

Leaders observe firsthand how Security Forces perform their...

MISSION

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TAILWIND

AMC first sergeant visits Team Travis

**Airman 1st Class
Alexander Merchak**
60TH AIR MOBILITY WING PUBLIC AFFAIRS

TRAVIS AIR FORCE BASE, Calif. — Chief Master Sgt. Kiera J. Daniels, command first sergeant of Air Mobility Command, visited Travis Air Force Base, California, June 23-26, to meet with the base’s First Sergeant’s Council and gain a better understanding of the base’s ability to develop the U.S. Air Force through its Airmen.

Daniels’ visit to the base came on the heels of its First Sergeant’s Council being named AMC’s First Sergeant’s Council of the year.

While here, Daniels had the opportunity to meet with approximately 35 first sergeants from multiple units across the base learning firsthand how Travis AFB accelerates change for rapid global mobility.

Master Sgt. Welch elaborated on the importance of first sergeants and the role they play in helping Airmen accelerate change.

“Our number one responsibility is to take care of Airmen,” said Welch, 60th Security Forces first sergeant. “A part of that responsibility is our duty to provide the commander with a mission-ready and adequately-trained force to execute the mission.”

It was in this way that Daniels’ visit, which doubled as a



U.S. Air Force Chief Master Sgt. Kiera Daniels, Air Mobility Command first sergeant, experiences a security forces drone virtual reality demonstration at Travis Air Force Base, California, June 24, 2021.

meeting of the minds among AMC first sergeants, helped to bolster their own capabilities.

“The main purpose of this visit is to help first sergeants develop,” Daniels said. “My job is to be our first sergeants’ first

sergeant – this is the part of the job that I love.”

One part of the trip saw Daniels interacting with Airmen at the 60th Maintenance Squadron aerospace ground equipment shop, where Daniels

felt at home.

“I was an AGE Airman here back in the day. I know how hard you all work,” Daniels said. “I have no doubt that you will be able to accomplish your mission, and I hope you

feel emboldened to lean on your first sergeants if ever need be. We’re here for you.”

The following day, Daniels toured the 621st Contingency Response Wing, where she was

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New 621st CRW wing commander Q&A: mission, priorities and leadership

Tech. Sgt. Luther Mitchell Jr.
621ST CONTINGENCY RESPONSE
WING PUBLIC AFFAIRS

JOINT BASE MCGUIRE-DIX-LAKEHURST, N.J. — Shortly after assuming command of the 621st Contingency Response Wing, Col. Travis Edwards participated in a wing immersion at Joint Base McGuire-Dix-Lakehurst, New Jersey, where he learned about the various mission sets within the CRW. At the end of his immersion, he was asked ten questions. Here are his answers.

What have you learned about the CRW since taking command?

The 621st Contingency Response Wing does a lot more than I realized coming from a unit outside the CR enterprise. When I thought about contingency response, I thought about hurricane response and task force port opening missions, but I wasn’t tracking all the things we are doing to build partnerships and the things that are happening behind the scenes that are critically important to national security. I’m looking forward to us as Devil Raiders talking about what we bring to the fight.



U.S. Air Force photo by Tech. Sgt. Luther Mitchell
U.S. Air Force Col. Travis Edwards, center, 621st Contingency Response Wing commander, receives a unit briefing from members of the 621st Mobility Support Operations Squadron during his East Coast immersion at Joint Base McGuire-Dix-Lakehurst, New Jersey, June 25, 2021.

Can you share your thoughts on your East Coast immersion and what you’re looking forward to most during your immersion on the West Coast?

The east coast immersion was where I really had the opportunity to understand our four mission sets. Now when I go out to the West Coast, this will give me an opportunity to compare and contrast what we

have as far as equipment and how we operate at our host installations. I’m told there are some differences as far as the infrastructure at each base. I want to get an idea of where we’re at on both coasts and what each group’s strengths are so that we can move out together as one team.

What do you hope to accomplish during your time in command?

My main goal is to continue

to carry the message about the great things that are happening within the contingency response wing. We are on the leading edge of where our Air Force is going when we think about being agile and light multi-capable Airmen, and agile combat employment. These are things I firmly believe we are doing right now, and we can continue to work with the larger air force to advance those concepts as we move forward.

What are your priorities?

My priorities are the priorities that have been in place under the previous commander. I plan to maintain these priorities for at least the next 60 days, then I will make a determination on whether or not we will adjust. Those priorities are Mission, Airmen, and Families. That is what we are going to continue to roll with because I personally believe those are the values we must embody as a professional, warfighting organization. We may modify some things here and there, but I do not anticipate wholesale changes on our priorities.

What is your message to the Airmen, families, and friends of the 621st CRW?

I firmly believe that as the

wing commander and the commanders that I serve with, it is our responsibility to take care of Airmen and their families. I want the Airmen and their families to know that what they do matters, and that they are critical to our success.

Can you describe your leadership style?

My leadership style focuses on people, collaboration, and empowering Airmen to get after their mission set. And I think it’s important that we have fun while doing that. I like to make sure decisions are being made at the right level, and Airmen are focused on the mission and how to do it better. I want to foster a culture where they don’t feel the need to ask permission to do everything. They are moving out, being bold and moving us forward as an organization.

What or who inspires and motivates you?

There are people that motivate me that don’t realize that they do. A lot of my motivation comes from my family. We all have different skillsets that we bring to the table and most of my motivation comes from

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Tailwind

Travis AFB, Calif. | 60th Air Mobility Wing

Air Force

Col. Corey A. Simmons
60th Air Mobility Wing commander

1st Lt. Jasmine Jacobs
Chief of command information

Senior Airman Cameron Otte
Tailwind staff

Daily Republic

Glen Faison
Tailwind editor

Todd R. Hansen
Copy editor

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On the cover

Airman 1st Class Seth James, left, and Senior Airman Jared Hawley, both Phoenix Raven team members with the 60th Security Forces Squadron, train at Travis Air Force Base, California, June 24, 2021.

U.S. Air Force photo/Heide Couch



U.S. Air Force photo

WARRIOR OF THE WEEK

Name: SrA Lance Holley	Hometown: Tuscaloosa, Alabama	Resources & Make SSgt
Unit: 60 MXS/CSS	Time in service: 5 yrs 2 months	What are your hobbies? Working out and a lot of fishing
Duty title: 2A6X2 Aerospace Ground Equipment Journeyman	Family: None	What is your greatest achievement? Completing Human Resources Bachelor’s Degree
What are your goals? Finish Master’s Degree in Human		

25 Years Later: Remembering Khobar Towers

Tech. Sgt. Michael Battles
U.S. AIR FORCES IN EUROPE-AIR
FORCES AFRICA PUBLIC AFFAIRS

RAMSTEIN AIR BASE, Germany (AFNS) — “I still don’t know if the bloody footprints on the ground are those of a survivor or one of the 19 who lost their lives that day.”

Those are the words of Master Sgt. Norma Gillette, U.S. Air Forces Europe – Air Forces Africa Innovation and Transformation Office superintendent and survivor of the Khobar Towers Bombing terrorist attack 25 years ago.

On the night of June 25, 1996, a bomb was detonated near the Khobar Tower housing complex in Dhahran, Saudi Arabia, killing 19 Airmen and injuring more than 400 U.S. and international military members and civilians. The towers housed coalition forces supporting Operation Southern Watch, a no-fly zone operation in Southern Iraq.

Gillette, a Michigan Air National Guardsman from the 110th Wing, Battle Creek Air National Guard Base currently on orders to Ramstein Air Base, was an active duty senior airman on her first deployment serving as a dormitory manager at the time of the attack.

Gillette recalled the evening of June 25 began just like any other night on deployment.

“It was hot that night, unbearably hot, so a friend and I sat in one of our common areas instead of walking the perimeter,” she said. “All of a sudden, the glass door shattered, and we were blown across the room. We had burns, cuts and couldn’t hear – [we] didn’t know what had gone on.”

Gillette explained anyone able to walk immediately assisted in the care of the wounded, transporting and assisting anywhere possible, from using doors as stretchers to helping someone who lost a limb.

“Whether you were injured or not, if you could walk and help, you were doing it,” she said. “They kept bringing more and more people in, and we had no clue what was going on. We were very confused, it’s dark out and there’s bodies all over



On the night of June 25, 1996, a bomb was detonated near the Khobar Tower housing complex in Dhahran, Saudi Arabia, killing 19 Airmen and injuring more than 400 U.S. and international military members and civilians. The towers housed coalition forces supporting Operation Southern Watch, a no-fly zone operation in Southern Iraq.

the place.”

Gillette received the Purple Heart for injuries she sustained that day, and counts it as one of the most formative experiences in her life, which has greatly impacted her career and outlook.

The Purple Heart is also worn by the current USAFE-AFAFRICA commander, Gen. Jeff Harrigian, who was also deployed to Khobar at the time of the bombing.

Then-Capt. Harrigian was deployed from the 58th Fighter Squadron, 33rd Fighter Wing, Eglin Air Force Base, Florida, and was in the towers when the attack occurred.

“In our squadron, we lost 12 guys,” Harrigian said. “That was a very emotional event, and something that will always be a part of who I am. Because of

this horrific act of terrorism at Khobar Tower, 19 bright and talented individuals can never be replaced.”

“These memories forever remind me that stakes are high and the sacrifice is real when we step up to the plate to serve our country,” he added.

Gillette echoed this sentiment, explaining one of her most cherished possessions is a photo of the 19 fallen Airmen in their flag-draped caskets in the back of an aircraft before returning home to be laid to rest.

“Twenty-five years later, [the photo is] in pristine condition, and I can still tell you exactly how many [Airmen], how they’re lined up and who was where,” Gillette said. “It still stays really fresh in your mind. It isn’t a, ‘this happened to me’ thing. It’s them, all 19 of them.”

Leland Haun, Master Sgt. Michael Heiser, Master Sgt. Kendall Kitson, Tech. Sgt. Daniel Cafourek, Tech. Sgt. Patrick Fennig, Tech. Sgt. Thanh Nguyen, Staff Sgt. Ronald King, Staff Sgt. Kevin Johnson, Sergeant Millard Campbell, Senior Airman Earl Cartrette Jr., Senior Airman Jeremy Taylor, Airman 1st Class Christopher Lester, Airman 1st Class Brent Marthaler, Airman 1st Class Brian McVeigh, Airman 1st Class Peter Morgera, Airman 1st Class Joseph Rimkus, Airman 1st Class Justin Wood and Airman 1st Class Joshua Woody.

The Purple Heart is awarded to military members who are injured or killed in the service of their country.

AMC passenger policy team working to improve customer experience

Tech. Sgt. Zachary Boyer
AIR MOBILITY COMMAND

SCOTT AIR FORCE BASE, Ill. — In December 2020, Air Mobility Command’s Air Transportation Passenger and Fleet Policy Branch established a working group to improve the end-to-end AMC passenger travel experience.

After lifting the COVID-19 stop movement order, a travel backlog of 19,000 passengers increased workload across AMC Patriot Express terminals.

Passengers then identified areas of concern, including a lack of communication and outdated passenger processing systems, which prompted the Passenger Experience Improvement Working Group’s (PEIWG) creation.

The PEIWG comprises roughly 22 members, including logistics, operations, acquisition, and customer service experts at all levels.

“When we started developing the PEIWG our primary focus was the 3-Cs — care for passengers, communication to passengers, and carrier interactions. We focused our attention on these areas first,” said Mark Robinson, AMC Directorate of Logistics, Engineering and Force Protection Air Transportation Division deputy chief.

The PEIWG developed many short-, medium-, and long-term tasks to reach the end goal of better aligning the DoD travel experience with the



Passengers arriving from Baltimore-Washington International Airport depart an aircraft upon arrival at the Passenger Terminal at Ramstein Air Base, Germany, Feb. 4, 2015. The passenger terminal serves more than 13,000 passengers in an average month.

commercial industry.

Since December, the PEIWG has completed short-term tasks establishing a bi-weekly working group meeting and developing a seasonal Patriot Express Travel-Gram. Additionally, the team directed all air passenger terminals and Navy-operated terminals to communicate updates to passengers at specific time intervals and update the Interactive Customer Evaluation questionnaire, allowing passengers to share their complete flying experience. Upon receipt and review

of the questionnaires from the passengers, the Passenger Policy Staff evaluates the information to improve the customer experience.

The mid-term tasks include

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New COVID Delta variant: what you need to know

Janet A. Aker
MHS COMMUNICATIONS

A new and increasingly dangerous variant of the SARS-CoV-2 virus is rapidly sweeping across the globe. This new variant appears to spread faster, cause more severe disease and is more likely to result in hospitalization.

Also, younger people appear to be more susceptible to the new strain, known as the Delta variant, according to the Centers for Disease Control and Prevention (CDC).

But the good news is that the existing vaccines now available to everyone over the age of 12 have proven to be highly effective in preventing the Delta variant as well as other versions of COVID-19.

“We know that vaccines work,” said Dr. Margaret Ryan, medical director of the Defense Health Agency’s Immunization Healthcare Division.

Currently, there are three vaccines authorized for use by the Food and Drug Administration for COVID-19: The Pfizer

and Moderna mRNA vaccines require two doses, and J&J/Janssen is a one-dose vaccine.

The Delta variant is spreading quickly and will likely soon become the dominant strain within the United States.

It’s a wake-up call for those people who think that they don’t need to get a vaccine because they’ve successfully avoided the COVID-19 disease so far. It may be very difficult to escape the new Delta variant in the coming months without getting the shot, doctors say.

The Delta variant currently accounts for 20.6 percent of sequenced cases in the U.S., and that number is expected to multiply, especially in regions and among populations with low COVID-19 vaccination rates.

The number of sequenced cases of the Delta variant has roughly doubled every two weeks, Dr. Anthony Fauci, chief medical advisor to President Joe Biden, told a June 22 White House media briefing.

See COVID Page 12



Navy Hospitalman Marissa Salomon administers a vaccine to a service member at Naval Hospital Jacksonville’s off-site location for COVID-19 vaccines. Salomon said: “It’s so important that the military population gets a vaccine to keep everyone safe and mission ready.”

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Medical advances since Gulf War boil down to increased lives saved

Thomas J. Walsh
MHS COMMUNICATIONS

Second in a series of articles on advances in military health care and technology since the Persian Gulf War, 30 years ago this year.

Tactical casualty care – an application of the lessons learned based on data collected during the Vietnam War and analyzed with computers in the 1990s – evolved since being initially published in 1996, noted Alan Hawk, manager of historical collections for the Defense Health Agency’s National Museum of Health and Medicine.

Hawk noted that this resulted in the development of improved hemorrhage control techniques and even early versions of telemedicine, allowing for medical consultations by physicians far from the point of care. He also included rapid vaccine development, from a concept developed by the Defense Advanced Research Projects Agency (DARPA), to develop defenses against novel biological warfare agents.

Tourniquets and gauze

But other tools have been less tech-oriented and just as effective in saving lives. Former Army Col. (Dr.) Leopoldo “Lee” Cancio and Dale Smith, a longtime author and a professor of military medicine and history at the Uniformed Services University of the Health Sciences in Bethesda, Maryland, mentioned advanced forms of battlefield gauze, clotting agents, and combat application tourniquets (“CAT,” or “ratchet” tourniquets) as key ingredients in the rucksacks of not just medics, but all ground troops.

“In 2001, we were using a strap-and-buckle tourniquet,” Smith said, which were about 80% efficient - meaning that, above the elbow or above the knee, blood vessels are “big enough that 20% leakage is going to kill you. So, in theater, some surgeons and some medics built a ratchet tourniquet.” He described it as “a loop - you can put it on over your own arm and tighten it down. They are more than 98% efficient.”

Exsanguination (bleeding to death) is the most common cause of potentially survivable death for wounded warfighters, according to the Army. To be blunt about it, Smith added, once you’ve



Wyoming Army National Guard Sgt. Shawn Todd, a combat medic assigned to Recruiting and Retention Battalion and Sgt. 1st Class Ethan Schanzenbach, 213th Regional Training Institute senior medical noncommissioned officer, treat a neck wound on a mock patient using modern medical gauze.

already lost a limb, it’s about saving your life.

“Today, the ratchet tourniquet is in everybody’s kit bag, you can put it on yourself, you can put it on your buddy, and you can stop bleeding in less than 10 minutes,” he said. “That’s what I mean by survivability. You would’ve died in 2000 with this injury, but now you’re alive and we’ve got a decent prosthetic device. It’s not as nice as (the limb) you were born with, and there’s a whole lot of psycho-social issues to being an amputee and a whole lot of learning to do.”

The newer tourniquet is “a very nice piece of technology,” Cancio agreed. “The concept is simple, but you’ve got to make it user-friendly.”

He added that the mindset of the tourniquet as a last resort also had to be changed as it was introduced. With arrival times from point of injury to aid station of perhaps 30 to 60 minutes, he said, “even if you put it on unnecessarily,

you’re not going to do any permanent damage to that extremity.”

The development of topical dressings to replace traditional gauze has been another big development that saves lives, Cancio said. Several iterations of the new dressings since 2003 have resulted in the “combat gauze” used today - so effective at stopping bleeding that it is not just carried in battle but used in the burn center where he works.

Rule No. 1

These developments and advances in military medicine should not diminish the terrors of being on what Smith calls “the pointy end” of battle.

Suffering a traumatic brain injury or losing a limb are no small matters, no matter how sophisticated the subsequent treatment or prosthetic replacement limb may be. But in many cases, these developments mean not just

survivability, but a “return to function,” as Cancio put it, or even a “return to ambulation” despite losing one or even both legs. And that return to function could even mean staying on active duty. Gone are the days when losing a leg in battle meant an automatic medical discharge.

“At either end of this long sequence of events and different echelons of care is an individual who is wounded and a combat medic who is taking care of that individual,” Cancio said. “That individual at the end of that process is returning to his family and community. So those people are really the most important factors in this whole process – the people, not the technology. And really, none of the technology that we talked about is meaningful or helpful unless we put it in the hands of medics who are properly trained.”

Said Smith, “We have pioneered in the military pushing people to the limit

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Helping in times of need: 2020 Air Force Spouse of the Year

Staff Sgt. Tristan Truesdell,
341ST MISSILE WING PUBLIC AFFAIRS

MALMSTROM AIR FORCE BASE, Mont. (AFNS) — Military spouses experience many challenges: moving frequently, having their spouse deploy for long periods of time, juggling finances, education and more. One military spouse has taken these challenges head-on and turned them into opportunities, while also taking home the 2020 Air Force Spouse of the Year award.

Meet Lori Waddell, the wife of Master Sgt. Mitch Waddell, who is assigned to the 341st Force Support Squadron at Malmstrom Air Force Base. Waddell received the honor due to her involvement within communities on and off base.

“A big factor that played into a lot of what I did last year started when my family was stationed in Las Vegas,” she said. “I wanted to help out with the Route 91 mass shooting that occurred there, I didn’t know how, but I wanted to contribute in some way.”

While she was initially turned away because the event was sensitive, another member in the area was looking for someone to manage the high volume of donations they were receiving.

As a result, Waddell stayed for 17 days straight, volunteering 12 hours a day.

“People’s lives were upturned by something they couldn’t control and I wanted to help ease that burden,” she continued. “This experience led into last year, 2020, when the coronavirus hit.”

2020, COVID and creating community in times of need

“COVID, to me, wasn’t a time to cancel programs and be lenient or cancel community support and gatherings,” Waddell said. “We needed the opposite.

People’s mental health was at risk,” she continued. “They were losing their jobs and we needed to be active with support during that time.”

The dire need for community support ignited a fire within Waddell, and she started to

get involved or initiate support for people who were affected by COVID-19.

At the beginning of 2020, there was an influx of new Airmen, who had just completed technical-school training, arriving at Malmstrom AFB with their families.

“I would participate in (virtual) meetings with these Airmen and their families,” she said. “We would welcome them to the base, inform them of what they can expect, what (the force support squadron) can do for them ... this led into me holding secondary virtual meetings with their spouses.”

In those spouse-to-spouse virtual calls, Waddell would discuss the local area with new spouses, figure out what they wanted to know, invite them to the base Airman and Family Readiness Center, and educate them on resources and communities in the area.

Farmers-to-Family produce boxes

Around summer 2020, civilians around the country were laid off from work due to high COVID case numbers and many workplaces moving to a mission-essential-only workforce. With that, some military families lost a source of income and had to be stringent on their finances.

Waddell jumped in to help by working with a local charity to provide produce boxes to military families on base.

“Our group provided all the volunteers and training,” she said. “I helped bring produce boxes on base through the spouses club, and the club donated their boxes to the military community at large.”

Once the food boxes made it on base, spouses would distribute the boxes at Sun Plaza Park to anyone who showed up – and it quickly became a hit.

“These boxes helped save a week, or sometimes, a month’s worth of groceries so families could focus on bills or other finances,” Waddell said. “There was a lot of sharing going on if families didn’t use the entire box.”

Waddell’s drive to help those in need inspired her to pursue



Lori Waddell, 2020 Air Force Spouse of the Year, poses for a photo at Memorial Park, Malmstrom Air Force Base, Mont., June 10, 2021. Spouse of Master Sgt. Mitch Waddell, 341st Force Support Squadron sustainment superintendent, Lori was nominated for the award due to her contributions and volunteer events within the military community.

community orientation at higher levels through the Community and Volunteering Organizations Active in Disaster programs.

Volunteering on local and state-wide levels

Community Organizations Active in Disaster is a group of community organizations, businesses, nonprofits and individuals who work together within their county. Cascade County did not have an active COAD last year, so Waddell seized another opportunity to make a difference.

“I located someone who was already organizing several nonprofits to provide financial resources, food assistance and paying for taxis when people needed to go to medical appointments while the bus shuttles were down last year,” Waddell said. “He essentially already had a COAD going, and I offered to help him turn it into an official COAD for the county.”

COADs partner with emergency-response teams, working

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CENTURY 21

Air Force senior leaders share Fourth of July message

Acting Secretary of the Air Force
John P. Roth

Airmen & Guardians,

Independence Day is a time of celebration and a chance to reflect on the founding ideals that make America great – life, liberty, and the pursuit of happiness. As members of our Nation’s military, we are dedicated to protecting these principles and furthering the fundamental premise of the Declaration of Independence – that all are created equal.

This weekend is also an opportunity to reaffirm our commitment to the Constitution. With this landmark document, the Founders created “a more perfect Union.” They understood that America is as much a concept as a physical nation,

and that freedom and democracy would expand over time. We are proud that the Air Force and Space Force have protected the American way of life and helped broaden our freedoms.

As we observe our Nation’s 245th birthday, thank you for defending our values at home and around the globe. The sacrifices that you and your families make every day ensure the freedom of millions and serve as a guiding light to the world.

Holidays are for celebration too! Whether serving at home or overseas, take time to enjoy the fireworks, barbecues, or spending time with friends and family – you have earned it.

John P. Roth
Acting Secretary of the Air Force

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Top Cop motivates Security Forces



U.S. Air Force Brig. Gen. Roy Collins, director of Security Forces and deputy chief of staff for Logistics, Engineering and Force Protection, meets with Security Forces Airmen during his first visit to Travis Air Force Base, California, June 24, 2021. Collins visited Travis AFB to better understand the base defense culture and observe how the members of its Security Forces perform their mission.

Top Right: U.S. Air Force Brig. Gen. Roy Collins, right, director of Security Forces and deputy chief of staff for Logistics, Engineering and Force Protection, observes as 60th SFS members conduct combative drills during crucible training at Travis AFB, California, June 24, 2021.

Middle Right: U.S. Air Force Staff Sgt. Roniel Tolentino, 60th SFS military working dog handler, is apprehended by MWD Aarapaho during a training session at Travis AFB, California, June 24, 2021.

Bottom Right: Military working dog Aarapaho receives some attention from her handler, Staff Sgt. Alexa Ammerman, 60th SFS military working dog handler, after successfully completing a training exercise at Travis AFB, California, June 24, 2021.

U.S. Air Force photos by Heide Couch

MORE PHOTOS
ON PAGE 19

Heide Couch
60TH AIR MOBILITY WING PUBLIC AFFAIRS

Travis Air Force Base, California — Brig. Gen. Roy Collins, director of Security Forces and deputy chief of staff for Logistics, Engineering and Force Protection, and Chief Master Sgt. Brian Lewis, Security Forces career field manager, visited Travis Air Force Base, California, June 23-26, to observe firsthand how the members of the base's Security Forces perform their mission.

Collins provides policy and oversight for protecting Air Force resources from terrorism, criminal acts, sabotage and acts of war and ensures Security Forces are trained, equipped and ready to support contingency and exercise plans.

The tour highlighted demonstrations from the Phoenix Raven crucible training program, combat arms and maintenance training, Emergency Responder Urban Training Site exercises and a display of the first automated drone-based monitoring and perimeter security system on a U.S. Air Force installation.

“Every time we go to one of our bases and get to talk to our Defenders and see your mission, we always find something each of those units is doing differently to get our defenders ready for the fight they may one day end up in,” Collins said after a demonstration by the base's Phoenix Ravens. “This is one of the better events being achieved that I’ve seen. When you start talking about hard and realistic training, this nails all of that.”

Collins also used the tour to field questions and listen to the personal experiences and concerns of several Airmen.

“The benefits of these visits are that we get to see you doing your job every single day,” Collins said to a group of Defenders during the visit. “Every mission is truly different – every face is unique and you all have your own story.”

Collins engaged with Defenders from the 60th Security Forces Squadron, 821st Contingency Response Squadron, 921st Contingency Response Squadron and the 571st Mobility Support Advisory Squadron via a Security Forces all-call, looking at upgrades to Travis AFB Defenders’ ballistic protection armor and recognizing several individual Airmen for outstanding performance.

“Never forget one of your biggest responsibilities: you have an obligation to defend the installation — that’s why you’re here,” Lewis said, speaking at a pre-shift official formation guard mount. “There’s no other set of Airmen that do exactly what you do on a daily basis.

For Collins and Lewis, the mission exceeds or fails on how their Defenders choose to respond to any given situation. At the end of the tour that one thing was made abundantly evident to Collins.

“I can you look at your team and ask: are you ready? Clearly, you are ready for this.”





Kaiser Permanente pharmacist Stephanie Golik prepares the Pfizer COVID-19 vaccine, Thursday, March 4, 2021.

Covid

From Page 6

Fauci is director of the National Institute of Allergy and Infectious Disease at the National Institutes of Health.

The mRNA vaccines made by Pfizer and Moderna have been described as having at least 88 percent efficacy against the Delta variant of SARS-CoV-2, Ryan said.

“But we should not focus too hard on efficacy numbers,” she suggested. “All available COVID-19 vaccines have shown strong real-world effectiveness at preventing severe disease by all COVID-19 variants. The most important message is that vaccination saves lives.”

Vaccination is also important to prevent new, possibly worse, variants of the virus from appearing, Ryan said.

“Every person who gets infected with SARS-CoV-2 allows the virus to replicate, or copy itself, up to one billion times. Every time the virus copies itself, there is a chance for a new variant to appear. We prevent variants from appearing by preventing human infections. We prevent human infections by vaccination,” she said.

Because of the Delta variant, “Everyone in the U.S. who is at least 12 years old should be fully vaccinated with a COVID-19 vaccine as soon as possible,” Ryan said.

More than half of the U.S. population has received at least one dose of a COVID-19 vaccine; and 150.4 million, or 45.3 percent are fully vaccinated. For those over the age of 65, 87.3 percent have had at least one dose; 77.2 percent are fully vaccinated.



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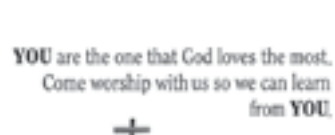
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Visit

From Page 2

presented with a security forces drone virtual reality demonstration and mission briefs from multiple agencies within the CRW.

For every individual mission set there is an individual Airmen, and it's the job of first sergeants to learn not only their Airmen, but the missions they perform and what stress they may be under, said Daniels.

Among that stress and a paramount concern of the Department of Defense is suicide prevention — a topic Daniels addressed with the first sergeants explaining how AMC is revamping the tools in our current tool-kit.

“More important than checking boxes, it's important for us to cultivate a culture in which first sergeants and Airmen alike have the tools at their disposal to be effective wingmen,” said Daniels.

At the end of the visit, Welch expressed optimism for the future as well as for closer cooperation among members of the council.



U.S. Air Force photo by Airman 1st Class Alexander Merchak

U.S. Air Force Chief Master Sgt. Kiera Daniels, AMC first sergeant, speaks to students at Airmen Leadership School at Travis Air Force Base, California, June 24, 2021.

“This tour offered the opportunity for first sergeants to lead in a different aspect,” he said. “Through our interpersonal skills, operational focus and educationally-driven mindsets, we were able to illustrate why we were the first sergeant council of the year. Having the members of the council interacting during the visit was also incredibly significant for our growth moving forward.”

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Q&A

From Page 3

folks who are close to me that I spend a lot of time with. I also have people that I look at their story, some athletes like Michael Jordan or trail blazers like Oprah Winfrey, who have unique stories, which are all about persevering. Throughout the day, I'm always looking for those motivational stories -- Airmen stories, family stories -- that let me know that I have to keep pushing forward regardless of the obstacles placed before me.

What would people be surprised to learn about you?

People would be surprised to learn that I'm excited to be a wing commander because it's not something that I had always aspired to be. My aspiration



U.S. Air Force photo by Tech. Sgt. Luther Mitchell

U.S. Air Force Col. Travis Edwards, center, 621st CRW commander, watches a robot dog demonstration during his East Coast immersion at Joint Base McGuire-Dix-Lakehurst, New Jersey, June 25, 2021.

has always been to lead and take care of people. Being a wing commander was never one of my top professional goals but one of the goals that I did set early on was to be a

perspective of focusing on Airmen. I enjoy taking care of people and being a part of great teams, but the position of wing commander was not something that I was inspired to be.

How would you describe yourself? Who is Col. Edwards to the people who don't know you?

I'm Travis Edwards. Typically, when I introduce myself to people, I introduce myself as Travis Edwards. Colonel Edwards represents being an O-6 in the U.S. Air Force and performing my duties as a senior leader. Whereas Travis Edwards represents the same thing but in a way that allows me to create a culture where people are comfortable telling Travis Edwards, “Here are the things that we need to work on.” My goal is for my rank to not be a barrier to people giving me a transparent answer,

so they can be honest with me about what is going on in our unit and within our culture. Travis Edwards is all about empowering people because every member of our organization is important. We all have a role to play, and we are all critically important.

What do you like to do in your free time?

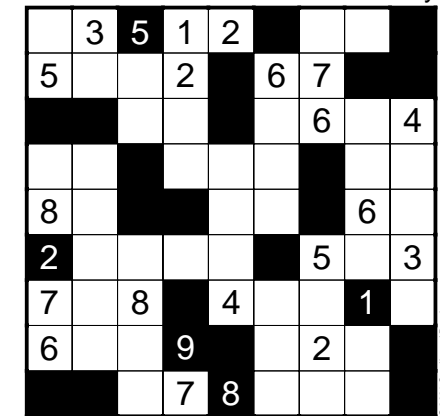
One of the things that I really enjoyed doing when we were in Germany is traveling. Getting out with my family, experiencing new things, and eating good food. One of the things I love about traveling is you get an opportunity to just meet people. It doesn't matter your title or rank; you have an opportunity to focus on being authentic and enjoying the world.

Puzzles

STR8TS

No. 549

Easy



Previous solution - Medium



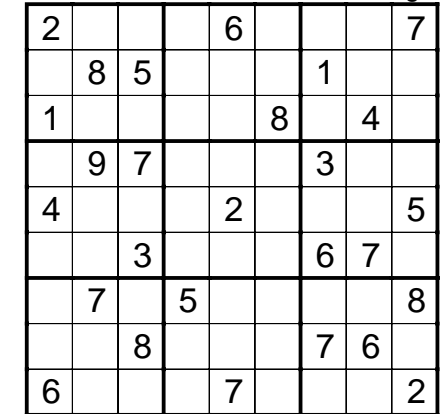
How to beat **Str8ts** – Like Sudoku, no single number can repeat in any row or column. But... rows and columns are divided by black squares into **compartments**. These need to be filled in with numbers that complete a 'straight'. A **straight** is a set of numbers with no gaps but can be in any order, eg [4,2,3,5]. Clues in black cells remove that number as an option in that row and column, and are not part of any straight. Glance at the solution to see how 'straights' are formed.

You can find more help, tips and hints at www.str8ts.com

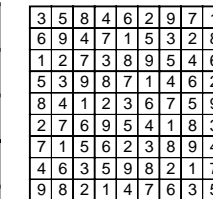
SUDOKU

No. 549

Tough



Previous solution - Medium



To complete Sudoku, fill the board by entering numbers 1 to 9 such that each row, column and 3x3 box contains every number uniquely.

For many strategies, hints and tips, visit www.sudokuwiki.org

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Advances

From Page 7

of their training. In World War II, we didn't have enough doctors to put on airplanes to evacuate patients, and so we taught nurses to take blood pressures."

Now, he said, there are physician assistants, techs, advance practice nurses, people who do psychosocial work - the works. "You've got all levels of practice from psychiatrists on down to technicians who forward deploy to deal with acute combat reaction in theater. (The USU) even has a campus in San Antonio to get the medics and corpsmen trained up to give them college credit to jump-start their associate degrees, because we see them needing

those degrees to move to the limits of practice and certification. So, the military is still in this business of extending the scope of practice of people in order to provide more robust, systematic care, wherever you are."

For example, "the Joint Trauma Registry has been a huge factor in educating people and keeping one group from not knowing what the previous group did - they are now getting better at that. All of this has contributed to improved survivability." That includes intra-service communications, Smith said. "You've got more people at the table, they're talking more frequently, both in the line and in medicine."

At that, he paused, remembering a line from a fictional doctor -, the beloved Col. Henry Blake from the first few seasons of the TV show "MASH." Blake was consoling the usually irreverent main character, Army Capt. Benjamin "Hawkeye" Pierce, who was upset after one of his patients died.

Blake stated: "Look, all I know is ... there are certain rules about a war. And rule No. 1 is young men die. And rule No. 2 is ... doctors can't change rule No. 1."

"We can't change rule No. 1," said Smith. "But we can amend it, and we have been amending it, really, for the past 70 years, but phenomenally in the last generation."



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Passenger

From Page 5

implementing an alternate method to communicate travel updates to customers due to difficulties in the existing communication process.

They also intend to change AMC's passenger processing system to automatically notify passengers of relevant flight information via email and SMS mobile texts.

The PEIWG's long-term task is to create a DoD Passenger app so passengers can

check real-time flight information similar to the commercial industry.

"The passengers' expectation for flying on AMC Patriot Express missions or even on our gray-tails is the same expectation they have for flying on commercial flights," said Col. Heather Cook, AMC Directorate of Logistics, Engineering and Force Protection Air Transportation Division chief. "This expectation is why we created this working group and why we are working so hard to bridge the gap between the government and commercial travel experience."

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Left: Members assigned to the 60th Security Forces Squadron search for threats during active shooter training at the Emergency Responder Urban Training Site, Travis Air Force Base, California, June 24, 2021. Made out of fabricated shipping containers, the ERUTS is intended to provide emergency responders with a wide variety of layouts and the capability to conduct full-scale scenarios.

Bottom left: U.S. Air Force Brig. Gen. Roy Collins, director of Security Forces and deputy chief of staff for Logistics, Engineering and Force Protection, meets with Security Forces Airmen during his first visit to Travis Air Force Base, California, June 24, 2021. Collins visited Travis AFB to better understand the base defense culture and observe how the members of its Security Forces perform their mission.

Bottom right: Senior Airman Jared Hawley, 60th Security Forces Phoenix Raven, tries to take down the “redman” during a crucible training demonstration June 24, 2021, at Travis Air Force Base, California. “Redman,” a combative portion of the crucible, is a highly intense scenario intentionally designed to stress participants to improve proficiency in responding to emergencies.

U.S. Air Force photos by Heide Couch

Tour highlights demonstrations from Phoenix Raven, combat arms and maintenance...

TRAINING



Spouse

From Page 8

hand-in-hand to support emergency-response functions through community organizations. Once those communities became official throughout the county, Waddell co-directed them with the organizer.

Initiating the COAD allowed Waddell to volunteer in other events, leading up to her attending Volunteering Organizations Active in Disaster meetings on a state-wide level.

“I ended up getting elected as the donations management chair for the state of Montana,” she said. “If the state ever got mass-donations like some of the larger states did during COVID, it would be my responsibility to distribute those donations to the counties.”

Remote work, social-distanced support

“Last year I started working remotely,” Waddell said. “This company wanted a spouse’s perspective to help spread word about military benefits to other spouses.”

Waddell started off as a writer and wrote articles about how to get remote work during COVID, how to go to school, transferrable skills and remote virtual career fairs – overall aiming to funnel resources out to spouses.

Her desire and need to help the community continues to influence her, and as a result, Waddell’s future goal is to advocate for programs to empower military spouses on their military journey.

“I want to encourage people to be positive and thrive in their military experience instead of thinking, ‘the military is happening to me,’” Waddell said. “Think of, ‘I’m the one happening to the military’, and here are all these resources to help you along the way.”

“As military spouses, we are the lucky 1%,” she said. “We have so many resources in the military and there’s no other workforce out there with the benefits we have. I want to work even harder to get spouses the information they need to feel like they can conquer and if you feel like you can’t, you’ll at least know where to go.”

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