



MOBILITY FORUM

THE MAGAZINE OF AIR MOBILITY COMMAND | SUMMER 2019

THE AMC TEAM



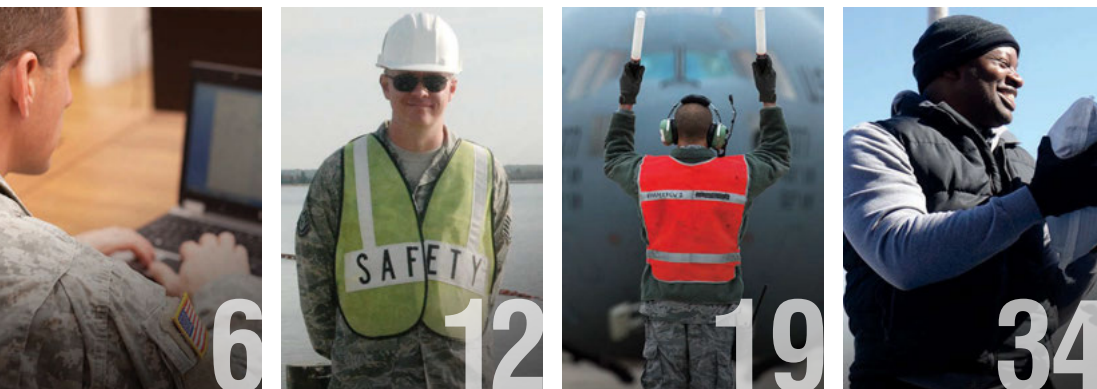
Innovative Ideas
Shine at First-Ever
**Phoenix
Spark Tank
Competition**

What is a
**Flight
Manager?**

**A Vision for Our Airmen:
A Discussion With General Maryanne Miller**

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THE MOBILITY FORUM



Volume 28, No. 2
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A KC-10 Extender flies through an illustration of the Air Mobility Command team.

USAF photo of KC-10 Extender by SSgt Jordan Castelan

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Brigadier General Canlas and Chief Master Sergeant Pelletier Discuss the Future of the 618th Air Operations Center

BY MS. BRITTANY OLSON,
STAFF WRITER

The mission and vision of the 618th Air Operations Center (AOC), also known as the Tanker Airlift Control Center (TACC) located at Scott AFB, IL is to plan, task, execute, and assess global air mobility operations and provide multi-domain command and control of mobility forces in a contested environment.

Leading the 618 AOC into the future is Brigadier General Jimmy R. Canlas, who was promoted from Vice Commander to Commander of the 618 AOC in January of 2019. Canlas is a decorated pilot and has flown 4,400 hours in the C-21A, KC-135R and C-17A. Prior to his assignment with the 618 AOC, he commanded an airlift squadron, an expeditionary group, and an airlift wing, and served with the United Nations Command in Korea and the U.S. European Command in Germany.

“Plan, task, execute and assess are the four core functions we accomplish here. We plan the sorties, we allocate the iron, and we execute the missions. Then we review and analyze how we did. Through the four steps of that process we gauge our progress to ensure the mission is getting done efficiently and effectively. This allows us to verify that we are flexible enough to respond to changing conditions; that we are agile enough to change any processes when needed; that the mission moves on time, is effective, and if called upon, that we can be more lethal in times of contingent operations,” explains Canlas.

“**Plan, task, execute, and assess are the four core functions we accomplish here.**”

The AOC was established to centralize command and control operations for worldwide airlift, combat delivery, air refueling and aeromedical evacuation, which were formerly executed by a multitude of different Air Force units and airlift divisions. For the last 27 years, the 618 AOC has played

a paramount role in our country's global military presence and unrivaled operational capabilities.

AMC sustains 42 pre-established, en-route refueling and airlift locations around the globe. The 618 AOC is responsible for ensuring efficient channel system performance of the 42 en-route locations to support all six geographic, and four functional unified combatant commands. The unit's 700 personnel consist of active duty, Reserve, Air National Guard, civilians and contractors united by an innate desire to achieve operational excellence and provide world-class services and products that yield the highest degree of satisfaction from customers. Team members stand ready 24/7, 365 days a year to provide agile support and global air command



Left to right: TSgt Matthew S. Howard, Channel Mission Manager, Brig Gen Jimmy R. Canlas, Commander, and CMSgt Michael J. Pelletier, Superintendent, discuss ongoing 618 AOC channel operations, April 2019. Canlas took command of the AOC in January 2019 and Pelletier became the Superintendent two months later. Their critical focus areas include workplace safety and developing a cohesive, resilient, and innovative workforce that adapts to change.



A C-17 Globemaster III delivers humanitarian aid from Homestead ARB, FL to Cucuta, Colombia on February 16, 2019.

USAF photo by TSgt Gregory Brook

and control for Mobility Air Forces. They plan, task, execute and assess approximately 200 contingency and distribution missions each day and direct a fleet of 1,100 mobility aircraft. In 2018 alone, the 618 AOC ensured delivery of an estimated 214 million pounds of fuel to 29,000 receivers.

Canlas' leadership philosophy includes being proactive in Airman development as it will provide the foundation for creating a more agile, lethal and resilient force prepared for any operational challenge. As the saying goes, a team is only as strong as its weakest member and Canlas is a firm believer that no mission is too complex for the Airmen of the 618 AOC, as long as they are equipped with the tools, resources and training required to accomplish the mission.

Critical focus areas for Canlas' team include workplace safety and developing a cohesive, resilient, and innovative workforce that adapts to change. To satisfy the operational demands of the DoD in the 21st century and reach the next tier of performance excellence, his team recognizes the importance of a workplace culture that welcomes out-of-the-box thinking and presents opportunities for improved efficiency and new solution sets.

A recent improvement in safety implemented by the 618 AOC was the

creation of the Chief of Safety position held by Ms. Jennifer Yates. "This was a position we never had in the AOC in its 27 years of existence. Now we have a way to pull in different reports and programs and essentially synthesize it into a way that creates a bigger safety picture and impact for the Mobility Air Forces," stated Canlas.

Another crucial change recently occurred in May of 2018 with the establishment of the 618 AOC's very own 618th Air Communications Squadron (ACOMS). "That is a big win for us. What does that mean? It means we have a group of dedicated professionals looking after the systems and processes from a technology perspective from within the Air Operations Center. We are no longer reliant on the base communications squadron. Our visibility and situational awareness in the cyber environment increase exponentially as the 618 ACOMS continues to grow and develop," affirms Canlas.


Canlas and Chief Master Sergeant Michael J. Pelletier, Superintendent of the 618 AOC, are excited and optimistic for the unit's future. The 618 AOC is planning to relocate to a brand-new building by 2025. While Canlas and Pelletier anticipate the change to present some obstacles, they also believe it will offer opportunities to implement new technologies, and allocate time, space, and resources towards testing revolutionary ideas

and processes that will optimize operational efficiency, long-term.

Canlas and Pelletier encourage personnel to facilitate change within the Air Force by collaborating with team members and taking ownership in building the future of the 618 AOC. "We have new Airmen that are extremely educated and technologically savvy. I would encourage every Airman to challenge themselves each day. Learn what the person in another cubicle or office does, think about your history and your legacy, what got you here. Then you can work together to build a brand-new future. It is exciting that we are changing gears in our service and we are not pointing fingers based on each other's generational differences. We are working together to get ourselves to a new level of expertise and efficiency. It is exciting to be part of that," explains Pelletier.

While planning for the future, the 618 AOC is a vital element in elevating the level of expertise and efficiency across the force. Canlas and Pelletier do not want personnel to lose sight of their impact on the world and all the good that stems from their personal contributions and sacrifices made on a daily basis. Most recently, the 618 AOC executed several missions in which C-17s transported humanitarian aid cargo to Columbia for the citizens of Venezuela, during the country's political crisis.

"I remind them constantly to go home and watch the news to see events happening around the world and realize that each day they are making those scenarios possible. It is amazing work and what they do each and every day has impact on the United States, Department of Defense, and the world as a whole," said Pelletier. 🇺🇸

A man in a military uniform is shown from the chest up, looking through binoculars. He is wearing a camouflage uniform with a pilot's wing patch on his left sleeve. The background is a bright blue sky with some white clouds. The image is used as a background for the article's header.

FLIGHT SAFETY

From Your Friendly Neighborhood Air Traffic Controller

SrA Brandon Jones, 92d Operations Group Air Traffic Control Apprentice, uses binoculars to view the flight line at Fairchild AFB, WA.

USAF photo by SrA Janelle Patiño

**BY MR. TIMOTHY GRAVELLE,
HQ AMC AIRFIELD OPERATIONS**

I recently received a phone call from a tanker pilot raising a concern over Federal Aviation Administration (FAA) Air Traffic Control (ATC) clearances into Air Traffic Control Assigned Airspace (ATCAA). The issue arose when ATC, while clearing the tanker into scheduled aerial refueling (AR) Anchors, also cleared the tanker into a named airspace unfamiliar to the crew. In both cases, check rides wouldn't you know, the crews had to scramble to try and find out what airspace the centers were talking about, which led to a bit of confusion and several radio calls to ATC to sort things out.

As it turns out, the two AR Anchors in question were contained within ATCAAs that were listed by coordinates in the area planning AP/1B, but did not have a name listed. Both centers have Letters of Agreement with the owning and scheduling units that detail Anchor and ATCAA

coordinates, altitudes, names, etc., but when the Anchors were published in the Flight Information Publication (FLIP) they did not list the ATCAAs' names. Since the Anchors in question belonged to units from two other MAJCOMs, I contacted my airspace counterparts asking them to look into this. Within 24 hours of receiving the initial report, both MAJCOMs had their units initiate updates to these Anchors in the AP/1B to include the name of associated ATCAA. As the wheels of FLIP publication sometimes turn slowly—it will take one or two cycles before the corrections are made official—I was impressed by the rapid response from both MAJCOMs.

As I continued to look at other Anchors with associated ATCAAs in the AP/1B, I saw quite a few others that only listed ATCAA coordinates. It may be that those ATCAAs are not named or their names are not published—as found in these two instances. There are examples in the FLIP that simply have a remark along the lines of this one found

under AR640A and B: "The anchor area is located within Sheboygan West and Sheboygan East ATC Assigned Airspace." Others just insert the name before the ATCAA coordinates, like this example from AR722: **"ATC ASSIGNED AIRSPACE: SANDPOINT ATCAA: N55°43.00' W161°33.00' to N56°56.00' W159°28.00' to N56°05.00' W158°10.00' to N55°05.00' W160°34.00' to beginning."**

The takeaway I would like to leave you with is this: if you find yourself in a similar situation with ATC, ask for clarification to make sure you are all on the same page. Then, when you are on the ground, take a minute to contact the scheduling unit for that Anchor and ask them to publish the name of the associated ATCAA in the AP/1B. I know you already have plenty to do after landing, but making a one-time call or sending an e-mail to the scheduling unit asking to get these ATCAA names published should help avoid confusion and excess radio calls when entering Anchor airspace in the future. 🛩️

Just Culture – Making ASAPs Useful and Effective

BY MR. TIM GROSZ, CHIEF OPS RAMS

The concept behind every proactive safety program is a *Just Culture*. AFI 91-202 says: “In a *Just Culture*, the immediate response by personnel who become aware of a hazard should be to find ‘what happened and why’ versus ‘who to blame and punish.’” Operations Risk Assessment and Management System (Ops RAMS) conducts a quarterly Trend Review and Action Committee (TRAC) meeting chaired by Lt Gen Jon T. Thomas, AMC/CD, where all the proactive safety program highlights are discussed. *Just Culture* is an accepted Rule of Engagement (ROE) for the TRAC and is covered in the sidebar below.

We normally discuss *Just Culture* and how it applies to the handling and processing of the Aviation Safety Action Program (ASAP) and Military Flight Operations Quality Assurance (MFOQA) analysis, but the same concept must apply to the composition and submission of an ASAP.

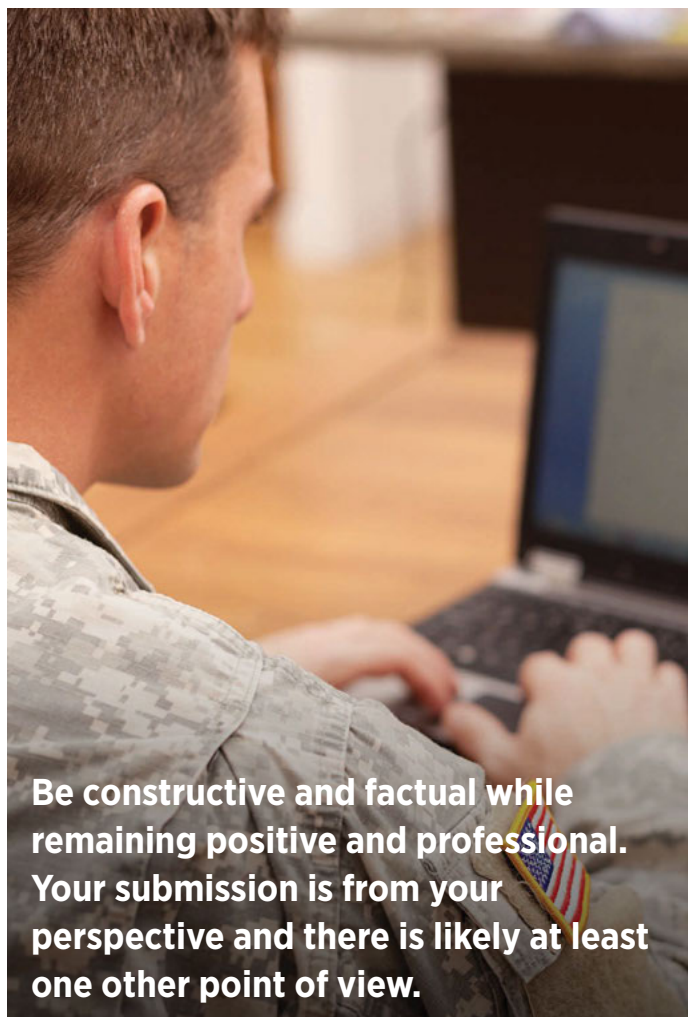
We have had a few recent ASAPs, primarily dealing with operations and maintenance, which have indicated an adversarial relationship. This tends to erode the mutual trust and respect we need to ensure safe operations. While these ASAPs are needed and greatly appreciated, I ask that ASAP submitters use the same ROE the AMC/CD uses during the TRAC. Be constructive and factual while remaining positive and professional. Your submission is from your perspective and there is likely at least one other point of view. An accusatory ASAP places individuals in a defensive

TRAC RULES OF ENGAGEMENT

Based on *Just Culture*, participants should:

- Focus on improvements and not assign blame.
- Constructive, factual, and causal findings are acceptable.
- Refrain from specifying units unless absolutely necessary.
- Maintain a positive and professional atmosphere.
- Make constructive comments, feedback, and recommendations.

GOAL: Constructive, positive, and efficient discussions focused on improvement.



Be constructive and factual while remaining positive and professional. Your submission is from your perspective and there is likely at least one other point of view.

position and makes them less likely to collaborate on finding a workable solution.

Again, please internalize *Just Culture*, remove emotion from your ASAPs, and provide the facts as you know them. If needed, we in the Ops RAMS office will endeavor to resolve any differences in perspective and work with all involved to mitigate the risks that have been identified.

Thank you for participating in our proactive safety programs. With your help and information provided we can all learn from the mistakes and errors of others and contribute safely, effectively, and efficiently to the warfighter! 🇺🇸

CRITICAL DAYS OF SUMMER 2019: Take 3!

BY SMSGT CLINTON HAMMONS,
HQ AMC OCCUPATIONAL SAFETY

Air Mobility Command's Critical Days of Summer (CDS) campaign began on Memorial Day weekend and will continue through Labor Day weekend. Past trends show that summer months are often the most deadly. It is not the months themselves that are more deadly, but many Airmen choose to participate in riskier activities during these months. AMC continues to combat these risks by conducting this annual safety awareness campaign ... and it is working!

The CDS campaign goal is zero fatal mishaps during this timeframe. AMC has met this goal for **three straight years—Take 3!**—and we hope the success continues this year. Despite AMC's success, the Air Force still had 16 Airmen lose their lives during the CDS months last year. Of these 16, 11 were due to motor vehicle accidents, which continue to be the leading cause of fatalities. Motor vehicle accidents are often the result of poor choices like driving too fast, drinking and driving, or distracted driving. In many of these mishaps, personal risk management could have prevented the mishap or at least reduced the injury severity. It is because of this that AMC's focus during this campaign is personal risk management and sound decision-making. Take 3 seconds, minutes, or steps to evaluate the risk—it will make a difference!

This year's campaign included a video from the AMC Commander and Command Chief. In addition to this video, AMC Safety provided units with small group discussion topics, which can be held between supervisors and work center personnel. All too often, personnel overlook minor details, do not complete an effective risk assessment, or simply ignore the known risks, leading to injuries or even death. We

hope these small group discussions will get our Airmen thinking about potential consequences of their actions or inactions, and ultimately help improve their personal risk management decisions.

All of us make decisions on a daily basis: *Do I get out of bed and get ready for work, or do I hit the snooze and end up late? Do I merge into the right lane now, or later? Should I jump off this cliff into the water just because my friends are ... or not?* We make many decisions with minimal thought, however, during the summer months many of the activities we decide to participate in may require more in-depth consideration. Many summer activities, such as kayaking or rock climbing, involve greater levels of risk compared to what we normally do. Both of these activities have obvious risks. Examples of risk mitigation associated with these two activities would be going with a professional the first time kayaking or not go rock climbing alone—ensuring you have a method to contact emergency services in both cases, if needed. In some extreme cases, the best option may be to not participate or at least postpone the activity. You may need to wait until you get training, or until a more experienced friend is available to go with you. These decisions are a personal responsibility, which is why personal risk management is so important.

Please take the time to enjoy the summer; we just ask that you be smart about it. Take the time to consider the risks related to summer activities, decide what can be done to mitigate those risks prior to participating, and if need be, cancel or postpone the activity until it can be done safely. We need each of our Airmen to do their part in order to optimize mission execution and effectiveness, preserve resources, and reach our goal. Take 3! It is up to you! Have fun and stay safe! 🛡️

**Take 3
seconds,
minutes,
or steps to
evaluate
the risk.**



WHAT IS THE MISSION OF NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY (NGA) AERO?

“To provide timely, relevant, validated, and accessible worldwide aeronautical foundational Geospatial Intelligence (GEOINT), to enable Safety of Navigation, DoD Military Operations, and Support National Security Objectives”

AMC NEWS

National Geospatial-Intelligence Agency Ensures Aircrews “Fly with Confidence”

BY MS. BRITTANY OLSON,
STAFF WRITER

NGA Aero is the leading provider of aeronautical data for the DoD. The agency directly supports DoD national security objectives and assists military pilots as they navigate from point A to point B. It is one of five internationally certified data providers in the world with the highest level of authorization, and it produces the most accurate aeronautical data on Earth. Unlike its commercial counterparts, NGA Aero has access to the intelligence collected by NGA to validate its aviation procedures, permitting for a level of verification not offered outside of the DoD.

The agency leverages data gathered from geospatial intelligence and disseminates the information as safety navigation products. For example, there are 33.3 million vertical obstructions worldwide, such as wind turbines and towers that pose grave flight hazards. Analysts maintain vertical obstruction and airfield data on 48,000 airfields to optimize the efficiency of military operations and navigation safety.

NGA Aero generates an estimated 14.7 million flight information

publications annually including en route charts, maps, terminal books, 48,000 instrument flight procedures for departure and approach, and flight planning documents. NGA Aero exchanges aeronautical data with 120 different countries worldwide and data are updated by 280 analysts on a 28-day cycle to guarantee relevancy.

NGA Aero has a long-standing partnership with AMC. AMC's digital flight database used for flight mission planning is integrated with NGA Aero's database as it relies heavily on geospatial intelligence for each operational phase from mission planning to landing. NGA Aero liaisons also work on site at AMC and communicate with program managers from both agencies to procure time-sensitive, mission-based information on imagery, procedures, status of airfields, and airfield foundation information.

NGA Aero analysts aggregate geospatial data from around the world and produce air information that translates into a language AMC Airmen understand. During flight training, NGA Aero products are integrated into daily flight preparation both on the ground and in the air. AMC Airmen are taught how to use NGA products and interpret

the information so that it becomes second nature. By the end of their training, pilots are adept at utilizing NGA products to fly an instrument approach that has been complicated by inclement weather conditions or to identify a single point in space that is the initial point on a refueling track.

NGA Aero Tradecraft Manager and former AMC pilot, Gonzalo Reyna explained the extent to which AMC pilots rely on NGA Aero for accurate, relevant information:

“Being an AMC guy for 17 of my 20 years in the military, I grew up with NGA products and flew with them every time we took off in the aircraft and used them as a basis to mission plan. I knew it was safe to the point I trusted my life to the data because a lot of times we would operate at night or operate in weather where I could not see what was going on around me. The only information I had was what I could read on my altimeter, land-based navigation aid feedback, and the data NGA provided.”

To meet the needs of the DoD in the 21st century, NGA Aero is undergoing its largest transformation from legacy products to data-centric products. There is also a mandate

33.3

**Million
Vertical
Obstructions
(VOs) Collected**

13

**Thousand
Aircraft
Supported**

4

**Thousand
Airfields
with Airfield
Foundation
Data (Vectors)**

30

**Thousand
Aero App Users**

10

**Thousand
DoD, USG, and
Allied Users**

260

**Working
Relationships**



by the International Civil Aviation Organization (ICAO) and the Federal Aviation Administration (FAA) to have aircraft-enabled Performance-Based Navigation (PBN) data and products by 2022 and 2024, respectively.

To maximize production processes and meet the statutory requirements of ICAO and FAA, NGA Aero must implement new databases, equipment, and processes. By 2023, rather than having a paper product and a matching computerized data set, the components will become one in the same. Individual data elements, such as a waypoint, will no longer just be a waypoint in terms of an air route. Instead, they will have associated times when they are active with altitudes and headings. With the additional information provided by data elements, aircraft will be able to fly several points across the country


without the pilot communicating with an air traffic controller and aircraft will be able to safely fly in closer proximity to one another.

“The Mobility fleet is leading the way in accepting and flying with PBN data. A lot of it is the types of global missions that AMC performs each day,” explained NGA Aero Office Director and former Naval aviator and Air Force U-2 pilot, Col Shane McDonald. AMC’s new fleet of KC-46 aircraft are equipped with the latest PBN-enabled equipment. The KC-46 will operate exclusively from NGA Aero data as it is the very first Boeing aircraft with the ability to process NGA Aero’s Digital Aeronautical Flight Information File (DAFIF). Other aircraft in AMC’s fleet, however, will require some upgrades to process PBN-enabled data. C-5s and C-17s for example, currently use NGA data but

Still from video of a C-5 aircraft from 60 AMW, Travis AFB, CA, flying around the California area.

Air Mobility Command C-5 Aircraft Aerials
Video By Douglas Lay

will require future upgrades. NGA Aero and AMC are working in a joint effort to guarantee that present and future flight management systems aboard the C-5 and C-17 fleets are PBN-enabled before the transition.

In closing, Reyna emphasized the tremendous amount of work that goes into keeping the data current and accurate. He said, “Now that I work for NGA, I have a better understanding of what it takes to provide the data. It is a lot of work and can be intense at times. Our leadership and analysts understand it is a no fail mission.” 

What is a Flight Manager?

BY MS. JENNIFER YATES, 618 AOC CHIEF OF SAFETY,
AND MS. KIM KNIGHT, STAFF WRITER

If you are an AMC aircrew member, you have most likely had some interaction with the 618th Air Operations Center (AOC) and thereby a flight manager. Flight managers (FMs) reside under the Command and Control Directorate within the 618 AOC and provide dispatch-like services to AMC-allocated missions.

What does this mean? FMs prepare, publish, and transmit accurate and complete aircrew departure papers for assigned mission legs and provide proactive flight following while aircraft are airborne. They provide a verbal aircrew briefing prior to sortie departure and support to the aircrew during flight when requested by the aircraft commander.

Flight managers begin tracking a mission six hours prior to takeoff. At that time, the flight route, cargo weight, diplomatic clearances, alternate routes, potential flight approaches, and nearly every detail of the mission would be received. Unfortunately, much of the time components are missing. Throw in bad weather and a broken aircraft and the entire house of cards begins to collapse.

The tools FMs use to plan missions have evolved through the years but not without some growing pains. Advanced Computer Flight Plan (ACFP) was used for approximately 18 years and shut down in February 2019. The new Mobility Air Force's Automated Flight Planning Service (MAFPS) is vastly different than ACFP; it is very complex, and has more automated and advanced

planning tools such as Notice to Airmen (NOTAM) overlay, weather overlay, and route avoidance. Due to the increased bandwidth that MAFPS requires, it is currently slower than ACFP and therefore reduces the number of missions an FM can plan or replan in a workday.

FMs do this day in and day out, averaging about five missions a shift to plan and an additional five missions to flight follow.

Recently, flight managers from 618 AOC were interviewed about their duties. When asked what their most difficult missions were to plan, Ed Bohrmann, Clark Neitzel, and Mike Kolodka said Guantanamo (aka Gitmo) detainee moves were the most difficult due to the constraints on where they could fly, use of double air refueling, and working through ACFP to run a flight plan. Really any mission with multiple stops to remote locations, distinguished visitors on board, and countries with extensive diplomatic clearance procedures can make a mission difficult, according to the FMs.

Not only have flight planning tools changed but so have the guidance and training FMs receive. Bohrmann and five other FMs are developing an operations manual to pull guidance from various instructional sources into one document and better define the FM roles and responsibilities. The original course in 2001 that an FM received was six weeks. Now, their course contains an additional eight to nine weeks to focus on ins and outs of potential missions, followed by an

To minimize potential issues, FMs stressed that aircrews must read their crew papers and call the FM for their verbal aircrew briefing prior to departure.

additional two weeks on the 618 AOC floor working each shift. The lead FM then receives a recommendation from the instructor that the FM-in-training is ready for evaluation, and the first FM evaluation, also known as a checkride, is initiated. FM training and evaluation is similar to the aircrew 17-month cycle. FMs take a series of tests before the checkride, similar to the aircrew open or closed book tests. Then they complete the checkride administered by an AMC/A3V Standardization and Evaluation evaluator.

The majority of FMs are retired aircrew members, and for them, becoming an FM is a natural progression. They go from being an aircrew member on the aircraft to a virtual aircrew member performing many of the same duties.


Bohrmann, Neitzel, and Kolodka are great examples of that progression. Bohrmann has 25 years of active duty experience including time as a flight engineer on the C-5 and C-141 and a navigator on the EC-135, KC-135, and RC-135. Neitzel has 26 years of active duty experience including time as a B-52 flying crew chief and flight engineer on the C-141 and KC-10. Kolodka has 15 years of experience as a pilot in the KC-135; he first transitioned to the 618 AOC while on active duty. His next job was as a 627th Air Mobility Control Center (AMCC) Command Post Chief at Mildenhall. He later transferred back into the 618

AOC Air Refueling Operations branch prior to retiring from active duty.

According to the FMs, it is much easier to clarify details at ground zero rather than when the aircrew is on the aircraft with fewer communication tools at their disposal, and the mission is presenting its own challenges. To minimize potential issues, FMs stressed that aircrews must read their crew papers and call the FM for their verbal

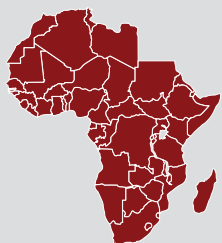
aircrew briefing prior to departure. Any itinerary changes requested by the crew, specifically changes that affect diplomatic clearances, are particularly difficult and may have lead time requirements that cannot be met. For these types of missions it is even more critical that aircrews contact the FM when the aircrew completes a leg of the mission or as soon as they are aware of any itinerary changes. Aircrew discussion prior to starting crew rest

allows FMs an additional 12 hours to coordinate changes.

All three FMs emphasized that their favorite part of the job is helping the crews, and they appreciate that no two days are the same in this job. They also enjoy the gratification of being able to take some of the workload off of the crews. They love what they do and want to help where they can. 

2018 TACC MISSION SUMMARY

ALL TACC MISSIONS: 14,705 Missions | 49,057 Sorties | 757,790 Passengers | 347,485 STons | 206,392 Flying Hours



AFRICOM

Missions	510
Sorties	774
Passengers.....	7,062
STons	4,918
Flying Hours	3,494



CENTCOM

Missions	5,240
Sorties	11,131
Passengers.....	198,792
STons	117,461
Flying Hours	33,687



EUCOM

Missions	5,636
Sorties	9,357
Passengers.....	87,779
STons	36,844
Flying Hours	54,733



INDOPACOM

Missions	2,437
Sorties	6,412
Passengers.....	126,374
STons	30,582
Flying Hours	34,082



NORTHCOM

Missions	9,942
Sorties	20,724
Passengers.....	333,031
STons	153,624
Flying Hours	77,172



SOUTHCOM

Missions	373
Sorties	659
Passengers.....	4,752
STons	4,056
Flying Hours	3,224

SAFETY CULTURE

What Role Does the 628th Air Base Wing Safety Office Play at Joint Base Charleston, SC?

BY MR. CHRISTOPHER ANDERSON,
628 ABW DIRECTOR OF SAFETY

What is Joint Base Charleston, what is its mission, and what role does the 628th Air Base Wing Safety Office (628 ABW/SE) play on the installation? These are a few of the many questions I asked myself eight years ago upon arrival at JB Charleston, and this article provides a glimpse into our joint base environment. JB Charleston is a non-traditional military installation composed of dedicated active duty and civilian employees from all

military departments. It was created as a requirement of a Congressionally mandated Base Realignment and Closure Act. We have a myriad of missions at JB Charleston, and the Air Force was designated as the lead military department and supporting unit on the installation. The Air Force is responsible for a whole host of support requirements (security, fire, facilities maintenance, safety, etc.) for our supported and tenant units.

The Air Force still operates the mighty C-17s with liberty from JB Charleston, commanded by the 437 AW. The 628 ABW happens to be the number one DoD JB Supporting Unit, and the 437 AW happens to be the number one Airlift Wing in the Air Force—just ask the historian! Our joint safety team at JB Charleston supports a variety of local, national, and global operations involving aircraft, ships, submarines, rail, and over the road shipments. Our safety team's primary mission is to preserve these combat capabilities and protect life by implementing mishap prevention programs. In a nutshell, JB Charleston is a transportation hub, including air, sea, and land movements we have coined locally as the "mobility triad." When called upon, our JB Charleston team can

support military operations anywhere in the world, proudly!

Of the three separate geographic installation locations comprising JB Charleston, we have safety offices on Naval Weapons Station (NWS) Charleston and Charleston Air Force Base, which continually support the JB operations in one form or another. The North Auxiliary Airfield (NAAF) rounds out the third installation location.

Our key safety team is composed of our primary Environmental Safety and Occupational Health Council (ESOHC) members which include, but are not limited to: 628 ABW, 437 AW, 315 AW, Naval Munitions Command (NMC) Charleston, Naval Nuclear Power Training Command (NNPTC), Naval Information Warfare Center – Atlantic (SPAWAR), Army Field Support Battalion (AFSB), Naval Consolidated Brig (NAVCONBRIG), Naval Health Clinic (NHCC), and Naval Nuclear Power Unit (NNPU). The 628 ABW/SE is charged with overseeing the ESOHC and installation-wide safety program requirements, which enables compliance by implementing regulatory requirements and filling safety program gaps via support





Mr. Frank Endaya, Explosives Safety Manager, 628 ABW/SEW, and (Ret) MSgt Justin Taylor. JB Charleston Wharf Alpha and U.S. Navy Explosive Waterfront Operations along the Cooper River at JB Charleston, SC.

USAF photo by A1C Helena Owens



Photo, top: Naval Munitions Command (NMC) Rail Operations performed by Rail Maintenance Personnel at JB Charleston, SC. The photo depicts a true joint operation; the train engineer/operator is an Air Force member from the 628 LRS who operates the trains for NMC.

Photo, bottom: Inspector SSgt Ben Cohen, 628 ABW/SE, performs a safety inspection at JB Charleston, SC.

USAF photos by A1C Helena Owens



Joint flight line safety inspection conducted by (left to right) SSgt Adam Perry, SSgt Ben Cohen, and TSgt Josh O'Hara from 628 ABW/SE, and Capt David Foushee from 437 AW/SE, JB Charleston, SC.

USAF photo by A1C Helena Owens

agreements with the mission partners and tenant units. The 628 ABW/SE can be thought of as the mayor of safety for the installation with several constituents we support; all facilities and real property fall under our Wing's ownership. The 628 ABW/SE support is governed by Department of Defense, Air Force, and Naval instructions or other applicable regulations.

In many cases, JB Charleston units work together as a team and define what standards will be followed at the local level—it is not always clear which guidelines apply to situations involving joint operations with planes, trains, submarines, and ships. The one certainty at JB Charleston is that because change is inevitable, there will always be a never-ending, daily risk assessment process. On any given day, the 628 ABW/SE explosive safety staff could be calculating explosive arc risks from a Naval ship; the 437 AW/SE

flight safety officers could be assessing hazards of Army helicopters exercising operations on the installation; and the 628 ABW/SE occupational safety staff could be assessing risks of a non-routine confined space entry by one of our mission partners.

JB Charleston has had its ups and downs over the past eight years. In recent years, the 437 AW/SE and 628 ABW/SE worked as a team to build two separate Class A interim safety investigation boards—one involving an F-16 mid-air collision with a civilian aircraft about 10 miles from the installation, and the other involving a C-130 crash in Savannah, Georgia. The support personnel from JB Charleston who arrived at each of these mishap scenes did a fantastic job of supporting recovery on board these aircraft and laid the groundwork for determining the root cause of the mishaps. Thinking about these tragic events,

I recall flight safety officers briefing the initial cadre and the response personnel—mostly young and eager to assist and make a difference—before they headed out to the C-130 crash site. That very moment, I realized they would accomplish tasks that would be etched in their memories forever.

EXPLOSIVE SAFETY

The 628 ABW Explosive Safety Office (SEW), a leader in JB Charleston explosive safety oversight and support, coordinates with mission partners to balance requirements with safety standards and the related risk assessments. The 628 ABW/SEW conducts and assists with completing explosive risk assessments continuously to ensure mitigating actions and compensatory measures are in place while minimizing hazards to personnel and property. One example of how it was determined and which regulatory instructions and guidelines were used amongst the military departments at JB Charleston is shown in regard to the current AF-approved controlled burn deviation. A comprehensive risk assessment was performed with mission partners, and a safe \$70,000 per year mowing and controlled burn maintenance option was chosen, saving the AF \$2 million up front and \$140,000 per year in mowing costs.

In the eight years I have been working at JB Charleston, the 628 ABW/SE has written and coordinated on over 200 approved DoD Explosive Safety Board site plans (the most in AMC). The 628 ABW/SEW supports JB Charleston and NWS Charleston wharf and pier operations which enable real-world contingencies with mission partners. The 628 ABW/SEW works closely with NMC Charleston and Army Surface Deployment and Distribution Command's diverse rail, ship, and truck explosive handling and storage operations. One of our most recent accomplishments was assisting with approval for the U.S.



628 ABW/SE and 437 AW/SE staff in front of the headquarters building at JB Charleston, SC (628 ABW/SE staff unless otherwise noted). Left to right, front row: Mr. Dan Burley (SEG), Mr. Frank Endaya (SEW), Mr. Walter Moses (SEG), Mrs. Glenda Middleton (SEG), Mr. Lance Fraiser (SEW), SSgt Adam Perry (SEG), TSgt Phil Medina (SEW), Mr. Sydney Herbert (SEG), and Mr. Phillip Russell (SEG). Left to right, back row: TSgt Josh O'Hara (SEG), Mr. Robert Greenwood (SEG), Lt Col Jonathan Baize (437 AW/SE), Mr. Chris Anderson (SEG), Joshua Armstrong (437 AW/SEF), Mrs. Sundry Blackburn (SEG), Justin Taylor (SEW), SSgt Ben Cohen (SEG), and Dakota Parker (SEG).

USAF photo by A1C Helena Owens

Coast Guard to begin upload and download operations with one of its combatant ships at JB Charleston. As you can see, the 628 ABW/SEW has a lot going on, yet we strive to attain the goal of zero explosive safety mishaps on JB Charleston.

OCCUPATIONAL SAFETY

The 628 ABW Occupational Safety Office (SEG) encompasses a broad spectrum of safety disciplines and shoulders many responsibilities with our mission partners. The safety specialists in this office employ a holistic approach to the multifaceted mission governing land, air, and sea by ensuring the safety of members in and out of uniform. The entire 628 ABW/SE office has been working towards a common goal of garnering our Certified Safety and Health Official (CSHO) Certificate from Texas A&M University. The elemental breakdown of the 628 ABW/SEG programmatic responsibilities range from mishap investigations, occupational safety inspections, education, and training to motorcycle and traffic safety and risk management. *Proactive*, instead of traditional *reactive*, safety applications lead the forefront of JB Charleston's occupational safety operations. Assigned unit safety representatives

understand and utilize their local safety office's open-door policy to ascertain the governing laws and regulations dictating their duties. The vast experience supplied by safety specialists utilize a different approach to overall safety implementation, providing varied insights into today's Air Force culture.

CLOSING

There is a green doormat with a worn white safety cross, purchased about 20 years ago for the base of a stairwell at the Wing HQ building. Now barely legible, it used to say "Safety Starts Here." Looking at it, I began pondering all that has transpired in the past 20 years, and I think it is safe to say many AMC leaders (including a few AMC/CCs) have stepped on this mat. If that mat could talk, it would say our Command has done a great job guiding our safety programs over the years and many good decisions to push the ball forward have been made by those who have stepped over it. A great safety culture takes time to flourish and many have contributed to the success we have seen in AMC. It is time to buy a new mat and I suspect the next one will not make it 20 years, but I hope the lessons taught by those stepping over it will! 

All for a Wheelie

BY MS. RUTH ANN REPLOGLE,
STAFF WRITER

Funny how we will do things to impress other people, even at the risk of our own health.

A guy I know was attempting to do wheelies on his dirt bike—a Kawasaki KDX 220—for weeks, and every time he tried, he fell off the back of the bike and strained his left knee. Mind you, after a skiing accident three years earlier, he had his ACL replaced in the same knee.

The last time he tried to pop a wheelie and failed, my 40-year-old friend really did re-injure himself. He said he immediately knew something was very wrong because the pain was blinding. His knee swelled within minutes, and he assumed he had torn his ACL again.

He spent that weekend on the couch, sitting there all day and sleeping there all night, because it hurt too much to move. The following Monday, my friend finally went to his orthopedic surgeon, who immediately sent him for an MRI. Fortunately, the MRI showed that his ACL was still intact, so a second surgery was not needed, but it did reveal he had multiple meniscus tears, impact injuries, and displacement injuries.



He was on crutches for a week. He also had to wait two weeks for the swelling to go down enough for him to start physical therapy, which meant he was out of commission four more weeks. So, not only did this take six weeks out of his life, but it also came at the expense of multiple doctor's visits and physical therapy sessions. All to do a wheelie on a dirt bike.

The lesson here is not that he was too old to be pulling these kinds of stunts (although maybe it should be). It is that we should always be mindful of the risks and the subsequent consequences every time we climb onto the back of a dirt bike.

As summer is upon us and we want to show off our skills, the Motorcycle Safety Foundation and www.MotoSport.com offer these tips when off-roading:

➤ **Wear the proper gear.** This includes helmet, goggles, long sleeves and pants, over-the-ankle boots, and gloves. While this sounds like too much for the heat

of summer, you would rather tear your pants than your skin, right?

- **Stay clear-headed.** Save the drinks for celebrating after the ride.
- **Know how to handle the bike.** Take a basic training class to ensure you have the adequate ability to operate it. Skills you need include throttle and clutch control, balance, body positioning, and mental prep.
- **Have a wingman.** Riding with a buddy means someone has your back should something happen.
- **Ease into it.** Even pros face falling off the bike, stalling out, or losing control when riding or racing. And just because you are experienced, do not attempt tricks unless there are proper safety measures in place should you wipe out.

To learn more about dirt bike safety or to find a course near you, go to www.dirtbikeschool.org. 🏡

Innovative Ideas Shine at First-Ever AMC Phoenix Spark Tank Competition

BY MS. TATYANA WHITE-JENKINS,
STAFF WRITER

When TSgt Eric Holton of the 6th Air Mobility Wing competed in the Phoenix Spark Tank competition, he decided to tackle a common problem faced by Aerospace Propulsion technicians.

Along with three other finalists, Holton presented his idea in the fall of 2018 at AMC's inaugural Phoenix Spark Tank competition. Held at the Airlift/Tanker Association Symposium in Grapevine, Texas, the competition encouraged Airmen of all ranks and careers to create innovative and modern ideas. The competition is part of the Secretary of the Air Force Heather Wilson's innovation initiative and fosters the creation of ideas that would save time and money while maintaining readiness.

The four finalists, chosen out of 73 submissions, presented their ideas to top Air Force leaders, including AMC Commander, Gen Maryanne Miller; Air Combat Command Commander, Gen Mike Holmes; and AMC Command Chief, CMSgt Larry Williams. In addition, Vox Space President Mandy Vaughn provided her considerable expertise as a judge in the competition.

"Innovation is the engine of change," said Miller. "We need to outsmart,

outpace, and outmaneuver future threats. Airman innovation will ensure this occurs."

Holton's idea, the KC-135 Engine Maintenance Platform Stand, addresses the challenge of Aerospace Propulsion technicians safely reaching the 12 o'clock position of an engine's fan section. Technicians are restricted from reaching that position due to safety regulations directed in AFMAN 91-203, prohibiting the use of standing on the top two rungs and overreaching from the ladder's specified safe work area. Holton's maintenance stand design would allow Airmen to efficiently reach and repair at the 12 o'clock position while ensuring safety compliance.

"Utilizing ladders is incredibly time consuming due to constant repositioning, adjustments, and utilizing the required hand-lines to raise and lower tools to work positions while keeping boots clear of slippery substances when there are often residual fluids in the work areas," Holton explained. "I have collaborated with engineers to develop schematics for an ergonomic work stand that would rectify this dilemma while streamlining the engine maintenance practices that currently utilize ladders."

The stands Holton created are OSHA compliant, featuring corrosion and spark resistant material, removable safety rails, installed kick plates, an

TSgt Eric Holton from 6 AMW, MacDill AFB, FL, presents his design for a KC-135 Stratotanker engine-specific maintenance platform stand during the 2018 AMC Phoenix Spark Tank competition, where four finalists pitched their innovation ideas to a panel of judges at the A/TA Symposium in Grapevine, TX, Oct. 27, 2018.

USAF photo by TSgt Jodi Martinez

anti-slip platform, caster wheel locks, and a locking pin mechanism. While the stand is installed, technicians are able to perform maintenance on all areas of the engine in a safe manner.

"These stands will eliminate safety deviations and save countless hours through the elimination of moving and adjusting ladders, expediting scheduled and unscheduled maintenance actions," said Holton. "This stand will undoubtedly have positive and lasting effects within the entire KC-135 fleet and potentially a variety of fleets."

The three other finalists of AMC's Phoenix Spark Tank competition also presented notable ideas that focused on efficiency and safety.

TSgt Shawn Roberge of the 92d Maintenance Group presented a solution to prevent damage to the nose landing gear doors and the fuselage skin that can occur when towing the KC-135. TSgt Alex Aguayo of the 437th Maintenance Squadron created a design that enables Airmen to more efficiently paint C-17 Globemaster





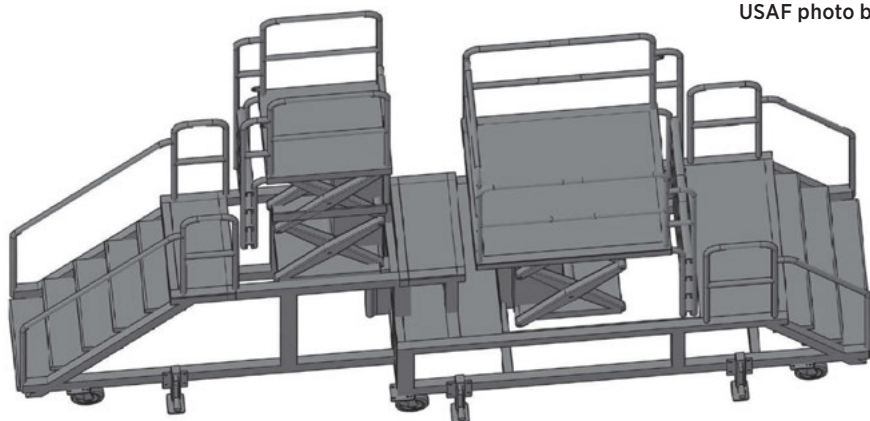
Left to right: SSgt Cody Evans, SrA Corey Timmons, TSgt Eric Holton, and SSgt Blake Bennet, 6 MXS/MXMTI, MacDill AFB, FL.

USAF photo



Left to right: TSgt Alex Aguayo, 437 MXS, JB Charleston, SC; TSgt Eric Holton, 6 AMW, MacDill AFB, FL; Sir Richard Branson, TSgt Shawn Roberge, 92 MXG, Fairchild AFB, WA; TSgt Eric Holton, 6 AMW, MacDill AFB, FL; and SSgt Travis Alton, 19 LRS, Little Rock AFB, AR.

USAF photo by TSgt Jodi Martinez



TSgt Eric Holton's KC-135 engine maintenance platform stand concept.

III tires by stabilizing the wheels on a bearing. SSgt Travis Alton of the 19th Logistics Readiness Squadron proposed an idea that addressed how cargo is often damaged during airdrops due to an engineering defect within the release assembly of the M-1 cargo parachute.

Alton was chosen as the winner of the Phoenix Spark Tank competition and was sent on to the Air Force's competition. While there was only one winner, the other three finalists' promising ideas will be implemented. Holton's stands are currently in the development stages, with two prototypes due for delivery at the end of November 2019.

The ingenious ideas from all of the finalists showcased the importance of Airmen innovation and how it can promote mission effectiveness.


"The Airmen that set the path before us rose to the challenges of their time, and now it is our turn," Miller said. "Our National Defense Strategy clearly defines our path. We are in a time of great power competition and we must be ready to compete, deter, and win. Innovation will be key to our success. We have Airmen every day giving it their best, breaking out of the box, taking us forward."

AMC's first-ever Phoenix Spark Tank competition submissions demonstrated

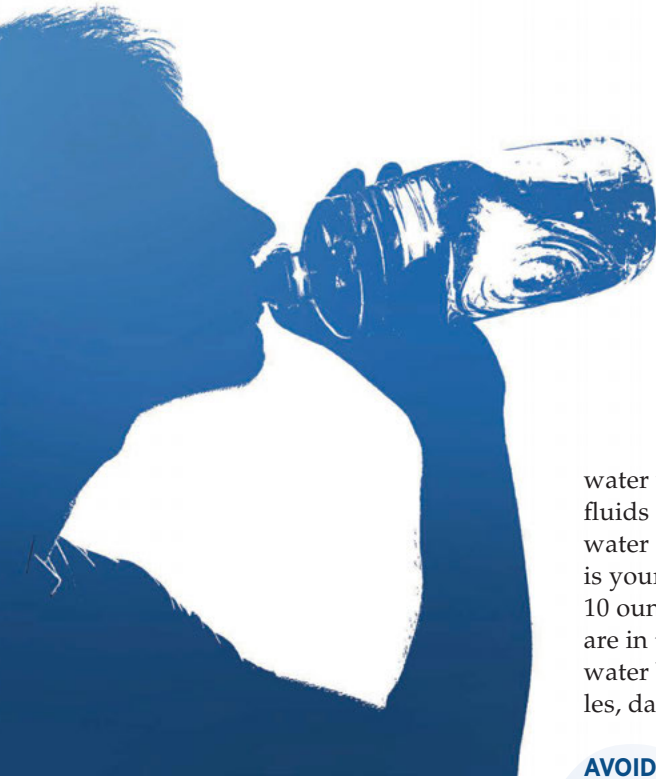


SSgt Travis Alton, a parachute rigger with 19 LRS, Little Rock AFB, AR, displays the M-1 Parachute Release Timing Block Fail-Safe at Little Rock AFB, AR. Alton won AMC's first Phoenix Spark Tank competition at the A/TA Symposium for developing the fail-safe, coined the "Alton Block," which is designed to prevent parachutes from being detached from cargo too early.

USAF photo by SSgt Mercedes Taylor

the successful and innovative ideas of its participants. They not only brought diverse innovations to the table, but also showed how those ideas can and will make a difference in the future. AMC is looking forward to receiving next year's submissions and showcasing the mission enhancing creativity of AMC Airmen. 

3 Ways to Combat Dehydration and Fatigue in Flight



BY MS. RUTH ANN REPLOGLE,
STAFF WRITER

When we think about humidity, we usually associate it with dehydration due to high temperatures, but high altitudes and low humidity can dehydrate you, too.

Cabin-relative humidity is approximately one-third of one percent and the outside maximum absolute humidity of this atmosphere is a fraction of that.

Low ambient humidity can cause your body to dry out and become dehydrated. Dehydration in-flight particularly affects your respiratory tract, which includes your nose, throat, and lungs, as well as your eyes. This can lead to weariness, muscle cramps, and fatigue, all of which affect task performance in the air.

So what can you do about it?

STAY HYDRATED. The longer the flight, the increased loss of bodily water. Men can lose up to 2 liters of water and women up to 1.5 liters of water during a 10-hour flight—that is nearly 4 percent of your body's

water weight! You can replenish with fluids or fluid-like foods. Drinking water (with or without electrolytes) is your best bet. Sip, do not chug, 8 to 10 ounces of water for every hour you are in the air. You also can eat your water by consuming a banana, pickles, dates, or a packet of tuna.

AVOID CAFFEINE. Caffeine (e.g., coffee or tea) can actually do the opposite of keeping you alert. While it may temporarily give you an energy boost, the buildup of caffeine in your blood stream can mess with your heart rate and cause you to be tired. Also, caffeine is a diuretic, which means you are more likely to lose the essential electrolytes that keep your body hydrated through more frequent urination.

MOVE AROUND AND STRETCH.

Aerobic exercises—such as static stretching or yoga—increase blood flow and relieve muscle tension. Here are a few static stretches to try:

- **Shoulder Stretch:** Relax your shoulders, bring one arm across your body, and hold it with the other arm just above the elbow, pulling gently toward your body.
- **Chest Stretch:** Clasp your hands together behind your back. Gently straighten your elbows and raise your arms as high as possible.
- **Quadriceps Stretch:** Standing, hold onto a chair or press against a wall with one hand.

With your other hand, clasp your ankle and pull your heel into your butt. Switch sides.

- **Hip Flexor Stretch:** Kneel on your right knee, with your left foot in front of your body. Lean forward from the hips. Switch sides.
- **Overhead Stretch:** Interlock your fingers and reach above your head.

If you are one of the crew members whose duties require you to stay seated, there are aerobic exercises you can do sitting down:

- Arch back while stretching arms upward. Reverse arch and slump forward.
- Rotate head and neck.
- Extend both arms level from shoulder to side and rotate shoulders.
- Rotate arms from elbows.
- Extend each knee so your leg is straight, contracting thigh muscles.
- Move toes up and down, then side to side.
- Rotate ankles.

Following these three steps will help keep your mind sharp and your body strong whether you are on short-range or long-range flights. 🛩️



Air Force Chief of Staff Gen David L. Goldfein stands at the front of the stage during the AMC change of command from Gen Carlton D. Everhart II to Gen Maryanne Miller at Scott AFB, IL, Sept. 7, 2018.

USAF photo by TSgt Jodi Martinez

FROM THE TOP

A Vision for Our Airmen: A Discussion With General Maryanne Miller

Recently, *The Mobility Forum* had the privilege of sitting down with General Maryanne Miller, Commander of Air Mobility Command (AMC), to get her thoughts on the future direction of the command.

Q What is your Vision and Mission for AMC and how will they shape the future of the command, the Air Force, and our country's capabilities and defenses?

A Simply put, our vision for Air Mobility Command is to deliver strength against our enemies and, when needed, hope around the world. As the Air Component to USTRANSCOM [United States Transportation Command], our mission is to facilitate the rapid aerial delivery of cargo and personnel. We enable the enroute-structure and provide aeromedical evacuation to our ill and wounded. AMC delivers these effects to wherever they are needed, whenever they are needed, under any circumstances.

Our vision is about keeping promises—promises to joint forces on the ground and in the air, to our nation and to our partners around the world—that the wingspan of AMC is ready to support them. It is also about keeping promises to our enemies, that AMC is ready to deter aggression and to rapidly respond anywhere in the world.

General Goldfein likes to say, “We are a global power because of global reach.” Our vision and AMC’s mission are both driving toward the future, where global reach will play an even more dynamic role in every domain. We intend to shape national capabilities by increasing our capacity to provide reach to both American warfighting power and the hands that heal. Most importantly, we must ensure that we are always ready and flexible to provide Rapid Global Mobility for our nation. Moving forward, AMC must continue to evolve so that we are able to accomplish our mission for the joint-fight regardless of barriers.

Q You recently spoke about the importance of AMC’s ability to operate in contested and degraded environments. Can you describe what that might mean for AMC Airmen?

A The 2018 National Defense Strategy is clear; we are in a time of great power-competition. In high-end conflict, we cannot expect to operate the same way we have for the last two decades. We must look toward the threat of tomorrow and help our Airmen prepare

Continued on page 22

MISSION

Rapid Global Mobility...
Right Effects, Right Place,
Right Time!



VISION

Air Mobility Warriors
Projecting Decisive Strength
Across Contested Domains and
Delivering Hope ... Always.

AMC'S CORE MISSION SETS

AIRLIFT

AMC's airlift fleet versatility offers the capability to not only deliver cargo via paved runways and dirt strips, but to deliver it anywhere in the world via airdrop. Together, AMC's airlifters allow us to deliver hope, sustainability, and lethality anywhere on the globe in a day.

C-17A - GLOBEMASTER III



EXECUTIVE AIRLIFT FLEET

VC-25A



C-32A



C-40B/C



C-37A/B



C-21A



AMC's commercial partners move **90** percent of our passengers and **40** percent of cargo on **2,000** missions annually.

AEROMEDICAL EVACUATION (AE)

At a moment's notice, any of AMC's mobility aircraft can be transformed into a flying hospital with highly trained medical personnel. The basic level of care is provided by Aeromedical Evacuation crews who are uniquely qualified because they have both medical and aircraft training, allowing them to interact with both the aircraft and patients, serving as that lifesaving link between man and machine.

BASIC AE CREW



2 Flight Nurses



3 AE Technicians

GLOBAL FORCE AE POSTURE



Over **30** Units

and **7,000** Airmen



C-130H/J - HERCULES



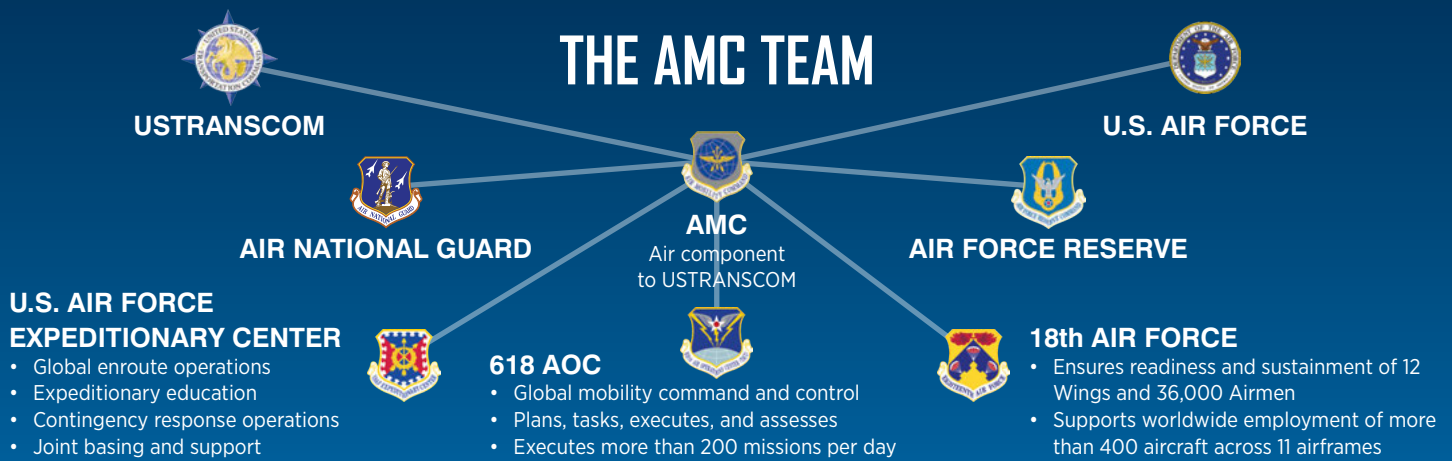
C-5M - SUPER GALAXY



LIFESAVING SUCCESS RATES

GULF WAR: 76%

TODAY: 98%



AERIAL REFUELING

AMC's tanker fleet ensures fighters and bombers have the loiter time necessary to provide a canopy of protection for our troops. But it is not just about supporting fire power; air refuelers also make it possible for U.S. and allied aircraft to be anywhere in the world in a matter of hours, rather than days.

KC-135R - STRATOTANKER



KC-10A - EXTENDER



KC-46A - PEGASUS



GLOBAL AIR MOBILITY SUPPORT SYSTEM (GAMSS)

AMC could not move cargo and fuel around the world without the Air Mobility support structure. The Global Air Mobility Support System is not a new concept, but it was not officially established as an Air Mobility Command core capability until 2013. Giving us this capability are the Airmen, at home and abroad, providing the command and control, maintenance, and support functions that truly enable us to move the mission.

GLOBAL ENROUTE OPERATIONS

- USTRANSCOM and AMC's nodal-network
- 40,000 missions annually, 23 countries
- Troop movement, cargo handling, maintenance, command and control (C2)
- Rapid global mobility for JSOC and GRF missions

CONTINGENCY RESPONSE (CR)

- Joint task force port opening on alert 24/7/365
- Air base opening and humanitarian assistance/disaster response
- Mobility C2 experts for Global AOC requirements
- Expeditionary aerial port and maintenance

MOBILITY FOCUSED ADVISORS

- 53 Air Mobility Liaison Officers (AMLOs)
- Embedded with USA and USMC
- 152 highly specialized, language-enabled air advisors
- Building partnership capacity across USAFRICOM and USSOUTHCOM



AMC TEAM



Active Component: 48,000

Air National Guard: 34,000

Air Force Reserve: 25,000

Civilians: 7,000

Every Airman, civilian, and contractor of the AMC team plays a vital role in providing Rapid Global Mobility for our nation.

challenges to mobility operations driven by rapid technological change and an increasingly complex security environment.

Despite these potentials, the joint force relies on AMC to provide options for rapid power projection and sustainment over great distances. We must expect our adversaries to challenge us in every domain as we work to accomplish our mission. When we recognize a threat, we must rapidly understand it, mitigate it, and prevail to achieve mission objectives. Ensuring full-spectrum readiness allows us the ability to move at the speed of war; outmaneuvering and outpacing any adversary's strategy despite the threat.

Q Can you discuss the need for innovation as AMC strives to stay ahead of a rapidly evolving technological world?

A Our enemies are working harder and faster. We must outwork and outpace their efforts! We need Airmen across the command to study the challenges they face in each of their specialties and offer innovative solutions to get after those problems.

Innovation is not only about modifying aircraft or purchasing new technologies. It is also about business processes—looking at the ways we do business and erasing redundancy so that every day we are operating faster and smarter.

Innovation can not be a buzz word. It must be put into action and needs to be a team effort! It involves Airmen, frustrated with the status quo, who want to make a difference. It involves industry—especially small businesses—that, through partnerships, are informed of our needs and incentivized to participate in building solutions. Finally, it involves law and policy makers to

for what they will encounter as we perform our mission sets. We should expect

provide rapid acquisition and prototyping authorities that enable us to be agile enough to win.

Q What are you most concerned about in AMC's future?

A Our ability to transform our organizations, processes, and training to stay ahead of threats. AMC is resilient and needs to be adaptable. Success in mobility operations is success in the fight. AMC has always delivered the right effects, at the right place, at the right time. Our future requires that we can still achieve mission success in the midst of the fog and friction of the fight. What I am not concerned about is the excellence of our Airmen and their desire to get it right!

Q What message would you like to give to everyone who is working hard to support AMC's mission?

A Every Airman, civilian, and contractor of the AMC team plays a vital role in providing Rapid Global Mobility for our nation. I want each member on this team to be proud of the work we do and to know that I think about them every day. I am worried about the things they are worried about and I care about the things they care about. I think about the big problems facing our Air Force and the mobility enterprise, but I also spend a lot of time focused on making things better for Airmen and their families.

No other nation can shift forces around the world and operate on a global scale the way we do and that is because of the heavy lifting our MAF [Mobility Air Force] Airmen do on a daily basis. We ask a lot of them and they always deliver.

I want our mobility force to know that I am thankful for every individual contribution to this mission and for each person that has raised their hand and sworn to be a part of this noble cause. I am humbled to lead this team and I believe in the work to which we have each committed ourselves. Thank you for your service. I am proud of you and honored to serve with you! 🇺🇸

A crew chief with 721 AMXS marshals a C-17 Globemaster III on Ramstein AB, Germany.

USAF photo by SrA Devin M. Rumbaugh

Teaching Emotional Intelligence for Successful Airmen

BY MS. ARYN KITCHELL,
STAFF WRITER

For many years, people thought the most important factor in determining someone's success in the workplace was their intelligence quotient (IQ), or their level of intelligence. However, research shows that those with average IQs outperform those with high IQs 70 percent of the time. So, high intelligence is not necessarily an obvious determiner in finding out who will be successful, in business or other personal factors of life too. This really left researchers with a missing piece in their puzzle of what makes a successful professional. They could not figure out why IQ was not that determining factor. After all, is not the best indicator of success someone's knowledge base and ability to learn?

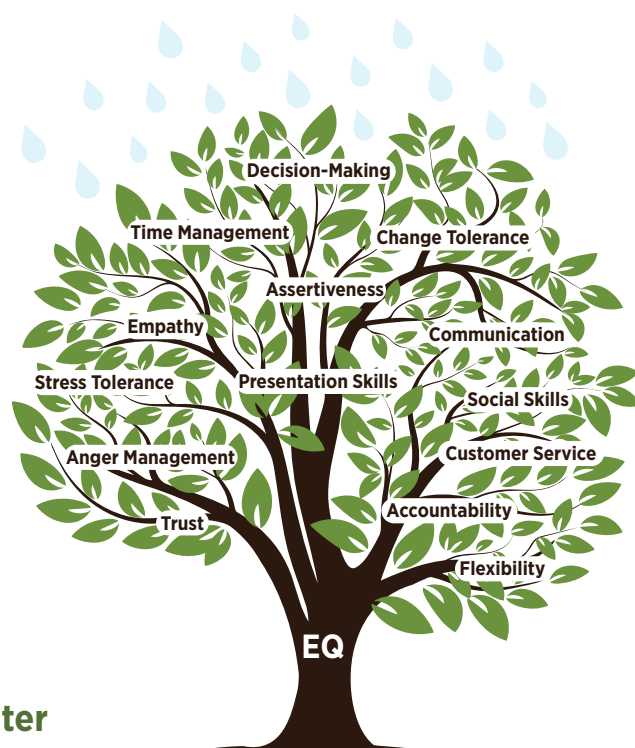
Col Scot Heathman, Vice Commander, 92 ARW at Fairchild AFB instructs the foundational Emotional Intelligence Course and says according to research, IQ is static from the age of 7. From that point onwards, your ability to take in information and understand it is as high as it is ever going to be. So, it is really no wonder why IQ is not the entire piece of the puzzle. Since it is a static skill, it can not be developed and everyone has to work with a set level of intelligence.

Those who have the ability to recognize their emotions can alter their actions.

The missing piece of the puzzle was brought to light by Daniel Goleman in 1995. Called *emotional intelligence*, or EQ, this skill is made up of some things we may take for granted, or we might not think are skills that can be developed at all.

The first time Mrs. Dawn Altmaier heard about EQ was when she was instructing a resiliency training course, but the participant kept interrupting to tell her everything sounded like EQ. Finally, she asked, *what is EQ?*

Three weeks later, as she was working on her master's degree, she was assigned a book by Daniel Goleman titled *Emotional Intelligence*. After reading the book and doing some more research, she got behind EQ and wanted to bring it on as a course. The foundational course has been taught at Fairchild AFB for 3 years. In 2017, Heathman joined Altmaier at Fairchild AFB as another instructor. To date, Heathman says Fairchild has trained over 700 Airmen, civilians, and guardsmen on EQ. He said there is a wait-list for the class, so this is not a voluntold type of training—people are asking to take it!



A little effort grows a lot!

According to Altmaier, EQ is the ability to recognize, understand, and manage your emotions to a *positive* outcome. EQ is categorized into two subsections, personal competencies and social competencies. Altmaier went on to elaborate on that definition, adding that “when we talk about recognizing, typically we feel emotions before we even realize what we are feeling, so if you are watching a scary movie, you might get that feeling in the pit of your stomach or in your throat.”

Those who have the ability to recognize their emotions can alter their actions, whether that be so they start their day on the right foot (rather than with one negative event after another), or so they can best affect the environment of those around them. We may not like to admit it, but our actions do have consequences for those around us, especially safety-wise. If we treat someone poorly with no consideration of their thoughts or feelings, that could snowball for them into an emotional day filled with risky decisions they may make because they still have what you said on their mind.



Col J. Scot Heathman, 92 ARW Vice Commander, engages in a class discussion with Airmen during an Emotional Intelligence (EQ) class at Fairchild AFB, WA, Feb. 15, 2019. Fairchild provides installation employees the opportunity to enroll in a bimonthly EQ resiliency class. EQ teaches people how to enhance their emotional skills by helping them recognize and manage their emotions.

USAF photo by SrA Jesenia Landaverde

When people spend time increasing their level of EQ, they will naturally increase their ability to communicate with others and increase their empathy toward others.

Heathman stressed that the culture of AMC is team-oriented, and it is necessary to equip Airmen with EQ skills to better interact with their teammates. When people spend time increasing their level of EQ, they will naturally increase their ability to communicate with others and increase their empathy toward others.

That communication and empathy will cause better risk-based decision-making skills, said Heathman, and he provided a scenario to illustrate his point. He said, "Maybe you are an aircraft commander and you are flying an aeromedical evacuation mission with a critical patient on board. That means you are working with several teams on that airplane. There is

the front-end crew that is flying, a loadmaster or boom operator who is monitoring the cargo compartment, and medical professionals in the back caring for their patient. If none of them have an average or high level of emotional intelligence, things can start to go badly and unravel if presented with a stressful situation like a weather divert, aircraft emergency, or patient emergency. Communication can become stifled when people are not aware of how their emotions are reacting to a situation or to others. However, if you have a crew that has been working on certain aspects of their emotional intelligence and they are keenly aware of themselves and how their emotions drive decisions, you are probably going to see, more often than not, a successful conclusion to a complicated situation."

For Heathman and Altmaier, that is where EQ fits into AMC's mobility culture because there are numerous risk-based decisions made daily. "If I allow my limbic brain, the emotional part of my brain, to rule my life I will be emotionally hijacking myself 90 percent of the time," said Heathman. Instead of allowing that emotional

hijacking, they teach recognition of stimulus and emotions, and they emphasize pushing that stimulus to the cortex, or the rational part of the brain.

So how do they teach moving those emotions from one part of the brain to another? They call it "self-talk." Heathman said, "Through self-talk, you can do something as simple as recognize that you are upset about what someone said or a situation and how it makes you feel. This gives you a moment of pause, and your rational brain will take over and have a better chance to lead you towards a more positive outcome."

Heathman and Altmaier believe they have created a safe space that their students enjoy coming into to share and learn. That certainly seems to be true; the foundational course has been extremely successful, so they have begun offering a level two course that hones specialty areas.

Overall, developing emotional intelligence can help all of us in many aspects of our personal lives, and in our professional lives it might just make us more successful and safer. 🇺🇸

Suffering from Gethomeitis?

BY MS. RUTH ANN REPLOGLE,
STAFF WRITER

I bet you have suffered from gethomeitis at one point or another.

Not sure what I am talking about? Consider this scenario: You have been cross-country, TDY, or deployed and you are en route home. All you can think about is how good it will feel to fall into your own bed, have your loved ones at your side, and finally have no tasks to rack and stack. Nothing matters but getting home—sometimes at any cost.

We call it “gethomeitis” (get-home-it is) around here, but it has also been called “last leg syndrome.” The problem with having gethomeitis is that you develop tunnel vision, and safety is the first thing to go.

CATCHING GETHOMEITIS

Airmen succumb to gethomeitis several ways.

- **Delusion.** You tell yourself you are almost there, so keep pressing on no matter how tired you are.
- **Investment.** You feel you have already invested too much to turn back or change plans.
- **Rationale.** You have done this before so experience will prevail, right?

Unfortunately, by passing up much safer opportunities, you risk being infected by gethomeitis. Common symptoms include fatigue, poor communication, compartmentalization, and/or disorientation.

IMPACTS OF GETHOMEITIS

Gethomeitis overrides logic, sound decision-making, and basic instinct. It can cause **errors in judgment**. Being fixated on getting home can cause you to miss critical components. For example, you may only half-listen to the control tower warning you of possible bad weather and fly into it. Perhaps you do a routine check, but your mind is elsewhere and you inadvertently skip a step. Maybe you simply disregard your surroundings, opening yourself up for sabotage.

Other effects are accidents and injuries. Since gethomeitis can throw your senses and motor skills off kilter, you can become clumsy or find it hard to concentrate. As a result, you are more liable to cause harm to yourself or others when you have gethomeitis.

Fatalities are rare, but it is possible to get yourself or others killed due to your gethomeitis. Being in a hurry means you might be taking unnecessary risks that can have dire consequences.

HOW TO AVOID GETTING GETHOMEITIS


Gethomeitis can be avoided.

- **Get enough sleep.** The average person needs seven to eight hours of good sleep in a 24-hour period. You accumulate sleep debt when you do not get enough sleep. If you have sleep debt, go to bed an hour or two earlier to help pay it off.
- **Have a plan.** Make sure all essentials are at your fingertips. Ensure your route is clear and someone at your destination is aware when you are arriving. Make a backup plan *before you*



leave in the event of an emergency or detour.

- **Listen to your instincts.** If you sense something is amiss, act on that hunch (or at least investigate) rather than ignore it.

Letting down your guard makes you prone to gethomeitis. Complacency has no place in the Air Force, so build your immunity to gethomeitis and get home safe! 

A large, stylized graphic of fireworks exploding in the upper half of the page. The fireworks are rendered in various colors including blue, yellow, orange, and white, with many small dots representing sparks or falling embers. The background is a solid dark blue.

SEASONAL CONSIDERATIONS

Fireworks Mishaps: Lessons Learned the Hard Way

BY MS. BRITTANY OLSON,
STAFF WRITER

“I never would have imagined that I would be rushed off to the hospital, be injected with morphine, wondering if I would ever be able to use my hands again,” explained SSgt Aaron Youngblood, 6th Medical Group NCO. His New Year’s Eve celebration on MacDill Air Force Base in Tampa, Florida began with the typical barbeque with friends, and lighting of fireworks. It was his turn to set off two tube mortar-style fireworks. After lighting the fuses, Youngblood took precaution and walked back behind the designated safety zone. He waited 45 seconds before approaching what he assumed was a dud. The supposed dud backfired, exploding out of the bottom just as he bent down to inspect the device. Bewildered by what had just happened, he looked down to find both hands severely shredded. “My entire hand was covered in blood; the muscles and tendons surrounding my right thumb were completely blown out, and I broke the ring and pinky

finger on my left hand all the way down to my wrist.” Four months, three surgeries, and over 100 hours of physical therapy later, Youngblood was finally able to return to work and resume his normal lifestyle.

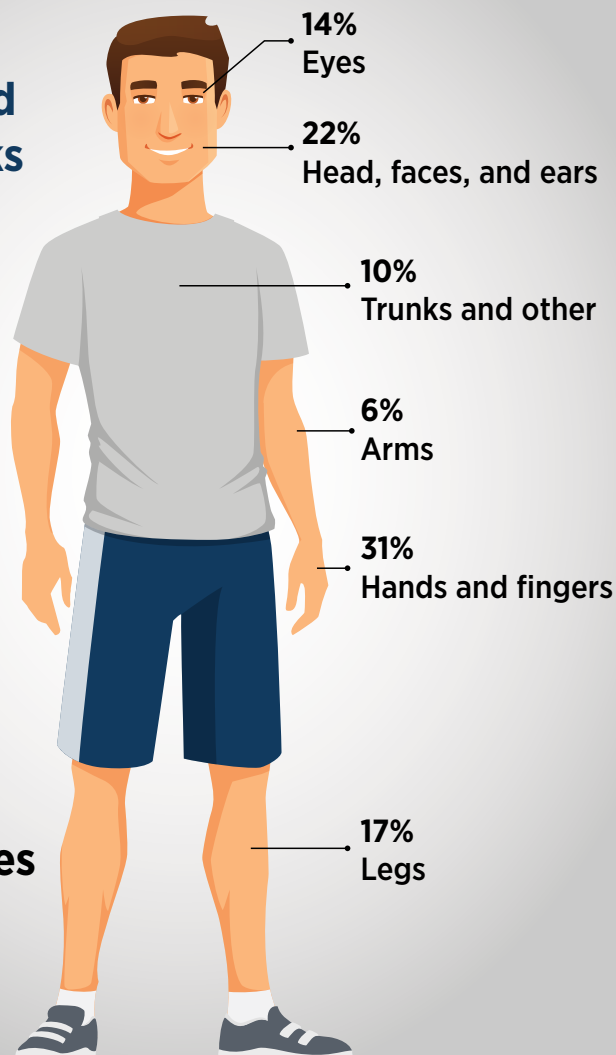
“I thought that I had done everything right. Not until after the accident had I realized that I should have had a bucket of water ready to put out a fire or to pour on unexploded fireworks. Next time, I will leave it to the professionals and probably just go watch a show,” affirmed Youngblood.

Military personnel are born with red, white, and blue flowing through their veins. Thus, it is understandable that they take celebrating America’s independence very seriously. What is the Fourth of July without setting off your very own fireworks? Nearly every town and city in America has its own firework display, but it just does not offer the same experience for the self-proclaimed pyrotechnicians or those with a “hands-on” mentality and a desire to be up close and personal with sparks and smoke from the explosives.

The intent of this article is not to condemn the use of fireworks altogether. However, we ask that you think twice before committing to your family and friends to give the best Fourth of July firework display the world has ever seen. It will save you time, money, a misdemeanor coupled with a city fine, and a potential trip to the hospital. If you are still determined to play with colorful explosives, please be safe and implement best practices for handling and lighting even the smallest pyrotechnic devices.

According to the National Fire Protection Organization, over 50,000 fires in America are directly caused by fireworks each year. The Consumer Product Safety Commission’s (CPSC) 2017 Fireworks Annual Report disclosed that in just one year, nonoccupational fireworks were responsible for eight related casualties and approximately 12,900 injuries that resulted in a visit to hospital emergency departments. Of the eight victims, seven individuals died from direct impact by fireworks,

Body Parts Most Injured by Fireworks in 2017



More than
53%
of the injuries
were burns.

and one victim was killed in a house fire started by a firecracker. The CPSC report concluded that the majority of nonoccupational fireworks-related injuries were caused by explosive mishandling and malfunctions.

Of the 12,900 injuries and eight deaths reported in 2017, mishandling of the explosives included setting off fireworks while holding the devices; throwing fireworks towards people; dismantling explosives; igniting fireworks in close proximity to someone; igniting used fireworks; and placing explosives too close to a heat source. The majority of malfunctions included fireworks tipping over; rogue

explosives with errant flight paths; debris; fireworks exploding inside the tube; and backfire.

An incident similar to Youngblood's occurred on the Fourth of July in 2018 at McConnell AFB, KS. A member of the 22d Aircraft Maintenance Squadron used a handheld lighter to light an unauthorized commercial firework, which sadly left the individual maimed and permanently blind.

"You hope that a mishap like this does not come in because usually when fireworks are involved, it is a serious injury. Mishaps can range from burns to blowing a finger off, last year's mishap is the worst that I have seen since it involved the individual losing his eyesight," explained SSgt Cody Gerlach, 22d Air Refueling Wing Occupational Safety Technician.

Before handling or lighting fireworks, the McConnell Safety Office highly recommends that you follow the manufacturer safety guidelines, wear protective gear including safety goggles, only light fireworks you are familiar with, and implement risk management procedures.

As the firework-related accidents reported by MacDill and McConnell Air Force Bases demonstrate, these explosives have minds of their own and severely injure and claim the lives of Americans each year, including our country's highly skilled Airmen. Handling fireworks without any safety equipment is the equivalent of a seasoned firefighter running into a burning building without his bunker gear. Please do not underestimate the power behind even the smallest pyrotechnic device and always be prepared for something to go wrong. 🛡️

For safety tips and best practices on handling fireworks, visit the United States Consumer Product Safety Commission's Fireworks Information Center webpage at <https://www.cpsc.gov/Safety-Education/Safety-Education-Centers/Fireworks/>



FLIGHT SAFETY

Caution: Student Driver

BY LT COL WALTER BORJA,
HQ AMC FLIGHT SAFETY

There is a lot to be said for experience as it relates to flying that can be summed up when answering one simple question: Who do you want flying you and your family around? I am sure no one answered that they wanted a 24-year-old who just finished college two years ago, got their first thousand hours instructing in Cessna 172s, and just started with the commuter airline whose jet you are sitting in. And by the way, the aircraft commander is just two years older with only a few hundred more hours and experience. I can tell you these two would not be high on my list.

My choices would include fliers like United Flight 232's Captain Alfred Haynes, First Officer William Records, Second Officer Dudley Dvorak, and off-duty Training Check Airman Dennis Fitch. If you ask Mr. Google you will find that these four guys, led by Captain Haynes, did what

most would call impossible. They saved the lives of 184 people when they maneuvered and crash landed a severely crippled DC-10 that had lost all flight controls after a #2 catastrophic engine failure at FL 370 had ripped through *all* of the aircraft's hydraulic systems. In this July 1989 accident, only the knowledge and experience gained over these four individuals' combined 70,000 flight hours could have achieved this amazing result through the use of differential thrust and phenomenal Crew Resource Management (CRM).

During another flight in January of 2009, the U.S. Airways Flight 1549's A320 crew showed exemplary CRM and decision-making abilities when faced with the daunting complete loss of thrust caused by bird ingestion at low altitude over heavily populated New York City. We all know that Captain "Sully" Sullenberger and his crew made the right choice by ditching in the frigid waters of the Hudson River instead of turning back to LaGuardia or diverting into Teterboro. Sully's calm, cool, no-panic demeanor

Photo above: 1st Lts Andrew Crispin and Emily Barkemeyer, C-17 Globemaster III cargo aircraft student pilots, run through the C-17 pre-flight checks in a flight simulator. Students spend 136.5 hours in the simulators, the majority of the C-17 pilot course.

USAF photo by A1C Nathan Clark

and the pilots' combined 35,000 flight hours no doubt had a huge part to play in saving the lives of all aboard. Sully actually put this day into perspective when he said, "One way of looking at this might be that for 42 years I have been making small, regular deposits into this bank of experience, education, and training. And on January 15, the balance was sufficient so that I could make a very large withdrawal."

The Air Force is facing the possibility that it may not have pilots with this kind of experience or flying hours. The June 2018 issue of *Air Force Magazine* states, "**The Air Force is short roughly 2,000 pilots**, and the service is working 66 different initiatives it hopes will bring on larger numbers of new pilots and retain more of the

pilots it does have. Changes include financial incentives, quality of life improvements, and more flying time, Chief of Staff Gen David L. Goldfein told House appropriators in March.”

It is no secret that a large portion of active duty pilots are going to the airlines where the pay may be better, there are no OPRs to worry about, and the CBTs are held to a minimum. Other perceived advantages of civilian life include less time away from home, stability, choice in where to live, and a primary job of actually flying instead of managing parts of an enterprise. In short, many pilots believe the airlines offer a better overall quality of life than the military, and the monetary incentives do not bridge the gap.

So the active duty Air Force has a problem, but what about the Guard and Reserve? The December 2017, *Air Force Times* mentions how Gen Joseph Lengyel, Chief of the National Guard Bureau, is concerned about how the Guard is “a couple hundred pilots short when it comes to full-time positions.” Many full-time, seasoned National Guard and Reserve pilots have also gone the civilian airline route. Although still flying for the military, their participation is not going to be that of a full-time influential instructor. Hence, Lengyel goes on to state, “From our standpoint, what the Air Force lacks is enough experienced pilots to grow the young pilots.”

Overall, we have many veteran aviators going on to greener pastures, and they are taking their years and years of flying knowledge and competence with them. Unfortunately, there is no complete, all-encompassing fix in sight. Essentially we are losing the experience, wisdom, and mentorship the crusty old dogs would ideally have been passing on to all the new pilots beginning their careers in the Air Force.

The status of the new pilots coming into the Air Force is our dilemma

We can not speed experience up as it is a function of time, but we do have control over education and training. It is time to double-down and make every flying and flying-related event count.

because those coming out of pilot training reach their MDS-specific training with a whopping 220 or so hours. And some MDS training has now become so simulator-centric that folks are lucky to come out with 30 or more hours from there. The fast-paced, hair-on-fire training that goes on for these young aviators during this time is not ideal for building the air sense, skill, and wisdom necessary to achieve the kind of positive outcomes that Flights 232 and 1549 had.

Going back to Sully’s insightful words, we have to ask ourselves what those

remaining in the Air Force can do to improve this situation. We can not speed experience up as it is a function of time, but we do have control over education and training. It is time to double-down and make every flying and flying-related event count. Make sure that lessons are being gleaned from even the most mundane of sorties. Hangar fly and learn from the ASAPs submitted by others. Mentorship will have to be at the forefront of every aviator’s mind. In essence, what is going to keep the Air Force moving and safe in this pickle is if each of us remaining instructors and evaluators ensure the deposits we put into the bank of experience, education, and training of our young Air Force aviators are large and frequent so that when it is time to make a withdrawal, the balance is substantial enough to handle the unexpected. 🛩️

Photo below: SMSgt Tiger E. Platt, right, a KC-10 Extender boom operator, monitors TSgt Brian E. Kelly, both with 76 ARS, 514 AMW, JB MDL NJ, as he refuels a KC-10 Extender crewed by Reserve Citizen Airmen with 78 ARS, also with the 514th, during a refueling mission over the United States, May 18, 2018.

USAF photo by MSgt Mark C. Olsen



The Blue Line: Remembering a Fallen Airman

BY USAF RESERVE CAPT ANDRE BOWSER, 439th MISSION
SUPPORT SQUADRON, WESTOVER AIR RESERVE BASE

In Air Force Officer Training School (OTS), you are called an OT for Officer Trainee. Although he was OT G. back then to me, he would one day move up to become Capt G. He was a technical sergeant in the active duty Air Force before his ascension into the officer ranks.

OT G. earned his spot, just like me, by busting his hump as a former enlisted Airman.

Back in 2010, I knew OT G. from seeing him around at OTS. He was formerly part of the enlisted crew as an aircraft worker bee, but soon he would have his dream job of flying.

I saw a picture of OT G. years later on a popular social media site. He was posing as freshly commissioned Second Lieutenant G. I wondered why he would post such an old photo, so I scrolled down to read the cursory information below the image. It turned out to be a memorial post. Links to news reports detailed how Capt G. had crashed his aircraft in Afghanistan, killing everyone on board, as well as personnel in the aircraft control tower that his jet struck. I thought about our encounters years earlier, particularly the times he told me what he wanted to do with his life: *fly*.

When I discovered the social media post, I was months away from being inbound to the military's mortuary at Dover AFB, DE for a six-month deployment. Part of me wished I could have been there for him, but then I wondered *'What would I really have done? Stand behind the embalmers, or encourage the young Airmen who wrapped his badly damaged remains? Surely, I would have suffered some psychological scarring that would have stayed with me for the rest of my days had I been there to see someone I once knew—now fallen.'*

By the time I was "present and accounted for" during morning musters at the military's mortuary, Capt G. had long been returned to his family. I think the average



C-17 Globemaster

turnaround time from the Dignified Transfer on the flightline to presenting human remains to the family—dressed and pressed in a uniform, or wrapped—at a funeral home in the decedents’ hometown is just under two weeks. But many factors come into play that can delay the process of us caring for the appearance and seeing to the return of the former service member’s remains.

I eventually learned the sad truth of how and why my classmate crashed, but that would come much later in the form of an official Air Force accident report distributed widely through military and media channels. The report would not be flattering, particularly of an Air Force pilot shortcut that ended up killing people. The Air Force technically was not at fault. The unsafe practice was a shortcut during pre-flight checks and preparations, and the report said it cost my former OTS classmate his life. The details do not really matter at this point because the outcome is immutable. I will never talk to OT G. again (or Capt G., as he became later). All that matters is if we fall and can still get up, we do it!

A memory from our time at OTS came to mind.

THE BLUE LINE GLOWED BEFORE ME — on the grassy, dewy ground. The sulfuric smell of eggs wafting in the pre-dawn breeze was the only distraction.

I was in a large crowd of other officer trainees, focused intently on that blue line before me, which separated so many of us from our dreams of becoming U.S. military officers. It was 5 a.m. OT G. was somewhere out on that same field, but I did not know him at the time. It was in our first week at Officer Training School on Maxwell AFB in good ole Alabama, and I was not yet used to the fine blue line that I would have to cross and then walk for the rest of my military career amidst the smell of rotten eggs on a morning in Montgomery. Before us on a massive lawn where we would graduate more than four months later, a blue cord lit up like a skinny neon snake.

“You men and women wish to become officers in the United States military—the strongest military in the world—but first you must step over the blue line.” Our commandant recited the words as if he had said them before, but with verve each time he would repeat them to new Officer Training School classes.

I wondered whether the Army initiated its officer trainees by having them step over a green line, or if the Marines had a red line, or the Navy a gray line.

As we took the big step in near unison, following the instructions of the senior military trainer far ahead of us up on stage, I tripped and stumbled a little. The thin blue line was all that was between me and my dream of becoming an officer—and it was all that separated my OTS classmate from his dream of flying.

I never had to work the case of a fallen service member I knew during my time at the military’s mortuary, although I came close with OT G. But during my deployment, I thought a lot about that blue line and my old OTS classmate. And I reminded myself that even if I would have fallen flat on my face long ago in front of all of those other officer trainees, I would have gotten right back up—simply because I could.

This story is dedicated to all fallen, for whom I now stand. 

ABOUT THE AUTHOR

Andre Bowser is a U.S. Air Force Reserve Captain stationed with the 439th Mission Support Squadron at Westover Air Reserve Base, ME. “The Blue Line: Remembering a Fallen Airman” is an excerpt of his unpublished memoir — *Fallen Among U.S.*

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OFF-ROAD ADVENTURE

Hit the Trails, but Know Before You Go

BY MS. LISHA DUNLAP,
STAFF WRITER

We are an outdoorsy family, so we look for fun and adventure throughout the summer, with excuses to stay outside until the sun sets. As much as we enjoy hiking, swimming, and all the other traditional summer activities, we also enjoy a little something extra ... namely four big tires and a road off the beaten path.

Off-roading is growing in popularity, even though it has been around a long time. Now you can rent a Jeep and hit the road, even if you have never driven an SUV or off-road vehicle

(ORV) before. But 4-wheel-drive and gadgets do not do you any good if you do not know what you are doing! In fact, more power can get you into more trouble if you are not prepared. Our first time out on the trails we ended up pretty stuck in some deep mud—and once we got out, it was our turn to tow someone else.

If you are new to off-roading, there are some easy ways to plan ahead to make sure you get back home safely. First of all, plan to be there a while—just in case you do not have a choice! If your trip goes awry, a drive that you planned for a couple of hours could easily last half a day. Have plenty of water, snacks, a first aid kit, and

sunscreen. It does not hurt to have towels and a change of clothes in case of an unexpected mud bath.

Also, never go alone. You will need a wingman in case something goes wrong on the trail. From getting a flat to getting stuck, being by yourself is a bad idea when adventure-seeking. Bring someone along who can help with the mechanical components, or even just be there to call for help in case of an emergency.

Now let us talk tools and ways to get unstuck. Make sure to at least have a tow strap; you can not count on another vehicle to have one if you are knee-deep in mud. It is also a good

Do your part to protect the parks. If you see others causing destruction or trouble, please report it to a national park ranger, park headquarters, or the visitor center.

idea to have a winch, a pulley strap, tracks, and a jack. Tire pressure is also important—lowering your tire pressure can help you gain traction and decrease your chances of getting stuck. But if you do get stuck, stop. The more you spin, the worse you will get stuck. If you are applying an even amount of throttle and losing momentum, you know you are about to need some assistance.

If you are going to be in some really tough terrain, you might even bring some items to prepare for worst-case scenarios. A fire extinguisher, seat-belt cutter, and glass breaker are all really helpful for emergency exits from your vehicle.

Wherever you go, make sure off-roading is allowed. It is often prohibited in state parks. When it is allowed, it is regulated by the National

Park Service (NPS). Check in with the park's visitor center for routes, permits, and other essentials. According to the NPS, "Anyone who causes injury to or destroys National Park Service property or natural or cultural resources can be held personally liable for the cost to investigate and assess the damage, to restore the property or resources, and to compensate the American people." Do your part to protect the parks. If you see others causing destruction or trouble, please report it to a national park ranger, park headquarters, or the visitor center.

Once you have prepared, you are ready to simply enjoy the ride! Going off-road is an exciting, memorable way to explore the outdoors. From the spectacular views, thrilling trails, to the cool photography opportunities, you can enjoy the journey and get a little mud on your tires. 🌍

The National Park Service recommends the following checklist to "Know before you go" when you are off-roading at a state park:

<https://www.nps.gov/aboutus/upload/Driving-Off-Road-in-National-Parks.pdf>

- Have a permit and pay the fee, where required.
- Know the designated access points, routes, and areas for the park.
- Pack the required equipment and proof of insurance.
- Be ready for a safety and equipment check by a ranger.
- Know the rules for the park and the federal and state traffic rules that apply to ORV driving.
- Be sure to drive in a way that respects other visitors and their experience.

What are the different types of ORVs? There are Jeeps, swamp buggies, air boats, dune buggies, ATVs, or any vehicle capable of cross-country travel on land, water, sand, snow, ice, marsh, swampland, etc. An ORV can even be a regular truck that has been modified for terrain.

The Air Force was not spared much of Mother Nature's flood-fury during the March natural disaster that impacted the Midwest. Offutt Air Force Base, Nebraska, began battling its flooding deluge on March 15 when water began creeping on to the grounds of the base, but by Sunday March 17, the water had inundated 30 percent of Offutt, and leadership limited inhabitants to mission essential personnel only.

That did not stop Airmen and civilians alike from defending the base against the unexpected influx and doing it safely. Col Michael Manion, 55th Wing Commander, documented some of the battle to save the base:

"Water is rising at a rapid rate on the SE side of the base," he stated. "Water is entering from the river and through the storm drains. Several buildings, including the Wing Building, are

inundated with water. We continue to work as rapidly as possible to improve water defenses around critical infrastructure. Team Offutt is doing an incredible job, working together, but Mother Nature is moving fast."

Airmen fortified the base with 235,000 sandbags and 460 flood barriers, but by that Sunday, TSgt Rachelle Blake, a 55th Wing spokeswoman, told an Omaha World-Herald reporter that 30 buildings



OFFUTT OVERRUN:

How Airmen and Civilians Came Together to Save the Base

BY MR. MATT LIPTAK, STAFF WRITER

of the bases' 200 total had already succumbed to up to 8 feet of water, and another 30 had been damaged.

While the Airmen worked hard on the ground, the commander of the 55th made sure they kept safety on their minds as a top priority. Securing and protecting resources and equipment was vital, but even that took a back seat to keeping the men and women of Offutt out of danger.

"We are requesting everyone's patience as we work through this together,"

Manion said. "Our defenders are working hard to keep everyone safe."

Secretary of the Air Force, Heather Wilson, visited the base after the emergency had ended on March 22, and recognized the base leadership for the careful, efficient, and unified manner in which they handled the challenges of the flood.

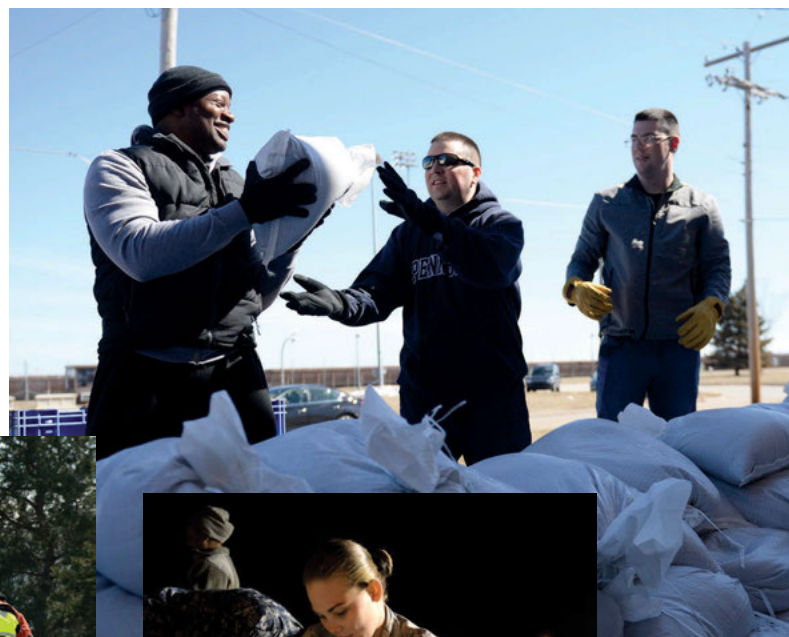
"There were no injuries, no loss of life on this base," Wilson said. "All the aircraft were either flown out or moved to high ground. A lot of the

Photo above: Aerial view of Offutt AFB and the surrounding areas affected by flood waters in March, 2019. An increase in water levels of surrounding rivers and waterways caused by record-setting snowfall over the winter, in addition to a large drop in air pressure, caused widespread flooding across the state of Nebraska.

USAF photo by TSgt Rachelle Blake

ground equipment was saved because they called in everybody in an all-hands effort."

The effort was so unified that it even became a family affair. For example,



Environmental restoration employees deploy a containment boom from a boat March 18, 2019, on Offutt AFB. One-third of the installation was flooded and the boom was a precautionary measure for possible fuel leaks.

USAF photos by Delanie Stafford



Members of Team Offutt fill sandbags March 16, 2019 at Offutt AFB, NE during preparations for anticipated flooding of the base.

USAF photos by TSgt Rachelle Blake

the wife of an Airman had rushed to the base in the mitigation effort. Wilson recounted the Airman and his wife's diligence to duty.

"He called his wife and said, 'the water is coming up across the parking lot.' She called her folks in Iowa to come stay with the kids and she went in and started taking things from peoples' offices, trying to get them up higher to protect all of the heritage."

The heritage of Offutt, though, is truly found not in the materials on base, but in the hearts and spirits of its people. The esprit de corp the Airmen exhibited is second to none. Air Force Chief of Staff Gen Dave Goldfein indicated as much on March 27, when he visited the base to assess the damage.


"I am so proud of the members of Team Offutt who worked tirelessly for days to protect as many assets as possible," he said. "I would be remiss if I did not also thank the local community. It is those strong partnerships that made all of this possible."

Although the base was saved, much was lost by the end of the flood. Approximately 90 structures were impacted.

"We have roughly 3,200 members displaced from their work centers and redistributed to other locations on base," Manion said. "We lost about 1.2 million square feet of office space."

The cost of recovery on Offutt is expected to be several hundred million

dollars. The road back to full recovery may be a long one, but Wilson said Offutt Air Force Base will be made even better than it once was.

"If you could have been here one week ago, you would have seen the American spirit of resiliency alive and well," Manion told Wilson on her visit. "When the call came out for all hands on deck to do everything we could to defend this base against the rising water, there was nothing but positive attitudes, strong backs, and strong shoulders as we fought the water, and now we are in the recovery mode and we are going to put this base back together. Every day we are getting a little bit better." 

A Stranger's House: Airbnb and VRBO Safety

BY MS. LISHA DUNLAP,
STAFF WRITER

Vacations are expensive. So when planning a trip, it makes perfect sense to explore non-traditional options to save money. One of the recent, more popular ways to save a little cash is to skip the hotel reservation, and rent a room or a house at your vacation destination.

Just picture it ... avoiding a \$200+ per night hotel room in, say, Daytona Beach and instead getting a beachside condo or bungalow for less than half of that. In addition to saving money, you also get privacy, the perfect view, a kitchen instead of a microwave, extra space, a welcoming atmosphere, and many other benefits that make for an excellent vacation at the beach.

But wait—is there a camera in the bathroom? Is that webcam live? Is that *really* a dead body in the garden?

These questions all sound like the start of horror movies, but they are actually real scenarios unsuspecting guests have encountered renting through Airbnb and VRBO (Vacation Rental by Owners). And although they are extreme circumstances, these scary stories are real—and will really send you right back home on the double. Fortunately, you can mitigate the risk of scary situations like these with some easy tips to consider before you book. Be prepared and you can help avoid a stranger's house that is just too strange!

TIP 1: TAKE THE TIME TO DO YOUR HOMEWORK

Do not just accept someone's listing as the absolute truth. Search Google for the home's address so you can confirm the location, size, style, and any other details. Also, do a quick search for information about the homeowners, looking for any complaints or red flags. Read reviews and ask any questions you have before you book, and if you are not satisfied, contact past guests for more information about their experience. Airbnb has a messaging system that allows you to ask the homeowners questions and address any concerns.

TIP 2: NARROW YOUR SEARCH

If you are not comfortable sharing a room, staying in an occupied home, or have concerns about the location, there are ways to filter out any listings that you find undesirable. Sort by the type of property you are interested in—you can even rent a houseboat if you would like—or look for a place near public transportation options. By utilizing the filters, you can better navigate through the initially overwhelming number of listings to find out if your final choice includes the important things ... like a coffee pot.

TIP 3: MAKE AN "IN CASE OF EMERGENCY" PLAN

Let a family member or friend know where you are traveling to and staying. Before you go, find the number for emergency services where you are staying. When you get there,

Read reviews and ask any questions you have before you book, and if you are not satisfied, contact past guests for more information about their experience.

familiarize yourself with the area, making note of any potential hazards. Airbnb properties are not required to contain safety equipment like smoke detectors, carbon monoxide detectors, or first aid kits, so you may have to be prepared if the host has not provided these items.

TIP 4: DO SOME DETECTIVE WORK

The most common creepy stories have been cameras or recording devices hidden where they should not be. Fortunately, you can do a quick sweep to ease your mind. Cameras may be hard to spot by the naked eye, but you can use your phone's camera to take a closer look. Simply turn the lights off, turn your camera to selfie mode, and scan the room for red, purple, or blue glowing lights. Some places to inspect include motion sensors, smoke detectors, alarm clocks, wall clocks, plug-in air fresheners, stuffed animals, book spines, and cooking canisters. If you find something that concerns you, contact the owner and the site listing company immediately—and leave.

These simple tips can help you lessen the risks, but ultimately, be wary if you are unsure. And, if you are traveling alone or to another country, it might be safer to stay in a hotel rather than take any chances. Safe travels! 🌍



CHECK OUT STORIES of rental nightmares from Jet Set, Bravo TV's online travel platform, including a dead body found at an Airbnb rental home near Paris!

<https://www.bravotv.com/million-dollar-listing/blogs/worst-airbnb-rental-horror-stories>

WHAT IS THE DIFFERENCE BETWEEN AIRBNB AND VRBO?

Airbnb

Airbnb connects homeowners to travelers looking for short term rentals, with millions of listings available around the world. Basically, anyone can be an Airbnb host and rent their space, from a whole house to just a single room. Search by experiences, location, restaurants, and homes at <https://www.airbnb.com>.

Vacation Rental by Owner (VRBO)

VRBO features vacation rentals of all types, including houses, apartments, condos, villas, etc. advertised by homeowners. VRBO lists larger spaces for customers to have to themselves, rather than sharing with other guests. You can search for a rental or list your property at <https://www.vrbo.com>.



MISHAP-FREE FLYING HOUR MILESTONES

8,500 HOURS

121 ARW, Rickenbacker ANGB, OH

Maj John B. Tudela
SMSgt Paul A. Emler

7,500 HOURS

179 AW, Mansfield, OH

CMSgt Randy Nelson

5,000 HOURS

60 AMW, Travis AFB, CA

Maj Dustin C. Watkins

121 ARW, Rickenbacker ANGB, OH

Lt Col Eric Kaufman
Lt Col Lance Kollstedt

144 AS, JB Elmendorf-Richardson, AK

Lt Col Krista Staff

201 AS, JB Andrews, MD

Maj Keith J. Grawert
CMSgt Monique Y. Townsend
MSgt Cary D. Garland
MSgt Shant Palouliau

3,500 HOURS

60 AMW, Travis AFB, CA

Maj Kevin Murphy

121 ARW, Rickenbacker ANGB, OH

Lt Col Matthew Boyle
Lt Col Donald Braskett
Lt Col Clark Jones
Lt Col Troy Smith
Maj John Gauld

375 OG, Oklahoma City, OK

Maj Karl Kuehner

2,500 HOURS

121 ARW, Rickenbacker ANGB, OH

Maj Art Bull
Maj Marik Hughes
Maj Jason Morgan

179 AW, Mansfield, OH

Maj Ben Duvall

201 AS, JB Andrews, MD

Lt Col Janet Van Dyke
Maj Rhett O. Gunderson
Maj Brandon C. Splawn
Capt Herschel A. Smith
MSgt Ryonn D. Taylor
TSgt Faith E. Grubb
SSgt Daniel G. Toms

A C-17 Globemaster III delivers humanitarian aid from Homestead ARB, FL to Cucuta, Colombia February 16, 2019.

USAF photo by TSgt Gregory Brook



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

Tips for Aviation Mishap Investigators

BY MR. KEVIN SLUSS, CSP,
HQ AMC FLIGHT SAFETY

If you find yourself appointed to the wing Flight Safety Office and have been tasked to investigate a mishap, be aware of these available resources to ensure a successful report. For aviation mishaps, AFMAN 91-223 and its AMC supplement provide abundant detail on report requirements, particularly if investigating a Class B mishap where tabs are required. Use the most recent Safety Investigation Board (SIB) Go package templates, located in the Pubs & Refs section of AFSAS. The Go package now contains a template for Class C and below mishap reports. Follow the template; it will help to ensure you have investigated all areas known to have caused previous mishaps. For sections not applicable to the mishap you are investigating, you can add those titles to the list of non-factors in the mishap. Ensure conclusion statements for each factor meets the standards detailed in AFMAN 91-223. For any mishap report, have the Chief of Safety or a fellow investigator review the report to ensure the explanation makes sense and that the narrative supports all findings. For recommendations, you have to identify an Office of Primary Responsibility (OPR) by name, phone number, and email. If the OPR is outside your wing, contact AMC Safety for assistance in locating the correct OPR at DSN 779-0930. For each recommendation, you will have to write a hazard or a deficiency statement. These statements, along with the associated recommendations, should stand separate from the rest of the mishap report. By following these tips you will provide better information to prevent future mishaps. 



A DAY IN THE LIFE



Capt Susan Jennie, a C-17 Globemaster III pilot, delivers humanitarian aid from Homestead ARB, FL, to Cucuta, Colombia. The role of the U.S. military during this peaceful mission is to transport urgently needed aid to Colombia for eventual distribution by relief organizations.

USAF photo by TSgt Gregory Brook