented the stories of retired U.S. Marine Corps Sgt Carlos Evans and the family of Technical Sergeants Brianna and Dorian McNab.

Evans was critically wounded in an improvised explosive device attack, May 17, 2010. Everhart told the crowd how a total of 22 Total Force mobility Airmen were directly involved in transporting Evans from the battle field to the theater hospital at Bagram Airfield, Afghanistan, and then to Walter Reed National Military Medical Center in Bethesda, MD, to his waiting wife, Rosemary.

Evans lost both legs and one of his hands as a result of the attack, but he survived and has continued to thrive despite years of recovery, follow-on procedures, and being medically retired from active duty service. Everhart said this was possible due to the diligent en-route critical care, timely and necessary communication between aircrew and waiting medical professionals, and the

Photo above: Gen Carlton D. Everhart II, AMC commander, thanks the air mobility community for their dedication to the Rapid Global Mobility mission during his keynote speech at the 48th annual Air Mobility Command and Airlift/Tanker Association Symposium in Nashville, Tennessee, Oct. 29, 2016.

USAF PHOTO BY SRA MEGAN FRIEDL

professional Airmanship of the aircrew who safely cared for Evans and delivered him home to his wife and the care of doctors at Walter Reed.

In one of the biggest surprises of the symposium, Everhart brought the four-person aircrew onto the stage. He then paused to gather his emotions before telling the aircrew and those in attendance that Evans was unable to attend the symposium due to some health complications, but he had sent a video recording from his cell phone that very day. As the video played over the audiovisual system, Evans thanked the crew by name in an emotional tribute to those who helped bring him home alive. He stated it would be a goal of his to one day meet the Airmen who helped him, and shake their hands.

of Turkey due to increased threat levels in that location. Among the more than 700 people evacuated was Amelia McNab, a preschool-aged girl and her infant brother, Kaison, children of Technical Sergeants Dorian and Brianna McNab, assigned at the time at Incirlik Air Base, Turkey.

Everhart showed a photo taken during the evacuation process of young Amelia — curled up, asleep, on one of AMC's transport aircraft. He explained how Brianna McNab evacuated with the children while Dorian stayed behind with the mission in Turkey, and how after many hours in transit with an infant and toddler, Brianna was exhausted and struggled to get off the aircraft while holding the baby and pulling luggage. He then

Aeromedical evacuation team members Lt Col Patrick Howard, Maj JP Coon, Maj Jonathan Criss, and SMSgt Kevin Preston.

USAF PHOTO BY A1C MELISSA ESTEVEZ

Gen Everhart gave the keynote speech at the symposium.

USAF PHOTO BY SRA MEGAN FRIEDL

Evans' story brought a standing ovation, but as it turned out, it would not be the only time the crowd stood up to cheer.

Earlier this year, mobility Airmen had the tremendous task of implementing an evacuation of military families from the nation

displayed the image of SSgt Jon Akers, a member of the aircrew, who scooped up the little girl, cradled her in his arms, and carried her off the plane.

"Sometimes it's those little actions, loving your job and doing it to the absolute best of your ability that makes all the difference," Everhart said. "What a great story about the dedication of our military families, the challenges they face, and the commitment of Airmen and commercial partners to take care of them!"

And to thunderous applause in another standing ovation, he brought the McNabs on stage and reunited them with the aircrew – including Akers – who brought them home with such care and compassion.

Crucial Partnerships

In addition to those personal stories, Everhart spoke about the need for effective communication and evolving partnerships with the Reserves, the Guard, and civilian industry.

Whether it's an aeromedical, airlift or air refueling mission, the mobility mission isn't possible without a Total Force effort, said the commander.

"We all benefit from a long line of senior leaders who nurtured the bond between military and industry to drive innovation and prepare for the future," said Everhart.

"Today, the Guard and Reserve provide 65 percent of AMC's capacity," he continued. "The Civil Reserve Airlift Fleet program partners currently lift 40 percent of all passengers and cargo. So when AMC succeeds, we all succeed, and when AMC's mission is exposed to risk, we all are exposed to risk.

"Industry, we need your help to make big aircraft less detectable, and to give us a little fire power to get out of Dodge when necessary," said the general. "When we drop supplies in contested airspace, we need the ability to drop in a single pass, accurately, and from all altitudes. When the difference between delivering the package to the good guys or the bad guys is one city block, precision matters."

Another process that can be improved through collaboration of Airmen communicating their needs with industry partners is a better information system to increase battlespace awareness for aircrews, ground personnel, and joint users.

"As we strive to integrate command, control, and communications, we have to do it in a way that allows secure sharing with key partners," the general continued. "Information sharing is not optional, it's a key to mission success."

He spoke of a case this year where an aeromedical evacuation crew saved a patient's life because the aircrew was able to patch in through airborne command and control systems with waiting medical specialists to share critical information about medication, plasma, and treatment requirements. The patient received open-chest surgery in-flight, and was safely passed on to medical staff on the ground upon landing, the general noted.

To build on this success, AMC is currently working with the Air Force Research Lab and industry to create technology that will allow AE Airmen to not only discuss a patient's condition and medical history, but to transmit and receive records of the patient while in the air.

The Future: Modernization and Partners for Mission Effectiveness

General Everhart emphasized the importance of modernizing AMC's fleet to minimize operational risk and boost mission capability.

"The KC-46 is the first step in answering these challenges," said Everhart. "This new tanker will allow Mobility Airmen to integrate with the joint fight, increase battlespace awareness, and enable operational agility."

> "Information sharing is not optional, it's a key to mission success."

Everhart said he also believes AMC needs to consider new design concepts for air refueling, airlift airframes, and develop ideas for affordable sustainment. One of those ideas involves working with partners to consider the hub-and-spoke model approach to aircraft maintenance, similar to practices by AMC's commercial carrier partners.

This concept means that instead of Airmen completing all aircraft maintenance at home station, aircraft would go to designated hubs for specific maintenance requirements that take longer, such as isochronical phase inspections. Routine maintenance would continue to be completed at the home station.

Expanding on this concept, the fleet will need self-monitoring systems that detect when it's time to fly to the hub for big repairs or large maintenance requirements, like an engine change, said Everhart.

"Bottom line: we can increase our available capacity by improving maintenance efficiency," he said. "We are also working with the Guard and Reserve to slow aircraft aging at the enterprise level. The estimate is approximately 15 C-17s will reach their service life by 2040 under the current fleet management process."

But the future will have mobility aircraft like those C-17s rotate bases on a forecasted timeline with respect to equivalent flight hours, said Everhart.

For example, if one base averages 100 flying hours per month on each aircraft, and another base averages only 50 hours, by rotating the aircraft between the bases, it would even the flying hours consumed by specific aircraft and help with maintenance requirements.

This process is expected to increase the C-17 lifespan by an additional 10 to 20 years. This hub-and-spoke model process is already planned for the upcoming KC-46, and the Air Force is extending the process to other airframes to increase the recapitalization trade space for the Air Force, said Everhart.

He also expects Mobility Airmen to look to commercial carriers for ideas and areas of improvement.

For example, commercial carriers are using automation to load, store, track, and manage cargo more efficiently, said the general.

This could be a process Airmen in logistics could adopt, Everhart noted.

"Information systems should connect aircraft, k-loaders, and warehouses to increase throughput and better serve our customers," said Everhart. "An automated flightline probably doesn't make sense at every base, but I think there are applications at our busiest ports. We can use automation to do our mission better."

Some might think that at the rate technology is developing, jobs could be at risk, but the AMC commander said he thinks otherwise.

"It's not about replacing people," he said. "It's about using machines to do what machines do best, so we can let Airmen do what they do best."

USAFCENT Crewchief Safety Award of Distinction

SRA NATHANIEL P. JACKSON
Aerospace Maintenance Journeyman

While deployed to Al Udeid Air Base, Qatar, SrA Nathaniel Jackson exhibited unparalleled dedication in the performance of safe and high-quality maintenance during a boom nozzle change.

On May 9, 2016, during an aerial refuel reconfiguration on aircraft 59-1519, SrA Jackson found a piece of metal wedged inside the new boom nozzle. He immediately halted all maintenance activities and called the hydraulic specialist to identify the piece, which was part of the fuel offload transmitter. SrA Jackson then took the initiative to order and install a new boom nozzle to ensure there would be no malfunctions during the next flight.

Had he not identified this issue on the ground, the aircraft would have been unable to conduct air refueling once reaching the AOR, causing widespread ripple effects that would have negatively impacted the ATO. SrA Jackson's situational awareness and attention to detail prevented not only damage to the $5M boom, but also to the approximately 1,600 coalition receiver aircraft that might have ingested the piece during air refueling during May, as well as the affected aircrews.

Keeping PACIFIC OPERATIONS SAFE

By MS. RUTH ANN REPLOGLE, Staff Writer

"Execute Rapid Global Mobility in the Pacific … Safely, By the Book, Then on Time."

That is the motto of the 515th Air Mobility Operations Wing (AMOW), headquartered at Joint Base Pearl Harbor-Hickam, Hawaii.

Spanning millions of miles throughout the Pacific theater in 25 locations from Alaska to Diego Garcia, the 515th provides command and control, aerial port, and aircraft maintenance in support of airlift and air refueling missions.

As the new commander of the 515th, Col Scott C. Zippwald envisions continuing the wing's long tradition of providing unrivaled rapid global mobility in the Pacific.

"Our team provides the critical en route infrastructure, enabling the most powerful Air Force in the world with a rapid global mobility capability that no other Air Force can match," he said. "Our ability to deliver the right effects, at the right place, at the right time—that's AMC's mantra—anywhere in the world, is a testament to our robust mobility system and the dedicated Airmen that make it happen. Both the 515 and 521 AMOWs are the backbone and network of that global capability."

Before Zippwald took command on June 2, he reviewed the wing's motto and felt it was perhaps too "soft." In fact, he contemplated refreshing it into something more aggressive and "forward leaning." After seeing the wing in action over his first two months in command and discussing it with his group and squadron commanders, he changed his mind.

"All of the commanders defended and praised the motto, affirming it drove a culture of compliance and safety, which ultimately led to standardization and velocity," Zippwald said. "I am now 100 percent on board with it, and it remains the mantra and bedrock of the organization … Safely, By the Book, Then on Time."

Obviously, synchronizing two groups, six squadrons, three detachments, and six operating locations in 10 time zones can be a challenge.

"Communication and synchronization within the wing is certainly different from other mobility wings," he said. "We continue to refine our process to ensure the squadrons and their Airmen have everything they need to execute day-to-day operations and are taken care of. Use of video telephone conferencing and data sharing is the norm, and our weekly battle rhythm is built around leveraging those technologies."

Zippwald said his Airmen continue to amaze him and deliver every day—controlling, loading, uploading, and maintaining mobility aircraft throughout the Pacific—noting each of the wing's numerous operating locations is unique and tailored specifically to its geographic area.

Each location has its own ops tempo and challenges, he said. For example, on any given day, there may be a blizzard in Alaska, a surge of deploying

Zippwald said in 2015, his Airmen enabled the movement of more than **490,000** passengers and **92,000** tons of cargo on **32,000** missions—this equates to **1,300** passengers and **252** tons of cargo every day.

Army personnel in Hawaii, and a real-world posture change for Airmen at the tip of the spear in Korea. Every day, Airmen from the 515th work to ensure safe, professional, and timely execution of the mission. Zippwald said in 2015, his Airmen enabled the movement of more than 490,000 passengers and 92,000 tons of cargo on 32,000 missions—this equates to 1,300 passengers and 252 tons of cargo every day.

So how does the 515th ensure each mission departs safely and on time? "Because they are a unique wing," Zippwald said, "it requires a unique approach to managing safety strategy and efforts."

"Each of our six squadrons has a permanently assigned Occupational Safety Specialist focused on the full spectrum of safe mission execution. This is unique to the AMOWs due to the fact that they are not collocated with the wing," he said. The 515th does not have its own wing safety office; rather, the AMC Safety Office at Scott AFB, Illinois, develops and trains the safety specialist in each squadron.

To that end, by having these individual squadron safety specialists, the wing can leverage knowledge and skill sets, based on the uniqueness of each location, and assist the squadron commander in ensuring effective safety training, awareness, and compliance.

Representatives of the AMC Safety Office visit each squadron within the 515th at least once a year to evaluate programs and provide assistance where needed. Zippwald added while AMC's Operational Safety division is on site, the wing usually sends a safety specialist from another squadron to observe and learn from its fellow en route safety specialists and share information.

"The safety professionals across all of our locations are always looking for ways to improve the safety of our operations, including OSHA compliance and work center safety," he said.

One of Zippwald's safety goals during his tenure at the 515th is to set a course for the future. To accomplish this, he's bringing all of his leadership—the group commanders and chiefs—together for a two-day strategy summit.

"We're going to re-orient ourselves to the wing's unique mission set, capabilities, and critical role we play in AMC's mission execution," he explained. "Given the current strategic landscape, how can we ensure the most efficient use of our Airmen and resources, while maintaining a robust posture to provide effective and flexible support to contingency operations in theater? Where do we want to be in two years, in five years, in 10 years? We're going to take a hard look at our strategy, and set a course for the wing to ensure the AMOW of the future continues to execute and deliver rapid global mobility in the Pacific—Safely, By the Book, Then on Time."

A C-17 Globemaster III prepares to land during exercise RED FLAG-Alaska at JB Elmendorf-Richardson, Alaska. RF-A is a series of Pacific Air Forces commander-directed field training exercises for U.S. and partner nation forces in a simulated combat environment.

USAF PHOTO BY MSGT JOSEPH SWAFFORD

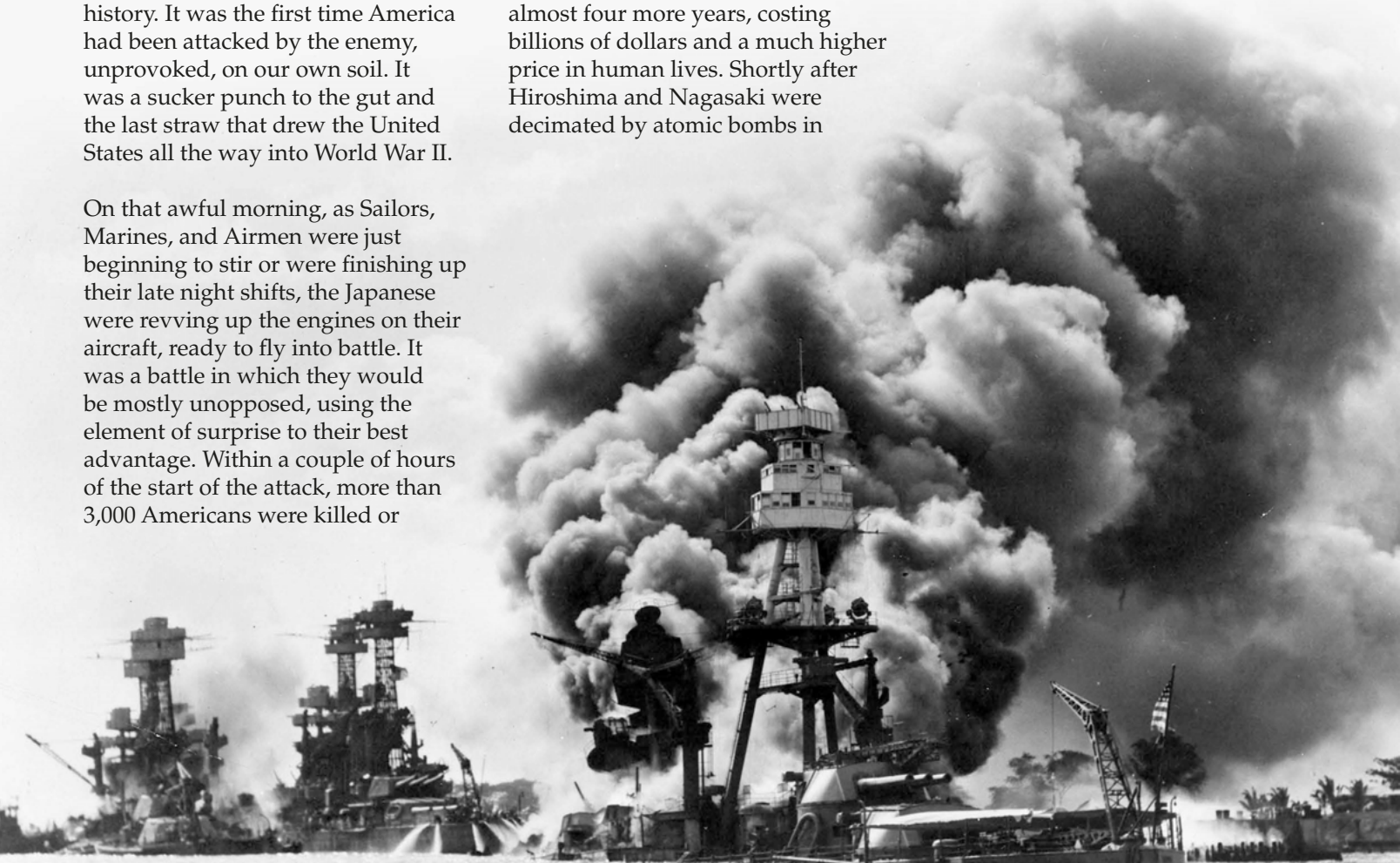
A Date Which Will Live in Infamy

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

Every elementary school student across the country knows the significance of December 7, 1941. Although it took place 75 years ago, the Japanese attack on Pearl Harbor will always remain a truly defining moment in American military history. It was the first time America had been attacked by the enemy, unprovoked, on our own soil. It was a sucker punch to the gut and the last straw that drew the United States all the way into World War II.

On that awful morning, as Sailors, Marines, and Airmen were just beginning to stir or were finishing up their late night shifts, the Japanese were revving up the engines on their aircraft, ready to fly into battle. It was a battle in which they would be mostly unopposed, using the element of surprise to their best advantage. Within a couple of hours of the start of the attack, more than 3,000 Americans were killed or wounded, and there was terrible damage all over the island. The next day, President Franklin D. Roosevelt declared war on Japan with an iconic speech calling December 7 a "date which will live in infamy."

The war in the Pacific raged on for almost four more years, costing billions of dollars and a much higher price in human lives. Shortly after Hiroshima and Nagasaki were decimated by atomic bombs in August 1945, Japan surrendered unconditionally to the United States. Leaders of Allied nations wanted to avoid repeating mistakes of World War I and thought it important to create an international organization aimed at keeping the peace postwar. Thus, the United Nations was born



U.S. Navy battleships at Pearl Harbor on 7 December 1941 (l-r): USS West Virginia (BB-48) (sunk), USS Tennessee (BB-43) (damaged), and the USS Arizona (BB-39) (sunk).

World War II and the Global War on Terrorism have taken very different paths, but they both changed the American political and military landscape drastically.

and remains today. Entire books have been written on World War II; the purpose here is simply to recognize and honor an important piece of our national military story.

The Japanese attack was meant to cripple American naval capability by destroying the aircraft carriers at Pearl Harbor, but fortunately, they were not on station at the time of the attack. However, the battleship Arizona was completely destroyed and the Oklahoma capsized. The California, Nevada, and West Virginia sank in shallow water. Three other battleships, three cruisers, three destroyers, and other vessels were also damaged. More than 180 aircraft were destroyed. Of the eight battleships, all but the Arizona and the California were eventually repaired and returned to service. The USS Arizona remains where it sank in Pearl Harbor, with her crew still on board. An American flag flies over the ship, memorializing all who were lost in the attack.

Every year on December 7, we remember what happened and the lives lost. Survivors of both the Pearl Harbor attack and World War II are fewer in number every year; in perhaps 10 years, there will be no more living connection with the past. According to Department of Veterans Affairs (VA) information, fewer than 700,000 World War II survivors are still living as of 2016; Pearl Harbor survivors are a small fraction of that. The VA also estimates that the survivors are passing away at a rate of nearly 500 a day.

This year marks the 75th anniversary of Pearl Harbor; it may be the last time survivors can gather and remember, and there are numerous major events planned to commemorate the occasion. Honoring the past and inspiring the future is the theme, intended to bridge the gap between the generation that experienced Pearl Harbor and World War II up close and personal and the generation whose job it is to carry their stories forward into the future. When the time comes that all of the survivors have passed on, honoring their memory, their service, and their sacrifices will be even more important than it is now. Just as in wars that took place centuries ago, one day soon, the only way to learn about what really happened will be to read the stories in books.

In the years since the end of World War II, the United States has been involved in dozens of conflicts, but only once have we been surprised the way we were then. On September 11, 2001, terrorists attacked the World Trade Center and the United States Pentagon. Numerous comparisons exist between the two events, despite the almost 60-year span between them. Both of them were unprovoked, surprise attacks on our home soil. The President at the time of each attack made impassioned speeches aimed at galvanizing Americans to stand united and support actions against the aggressors. World War II and the Global War on Terrorism have taken very different paths, but they both changed the American political and military landscape drastically. Both changed the shape and operation of the government and of American military forces. And both defined, to a significant degree, the generation of young men and women that came of age at the time.

The Mobility Forum is primarily a safety-related publication. There are numerous safety-related topics to discuss about what happened at Pearl Harbor, but very little was safe that day. No one was safe. Americans under attack fought back in any way they could, with whatever they had, as hard and as fast as they could. They surprised the Japanese with the speed and intensity of their counterpunches. They fought for their very lives and the lives of the man or woman next to them. And they did everything they could to help or ease the pain of those they couldn't save.

So while I would like to find some kind of safety angle to tie in with this, that just isn't going to happen. I want to encourage you instead to find a way to recognize and honor the survivors. Honor those who gave their lives that day and in the days that followed. Take time to visit a local VA hospital and spend time listening. Go to your grandparents' house and ask them to tell you their stories again. Go to a parade or a memorial or a cemetery. Lay flowers or a wreath at the grave of a veteran, whether you have any connection to the person or not. Only then can we be sure their stories and their sacrifices won't be forgotten. And someday, someone will want to hear your story, too.

Is SAFETY in the Way?

By SMSGT BRADLEY D. HINKLE, 126 ARW

It was early in the summer of 2008 and the Ground Safety Manager position at my Wing became vacant. I was the Unit Safety Representative in the Maintenance Group and really enjoyed the additional duty. After working 12 years in Maintenance, I decided to apply for the vacant position and try to turn my additional duty into a new career. Twelve people applied for the position, so it took some time for the Chief of Safety to interview everyone. After all of the interviews were completed and references called, he selected me. It was the greatest day of my military career.

I had a passion for safety as the Maintenance Unit Safety Representative because I saw the value that it brought to the Air Force. Just in my wing, three members had lost a finger at some point in their career and a highly respected member had fallen off a B-5 stand—almost becoming a fatality statistic. We also lost two members in motorcycle mishaps in a five-year span. I was even involved in a mishap that required a stop at the base hospital and five staples in my scalp to stop my head from bleeding.

I remember coming home late on the day of my mishap and explaining to my wife what had happed before I showed her the Frankenstein-like staples on the top of my head. The look of concern and fear on her face made me realize that this wasn't something any Air Force spouse should ever have to experience. I wanted to prevent other spouses from experiencing that kind of moment or something even worse.

After being selected as the new Ground Safety Manager, I knew I had a lot of work to do in order to become proficient with my new responsibilities. I studied every Air Force Occupational Safety and Health standard I could find and went to the Air National Guard's Ground Safety Orientation School before I was able to reserve a seat at the three-level 1S0 tech school, which was located on the Medina Annex of Lackland AFB. I began tech school in August 2008; it lasted through September. On September 11, 2008, the squadron commander I fell under while at school got everyone into the auditorium to give a pep talk. It was supposed to give the new graduates of basic training inspiration and purpose in their new lives in the Air Force—a "this is why you're here" type of speech.

I don't recall all of the career fields who fell under this squadron commander but Safety, Security Forces, and some Operations areas (including boom operators) attended the pep talk. The commander started by talking about the tragedy that had occurred seven years prior to then and how it had changed the operational pace of the Air Force.

He told a story about where he was on September 11, 2001, and how fast he was deployed as a KC-10 pilot. He continued to talk of the importance each career field in attendance was during those tense times right after the attacks. He talked about the long hours Security Forces put in protecting the aircraft and inspecting every vehicle that came onto the base. He talked about the number of flying hours boom operators were accumulating because they had aircraft in the air 24 hours a day. Then he got to how safety contributed to the effort. He stumbled for a second and said, "And safety—well, safety just got out of our way so we could do our job!" The auditorium erupted in laughter. I felt like I had been punched in the gut.

In one sentence, a squadron commander assigned to Air Education Training Command (AETC) placed the idea into the heads of a couple hundred brand new Airmen that safety would be in their way while they accomplished the mission of the Air Force.

I'm not a reserved person, and I'm certainly not afraid of speaking up when something isn't right. This has gotten me into trouble on a couple

As safety professionals, it is not only important to do our jobs, but also to let Air Force members know what we do on a daily basis and how important it is in the Air Force's mission.

of occasions, but it has also helped me speak up when I see a chain of events occurring that could turn into a mishap. I didn't want to cause any trouble while I was at school, so I bit my lip and didn't say anything to him. Neither did any of the other safety students or instructors. We all just left the auditorium after our commander's "pep talk" with our heads hung low.

I think back to that day every so often and wonder what I would say if I could go back and relive that moment. After many years of pondering, I think if I could go back, I would tell that commander that every time he taxied his KC-10 out of his parking spot and didn't clip the wing of another aircraft, safety was standing right next to him. Every time he landed and an AGE or Airfield Management vehicle was not on the same runway as him, safety was standing right next to him. I would say that every time a maintenance worker worked on his aircraft and didn't fall off a maintenance stand because the handrails were in place, safety was standing right next to him. And I would say that every time his boom operator showed up to work after avoiding a motorcycle mishap because of the skills he had learned at the free motorcycle safety course on base, safety was standing right next to him.

I don't recall the name of this commander, but he's probably retired by now. I can't say these things to him, but many of the young Airmen in that auditorium are now NCOs and may still have the perception that safety is just "in the way."

As safety professionals, it is not only important to do our jobs, but also to let Air Force members know what we do on a daily basis and how important it is in the Air Force's mission. It may be conducting an airfield inspection, teaching a supervisor safety training class, or certifying a new weapons firing range; but everything we do is to help commanders reduce hazards down to an acceptable level. When we are successful at this, Air Force spouses will not have to worry about their loved one coming home in any worse shape than when they left in the morning. Moreover, it is important to stress that when we do these things on a daily basis, we are standing right next to every Airman, NCO, and commander … never in their way.

Eyes, Tools, and Safety Briefs

By MR. JOHN WOLLSLAGER, AEF Support Branch, AFPC/DP2WO

I'm fortunate in one regard only: I only lost one eye.

We'd moved into our house near Randolph AFB, the site of my last flying assignment. It was obvious after just a couple days that we needed a doggy door. Morning, noon, and night, plus many times in between, letting the dogs out became a real hassle.

An easy purchase, a little work, and we'd be set.

I built a raised doghouse to fit under the window outside, in line with the new passage through the wall in the far corner of our kitchen.

I had good luck in the first portion of the project. I cut into the wall and found no electrical wires ran through that section. I removed the insulation and drilled holes to mark the cuts to the siding. With a special blade in my skill saw, I completed the cuts without a problem.

Inserting the new dog door itself took less than 15 minutes, and I even followed the directions.

Having already completed the doghouse, I brought it around to the back corner of our house and discovered one minor problem—the one hitch in the whole project. The doghouse was about half an inch too tall.

I couldn't cut the legs shorter without messing up the levels of the kitchen and doghouse floors, as well as the door cutout. So I decided to take my skill saw and cut off about a half inch of siding trim on the bottom edge of the window.

Having already put the saw away, I trudged around to the front of the house. With my mind going through how I was going to accomplish the cut, I forgot one thing. That's it, just one little thing. I didn't bring my safety glasses back with me. I'd used them earlier on the other cuts and had put them away.

It was going to be an odd cut. I had to hold the saw at chest height and make a horizontal cut into the bottom of the trim.

When I held up the saw and squeezed the switch to start the saw, I realized I had forgotten my safety glasses and stopped. I thought about it, and with a decision made in about a second, my life changed forever.

I figured nothing would happen. It was one cut. I had already seen how the blade and siding material interacted; this should be no problem at all. But when the blade hit the edge of the trim, it blew apart. The saw, positioned as it was, lined up my face exactly where the shards of trim flew.

Pieces impacted from the top center of my forehead down to my lower right cheek, with my right eye in the middle.

I find it very difficult to describe the feeling. I didn't think about a career ending injury. I didn't think about being blind. No rational thought—just shock, pain, and disorientation. I dropped the saw, stumbled backwards and fell over patio furniture to the ground.

> There is no need in the Air Force for a one-eyed pilot.

My screams brought my wife outside. At the hospital, three different doctors told us the damage was too great to save the eye.

I'm medically retired now. There is no need in the Air Force for a one-eyed pilot. At least with months of healing, I no longer have any pain associated with that eye.

For the lack of a 30-second walk each way to get my safety glasses, I changed my life and the life of my family forever. What I wouldn't give to have that time back again—that one-second decision, that one-minute walk—to have the chance to think about it again, maybe for more than a second this time, to not have the guilt and not feel the stupidity of that choice every single day.

The good news is that at some point in telling you my story, I went from the complete truth to complete fiction. Everything you read was true, right up until the point of the decision.

You see, I DID make that walk back to the garage for the safety glasses. My injuries that day included about five red dots on my forehead and five on my cheek. They barely bled. There was one impact point and scratch on my safety glasses, exactly in front of my right eye.

After wiping off a little blood, I finished the project. I was happy with it; the dogs and family were happy with it, also. My life didn't change at all, except I no longer had to let the dogs out.

All those safety briefs are true, folks. With power tools, an accident can happen faster than you can blink an eye. I know because I would have lost mine that day.

Selecting the Right Eye Protection

Safety spectacles shield the wearer's eyes from impact hazards.

Safety goggles form a protective seal around the eyes, preventing objects from entering under or around the goggles.

Face shields protect the entire face when used in combination with safety spectacles or goggles.

Source: https://www.osha.gov/SLTC/etools/eyeandface/ppe/impact.html

Air Force-USDA Partnership: Providing Wildlife Mitigation Tactics

By CAPT KOREY FRATINI, 455th AEW Public Affairs

Birds and wildlife can always pose a threat to aircraft operations in any location where aircraft are taking off, landing, or flying. In order to prevent a catastrophic event from occurring, it takes a dedicated team to mitigate the effects of birds and wildlife on an airfield.

A close partnership between the 455th Air Expeditionary Wing (AEW) Safety Office and the United States Department of Agriculture (USDA) Wildlife Services has resulted in solutions to ensure air operations continue as safely as possible.

"The broader relationship is based on safety's execution of the BASH [Bird/Wildlife Aircraft Strike Hazard] program, which is to prevent bird and wildlife hazards from becoming a factor for aircraft operations," said Lt Col James Cooper, 455th AEW Chief of Safety.

Airmen who are deployed to the 455th AEW Safety Office currently work alongside Mr. Ben Allen, USDA wildlife specialist and biologist. In the United States, Allen works at the Denver International Airport, providing wildlife services to civilian aviation operations.

"Wildlife services," he says, "is not necessarily wildlife management as much as it is wildlife knowledge."

Working with the 455th, the mission is to prevent bird and wildlife aircraft strikes to military and civilian aircraft that operate at Bagram Airfield, Afghanistan. But the USDA partnership allows that individual (USDA personnel) to be solely focused on bird and wildlife management using the knowledge he or she brings.

Col Cooper says in areas with the highest degree of wildlife problems, leveraging the USDA's expertise is effective.

There are a variety of methods to mitigate bird and wildlife issues, ranging from fireworks that make popping noises or flashes, to using sirens and air cannons, to wildlife depredation, if necessary. In addition to these tactics, both organizations work to change the habitat around the airfield to make it less enticing for birds and other

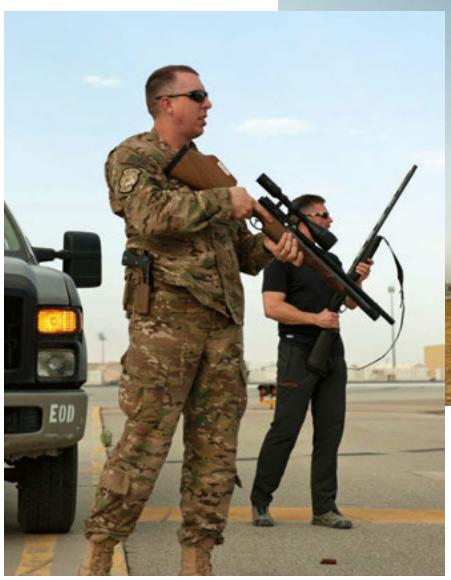
animals. Changing grass types or removing certain features on the airfield play a key role in changing the environment.

Allen conducts mitigation tactics on the airfield and conducts research and analysis on birds and wildlife. With this data, he is able to provide the Air Force a much better picture of the issues pertaining to wildlife at Bagram Airfield.

"I collect survey data and put it into a Geographic Information System (GIS) Trimble unit that someone back home uses to make maps to tell the story better," said Allen. "So when I remove or disperse anything from the airfield, I put a spot down on the map, record that, and put it into the Trimble unit. The same thing goes for my bird or wildlife surveys."

Eventually, this data will build maps and display the issues on the airfield in a visual way, giving people a better understanding of the actual issues facing the airfield.

Along with the informational data collected, Allen also sends physical specimens to the Feather ID Lab at the Smithsonian Institution in Washington, D.C. Researchers there can then produce data on the exact kind of wildlife present at Bagram.



All this is important because Bagram Airfield operates a variety of missions with a variety of aircraft, including C-130s, C-17s, F-16s, and HH-60s. It is imperative that people understand wildlife issues to ensure that crucial air operations supporting tasks throughout Afghanistan can continue safely.

"It's a whole problem approach looking at the habitat, the patterns, and the species, and learning what we can do to make the airfield less attractive for them," said Cooper. "The goal of the BASH program is to reduce the impact of wildlife on our ongoing operations."

Photos (clockwise), top left: Mr. Ben Allen, U.S. Department of Agriculture Wildlife Services wildlife specialist and biologist, sifts dirt around a man-made wildlife trap at Bagram Airfield, Afghanistan. Devices like these are used to trap live animals and relocate them off the airfield to ensure safer flying operations.

Top right: Mr. Allen constructs a man-made wildlife trap using rocks.

Above: Mr. Allen fires a pyrotechnic pistol to scare birds and other wildlife near the airfield to create an environment safe enough for air operations.

Above left: Lt Col James Cooper (front), 455th Air Expeditionary Wing Chief of Safety and Mr. Allen (back), prepare to fire an air powered pellet rifle and shotgun. The 455th AEW Safety Office and the USDA sometimes use wildlife depredation tactics to mitigate the impact of birds and wildlife on safe air operations.

USAF PHOTOS BY CAPT KOREY FRATINI

When "Skin" Gets Cold

By MR. JAMES JORGENSEN, Staff Writer

Did you hear about the couple who bought a historic home in upstate New York from an elderly woman? They were concerned about the lack of insulation as winter approached but were determined to tough it out like the previous owner. When temperatures plunged, they awoke to find the bedroom walls covered with frost. The husband crawled from the blankets and phoned the old woman to ask how she stayed warm. He quickly returned to bed and told his wife, "For the past 30 years, she has gone to Florida for the winter."

As this imaginary couple learned, cold feels very unpleasant on our skin. It can also be downright dangerous. Cold injuries claimed over 90,000 U.S. Army and Army Air Force soldiers during World War II and another 10,000 during the Korean War.

Unfortunately, we can't all spend the winter in a tropical setting. In fact, most Airmen live in locations that experience seasonally fluctuating temperatures, snow, wind chill, ice, etc. Living with those kinds of environmental stressors year after year doesn't make the conditions any less challenging or less dangerous. On the contrary, it means all personnel there must step up their safety mindset a notch.

For example, while it's critical to pay attention to our own skin during cold weather, we also have to think about how weather conditions affect the "skin" of an airplane. When a plane sits for hours in a snow shower or ice storm (or simply parked overnight in frigid and/or damp conditions), the plane's exterior is cold just like ours. We know not to touch freezing metal with our bare skin (think a wet tongue on a flagpole in *A Christmas Story*), and we watch for falling ice around the aircraft as temperatures start to climb.

De-icers remove snow and ice from a Joint Base Charleston C-17 Globemaster III at Joint Base Andrews, Md.

USAF PHOTO BY SSGT PERRY ASTON

TIPS FOR COLD WEATHER OPS

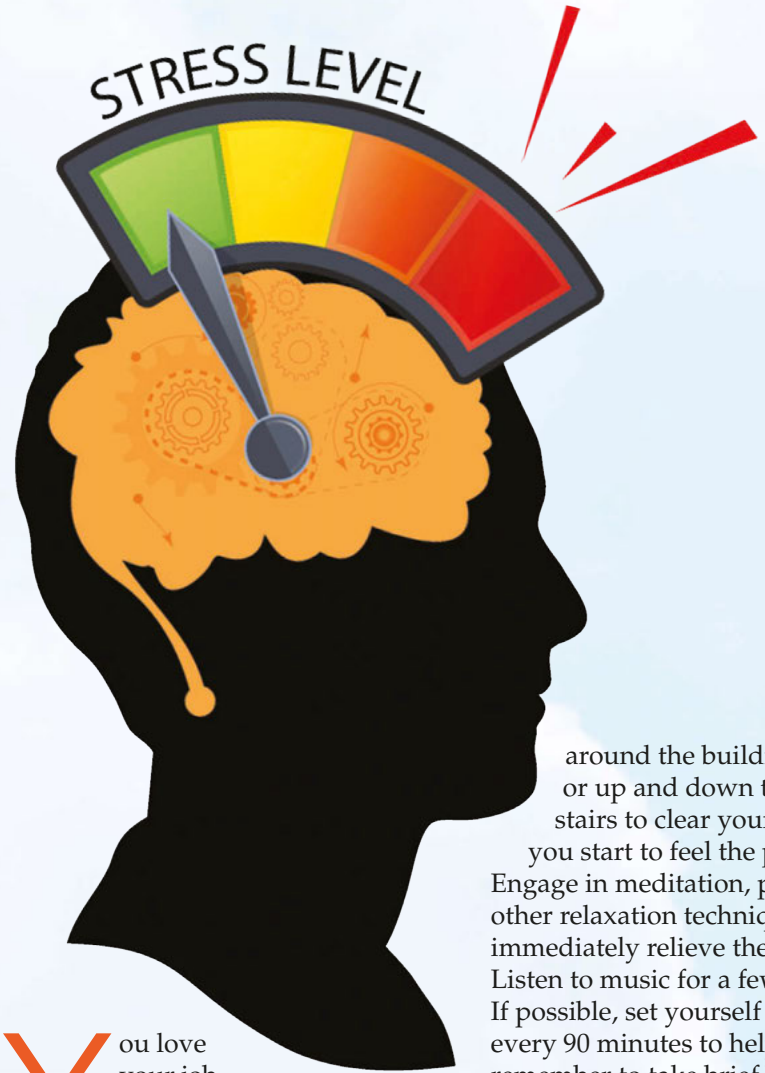
- Know what conditions you are likely to face, and know the procedures for dealing with them.
- Never downplay potential hazards (i.e., driving on ice, skin exposed to the elements).
- Slow down and take time to analyze all risks; take measures to minimize or avoid them.
- Watch your coworkers for signs of frostbite and hypothermia, as well as for reckless behavior.

Sometimes, however, rather than shedding ice in chunks or sheets, slowly warming temperatures cause ice to melt in gentle drips that can land and refreeze or become slushy on another surface. These slick patches create a slip, trip, or fall hazard for crews on the ground, on ladders, and on metal walkways. I learned about such hazards when I broke my hand years ago as I arrived at work. Just enough moisture had fallen overnight to gather in a low spot in the asphalt, and morning temperatures hovered near freezing. I opened my car door to get out and managed to slip on the only tiny spot of ice in a huge parking lot. On a larger scale, icy spots are also precarious for aircrews as they taxi, take off, or land.

High winds on the ground are another nasty winter enemy, creating the potential for injuries that range from minor frostbite to frozen corneas. High winds aloft are also hard on pilots, who must always be alert for dangerous crosswinds during winter storms.

Snow is another source of seasonal problems for Airmen. Driving to and from work, trudging to a nearby building or hangar, taking off or landing in blowing snow—all are possible hazards. Remember to report any unsafe conditions you experience on the ground to the proper authorities, as the information you pass along could save someone from a fall, an automobile accident, or worse.

This article is not meant to address every dangerous cold weather element. Instead, it is a brief reminder that adverse conditions affect humans, and they can affect aircraft, too. Temperature changes of a degree or two can make a world of difference, so let's continuously check ourselves (and check on each other) to help prevent winter weather mishaps on the ground and in the air.



It's Time to **Eliminate Work Stress**

By MS. RUTH ANN REPLOGLE, Staff Writer

> ... make sure you're getting **seven to eight hours of sleep** so your brain can work out unresolved issues.

You love your job but sometimes you can't avoid the stress that comes with it. How you react to that stress impacts your physical and emotional health, as well as your job performance.

So how do you manage work-related stress?

First, figure out what is stressing you out and how you are responding to those stressors. Is it people or problems that are challenging your mind? Are you blowing up or bottling frustration inside? Do you relieve the tension with unhealthy habits like snacking, drinking alcohol at night, or not getting enough sleep?

Learn to develop healthy responses to stress. Stretch. Take a short walk around the building or up and down the stairs to clear your mind when you start to feel the pressure. Engage in meditation, prayer, or other relaxation techniques to immediately relieve the tension. Listen to music for a few minutes. If possible, set yourself reminders every 90 minutes to help you remember to take brief breaks throughout the day.

Exercise—whether it's PT, cardio, strength training, or organized sports—will always take the edge off. But you can also make small changes in your life to help combat stress. Set aside time after work to do a favorite activity or hobby. Lighten up your mood by finding things that make you laugh. Eat better by filling half your plate with whole fruits and veggies. And make sure you're getting seven to eight hours of sleep so your brain can work out unresolved issues.

Learn to say no and to delegate duties, or at least rack and stack your priorities. If you make a written or mental list at the beginning of each workday of the tasks that need to be done, then you can focus, thus alleviating some stress.

Keep work at work and home at home. It's easy to bring work home. Don't. Establishing clear boundaries between the two will reduce your stress.

Take those vacation days. Everyone needs a break from time to time. Recharging your batteries by relaxing and unwinding for a few days will give you the boost you need to face the daily grind and avoid burnout.

Finally, remember why you do what you do. Understand your role in your squadron, your wing, and the Air Force. You are the best of the best and you need to remind yourself of that. Post what motivates you—your goals, quotes, photos, whatever—in your workspace or on your smartphone so you don't forget.

If you don't know how to relax or the stress is overwhelming, talk to your commander. Asking for help is a sign of strength, not weakness.

MISHAP-FREE

Flying Hour MILESTONES

UNIT AWARD

130th Airlift Wing
McLaughlin ANG Base
Charleston, West Virginia
53 Years—196,441 Hours

★★★★★

UNIT AWARD

158th Airlift Squadron,
Savannah, Georgia
46 Years
174,500 Hours

★★★★★

12,500 HOURS

130 AW, Charleston, WV
MSgt Richard A. Lockard

MSgt Richard Lockard served with the 130th Airlift WMiing from August 11, 1983 until his retirement on October 1, 2016. He began his career as a Life Support Journeyman, served as a C-130 Loadmaster, and culminated his career as a C-130 Evaluator Flight Engineer. He participated in Operations Desert Storm, Provide Promise, Enduring Freedom, and Iraqi Freedom, logging over 971 Combat and 527 Combat Support hours. He also flew in numerous worldwide airlift operations, including Operations Coronet Oak, Joint Forge, Joint Guard, Joint Endeavor, Joint Enterprise, and Exercise Flintlock. Ever the professional, Rich was often the first call for crewmembers who found themselves solving complex systems or performance challenges. He constantly improved his knowledge of the C-130 and maintained a positive attitude that earned him unanimous admiration and respect from his fellow

★★★★★

crewmembers. In his 33-year career, he accomplished over 12,940 safe flying hours. He was an invaluable asset to the 130th Airlift Wing, the Air National Guard, and the United States Air Force, and he will be present in the spirit of our academic discussions for years to come.

8,500 HOURS

78 ARS, JB McGuire-Dix-Lakehurst, NJ
SMSgt Al Crosby
MSgt Ramon Cruz III

130 AW, Charleston, WV
MSgt Paul A. Dolin

7,500 HOURS

PAG, JB Andrews, MD
Lt Col Scott Benton
Lt Col TJ Cook
CMSgt Aaron Luethe

6,500 HOURS

PAG, JB Andrews, MD
SMSgt Robert Nation

78 ARS, JB McGuire-Dix-Lakehurst, NJ
SMSgt Victor Guzman

96 AS, Minneapolis ARS, MN
SMSgt Thomas L. Kim

130 AW, Charleston, WV
Lt Col Kevin M. Meagher

5,000 HOURS

PAG, JB Andrews, MD
Lt Col Warren Austin
Lt Col Brent Graham
Lt Col Alexander Miravite Jr.
CMSgt Charles Gardner
TSgt Emerson Battle

96 AS, Minneapolis ARS, MN
SMSgt Shannon R. Moerke
SMSgt William D. Rudgers

130 AW, Charleston, WV
Lt Col Curtis E. Garrett
Maj Todd J. Perry
SMSgt David W. Grose
MSgt Patrick D. Dreyfus

305 AMW, JB McGuire-Dix-Lakehurst, NJ
CMSgt Terry Topouzoglou

375 AW, Scott AFB, IL
Maj Joshua A. Pugliese

3,500 HOURS

PAG, JB Andrews, MD
Maj Brett Ellis
Maj Anthony Fattizzi
MSgt John Gilbert
MSgt Elisa Villnave

78 ARS, JB McGuire-Dix-Lakehurst, NJ
Lt Col Corey T. Brown
Maj Brian J. Huster
Maj Justin D. Simms
Maj Brad D. Tobias
Maj Adam N. Waite
Capt Matthew M. Natale
Capt Kyle J. Sanford
TSgt Ryan P. McFadden

96 AS, Minneapolis ARS, MN
Lt Col Peter J. Parbel
MSgt Chad A. Minkel

130 AW, Charleston, WV
Lt Col Charles P. Berry
Lt Col Ralph S. Coleman
Lt Col Bryan W. Preece
Maj Darin T. Urban
MSgt Patrick T. Morrison
TSgt Kenneth W. Payne

305 AMW, JB McGuire-Dix-Lakehurst, NJ
Lt Col Chad Annunziata
Lt Col Michael Marlatt
TSgt Zachary Roeder
SSgt Nicholas Cook
SSgt Bradley Edwards

375 AW, Scott AFB, IL
Lt Col Lisa D. Rauk
TSgt Matthew M. McKinney

2,500 HOURS

PAG, JB Andrews, MD
MSgt Kristina Conover
MSgt Dawn Jones
TSgt Brett Bobek

78 ARS, JB McGuire-Dix-Lakehurst, NJ
Maj William G. Thomas
TSgt Paul A. Fennell
TSgt Kyle A. Klinger

96 AS, Minneapolis ARS, MN
Lt Col Martin E. Schulting
Capt Kevin A. Eklund
Capt Charles L. Francis

130 AW, Charleston, WV
Maj Matthew D. Bethel
Maj Kyle P. Heinemann
Maj Frank B. Preston
Maj Daniel J. Searles
Maj Joseph R. Shamess
Maj Robert A. Sloan
Maj Christopher J. Splees
Capt Justin S. Ensor
Capt Jeremy W. Mullins
MSgt James M. Harper

156 AS, Charlotte, NC
Lt Col James P. Bodolosky
Maj Jason D. Bondurant
Maj Joseph P. Wilson

179 AW, Mansfield, OH
Lt Col Jeffrey R. Capretto
Maj Aaron R. Lewis
Capt John A. Oscar
MSgt Thomas H. Buffington

305 AMW, JB McGuire-Dix-Lakehurst, NJ
Lt Col Marcus Cunningham
Lt Col Michele Lobianco
Lt Col Scott McKeever
Maj Sarah Clapp
Maj Scott Clemmons
Capt Zachary Alexander
Capt Samuel Bexton
Capt Matthew Bolado
Capt Adam Ferek

375 AW, Scott AFB, IL
Col William C. Buschur
Maj Yuri A. Batten
Maj Angela K. Vesce
Maj Matthew W. Zayatz
TSgt Katrina N. Graham

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

Broadening Our LOSA Focus

By CAPT LEE RINELLA,
HQ AMC Flight Safety

The Air Force Line Operations Safety Audit (LOSA) Program is a non-punitive, unobtrusive observation program that collects safety-related flight data during normal operations in order to assess safety margins and improvement measures.

Since beginning the Program in 2011, the focus of LOSA has been on AMC aircraft. Past observations centered on aircrew members across AMC's fleet. This has led to numerous implemented recommendations that addressed developing safety problems. AMC will continue the aircraft LOSAs, but it is time to expand the program.

For the first time, a LOSA will be conducted on the 2T2X1 (Air Transportation Specialists) career field, scheduled for early 2017. Highly trained and experienced aerial porters will conduct observations across four ports. With the Shift Crew's permission, the observers will watch the cargo generation, loading, and inspection from arrival to aircraft on-load. The observers will write up the threats that the aerial porters experienced, errors that were made, and how the aerial porters managed those errors. The observations will be gathered anonymously by our AMC contractor and will be scrubbed to remove any identifying information about the observer, aerial porters, and the port.

This is a natural step forward in mishap prevention as aerial porters are responsible for all management and movement of cargo across AMC and around the world. They are critical assets and teammates with our mobility fleet, and their safe operations are essential to AMC providing unrivaled global reach for America.

This is an exciting step forward for the expansion of a proven proactive safety program.

Airmen from Team Dover and Joint Base McGuire-Dix-Lakehurst, N.J., load a C-17 Globemaster III from the 6th Airlift Squadron, 305th Air Mobility Wing, with approximately 70,000 pounds of humanitarian relief supplies at Dover Air Force Base, Del.

PHOTO BY A1C WILLIAM JOHNSON

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A DAY IN THE LIFE

Eddie Paul Bearb runs through his pre-flight checklist with Capt Patrick Dixon in the cockpit of a C-17 at Joint Base Pearl Harbor-Hickam, Hawaii. The 9-year-old, an acute lymphoblastic leukemia patient, was granted his wish by a non-profit organization to live a day as a 15th Wing 535th Airlift Squadron member.

USAF PHOTO BY 2 LT KAITLIN DADDONA