THE MOBILITY FORUM

THE MAGAZINE OF AIR MOBILITY COMMAND | SUMMER 2014

60th Anniversary Edition

The Evolution of The Mobility Forum

AMC WELCOMES NEW LEADERS

THE MOBILITY FORUM

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ON THE COVER

Joint Base Charleston received the last C-17 Globemaster III, P-223, during a delivery ceremony Sept. 12, 2013, on the flight line at Joint Base Charleston, S.C. DE

USAF PHOTO BY A1C CHACARRA NEAL

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AMC Introduces New Commander

Honorable, hard-working, and *humble* are just a few words recently used to describe Air Mobility Command's new commander, Gen Darren McDew. As the AMC commander, he leads 130,000 Airmen and Air Force civilians. McDew is no stranger to AMC, prior to taking command in May, McDew served as 18th Air Force commander, also at Scott Air Force Base, Ill.

The seasoned leader, with more than 30 years' experience, graduated from Virginia Military Institute in 1982 with a degree in civil engineering. He is now a command pilot with more than 3,300 flying hours in the T-37B, T-38, KC-135A/R, C-17A, C-141B, C-9, C-21, C-130E/H, and UH-1N.

McDew has experience at all levels of command and staff, including 18th Air Force vice commander, Air Force District of Washington commander, Air Force aide to the President, Chief of the U.S. Air Force Senate Liaison Division and the Director of Public Affairs, Office of the Secretary of the Air Force, to name a few.

He says he is optimistic about the future and is proud to be the Air Mobility Command commander. "I am privileged to represent active-duty, Guard, Reserve and civilian Airmen who work 24 hours a day, around the globe and still surge at a moment's notice to answer our nation's call in a crisis."

"I will tell everyone who will listen how proud I am of Mobility Airmen and their unfailing commitment to the mission, their innovative solutions, and their bold leadership in the face of our most pressing challenges," said McDew.

New AMC Command Chief Connects with Airmen

As the new Command Chief for Air Mobility Command, CMSgt Victoria Gamble is the principal advisor to the commander and his senior staff on matters of health, welfare and morale, professional development, and the effective utilization of more than 38,000 active duty and 71,000 AFRC/ANG enlisted personnel assigned to the command.

Gamble grew up in Georgia and entered the Air Force in July 1985 at the age of 17. She has a diverse background in aircraft maintenance, having worked on six different aircraft. Prior to her current assignment, she was the Command Chief for the 6th Air Mobility Wing at MacDill AFB and Command Chief for 18th Air Force at Scott AFB.

Gamble said she has experienced opportunities in her 28 years of service that motivated her to stay in the military but has also learned from her mistakes.

"Latch onto a good, positive example of an Airman and learn everything you can from him or her," she said. "I was more concerned with making friends when I came in, and I needed to be more concerned with finding people who represented what an Airman should be."

Serving as a conduit between AMC commander Gen Darren McDew and the Airmen, communication is a big part of Gamble's job, but she says you don't have to be in Public Affairs to share good information on the web. "Airmen should spend time posting the good things that they do to support the mission on social media," said Gamble, "because Airmen are doing great things every day."

The Evolution *of* The Mobility Forum

60th Anniversary

By KIM BRUMLEY, Staff Writer

Sixty years ago, the Military Air Transport Service (MATS) established a lasting legacy for *The MATS Flyer* magazine when the first edition was printed in June 1954. Since inception, much has changed with the publication, the publication process, and even the way it is delivered to readers. However, the mission to deliver a vital message within the 40-page publication has remained unchanged.

One of the first major changes came in 1966 when MATS became the Military Airlift Command (MAC) and the magazine was renamed *The MAC Flyer*. In 1992, when MAC and the Strategic Air Command were inactivated and combined to form Air Mobility Command (AMC), the magazine was renamed *The Mobility Forum*.

We are all familiar with the "Rosie the Riveter" image and are aware that World War II resulted in great advances in production processes and machinery in factories across the nation. During that time, and in the postwar years, printing presses also modernized and moved into offset printing, which made publishing more efficient. Although the process was simplified in the 1950s, using color in publications was not. Presses only had the capability of printing one color at time. To introduce another color, press operators had to reset plates, inject another ink into the press, and run the paper back through. This process is evident with the initial *MATS Flyer* editions where only two colors or spot color printing is used. Today, presses have the capability to print four colors in only one pass, but those four colors can create a full spectrum of color depth for images and photos.

The black and white photos that were sprinkled throughout the pages were taken with bulky cameras on 35 mm film that had to be developed in a darkroom—a lengthy, time-consuming process. Now, the high resolution, full color photos used for the magazine are simply taken with a digital camera, downloaded onto a computer, and placed on the pages of the magazine using desktop publishing software.

For the majority of the last 60 years, the magazine was solely available for readers via printed copies; it is still distributed that way today in limited quantity. While most of us would agree that the nostalgia of holding a publication and flipping through the pages is irreplaceable, we would also agree that *The Mobility Forum* encompasses a new generation of

THE MOBILITY FORUM CAN BE FOUND ONLINE AT THE FOLLOWING LINKS:

The Mobility Forum webpage: http://www.amc.af.mil/mobilityforum.asp

Air Mobility Command: http://www.amc.af.mil/

Air Mobility Command Facebook: https://www.facebook.com/theofficialairmobilitycommand

Air Mobility Command Twitter: https://twitter.com/AirMobilityCmd

The Mobility Forum App: https://itunes.apple.com/us/app/mobility-forum-spring-2014/id831460568?mt=8

readers with technology that has far surpassed that of *The MAT* and *MAC Flyer* readers. To meet the changing needs and deliver the valuable message to the vast new audience, the magazine finally joined the digital revolution with an online presence. This monumental milestone, achieved within the last year, has enabled a far greater reach for deployment of information across the command, throughout the Air Force, and into the civilian sector as well.

History often repeats itself, and the topic themes from past articles are no exception to this concept. Take a look at a small sampling of titles from past editions. Look familiar to you?

"Pointing Out the Hazards" (*The MAC Flyer*, February 1977)

"Aircrew Fatigue = Skill Deterioration" (*The MAC Flyer*, September 1974)

"Mishap: It's All in the Approach" (*The MAC Flyer*, June 1973)

"Safety Education—Who Needs It?" (*The MAC Flyer*, August 1971)

"Take Your Time: Think" (*The MAC Flyer*, April 1970)

"Why Bother With Checklists?" (*The MAC Flyer*, October 1968)

"Let's Review Hydroplaning" (*The MAC Flyer*, August 1967)

"When the Bird Hits the Fan" (*The MATS Flyer*, September 1965)

"Carelessness on the Flight line" (*The MATS Flyer*, December 1962)

"Complacency and Fatigue" (*The MATS Flyer*, December 1960)

One noticeable difference in articles today is the absence of the notorious and memorable Airmen Maj C.R. Terror. This character, originated by Maj William Anderson, is the epitome of bad behavior. From wild escapades, to heavy drinking, to breaking all the rules, C.R. was in a league of his own and set the bar … for what NOT to do in any given situation.

C.R. Terror was mentioned in *The MAC Flyer* June 1978 edition that marked the 30th anniversary for the command. In an attempt to predict 30 years into the future to the year 2008 for both the command and the magazine, writer Lt Col Orlen Brownfield made several forecasts:

- C.R. Terror in a space suit?
- Will future MAC pilots fly AMSTs, SSTs, or the Space Shuttle?
- It's doubtful that tomorrow's aircraft will be run by a petroleum product. Nuclear, hydrogen, and more exotic power sources will be developed—by necessity. Perhaps the 21st century SST will run on water.

While C.R. Terror is not wearing a space suit and AMC's fleet is not made up of space shuttles fueled by water, AMC and *The Mobility Forum* have certainly evolved over the last 60 years. What is on the distant horizon for *The Mobility Forum* 30 years or even 60 years from now? Only time will tell.

20 Years of Excellence:

THE U.S. AIR FORCE

EXPEDITIONARY CENTER

By MAJ GEN RICK MARTIN
Commander, USAF Expeditionary Center

Students attending AMC's first ever Master Resilience Instructor Course, taught at the USAF Expeditionary Center, listen as Maj Gen Bill Bender discusses the importance of the training.

USAF PHOTO BY CAPT SYBIL TAUNTON

Members of the 621st Contingency Response Wing establish a campsite while simultaneously beginning mobility operations during Exercise EAGLE FLAG 14-1, March 2 to 8, 2014. The exercise is a USAF Expeditionary Center hosted exercise used to execute and evaluate mobility operations and expeditionary combat support.

USAF PHOTO BY TSGT PARKER GYOKERES

I'm proud to announce that this October marks the 20th anniversary of the U.S. Air Force Expeditionary Center. To the men and women who've supported this mission and its legacy, working within it or alongside us—thank you. Your service and dedication have been the cornerstone of the Air Force's expeditionary enterprise … *from the ground up.*

Then and Now

General George Patton once famously said, *"A drop of sweat on the drill ground will save many drops of blood on the battlefield."* Patton understood the importance of training and preparation. Our history has been an evolving narrative, written and shared by the mobility professionals. Originally, the Air Force had to rely on seven geographically separated training units teaching 25 separate courses to train and foster its future mobility experts.

This all changed when, on October 1, 1994, the Air Mobility Warfare Center (AMWC) opened its doors and began its first classes at Fort Dix, NJ. The excellent field training facilities, the large campus next to a major mobility hub, with the ability to accommodate future expansion, made Fort Dix the right venue at the right time. Culminating months of preparation and planning, the AMWC became the command's premier institution for training future air mobility leaders and experts in air mobility systems, providing "Global Reach for America."

In March of 2007, the AMWC was renamed the U.S. Air Force Expeditionary Center (EC), continuing its mission of leading the Air Force in expeditionary and mobility training. In this capacity, the EC became the Air Force's designated authority for developing, sustaining, and standardizing expeditionary combat support courses, exercises, and training for more than 16,000 Airmen each year.

Moreover, when the Air Force realized that its ground combat support training function needed a singular focus and permanent home, leadership quickly realized that the Expeditionary Center was the logical venue. If there was a ground function that supported air mobility operations, the EC led the training.

A Security Forces Airman preparing to deploy to Afghanistan waits on board a UH-60 Black Hawk helicopter at Joint Base McGuire-Dix-Lakehurst, N.J. while attending Security Forces pre-deployment training at the U.S. Air Force Expeditionary Center.

USAF PHOTO BY TSGT ZACHARY WILSON

Expeditionary Center (EC) commander Maj Gen Rick Martin welcomed five former USAF EC and Air Mobility Warfare Center commanders to the USAF EC on January 28, 2014. The day was devoted to celebrating the heritage of what is now the USAF EC. Pictured left to right: Brig Gen Randall Guthrie (current USAF EC/MA, commanding from July 2013 to September 2014 during the transition between Maj Gen Bender and Maj Gen Martin); Maj Gen (Ret.) Silas (Si) Johnson, Jr.; Lt Gen (Ret.) Chris Kelly; Maj Gen Rick Martin; Lt Gen (Ret.) Bill Welser III; Maj Gen (Ret.) Kip Self; and Maj Gen (Ret.) Rick Devereaux.

USAF PHOTO BY DANIELLE BROOKS

Four years later, in January 2011, the EC expanded its role by taking on administrative control responsibilities for installation support functions and unique mission sets across five installations. Finally, 2012 brought another expansion to the EC's mission, adding the Air Force's only contingency response wing and two air mobility operations wings in Europe and the Pacific to its ADCON responsibilities.

Today, the EC continues to evolve from a stand-alone Center of Excellence for expeditionary combat skills training and education to an organization with vastly greater responsibilities in support of the Air Force's expeditionary needs and Air Mobility Command's global mission. Twenty years ago, the AMWC was equipped with approximately 200 personnel, ultimately graduating 6,000 students annually. Now, the EC schools offer 77 in-residence courses and 23 web-based training courses, graduating more than 28,000 students annually. Each of our 14,000 Airmen throughout the six wings and two groups benefit from the world-class expeditionary support and teamwork across a wide array of missions.

Our Future Legacy

For 20 years, our Airmen have been part of a proud airpower heritage. Today I encourage each of you to reflect upon our remarkable legacy. We have a distinguished body of work in the history books. From mobility operations in Bosnia during the 1990s to the expeditionary combat support training conducted for successful operations in Iraq and Afghanistan, success began here.

"Air Power from the Ground Up" is not just a catch phrase—it is that synergy between air and ground combat operations that make us unique in all of DoD. The greatest specialists regarding mobility and expeditionary operations training reside here in the EC, and these operations have helped forge the success of our Air Force and military on every continent these past 20 years.

Our contributions have borne fruit: from the humanitarian relief we have helped provide to the victims of natural disasters to ground combat readiness and security. Because of you, and those who have gone before us, rapid global mobility remains a pillar of America's power projection and strength. I believe this heritage will continue to pave our way to an even more advanced mobility and expeditionary enterprise.

Each of you can take pride in calling yourselves "EC Eagles." Our people are the cornerstone of mission success and teamwork, and those missions have saved lives. All EC Eagles epitomize conviction in what they do—you are true believers in mobility and expeditionary combat support. For 20 years, you have represented the very best the Air Force and America have to offer. Thank you—for your patriotism, your unwavering service, and your commitment to excellence. Here's to 20 more. Lead on!

"What Could Possibly Happen?"

By MR. MARK ALTENBURG
HQ AMC CRM/TEM Program Director

We've all been there ... It's been a long, routine mission. Good times were shared at a couple of the more decent crew rest locations, but now you're back in the air and more than a bit tired. You just want to kick back and relax. The other pilot is flying this leg and has a good head on his/her shoulders—as capable of flying as anyone in the squadron. You ask yourself, "Do I really need to be on my A-game? I just want to get home and back with my family. Seriously, what could *possibly* happen?" Seriously? PLENTY! And it happens most often when you are least prepared.

In addition to our six familiar but crucial CRM skills, the soon-to-be released AMC Supplement to AFI 11-290 now includes Threat and Error Management (TEM). It is a staple of the airline industry's safety arsenal, as featured in *The Mobility Forum* Winter 2013/2014 issue, available at **www.amc.af.mil/shared/media/document/AFD-131120-017.pdf**. To recap, TEM is an industry-proven safety method that addresses and mitigates threats to aircrews. TEM also encompasses the trapping of errors made by aircrew members.

Now hold on a second! Errors made by *aircrews*? You're kidding me! Well, sorry to burst your bubble, but even us "gods of the skies" can make a boatload of errors—on every flight. Errors are insidious. They can be insignificant or can result in a catastrophic event (or anywhere in between). When can they occur? Any time during your flight. The sneaky devils might even mask another error. However, that is why we have air**crews**, though the pilot monitoring (PM) has the primary responsibility for trapping "piloting-related" errors.

Exemplifying international awareness for PM duties, the United Kingdom's Civil Aviation Authority (CAA) defines PM duties as "The observation and interpretation of the flight path data, configuration status, automation modes, and on-board systems appropriate to the phase of flight. It involves a cognitive comparison against the expected values, modes, and procedures. It also includes observation of the other crew member and timely intervention in the event of deviation."

Remember when PM was called PNF (pilot not flying)? It officially changed in 2003 after the FAA recognized that, "It makes better sense to characterize pilots by what they are doing rather than by what they are not doing. The term *pilot not flying* misses the point." Thus, the PM was born.

The PM's role is critical. So much so that representatives from 20 airlines and organizations are collaborating on behalf of The Flight Safety Foundation in an Active Pilot Monitoring (APM) workshop. APM's overall objective is to go beyond merely analyzing monitoring deficiencies by offering ways to improve PM skills. Helena Reidemar, the APM's co-lead and Air Line Pilots Association's (ALPA) Human Factors Director, insightfully states, "We've talked about monitoring in the past, but we've never taken as comprehensive a look as this group has."

Most aircrew members are smart enough to know a good PM when they see one, but do a reality check by asking yourself, "Was I a good PM on my last flight?" Better yet, "*How* was I a good PM?" or even, "*What* is effective monitoring?"

Paraphrasing *Aviation Week & Space Technology*, effective monitoring means maintaining a big-picture view of what is happening in the cockpit, including the airplane's state (i.e., heading, airspeed, and altitude). It sounds easy, but good aircrew members know better. Captain Steve Dempsey, Delta Airline's Human Factors Working Group Chairman and APM co-lead, goes on to say that, "It turns out that effective monitoring is a tricky, error-prone task for pilots to consistently achieve."

You might snicker and say to yourself, "Yeah, but *my* MDS is really automated—I shouldn't have to monitor as much as on the old steam gauge airplanes." Let's dispel this myth. While it is true that modern planes are very reliable, their reliability is actually part of the problem! Key Dismukes, from the NASA Ames Research Center, enforces our rebuttal saying, "The human brain just isn't well designed to monitor for an event that very rarely happens." Thus, aircrews get lulled into a false sense of security. Bottom line: PM duties are extremely important in any aircraft, no matter the equipped technology.

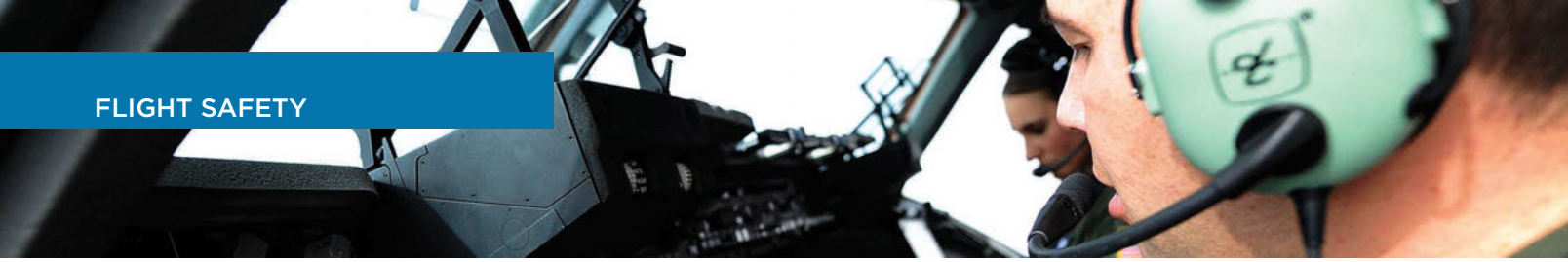
"There I was at forty thousand feet when the autopilot jumped out with the only parachute on board and left me with nothing but a silk worm and a sewing kit!"

–Anonymous

Don't Overly Rely on Automation!

Maj Angela Hauck looks on while Maj Gena Fedoruk and Maj Stephanie Blech prepare for takeoff during a refueling mission at Fairchild Air Force Base, Wash. Hauck is the 116th Air Refueling Squadron director of operations, Fedoruk is the 92d Operations Support Squadron chief of current operations, and Blech is the 92d Operations Group chief of standardization and evaluation.

USAF PHOTO BY SSGT VERONICA MONTES



Experience has shown that certain times during an average flight are more prone to errors. The airline industry calls them Areas of Vulnerability. Ask yourself, "When do I find myself making more mistakes? When do those vulnerabilities occur? How does a good PM manage vulnerable periods during flights? "

"Establish the concept that there are certain, predictable areas during each flight where the risk of a flight path deviation is increased."

–Helena Reidemar, ALPA Human Factors Director

Obviously, most flyers likely make more errors during hectic periods because there is less time to deal with issues or threats. Thus, takeoffs, approaches, landings, and go-arounds are significant error-prone events. So how does one handle those times/events, in PM terms?

First, plan for the events. Remember, planning starts while you are still on the ground and does not end until you are back in the squadron after the flight. Talk with the other crewmembers—discuss those "what ifs" when time and conditions permit—and develop a workload strategy for dealing with the expected or potential situation.

Additionally, if you are a pilot, you can help yourself by treating error-prone periods the same way as when you hand-fly a well-flown approach—step up your cross-check! Leading airlines refer to this as "increasing the monitoring sampling rate." How fast do you sample? Only you can answer this because you know your situation best. But it must be a rate at which you can catch an error quickly, thereby preventing an undesirable aircraft state. If you find yourself in a series of "Oops, sorry—I missed that" situations, you probably need to step things up.

The appropriate sampling rate is also influenced by the division of workload between crewmembers. If the PM diverts his or her attention to another task, the monitoring sampling rate of another crewmember must increase. For example, while the PM is "heads-down" programming the FMC, the pilot flying must assume the PM's duties for active aircraft monitoring. If another crewmember is available and capable of doing so, he/she should assist. In fact, an argument can be made that all crewmembers (include ACMs) are unofficial PMs. Bear this in mind when you think about PM duties and skills.

Whether a pilot or not, official or unofficial, all aircrew members are PMs!

What about those times of relative calmness during flights? As mentioned, this is your time to plan with other crewmembers. Part of your planning might include assigning special duties, such as having the boom operator help clear the aircraft during especially tight taxi operations. An FAA-funded training study found that in approximately one-third of the Aviation Safety Reporting System reports, pilots failed to monitor errors, "often because they had planned their own workload poorly and were doing something else at a critical time."

PM Requirements Vary Depending on Phase of Flight Circumstances.

Develop a PM Strategy!

Though the official PM gets all the attention for trapping errors, every aircrew member on the plane must be active error monitors. Recall that the July 2013 Asiana KSFO flight mishap had three qualified pilots in the cockpit during the time of the incident. None of the pilots—the captain flying the approach, the check Airman (evaluator pilot) in the right seat, or the first officer in the jumpseat—recognized the undesired aircraft state (insufficient airspeed) until it was too late to recover.

Missions are rarely *truly* routine, and no two flights will be exactly alike. Monitoring rate requirements will fluctuate. By appropriately managing the aircrew's workload, pilot monitoring can be improved during error-prone times. Anticipate threats when possible, identify threats when they occur, detect crew errors, and avoid undesired aircraft states. In parting, remember what the CAA sagely stated in its 2013 article, *Monitoring Matters*: "Crew monitoring is frequently the last line of defense that stands between safe operations and an accident scenario."

Photo above: Capt Ryan Burns consults a checklist with 1Lt Afton Brown. Both are assigned to the 6th AS at Joint Base McGuire-Dix-Lakehurst, N.J.

USAF PHOTO BY TSGT PARKER GYOKERES

Life Cycle of an ASAP REPORT

By TSGT LANE BYRUM
HQ AMC/Ops RAMS

Lt Col Thomas Loper, 436th Airlift Wing director of staff at Dover AFB, prepares a C-5M Super Galaxy for a mission.

USAF PHOTO BY MSGT SCOTT T. STURKOL

What really happens when you submit an ASAP? Will logging in with my CAC identify me for later punishment? These questions are asked more often than you might think. Rumors range from automatically getting you Q3'd when you hit "Submit" to lying in wait to ambush you at some future date. The actual processing of an ASAP seems to be a mystery also. Does anyone actually read them? Or are they stamped "Resubmit Later for Further Denial?" Hopefully, this article will help dispel the rumors and inaccuracies surrounding the submission of a report.

Say something happens that you as a crewmember would like to report via ASAP. You fill out the online form and send it on its way ... but to where? To begin, you should know that your CAC login in no way allows us to identify the submitter. The software that allows this is not just disabled; it is not even installed on the server. As a matter of fact, any CAC card activity is deleted from the server log 24 hours after login. Your report is labeled "submitter, anonymous" and routed to its first stop: the Ops RAMS branch at HQ AMC/A3TO. Only those with granted access may see the full "unsanitized" report, and the number is limited to only a few within Ops RAMS.

Your next question may be "What do they do with any identifying info? Can't they just shoot my commander a copy to slap me around with?" The answer to that is a resounding NO! The ASAP program manager is responsible for completely sanitizing any identifying information from the report before it leaves our office. There may be specific instances where an Ops RAMS member might require clarification or more specifics about an event, and any contact information provided could be used to that extent. However, names, call signs, mission

numbers, tail numbers … all are removed from this point on.

So, now that the report has been received and sanitized, it is time for it to be sent to the SMEs on staff for their input and comments on the event. We have a veritable cornucopia of active and former flyers from every conceivable airframe, our airspace and airfield brethren, and even some maintenance folks—to name a few. If the report warrants input from outside sources, we will route it as necessary to other agencies that might provide pertinent insights, as well as to other MAJCOMs as appropriate. Remember, the sanitized report is what is circulated for discussion/input, and no identifying information is released.

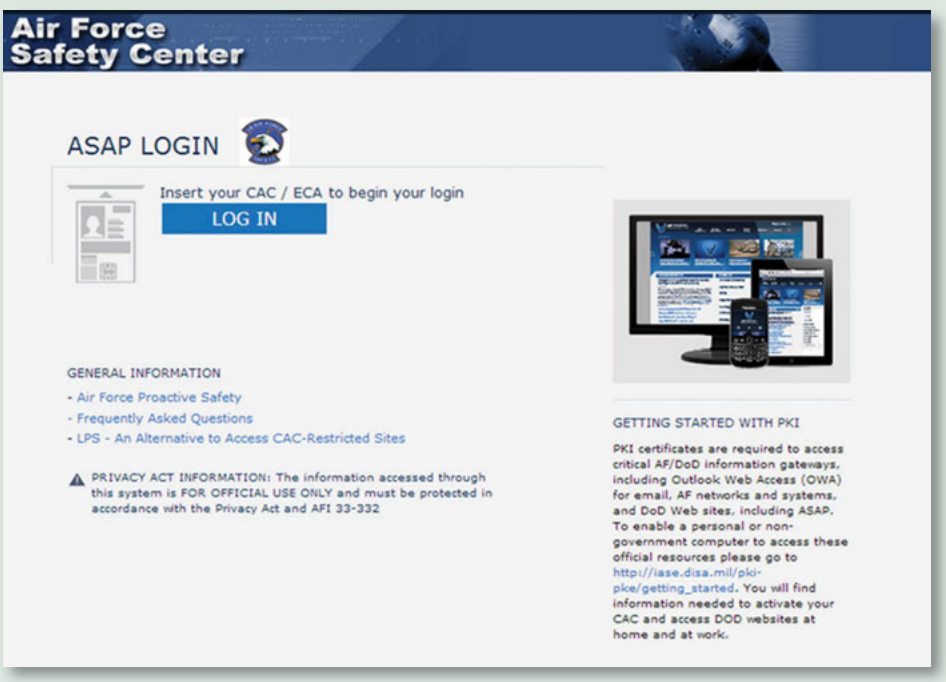
Now that the SMEs have had a chance to familiarize themselves with the report, it can be discussed at our monthly ASAP working group meeting. Representatives from the previously mentioned specialties or agencies agree on a course of action and provide a response to be posted to the ASAP scoreboard. Any trends discovered will be tracked and briefed at the Trend Review and Action Committee (TRAC), chaired by the AMC Vice Commander, while action items will be monitored for completion by a future suspense date and also will be briefed at the TRAC.

Immediate action is always an option depending on the severity of the safety concern.

Once a resolution is posted on the ASAP scoreboard, don't be fooled by the seeming finality of any discussion of your report. Just because we publish a resolution to convey the importance of your report does not mean your event or issue has been put to pasture. The trends mentioned previously are not just monitored, collected, reported, and filed away for some future statistical review. Actions initiated to correct unsafe trends include but are not limited to submitting AF Form 847s, additions to NOTAMS or Giant Reports, and altering simulator profiles. There are definitely some high-powered gears still turning behind the scenes.

If a report brings to our attention an issue that requires immediate attention, we will take it! Immediate action is always an option depending on the severity of the safety concern. For instance, ASAP report 569 resulted in immediate changes to the digital tactics binder for FOB Shank, while report 609 spurred an immediate A3 Stan/Eval review, which revealed checklist deficiencies in WARP retraction procedures. Both of these reports are available for perusal on the ASAP scoreboard at **https://www.usaf-mfoqa.com/maf-asap/wbat/masap-flight-crew/asap-score-board-index/view?parent=-1&offset=0** and are only a couple of examples of what your report may set into motion, even if you don't actually see the wheels turning!

Pretty simple, right? That's the life cycle of an ASAP report. Notice anything missing? Do you recall those rumors mentioned at the beginning? That's right … there is no mention of Q3, contact with your supervision, or somehow pinning it to you for future "administrative" use. Your report is received, sanitized, routed to the proper folks for comment/analysis, and acted on as the ASAP working group decides what will best impact the aviation community. Your reports form the basis for trends reported directly to the AMC Vice Commander and have direct impact on policy and guidance. Bottom line: The ASAP program isn't out to get you; it's out to help you and your fellow aircrew. So log on and file away!



Spotlight Award

ROOK 71 CREW

92 ARW, Fairchild AFB

The Rook 71 Crew from the 92d Air Refueling Wing, Fairchild AFB, were: (listed left to right above) A1C Stephon Sharief, Maj Robert A. Aikman II, Maj Menola M. Guthrie, and (right photo) SSgt Lauren A. Powell. The photo for Capt Alexander W. Denton is not available.

Despite Obstacles, ROOK 71 Crew Lands Plane Flawlessly at Fairchild

Mission recap by
MAJ ROBERT A. AIKMAN II
92d Air Refueling Wing

"The fuel panel, set to burn all mains, had about 5K in each tank and the reserves were full. However, all of the boost pumps in the main tanks were now inoperative."

Rook 71 was scheduled as an Operational Mission Evaluation (OME) for a pilot in upgrade training and as an overseas mission for a pilot in requalification training. The mission was scheduled to depart on Wednesday, 6 Nov 2013 and return the next day. The crew consisted of an evaluator pilot (EP), AC upgrade pilot (AC), IP requalification pilot (UP), instructor boom operator (IB) and a new boom operator (FB). The mission planning was completed by the AC, and everything was going as planned.

For the flight departing Fairchild to Hickam AFB in Hawaii, the AC was in the left seat and the UP was in the right seat for the preflight. The preflight check was conducted. The SKL battery aboard the KC-135 was dead, so the FB coordinated for a new battery. The EP got in the right seat for engine start. At engine start, the APU1 shut down. We used APU2, which also shut down. This delayed the mission 30 minutes, and the crew proceeded with the overseas portion of the flight.

Approximately halfway to Hickam, transformer rectifier (TR) #2 failed. Per the Dash 1, we configured the fuel panel to set up a cross feed condition to supply the needed fuel pressure, considering that one fuel boost pump in each main tank was inoperative. The landing light and stabilizer trim circuit breakers popped twice during the flight. The AC flew the approach and landing at Hickam, after which the #1 engine remained in flight idle. The AC shut down the #1 and #4 engines per the Dash 1.

Maintenance replaced TR#2 and fixed the #1 engine flight idle problem. On Thursday, during the preflight to leave Hickam, we turned on the landing light and ran the stabilizer trim. Circuit breakers popped, but Maintenance couldn't pinpoint the cause. Maintenance eventually switched the TR positions (TR#1 to position #2 and vice versa), and the jet tested good.

On Friday, the crew accomplished the preflight and taxied to the hold position. When we were cleared to line up and wait, TR#1 (which had been replaced) failed. We taxied in and gave the jet back to Maintenance. On Saturday, the main battery was dead. The AC coordinated with Fairchild Maintenance to get a new battery and send out a Maintenance Recovery Team for the electrical issue.

The jet was fixed the following Monday. The preflight and first half of the mission was normal. The UP was in the left seat, EP in the right seat, and AC in the jump seat. We discussed the possibility of losing a TR while oceanic and decided to drain fuel aft for center of gravity consideration and to have fuel to feed the engines from a hydraulically driven fuel pump if we lost a TR. Then EGI#2 failed. *(An EGI is an embedded global positioning and inertial navigation system).*

We also discussed Reduced Visual Separation Measure and Minimum Navigation Performance Specification considerations and continued the flight with the remaining EGI. Then TR#1 and TR#2 simultaneously failed. The TR fail light came on and immediately went off, and the switched DC bus failure light came on. The UP immediately put the battery power switch to the emergency position, the crew noted our heading and current position, and we noted a bright star at our 1 o'clock.

The UP flew the KC-135 using the standby Attitude Director Indicator (ADI) and the whiskey compass while the crew began to troubleshoot. Since EGI#2 was inoperative, copilots MFD showed the ADI and Horizontal Situation Indicator (HSI), but the HSI did not provide a heading. There was a red HDG flag. The GPS (on the Central Display Unit) gave us latitude and longitude, but the mark point gave us erroneous data.

Our only radio was UHF, and we couldn't reach anyone on 243.0 UHF guard, 282.8 maritime guard, or 311.0 frequencies. The IB gathered the survival radios from the rear of the aircraft, but attempts to contact anyone or to acquire a GPS signal were unsuccessful.

THE FIVE MEMBER CREW CONSISTED OF:

UP: Maj Robert A. Aikman II
AC: Capt Alexander W. Denton
EP: Maj Menola M. Guthrie
IB: SSgt Lauren A. Powell
FB: A1C Stephon A. Sharief

We had a Portable Flight Planning System computer with a GPS moving map, but the antenna was inoperable. However, we plotted our position and overlaid another flight plan from our last known position direct to Fairchild. The fuel panel, set to burn all mains, had about 5K in each tank and the reserves were full. However, all of the boost pumps in the main tanks were now inoperative. The fuel was gravity feeding, but the warning in the Dash 1 says to prevent possible engine flameout due to lack of fuel boost pressure, consider feeding engines from either forward or aft body tanks, if fuel is available.

We tried to drain the reserves but couldn't because the reserve valves are not on the switched DC bus. We decided to reset the TR circuit breakers to drain the reserve fuel tanks and communicate with anybody we could reach.

We assigned duties to each crewmember.

- The UP would fly.
- The EP would configure the fuel panel, call civilian airlines on 123.45, and try to get a Controller/Pilot Data Link Communications message to the Air Traffic Services Unit.
- The AC would call on HF.
- The IB would monitor the circuit breakers.

The EP finally reached an Allegiant Airlines aircraft. We relayed our emergency situation, position, altitude, heading, and intention to land at Fairchild. Allegiant said they could call our command post; they also relayed our situation to the Air Traffic Services Unit. We got the stick map flight plan back, which showed us 18 miles south of course. We noticed the star was around our 11:30 position; we immediately began to keep it at our 1 o'clock. The aircraft required about 5 degrees of left bank to keep us on course, most likely due to winds. After about an hour, we reset the TR with the working fan again to communicate and get a position with respect to our stick map. We were about 8 miles south of course and starting to communicate with a commercial airliner when the TR failed again.

We discussed proceeding to Portland International Airport but kept Fairchild as our destination because it was only 25 minutes farther with VFR conditions. When we got a Coast Guard "unknown rider" call over UHF guard, we knew we were getting close to the coast. However, they were out of our UHF radio range when we tried to respond.

The IB began looking through the authentication documents and realized they were asking us to authenticate by squawking modes and codes, but we couldn't because of our emergency. We finally authenticated via voice and got a heading to Fairchild and a UHF frequency for Seattle Center, which gave us headings and UHF frequencies for the next controllers that we would be using. We stayed at 39,000 feet until about 120 miles from Fairchild to stay out of the weather and minimize trim changes since we had to manually trim the aircraft. The aircraft did not have any external lighting or landing lights, and the only working window heat was the copilot's window.

During the descent, the pilot's side window began to frost over, and the copilot's window started to fog up. The EP started flying the aircraft prior to level off so the UP could manually trim. We reviewed all items originally powered by the TR1 and TR2 and made note of what would affect the aircraft for landing. We caused the runway at Fairchild to be shut down due to our lack of lighting and limited visibility through the windows. At 11 miles out, the tower turned the airfield lights on high, and we acquired the runway for a visual straight in approach. The AC called out aircraft altitude during the approach, and the EP flew a flawless night approach and landing. Aircraft control was transferred to the UP for the speed brakes and braking, and we stopped the KC-135 on the runway and shut down.

Congratulations to the crew of Rook 71 for their outstanding handling of the aircraft in the midst of an inflight emergency.

ROGUE 52: Mission to South Sudan

By CAPT JOSH MILLER, 302nd AW (AFRC), Peterson AFB Co.
Deployed to 52nd EAS, Camp Lemonnier, Djibouti

December 17, 2013: The crew and I met up for breakfast as usual and then were off to Operations for our morning coffee and an update of the flying schedule. However, this day was shaping up to be different than usual.

We were put into crew rest that afternoon and told to expect to be put on an ALFA alert status once crew rested. We never sit alert on ALFA; this was indeed different. With that information, we headed back to our living facilities and slept or read the news. That's when we first heard about the civil unrest in South Sudan and read one of many warnings posted by the US Embassy.

> Emergency Message for U.S. Citizens
> 4 pm, December 16, 2013
> Continuing Security Concerns in Juba; Curfew Imposed
>
> The U.S. Embassy recognizes that there is a lull in violence in Juba; however, we continue to receive reports of sporadic gunfire in parts of the city, particularly near Juba University. We continue to urge American citizens to exercise caution at this time. If you are in a safe location, the Embassy recommends you remain where you are as travel in Juba is not currently safe. The U.S. Embassy will continue to closely monitor the security environment in South Sudan, with particular attention to Juba city and its immediate surroundings, and will advise U.S. citizens further if the security situation changes. We take this opportunity to reaffirm our earlier message that no political or military figures have taken refuge within the U.S. Embassy.
>
> Additionally, all citizens should take note that in response to the violence from this morning and yesterday evening, the government of the Republic of South Sudan has implemented a curfew from 6pm to 6am starting December 16th, 2013 "until further notice." The airport in Juba is also currently not operational and we continue to receive reports that the Nimule border is closed.
>
> You can stay in touch and get Embassy updates by checking the website of the U.S. Embassy in Juba. Upcoming programs and events are announced on our Facebook and Twitter pages ...

Soldiers of the East Africa Response Force load onto a C-130H Hercules at Camp Lemonnier, Djibouti, to support an ordered departure in Juba, South Sudan December 18, 2013. At the request of the U.S. Department of State, the U.S. Department of Defense directed two U.S. C-130 aircraft to move personnel from Juba, the capital of South Sudan, to Nairobi, Kenya.

USAF PHOTO BY TSGT MICAH THEURICH

Our mission in Djibouti was fairly simple: conduct tactical airlift in an austere environment. Additionally, we could receive the on order task to deliver the East African Response Force (EARF) wherever they were needed, and then return to base. (The EARF is a group of 30-40 Army personnel trained to secure an embassy within hours of being notified.) In the weeks leading up to this, we had trained with the EARF, rehearsing loading and unloading their gear, and getting the troops familiar with riding in the back of the mighty Hercules. We soon learned that those drills would pay benefits.

As expected, we were alerted that next morning. With the short response time necessary for an ALFA alert, we dressed and headed to Operations quickly, where we were briefed on the intensity of the situation. Many innocent people were being killed in the South Sudan capital of Juba, and we were going to evacuate the embassy later that afternoon. We were to be the first of many aircraft involved, leading a quick response force into hostile South Sudan to deliver troops to protect the U.S. Embassy and exfiltrate innocent Americans.

We were the lead aircraft in the formation of an C-130H, two MC-130Ps, three CV-22s, and a few Intelligence, Surveillance and Reconnaissance platforms. We received our tasking, along with intel briefings, and began discussing the overt obstacles of the mission. There wasn't an airfield diagram for the field, so we used satellite imagery to figure out runway dimensions. To close the airfield, a tank was planted on the runway until a few hours earlier. We didn't have a clear taxi plan, as we didn't know where we would load the evacuees, so we came up with multiple courses of action and pressed out the door for an on-time takeoff.

On our way to Juba, we met everyone on the pre-briefed interplane frequency and discussed the finer details of what would happen once on the ground. We also finalized the details of our ground security plan with our three-man Pararescue (PJ) team. Landing was more challenging than expected because air traffic in the area was a mess. There was one person in the tower controlling center traffic for the entire country, as well as approach, tower, ground, and clearance delivery.

While dealing with air traffic is inherently busy and potentially

East Africa Response Force soldiers depart a U.S. Air Force Reserve Command C-130H Hercules at Juba, South Sudan.

USAF PHOTO BY TSGT MICAH THEURICH

Photo left: The entire crew (maintenance, aircrew, and PJ's) of Rogue 52 observe the processing of evacuees by embassy personnel on the ramp in Nairobi, Kenya, after their successful exfiltration from Juba, the capital of South Sudan.

Photo below: Capt Josh Miller, Aircraft Commander of Rogue 52, speaks with members of the East Africa Response Force.

USAF PHOTOS BY
TSGT MICAH THEURICH

hazardous, Juba was the busiest airspace my crew had ever experienced. Continuous crew resource management (CRM) was required to maintain safe separation from other aircraft and to assist the controller in sequencing ourselves into the airfield. Once on the ground, we found our way to the U.S. Embassy personnel and left the engines running while we downloaded the EARF and uploaded evacuees. As the first aircraft on the ground, we directed the other C-130H where to park and updated the marshaling plan.

It was pure chaos there. Local military personnel wearing many different uniforms wielded machetes or AK-47s and raced motorcycles with up to three men on them across taxiways and runways. It took the entire crew to identify and assess potential threats with so many people moving around on the ground. Threats were not limited to the ground; one of the taxiways originally planned for use appeared from the cockpit to be substandard and required a crewmember to deplane and assess the surface. That substandard taxiway meant that room to work on the ground was reduced by at least half. Our PJs did an excellent job of providing point security and assisting deplaned crewmembers with taxi planning, while the loadmasters tackled the tedious and chaotic manifestation of 75+ Embassy personnel.

As soon as we finished uploading, we closed the doors, sequenced ourselves into traffic, and headed to Nairobi, Kenya, where the U.S. Embassy was waiting to harbor the evacuees. A sense of pride came over me when I saw the faces of those we airlifted out of South Sudan. They were happy and relieved to be out of that very volatile country. I was also proud of how my crew performed under the intense pressure, uncertainty, and chaos of the day.

My crew (deployed to Djibouti from the 302nd Airlift Wing, Peterson AFB) consisted of Capt Chris Gurrola (Copilot), Maj Eric Elmore (Navigator), SSgt Daniel Greenberg (Flight Engineer), SSgt Aaron Swenson (Loadmaster), and A1C Zachary Maggard (Loadmaster). Every one of them, including the PJs and maintainers, performed in an excellent manner that day, ensuring a successful and—most of all, safe—mission.

An Airman hands his keys over to a sober driver. Although the wingman concept applies to more than simply alcohol-related incidents, those incidents are the most common.

USAF PHOTO

No Bad Wingmen

Commentary by MR. CHRIS HALE
HQ AFSPC Safety

In too many mishap investigations, we find out there were other Airmen present. Some were in a position to physically intervene or at least say, "knock it off" and potentially prevent the victim from dying or sustaining severe injuries; but for some reason, they chose not to. Law enforcement calls these negligent bystanders witnesses. I call them bad wingmen. Any one of them could have stepped in to change the outcome.

Bad wingmen exist everywhere. They are the supervisors or co-workers who condone shortcuts in the workplace or ignore safety protocols for dangerous operations. They are the co-workers or friends who convince you to go bar hopping on your bikes or the ones who film your latest daredevil stunt so you can brag on YouTube. They are the ones who pass by a known hazard and rationalize their lack of action with, "not my problem." We know Airmen are smart enough to know right from wrong; some just don't have the guts to do the right thing.

The most glaring example involved the death of a promising young Airman not too many years ago. He was partying with a bunch of friends at a dorm and decided to do a handstand on the second floor balcony railing. Alcohol was involved and the railing was wet. He had successfully performed this stunt before in the presence of other bad wingmen, but this time he slipped. Eight pairs of eyes watched him fall to his death.

We usually find out what happened to the mishap people—some are shipped to their hometown in a casket so their loved ones can say their last goodbyes; some spend months recovering as best they can from debilitating injuries before they are medically discharged; the lucky ones return to duty. But we never find out the fate of the bad wingmen. Their fate is in the hands of their commanders, supervisors, and most importantly, their peers, who have to decide whether they can be trusted to be good wingmen in the future.

Soon after the balcony tragedy, we heard about another Airman who was actually saved by his wingmen before he had a chance to kill himself or others. This not-too-promising Airman decided to drink heavily and drive the night before he was to be involuntarily separated from the Air Force. Despite his friends' objections, he managed to make it to his car and attempted to drive away, blitzed out of his mind. His friends blocked his car in so he couldn't leave. They were heroes that night because they stuck by their friend.

If bad wingmen cannot be "re-blued" into good wingmen, then maybe they aren't cut out for military service. After all, the military is a very special club, a band of brothers and sisters who share time-honored common core values, who serve as our nation's sword and shield and never leave a buddy behind, whether it's on the battlefield or on the street.

Ride S

80 Airmen died while riding a motorcycle in the last 5 years

of these deaths

63%

were due to willful non-compliance

such as

speed

judgment errors

fatigue

5x

more deaths were due to ***SPEED*** than lack of trainin

alcohol

drugs

lack of **training**

Smart Arrive Alive

Anatomy of a fatal crash

imagine....

You are cruising at 50 mph
(Posted speed limit is 35 mph—15 mph over the speed limit is willful non-compliance)

You hit a slick spot
(Higher speeds decrease the point of contact with the road, making it easier to lose control)

Impact 1
You lose control and your motorcycle hits a guardrail and it stops instantly

Impact 2
Your body continues to sail forward until it meets the pavement—you stop instantly

Impact 3
Your heart continues to move forward at 50 mph and slams against your rib cage—your aorta bursts like a water balloon

Critical Days of SUMMER 2014

By MR. WAYNE BENDALL, AMC/SEG

SrA Tyler Treadaway, 6th Maintenance Squadron aircraft metals technician, rides a tricycle while wearing vision impairing goggles during the Critical Days of Summer kick-off event at MacDill AFB, Fla., May 23, 2013. The goggles simulate the reduced alertness and decreased reaction time that a person experiences when drinking.

USAF PHOTO BY SRA MELISSA PARADISE

This year's Critical Days of Summer (CDS) safety campaign will run from 1600 Friday 23 May – 0700 Tuesday 2 September. The Air Force theme for this year's campaign is "Risk: Double Checks; Not Second Thoughts." The AMC campaign kickoff vehicle will be a video providing the AMC/CC and CCC an opportunity to address safety, both on and off duty. To see the video, go to **http://www.amc.af.mil/mobilityforum.asp**.

This year's campaign again focuses on traffic safety, as motor vehicle mishaps continue to be the leading cause of death to our Airmen. That comes as no surprise when we see causal factors remain the same year in and year out—excessive speed, drinking and driving, distractions, and poor risk management.

While commanders and supervisors play a key role, family, friends, and coworkers are usually the final barrier between a good time and life-impacting disaster. It is extremely important that they (1) recognize when things are getting out of hand and (2) not be reluctant to step forward and intervene when the situation calls for it. It is too late after the fact.

Ten AMC Airmen have lost their lives over the past five summer campaigns—all as the result of motor vehicle mishaps. Excessive speed was listed as a causal factor in nine of those, with alcohol doubling as a causal factor in six. Another growing threat to safe vehicle operations is distracted driving. Texting, talking on a cell phone, or adjusting the radio takes your focus away from the road and can lead to a serious mishap.

Last summer, both of our fatalities were the result of motorcycle mishaps. Whether you're a lifelong rider or just starting out, recognition of risks is the key to a safe, enjoyable experience. Take advantage of specialized training courses offered on or near your base, wear approved protective gear at all times, and make smart, risk-based decisions. Above all, remain on the lookout for other vehicles in traffic; the joy you're experiencing can become a tragedy in an instant.

Aside from those two fatalities, there were also 129 non-fatal accidents in

Week 1	National Lampoon's Vacation
Week 2	In the Line of Fire
Week 3	Zero Tolerance
Week 4	Traffic
Week 5	The World's Greatest Athlete
Week 6	The Jerk
Week 7	Wild Hogs
Week 8	Iron Man
Week 9	The River Wild
Week 10	Some Like It Hot
Week 11	The Big Sleep
Week 12	On the Waterfront
Week 13	Singin' in the Rain
Week 14	American Flyers
Week 15	One Foot in Heaven

NOTE: Units have the latitude of promoting these in any order to meet their individual needs.

Photo top right: Airmen from the 317th Airlift Group participate in a fun run at Dyess AFB, Texas. The airlift group encouraged the importance of fitness safety during the Critical Days of Summer.

USAF PHOTO BY A1C JONATHAN STEFANKO

Photo bottom right: Maj Patrick Bass, 7th Security Forces Squadron, administers a breathalizer test to 1Lt Ezekial Duran, 7th Aerospace Medicine Squadron, after a briefing on distracted driving during a Critical Days of Summer commander's call at Dyess AFB, Texas.

USAF PHOTO BY A1C PETER THOMPSON

AMC last summer. Most occurred off duty and involved various outdoor activities such as water sports, backyard cookouts, and other recreational events. Many times, they are near misses that could have been much worse.

This year's campaign will provide safety information using a series of modules that highlight safety concerns during each week of the campaign. Contact your local safety office for flyers promoting each of these weeks.

We must also be diligent when it comes to on-duty safety. Sadly, two Airmen died in separate on-duty cargo handling operations last year, and another Airman suffered a severed fingertip while loading a pallet. For jobs that don't have tech orders outlining each step, a job safety analysis is required to identify potential hazards and develop safe procedures. Also, don't engage in practices that haven't been reviewed and approved. At the same time, if written guidance is no longer valid, don't hesitate to change it for a better, safer process.

"Bottom line, take a thorough look at all of your processes to ensure every risk has been identified and mitigated," said Mr. Joe Hughes, Chief of AMC Ground Safety.

Let's enjoy the summer, but remember that our safety matters to family, friends, and coworkers. "Risk: Double Checks; Not Second Thoughts."

What Happened Aboard Shell 77?

The Mobility Forum Fall 2013 issue informed readers about the tragic loss of three Airmen when their KC-135R, call sign Shell 77, crashed shortly after takeoff in Kyrgyzstan. The aircraft was assigned to the 22d Air Refueling Wing at McConnell AFB, Kan., and was flown by members of the 92d Air Refueling Wing at Fairchild AFB, WA. The crew was flying out of the 376th Air Expeditionary Wing at the Transit Center at Manas. Air Mobility Command (AMC) has released the results of the Accident Investigation Board (AIB).

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

Fall 2013 | 3

Excerpt of an article from the Fall 2013 issue of The Mobility Forum *honoring the Shell 77 crew. Pictured left to right are Capt Mark Tyler Voss, Capt Victoria A. "Tori" Pinckney, (with her son, Gabriel), and TSgt Herman "Tre" Mackey III.*

AIB Determines Cause of KC-135 Crash

By RITA HESS, Staff Writer

On May 3, 2013, a KC-135R crashed in the foothills of mountains located six miles south of Chaldovar, Kyrgyz Republic. The crew was departing from the Transit Center at Manas to Afghanistan on a combat aerial refueling mission. The aircraft exploded in flight, impacted the terrain at three main locations, and burned, costing the lives of Capt Mark Tyler Voss, Capt Victoria A. "Tori" Pinckney, and TSgt Herman "Tre" Mackey III.

According to the AIB, immediately after takeoff, a flight control system malfunction generated directional instability, causing the aircraft's nose to drift from side-to-side, or "rudder-hunt." This condition, not fully diagnosed by the crew, progressed into a more dangerous oscillatory instability known as "Dutch roll." The AIB identified that a poor layout of key information in the flight manual and insufficient crew training contributed to the mishap by detracting from the crew's ability to act on critical information while troubleshooting.

The AIB found the crew did not recognize the Dutch roll condition, initiated a left turn to remain on course, and used left rudder to coordinate the turn, thereby increasing the aircraft's oscillatory instability. The ensuing severe side-to-side movements of the aircraft varied the crew member's foot pressure on the rudder pedal, which caused inadvertent fluctuations in rudder position. These fluctuations, coupled with right rudder use while rolling out of the turn, compounded the Dutch roll severity and produced extreme airframe stress that caused the KC-135's tail section to separate from the aircraft. The subsequent, uncontrollable descent resulted in an in-flight explosion.

A combination of factors—flight control malfunctions, insufficient crew force training, incomplete checklist

response, use of rudder while in a Dutch roll condition, crew composition, and procedural guidance—all came together during the flight, resulting in this accident. The crew encountered a condition they had not realistically experienced in training, which left them with an unrecognized hazardous situation that was difficult to overcome.

"Our hearts go out to the family members and friends of these Airmen," said Brig Gen Steve Arquiette, who led the accident investigation board. "Having attended the memorial service at Manas and later interviewing many co-workers, I know these Airmen were highly regarded and are greatly missed. The investigation team, with the help of our industry and Kyrgyz government partners, pushed through months of intense fact finding for the primary purposes of understanding what happened that day and to honor the crew's service to our nation."

The AMC way forward is clear—making immediate changes and improvements to checklists, to procedures, and to simulators. Specific actions include revised crew procedures for unscheduled rudder deflection and modifying KC-135 flight simulators and training syllabi to better prepare aircrews for Dutch roll and lateral flight control events. The command is also working with the airplane manufacturer and the AF Lifecycle Management Center to rewrite flight manual sections and conduct in-depth analysis of rudder system components to develop component and T.O. improvements. AMC plans to continue to refine and implement solutions to prevent any repeats of this tragedy and ensure the KC-135 remains a safe, effective, and capable aircraft for many years.

Horizontal stabilizer section as found north northeast of main debris field.

Section of rudder as found north northeast of main debris field.

Cockpit section of wreckage.

HOT FACTS About Heat-Related Illness

By RITA HESS, Staff Writer

With crazy weather sweeping our globe year after year, many places are experiencing vicious and prolonged summer conditions. Sometimes it is record high temperatures, drought, humidity, and other times it is a wacky combination of all those elements. These environmental phenomena stress everything from inanimate objects such as homes and automobiles to living things—plants, animals, and humans!

There is no quick fix for Mother Nature's heat. Until temperatures subside, however, balance the conditions around you, take care of yourself and others, and know how to respond in a critical situation. Here's what you need to know to stay safe.

All Airmen are susceptible to the dangers of heat, regardless of age, fitness, or job.

- It doesn't matter how old or young you are. Relentless summer heat can catch any Airman off-guard. Older adults or those with health issues are at a higher risk for heat-related illness, but heat can affect *anyone*.
- It doesn't matter how athletic you are. In fact, those who are physically fit may be at even *greater* risk of succumbing to the heat because they push themselves too hard (e.g., run an extra mile, shoot a few more hoops, work longer between breaks).
- It doesn't matter what type of work you do. Just because you work on a sweltering flight line during the week doesn't mean you should mow your lawn on a blistering Saturday afternoon. You can—to some degree—acclimate yourself to heat with gradual exposure, but your body doesn't necessarily "get used to it." In fact, heat can take a cumulative toll on the body, so take the same precautions at home as you do at work.

Losing an Airman to the heat can have far-reaching ramifications.

- Heat stress affects your cognitive processes—you simply don't think as clearly as you would otherwise. So staying on the job during a mild heat-related incident endangers those around you by increasing the likelihood that you'll be involved in a mishap.
- Even if the heat only keeps you off the job for a few days, your absence may have a ripple effect. If someone else pulls extra hours to get your job done, that person could also succumb to the heat or make a critical mistake.
- Most importantly, of course, is that a heat-related illness can be deadly. Don't be "the example" used in future safety briefings about how to stay alive in the heat. Also, a severe heat-related illness can permanently damage vital organs (e.g., heart, kidneys, liver), but the damage may not show up for years. Don't let future organ failure be your "unforgettable souvenir" from the summer of 2014.

Altering the work environment, work/rest cycles, and personal care can reduce the potential for heat-related illness.

- In some cases, modifying work environments can help. When possible, turn down thermostats indoors, provide large fans to

move air, modify schedules to work during the coolest parts of the day, and provide a cool place for frequent breaks.

- Get plenty of rest between shifts and avoid heavy meals, as the digestion process zaps valuable energy that your body would otherwise use to moderate your temperature. Wear light-colored cotton clothing outdoors if your job allows it. If your job requires heavy personal protective equipment, check your heart rate at frequent intervals.
- Finally, sip (don't gulp) plenty of water, even when you aren't thirsty and regardless of your activity level. During heavy exercise in a hot environment, the Centers for Disease Control and Prevention recommends drinking 16–32 ounces of cool fluids **each hour**. (If your urine is dark yellow, you aren't drinking enough water.) Fruit juice and sports drinks help replenish salt and minerals lost from sweating, but avoid caffeine and alcohol, which actually cause you to lose fluid.

Early detection and immediate treatment can prevent fatalities.

- Supervisors must monitor the people who report to them, coworkers must monitor each other, and you must monitor your own condition. Simply feeling tired and irritable or an inability to concentrate can be one clue that heat is taking a toll.
- Regular briefings remind all Airmen about the symptoms and dangers of heat-related illness. Safety posters, emails, social media, and simple conversations are also effective tools for reminding others about the signs of heat stress and the importance of hydration.
- Similar to storm preparedness and other emergency procedures, develop (and practice) emergency response procedures for heat-related illness. If possible, designate cooling stations, assign "heat buddies," to monitor each other, and/or cultivate other ideas for early detection and treatment.

HOW TO RESPOND TO HEAT-RELATED EMERGENCIES

Illness	Symptoms	First Aid*
Heat Stroke	• Confusion • Fainting • Seizures • Excessive sweating or red, hot, dry skin • Very high body temperature	• **Call 911** While waiting for help: • Place worker in shady, cool area • Fan air on worker; cold packs in armpits • Wet worker with cool water; apply ice packs, cool compresses, or ice if available • Provide fluids (preferably water) as soon as possible • Stay with worker until help arrives
Heat Exhaustion	• Cool, moist skin • Heavy sweating • Headache • Nausea or vomiting • Dizziness • Light headedness • Weakness • Thirst • Irritability • Fast heartbeat	• Have worker sit or lie down in a cool, shady area • Give worker plenty of water or other cool beverages to drink • Cool worker with cold compresses/ice packs • Take to clinic or emergency room for medical evaluation or treatment if signs or symptoms worsen or do not improve within 60 minutes • Worker should not return to work that day
Heat Cramps	• Muscle spasms • Pain • Usually in abdomen, arms, or legs	• Have worker rest in a cool, shady area • Worker should drink water or other cool beverages • Worker should wait a few hours before returning to strenuous work • Have worker seek medical attention if cramps don't go away
Heat Rash	• Clusters of red bumps on skin • Often appears on neck, upper chest, folds of skin	• Try to work in a cooler, less humid environment when possible • Keep the affected area dry

**Remember, if you are not a medical professional, use this information as a guide only to help workers in need.*

An electronic flight bag sits in the middle of all the paper flight manuals and products it will replace.

USAF PHOTO BY TSGT BENNIE J. DAVIS III

MAF Electronic Flight Bag:

Game Changer ... Data Fusion in the Hands of Each MAF Aircrew Member

By LT COL TED WELCH, AMC/A3R

Two years ago this spring, the Mobility Air Forces (MAF) Electronic Flight Bag (EFB) Program was born when innovative Airmen sought to improve the effectiveness and efficiency of MAF aircrews. The EFB initiative exploits technology, empowering our aircrews to safely move and sustain forces across the MAF employment spectrum of airlift, air refueling, and aeromedical evacuation.

The efforts of these innovative Airmen and the EFB initiative are linked to important goals of reducing energy use and a 2011 Presidential Executive Order that mandates publication and printing limitations wherever practicable. To articulate potential savings and applications of the EFB, AMC completed a Business Case Analysis that showed fuel (weight) and print savings via delivery of eFLIP (electronic flight information publications) and ePubs (digital publications, including Instructions and TOs). Based on a potential annual cost avoidance of over $5.8 million dollars, AMC purchased and distributed EFBs to aircrews in 2012, and later in 2013 to our aeromedical crews.

This new transformational commercial mobile technology came with a host of challenges; many associated with data security and several are still being addressed such as encryption, federal information processing standards, and security technical implementation guides. While working through these unique complexities, the focus is also on advancing/expanding the utility of this game changing technology for our MAF aircrews as soon as possible. All these challenges and efforts are tackled by strong MAF teammates from our EFB Integration Office, which is dedicated to operationalizing the employment, management, and sustainment of the EFB program. The team collaborates daily with key stakeholders and process owners across the DoD.

EFB VISION

Aircrew's Single Point of Entry for Operational Effectiveness

Integrated and responsive Rapid Global Mobility operationally enhanced by delivering, receiving, and analyzing pertinent and customizable data fusion at decision points within the hands of each MAF aircrew member.

MAF EFB Program efforts/achievements in employment and management include:

EFB MISSION

Customizable Data Fusion for Mission Accomplishment

EFB delivers fused data at each decision point, connecting to streamline operations, enhance safety, situational awareness, aircrew knowledge, morale and efficiencies in flight duty periods by reducing crew workload and by eliminating paper products and flight-deck clutter.

EMPLOYMENT

- AMC and HAF/A3O approved EFB for ePubs use during critical phases of flight, including below 10,000'; AMC also released expanded/updated employment guidance through the EFB CONEMP 2.0.
- eFLIP operational evaluations have recently been completed by our AMC Test and Evaluation Squadron. The final report is currently being drafted. The final report will be used to support the transition and HAF/A3O approval for paperless MAF operations (ePubs and eFLIP).
- Continued development of Government Off-the-Shelf (GOTS) EFB applications. The KC-10 Weight and Balance app is currently fielded; while C-5, KC-135 and C-130 Weight and Balance apps are under development for release in the near future.

MANAGEMENT

- DoD's CIO Commercial Mobile Device Implementation Plan directed DISA to create an enterprise solution to support controlled unclassified information mobility requirements. DISA's Mobile Device Management (MDM) service provides management and Mobile Application Management (MAM) through a contracted service with Mobile Iron.
- When the MDM required Tier 1 "Help Desk" support service is in place, the AMC team will initiate a large scale MDM provisioning of EFB devices. This should begin in May 2014 and take the remainder of 2014 to fully implement.
- DISA MDM services provide the ability to secure and control mobile devices. It enables mobile security, integrity verification, risk management, app management, and configuration compliance. Moreover, it allows EFB users to enable WIFI for access to a multitude of aviation related apps and information from anywhere with connectivity.
- MAM provides a platform for certifying, deploying, managing and analyzing mobile applications. Both GOTS and Commercial Off-the-Shelf (COTS) applications are available to MAF EFB users via Mobile Iron's "Apps at Work" application store. The MAF apps store is currently stocked with 23 apps which include AeroWx, Calculator XL, Adobe Reader, Phaero, GoodReader, Google Earth, USA Today, Jepp Mobile FD, B737 MRG, DCO Connect, PKard Reader, EFB Pro, KC-10 Weight and Balance.

SUMMARY

In Gen Welsh's *Vision for the USAF*, he states "Now, more than ever, we need bold leaders at every level who encourage innovation, embrace new thinking, and take prudent risks to achieve mission success." There is no finer example of that for our MAF aircrews than the EFB.

This program was born by Airmen looking for smarter ways to do business through improving operational effectiveness, increasing safety and situational awareness, and optimizing our valuable resources. To date, only a small portion of EFB processing power and connectivity capability are being harnessed. However, the future is extremely bright … so stand by for more.

Capt Timothy Jastrab follows preflight procedures for a C-17 Globemaster III via an Electronic Flight Bag that's being phase tested by AMC at Dover AFB, Del.

USAF PHOTO BY TSGT BENNIE J. DAVIS III

Playing with Fire

By SANDRA JACKSON, Staff Writer

Nothing caps off a day of celebrating the new year or our nation's independence like a night of stunning pyrotechnics. And while public shows are offered nearly everywhere, many people like to create their own fireworks fun. It goes without saying that fireworks must be used safely and responsibly, but each year, nearly 10,000 Americans are injured by mishandling or misusing fireworks. The Consumer Product Safety Commission (CPSC) reports that an average of 200 people visit emergency rooms every day in the weeks approaching and following July 4 because of fireworks-related injuries. Most of these injuries are burns.

The National Fire Protection Association reports that in 2011, fireworks caused an estimated 17,800 reported fires, including 1,200 total structure fires, 400 vehicle fires, and 16,300 outside and other fires in the United States. Malfunctioning fireworks, homemade explosives, or banned items often result in unexpected flight paths and dangerous debris. Improper use, including igniting fireworks too close to someone, holding fireworks while lighting them, or playing with lit or used fireworks, is usually the cause of reported injuries.

No celebration should end with a trip to the hospital or a visit from the fire department, and correct and responsible handling of fireworks can help prevent a tragic end to a great day.

Check the Rules

Before you light that fuse, be sure you know your community's restrictions on fireworks. Some do not allow fireworks to be set off within certain areas—public parks, school grounds, undeveloped or overgrown areas, etc. Some states, towns, or even neighborhoods ban them altogether. An area may have temporary or seasonal restrictions in place due to local drought or high fire risk conditions. There may even be noise ordinances restricting fireworks. Not sure if you can light that rocket? It isn't difficult to find out. Restrictions are usually posted on municipal websites or in community newsletters, announced on local news, or distributed through other local media outlets. Local law and fire authorities also can provide information and guidance.

Crossing state lines with fireworks may also be illegal in your area. Even if the neighboring state allows the sale of fireworks, your state may not permit ownership within state lines. Some states only allow novelty items, while some ban all categories of fireworks. If your community restricts the use of fireworks, do not break the laws—they will be enforced. Law enforcement agencies in states where fireworks are banned often crack down on illegal use in their jurisdictions by going after people who purchased the fireworks in a neighboring state and transported them into a state where the items are banned. Some police departments even stake out fireworks store parking lots, following buyers with out-of-state tags and arresting them on the other side of the line—or in the purchaser's home.

Fireworks: Not a DIY Project

In July 2013, a man in Ohio blew off his left hand and part of his right hand, suffered eye damage, and sustained burns all over his body while moving homemade fireworks into his truck. In November 2013, a Florida home was severely damaged when a cache of homemade fireworks exploded. Last year, the CPSC received reports of six men who were killed by professional-grade, homemade, or banned firework devices.

Never purchase fireworks from any source other than licensed distributors who are permitted to sell in your area, and never try to make them yourself. Local law enforcement are not the only authorities watching out for homemade or illegal explosives. The U.S. Customs and Border Protection; the Bureau of Alcohol, Tobacco, Fireworks, and Explosives; the Department of Transportation;

FOR MORE INFORMATION ON USING FIREWORKS SAFELY, VISIT:

National Council on Fireworks Safety: **www.fireworkssafety.org**

Consumer Product Safety Commission, Fireworks Information Center: **www.cpsc.gov/en/Safety-Education**

and the Department of Justice are all collaborating to enforce federal safety standards. The agencies also solicit the assistance of the public, encouraging them to report the manufacture, possession, or sale of illegal fireworks to local law enforcement agencies or to the ATF hotline at (888) ATF-BOMB (1-888-283-2662).

Common Sense is the Best Safeguard

The National Council on Fireworks Safety offers basic safety tips for using consumer-grade fireworks:

- Always purchase fireworks from a reliable source.
- Use fireworks as directed on the consumer product safety label; never alter products.
- Observe local laws and use good common sense.
- Have a designated person (a responsible adult) organize and shoot your family show.
- Parents should not allow young children to handle or use fireworks.
- Alcohol and fireworks do not mix. Save your alcohol for after the show.
- Wear safety glasses whenever using fireworks.
- Always have water ready if you are shooting fireworks.
- Do not experiment with homemade fireworks.
- Never relight a "dud" firework. Wait 20 minutes and then soak it in a bucket of water.
- Soak spent fireworks with water before placing them in an outdoor trash can.
- Report illegal explosives, like M-80s and quarter sticks, to the fire or police department.

Don't allow your family's holiday celebration to be memorable because of a fireworks disaster. Use common sense, and pay attention when handling explosives.

COMMON COMMERCIAL FIREWORKS FOR SALE

- Shells and mortars
- Multiple tube devices
- Roman candles
- Rockets
- Sparklers
- Firecrackers with no more than 50 milligrams of powder
- Novelty items, such as snakes, airplanes, ground spinners, helicopters, fountains, and party poppers

Note: Your jurisdiction may restrict the sale, possession, or use of any or all of these categories.

AMC and the Air Force Inspection System (AFIS)

The **AFIS TOP 10** for Successful Implementation

By COL KYLE VOIGT, AMC Deputy Inspector General

Special thanks to SSgt Austin May, 100 ARW/PA, who provided all the creative artwork for this article.

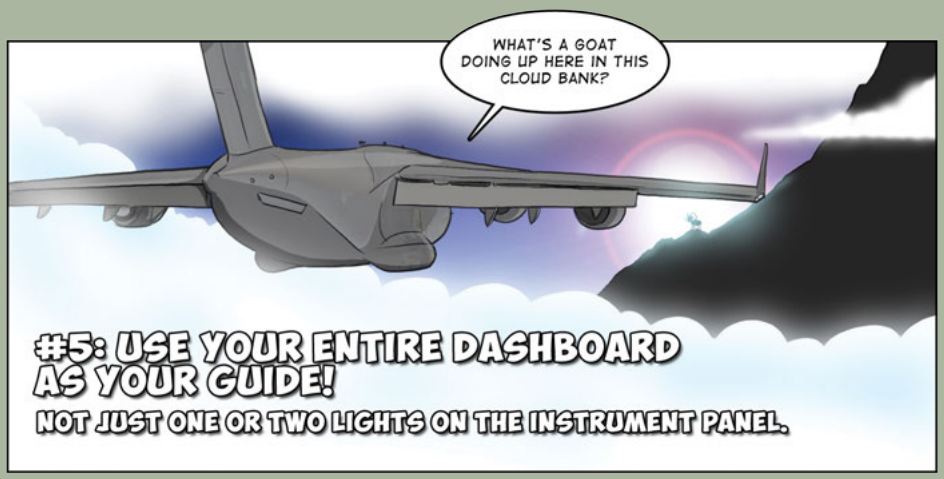
"The new AFIS is the best change we've seen in the inspection business in 30 years!" said Brig Gen Steve Arquiette, the departing Inspector General for Air Mobility Command and the driving force behind AMC making inspections more relevant, value-added tools for commanders over the past three years. The AFIS and its new Unit Effective Inspection (UEI) process are critical to future USAF successes, as they provide wing commanders the tools to evaluate and ensure mission readiness and compliance across the enterprise under a much more effective and efficient approach. When the program goes "FOC" on October 1, 2014, it will mark a huge change in how commanders look at their role in evaluating overall wing effectiveness. Yet, there's still a lot to do before we inculcate the change into our Airmen culture. Take a few minutes to enjoy this humorous look at ten things we can do to improve AFIS implementation across the AF enterprise.

#1. "Painting the grass green" has driven Airmen crazy for decades of inspections. Wasting time on menial, non-value-added tasks—for an ***artificial appearance*** of effectiveness—is not what we should be doing. If the work you do is making your role more effective, more efficient, or more economical, then you should continue to put in the hours. But if you find yourself rebuilding the same continuity book that was handed to you a year ago, then use that time to find some real improvement areas instead.

#2. When did an IG visit start causing wings to stop making improvements? The risk of the IG seeing us actually fixing something often drove us away from doing the right thing at the right time for our Airmen. By showing the IG you can self-detect problems, you are improving your mission readiness … and UEI grade.

#3. In the past, the formula for an inspection grade sometimes received more attention than the performance itself. The AFIS relies heavily on an organization's ability to self-assess at a healthy, critical level. UEI grades are about long-term effectiveness … not simply whether the wing can generate 1-2 weeks of heavily rehearsed compliance. When it comes to getting inspected, be confident, be enthusiastic, and be motivated to show your stuff. But please … leave the grading to the IG.

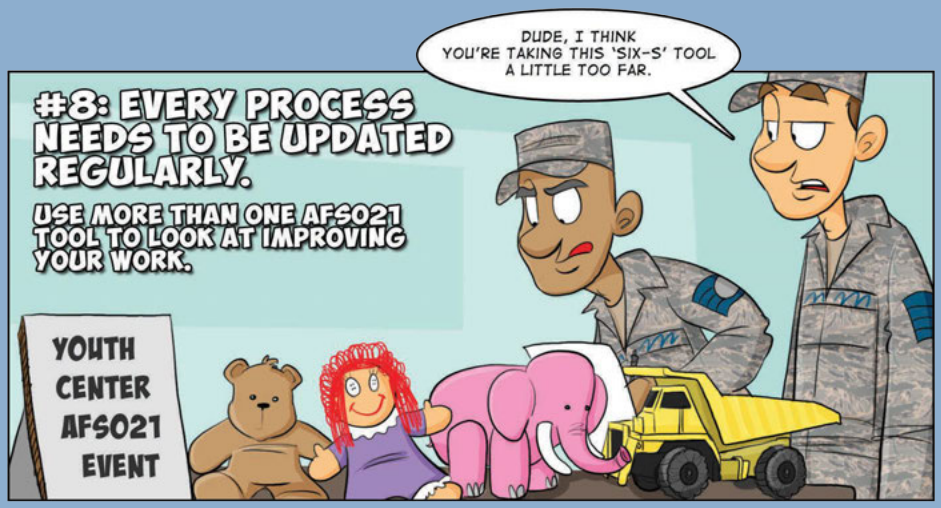
#4. MICT is easy if you let it be easy. The self-assessment checklists (SACs) in MICT provide a list of the most important, highest-risk compliance areas for your function. They do not relieve you of all the "will, shall, or must" mandates in AFI guidance. They should give you a valuable way to show your chain of command that you are handling those critical functions every day. That's why you're expected to update SACs within 5 days of a change in compliance. MICT should be a living database of compliance awareness—not a new bureaucracy all on its own.



#5. Do you know what your wing commander's "dashboard" is? It's not some idealized Excel spreadsheet that captures every metric in a wing. It is your commander's entire battle rhythm of reports, meetings and decisions. Every wing—just like every major weapon system in our inventory—is unique. If a commander is focused exclusively on one or two instruments, he or she could miss the big picture.

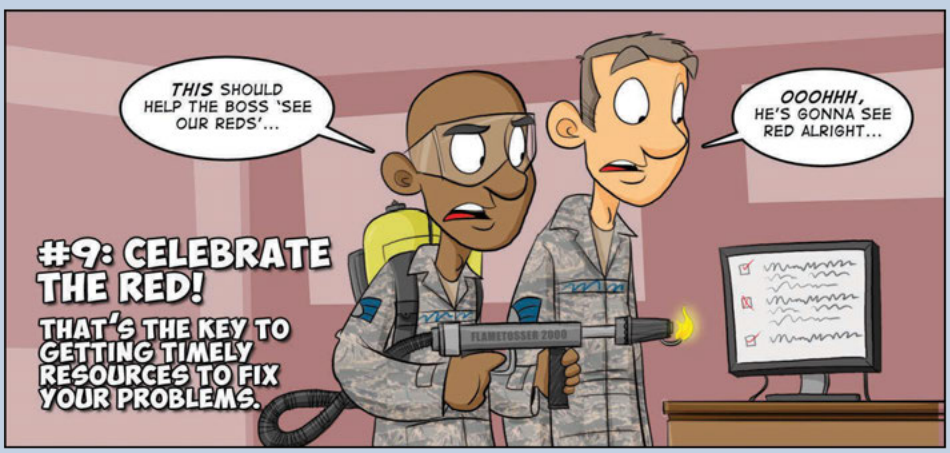
#6. Gen Welsh recently said, "If it doesn't make sense, stop doing it!" But he wasn't talking about doing whatever you want just because you don't like AF guidance. Our first role is to know our guidance inside and out so that we can truly understand when it is unnecessarily hampering our efforts. When that takes place, we're expected to evaluate and accept risk by using waivers to current guidance and by proposing permanent changes in order to make the next version of guidance more useful.

#7. "Improving the unit" means a lot more than just making things easier for yourself. If you incorporate more people and processes into your improvements, you will see better results that get buy-in and last longer. By leading those projects yourself, you can expand the influence of your own team by advocating what is right for the enterprise.



#8. Continuous improvement is healthy … especially if you use methods like those in the AFSO21 playbook. But don't let great ideas get bogged down in the process itself. Doing a "6 S" event (Sort, Straighten, Shine, Standardize, Sustain, Safety) is a great tool, but if it's the only way you are using AFSO21, you need to look harder at your processes, and allow a facilitator to help you with your efforts.

#9. Every Fortune 500 company knows that finding weak areas is a major key to fixing them. But the military tends to think "Red is Dead!" instead. As we shrink budgets and manpower, we have to accept that some "red" in our metrics is normal. If you can accept that—instead of automatically associating red with failure—you are much closer to getting your activity resourced appropriately.



#10. Here's the "foot-stomper"! The "new IG" serves as the true eyes and ears of the commander, who uses that awareness to improve the organization. "We Inspect to Improve" is not just the CSAF's view of the IG … it is the way we do business under the AFIS. The IG are your teammates—if there is something that needs fixing in the organization and ***they*** don't know about it, then ***YOU*** don't know about it.

Yearlong Effort Shifts U.S.' Main Afghanistan Air Hub to MK, Romania

By MAJ MICHAEL MERIDITH
18th Air Force

Servicemembers board a C-17 bound for Afghanistan. After more than a decade of operations at Manas, Kyrgystan, the Romanian location has become the U.S. military's main air hub for passengers and cargo into and out of Afghanistan.

Nearly a year of intense planning among a global group of stakeholders came to fruition with the recent transition of the Air Force's main Afghanistan air transportation hub from Kyrgystan to a new temporary location in Romania.

The transition comes in the wake of the transition of operations from Manas, Kyrgystan. For more than a decade, the Manas Transit Center oversaw the movement of much of the U.S. military's passengers and cargo into and out of Afghanistan. On February 1, that changed as Romania's Mihail Kogalniceanu (MK) Air Base reached initial operational capability as the new air hub.

"The process [for the transition] began in March 2013," said Chris Rosenthal of the 18th Air Force. Rosenthal is a key planner in a global group that grew to include stakeholders from the Department of State, Joint Staff, U.S. European Command, U.S. Central Command, U.S. Transportation Command, U.S. Air Forces Europe, U.S. Army Europe, Air Mobility Command, the 18th Air Force, and the 618th Air and Space Operations Center (Tanker Airlift Control Center), as well as Romanian military and civilian government officials.

According to Rosenthal, the complex planning process began with the development of a timeline to ensure the transition was complete well before the expiration of the Manas lease in July 2014. With the timeline set by July 2013, the team developed an initial concept of operations, supported by a site visit to meet with local authorities.

"In the next several months, we wrote and coordinated orders, submitted requests for forces, and held numerous meetings. All of this culminated in a rehearsal of our concept, which we presented in January to Lt Gen Donald Campbell, the commanding general of U.S. Army Europe in January," said Rosenthal.

Rosenthal noted that the rehearsal was a success, validating months of collaborative effort by team and laying the foundation for the February start of operations in MK. He added that despite the challenges presented by the planning and execution of the effort, those involved were gratified by what it has meant for their ultimate customers ... the men and women of the U.S. military.

Those points were echoed by Lt Col Todd McCoy, commander of the 780th Expeditionary Airlift Squadron based out of MK, who has responsibility for ensuring the safe transportation of passengers to and from Afghanistan.

"It's the passengers that really benefit from what is a classic example of great partnership," he said. "From planning to the point of execution, where we faced challenging weather and infrastructure issues, success was guaranteed by a group of dedicated joint professionals working together."

McCoy added that the fruits of the partnership were not only the establishment of an essential strategic hub in support of the presidentially-directed Afghanistan drawdown but also cost savings for the American taxpayer.

"Thanks to our partnership with the Romanian authorities, we negotiated an increase in the airport's weight-bearing capacity that allowed us to add additional fuel at MK at a fuel cost half that in the AOR. Now, we save over $20,000 each mission," said McCoy.

"By standing up MK, we are able to continue to support the movement of our troops without missing a beat," Rosenthal said. "This really is a testament to having the right people in place to perform a challenging task with leadership and ingenuity."

Flying Hour MILESTONES

AIR MOBILITY COMMAND

12,500 HOURS

105 AW/OG Stewart ANGB, NY
MSgt Kim Gateward

10,000 HOURS

301 AS, Travis AFB, CA
Lt Col Peter Ching
CMSgt Shawn Sanborn

8,500 HOURS

76 ARS, JB McGuire-Dix-Lakehurst, NJ
Lt Col Dean Owens
SMSgt Thomas Epps

7,500 HOURS

76 ARS, JB McGuire-Dix-Lakehurst, NJ
Lt Col Mark Johnson
CMSgt Robert Culbertson

121 ARW, Rickenbacker ANGB, OH
SMSgt Paul Emler

301 AS, Travis AFB, CA
MSgt Dean Canada

6,500 HOURS

76 ARS, JB McGuire-Dix-Lakehurst, NJ
Lt Col James Aaron
SMSgt Jimmie Rush
MSgt Robert Barrett

121 ARW, Rickenbacker ANGB, OH
Col Keith Pennington

301 AS, Travis AFB, CA
Lt Col James Argento
Lt Col Tobin Brewer
Maj Troy Stensgaard
SMSgt John Willoughby
MSgt Paul Casadevall
TSgt Jason Marschner

5,000 HOURS

19 OG/SA, Little Rock AFB, AR
Maj Gregory Reinhardt

22 ARW, McConnell AFB, KS
TSgt Justin Hunter

30 AS, Cheyenne ANG, WY
MSgt Michael Schuler

60 AMW, Travis AFB, CA
SMSgt Andrew Hoots
MSgt John McCarty

76 ARS, JB McGuire-Dix-Lakehurst, NJ
Lt Col Mark Degironimo
SMSgt Wayne Hanna
SMSgt Joseph Jones
MSgt Philip Keeter
MSgt Andrew Noll
MSgt Inderjit Singh
TSgt Phillip Culotta

89 AW, Presidential Airlift Group, JB Andrews, MD
MSgt Tamara Collum
MSgt Chad Sutherland

121 ARW, Rickenbacker ANGB, OH
Lt Col Gregg Graham
CMSgt Tom Guard
MSgt Kevin Cartwright

155 ARW, Lincoln, NE
CMSgt Russell Sladky
MSgt Mark Stocking

301 AS, Travis AFB, CA
Lt Col David Degavre
Maj Jason Biggs
Maj James Harty
Maj Robert Osborn
Maj Adam Walsh
Capt Pedro Gajate
Capt Jill Sliger
SMSgt Donna Milford
MSgt Silva Foster
MSgt Jason Miller
TSgt John Neuburger

305 AMW/OG JB McGuire-Dix-Lakehurst, NJ
Col Michael Rickard
Col Richard Williamson

310 AS, MacDill AFB, FL
Maj Jay Troxell
MSgt Scott Polito
MSgt Arturo Zavala

3,500 HOURS

60 AMW, Travis AFB, CA
Lt Col Christopher Van Hoof
Maj Matthew Abele
Maj Alexander Pelbath
MSgt Daniel Factuar
TSgt Jason Bayne
TSgt Jarrod Clay
TSgt Christopher Gerber
TSgt Hershel Green
TSgt Kenneth Harwood
TSgt Stephen Hopkins
TSgt Corvus Lowry
TSgt Lucero Stockett
TSgt Robert Vann
TSgt Gerald Wilson
SSgt Daniel Denman
SSgt William Haden
SSgt Stuart Morrison
SSgt Kyle Prewitt

76 ARS, JB McGuire-Dix-Lakehurst, NJ
Maj Barton Buchanan
Maj Tamara Johnson
Capt Joel Sharp
SMSgt Kimberly Asewicz
SMSgt Kevin Locascio
SMSgt Tige Platt
MSgt John Kajtor
TSgt Kevin Howard
TSgt Wilfred Rivera

89 AW, Presidential Airlift Group, JB Andrews, MD
MSgt Michael Boehm
MSgt Terry Gilfillan
MSgt Matthew Miller
MSgt Thomas Stewart

91 ARS, MacDill AFB, FL
Lt Col Brian Gilpatrick

92 ARW/SEF, Fairchild AFB, WA
Lt Col George Vogel
Lt Col Jeffery Wallace
SMSgt Christopher Rueckert
MSgt Jonathan Gomez
SSgt Alan Champagne

99 AS, Joint Base Andrews, MD
Maj James Crum
Maj Scott Derenzy
Maj Matthew Jaeger
MSgt Eric Grunert
TSgt Sean Carter
TSgt Walter Oliver
TSgt Benjamin Rusch

121 ARW, Rickenbacker ANGB, OH
Col Zane Brown
Col Joe Schulz
Lt Col Scott Lerdon
Lt Col Andy Mossman

Lt Col Scott Notestine
Maj Marty Barnard
Maj Ryan Plouffe
Maj Greg Powell
1Lt Kristian Tonnesson
SMSgt Todd Devoe
SMSgt Sam Given
MSgt Barry Anderson
MSgt Steve Davis
MSgt Mark Hamilton
TSgt William Gilbert
TSgt Jon Groleau

155 ARW, Lincoln, NE
Maj Paul Erickson
SMSgt Jeffrey VanNortwick

301 AS, Travis AFB, CA
Maj Philip Dillingham
Maj Jason Garland
Maj Scott Graves
Maj Scott Heuberger
Maj Troy Ogle
Maj Caleb Provencio
Maj Alexander Salogub
Maj Andrew Schwaderer
Maj David Walls
Maj Gregory Zielinski
Capt Axel Page
Capt Gordon Roman
1 Lt Charles Cummings
SMSgt Jennifer Pope
MSgt Salvatore Cardinal
TSgt Scott McCoy
TSgt Mark Unverferth

310 AS, MacDill AFB, FL
TSgt Daryl Jolly

2,500 HOURS

19 AW/SE, Little Rock AFB, AR
TSgt Brian Commodore

22 ARW, MacConnell AFB, KS
Capt Andrea Judd

60 AMW Travis AFB, CA
Maj Nikki Foster
Maj Craig Husby
Maj Shawn Lowe
Capt Andrew Baer
Capt Colin Eames
Capt Michael Joanos
Capt Jason Lau
Capt Omar Moreno
Capt Samuel Rogers
Capt Thomas Stevens
Capt Matthew Tarnowski
Capt John Wimberley
MSgt Karl Dendekker
MSgt Nathan Hart
MSgt Philip McGreevy
MSgt Matthew Thomas
TSgt Patrick Bloom
TSgt Randy Klippenstein
TSgt Edward Soto
TSgt Christopher Sprague
SSgt Joshua Burns
SSgt Richard Danelz
SSgt Spencer Edwards
SSgt Kevin Gregory
SSgt Chor Vang
SSgt Rachel Wentland
SrA Kyle McDougle

76 ARS, JB McGuire-Dix-Lakehurst, NJ
Maj Daniel Hoskin
Capt Ryan Keys
Capt James Lux
Capt Bryan Mels
1 Lt Gregory White
TSgt Gregory Matthews

89 AW, Presidential Airlift Group, JB Andrews, MD
MSgt Orlando Brown
MSgt Elisa Villnave

91 ARS, MacDill AFB, FL
Lt Col Nathan Oliver
Lt Col Curtis White
Maj Ryan Covahey
Maj Leslie Picht
SMSgt Walter Markwas
MSgt Nancy Primm

92 ARW/SEF, Fairchild AFB, WA
Maj Anthony Amoroso
Maj Jason Eddy
Maj Christopher Johnson
Maj David Ornelas
Capt Brent Chisholm
Capt Derrick Luikens
Capt Shane Moran
Capt Joshua Renfro
Capt Daniel Schone
Capt Dana Stockton
Capt Jeremiah Trawick
Capt Eric White
MSgt Lee Adkins
TSgt Christopher Joyce
SrA Jeremy Culliton

99 AS, Joint Base Andrews, MD
TSgt Sean Carter
TSgt Noah Stebbins

121 ARW, Rickenbacker ANGB, OH
Lt Col Ross Tigner
Maj Brian Bucher
Maj Al Kline
Maj Steve Nevelos
Maj Scott Pohler
Maj Danny Slater
Maj Joe Uehlin
Capt Jake Allen
Capt Scott Mettle
Capt Jason Morgan
Capt Dan Vinson
TSgt Ryan Dunn
TSgt Lynnette Kilbarger
TSgt Dave Sorrell

155 ARW, Lincoln, NE
Maj Andrew Malousek
Capt Edward Conner
TSgt Cassie Sabatka

301 AS, Travis AFB, CA
Maj Scott Gridley
Maj Joshua Massie
Maj Michael Pettibone
Capt David Berry
Capt Esteban Castellanos
Capt Shane Evans
Capt Riley Rees
MSgt Michael Brown
MSgt Rita Dillon
MSgt Duane Nosbisch
TSgt Mike Miller
TSgt Brandon Williams

310 AS, MacDill AFB, FL
Maj Hamilton Shelfer
TSgt Nancy Hepner
SSgt Kevin Sanchez

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

Heat Hazards – Not Just Physical

By MR. MICHAEL WAHLER
AMC/SEF

January 1997, Howard AFB, Panama. The temperature was about 95 degrees Fahrenheit, and the humidity was about 96 percent. I was a young KC-135R aircraft commander on my first deployment. Our scheduled receiver was notorious for being unreliable. There were no air conditioning carts available; accordingly, we took plenty of bottled water out to the jet for the preflight and mission. Our receiver was collocated at Howard, so coordination was extremely easy. As we completed our preflight checks, the receiver called and told us he was broken, so we sat on the 150-degree flight deck and waited for him to get fixed. Just as his jet was fixed, our jet developed a malfunction, so we had to wait while our maintainers worked to fix it. As "murphy" would have it, when our jet was fixed, our receiver broke again; consequently, the wait continued. After we sat on the airplane for over four hours, we were all feeling the effects of the heat, despite consuming over one gallon of water each. I called in to our operations desk and had them deliver more water to the jet. Finally, my copilot stated she was stepping off the jet to cool down before she threw up, and the light bulb came on. I was about to fly a sortie with an entire crew on the verge of heat exhaustion. I called our operations desk and our receiver, informing them we were calling safety flight. We cancelled and returned to the hotel.

I am still very thankful to my copilot for having the sense to get off the jet, which brought me to my senses. Never forget that extended exposure to environmental extremes not only affects your body, but also your mind. Take time to think things through: consider your physical capabilities and your ability to process events mentally.

LOSA Relook

By LT COL KENNETH R. PICHA
AMC/SEF

HQ AMC/SEF finished the observation phase of the C-5 and C-21 Line Operations Safety Audit (LOSA) in early March. The next step in the process will be data verification by HQ Subject Matter Experts, followed by a formal analysis and written report by the contractor, The LOSA Collaborative (TLC). Once these actions are complete, AMC/CC will convene a Safety Investigation Board (SIB) this summer. The SIB will conduct a "deep-dive" of the data the observers compiled and will produce recommendations for the C-5 and C-21 fleet. These recommendations are expected to correct deficiencies or improve practices across both fleets.

The first relook LOSA will be the C-17, starting the first week of October 2014. The C-17 LOSA in 2011 set the baseline, and this second C-17 LOSA will audit how the C-17 community is doing in relation to the established baseline. This second LOSA will also show how well the enacted recommendations took hold and any further deficiencies that may have developed or were not observed in the first LOSA.

At the time of this writing, there are seven Final Safety Reports covering the pilot, loadmaster, and boom operator positions on various aircraft. These reports are in AFSAS; contact a Flight Safety Officer if you are interested in finding out the results. This data will give you a better insight into what information the LOSA observers gathered and the SIB recommendations.

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A DAY IN THE LIFE OF A COMPLIANCE OFFICER

By SSGT ANTHONY MCKEE, 932 AW/SE

A day in the life of a Compliance Officer can be hectic. At a moment's notice, you may open an inspection on a fatality or go on an imminent danger call. You may be conducting an opening conference with a company owner, CEO, jobsite foreman, manager, or even a Wing Commander. You never know what type of situation you'll be in from day to day.

I recall the time I responded to an imminent danger call about an employee working in an 8- to 10-foot deep excavation with unprotected sides and sandy soil conditions. As it turns out, the complaint was on the same company at the same location where I had opened an inspection the week prior.

On a typical complaint, I receive basic information: company name, location, safety or health concerns raised, and the number of employees exposed to the alleged hazard. I then search for the company's history with OSHA. In this situation, I knew about the company and its history; the company was installing a storm water sewer along a highway.

As I arrived on-site, an operator and two laborers were working. I had to park at the top of a hill and walk a few hundred feet to the site wearing my OSHA vest and hardhat, so they saw me coming. As I started down the hill, I saw one employee working in the excavation. Halfway down the hill, the operator saw me and started yelling at the employee in the excavation to "Get out! OSHA's coming!" By the time I got to the crew, all work had ceased.

Part of my job is documenting the conditions of the jobsite and conducting interviews with the crew. During my interview with the employee that had been working in the excavation, he revealed that the superintendent, who had just left, saw me pull up and called to alert the foreman. That explained why the worker got out of the excavation as I came down the hill. The worker also expressed concern about the working conditions, saying there were poor soil conditions and some of the sides had sloughed off while he was in the excavation. I thought to myself, *This is how people get killed.*

I asked why he chose to work in those conditions; he said he was afraid he would lose his job if he said anything. I understood his being worried about losing the job, but he could have been crushed if the sides had sloughed off on him. This was a close call with the potential of being worse. The company ended up getting a trench box and finishing the job safely.

As safety professionals, we never know what we will be doing from day to day—and our job is thankless. But by being out there and correcting unsafe acts and conditions, **we are making a difference.**