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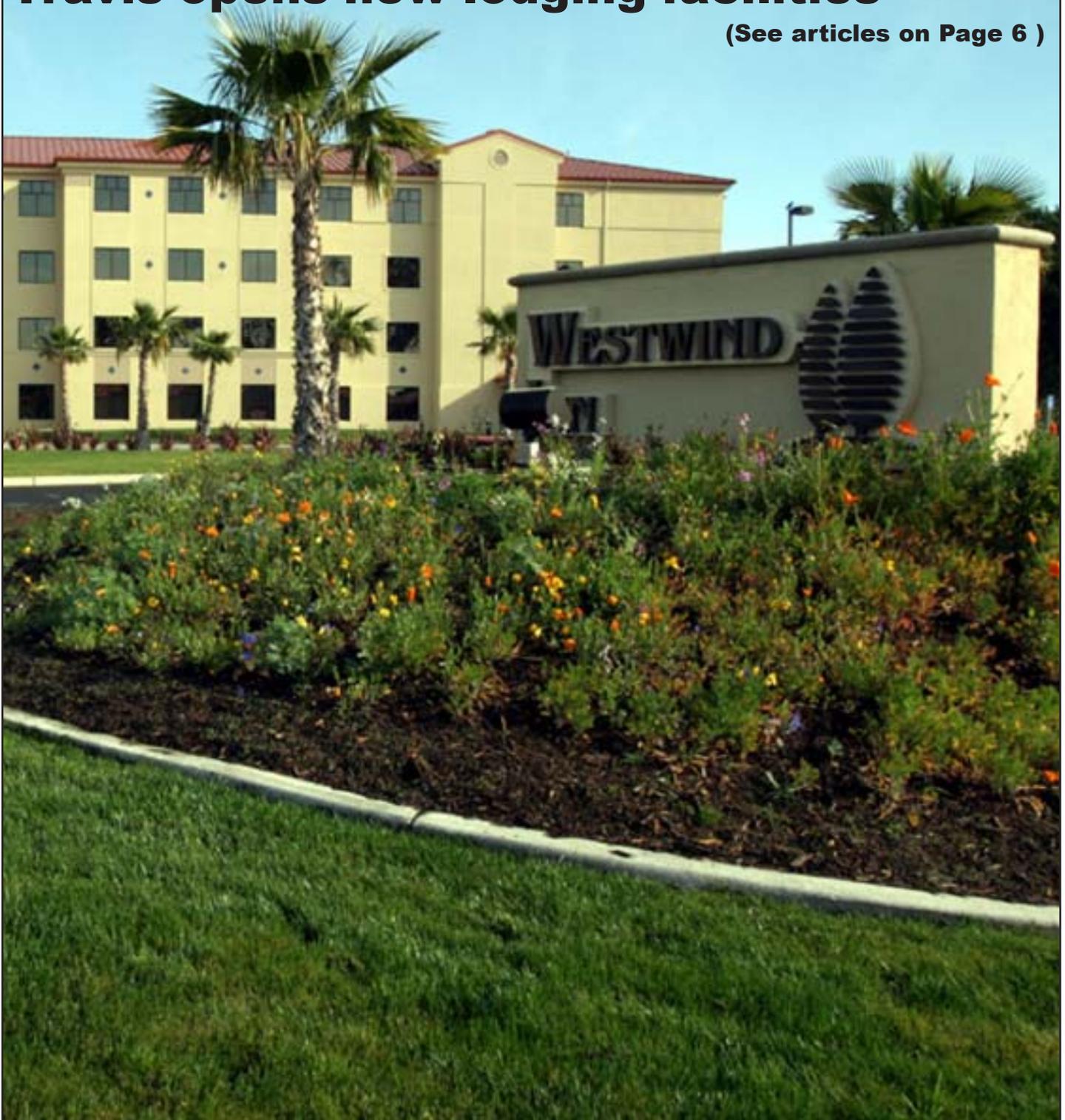
Vol. 24, No. 04

Magazine for and about Air Force Reserve members assigned
to the 349th Air Mobility Wing, Travis Air Force Base, California

April 2006

Travis opens new lodging facilities

(See articles on Page 6)



Diversity optimizes the unique abilities of all

Diversity optimizes the unique abilities of all Citizen Airmen to sustain our competitive advantage at home and into the expeditionary environment. A new era of asymmetric threats and uncertainty requires all of us to tap into individual talents and abilities to better improve performance and mission success. Achieving mission success means producing our distinctive air, space and cyberspace capabilities and sovereign options.

Warfighting in the 21st Century requires Citizen Airmen to operate beyond individual cultural perspectives and functional mindsets. Our diversity of culture, background, education, problem-solving ability, civilian work experience and creativity are strategic enablers. Strategic enablers provide the United States Air Force Reserve an unmatched and lethal capability. These attributes, integrated with cutting-edge technology

and weapon systems, help us pursue excellence and enhance coalition and joint warfighting. Cutting-edge alone does not win wars. Capabilities and their effects

“Our diversity of culture, background, education, problem-solving ability, civilian work experience and creativity are strategic enablers.”

– Lt. Gen. John A. Bradley
Chief of Air Force Reserve and
Commander,
Air Force Reserve Command



**By Lt. Gen. John A. Bradley
Chief of Air Force Reserve and
Commander,
Air Force Reserve Command**

emerge only when commanders and leaders, deliver on the competencies and abilities of Airmen. To develop these effects, I expect leaders at all levels to establish high performance standards, facilitate preparation and create opportunities for all Citizen Airmen to fully contribute to mission success.



Do you have ‘Catfish’ in your life?

by **Chaplain (Capt.) Herbert Hodde III**
349th Air Mobility Wing

Codfish - walk into any Long John Silvers or Captain D’s restaurant and the menu is full of this light, flaky, delicious delicacy. You can enjoy them baked or broiled, fried or filleted, breaded or plain. Personally, I enjoy them deep fried with lots of tartar sauce. During the turn of the century, the 20th not the 21st, they were a rare commodity in San Francisco. It seems the salty, frigid water found in the Bay Area was not supportive of this indigenous East Coast delicacy. Not a problem, East Bay-based fish companies would merely catch them, kill them, and send them by rail, thousand of miles to anxiously waiting eateries. It didn’t work. They would spoil by the time they arrived. Undaunted, and sensing huge profit margins, these catchers of cod,

froze them and sent them, by ship, round the Horn to the ready-and-waiting restaurants. Strike two. The fish arrived bland and tasteless.

With renewed vigor, a new plan was hatched. The Codfish were placed in large tanks, filled with water, and then sent by ship. The hope for the result - fresh fish for a fancy feast! A great plan, which looked good on paper. However, in reality, it also failed. It seems the codfish just kind of floated around the big tanks. They arrived fatty. The flesh was not firm and, once again, they tasted bland. Restaurant entrepreneurs began to sense a failing market and East coast fish markets began to experience failing profits.

Then, came the catfish. I, personally, did not know this, but the catfish is the natural enemy of the codfish. I believe it stems back to ancient feudal times in the 12th Century. Anyway, place about a half a dozen catfish in the tanks, just enough to

keep the codfish on their gills so to speak, and Voila! You can ship these containers all the way around the world. The codfish arrived firm, in shape, and very tasty. Restaurant owners were happy, people in the Bay Area were treated to a sumptuous fish feast and people on the East Coast grew wealthy.

There is an old Greek expression which says, “If the bow is not bent, the arrow does not fly.” Any catfish in your life lately? Pesky, annoying, little nuisances which will not leave you alone? They come in different shapes and sizes. Some of them have tax audit written on them, some are disguised as medical emergencies, some of them resemble a challenging relative or questionable co-worker. See them for what they are - an opportunity for growth or personal development. In turn, when you face them and not fear them, you are the one who benefits.



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CONTACT

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April 2006

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Visit paradise: The new Westwind Inn lodging facility replaces three buildings more than 20 years old along with several other buildings on base and several off base hotels that supplemented the billeting system at Travis Air Force Base.

The four story, 350-room building shaped like a giant "W" is located on Travis Boulevard across the street from where the "Golden Bear" is on display.

Cover photo by Technical Sgt. Wendy Weidenhamer,
349th Public Affairs

Words to live by -- Do it anyway

During the last few weeks, I've seen the following comments on leadership several times and thought I'd share with you.

Paradoxical Commandments of Leadership

By Kent M. Keith (borrowed by Mother Teresa, John C. Maxwell and others)

"People are illogical and self-centered: love them anyway.

If you do good, people will accuse you of selfish, ulterior motives: do good anyway.

If you are successful, you win false friends and true enemies: succeed anyway.

The good you do today will be forgotten tomorrow: do good anyway.

Honesty and frankness make you vulnerable: be honest and frank anyway.

The biggest men/women with the biggest ideas can be shot down by the smallest minds: dream big anyway.

What you spend years building may be destroyed overnight: build anyway.

People really need help, but may

attack you if you do help them: help them anyway.

Give the world the best you have and you'll get kicked in the teeth: give the world the best you have anyway."

Seems like a contradiction to logic, doesn't it? Well, it is. Great things happen in spite of the "We've always done it this way; that will never work; I can't accept your help" attitudes that can sometimes prevail. Why? Because people also have faith! Look at our Top Three and Rising Six. Leadership driven, they have grown in spirit beyond their humble beginnings and now take on so much more than they did early on. The Top Three now sponsors EPR and PEP writing classes for the entire wing to enable our folks to help themselves and each other. Not to be left out, the Rising Six will soon be showcasing our three-day Enlisted Workshop with help from the mentoring of the Top Three. Throw in all the community involvement each group is involved with, and it just boggles the mind. But, it makes



By Command Chief Master Sgt. Patricia A. Thornton

perfect sense to the spirit. These are people who have the wingman spirit of taking care of their brothers and sisters. They know that some of the most meaningful things we do in this world will not have a tangible, material reward, yet they press on. Again, why? Because these people care about our wing and have faith in each other.

Are you interested in joining? Come to the meetings, which are held every UTA on Sunday at 11:30 a.m. in the Sierra Inn dining facility. Be a part of something bigger than ourselves and just do it anyway.

349th Air Mobility Wing 2005 Annual Award Winners



Company Grade Officer: Captain Audrey S. Swinney, 349th Memorial Affairs Squadron	Senior Noncommissioned Officer: Senior Master Sgt. Dennis M. Thorpe, 749th Aircraft Maintenance Squadron	1st Sergeant: Master Sgt. Dennis G. Madsen, 349th Memorial Affairs Squadron	Noncommissioned Officer: Technical Sgt. Michael C. Melton, 349th Civil Engineer Squadron	Airman: Senior Airman Eric J. Pena, 349th Security Forces Squadron
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349th Air Mobility Wing Meetings and Events

Top 3 Council meeting begins at 11:30 a.m. at the Sierra Inn Dining Facility on Sunday of each scheduled UTA.

Rising Six Council meeting begins at 11:30 a.m. at the Sierra Inn Dining Facility on Sunday of each scheduled UTA.

Operation Teddy Bear meeting begins at 1 p.m., on Sunday of each UTA in the 349th AMW Headquarters Bldg. 112 Conference Room.

Human Resource Development Council meeting begins at 2 p.m. on Saturday of A-Flight UTAs, 349th AMW Bldg. 112 Conference Room and is followed by the HRDC subcommittee meeting for **Outreach and Community Relations** at 3 p.m. The HRDC subcommittee meeting for **Recognition** begins at 2 p.m. on Sunday of A-Flight UTAs in the 349th AMW Bldg. 112 Conference Room. The HRDC subcommittee meeting for **Retention and Recruiting** begins at 1 p.m. on Sunday of B-Flight and C-Flight UTAs in the 349th Maintenance Group Bldg. 31 Conference Room.

349th Human Resources Development Council wins AFRC McNeil Award, again

by 1st Lt. Caroline Lorimer
349th Air Mobility Wing Public Affairs

For the second year running the 349th Air Mobility Wing has stepped up and over the plate to receive the Joseph A. McNeil Leadership Award for having a Human Resources Development Council that deserves to be envied by other bases in the Air Force Reserve Command.

The Maj. Gen. Joseph A. McNeil Leadership Award recognizes the outstanding teamwork and leadership skill sets that are at work in the AFRC human resources development programs. The award strives to share successful and unsuccessful stories in order to recognize and further implement programs that are operating with precision and success.

What is the best attribute of this program? What makes it so successful?

The 349th HRDC is a program with the goal “to foster an

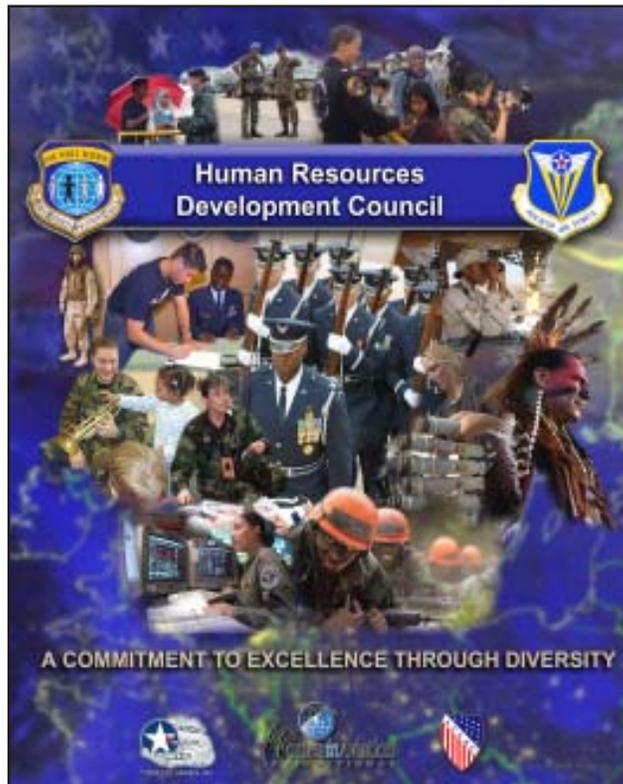
environment where all members are afforded the same opportunities for advancement and are recognized equally for their accomplishments.” The HRDC consists of 4 sub-committees: Mentoring

Outreach and Community Relations, Recruiting and Retention, and Recognition.

What are the specific goals that the 349th HRDC has set for itself? Any particular projects of interest at this time?

The HRDC is comprised of Airmen who hold senior leadership positions, key wing personnel and members from various cultural and professional groups, such as the League of United Latin American Citizens, the Chief’s Group, the First Sergeant’s Group, the Top Three Council and the Rising Six.

The HRDC began in 1992 in order to look into diversity issues within the Air Force Reserve Command. As the program developed and grew it began to look into all areas that impact Airmen’s career progression. By 1996, all wings were called to develop a local HDRDC program to better achieve these diversity and professional development goals. The program continues to grow and develop as new demands and issues arise, which impact Reserve Airmen.



349th LRF recognized for outstanding work

by Staff Sgt. Meredith Mingleddorf
349th Air Mobility Wing Public Affairs

February brought with it praise for the 349th Logistics Readiness Flight. For its efforts in 2005, the unit has been recognized as the Base Logistics Activity of the Year by the Air Force Reserve Command.

“For an organization that is only two years old, our ability to adjust to new systems and programs is outstanding,” said Maj. Roderick Grunwald, Operations Officer. “We are staying on top of a very high ops tempo: two unit compliance inspections, one operational readiness inspection, two operational readiness exercises, two Inspector General exercises, three mobility audits, and finally one weapons system conversion. The award helps to validate the hard work of all unit

members. Their commitment is appreciated, their dedication is astounding.”

The 349th LRF is responsible for ensuring that all units within the 349th Air Mobility Wing are trained and equipped to meet their mobility and readiness requirements. The unit is involved in all levels of the Wing’s mission. In 2005 they called 12 airmen to active duty and deployed to 26 separate Aerospace Expeditionary Force missions. They coordinated airflow and logistics for Wing personnel and were tasked with the Wing’s largest Inspector General exercise to date. Their efforts resulted in a 98 percent pass rate for the IGX. In addition, they facilitated transportation planning for 58 separate bases, managed and executed deployment taskings for more than 600 Wing personnel and provided secure transportation and transfer of 800 M-16A2

weapons to replace non-deployable M-16A1 weapons for the Wing.

When asked what sets the 349th LRF apart from their counterparts, Chief Master Sgt. Michael McGillivray said, “We deploy the most personnel, have the largest number of personnel assigned and possess the largest number of mobility equipment assets (in the Air Force Reserve Command.)”

The award recognizes the 349th AMW for its outstanding response to the Global War on Terrorism. It shows that the Wing is well trained and its members are motivated to respond quickly to meet the AEF mission. For the flight, it honors the ability of four separate elements to come together as a new organization to develop policies, programs and procedures that not only support and strengthen the unit but the entire Wing.”

301st well on it's way to C-17 conversion

Courtesy of 301st Airlift Squadron

The 349th Air Mobility Wing's conversion to the C-17 Globemaster III took a step forward this past month with the aircraft commander certification of two 301st Airlift Squadron pilots.

Majors Karl Goerke and Dennis Wolf were among the first 301st AS pilots to attend initial C-17 training January 2005.

Part of the squadron initial cadre, they were hand picked to lead the training due to their outstanding flying skills, extensive C-5 experience in the Area of Responsibility, and previous "glass-cockpit" time with the airlines.

Certification of two aircraft Commanders is just one step in what is a demanding journey for the entire wing.

"While the airplanes and aircrew tend to be highly visible, in the whole wing conversion, it's one part. Just about every other aspect of this wing is also effected from the maintainers to the Military Personnel Flight," said Lt. Col. David Pavey, 301st AS director of operations.

"For the aircrew it's mainly just getting the folks experienced in the C-17 mission and flying the line. These aircraft commander certifications will now allow us to generate entire 301st AS C-17 crews,"

said Colonel Pavey.

Unlike the active duty portion of the conversion, the 349th AMW will not transfer the majority of its personnel already trained in the C-17.

"We've been working very closely with McChord AFB, Wash. where our crews currently fly their missions out of, and we expect to expand the list of bases we fly with," said Lt. Col. Stephen Rickert, 301st AS assistant director of operations.

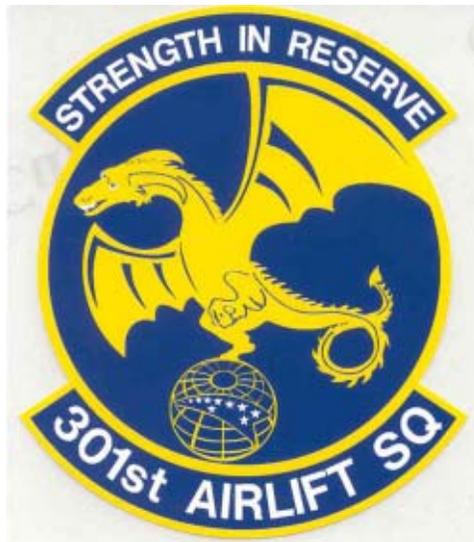
Travis receives its first C-17 in midsummer 2006.

"When that first plane arrives we will have several crews current and qualified to fly it on any Travis assigned mission" added Colonel Rickert.

While the Initial Cadre has started to return to Altus AFB, Okla., for aircraft commander upgrade, they are running into a lot of familiar faces from Travis: the second wave of aircrew from the 301st.

"Right now the 349th AMW's conversion is a training priority for Air Force Reserve Command, and we are sending the majority of our remaining aircrew to train at Altus AFB for basic qualification in the aircraft," said Colonel Rickert.

While the C-17 tactical and strategic airlift mission is quite demanding, crews are much smaller than a typical C-5 crew.



"We share many of the same missions, but the C-17 is really designed to excel in a tactical environment," said Colonel Pavey who recently completed training at Altus.

The C-17 is equipped with a fly-by-wire stick like a modern fighter and is flown using a heads-up display as the primary flight reference and is completely night-vision compatible.

As the second wave of trainees come back to Travis, they will find experienced instructors in their own squadron.

That's where Major Goerke and Major Wolf come in. They are expected to upgrade rapidly to instructors in the C-17.

"They've already seen most of the locations that the C-17 goes in to down range and have flown the airplane in that tactical night vision goggle environment," said Colonel Rickert.

Majors Goerke and Wolf won't be the only aircraft commanders, the squadron trains.

"Those two are just the first leading the way for many more," said Colonel Pavey. "These two are special to us as they are our first previous C-5 folks that were converted to the C-17."

The 301st AS started sending pilots and loadmasters to training in January 2005.

The ability of the 301st to generate an all-Travis, all reserve aircrews is a great source of pride for the squadron, but the journey is far from over.

"We know we have a fair distance to go, but combine the hard work of our crews, the Boeing instructors, and our leadership at Travis, we're doing just great," said Colonel Pavey.



photo by Technical Sgt. Shane A Cuomo, AFNEWS

Blue Hawaiian: The first Hawaii-based C-17 Globemaster III flies past Diamond Head volcanic crater on its way to Hickam for the official arrival ceremony, Feb. 8.

Westwind Inn lodging opens for business

by Technical Sgt.
Wendy Weidenhamer

349th Air Mobility Wing Public Affairs

Air Force billeting stepped into the 21st century with the opening of the Westwind Inn here in January and held its official grand opening February 23.

The new facility replaces three buildings more than 20 years old along with several other buildings on base and several off base hotels that supplemented the billeting system at Travis Air Force Base.

“The new building will save the taxpayer money by not having to send people off base. It will also be more convenient and makes force protection easier, along with boosting moral,” said Senior Master Sgt. Martin Walker, Wing lodging monitor, 349th Memorial Affairs Squadron.

The four-story, 350-room building shaped like a giant “W” is located on Travis Boulevard across the street from where the “Golden Bear” is on display.

The idea for a new billeting building first took shape in 2000. Actual construction took almost two years. However, the opening was delayed due to some water pipes breaking on the third floor and flooding sixty-four rooms.

The building looks modern on the outside but it is not just another pretty face.

“The building was designed to be efficient to operate and easy to maintain,” said Mr. Doug Marchel, lodging general manager for the Westwind Inn.

To facilitate this philosophy, service elevators, laundry chutes, and strategic placement of janitorial rooms were considered, said Mr. Marchel.

Other features incorporated into the structure are anti-terror force protection features that include windows designed to resist impact and thick cement walls. An additional benefit the ATRP features bring to the building is to enhance sound proofing, Marchel said.

For the guests aside from heightened protection there are all of the amenities that a five star hotel would offer, which will soon include a check-in kiosk in the lobby, said Sergeant Walker. The kiosk will be for those who have reservations which means

reservists on Unit Training Assemblies will be able to use it, said Sergeant Walker.

Also there is no more dragging luggage up the stairs. There are two elevators located in the lobby area. Inside the rooms everything is new. The TV, refrigerator, and microwave are still there along with coffee maker, dishes and even a laundry basket. There is an electronic, “do not disturb” sign and door bell. The most popular addition may be the private bath in each room.

There are also Digital Subscriber Lines and dial-up outlets in each room with only dial-up working until procedures for billing DSL to each room has been determined.

But it’s what you can’t see in the room that makes it so unusual, for base billeting, that is -- all rooms have heating and air conditioning year round with a computer controlled climate system that uses a sensor to regulate temperature when the room is not occupied.

Down in the lobby there is the smell of coffee in the morning and a line at the new café named Rickenbacker’s in the lobby, which is operated by the Delta Breeze Club.

“This is a great place. You don’t have to go off base to find a Starbucks,” said Maj. Adam Taylor, KC-135 pilot for the 77th Air Refueling Squadron, Seymour Johnson. “It shows us that the Air Force is making an effort to make people happy,” he added.

Nearby people pass the time in the lobby watching a large screen TV, waiting to hear if there is an available room for those on the space available list.

“The new building will save the taxpayer money by not having to send people off base. It will also be more convenient and makes force protection easier, along with boosting moral.”

-- Senior Master Sgt. Martin Walker,
349th Memorial Affairs Squadron

“Because we are the largest reserve associate wing in the reserves and the biggest base in the area the hotel can be a very busy place,” said Sergeant Walker. “We house about 614 reservists each month for the three UTAs along with retired individuals and people going to David Grant Medical Center,” he added.

As for the warriors of Travis AFB’s billeting past, those old familiar buildings standing quietly in the shadows of the new facility, they are scheduled for demolition in the near future.



photo by 1st. Lt. Robin Jackson, 349th Public Affairs

Air Force billeting opened the Westwind Inn at Travis Air Force Base in January and held its official grand opening February 23. The Building has 350-rooms which include a TV, refrigerator, microwave along with coffee maker, dishes, a laundry basket, with the most popular addition being the private bath in each room.

I told myself not to do that, but I did it anyway

by Lt. Col. Scott Sandberg
349th Air Mobility Wing Safety

Have you ever said to yourself: "I told myself not to do that, but I did it anyway?" How did that event turn out? Probably not so great. How many times have you been warned to go with your first hunch? And did you heed that advice?

The next time you get an odd feeling about something you are about to undertake, please take your apprehension seriously. Many years ago I got those 'feelings,' but I dismissed them and almost paid dearly for it.

The day began rather uneventfully. I had a decent night's sleep and nothing out of the ordinary occurred prior to brief time. The mission briefing was also normal: single ship departure to air refueling 7 track to conduct night receiver air refueling training with three KC-135 aircraft. Yes, three other aircraft. One was normal, occasionally we would see two, but three was rare indeed.

That fact alone was no cause for concern, as despite our infrequent training in this scenario, we did have procedures for dealing with it. However, we were concerned by the lousy weather at Travis Air Force Base and the likelihood of that weather affecting 7 track.

During the crew briefing I specifically addressed the weather and the dynamics of conducting receiver air refueling at night with a multiship tanker formation. I also specifically stated that I would proceed only to the lead or trailing tanker to minimize our maneuvering with such a large formation at night and in the weather. I did have the aforementioned hunch during the briefing. I had a feeling that this was going to be 'one of those nights' and I was actually aware of it. I sure was smart in the briefing!

We moved on to base operations where the weather briefing confirmed the conditions on 7 track would probably be poor but not necessarily prohibitive.

Everything else leading up to takeoff time was normal. It was raining and raining hard. The takeoff was sporting but well within safe parameters and the crew's comfort level. We avoided various areas of heavy rain as depicted on the weather radar but remained in moderate rain most of the way to 7 track. We were in the clouds throughout the rendezvous and it wasn't until we were within a few miles of the KC-135 formation that we finally began to break out of the weather. According to our regulations, the visibility requirements are one mile for a one tanker/one receiver formation and two miles when either the tanker or receiver has more than one aircraft.

becoming task saturating. All of this work left us somewhat behind the power curve just as we were about to begin one of the toughest challenges in the KC-10: night air refueling behind a KC-135.

As you may recall, in the preflight briefing I stated that I was only going to either the lead or the trailing tanker. Well, that's what I briefed, but wouldn't you know when we checked in with the lead tanker they asked us to go to No. 2 first. The middle guy -- we paused -- then agreed to honor the request. Mistake. The book says you will go to the trailing tanker, in this case No. 3, but there are reasons to do otherwise: system degradation, qualification levels and the number of

aircraft in your own formation. In this case, none of these conditions existed; only the hairs on the back of my neck telling me that going to No. 2 wasn't a good idea. But we agreed, in the name of accommodation.

Regardless of what took place next, one should note the internal monologue I was having and not heeding. It's not that you should stop and never proceed in these cases; it's just that you should stop and reevaluate your situation before you proceed. If this pause accomplishes nothing else, it will allow you to catch up and improve your chances of making a better decision.

This is what happened next: We proceeded to the No. 2 tanker and everything was smooth and stable as we approached the pre-contact position. We proceeded to close; at 10 feet, we were still stable. At approximately five feet the boom operator behind me looked up at the KC-135 boom and said, "He's reaching for ya." If you are closing at the proper rate

of one foot per second you would not need to add power, but when you hear that the tanker is reaching for you - you subconsciously feel compelled to add power slightly to get a little closer. The tanker pilots may also slow down slightly if they are too fast and the receiver is in the aft part of the refueling envelope.

(See Training Page 11)



At this point, 30 minutes had elapsed since takeoff. During that time, we were intensely focused on the weather radar while simultaneously performing the rendezvous checklist and coordinating with our tankers for the best route of flight to affect the rendezvous. In other words, what typically was a leisurely trip 200 miles North of Travis AFB was quickly

Air Force uniform board results released

The 97th Air Force Uniform Board released their newest results for proper wear of the uniform.

The board met in October and discussed everything from eliminating the Air Force Good Conduct Medal to maternity uniforms.

In addition, a Headquarters Air Force badge will be available this summer. The badge provides a distinct identification of military staff members assigned to the Air Staff and the Air Force Secretariat. Details about this badge will be available at a future date.

Changes are effective immediately:

- Approval to wear the blue nametag with the Air Force informal uniform — the member's abbreviated rank and name will be on one line. This uniform is worn by recruiters, honor guard, enlisted aides, chaplains, chaplain assistants, world-class athletes, and fitness center and health and wellness center staffs.

- Cummerbund pleats will face up.

- If due to a temporary medical condition results in baldness, commanders will authorize the approved American Cancer Society cap, wigs or baldness while in uniform.

- Bracelet size is reduced to one-half inch. Bracelets that support a cause, philosophy, individual or group are not authorized. Traditional POW/MIA bracelets are still permitted. Gemstone and tennis bracelets are only authorized while wearing the mess dress.

- Rings will be worn at the base of the finger and will not be worn on the thumb.

Wedding sets count as one ring.

- Eyeglasses will not be worn around neck, on top or back of the head or hang on uniform.

- New epoxy blue nametag is optional on

the blue shirt.

- Wear of the firefighter duty badge is authorized while an individual is assigned a 3E7X1 duty Air Force specialty code, including periods of professional military education and staff tours above group level.

- Wear of the security forces duty badge and beret is authorized while an individual is assigned a 3PXXX duty AFSC position and is also their primary AFSC, including PME attendance and staff tours above group level.

- The Air Force Good Conduct Medal will no longer be awarded. Previously earned medals are still permitted.

- Mandatory wear of the physical training uniform is set for Oct. 1 as per the instructions released last November.

- Cell phones, pagers and personal digital assistants must be solid or covered in black, silver, dark blue or gray, and must be conservative. They may be clipped to the left side of the waistband or purse or carried in left hand. Only one may be worn on the uniform belt. Members will not walk in uniform while using phones, radios or hands-free headsets unless required in performing official duties using a government-issued device.

- Permanent wear of the scuba badge is authorized on the battle dress uniform.

- While not deployed, desert combat uniforms may not be worn unless en route to the basic combat convoy course. "Deployed" for this purpose includes members traveling en route to/from rest and recuperative leave from the Central Command area of responsibility, as outlined in policy announced in mid-2005.

This session of the Air Force Uniform Board

included a special panel that was specifically chartered to make recommendations regarding updates/revisions to uniform standards affecting women Airmen. After careful review, the board approved several changes that affect women specifically:

- "Scrunchies" are prohibited.

- Hairpins and bands must match hair.

- Hair color, frosting and highlights will not be faddish and will match natural hair colors.

- No shaved head or flat tops for women.

- Synthetic hair can be worn, as long as it meets safety and mission requirements.

- Braids, micro-braids and cornrows are authorized.

- Nail polish will not contrast with complexion or detract from the uniform. Nor is polish of extreme color authorized. Nail polish will also be limited to one color.

- French manicures are allowed, but fingernail length in all instances will not exceed one-quarter inch beyond the fingertip.

- In addition to clutch-style purses, purses with no more than two straps are authorized with mess dress.

- Earrings will be small spherical, conservative diamond, gold, white pearl or silver with any uniform combination and must be worn as a set. Only one set of earrings will be worn in the lower earlobe and will also conform to these earring wear standards when performing duty in civilian clothes.

- Male flight cap is optional.

These updates were added to Air Force Instruction 36-2903 when the new version was released in March.

Annual Dental Exam mandatory for Reservists

All members of the military must have an annual dental exam according to Health Affairs Policy 98-201. However, due to logistical limitations and the number of 349th personnel assigned, it is impossible for the Aerospace Medicine Squadron dental section to provide annual exams.

Therefore, to meet the requirement, the ADE will be done every third year by a military dentist while completing your "long" physical. During the other two "off years," when you get a "short" physical, the ADE will be provided by your civilian dentist by completing a DD Form 2813 and submitting it to the 349th Aerospace Medicine Squadron.

If you are having your physical exam done during an "off" year, you will be given a DD Form 2813 with instructions to have your civilian dentist fill it out and return it to the 349th AMDS before the end of your birth month. Failure to complete the ADE by the end of your birth month will automatically disqualify you from worldwide duty.

The best way to avoid this is to complete the DD Form 2813 each year when you see your civilian dentist and return it to the

349th AMDS.

If you do not have dental insurance, you are encouraged to enroll in the low-cost United Concordia dental insurance plan offered to Reservists. The cost for an individual Reservist is \$9.32 a month. Coverage includes an ADE plus treatment of a variety of dental conditions. There is no charge for Reservists to have the DD Form 2813 completed in conjunction with your ADE when performed by a Concordia network dentist.

You may contact United Concordia at www.ucci.com or toll-free at 1-888-622-2256, or pick up an application at the dental clinic or at the 349th AMDS, Bldg. 239, Bay C.

The DD Form 2813 will be provided to you when your unit health monitor notifies you of your annual physical exam. This form will be given to you in enough time for your civilian dentist to complete and return it to the 349th AMDS dental section before your birth month of the current year.

Please contact the 349th AMDS for any other information you may need regarding the ADE or the Concordia dental insurance plan at (707) 424-3814.

Employer Appreciation Day application 2006

Employer Information

EMPLOYER: Mr. Ms. Mrs. Dr. Other:

Last Name: _____ First Name: _____

Employer's Title: _____

Company Name: _____

Employer's Home Mailing Address: _____

Person to be Notified in Emergency: _____

Employer's Emergency Phone: () _____
(Area Code and Number)

Note: An Air Force Certificate of Appreciation will be prepared for each employer using the name you provide. Please insure that the name above is clearly legible and correctly spelled so the certificate is correct when presented by the Commander.

Sponsoring Reservist Information

Reservist Rank: _____ Unit Assigned: _____

Last Name: _____ First Name: _____

Job Title: _____ Phone: Duty _____

Reservist's Home Mailing Address: _____

Home () _____ Work () _____

Note: An orientation flight is offered to employers pending approval by higher headquarters and is subject to cancellation. Space is limited; one employer per reservist. Reserve members may accompany their employer if space is available.

Employer Appreciation Day dates

June 10 -- Maintenance Group: Point of contact is Chief Master Sgt. Victor Camacho, (707) 424-7493
July 15 -- Medical Group: Point of contact is Chief Master Sgt. Neil Curchin, (707) 350-6463
Aug 5 -- Mission Support Group: Point of contact is Master Sgt. Neil Ivey, (707) 424-3737
Aug 19 -- Operations Group: Point of contact is Maj. Brandon Nugent, (707) 424-5730

Privacy Act Statement:

Authority: 10 U.S.C. 8013
Principal Use: Use of individual's home address/phone is required to contact, coordinate, and/or provide participation details for Employer Appreciation Day events.
Routine Use: Log and track employers and their participation.
Disclosure: Voluntary - home address/phone is required to contact employers regarding their Employer Appreciation Day participation.

Promotions



Chief Master Sergeant

Timothy E. Fuller, 349th AMXS
Timothy B. Healy, 349th ASTS
Terry R. Monges, 79th ARS



Senior Master Sergeant

Bryant T. Bunce, 312th AS
Charles T. Dowtin, 349th AES
Eric H. Hansen, 349th AMDS
Gabriel G. Hernandez,
349th CMS



Master Sergeant

Gabriel R. Aguilar, 349th AES
Laura G. Cervantes, 82nd APS
Raymond G. Lawson, 82nd APS
Ryan P. Senate, 312th AS
Harold L. Wenner, 79th ARS



Technical Sergeant

Paul F. Bennett, 55th APS
Amaquiel C. Domingo,
349th AMDS
Ronald Hoekwater, 82nd APS
Christi M. Jeffreys, 79th ARS

James M. MacDougal,
349th ASTS

Joshua L. Maher, 349th ASTS
Darryl E. Merritt, 82nd APS
Rachelle B. Ramos, 349th CS
Tranada L. Ross, 349th AMDS
Phillip G. Smith, Jr., 349th AMW
Jeffrey A. Stetson, 349th CS
Christopher S. Van Slyke,
312th AS
Kristi L. Woolworth,
349th ASTS



Staff Sergeant

Stacey L. Biddle, 349th AMDS
Scott S. Cruse, 349th MDS
Ryan L. Dankmeyer,
749th AMXS
Steven P. Elbrecht,
749th AMXS
Kevin G. Fredenburg,
349th AMDS
Gabe J. Grier, 349th CMS
Patrick Grijalva, 349th CMS
Christine G. Quick, 349th MDS
Guy D. Roberts, 749th AMXS
Christina M. Salas, 349th LRF
Tennis N. Smith, 349th CS
Susan Szymanski, 312th AS
Sun L. Tai, 349th MDS



Senior Airman

Griffin R. Bean, 349th EMS
Marc A. Boone, 349th EMS
Danielle N. Clark, 349th MDS
John C. Ellis, 82nd APS
Garrett D. Johnson, 82nd APS
Joshua T. Kesecker, 82nd APS
Josephine A. Olaes,
349th MAS
Michael C. Roberts, 349th SFS
Ebrahim J. Salaam,
349th AMDS
Euegene B. Virata,
349th ASTS
Sean M. Whisler, 349th CS



Airman First Class

Megan E. Benne, 349th AES
Kristina L. Caron, 349th ASTS
Ryan W. Chatterley, 312th AS
Liza M. Franz, 349th ASTS
Jamesearl M. Moore II,
301st AS
Susan A. Spytex, 604th MDS



Airman

Sabina Carranza, 82nd APS

Promotions were effective Mar. 1, 2006

Training...

(Continued from Page 8)

I will never know if both dynamics were present that evening, or perhaps none of them, but the next thing I remember is seeing a face full of KC-135 as the autopilot disconnected and its' nose lowered abruptly.

Moments like these are few and far between -- thankfully, but training is critical. I literally had this scenario in the simulator 100 times or more and when the real thing happened I acted accordingly. I immediately brought the throttles to idle, deployed the speed brakes and applied forward pressure on the yoke.

The next thing I remember is being about a mile in trail and 1,500 feet below the aircraft we almost collided with. We then assessed our situation.

First of all, is everyone on board okay? Yes. Any damage to our aircraft? Externally, we knew that we did not hit the tanker so that answer was "no," but internally we did have a fire extinguisher positioned at an exit door that became dislodged

and sustained minor damage. Beyond that our collective psyche was certainly injured and when the tanker asked if we were going to come back in for another try we respectfully declined.

Did my uneasy feeling earlier in the day have anything to do with the events that unfolded? Hard to say. The fact that I briefed one thing and quickly abandoned it when asked to do something else also was not necessarily the sole contributor to the event. All or none of this could have been avoided had I paused as I suggest you do. The bottom line is that I continued with a very delicate operation despite my reservations and in spite of the fact I was somewhat behind the power curve. I did not need to do so.

There is virtually no instance when you will ever need to continue a task in this manner, especially when a momentary reevaluation would certainly enhance your situation and improve your odds of successfully completing the task at hand.

Please, take your time, think about what you're doing, encourage input from your colleagues and then make a determination as to the best course of action. Never rush yourself or your coworkers when safety is an issue!

NCO Leadership Graduates



photo by Nan Wylie, Base Multimedia Serve Center

Pride in leadership: Twenty-two of the 349th Air Mobility Wing's enlisted members graduated from the Travis Noncommissioned Officer Leadership Development Program, February 13. This is a two-week course offered locally to military members to assist in their career growth and development of leadership skills.

(Back to the front left to right) Staff Sgt. David Renschler, 349th Logistics Readiness Flight; Technical Sgt. Chad Bohren, 349th Communications Squadron; Staff Sgt. Keith Wynkoop, 55th Aerial Port Squadron; Staff Sgt. Dana Wallace, 349th Communications Squadron; Staff Sgt. Mario Sapiens, 749th Aircraft Maintenance Squadron; Technical Sgt. Robert Sledge, 312th Airlift Squadron; Staff Sgt. Joseph Hilt, 749th AMXS; Staff Sgt. Nabor Valle, 349th Medical Squadron; Technical Sgt. Peter Ortiz, 749th AMXS; Staff Sgt. Daniel Valdez, 349th AMXS; Technical Sgt. Kirk Verhoef, 312th AS; Staff Sgt. Paul Delasquez; Staff Sgt. Alex Gomez, 749th AMXS; Staff Sgt. Robert Long, 749th AMXS; Technical Sgt. Jennifer Redway 349th Aeromedical Evacuation Squadron; Staff Sgt. Meredith Mingleдорff, 349th Air Mobility Wing; Technical Sgt. Timothy Wilson, 349th Civil Engineer Squadron; Staff Sgt. Rita Pfister, 349th AMW; Staff Sgt. George Bautista, 749th AMXS; Technical Sgt. Rosema Hermano, 349th LRF; Technical Sgt. Jessica Leigh, 349th AES; Staff Sgt. Kevin McCullough, 749th AMXS.

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TRAVIS AFB CA 94535-2100
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**April is National Child
Abuse Prevention Month**

