THE MOBILITY FORUM

THE MAGAZINE OF AIR MOBILITY COMMAND | FALL 2013

Honoring Their Memory

2 Questions
Can Save Airmen, Aircraft, and Missions

Get Your Motor Runnin'

BERLIN AIRLIFT:
THE FOUNDATION FOR AIR MOBILITY COMMAND

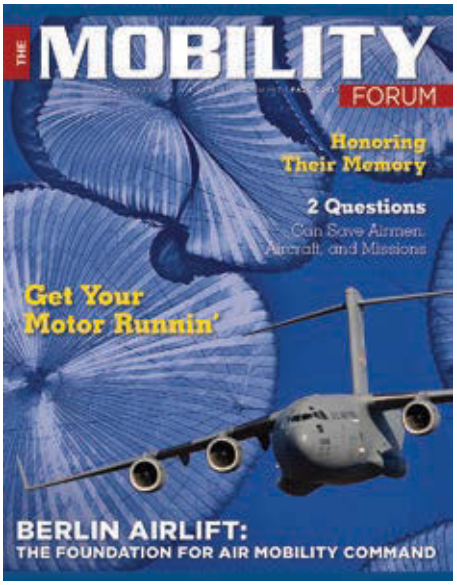
THE MOBILITY FORUM

Volume 22, No. 3
Fall 2013

IN THIS ISSUE

REGULAR FEATURES

ON THE COVER



DoD photo of a C-17 by USAF SSgt Jacob N. Bailey/USAF photo of airdrop parachutes in background by A1C Daniel Hughes.

SOCIAL MEDIA

Stay up-to-date on happenings around AMC via these outlets.

www.facebook.com/theofficialairmobilitycommand

www.twitter.com/airmobilitycmd

www.youtube.com/MobilityAirman

www.flickr.com/photos/MobilityAirmen

www.amc.af.mil/rss/TopStoriesByTab.asp?tabId=112943

Find the most current edition of *The Mobility Forum* on AMCs homepage: http://www.amc.af.mil/ or at http://www.amc.af.mil/mobilityforum.asp

Comments/Feedback: mobilityforum@us.af.mil

AIR MOBILITY COMMAND
Gen Paul J. Selva

DIRECTOR OF SAFETY
Col Paul Murphy
Paul.Murphy@us.af.mil

EDITORS
Sherrie Schatz
Sheree Lewis
sheree.lewis@schatzpublishing.com

Graphic Design
Elizabeth Bailey

The Mobility Forum (TMF) is published four times a year by the Director of Safety, Air Mobility Command, Scott AFB, IL. The contents are informative and not regulatory or directive. Viewpoints expressed are those of the authors and do not necessarily reflect the policy of AMC, USAF, or any DoD agency.

Contributions: Please email articles and photos to info@schatzpublishing.com, fax to (580) 628-2011 or mail to Schatz Publishing, 11950 W. Highland Ave., Blackwell, OK 74631. For questions call (580) 628-4607. The editors reserve the right to make editorial changes to manuscripts.

Photos with a DE denote digitally enhanced photo.

Subscriptions: GPO U.S. Government Printing Office: 2011-645-263. For sale by the superintendent of Documents, U.S. Government Printing Office. Internet: bookstore.gpo.gov. Phone: toll free (866) 512-1800; DC area (202) 512-1800. Fax: (202) 512-2104. Mail: Stop IDCC, Washington, DC 20402-0001.

Distribution: TMF is published at an approximate ratio of one magazine for every 10 AMC personnel.

AMC RP 91-2. Dist: X

ISSN 1067-8999

Honoring Their Memory

By LT COL MIKE WAHLER
USAF, Ret., HQ AMC/SEF

"We can never fully repay the debt of our proud nation to those who have laid down their lives for our country. The best we can do is to honor their memory, ensure that their sacrifice is not in vain and help provide for their families."

Susan Collins, United States Senator

An event occurred on May 3, 2013, that forever changed the lives of three families. A KC-135R Stratotanker, call sign Shell 77, crashed in Kyrgyzstan. The families of the crew lost a father, a mother, a brother, a sister, a son and a daughter. Nothing can ever replace what these families lost, nor is there any way to compensate for the loss the Air Force and Air Mobility Command experienced. We lost three crew members who made the ultimate sacrifice while defending their nation.

Although we cannot replace these people, we can honor their memories and ensure their sacrifice was not in vain. Almost immediately upon receiving word of the mishap, I witnessed the tanker community rally around the families of the crew by starting numerous fundraisers to ensure aid to their families.

AMC also reacted swiftly to ensure the sacrifice of Shell 77 was not in vain. The command mobilized immediately upon receiving word of the mishap to form a Safety Investigation Board, or SIB. Per Air Force Instruction 91-204, *Safety Investigations and Reports*, the purpose of a safety investigation is solely to prevent future mishaps. A SIB does not assess blame for the purpose of punitive or legal action. The safety investigation takes precedence over all other investigations associated with the mishap. By close of business on May 3, 2013, AMC had selected the members of the SIB.

The SIB was briefed that evening in preparation for their duties, and they departed their respective home stations Sunday, May 5. The board arrived the next day at the mishap location to start the arduous process of investigating the cause of this mishap. They faced a daunting task as they sifted through thousands of pieces of wreckage to determine

Photos of the Shell 77 crew, left to right: Capt Mark Tyler Voss, 27, Capt Victoria A. "Tori" Pinckney, 27 (with her 7-month-old son, Gabriel), and TSgt Herman "Tre" Mackey III, 30. The Airmen were deployed to the 376th Air Expeditionary Wing's 22d Expeditionary Air Refueling Squadron in support of Operation Enduring Freedom when their KC-135 aircraft crashed shortly after takeoff near Bishkek, Kyrgyzstan.

USAF Photos

Every person in the Mobility Air Forces community has a responsibility to ensure that the crew of Shell 77 did not die in vain.

what led to the loss of this aircraft and its crew. The SIB worked quickly, yet meticulously and overcame numerous challenges including language and cultural barriers, time zone differences and challenges with the voice and data recorders.

By the middle of May, the SIB was determining the primary focus of its investigation. They knew "what" had happened, and they were beginning to determine "why" it happened. They made significant headway with the outstanding help of the Air Force Safety Center, AMC staff, Air Force Material Command, the aircraft manufacturer and with contributions from Air Force Reserve Command and the National Guard Bureau. All parties worked tirelessly to determine why this aircraft unexpectedly crashed and how to prevent similar mishaps from occurring in the future. It goes without saying that the SIB spent considerable time and effort ensuring a potential fleet-wide issue did not pose an immediate threat to the KC-135.

The loss of this crew was felt throughout the KC-135 community. Active Duty, Reserve and Air National Guard tanker crews mourned the loss of their brethren while simultaneously supporting the Air Mobility mission. Although there was uncertainty as to the cause of this mishap and some justifiable anxiety about flying the aircraft, the KC-135 community soldiered on with the utmost professionalism. The mission never slowed and neither did the crews. They continued to perform their duties safely, 24/7. The preflights may have been a little more thorough and the crews may have been a little more attuned to the noises a 50-year-old airplane makes, but the mission continued.

The SIB returned to the United States in early June to complete its investigation. They reconvened at McConnell Air Force Base, Kan., the home station of the aircraft. This gave them easy access to the maintainers who worked on the aircraft in the months leading up to its final sortie, all of the aircraft records, and a KC-135R simulator. They then traveled to Scott Air Force Base July 8 and briefed their findings to the AMC commander on July 11. It is quite impressive that they determined the cause of this mishap in less than three months. Similar investigations conducted by the National Transportation Safety Board can take years, and they normally investigate mishaps inside U.S. borders without the language and cultural barriers faced by this SIB. The fact that the SIB found the cause so quickly speaks volumes about the importance they placed on ensuring there are no more Shell 77s in the future.

Every person in the Mobility Air Forces community has a responsibility to ensure that the crew of Shell 77 did not die in vain. At the headquarters level, we will accomplish this by informing Airmen of the causes of this mishap in an effort to prevent it from recurring. We will further honor their memory by implementing the SIB's recommendations as quickly as possible. We will continue to leverage Aviation Safety Action Program, or ASAP reports, Line Operations Safety Audit, or LOSA reports, and data to learn about the mishaps that almost happen. Hopefully by using these proactive safety tools, we can eliminate, or at least minimize, the need to ever use the primary reactive safety tool known as the SIB. (See the article "Pillars of Ops RAMS" on page 5 for more information on ASAP, LOSA and Military Flight Operations Quality Assurance, or MFOQA.)

As a line crew member, you can honor Shell 77's memory in similar ways. Ensure you know the Dash-1 and governing AFIs, and study and learn from the mishaps of the past. Pay just as much attention to the details of Class C mishap briefs and reports as you do Class As. Submit ASAP reports when warranted. Allow the LOSA observer onboard your aircraft and allow him to observe your flight. Listen and learn when data trend information is briefed. All of these data-gathering programs have a common goal. They attempt to predict and prevent the next mishap before we have another Shell 77. We may never be 100 percent successful in preventing all Class A mishaps, but we may get close if we continue to put the effort into learning from the Shell 77s that occur and the other information sources we have available. Mishap-free flying doesn't just happen. It takes hard work at all levels to implement the prevention strategies from both proactive and reactive sources. Shell 77's sacrifice will not have been in vain if all of us take the lessons learned from this mishap and the other safety sources and put them to use to increase the safety of the MAF mission.

PILLARS of Ops RAMS

The Operations Risk Assessment and Management System (Ops RAMS) branch in AMC/A3 reached full staffing level in 2013 with the hiring of a Command CRM/TEM Program Manager. In addition to CRM/TEM, Ops RAMS' primary programs – MFOQA, LOSA and ASAP – continue to develop and are proving instrumental in risk mitigation. As mentioned in the article "Honoring Their Memory" on page 3, MFOQA, LOSA, and ASAP are useful proactive safety tools. Using these tools to prevent fatal mishaps from occurring is one way that every member in the Mobility Air Forces (MAF) can honor the memory of Shell 77's crew.

By MAJ JUSTIN MILLS
HQ AMC/A3TO

Ops RAMS:
Developing Proactive Risk Mitigation across the Mobility Air Forces

Safety personnel do an astounding job investigating aviation accidents. No stone is left unturned as they perform root-cause analysis and make recommendations to prevent a repeat occurrence. Unfortunately, that process is reactive—it begins *after* an accident. Operators voluntarily reporting all situations that were *almost* accidents or hazards that could *potentially* lead to an accident "ignite" the proactive safety process. Open, voluntary reporting and thorough analysis of all indicators is a proactive approach that will hopefully prevent the next major accident. Ops RAMS is AMC/A3 and AMC Safety's proactive risk management team, and the following are a handful of our initiatives and success stories:

MFOQA
Military Flight Operations Quality Assurance

As aircraft data capture rates increase, MFOQA analysts become increasingly aware of airfields at which a high percentage of unstable approaches are flown. While Mission Design Series (MDS) experts look for opportunities to improve aircrew performance, MFOQA analysts have begun a series of "deep dives" into the most unstable airfields to search for external factors that may affect stability. Their extensive research into air traffic control procedures, airfield physical features, terrain, weather, Flight Information Publication (FLIP), and other publications yielded valuable information that will be consolidated into tactics binders. Bagram, for example, had an unstable rate of 15.9 percent of captured sorties from April 2012 to March 2013. The primary Trigger Events (TEs) of these unstable approaches were high approach speed (6.6 percent) and high descent rate (6.1 percent). More alarming was the average TE duration of 14.2 seconds, which is much higher than normal. A "deep dive" into Bagram revealed that terrain and environmental factors are most likely contributing to unstable approaches. Their analysis revealed that high pressure altitude and true airspeed add to the complexity, and higher than normal groundspeed is evident due to the preferred runway accepting up to a 10-knot tailwind. In addition, the terrain delays the descent profile, influences minimum vectoring altitudes, and forces a glide slope intercept from above the glide path rather than from below. The Afghanistan Aeronautical Information Publication (AIP) states that aircraft with an International Security Assistance Force (ISAF) or civil call sign flying visual approaches after sunset will be vectored and established on final approach prior to receiving a landing clearance. This restriction is indicative of the risk associated with night visual approach in mountainous terrain. Finally, the extremely heavy air traffic density and prevalence of Hazardous Air Traffic Reports (HATRs) in the surrounding airspace signal an even more challenging environment that our crew force is facing. Full MFOQA analysis and airfield "deep dive" information is located at **https://mafops.us.af.mil/Rams/Mfoqa** (MAF Ops website account required).

ASAP
Aviation Safety Action Program

The ASAP program continues to collect valuable safety information from our crew force. While not every ASAP report results in an action by AMC, the reports are important for trending events and causal factors. Proactive programs like ASAP require

TSgt Brandon St. Peter, 60th Maintenance Group Quality Assurance inspector, inspects SrA Mark McGovern, 60th Aircraft Maintenance Squadron crew chief, on a gear inspection of a C-5 Galaxy at Travis AFB. McGovern references the technical order to talk St. Peter through the process to ensure every task is completed and no step skipped.

USAF PHOTO BY A1C NICOLE LEIDHOLM

as much data as possible to improve the probability of recognizing precursors to accidents. Still, several actions were taken based on recent submissions. An ASAP from a C-17 crew highlighted a potentially dangerous gap between crew egress checklists and maintenance towing checklists that led to a C-17 being towed with the radar on. The towing checklist was immediately revised. An ASAP submitted by a KC-135R crew after attempting to take off with speed brakes deployed highlighted a potential weakness in the aircraft's full-stop taxi-back checklist. MFOQA analysis discovered five additional occurrences, indicating that this was not a one-off error. Three of the occurrences involved the full stop taxi-back checklist, which is in the process of being revised due to this discovery. Additionally, the aircrew did not receive a warning horn for speed brakes deployed during run-up to takeoff power, which was 76 percent for this lightweight takeoff. It wasn't until weight-off-wheels that a warning sounded. However, a re-creation in the simulator *did* result in a warning horn at that power setting. We continue to research this event to determine whether aircraft systems or operating manuals require an update. Please visit the ASAP website at **www.safety-masap.com** to review or submit ASAP reports.

LOSA
Line Operations Safety Audit

LOSA observations for KC-135 and KC-10 pilots and boom operators are complete. By the time this article is published, AMC will have completed data verification of the observations, and a Class E Safety Investigation Board (SIB) will have convened. The SIB will out-brief the findings and recommendations to the AMC/CV in early October. Planning is in progress for the C-5/OSA Very Important Person Specialty Assigned Mission (VIPSAM) LOSA to be conducted in fiscal year 2014. The C-21 and C-40 airframes are the most practical to observe in the VIPSAM community. Due to safety privilege, we cannot discuss the recommendations produced from the C-17 and C-130 LOSAs in this article; however, LOSA has proven its value in generating improvements to enhance our safety margins while executing the mission. You can learn more about these LOSAs and their safety recommendations by contacting your wing or squadron safety office and asking to review the following Air Force Safety Automated System (AFSAS) Final Reports: C-17 LOSA (AFSAS #536587) and C-130 LOSA (AFSAS #848864).

C-17 Pilot LOSA: 9 of 17 recommendations closed

C-130 Pilot LOSA: 12 of 26 recommendations closed

C-17 and C-130 Loadmaster LOSA: 5 of 19 recommendations closed

CRM/TEM
Crew Resource Management/ Threat-and-Error Management

Aviation safety leaders' inclusion of Threat-and-Error Management (TEM) into the CRM model defines the sixth and most advanced generation of CRM. Unfortunately, the Air Force is again playing catch-up to the civil aviation industry, which began implementing TEM several years ago. While LOSA is based on TEM, AMC's new CRM/TEM Program Manager is beginning to integrate TEM principles into aircrew training and all Ops RAMS processes. Steps are underway to write an AMC Supplement to *AFI 11-290, CRM Training Program*, and a more useful replacement for AF Form 4031, *CRM Skills Criteria Training/Evaluation Form*. We are determining AMC and other MAJCOMs' current CRM/TEM status and baselines and garnering the civil aviation industry's CRM/TEM "best practices" as we move forward to improve our programs.

Ops RAMS continues to expand and solidify processes to examine information across all functional areas to identify and mitigate risks to operations. We extend our thanks for the cooperation and increased aircrew participation, and we look forward to your continued support for proactive risk management.

MISHAP INVESTIGATION and ANALYSIS

FATALITY CRASH

By KIM BRUMLEY, Staff Writer

Note: This Mishap Investigation and Analysis (MIA) is based on actual events. The name and rank of this individual has been removed for autonomy. Please keep in mind that at the time of the mishap, this individual could have held the rank of an A1C, or any rank up to a General. This individual also could have been an Air Force civilian.

MISHAP SUMMARY:

On an early November evening, Airman X had a few drinks and then set out alone for a drive along a four-lane undivided highway. Heading out of town as the sun was beginning to set, Airman X approached the city limit boundary when things went horribly wrong.

According to reports, Airmen X's car, for no apparent reason, swerved right and then left only seconds prior to impacting the guardrail of a bridge along the highway. As the car crashed into the guardrail, it broke nine thick wooden guardrail posts before colliding with the concrete edge of the bridge. When the car struck the concrete, it was catapulted airborne 27 feet before landing back on the bridge. Due to the enormous amount of momentum, the car slid another 31 feet, toppled over the edge, and plummeted 18 feet to the ground. The car landed on its roof, crushing Airman X on impact. Airman X was pronounced dead at the scene.

INVESTIGATION:

What was the cause of this crash that tragically ended an Airman's life? To answer this question, the investigator assigned to this case, Investigator Scott, had to gather the facts surrounding the mishap by outlining the sequence of events; acquiring police reports, including eyewitness accounts; inspecting physical evidence (car, guardrail, and bridge); and searching for any other form of supporting evidence, such as medical reports and/or tests.

From the information, Investigator Scott was able to collect the following facts:

- Eyewitness accounts indicate the car was traveling in excess of the posted 45 MPH limit.
- Airman X's blood alcohol level was .39 per 100 ml of blood (unconsciousness or death can normally occur at this level).
- There was no apparent damage to the car's tires, ruling out mechanical failure as the cause of the swerve prior to hitting the guardrail.
- Airman X was wearing a seatbelt.
- Airman X's cell phone was not in use.
- The local police department reported that a previous car accident in the same location had not resulted in a fatality.
- No other vehicles were involved.
- The car's airbags did not deploy.

SCENE ASSESSMENT:

To analyze the environmental factors at the scene, Investigator Scott conducted two drive-by passes of the impact site at the corresponding time of the incident. He immediately noted that the glare from the setting sun reflected off the bridge guardrail and was significant enough to result in momentary blindness. Therefore, the design of the guardrail system most likely influenced the outcome of this accident.

ANALYSIS:

After thorough review, it was determined that the direct causes of the accident were excessive speed and distraction. Airman X's actual speed at the time of the crash could not be accurately calculated because of the nature of the accident, but it was far in excess of the posted speed. Another obvious contributing factor was that Airman X was driving while intoxicated.

By analyzing all the facts involved, mishap investigators are able to determine *what* occurred and exactly *how* it occurred. Through this process, they are able to provide recommendations that help ensure the safety of other Airmen in the future. In this case, Investigator Scott made the recommendation to alter the guardrail to help avoid accidents in the future. But contributing factors for mishaps such as speeding or driving under the influence are personal decisions that every Airman and Air Force civilian must carefully consider to avoid being another MIA file for Investigator Scott.

"Preparing Agile Combat Support Forces to Get America to the Fight"

The Next Generation of LOGISTICS TRAINING

By KIM BRUMLEY, Staff Writer

We have all heard the old phrase "Practice makes perfect," and most of us can agree that skills are often perfected with repetitious practice. But, when there is a degree of risk as well as millions of dollars' worth of equipment involved, we must ask ourselves, *how can our Airmen get the practice (training) they need in a safe, more efficient manner?*

The Air Force actually answered that question decades ago by introducing flight simulators for training, but it was not until fairly recently that the technology was available for ground troops, who also needed a safe and efficient way to hone their skills.

The USAF Mobility Operations School, equipped with simulators for logistics and maintenance training, is one of two schools within the USAF Expeditionary Center located at JB McGuire-Dix-Lakehurst in New Jersey, with detachments at Hurlburt Field in Florida and Scott AFB in Illinois. Mr. Domenic Fazzo, Chief of Logistics Training Division, USAF MOS, said, "I run seven simulators for different courses used mostly as capstone training events. What we try to do is replicate their duties before they leave so that they have an opportunity to apply their skills with hands-on experiences with equipment and scenarios."

The Aircraft Maintenance Production Simulator is an exercise for the MAF Maintenance Supervision and Production Course (MSPC) and is used for training flight line management. "It's a very comprehensive exercise that involves an eight-day class. It is a group simulation with 25 or more individuals working together in a double screen classroom," said Fazzo. For the exercise, Airmen are divided into two groups to manage a squadron of aircrafts and all the resources that will enable the aircrafts to take flight. If students make mistakes inputting information into the simulator, the planes remain grounded. The last three days of the course is a hands-on segment that includes managing an actual flight schedule.

Another group exercise can be done with the Joint Inspection Simulator that allows for inspection of 23 virtual pieces of equipment and is game-controller compatible. Fazzo said the current generation of Airmen interact with the simulators easily because many are already acclimated to a virtual gaming environment.

Other simulators are first person, where Airmen work through scenarios solo. They include an Installation Deployment Officer

USAF MOBILITY OPERATIONS SCHOOL FACTS

Established in **1994**

111 personnel

3 locations

Annual budget: **$6 million**

58 in-residence courses with more than **4,100** graduates per year

23 online courses with more than **21,000** students a year

Information courtesy of USAF MOS

The Expeditionary Center's Mobility Operations School recently fielded the Joint Inspection Instruction Simulator on the Advanced Distributive Learning Service; the first simulator of its kind to run completely on ADLS. Airmen can now access training modules such as this 24 hours a day to enhance training capabilities.

COURTESY GRAPHIC

Simulator, a C-5 Aerial Port Expeditor Simulator, a C-17 Aerial Port Expeditor Simulator, an Airlift Planner Simulator, and an AMC Command and Control Simulator.

At this time, the MOS is working on a Unit Deployment Management Simulator that will be a capstone course and will run online in ADLS, which has never been done before. The course will consist of 15 hours of online training, followed with time in the simulator where participants apply what they learned. So it's pairing online training with simulators for a multi-technological experience.

Even with recent budget cutbacks, virtual training will continue to expand because in certain instances, the use of technology actually saves a great deal of money. For example, once the Unit Deployment Management course is available online, it is estimated to save an astounding $1 million dollars annually in training costs.

By reducing training costs and nullifying risk factors, Airmen now have the opportunity to practice, practice, practice. The result: Airmen acquire the needed skills to flawlessly execute missions at home and abroad.

SSgt David Cazalet, Mobility Operations School, demonstrates the joint inspection simulator for Gen Paul Selva, Air Mobility Command commander, at Joint Base McGuire-Dix-Lakehurst, N.J.

USAF PHOTO BY TSGT ZACHARY WILSON

FUTURE SIMULATOR PROJECTS:

- Aerial Port Passenger Terminal
- Air Cargo Operations
- Air Freight Ramp Operations
- Air Terminal Operations Center

MISSION OF USAF MOBILITY OPERATIONS SCHOOL (MOS)

To prepare the Airmen who get America to the fight. Using both resident and web-based instructional media, the USAF MOS offers 81 formal courses, including Director of Mobility Forces and Advanced Study of Air Mobility, an Intermediate Developmental Education program that awards a master's degree in logistics. Courses cover topics in operations, air transportation, maintenance, aircrew resource management, contingency response, logistics readiness, and command and control from both a global and theater perspective. In addition, the MOS sponsors AMC's Title 10 Global Mobility Wargame, lead-in to Unified Engagement. In FY12, the USAF MOS graduated over 25,000 students, Airman through Flag Officer, representing active duty, Guard, Reserve, and civilian personnel.

"I decided to drain fuel out of the #2 tank for balance without verbalizing this over interphone."
– ASAP #372

"The pilot not flying (the AC) did not identify himself as heads down."
– ASAP #566

"I just reached up and started pushing buttons without discussing the situation."
– ASAP #565

COMPLACENCY

By MAJ JUSTIN MILLS, HQ AMC/A3TO

Could any of these quotes have come from you or your crew? Cognitive theory suggests that it is natural to develop a level of "automatic" processes when dealing with repetitive action or thought patterns. Aircrew members may fail to pick up a checklist because they have "done it a thousand times." In other words, the routines associated with the aviation profession can often breed complacency. It is ironic, then, that aviation may be the least forgiving profession when complacency's insidious effects are allowed to take hold. It is well known that complacency is a common thread in aviation mishaps, and a sampling of Aviation Safety Action Program (ASAP) reports suggest that it may be more pervasive than we realize:

A KC-135 IP reported draining fuel out of the #2 tank without verbalizing over interphone and without setting fuel limits. Several minutes after the IP inadvertently failed to close the drain valve, an alert boom operator asked why their CG was so far aft. It was then that the IP realized his mistake—7,000 pounds of fuel was moved out of the #2 tank when only 1,000 pounds was intended. Fortunately, CG limits were not exceeded, and the crew learned a valuable lesson. As the submitter put it, "Even when feeling rushed, you must follow guidance—it's there because others have made errors in the past. Furthermore, always comply with interphone communication requirements, as this helps CRM and VVM."

Even a diligent aircrew correctly performing individual tasks can fall victim to complacency. A C-130H crew recently committed a 700-foot altitude deviation when they failed to back each other up. During descent, the navigator was programming SCNS for the approach, the engineer was updating TOLD, and the pilot not flying (PNF) was identifying nearby NAVAIDs and inputting them into SCNS for navigation backup. The PNF did not identify himself as heads down,

and no one was backing up the pilot flying, as they each were caught up in their individual tasks. Realizing that complacency was to blame, the submitter wrote, "This could easily have been avoided through better communication in the cockpit."

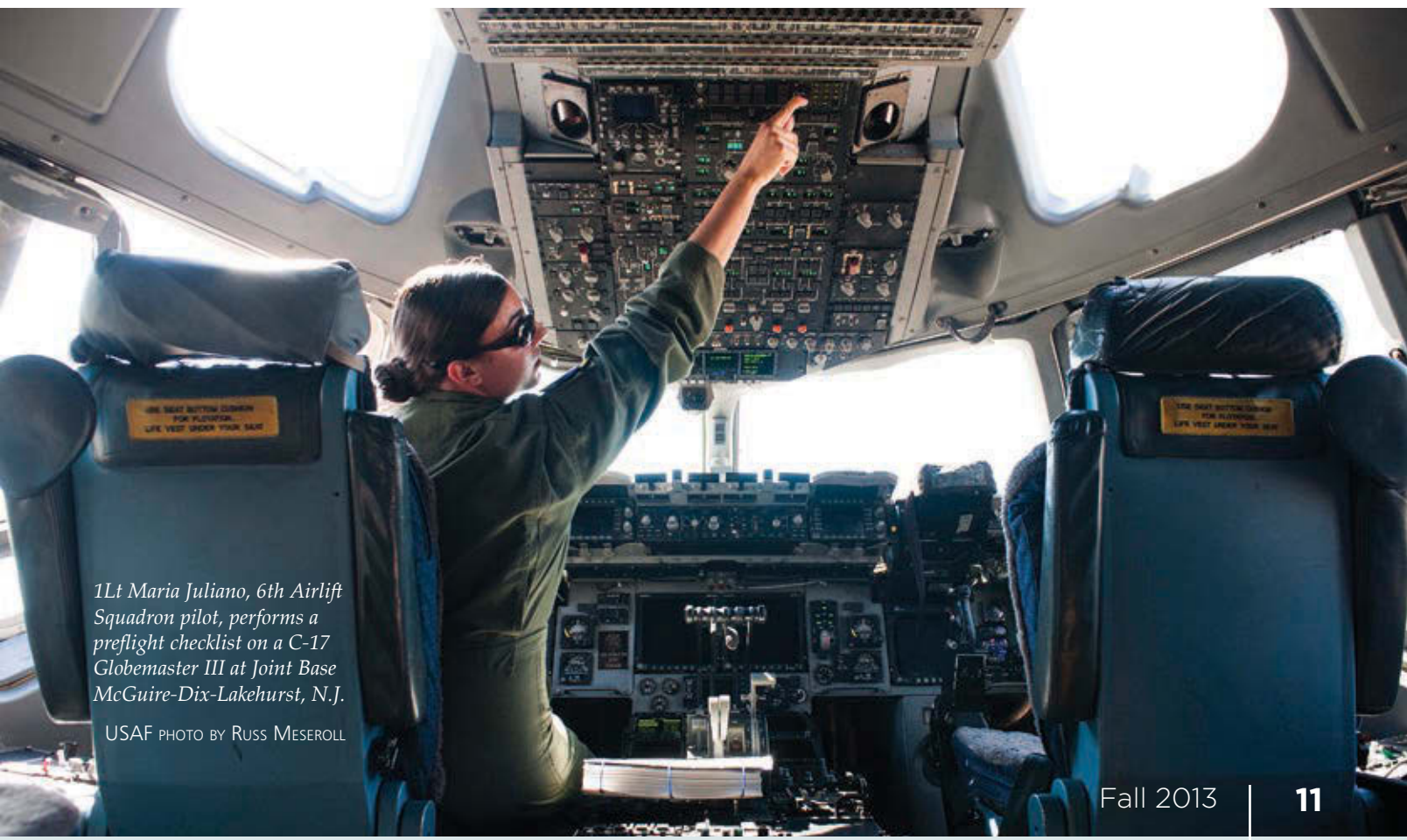
Finally, a recent ASAP from a C-17 crew shows us that it is never safe to assume "it's just a glitch" when your aircraft is telling you something. When taxiing into parking at the end of a six-day mission, the crew received a "Manifold Fail" CAWS that was not accompanied by any other indications. The pilot monitoring's (PM) initial response was that "it was an electrical transient caused from the power being swapped from engines to the APU." The PM looked at the overhead panel and saw the ISOL valve on the ECS panel was DISAG.

The PM reset it, believing that it was an electrical anomaly. The aural CAWS manifold fail recurred and the PM again reset the ISOL valve, convinced that it was not an actual manifold fail. When the CAWS recurred a third time, the crew ran the appropriate checklist. During post-flight, maintenance personnel showed the crew the left pack. The main ducting had blown off the back of the pack, and it had obviously been blowing very hot air into the bay and smelled like burnt rubber. It is possible that initial checklist discipline may have prevented some of the damage. The author of this excellent ASAP summarized the potentially dangerous complacent behavior like this:

"My CRM was non-existent, as I just reached up and started pushing buttons without discussing the situation. Had I slowed down and talked about the situation with the crew, the outcome would have been different. [The PF] had even pulled out the checklist and started to run it as I was making the situation worse. Overall, bad things can and will happen anytime, anywhere. I have become complacent at times due to a lot of experience in the aircraft. This was a good wake-up call for me, and I hope it will be for others that read this."

Recent mishaps, along with numerous ASAP reports, show complacency continues to challenge Airmen in a negative way. All Airmen need to recognize their own complacent tendencies and those of their crew.

Learn from the lessons of others by visiting the ASAP website at: **http://www.safety-masap.com**.

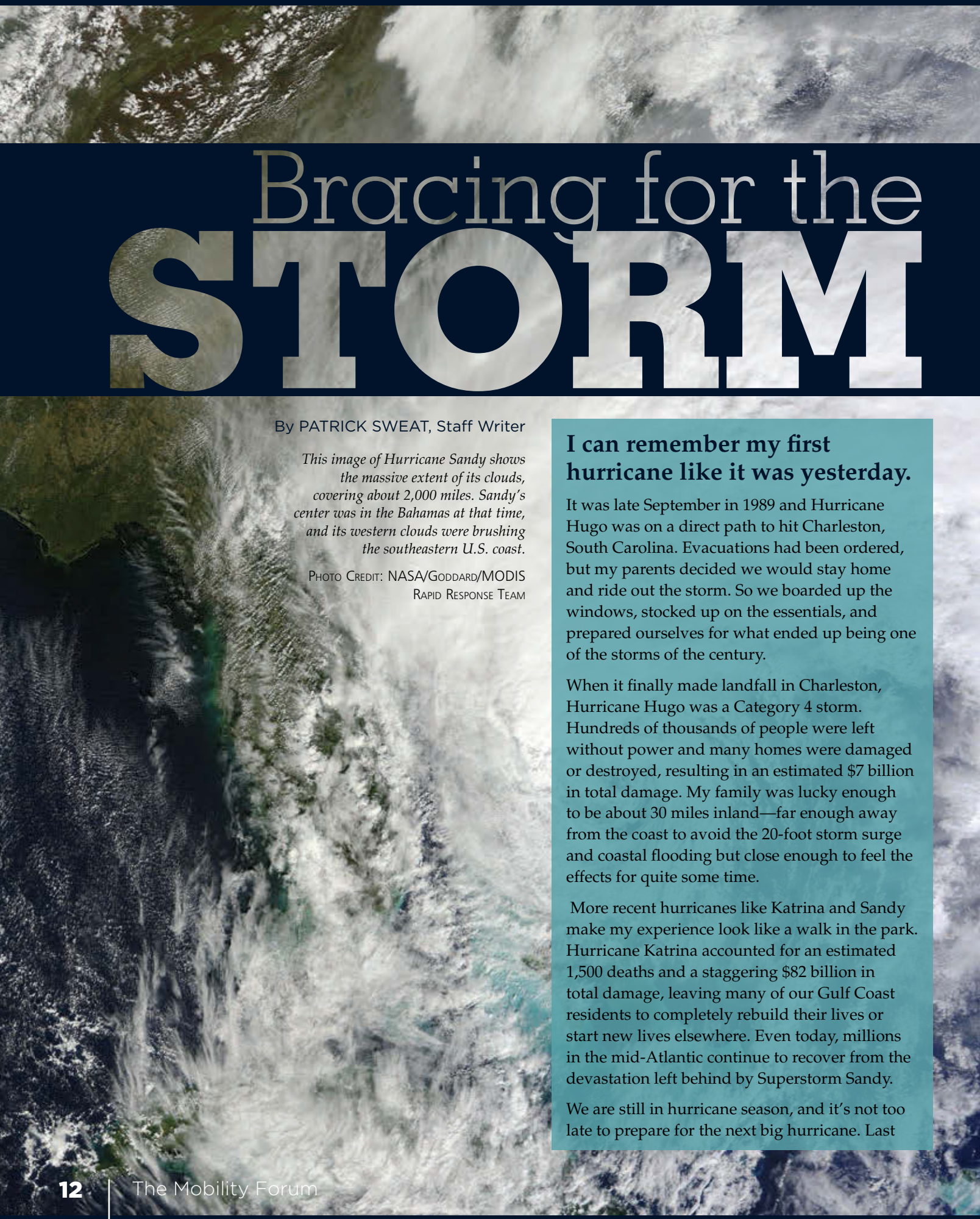


1Lt Maria Juliano, 6th Airlift Squadron pilot, performs a preflight checklist on a C-17 Globemaster III at Joint Base McGuire-Dix-Lakehurst, N.J.

USAF PHOTO BY RUSS MESEROLL

Bracing for the STORM

By PATRICK SWEAT, Staff Writer



This image of Hurricane Sandy shows the massive extent of its clouds, covering about 2,000 miles. Sandy's center was in the Bahamas at that time, and its western clouds were brushing the southeastern U.S. coast.

Photo Credit: NASA/Goddard/MODIS Rapid Response Team

I can remember my first hurricane like it was yesterday.

It was late September in 1989 and Hurricane Hugo was on a direct path to hit Charleston, South Carolina. Evacuations had been ordered, but my parents decided we would stay home and ride out the storm. So we boarded up the windows, stocked up on the essentials, and prepared ourselves for what ended up being one of the storms of the century.

When it finally made landfall in Charleston, Hurricane Hugo was a Category 4 storm. Hundreds of thousands of people were left without power and many homes were damaged or destroyed, resulting in an estimated $7 billion in total damage. My family was lucky enough to be about 30 miles inland—far enough away from the coast to avoid the 20-foot storm surge and coastal flooding but close enough to feel the effects for quite some time.

More recent hurricanes like Katrina and Sandy make my experience look like a walk in the park. Hurricane Katrina accounted for an estimated 1,500 deaths and a staggering $82 billion in total damage, leaving many of our Gulf Coast residents to completely rebuild their lives or start new lives elsewhere. Even today, millions in the mid-Atlantic continue to recover from the devastation left behind by Superstorm Sandy.

We are still in hurricane season, and it's not too late to prepare for the next big hurricane. Last

Visit www.Ready.gov or www.FEMA.gov for a complete list of emergency supplies you should consider including in your disaster preparedness kit.

minute preparations can be quite stressful and overwhelming, but you can do many things ahead of time to ensure you and your loved ones are adequately prepared.

Assemble a Disaster Preparedness Kit

While hurricanes offer some advance warning, these storms can still be quite unpredictable. You could be left without power or access to stores for extended periods of time, so make sure your family has enough supplies to survive for at least 72 hours. The Federal Emergency Management Agency (FEMA) recommends assembling a disaster preparedness kit that includes water, food, a flashlight, extra batteries, and other essential supplies. Having a disaster preparedness kit already assembled will allow you to spend less time at crowded stores and more time making other important preparations.

Develop an Emergency Communications Plan

It's hard to know where you and your family members will be when a disaster strikes, so it's a good idea to develop an emergency communications plan for your family. This plan can be as simple as sitting down with your family members to discuss how you will get in contact with each other, where you will go, and what you will do in certain situations—both before and after a hurricane strikes. You should also have a designated contact such as a friend or family member living in another area who everyone knows to contact in the event that you are separated.

Plan Your Evacuation

If you live in coastal or low-lying areas, chances are you may have to evacuate during a major hurricane. Familiarizing yourself with your surroundings and local evacuation routes will help ensure a quick exit.

Protect Your Home

Heavy rain and winds brought on by hurricanes can pose a large threat on your biggest investment—your home. Extensive flooding, downed trees, and flying debris can wreak havoc on your home, so knowing your surroundings and the threats you may face can help you plan for the worst. Keeping the trees in your yard well-trimmed, securing outdoor furniture, and installing storm shutters are recommended to protect your windows from flying debris.

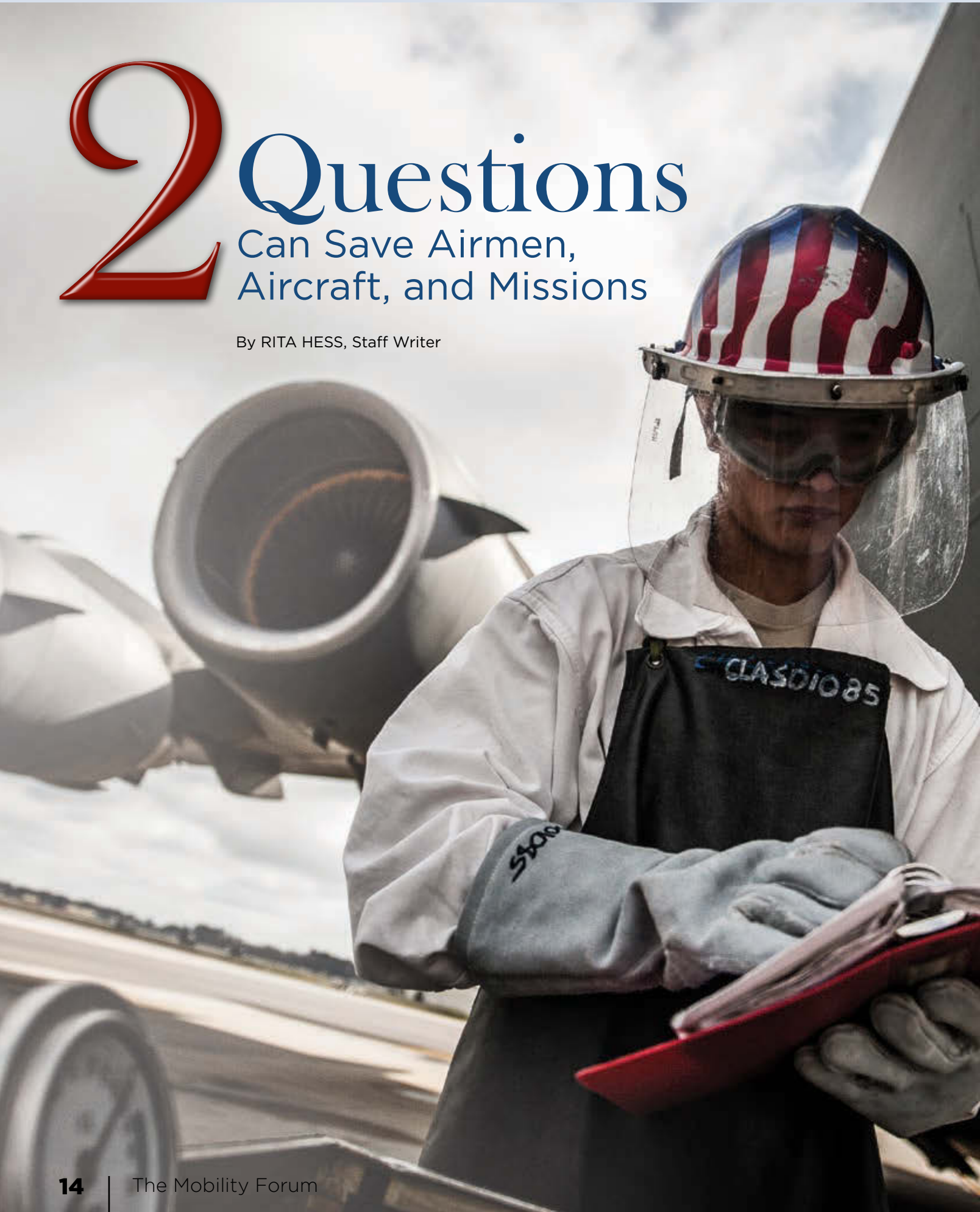
Extensive flooding can lead to very costly damage to your home. If you have gutters, make sure they are kept clean and free of debris or clogs so they function properly during heavy rains. You should also take an assessment of the elevation and flood risk of your property and identify higher grounds should you need to escape severe flooding. If your home is in a medium or high-risk flood area, you may want to consider investing in flood insurance.

For more information on flood insurance programs, visit www.floodsmart.gov.

Making these advance preparations now will help you save time, avoid added stress, and ensure your family's health and safety when the next big storm hits. Natural disasters like hurricanes are unavoidable, and the damage they leave behind is mostly out of our control. But we can all do our part to protect the health and safety of ourselves and loved ones, so make sure you make the necessary preparations well in advance. Stay informed. Stay prepared. And most of all—stay safe!

2 Questions Can Save Airmen, Aircraft, and Missions

By RITA HESS, Staff Writer



I learned a valuable safety lesson last spring when my sister nearly lost her vision in one eye while cleaning out a flower bed. You read that right. *She was cleaning a flower bed!* As she was pulling weeds and grass, a tiny leaf particle got into her eye and subsequently tore her cornea. For weeks, we administered medication and took her back and forth to ophthalmologist appointments until finally she healed—narrowly escaping the need for surgery.

If something as simple as a tiny speck of foliage can be this dangerous, think about the potential risks Airmen face every day while working on the flight line or in hangars performing "routine" tasks. Fully loaded pallets, moving aircraft, flammable liquids, hazardous materials, high-voltage equipment, work platforms—the list goes on and on. Each one is an ingredient for a potential mishap, and each mishap endangers Airmen, aircraft, and missions.

Why do accidents happen? That's a good question, considering that nearly every move we make is covered by a technical order (T.O.), checklist, job guide, operations order, or some other form of documentation or instruction.

One reason is because we sometimes become complacent. For example, if a T.O. tells you what personal protective equipment (PPE) is required for a task, it's **your** job to wear it! Properly fitting PPE can protect you from loud noises, temperature extremes, hazardous materials, sharp parts, and much more—but only if you use it.

Airmen sometimes think following a T.O. takes too much time and that it's okay to cut corners. Remember, every detail in a T.O. was written for a reason, sometimes even as a result of a previous tragedy. Spending the appropriate amount of time to perform each step in a T.O. is miniscule compared to the amount of time you'll spend explaining how and why you skipped a step when something bad happens. You may think the chance of getting caught or the chance of a catastrophe happening are remote, but you may be wrong. Dead wrong.

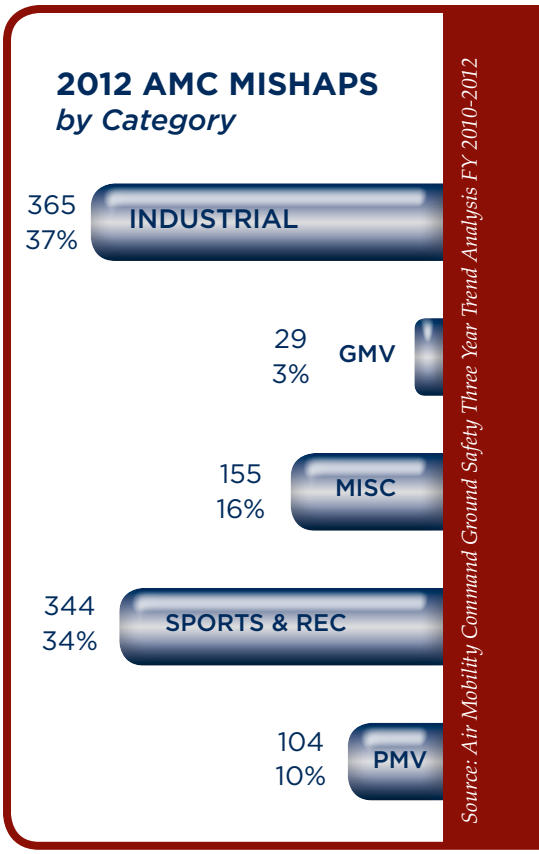
Another issue is that even when following a T.O., we sometimes get distracted. It may be trying to read or send a quick text or an email, or it may be a quick exchange of casual banter about a weekend cookout, a playoff game on television, your family, or a myriad of other subjects. The result is the same: if you aren't devoting full time and attention to your work, you are risking your life, the lives of fellow Airmen, and the success of the mission. Attention to detail and situational awareness are a must if you and your co-workers want to go home in one piece at the end of each day.

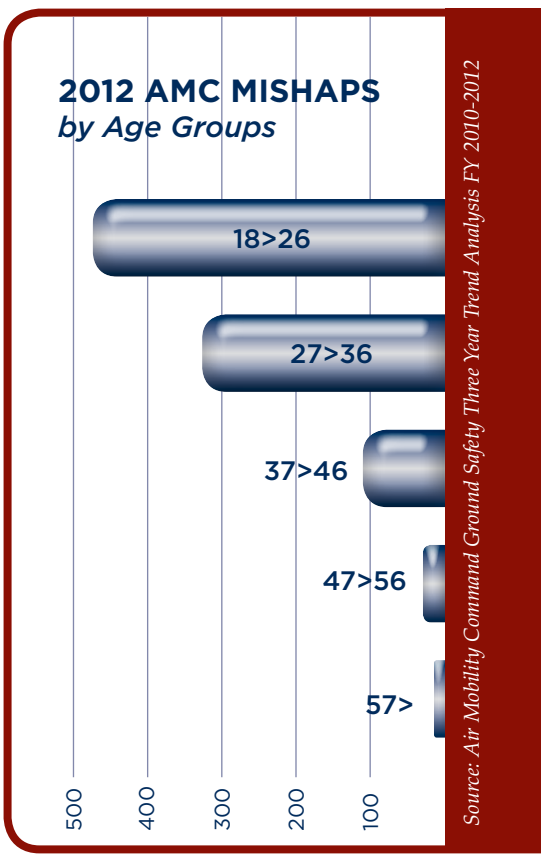
One reason some accidents happen is simply an unwillingness to ask for help. If you're performing a procedure and you need a hand, or if you just want someone to look over your work, speak up! Safety is a high priority, and not asking for help can result in a costly mistake.

Similarly, keep an eye on your fellow wingmen. Just because someone has a lot of years' experience or seniority doesn't mean he or she is the safest worker. Many accidents happen

Photo, previous page: A1C Nicholas McCracken, 437th Aircraft Maintenance Squadron crew chief, uses a technical order to complete the 20-step process of transferring liquid oxygen onto a C-17 Globemaster III at Joint Base Charleston, S.C.

USAF PHOTO BY SRA DENNIS SLOAN





from inattention or from trying to do a job too quickly, and someone who has been around a long time may be guilty of those infractions. If you see a co-worker performing a task incorrectly, unsafely, or differently than specified in the technical order, say something. Safety is everyone's responsibility, and you want to be a good wingman.

AFI 91-203, Air Force Consolidated Occupational Safety Instruction states:

No T.O., instruction, or operating instruction can address every hazard or potential hazard that may arise from a specific task or combination of tasks. Where situations exist that are not covered by existing directives, use a Risk Management (RM) process to assess risk associated with those situations and determine adequate safeguards or procedures to manage the risk.

This sound advice can keep you out of trouble on and off the job. When approaching **any** task, ask yourself two questions: *What's the worst that can possibly happen? What can I do to avoid it?* Answering the first question and addressing the second one can alleviate most accidents and keep us—and our aircraft and missions—intact.

A1C Brett Kiser, air transportation journeymen from the 436th Aircraft Aerial Port Squadron, checks on cargo on a C-5M Super Galaxy prior to the plane's departure.

USAF PHOTO BY MSGT SCOTT T. STURKOL

Type of Injuries

Sprains And Strains	365
Open Wound (Bite, Cut, Laceration, Puncture)	365
Contusion	114
Fracture	109
Other	18
Superficial Injury	17
Dislocation	16
Crush	15
Burns	14
Toxic Effects	10

Top Human Factors

Attention Management	326
Inattention	121
Judgment	108
Physiological	104
Discipline	62
Perception	56
Emotional State	37
Improper Procedure	35
Preparation	31
Accepted Risk	28
Improper Lifting	27
Overexertion	25
Situational Awareness	24
Complacency	16
Faulty Equipment	13
Inadequate Risk Assessment	13
Ergonomic	11
Weather	11
Proficiency	11

AMC Industrial Mishaps 2010 to 2012

Over one-third of all ground mishaps occurred on-duty where we have the most control of our environment. The result of any mishap can be minimal or tragic, causing minor injury, damage to equipment or even in some cases, major injury or death. AMC has done an excellent job over the past 7 years; no AMC member has died in an on-the-job mishap.

Source: Air Mobility Command Ground Safety Three Year Trend Analysis Fiscal Years 2010-2012

But in 2013 AMC lost two (2) Airmen due to fatal industrial mishaps.

Renee Napier, mother of driving under the influence (DUI) victim Meagen Napier, briefs a crowd of more than 500 at MacDill AFB, Fla on the devastating consequences DUI can have. Renee Napier made it her life's mission to prevent more unnecessary deaths like Meagan's.

USAF PHOTO BY SSGT BRANDON SHAPIRO

Mother of DUI Victim Brings Story to MacDill AFB

By SSGT BRANDON SHAPIRO
6th Air Mobility Wing Public Affairs

"I never would have imagined that I would spend my Mother's Day with all four of my children at a funeral home with one in a coffin."

That was the vivid picture Renee Napier, mother of the late Meagen Napier, painted during an alcohol awareness briefing held at MacDill Air Force Base.

Almost 11 years ago, Meagan Napier and her friend Lisa Jo Dickson were killed by drunken driver Eric Smallridge as they headed home. Shortly after, Renee Napier made it her life's mission to prevent more unnecessary deaths like that of Meagan's.

As the message continued, Renee made sure each of the more than 500 individuals in the standing-room-only theater knew that one selfish decision can impact many.

Midway through the presentation, and to the surprise of many, Eric Smallridge emerged from the crowd and took the stage.

"Every day, I ask God why I wasn't the one to die instead of them," Smallridge said with deep emotion. "If only I could trade places with them so they could realize the great lives they should have had, but I can't and they can't, and I will live with that reality every single day the rest of my life."

Smallridge made it clear to the audience no matter what the circumstances—peer-pressure, bad judgment, or not wanting to leave your vehicle overnight, driving under the influence should never be an option. Asking a sober friend or taking a taxi is a much better decision than ending up killing someone and being renamed Inmate P22679, he said.

Napier and Smallridge ended by asking everyone in the audience to take two pledges—one never to drive if you have been drinking or to get into a car with a driver that has been drinking. The second pledge was to spread the message of the devastating consequences of driving under the influence.

Safety Investigation Boards:

PROTECTING OUR AIRMEN BY LEARNING FROM OUR MISTAKES

By PATRICK SWEAT, Staff Writer

There are few things in life quite as rewarding as saving lives and preventing injuries. Every Airman in every part of the world accomplishes this every day in some form, but at times certain individuals are called upon to step outside their daily mission to save lives in a different way. One of these individuals is Col William D. Anderson, Jr., 305th Air Mobility Wing, who was recently tasked with leading a safety investigation of a ground mishap that occurred at another unit.

A mishap in the workplace can have a big effect on a unit's ability to carry out its mission. "If we can't ensure safety for our folks," states Col Anderson, "then we can't ensure mission effectiveness or efficiency." Mishaps can often be avoided, and safety investigations provide valuable information that can be used to help ensure the safety of the Air Force's most valuable asset: Airmen.

Following a mishap, AMC conducts a two-phase investigative process. An initial safety investigation begins immediately after a mishap occurs and is conducted by a safety investigation board, or SIB. The SIB's main objective is to prevent similar mishaps from happening again.

"Understanding why the mishap happened is obviously the first key part of the investigation," Col Anderson explains. "Without knowing exactly what happened and why, it's very hard to make recommendations so that it doesn't happen again."

At the conclusion of the safety investigation, a second investigation is conducted by an accident investigation board for mishaps involving a fatality or damage in excess of two million dollars. While the safety board process is focused primarily on preventing future mishaps, the accident investigation is conducted in order to provide a report for public release.

"We want to divorce the two processes," explains Col Anderson. "We want our people to feel free to come forward with evidence or information. The safety investigation is not there to find fault or punish anyone and is not releasable to the general public. When we divorce the two processes, it helps those involved be more forthright in what they're willing to talk to us about."

Most Class A SIBs are headed by an O-6 (Colonel) and usually consist of 6–10 officers or NCOs, while Class B boards are generally led by Lt Colonels. After the mishap occurs, the convening authority starts the process by sending out a tasker to recruit SIB members. The board members are sought out based on their expertise with the mishap situation; they could be medical professionals, mechanics, subject matter experts, and any other specialists closely related to the situation conditions. A solicitation is sent out to all eligible wing commanders, who then submit their list of eligible candidates. In his case, Col Anderson's name had been up for consideration at least five times before he was actually selected.

As with most safety investigations, Col Anderson's team was called together on very short notice—arriving on location just one day after being selected. Much of the success of these investigations rests on the SIB's ability to quickly assess all evidence and keep the investigation on schedule.

"Time can be your biggest enemy," said Col Anderson. "If there's something you should have done right away that you didn't, you can never go back and recreate those exact circumstances."

During the investigation, the SIB goes through a very methodical process, during which interviews are conducted, evidence is examined, and medical specialists are consulted for a thorough review of any available autopsy and/or toxicology results. The first week, often the most important, is usually spent collecting all available evidence.

As with any big project, **communication** is the **key to success.**

Col Anderson explains that each investigation has its own personality, and even the simplest mishap can turn into a very complex investigation. "The more you delve into it, the more complex an accident or mishap can become," he said. "A lot of our time was spent discussing what we knew and how we knew it."

Col Anderson attributed much of his investigation's success to the extremely knowledgeable and dedicated experts with whom he worked. "No one ever said 'that's not my job.' Everyone on my team was willing to do whatever needed to be done to reach the best conclusion and provide the best recommendations," he remarked.

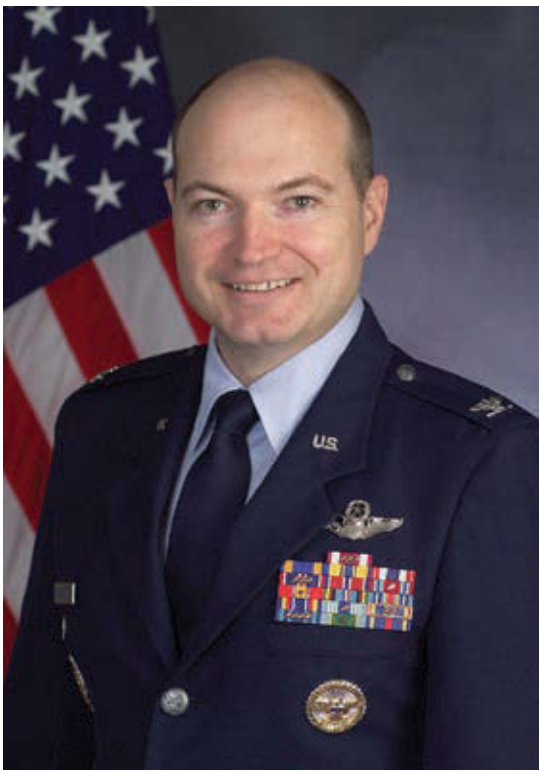
The level of cooperation and support didn't stop with his team, though. Col Anderson did not initially realize what a high level of interest there would be from senior MAJCOM leadership during the investigation. "It was nice to know we had the unconditional support of senior MAJCOM leadership and that they took a very personal interest in our investigation," explained Col Anderson. How and why mishaps occur and how they can be prevented is clearly a high priority. He went on to explain that the desire of all parties to ensure this type of mishap never occurred again resulted in "an amazing degree of cooperation from everyone involved."

He also identified a few key components that helped keep his team on track with the investigation:

1. **Maintaining open communication with the MAJCOM –** As with any big project, communication is the key to success. Keeping the MAJCOM informed of the investigation's progress and any issues that arise is very important to the success of the investigation.
2. **Staying on schedule –** Time is of the essence when it comes to safety investigations!
3. **Monitoring progress –** Make sure your team is always on track to reach the next goal in the investigation.
4. **Staying focused and organized –** Conduct daily meetings with your team to discuss what's been learned, what new questions have been raised, and what targets need to be met to adhere to the investigation's timeline.

Many times, board members and presidents do not get to experience the extra gratification that comes from having some of their recommendations adopted and implemented. "Our hope was that the recommendations we made would be followed and that they would help make for a much safer work environment," Col Anderson explains, "so it was very gratifying to see that a major change occurred less than a week after we recommended it."

The experience was challenging, yet rewarding, for Col Anderson. He learned just how thorough the 30-day process is required to be. "Thirty days became a very intimidating target when I started to realize all of the different requirements to produce the final report and the level of analysis, deliberation, and documentation required," he said. "But we set out goals early in the process and worked hard to meet them to keep ourselves on schedule. I have a much better understanding of the process and how powerful the impact of our results can be."



Col William D. Anderson, Jr.

His advice to those who may be up for serving on future safety investigation boards: don't walk away from the opportunity. "It's always hard to get involved in an accident, especially being an outsider coming in to investigate a unit that has just suffered a tragedy," Col Anderson explains, "but you can make a tremendous difference in the lives of future Airmen. That makes it all worthwhile!"

GROUND

GOAL, OBJECTIVES

GOAL: Relevant, responsive, and en
prevention across the spectrun

Objectives

1. **Ensure Operational Readiness**
   Eliminating mishaps increases our operational readiness and strengthens our ability to accomplish the mission by having assets readily available to deploy when and where needed to win today's fight as part of the joint/coalition force.

2. **Eliminate Unsafe Acts and Hazardous Conditions that Contribute to Mishaps**
   The proactive identification, assessment, and timely abatement of unsafe acts and conditions are precursors to a safe and healthful workplace — a basic requirement for taking care of our Airmen and families.

RISK MA

IDENTIFY → ***ASSESS*** → ***DECIDE***

D SAFETY

, AND STRATEGIES

gaged safety staff focused on mishap
n and reach of AMC operations.

Strategies

- Enhance the technical proficiency of AMC safety offices globally
- HQ AMC ground safety staff obtain qualifications to train the OSHA 10- and 30- hour courses at AMC installations
- Continue to reduce the number of private motor vehicle mishaps by maintaining commander's emphasis, combined with effective traffic safety education and training
- Reduce on-duty industrial mishaps across the spectrum of operations

Air Mobility Command Ground Safety Three Year Trend Analysis for Fiscal Years 2010-2012

NAGEMENT

IMPLEMENT → ***SUPERVISE/REVIEW***

BERLIN AIRLIFT:

THE FOUNDATION FOR AIR MOBILITY COMMAND

By KIM BRUMLEY, Staff Writer

U.S. Navy Douglas R4D and U.S. Air Force C-47 aircraft unload at Tempelhof Airport during the Berlin Airlift.

The United States and her remaining allies refused to stand by and allow innocent people to starve, but knew there would be bloodshed if the blockade was broken by force.

THE YEAR WAS 1948. World War II was over but still fresh in the minds of everyone. A major question was what to do with the devastated and defeated country of Germany.

The victorious Allied Powers established control over the broken country and divided Berlin, its former capital and its heart, into four sectors. The western half was divided between Great Britain, France, and the United States. The entire eastern half was taken over by Soviet rule under Stalin. In retrospect, the decision to unite forces with a tyrannous leader such as Stalin prior to the war seems outlandish, but when compared to Adolf Hitler, he was the lesser of two evils. But, because of his ideology, it was no surprise that he instigated tensions with his former allies over Berlin. With manifest destiny in mind, Stalin wanted to establish permanent reign over all of Berlin, while his comrades planned to rebuild and return control to the people of the once great city.

Tempers flared, diplomacy failed, and it was feared another bloody war would ensue when Stalin blockaded the city and all its inhabitants. This left well over 2 million men, women, and children in the city completely cut-off from vital supplies. The United States and her remaining allies refused to stand by and allow innocent people to starve, but knew there would be bloodshed if the blockade was broken by force. A well-devised strategy had to be developed quickly to save the people.

Although Stalin had a stronghold of East Berlin on the ground, he didn't control the sky above, so it was determined supplies would be airlifted. An airlift of that magnitude had never been attempted. At first, it must have seemed impossible to accomplish. According to **Spiritoffreedom.org**, "It was determined that the city's daily food ration would be 646 tons of flour and wheat; 125 tons of cereal; 64 tons of fat; 109 tons of meat and fish; 180 tons of dehydrated potatoes; 180 tons of sugar; 11 tons of coffee; 19 tons of powdered milk; 5 tons of whole milk for children; 3 tons of fresh yeast for baking; 144 tons of dehydrated vegetables; 38 tons of salt; and 10 tons of cheese. In total, 1,534 tons were needed daily to keep the over 2 million people alive. That's not including other necessities, like coal and fuel. In fact, the largest quantity of anything required was coal. It wasn't needed to heat homes as much as it was necessary for industry. In addition, there was limited electricity because the city's power plant was located in the Soviet sector, so that was cut off as well. It was determined that in total supplies, 3,475 tons would be

3 minutes between takeoffs

328
days the blockade lasted

2 million
The population of Berlin at the time

900 calories in a daily German ration

1,534 tons of food needed daily

1.5 million
tons of coal delivered

2.3 million tons of food and supplies delivered

278,228
flights flown

93 million
miles flown

23 tons of candy dropped to Berlin children

31 American lives lost during the Berlin Airlift

Information courtesy The Truman Library, Berlin Airlift Foundation, and Spirit of Freedom Foundation

A U.S. Air Force Douglas C-54 Skymaster making a "Little Vittles" candy drop on approach to a Berlin airfield.

needed daily. A C-47 can haul 3.5 tons. In order to supply the people of Berlin, C-47's would have to make 1000 flights each day."

All the cargo and flights were to be orchestrated out of two West Berlin airports—one was Tempelhof in the American sector, the other was Gatow in the British sector, so 1,000 flights a day had to be reduced to a more manageable number. As a result, C-54's were brought in because they were able to haul three times the cargo of the C-47. In addition, a third airport called Tegel Airfield was added in the French sector. The skies over East and West Berlin became a super highway for the 24/7 convoy of planes that delivered goods to the people for "Operation Vittles." The operation went on for 15 months before the Soviets conceded.

During the Berlin Airlift, the United States Air Force pushed beyond all previous boundaries and proved that anything is possible with enough determination, ingenuity, courage, and brilliant leadership. The airlift is one of the greatest humanitarian airlift efforts in history and was the foundation for the Air Mobility Command.

CANDY BOMBER MADE LIFE SWEET FOR MILLIONS

Little things often come in the form of simple acts of kindness, sincere words, or small tokens. At times, those little things can have huge impact by lifting morale and providing hope in the darkest hour—sometimes even inspiring a nation. "There are those in this world without hope … and so often the symbol of hope comes on the tail of an Air Mobility Command aircraft," said retired Col Gail Halvorsen, who was a C-54 pilot during the Berlin Airlift.

Known as the Candy Bomber during the airlift, Halvorsen became a legend to the children of Berlin by dropping 23 tons of candy from his C-54. Those children who did not receive "sweet gifts from the sky" were mailed candy upon request. No one was left out.

Halvorsen's simple acts of kindness shed a ray of light on the situation and gave the children hope. So remember, whatever part of the world you may be in, you too can make life sweeter for others, just like the Candy Bomber.

Photo above left: 1Lt Gail Halvorson, also known as the Berlin Candy Bomber, fills mini parachutes with candy for the children of Berlin. During the Berlin Airlift, Lieutenant Halvorson dropped the candy out of his plane for the children; an event now referred to as Operation "Little Vittles."

Photo above right: Retired Col Halvorsen signs autographs for children in Puerto Rico at one of his annual visits.

USAF PHOTO BY TSGT BEN GONZALES

Capt Ryan Petersen, 92d Operations Group executive officer, displays proper wear of protective motorcycle equipment at Fairchild AFB, Wash.

USAF PHOTO BY SRA TAYLOR CURRY

GET YOUR MOTOR RUNNIN'

By MSGT JULIE MEINTEL
445th Airlift Wing

Fall doesn't mark the end of motorcycle season for everyone! Many riders keep their bikes running much further into fall and even winter, and they get started much earlier in the season than fair-weather riders do.

No matter when you break out your ride, though, it's a great time for a refresher on some basic safety rules. I went to my local safety experts, the 445th Airlift Wing's safety office, to find out more about what the Air Force has to say about motorcycles and safety. As it turns out, CMSgt Dennis Pearson is not only the safety guy but a rider as well, and he has some great insight into riding safely and still having a blast.

He came to us at the 445th Airlift Wing in southwest Ohio from March Air Reserve Base in California, where the weather, the terrain, and the riding conditions are quite different. In spite of those differences, the safety rules stay the same. Practice, practice, practice, and training, training, training are the names of the game. The first thing you will need to do to ride on base, whether you've just PCS'ed or you've just bought your first motorcycle, is to go find your Unit Motorcycle Safety Representative. That person

USAF photo by SrA Taylor Curry

is the unit's point of contact for commanders, directors, and the base safety folks. It's their responsibility to ensure that riders in their unit have access to motorcycle safety information and briefings, as well as researching answers to riders' questions on things like licensing, registration, and training. Now, this person will not teach you to ride but will help you get up to speed on local base procedures and Air Force directives about riding.

There are a couple of rider's courses you may have to take to ride on your base. These are called Basic Rider's Course 1 and Basic Rider's Course 2. Just as you probably guessed, Basic Rider's Course 2 covers a bit more advanced material. However, neither of them are racing or trick riding courses; if you're going to do that type of riding, it belongs at the track, not on base or on public roads.

Basic Rider Course (BRC1) and Basic Rider's Course 2 (BRC2) are both taught on and off base, and both are generally free on base. You must have your own motorcycle for BRC1, unless you take it off base, where they may provide you with a 250cc bike for learning purposes. Basic Rider Course 2 (BRC2) is for avid riders who have ridden a minimum of 2,000 miles and are confident with their riding abilities, and you must have your own bike to take it.

Refresher training is important, even if you are a regular rider. DODI 6055.04 **requires** all military personnel to complete refresher training every five years, and DODI 6055.04 **recommends** civilian personnel to complete refresher training every five years as well. In addition, the Motorcycle Safety Foundation (MSF) **recommends** BRC2 course every three years or when you get a different bike.

To make sure all riders in a unit are current and riding within the regulations, the Unit Motorcycle Safety Rep will track them using a Motorcycle Unit Safety Tracking Tool (MUSTT). ALL military riders must be entered into this system. If there are civilian riders in the unit, it is at the unit's discretion to enter them.

Before you hop on for your first ride of the summer (or spring, or any time you haven't ridden in awhile), you should perform a thorough safety inspection of your machine. In fact, you really should perform a thorough "preflight" every time you ride, but it's absolutely critical to do it when the bike has been sitting in a garage for a few months. At a minimum, you should check your headlights and two front mirrors, be sure your bike is in tip-top mechanical condition and has a current state safety inspection; check your tires; secure all accessories; and test your emergency braking.

There is an acronym that can help you remember all of the important things to check when you're inspecting your bike: TCLOCS. It stands for

T - Tires and Wheels
C - Controls
L - Lights and Electrics
O - Oil
C - Chassis
S - Stand

Once you feel confident about your bike being in top-notch condition, it's time to take a look at what you are wearing. In warmer climates, a tee shirt, shorts and flip-flops are not the safest combination of clothing. You really need long pants and long sleeves or a jacket of some type. Leather is most riders' first choice for its protective qualities; if you should go down, you will need a sturdy layer of abrasion-resistant SOMETHING between your skin and the hard pavement.

In addition to long pants and sleeves, you need full finger gloves, sturdy over-the-ankle boots, eye protection and an approved helmet. Full-face helmets include a shield that will protect your eyes from bugs and road debris very well, as long as you

keep it closed. According to Chief Pearson, one of the joys of riding is being closer to the sights and smells of nature. Having spent several years riding in California, breathing in the clean mountain air and riding along the winding mountain roads, he assured me you can still enjoy the experience with the shield closed.

If you come in to work early and it's winter time, chances are it's still going to be dark. You have to make yourself visible—it's that simple. Most automobile drivers are probably not willfully ignoring you, but your bike is smaller than their car or truck, and you can fit very neatly into their blind spots. They are not looking for you. As a motorcyclist, it's your job to make them see you.

After you are fully outfitted to ride and you've made sure your bike is running smoothly, start slowly. Even if you're an experienced rider, take a couple of shorter, slower rides just to re-acclimate to being on two wheels. Be mindful of the weather you're riding into; it may be clear and sunny where you are, but weather can change quickly, and wet roadways can be treacherous. It's wise to be the most cautious when it first starts to rain, and watch for oil or gasoline spots on the road because they get slick very quickly. Also, watch for any debris in the road or gathered in the curves, especially leaves; they can be deadly.

Your best defense with obstacles or debris in the road is distance, prudent speeds and practice in emergency maneuvering. Speaking of speed, the National Highway Traffic Safety Administration (**www.nhtsa.gov**) statistics point out that speed is one of the top four causes of motorcycle accidents, along with insufficient riding experience and formal training, and lack of situational awareness.

On a personal note, my husband used to ride quite a bit, and he had a serious accident several years ago where he was forced to lay his bike down to avoid a near head-on collision. Thankfully, he recovered completely from his injuries and is fine today, but he no longer rides. Chief Pearson said, "That's actually pretty common—for people to stop riding when they've had an accident. They realize how much worse it might have been, and they feel like the fun of riding isn't worth the risk anymore."

The bottom line for motorcycle safety is to practice some risk management: know your limits and what your bike can do. Wear protective gear, maintain situational awareness, and make yourself visible to other drivers. Learn how to ride, and practice often.

Perhaps the title of this article brought to mind some familiar words to a classic song that capture the carefree and laid back spirit of riding. Get out on the highway, look for your adventure, and race with the wind; just remember that you need to pay attention and do a little bit of preparation. That way, you'll be sitting pretty and riding safe all year.

The **Motorcycle Safety Foundation** has some great videos and checklists you can download at **www.msf-usa.org** and keep with your bike for easy reference. For example:

- Get trained and licensed.
- Wear protective gear—all the gear, all the time—including a helmet manufactured to the standards set by the DOT.
- Ride unimpaired by alcohol or other drugs.
- Ride within your own skill limits.
- Be a lifelong learner by taking refresher rider courses.

USAF PHOTO BY SRA TAYLOR CURRY

http://msf-usa.org/downloads/T-CLOCS_Inspection_Checklist_2012.pdf

It'll Be Over Soon

By HIYAN SISSON, Staff Writer

When my husband was given his first squadron command, I was asked to take a week-long leadership course. I thought this was rather silly; after all, he was the one taking command, not me. But I thought, *what the heck*, so I went. The first day of the course, I found myself in a classroom surrounded by other spouses, all of us looking a bit sheepish and out of place. I was sure they all were wondering, as I was, "What am I doing here?" Our first speaker soon answered the question.

A burly giant of a man bounded into the classroom—his every stride conveyed determination, his uniform flawless, and his high-and-tight haircut severe. It was as if he had stepped right out of a recruiting poster because he was the epitome of warrior ethos. Yet, as he faced his dazed audience, he flashed a welcoming smile and I noticed on his chest, he wore the cross of the chaplain's corps. His booming voice caught our attention as he said, "I know you're all wondering why you are here. Asking, what possible contributions you, as spouses, have to make to your husband's or wife's commands. Well, let me tell you a story of a young serviceman I knew…." And so began the story that changed my outlook on what it means to be a military spouse.

It so happened that this serviceman was a member of a combat unit, stationed abroad with his young family. It was difficult for the entire family to be so far from home. The unfamiliar surrounding and long separations were especially hard for his wife. Shortly after the birth of their second child, he began to notice his wife did not seem herself. One night, he walked into the kitchen to find his wife standing over the sink. On the counter next to her was an empty bottle of pills. As he approached in alarm, she quietly turned to him and said, "It's okay honey. It'll be over soon." Panicked, he called base emergency and prayed the ambulance would make it in time.

As the paramedic readied her for transport, the serviceman's phone rang. It was his commanding officer, calling to offer assistance. Many military men and women will tell you, no matter the circumstances, when they hear their CO's voice, they snap into professional mode. And, so it happened with the young man. Military bearing and stoicism took over, "Yes, sir." "No, sir." "I have it under control, sir." "Thank you, sir. I'll be sure to keep you informed." Click.

A few seconds after he hung up, the phone rang again. This time a female voice was on the other end. It was his CO's wife. "Okay," she said. "You've done the good soldier thing. Now tell me what you really need." At this point, everything the young man was holding back—his fears, his confusion, and his pain—flooded out. She listened, gave the few words of comfort that she could and then circled the wagons. The kids were taken care of, as was his home—the CO's wife and the large network of unit spouses made sure of that. All he needed to do was focus on his wife and her recovery. The chaplain

was happy to report the young man and his family were able to heal and forge a happy and enduring marriage while adding two more kids to their joyful brood.

I've been a military spouse for many years, but until that moment when the chaplain's story ended and we all sat in silence, holding back tears, I never believed I made any contributions to a unit's success. Yes, I've been involved in numerous spouses' organizations and actively participated in Family Readiness Groups (FRG). I did so not because I believed it served a higher purpose but because it was fun. I found wonderful friendship and forged lasting memories. But after that leadership course, I realized those friendships were the networks I turned to in times of crisis, the support I sought when deployments were too long. They were the wagons I could call to circle around me.

This is not by accident. These organizations exist for my benefit as a military spouse, and my involvement helps others in turn. In the years that followed, I've seen firsthand how FRGs and spouses' organizations enhance morale and promote unit success. Our lives can be exciting, full of adventures and rewards, but it can never be labeled easy. But there is help out there: your unit, your FRG, the family service center, the medical or chaplain's office. They exist to care for not just the military member, but also the families that support them. It takes courage to follow your spouse to a foreign county, leaving everything you know behind. It takes courage to say goodbye to your loved one as he/she leaves to where you cannot follow. It takes courage to wait the long lonely months for that person to return, all the while keeping the home front strong. It also takes courage to say, "This is hard and I need help."

I often think back on the story of the young man and hushed silence that followed its ending. And I remember the chaplain's satisfied smile as he walked to the door but then turned back to us with these last words, "By the way, that young man … was me. Thank you for doing what you do."

Note: Military families are eligible for counseling through Military Family Life Consultants (via the Airman and Family Readiness Center), Military OneSource, and Tricare (no referral required for mental health care, simply select a provider online). Mental Health clinics at Air Force medical facilities may see dependents on a space available basis, or can assist in coordinating appropriate referrals. Additionally, the Behavioral Health Optimization Program (BHOP) places mental health professionals in the primary care clinics. These can be accessed by visiting your assigned Primary Care Manager.

Kori Ramirez, an Airmen and Family Readiness Center community consultant, teaches the Initial Key Spouse class every other month at the A&FRC at Little Rock AFB, AR.

USAF PHOTO BY A1C CLIFFTON DOLEZAL

"When it's Brown, it's Cookin'..."

By MONTE NACE, Staff Writer

My mom liked food well done and often told us, "When it's brown, it's cookin'. When it's black, it's done." If one of her smoke alarms sounded while she cooked, she often grabbed a broom and beat it unmercifully until it fell to the floor. Luckily, her quest for well-cooked food never caused a fire, but she came close a few times.

The theme for National Fire Protection Week, which runs 6-12 Oct. this year, is Prevent Kitchen Fires. It's a universal theme because people of all ages—from toddlers to teenagers to seniors—spend time in the kitchen. And not surprisingly, cooking is the number one cause of home fires. According to the National Fire Protection Association (NFPA), cooking was involved in approximately 156,300 home structure fires reported to U.S. fire departments in 2011, causing 470 deaths, over 5,000 injuries, and $1 billion in property damage.

Some prevention strategies are obvious. Among them:

- Don't leave the kitchen—even for a minute—without first turning off the appliance you're using.
- Don't allow yourself to be distracted by people, cell phones, television, etc.
- Keep utensils, potholders, and paper products (e.g., paper towels, wrappers) away from heat sources.
- Keep appliances clean (this includes ovens, stovetop burners, microwaves, toasters, and toaster ovens).
- Keep clothing (sleeves, ties, etc.) away from heat sources.
- Check foods regularly, and use a timer to remind you that you are cooking.

Some kitchen fire prevention tips are less obvious. Have you ever used the oven or stovetop when sleepy or after consuming alcohol? (*Not asking for a show of hands ... just asking!*) I admit to heating up leftovers after pulling overtime, and I've thrown together a quick meal for friends after a few beers. In hindsight, those weren't good moves.

Even though the goal this year is to **prevent** kitchen fires, do you know what to do if one *does* start? Would you react appropriately or

would you panic? Your answer is important, because the NFPA says a majority of cooking fire injuries occur from trying to fight the fire.

First and most obvious is that if a fire is already beyond what you can handle, evacuate everyone quickly and call 911. Nothing you own is worth risking your life to save. But you *may* be able to do something if you see a fire start. Frying poses the greatest risk for kitchen fires, so let's use that as an example.

If cooking oil or grease ignites **in the pan**, use an oven mitt or potholder and slide a lid onto the pan to smother the flames. Turn off the burner and leave the lid in place until the pan cools.

If oil or grease is burning **outside the pan** but in a very small area, you have two choices: (1) evacuate and call 911, or (2) use a fire extinguisher.

A discussion on fire extinguishers could fill the pages of this entire issue, but here's a quick overview. Fire extinguishers are classified according to the type of fire they are capable of extinguishing, such as flammable liquids, electrical fires, or combustible metals. Multi-purpose extinguishers are generally a good choice for home use, as they can be used for several types of fires.

For a fire extinguisher to be effective, however, you must use it correctly, so experts suggest you remember the acronym **PASS**.

P **ull the pin.** With the extinguisher nozzle pointing away from you, step back 6-8 feet from the flame.

A **im low** (toward the base of the fire).

S **queeze** the lever slowly and evenly.

S **weep** the nozzle from side-to-side slowly.

You must also put yourself between the fire and a clear exit so you can leave quickly if things go awry. Obviously, leave immediately if the room begins to fill with smoke or your instincts tell you a fire is beyond your capability. It's also critical to examine and maintain your fire extinguisher according to the manufacturer's recommended schedule.

Just as this year's theme implies, your best bet is fire prevention. But if an accident happens or if you share my mom's love of well-cooked foods, remember this: fire can spread quickly, and your first priority must **always** be to get out safely.

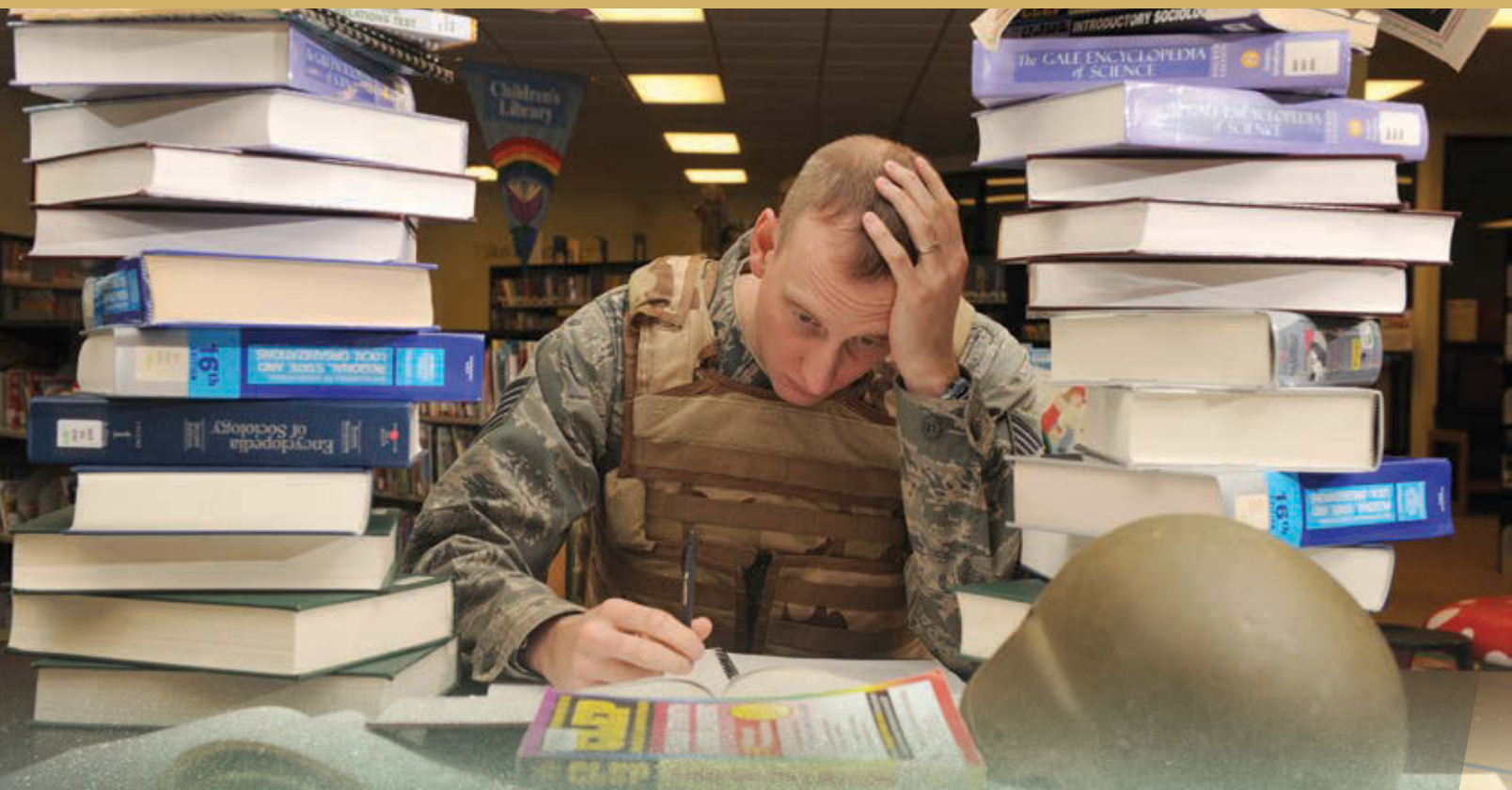
FIERY STATISTICS

According to NFPA 2006-2010 annual averages:

- The leading cause of fires was unattended cooking.
- Clothing was the item first ignited in less than 1 percent of fires, but the incidents accounted for 16 percent of the cooking fire deaths.
- Some 57 percent of cooking fire injuries occurred when victims tried to fight the fire themselves.

Firefighters from 375th Civil Engineer Squadron raise a turn table ladder over the Air Mobility Command headquarters building during a training scenario.

USAF PHOTO BY SSGT STEPHENIE WADE



Back-to-School Facts for Big Kids (YOU!)

By MARC AUSTIN, Staff Writer

Every fall, *The Mobility Forum* includes an article about students returning to school. We previously covered topics ranging from bus safety to bullying. This year, we decided to address an entire student population we've never focused on before: adults!

Updating your skills or obtaining a degree can make you more desirable in the eyes of employers and increase your odds of a promotion. That's a good thing! But take it from someone who has been there/done that: going back to college or starting college later than your peers can simultaneously be one of the scariest and most rewarding things you ever do.

So this fall, I want to address those of you who are non-traditional students returning to school or thinking about it, because you may face some of the same concerns I once did.

Photo Above: CCAF and education center officials provide many resources for helping Airmen finish their associate's degree, including College Level Examination Program tests and on-base classes.

USAF PHOTO BY A1C BENJAMIN WISEMAN

FACT: Entering a classroom as an adult can be stressful.

Whether it's your first time ever, your first time since returning from deployment, or your first time in many years, simply *thinking* about walking into a new classroom can strike fear in the heart of the bravest soldier. Fear of failure, fear of not being smart enough, fear of being the oldest student in the room—the list goes on.

While most of these fears are unfounded, the self-induced stress from wondering *"Should I enroll?"* or *"Shouldn't I?"* can be a safety issue. If you're preoccupied worrying about whether you'll be able to juggle schedules or memorize test material when your mind should be on fixing or flying planes, you're risking your safety and that of your fellow Airmen. Attention management was the leading (human factor) cause of on-the-job AMC ground mishaps in FY2010–FY2012. Inattention was second on the list (see sidebar on page 16).

If you ultimately decide to enroll, be realistic about the number of courses you can handle. Don't take on too much, especially if it's your first time in a college classroom or your first after many years. On average, you'll want to allow for 3-4 hours of work and study time per week for each credit hour.

FACT: You need a support system.

Most non-traditional students have responsibilities outside the classroom, and there will be a period of adjustment in your personal life, especially if you have a family. But if everyone understands why it's important for you to continue your education (e.g., new career possibilities, promotion), they'll be more willing to help you succeed by pitching in—even if it's simply giving you "quiet time" when you're studying.

Don't be afraid to ask your supporters for help, and be willing to accept it when offered. Why is this important? Because if you're burning too much midnight oil trying to be everything to everybody, you aren't as alert and capable as you could be the rest of the time. And if your school schedule causes discord in your family, that's an additional stressor that affects you physically, mentally, and emotionally—a distraction that can be a potential risk, whether you're driving to class or going through a checklist on the flight line.

FACT: Sometimes being a grownup is hard.

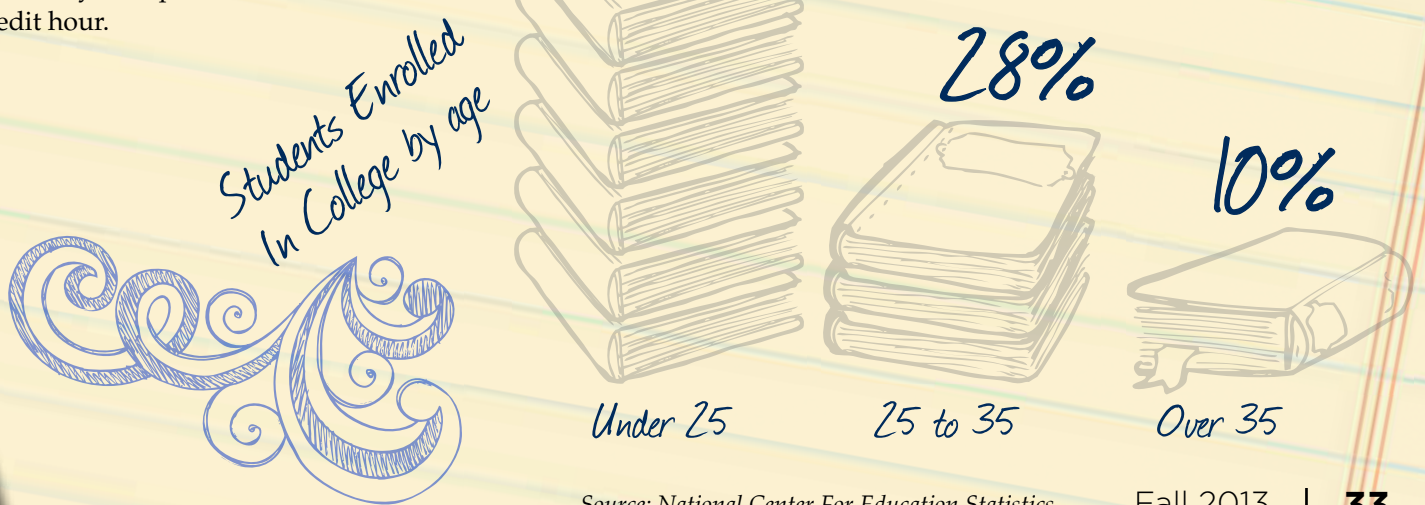
If you think you've overextended yourself and you are having difficulty juggling all your school, work, and home responsibilities, don't wait—get help!

At school, talk with your instructor or counselor, or find a tutor or study group to help you through difficult classes. If you feel things slipping at home, have a heart-to-heart with your family; tell them how you feel and what you need. At work, talk to your supervisor, especially if your scholastic endeavors keep you from focusing on your job.

In addition to asking for help, try to remind yourself what motivated you to attend school—whether it's a promotion or to better your financial situation. This can sometimes be enough incentive to get your through the rough patches.

FACT: Success is sweet!

Don't forget to reward yourself along your higher education journey by celebrating your successes. An "A" on an especially difficult exam or successfully finishing a tough semester is a good reason to reward yourself and your supporters with something special. Good luck in your educational endeavors!



Source: National Center For Education Statistics

There I Was...

Of Close Calls and the Value of Training

By CAPT JORDAN BIRT
91st Air Refueling Squadron Pilot

There I was on my first deployment as an aircraft commander. My goal was to keep my head down, fly a lot, and do everything I could to not get noticed. I wanted to successfully fly the missions that were assigned to my crew and me, while not bringing attention to myself for being the new guy or the young kid.
I never thought about the flights and situations where one could inevitably become the subject of squadron, group, and wing level discussions by a circumstance outside of my control.

Nothing in particular seemed to be different as my crew and I got ready for a mission one day. We were nearly full with gas, with 180,000 pounds of jet fuel to deliver to receivers once we flew into Afghanistan.

My crew and I did our preflight briefings, performed ground operations, started engines, and took the runway for departure. We executed normal static take-off procedures and released the brakes to begin our take-off roll. Upon setting our throttle position, I found it odd that both outboard engines were already in the cautionary range for temperature. While not extremely out of the ordinary, it was different since the temperature hadn't been too hot that day. Following procedure, we continued the take-off despite the cautionary lights.

When we reached 137 knots, about two seconds prior to decision speed to abort or continue the take-off, I noticed that the #1 engine on my left wing was no longer in the cautionary range and was in the failure range. The indications from the gauge indicated that I likely had an internal fire in the engine, and the jet was not suitable to fly due to a lack of thrust.

Simultaneously, the jet lurched left of centerline and assumed a heading that was rapidly taking the plane off the runway surface. This was

A maintainer pulls the chocks as an Air Force KC-135 Stratotanker prepares to depart on a refueling mission over Southwest Asia.

USAF PHOTO

I went from doing a typical everyday take-off to being completely occupied trying to steer the jet and putting my all into keeping us on the runway.

due to an asymmetric condition that existed with the failing engine. I knew immediately that this wasn't a jet that we wanted to take into the air and called for an abort.

I wish I could say that I called the abort with confidence and clarity, but if you ask my crew, they would probably tell you that my voice raised a few octaves and my abort call was muddled and confused. I went from doing a typical everyday take-off to being completely occupied trying to steer the jet and putting my all into keeping us on the runway.

Flying with an experienced crew has its benefits, and this day was no exception. We immediately reduced the throttles to idle per the KC-135 boldface procedures. Once the throttles were in idle, I called for our boom operator to examine our engine gauges, which he was already doing.

With the throttles in idle, I was able to gradually steer us back toward a heading that was aligned with the middle of the runway and finish the abort procedures, which require applying the brakes and speed brakes.

Since we were heavy and at high speed, I knew that stopping the jet on the runway would require braking at maximum effort. It seemed like the jet initially wasn't slowing down, but it eventually slowed to a controllable speed. Finally, I knew that we'd be able to keep the jet on the runway and save the asset. We taxied clear of the runway and did a controlled evacuation of the jet. I could tell the stopping distance was grimmer than I had anticipated when my boom operator told me that the brakes were glowing and he could feel the heat coming off them from 30 feet away.

A1C Christopher Cannon, 91st Air Refueling Squadron boom operator, reads over a boom operator checklist before performing an in-flight aerial refueling mission inside a KC-135 Stratotanker, out of MacDill AFB, Fla.

USAF PHOTO BY SRA MELISSA V. BROWNSTEIN

When it was all said and done, the situation was just as our crew had predicted in my split-second decision to abort the take-off. The engine had failed, we had a severe loss of thrust, and the jet wasn't suitable to fly. While nothing could have prepared me for the actual event, it was a situation that I had handled dozens of time in the simulator.

When I think back on the situation, I think about the culmination of all the great instructors I've had, the training programs I've been through, the evaluations I've endured, and the 1,700-plus hours of flying experience that prepared me for a split-second decision and 30 seconds of implementation of things I am grateful to have learned.

My deployment goal, to keep my head down and go unnoticed, didn't happen. However, it is certainly an experience I'll never forget and continue to learn from.

Flying Hour MILESTONES

AIR MOBILITY COMMAND

C-130 Hercules
Graphic by Bob Goode, AFNEWS/NSPD

12,500 HOURS

135 AG, ANG, Baltimore, MD
MSgt Steven Pargan

10,000 HOURS

10 AS, Joint Base Lewis-McChord, WA
Lt Col John H. Wiltse

60 OG, Travis AFB, CA
CMSgt Luis M. Drummond

166 AW, New Castle, DE
CMSgt James C. Caudell

302 AW, Peterson AFB, CO
SMSgt Derek J. Ashcraft

732 AS, Joint Base McGuire-Dix-Lakehurst AFB, NJ
MSgt Lance N. Phillips

8,500 HOURS

200 AS, Peterson AFB, CO
Lt Col David S. Smallidge

302 AW, Peterson AFB, CO
SMSgt Kenneth Kunkel

305 AMW, Joint Base McGuire-Dix-Lakehurst, NJ
Lt Col James Harris

732 AS, Joint Base McGuire-Dix-Lakehurst AFB, NJ
Lt Col Kenneth C. Burch
SMSgt Michael Kent

7,500 HOURS

8 AS, Joint Base Lewis-McChord, WA
Lt Col Steve Gunn
Lt Col James Jamir
CMSgt Michael Elson
MSgt Norman Hurley

10 AS, Joint Base Lewis-McChord, WA
Lt Col Laura Kreitler

96 AS, Minneapolis-St Paul ARS, MN
Lt Col Timothy Purcell

109 AW, Stratton ANGB, NY
SMSgt Mark E. Olena
MSgt Lance D. Peck

200 AS, Peterson AFB, CO
Lt Col James L. Lawrence

305 AMW, Joint Base McGuire-Dix-Lakehurst, NJ
SMSgt Todd F. McPeak

732 AS, Joint Base McGuire-Dix-Lakehurst AFB, NJ
Lt Col Dennis P. Duffy
SMSgt Michael J. Kelsall
MSgt Shawn R. Reynolds

TRANSCOM, Scott AFB, IL
Brig Gen James J. Muscatell

6,500 HOURS

8 AS, Joint Base Lewis-McChord, WA
MSgt Trevor Smith

89 AW, Joint Base Andrews, MD
SMSgt Eric B. Green

109 AW, Stratton ANGB, NY
Lt Col Carlyle L. Norman
Lt Col Clifford Souza
Lt Col Stephen E. Yandik

200 AS, Peterson AFB, CO
Lt Col Steven M. Campbell
Lt Col Charles L. McDowell
Lt Col Joseph C. Smith

305 AMW, Joint Base McGuire-Dix-Lakehurst, NJ
Lt Col James G. Curtis
MSgt Bradley C. Faul
MSgt Leroy J. Robinson

732 AS, Joint Base McGuire-Dix-Lakehurst AFB, NJ
Lt Col Patrick A. Brown
Lt Col Joseph M. Jose
MSgt Edward R. Harmon

5,000 HOURS

8 AS, Joint Base Lewis-McChord, WA
MSgt Gregg Drury
MSgt Michael Gordon

18th operations Group, Kadena AB, Okinawa
Lt Col Ryan T. Marshall

39 AS, Dyess AFB, TX
Lt Col Jason J. Brawka
MSgt Corey D. Long
MSgt Kevin T. Murray

89 AW, Joint Base Andrews, MD
Lt Col Eric S. Bulger
Lt Col Jerry W. Steen

96 AS, Minneapolis-St Paul ARS, MN
MSgt Shannon Moerke

109 AW, Stratton ANGB, NY
Lt Col George J. Alston
Lt Col Dean J. Johnson
Lt Col Roger D. Shapiro
Maj David A. Panzera
MSgt Michael J. Davidson
MSgt Glen Preece
TSgt Bret W. Backus
TSgt Christopher C. Collins

166 AW, New Castle, DE
MSgt Gerald Steele

200 AS, Peterson AFB, CO
Lt Col Shawn G. Ryan
Lt Col Matjeu J. Stapleton

201 AS, Joint Base Andrews, MD
Lt Col William F. Hutchison
Lt Col Dave C. Matthews
Lt Col Michael E. Teigen
MSgt Larry A. Campbell

302 AW, Peterson AFB, CO
Lt Col Robert Fairbanks

305 AMW, Joint Base McGuire-Dix-Lakehurst, NJ
Lt Col Robert T. Buran
Lt Col James E. Killian
CMSgt Jeffrey A. Hoyt
CMSgt Mark A. Redden
MSgt Onyx A. Carter
MSgt John Warminsky
TSgt Shaun K. Brock
TSgt Timothy S. Land

384 ARS, McConnell AFB, KS
TSgt Jason Burianek

732 AS, Joint Base McGuire-Dix-Lakehurst AFB, NJ
Lt Col Ciro J. Attardo
Lt Col Jonathan P. Bradley
Lt Col Josiah W. Crane
Lt Col Michael P. Domashinski
Lt Col Rick N. Fontana
Lt Col Timothy M. Hall
Lt Col Joseph A. Holmes
Lt Col Samuel F. Irvin
Lt Col John E. McHugh
Lt Col David J. Sampson
Lt Col Todd W. Sittig
Lt Col Karl S. Talke
Lt Col Michael S. Williams
Lt Col Richard W. Wood
Maj Michael S. Mobley
Maj Patrick R. Stafy
SMSgt Thomas C. Clayton
TSgt Michael Furey

3,500 HOURS

8 AS, Joint Base Lewis-McChord, WA
Col Andrew Hird
Lt Col Scott Berndt
Maj Scott Kulle
MSgt Kevin Collette
TSgt Cory Rich
SSgt Toby Christensen
SSgt Kevin Johnson
SSgt Jeremy White
SSgt Joseph Wilfahrt
SrA Eric Eastman

10 AS, Joint Base Lewis-McChord, WA
Col Jeffrey Philippart
Lt Col David Fazenbaker
Lt Col Marvin Fisher
Maj Aaron Torczynski
Maj Jonathon Waller
MSgt Chad Miklusicak
TSgt Jeffrey Austin
TSgt Peter Olsufka
TSgt Eric Pietras
TSgt Michael Tubbs
SSgt Cole Bertolozzi
SSgt Daniel Carbon
SSgt Ricardo Sanchezcrespo

39 AS, Dyess AFB, TX
Lt Col George T. Clark
MSgt Tracey L. Smith
TSgt Brian S. Castillo

89 AW, Joint Base Andrews, MD
Maj Matthew J. Jaeger

96 AS, Minneapolis-St Paul ARS, MN
Maj Andy Murphy
MSgt Brian Goebel

109 AW, Stratton ANGB, NY
Lt Col Denise Donnell
Lt Col Todd W. Grimsley
Lt Col John F. Panoski
Lt Col Peter Thalheimer
Maj Jonathon Barrows
MSgt Joseph F. Thorpe
TSgt Joel D. Sainsbury

166 AW, New Castle, DE
Lt Col John Davis
SMSgt Michael Murphy

201 AS, Joint Base Andrews, MD
Lt Col Roberto A. Balzano
Maj Michael R. Ethridge
Maj Jerimy L. Wills
MSgt Cary D. Garland
TSgt Anthony J. Montgomery

305 AMW, Joint Base McGuire-Dix-Lakehurst, NJ
Col Richard E. Williamson
Lt Col Mona Alexander
Lt Col Lynn H. Winward
Maj Geoffrey M. Ashby
Maj David M. Henze
Maj Joshua A. Kenyon
Maj Clinton N. Palmer
Maj Charles D. Sendral
Maj Jeffrey M. Ulmer
Capt Ryan W. Argenta
Capt Brandon S. Conwill
CMSgt Terry Topouzoglou
MSgt Jeremiah K. Love
MSgt Lashone R. Muldrow
MSgt Justin W. Pascoe
MSgt David M. Seiler
MSgt Keith Townes
MSgt Jason M. Vitaliano
TSgt Robert G. Bosché
TSgt Eric C. Cox
TSgt Rodney C. Crable
TSgt Daniel E. Cykewick
TSgt Jason G. Slusher
SSgt Sean C. Killian
SSgt Alexander Maynard

344 ARS, McConnell AFB, KS
Maj Aric L. Zeese

349 ARS, McConnell AFB, KS
Maj Michael Maddox
Maj Anthony Mariapain
TSgt Justin Hunter

350 ARS, McConnell AFB, KS
1Lt Neil Godwin
SrA Killian Lange

384 ARS, McConnell AFB, KS
Maj Walker Pearce-Percy
Maj Jason Redlin
Capt Thomas Clancy
SMSgt Thomas Ireland
TSgt Jeffrey Sparks

2,500 HOURS

8 AS, Joint Base Lewis-McChord, WA
Capt Matt Battle
Capt Jason Brines
Capt Cliff Caldwell
Capt Andrew Dailey
Capt Steven Hawkins
Capt Daniel Hewes
Capt Timothy Moody
Capt David Tomlinson

TSgt Jesse Kessler
TSgt Tim Raymon
SSgt Rita Hernandez
SSgt Eric Hoyt
SrA Steven Varner

10 AS, Joint Base Lewis-McChord, WA
Capt Joseph Aubert
Capt Andrew Conwell
Capt Adrian De La Fuentes
Capt Timothy Dennis
Capt Russell Hanks
Capt Scott Johnson
Capt Joshua Larsen
Capt Joseph Leman
Capt Philemon Sakamoto
Capt Matthew Slupski
Capt Jesse Stubbs
Capt Brian Thomasson
Capt Christine Wagner
SrA Eric Bailey
SrA Jonathon Williams

39 AS, Dyess AFB, TX
Maj Jeremy C. Aamold
Maj Shawn R. Cones
Maj Michael A. Contardo
Maj Joshua M. Leibel
Maj Jeffrey W. Noble
Maj Patrick A. Sims
Capt Wiley A. Harris
CMSgt Jeffrey P. Leeson
TSgt Sean A. Desrochers
TSgt Jay T. Higgs
TSgt Adam L. Nance
TSgt Charles M. Skidmore

96 AS, Minneapolis-St Paul ARS, MN
Lt Col Martin Schulting
Capt Joshua Nelson
MSgt Chad Minkel

109 AW, Stratton ANGB, NY
Lt Col Christopher M. Green
Maj Brian Furnia
Capt Patrick W. Newton
Capt Matthew J. Sala
Capt Brian C. Shad
Capt David L. Zielinski
SMSgt Anthony J. Helstowski

166 AW, New Castle, DE
Lt Col Steven Sheldon
Maj Christopher Farmer
Capt Gregory Boney
TSgt Jesse Levy

201 AS, Joint Base Andrews, MD
Maj Charles J. Hagen
Maj Todd A. Riner
MSgt Kevin T. Gallagher

305 AMW, Joint Base McGuire-Dix-Lakehurst, NJ
Lt Col Theresa E. Weems
Maj Brad P. Bowyer
Maj Dennis E. Jackson
Maj Michael R. Lynch
Maj Mark A. Melin
Maj Trigg E. Randall
Maj Joshua A. Thompson
Maj Adam N. Waite
Maj Matthew S. Wilcoxen
Capt David B. Adamson
Capt Jason C. Brown
Capt Anthony J. Cannone
Capt Charles M. Dehn
Capt Michael R. Di Prisco
Capt Todd A. Jolly
Capt Gregg I. Lutterman
Capt William S. Muir
Capt Jenalee N. Pelletier
Capt Seth A. Pelletier
Capt David G. Reinke
Capt James E. Snyder
Capt Matthew J. Stampher
Capt Ryan M. Story
Capt Nicholas A. Varner
Capt Christopher D. Wickline
MSgt Jamey L. Caskey
MSgt Todd P. Paetsel
TSgt Evan P. Bazeley
TSgt Eric J. Bratton
TSgt Jacob M. Dieter
TSgt Heath A. Hampton
SSgt Charles H. Crew
SSgt Daniel K. Flenniken
SSgt Nicholas A. Guthmiller
SSgt Micah J. Hackett
SSgt Tristan C. Heltzel
SSgt Tyler B. Jones
SSgt Crystal R. Malsom
SSgt Jeremy A. McCray
SSgt Ryan P. McFadden
SSgt Matthew D. McGehee
SSgt Kevin J. Phillips
SSgt Michael A. Poolaw
SSgt Kenneth D. Pryor
SSgt Alex W. Pugh
SrA Hannah C. Greco

344 ARS, McConnell AFB, KS
Capt Timothy P. McBride
TSgt Jonathan C. Haas
SSgt Dustin S. Confer

349 ARS, McConnell AFB, KS
Capt Gregory Barry

350 ARS, McConnell AFB, KS
Capt Jessica Bishop
Capt Antonio Rodrigues

384 ARS, McConnell AFB, KS
2Lt Cliff LeClerc
SSgt Cliton Laughman
SSgt Adam Mosier

Submitting Flying Hour Milestones

To submit 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

What is the Purpose of Risk Management?

By LT COL JOHN OURADA
HQ AMC/SEF

Recently the Air Force updated Risk Management (RM) instructions, as mentioned in the last edition of *The Mobility Forum*. That article discussed the migration of RM to "a process" and highlighted that RM is for everyone. The numbered list includes four goals of the RM process. The main purpose is to create a culture in which we all utilize the process in everyday life. In the aviation community, RMs use is a cultural norm and is formalized by the Aviation ORM process referred to in *AFI 90-903*. It is now clear the time has come for the culture of the larger Air Force to evolve in this regard. The first step to ingraining Risk Management into our fabric is ensuring every **leader, Airman**, and **employee** is trained and motivated.

Easy right? It is incumbent upon all AF members to get smart on, and practice, RM principles … the motivation piece is easy, too. We don't want mishaps and if we can prevent them by practicing RM, I think we'll be motivated to do so!

AFI 90-802 covers the training requirements of the online ***AF RM Fundamentals Course***. It is located on AF ADLS under Miscellaneous Courses. This training is required for all Airmen and documentation of RM training is required. Commanders and supervisors are also required to complete appropriate supervisory, senior leader, and associated RM courses. However, due to the recent RM program changes, these courses are still in development by the Air Force Safety Center. Although these courses are still in development, it is important to emphasize that commanders must lead the shift in RM by setting the example and making Risk Management part of their unit's culture!

RISK MANAGEMENT GOALS:

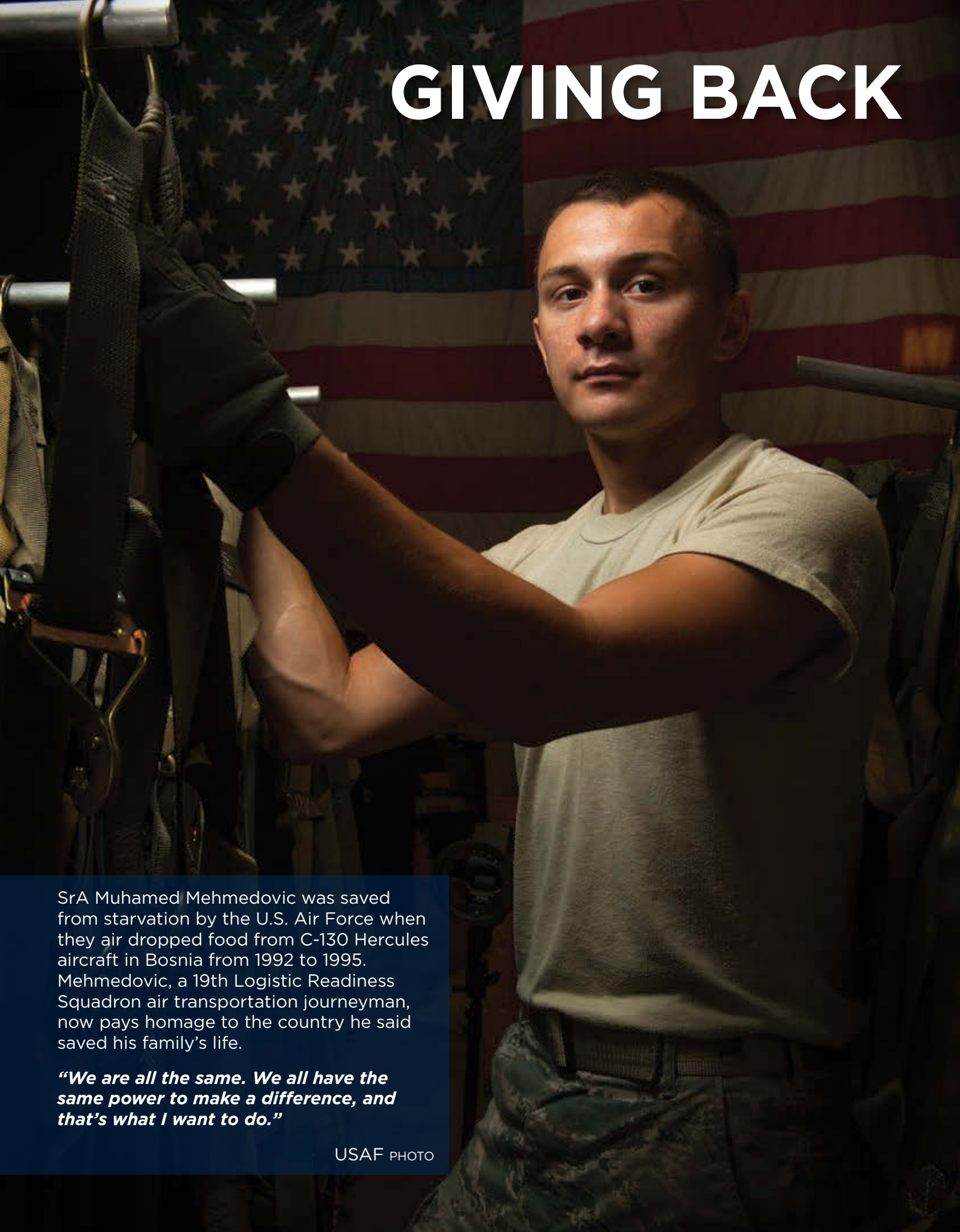
1. Enhance mission effectiveness at all levels while preserving assets and safeguarding health and welfare.
2. Create an Air Force culture mindset in which every leader, Airman, and employee is trained and motivated to manage risk in all their on- and off-duty activities.
3. Integrate RM into mission and activity planning processes, ensuring decisions are based upon risk assessments of the operation/activity.
4. Identify opportunities to increase AF war fighting effectiveness in all environments, and ensure success at minimal cost of resources. The RM Process shall be institutionalized and be an inherent part of all military operations to address safety, occupational, and environmental health risks.

Col Michael Hornitschek, 375 AMW Commander, starts the opening of motorcycle all-call at Scott AFB, Ill. Briefings during the all-call consisted of what proper gear to wear while riding and how to avoid accidents.

USAF PHOTO BY SRA TRISTIN ENGLISH

GPO U.S. GOVERNMENT PRINTING OFFICE: 2013-645-169.
For sale by the Superintendent of Documents, U.S. Government Printing Office.
Internet: bookstore.gpo.gov Phone: toll free (866) 512-1800; DC area (202) 512-1800
Fax: (202) 512-2104 Mail: Stop IDCC, Washington, DC 20402-0001

GIVING BACK



SrA Muhamed Mehmedovic was saved from starvation by the U.S. Air Force when they air dropped food from C-130 Hercules aircraft in Bosnia from 1992 to 1995. Mehmedovic, a 19th Logistic Readiness Squadron air transportation journeyman, now pays homage to the country he said saved his family's life.

"We are all the same. We all have the same power to make a difference, and that's what I want to do."

USAF PHOTO