

# WARRIOR



WHITEMAN REMEMBERS 9/11

■ PG. 3

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Staff Sgt. Danielle Quilla  
Senior Airman Jovan Banks  
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Photojournalists

The Sedalia Democrat  
Layout and Design

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# Seeking Better Balance: Pearls from my leadership path

by Lt. Col. Robert "Taz" Rainey  
509th Medical Operations  
squadron commander

A cursory search of "leadership" on Amazon books will return over 60,000 results. When I read, I'm always looking for practical solutions I may implement to improve my leadership style. Here are a few nuggets of wisdom I have found beneficial from my personal leadership journey. I share them in the hope they may likewise prove useful to others.

### Be a person to your team, not a position.

Repeatedly, I have worked for leaders who are too far removed from those they lead, both personally and professionally. Whether this is an artifact of their personalities or an intentional decision to maintain professional distance, I find the practice detrimental to the overall performance of a team. I attack this in a couple of ways. First, I exercise leadership by wandering around among staff members because I don't want it to be stress inducing or unusual when I'm in their sections. My goal is for folks to be comfortable talking to me and voicing concerns. Second, I try to learn a little some-

*"If I never disagree you with you, I'm not very useful to you."*

thing about my staff; these are conversation starters and facilitate open communication. Lastly, I'm open about challenges in my own life. For example, I need to improve how I balance my military duties and children's needs because I don't reserve enough quality time for my spouse.

### Get comfortable with uncomfortable discussions.

This is a critical skill and the lack of general proficiency in this area is why we inherit many problems that should have been addressed earlier. Get comfortable asking people how they are doing. Get comfortable giving honest and concise feedback to team members. Engage challenges head-on, ask the tough questions because it's our responsibility to solve problems, not pass the buck.

"If I never disagree you with you, I'm not very useful to you." This what I tell my direct reports when starting a new position. We owe our bosses honest feedback so they can make sound decisions and accept risk when and where appropriate. Pay attention to what your bosses say and what their concerns are. Learn their decision cycle, and then deliver timely feedback respectfully and privately. Remember to keep what you discuss private because loyalty and trust are key.

### Work hard, play hard and rest well.

Put in an honest day's labor and use your time wisely. Learn to decipher what tasks are truly important to the mission so you may surge when appropriate. Remember, you will not recall what tasker we were spinning over three weeks from now, but will remember that you missed a dinner with your loved one or your child's soccer game. Balance is the goal.

In closing, I encourage readers to reflect on these practical pearls and consider how adopting them may improve their individual leadership experience.

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## On the cover

U.S. Air Force photo by Tech. Sgt. Alexander W. Riedel

Col. Seth Graham, 509th Bomb Wing vice commander, salutes a commemorative wreath to honor the victims of the 9/11 terror attacks, Sept. 11, 2018, at Whiteman Air Force Base, Mo. Team Whiteman gathered for a memorial reveille and wreath laying ceremony in memory of those who made the ultimate sacrifice.



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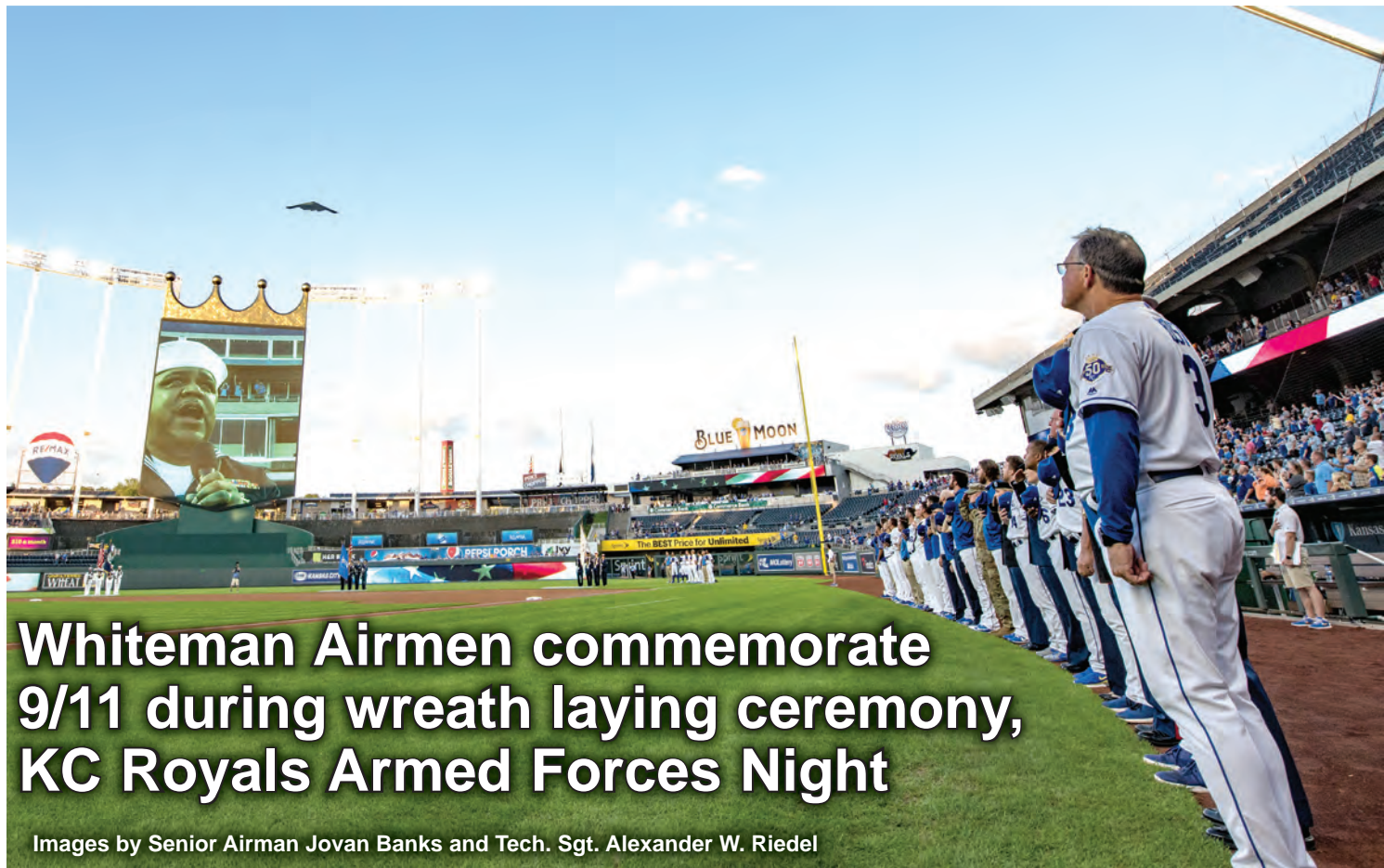
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### WEATHER

Friday	Saturday
Mostly Sunny	Mostly Sunny
Hi 87	Hi 88
Lo 66	Lo 65
Sunday	Monday
Sunny	Sunny
Hi 85	Hi 86
Lo 65	Lo 66



## Whiteman Airmen commemorate 9/11 during wreath laying ceremony, KC Royals Armed Forces Night

Images by Senior Airman Jovan Banks and Tech. Sgt. Alexander W. Riedel

**Tech. Sgt. Alexander W. Riedel**  
509th Bomb Wing Public Affairs

Members of Team Whiteman gathered Sept. 11, 2018, for a sunrise reveille and wreath laying ceremony in remembrance of the 9/11 terror attacks.

Flanked by a fire engine and police response vehicles, Airmen paid special tribute to those lost in New York, Pennsylvania and at the Pentagon during the terror attacks of Sept. 11, 2001. The on-base tribute included a wreath laying and ceremonial salute from Col. Seth Graham, 509th Bomb Wing Vice Commander at Whiteman Air Force Base, Missouri.

Senior Master Sgt. Michael Champion, deputy fire chief, 509th Civil Engineer Squadron, helped organize the event at Whiteman. "To never forget is a sacred obligation," he said. "Many of our total-force teammates were very young on 9/11. Those of us who were in uniform prior to 9/11 must pass along the story so they know what much of what we do is all about."

Among first responders, the essence of the heroism at the Twin Towers in New York can be summarized by a head nod, Champion said. When the city's firefighters made their way to the stairs, some passed each other and gave a solemn nod to the other as they briefly locked eyes. Those making their way up the stairs knew they were probably never coming back down.

"The nod was a way of saying goodbye or see you on the top floor someday," Champion said. "There were many instances of bright pure humanity that shined through the abysmal horror of that day."

As the sun rose on another duty day at Whiteman AFB, Champion said that the memory of 9/11 should serve to instill an appreciation for the freedom we enjoy with each new day.

"Truly living our lives to the fullest every single day, giving gratitude and paying homage to those who perished is how we keep their memory alive when

we gather to remember," Champion said. "Honoring the lives cut short, their absence from our formations, ceremonies or vigils every of September is how we remember."

That the evening, a group of Airmen, along with Soldiers, Sailors, Coast Guardsmen and Marines, were recognized for their service during a dedicated Armed Forces Night ceremony hosted by the Kansas City Royals baseball team at Kauffman Stadium.

Standing among their sister service representatives and veterans, Airmen exchanged a service cap for a KC Royals baseball cap and announced players in the game's lineup.

"It was a really rewarding experience," said Senior Airman Jordan Sly, an operations management customer service technician with the 509th Civil Engineering Squadron. "My family came in from Michigan just to see me on the field. Everyone seemed so close and supportive, it was a great feeling of support and togetherness with the larger

community."

A B-2 from Whiteman AFB flew over the stadium at the conclusion of the U.S. National Anthem before the baseball game started.

Sly said the ceremony put her military service into perspective.

"Being out there made me feel proud," Sly said. "I joined the Air Force to be part of something bigger than myself. The memory of this day brings everyone together. We feel more whole as a nation and it's also a reminder of how strong we are together."







Photos by Staff Sgt. Danielle Quilla

# B-2s conduct training missions out of Joint Base Pearl Harbor-Hickam

From Pacific Air Forces Public Affairs

**JOINT BASE PEARL HARBOR-HICKAM, Hawaii** -- Two U.S. Air Force B-2 Spirits took off from Joint Base Pearl Harbor-Hickam (JBPH-H), Hawaii, to conduct routine training in the vicinity of Guam and Hawaii, Sept. 6, 2018.

The B-2s deployed to JBPH-H from Whiteman Air Force Base, Missouri, in support of the U.S. Strategic Command's (USSTRATCOM) Bomber Task Force deployment. USSTRATCOM regularly tests and evaluates the readiness of strategic assets to ensure they are able to honor U.S. security commitments.

"This unique training is key to ensuring that our crews are ready," said Lt. Col. Nicholas Adcock, Air Force Global Strike 393rd Bomber Squadron commander. "Our allies and partners depend on us to be ready, capable and lethal at all times in the joint environment. Our crews need the integration experience to maximize our platform and pilots' capabilities."

The B-2s regularly rotate through the Indo-Pacific region to conduct routine air operations that integrate capabilities with key regional partners and familiarize aircrews with operations in the region.

Although this is the first time the B-2s deployed specifically to JBPH-H, it's not the first time they were in the region. The B-2s last deployed to the Indo-Pacific theater at Andersen Air Force Base, Guam, in January 2018. During their last deployment, they conducted local and regional training sorties and integrated capabilities with key regional partners.

"Hickam affords us the chance to work closely with the 154th Air National Guard Wing and refine and exercise multiple tactics, techniques and procedures that are crucial to the Indo-Pacific Command area of responsibility," Adcock said.

With a wingspan of 172 feet, the width of a football field, plus 12 feet, and weight of 160,000 pounds, this multi-role bomber provides flexibility and effectiveness inherent in manned bombers.

Bomber missions demonstrate the credibility of U.S. forces to address a global security environment, which demonstrates U.S. commitment to a free and open Indo-Pacific.



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# Airman leadership School Class 18-F graduates

## From 509th Bomb Wing staff reports

The Whiteman Airman Leadership School (ALS) Class 18-F graduated 30 future supervisors on Sept. 6, 2018, at the Mission's End Club on base.

Special recognition is given to outstanding performers in each class.

John L. Levitow Award:  
Staff Sgt. William Costello,  
509th MXS  
Commandant's Award:  
Staff Sgt. Renee Heintz,  
509th FSS  
Distinguished Graduate and

academic achievement:  
Senior Airman Marcus Harris,  
139th MOF  
Distinguished Graduate:  
Senior Airman Joshua Graves,  
509th AMXS  
Congratulations to all graduates  
of Class 18-F:  
**358th Fighter Squadron**  
Staff Sgt. Bo Anguay  
**509th Maintenance Squadron**  
Staff Sgt. Raymond Burgos Jr.  
Staff Sgt. James Darcey Jr.  
Senior Airman Andrew Garcia  
Staff Sgt. Bobby Harvley Jr.  
Staff Sgt. Lucas Hawksworth

Senior Airman Thomas Sommer  
Senior Airman Aaron Reed  
**931st Aircraft Maintenance Squadron**  
Senior Airman Logan Caldarera  
**509 Aircraft Maintenance Squadron**  
Senior Airman Brittany Claus  
Senior Airman Shawn Thomson  
Senior Airman Juan Vazquez  
**509th Security Forces Squadron**  
Senior Airman Chase Coleman  
Senior Airman Laymisha Watson  
Senior Airman Aaron White

Senior Airman Tyler Rouillard  
**325th Weapons Squadron**  
Staff Sgt. Dakota Croft  
**509 Maintenance Group**  
Senior Airman Reynaldo Garza  
Senior Airman Cameron Johnson  
**509 Munitions Squadron**  
Senior Airman Christian Groves  
Staff Sgt. Kyle Guardia  
Senior Airman Nicholas Luthe  
**131st Bomb Wing**  
Senior Airman Breyona Jackson  
**509th Comptroller Squadron**  
Staff Sgt. Brechara Joseph  
**20th Attack Squadron**



Staff Sgt. Taylor Lang  
**509th Operations Support Squadron**  
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Senior Airman Joshua Scullark,  
**908th Force Support Squadron**  
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# Whiteman pilots fly T-38 to Canada's largest airshow to strengthen alliance, educate

**Tech. Sgt. Alexander Riedel**

509th Bomb Wing Public Affairs

Adrenaline-inducing acrobatics and unique static displays offered more than 30,000 fans in Canada an opportunity for photos and lasting memories of aviation technology past and present at the Airshow London, Sept. 7-9, 2018.

The event, held on the other side of Lake Erie in Canada's Ontario province, is recognized as the nation's largest military air display. More than 70 military and civilian aircraft rolled onto the tarmac, including a T-38 Talon flown by two pilots assigned to the 13th Bomb Squadron at Whiteman Air Force Base, Missouri.

"Airshow London was simply an awesome experience," said Capt. Keith Stock, one of the pilots who flew to Canada for the show. "There was a lot of interest in what we're all about and how the T-38 helps prepare pilots for the B-2 mission."

The Talon is the world's first supersonic, twin-engine, high-altitude trainer. First flown in 1959, it is capable of daring acrobatics and was the aircraft of choice for the U.S. Air Force Thunderbirds until the mid-1970s. Today, it continues to be utilized by pilot training squadrons and serves as a reliable companion training platform for B-2 pilots, boosting training flights outside of their stealth cockpit.

"The T-38 is a pilot's aircraft," Stock said. "It doesn't have autopilot or modern avionics. It's kind of like riding a motorcycle and you have to be on your game, think ahead of the aircraft and make small, careful inputs to the controls. It demands good Airmanship at all times and allows pilots to maintain crucial proficiency."

The city of London, Ontario, celebrated 90 years of airshow history during this year's event. Known for its support of local children and veteran charities as well as education in aviation and aerospace sciences, the event continues to be a major regional attraction for military and aviation enthusiasts throughout North America.

"There was a tremendous amount of excitement," Stock said. "We answered many questions about Whiteman's mission, training programs and the U.S. Air Force. There is tremendous value in showcasing what we do and we hope to have inspired a new generation to explore careers in aviation and technology, as well as educate people about the Air Force."



Courtesy photo by Shawn Clish

The event also facilitated exchange of best practices with Canadian military peers and strengthened that partnership between the two countries, Stock noted.

"It's great to be part of

the larger aviation and North American defense community," he continued. "There was a lot of appreciation for military service members of both countries and we received support and thanks from Americans and Canadians alike."

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515326hb



# "We're a team": First husband-wife pilots to fly the B-2 retire from the Air Force



John and Jennifer Avery were married on Feb. 5, 2010, becoming the first husband and wife to fly the B-2 Stealth bomber.

Left, Lt. Col. John and Jennifer Avery were the first husband-wife team to fly the B-2. The couple served with the 509th Bomb Wing at Whiteman Air Force Base and then with the base's Missouri National Guard 131st Bomb Wing. Their joint retirement ceremony was Sept. 7, 2018, at Whiteman Air Force Base, Missouri.

by **Brye Steeves**  
**509th Bomb Wing Public Affairs**

Whiteman Air Force Base, Mo., ñ Rows of chairs were filled with family members, close friends and fellow military members. As the ceremony began, all eyes were on the couple standing up front. Thirteen years earlier, the scene was nearly identical. Back then, John was wearing his Air Force uniform, though Jennifer was wearing a wedding gown. Now, they were wearing flightsuits with oak-leave rank on the shoulders. And, the same friend spoke at both events. Jared Kennish first made his remarks as the best man, and now as a colonel and the 131st Bomb Wing Operations Group commander at Whiteman Air Force Base. "It's an honor to speak as John and Jennifer Avery retire from the Air Force, just as it was to speak at their wedding," Kennish said. This couple has made history. Lt. Col. John Avery and Lt. Col. Jennifer Avery were the first husband-wife pilot team to fly the B-2. Their two, 20-year-long careers culminated with the couple's joint retirement ceremony on Sept. 7, 2018, at Whiteman Air Force Base, Missouri. Jennifer retires with more than 1,600 flying hours in the active-duty Air Force and Missouri Air National Guard. John retires with more than 2,500 flying hours in the active-duty Air Force and Missouri Air National Guard. The Air Force retirement is a tradition ceremony that signifies the completion of an Airman's long, honorable career of service to his or her country. "This is a thank-you for a job well-done," Kennish said, "and an opportunity to highlight the history made by this couple ñ both individually and together." Of the hundreds of B-2 pilots to come after John and Jennifer, just two other married couples are among them. It's just one of their many distinc-

tions. Being first is a theme for the Averys.

\*\*\*

Growing up in Miami, Florida, Jennifer said she was ishy and maybe even a little insecure ñ uncertain of myself. After high school, she headed to Georgia Institute of Technology in Atlanta. She carried with her a childhood memory of visiting an Air Force base in Charleston, South Carolina. "I'll never forget my Uncle Bill taking me into a flight simulator. That stuck with me, even to this day. I thought flying was incredible." Jennifer graduated in 1995 with a bachelor's of science degree in biology and, as a member of the Reserve Officer Training Corps (ROTC), received a commission in the U.S. Air Force as a second lieutenant. "I knew exactly what I wanted to do next," she said. Jennifer earned her pilot wings in June of 1997, which eventually took her to Ellsworth AFB, South Dakota, to fly the B-1 Lancer and begin making history. She was the first female B-1 pilot to go to combat, flying four sorties over Kosovo in support of Operation Allied Force in 1999. Not long after, Jennifer applied to fly the B-2 Spirit, based at Whiteman AFB, Missouri. "I was drawn to the challenge of flying this unique aircraft that has a mission so vital to deterrence and global safety," she said of the \$2.2 billion stealth bomber that is capable of both nuclear and conventional missions. "To be one of the few pilots to fly this aircraft that is the backbone of nuclear security was an amazing prospect." She was accepted into the program and began training shortly thereafter. Her first flight in the B-2 was on Feb. 12, 2002, making her the first woman to fly the B-2 stealth bomber. Now, 16 years later, seven other women have become B-2 pilots and others are now in training.

In March 2003, she would do again what no other woman before her had accomplished. Jennifer flew a mission in support of Operation Iraqi Freedom, becoming the first woman to fly the B-2 in combat. Today, she is still the only woman to have flown the B-2 combat. "Jen is a trailblazer," Kennish said. "Her career has been nothing short of spectacular. And the same can certainly be said for John, who chased Jen from South Dakota all the way to Missouri."

## Move to Missouri

John grew up in Great Falls, Montana, where he watched F-16 fighter jets from a nearby base fly overhead. "I really wanted to fly," John said. "And I joined the Air Force because I wanted to fly cool planes. I knew being a military pilot, I would be serving my country and have a pretty incredible day-to-day job at the same time." He completed an economics degree at Carleton College, Minnesota, and later was commissioned as a second lieutenant through the U.S. Air Force Officer Training School (OTS) in 1999. He earned his pilot wings in 2000, and soon was stationed at Ellsworth AFB, South Dakota, to fly the B-1. Jennifer was already there and remembers wondering, "Who's the new pilot?" The first time John saw her, he remembers wondering why she was late to the parachute safety class they were both taking. And, that he wanted to meet her. John and Jennifer began dating, though it was less than six months later that she left South Dakota for her next assignment to fly the B-2 Stealth bomber. It wasn't long after that John also applied and was accepted to fly the B-2, something he said he would not have pursued if it weren't for Jennifer. "I wanted to fly the B-2 because that was the plane my future wife was going to fly," John said.



**Lt. Col. Jennifer Avery was the first female to fly the B-2 Spirit. She is the first and only female to fly stealth bomber in combat, and was also the first female to fly the B-1 in combat.**



**Lt. Cols. John and Jennifer Avery's military careers culminated at their joint retirement ceremony at Whiteman Air Force Base, Missouri. The couple has two children, Austin and Elizabeth, and live in Boise, Idaho.**

**Lt. Col. John Avery was among the first of the Missouri Air National Guard to fly the B-2. He was the first Guardsman to attend B-2 Weapons Instructor School and then the first Guardsman to become an instructor. Additionally, John was the first Guardsman to fly the B-2 in combat.**



"That, and it's without a doubt the world's most elite aircraft. As a pilot, there's nothing more rewarding. Knowing your job is to protect our country, while deterring enemies really is an amazing job to have."

Whiteman Air Force Base

Now both at Whiteman AFB, John and Jennifer resumed dating. Jennifer accepted John's marriage proposal during a vacation in Germany, where John had nervously carried around a diamond engagement ring in his pocket until just the right moment.

On Feb. 5, 2005, the couple married in Colorado. Deployments and training kept them apart during their first four months of marriage, though they did end up with overlapping short-term assignments in Guam and were able to live together on the island. They were thankful to be together then, but always careful to not request preferential treatment because of their marriage or when they had children, first their son Austin, now 12, and then their daughter Elizabeth, now 9.

Balancing demanding mission and training schedules continued to compete with family life. Jennifer remembers John's deployment when Austin was just a baby and the guilt she felt when he was the last child to be picked up at daycare, as well as the exhaustion from single-parenthood and a demanding job. Day-to-day was tough, plus Jennifer faced moving for her next assignment while John was required to finish his assignment at Whiteman.

So in 2007, rather than face separating her family, Jennifer decided to leave her active-duty career. "That was the hardest day," Jennifer remembers. "That drive to work was emotional. But, I felt in good conscience it was the right decision. At the same time, a lot of people believed in me. I'd had so much support along the way, including from John. In the end, I knew it was only myself I needed to worry about letting down and I hadn't disappointed myself. I felt like I had accomplished so much and I'm proud I did those things. More than anything, I just want my kids to be proud of their mom."

After holding civilian positions at Whiteman AFB, Jennifer joined the Missouri Air National Guard at Whiteman and resumed flying as a B-2 pilot. Again, her path was unprecedented as the first and only female B-2 pilot in the ANG.

By 2008, John also transitioned to the Missouri ANG at Whiteman AFB, and was selected as part of the first group of Guardsmen to fly the B-2. He became the first ANG member to attend B-2 Weapon Instructor School and then the first to become an instructor at Whiteman.

Additionally, John was also the first Guardsman to fly the B-2 in combat during a sortie above Libya in support of Operation Odyssey Dawn in 2011. For the Missouri Air National Guard, the Averys exemplified what it means to be Guardsmen, said Col. Ken Eaves, commander of the 131st Bomb Wing at Whiteman AFB. "I'm proud of anybody who serves, but these two, they've done it with such distinction. They have continued the Guard's legacy of excellence and dedication."

For the active-duty Air Force, seeing its pilots continue to fly the B-2 with the Missouri Air National Guard is certainly a win, said Justin Grieve, 509th Bomb Wing Operations Group commander. "At Whiteman, we train elite aviators to fly the world's most strategic airplane. Whether they do that through active duty or the Guard, we're all B-2 pilots defending the homeland."

"It's that partnership between an active-duty wing and a Guard wing, called total-force integration, that the Averys helped execute," Eaves said, adding, "Jennifer and John have been trailblazers in the truest sense of the definition. Literally making history on active duty and in the Guard, that wasn't something they set out to do. It's just who they are."

Working together

The B-2 brought John and Jennifer back together, and also made them the team they are now, the couple said.

Air Force regulations don't allow spouses to fly in the same aircraft with each other, but John and Jennifer did fly one sortie together in the T-38 training jet before they were married.

There was an equal division of labor and no struggle for control in the aircraft, Jennifer remembers, much like at home. Through the years, the couple learned to divide parental and domestic duties, as well as to make sacrifices for the benefit of the other.

"We were able to support each other and fully appreciate the other's successes and failures because we knew exactly what the other person was going through," John said.

"We're a team," Jennifer said simply.

The Averys have no doubt this unity will continue now that they've left the Air Force. The family of four moved to Boise, Idaho, which fit their criteria of living in a medium-sized city in the West, near the mountains and full of outdoor recreation. The kids started their new schools. John flies the B-767 for FedEx and Jennifer works as a Department of Defense consultant for flying-related acquisitions. Both have private pilot's licenses. "We're excited for this next phase of our lives," John said.

Retired, together

At their official retirement September ceremony at Whiteman AFB, standing in front of their families and closest friends, John and Jennifer were presented medals for outstanding military service and certificates of appreciations from the president of the United States before the reading of the orders declaring they were "relieved from duty and retired."

Reflecting back on the rigors of pilot training, the long hours and irregular schedules, life's daily demands, the ups and downs of marriage and parenthood, the stresses of leadership positions, worry from combat deployments, John and Jennifer remember the good.

"Yes, it was hard," John remembers. "There was a lot of give and take on both sides. We look back though, and have the best memories."

"We did it. All the way through," Jennifer said. "Together."





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U.S. Air Force photos by Senior Airman Jacob Skovov

Chief Master Sgt. of the Air Force Kaleth O. Wright speaks with six former chief master sergeants of the Air Force and his team during the 2018 Senior Enlisted Statesmen Forum Sept. 5, 2018, at Offutt Air Force Base, Nebraska. Topics discussed during the forum included policy, training and resiliency.

# Chief Master Sergeants of the Air Force meet to discuss future, force

By Tech. Sgt. Rachelle Blake

55th Wing Public Affairs

**OFFUTT AIR FORCE BASE, Nebraska (AFNS)** -- Chief Master Sgt. of the Air Force Kaleth O. Wright, joined by six previous chief master sergeants of the Air Force, participated in the 2018 Senior Enlisted Statesman Forum on Sept. 6, 2018, at Offutt Air Force Base, Nebraska.

The forum, the first of its kind since Wright's tenure began, was an opportunity to discuss the future of the Air Force focusing on policy, training and resilience.

"I updated them on the current enlisted programs we have, ranging from enlisted professional military education (PME) to promotions to policy updates and some potential changes like bereavement leave and fitness," Wright said. "I admire, respect and look up to them, and I wanted to spend some time with the folks whose shoulders I stand upon."

Although many strides have been made over the years in realms such as technology, Wright said there is an overlap in the hurdles he faces today to those faced in the past. The forum was a means for him to receive instant feedback and gain perspective and knowledge from the previous chief master sergeants of the Air Force.

"They are very experienced," Wright said. "They have lived the same life in various eras, so it was really good to hear from them and (get) their perspective. I was able to glean some knowledge and mentorship about how they handled things during their time in the seat. I think the value of having mentors, period, is extremely important."

Wright's predecessors, although retired, still play a huge role in developing Airmen. Many

still engage frequently with Airmen at venues such as PME schoolhouses, making it vital for them to be informed of program innovations.

"The former chief master sergeants of the Air Force are still tremendously involved in our Air Force," Wright said. "They continue to do speaking engagements at graduations, banquets and professional enhancement seminars, so I wanted to make sure they are kept up-to-date on what we are doing and we are in sync in terms of messaging."

While the attendees may have benefited from the forum, Wright said he wants the real beneficiaries to be the 295,000 enlisted Airmen across the service. His focus is on growing those numbers and retaining the talent already in the service.

"I think the enlisted force will benefit in that I will take the advice, guidance and mentorship I received, and continue to make all the enlisted programs better," Wright said. "We will continue to do things we have been doing to help our enlisted Airmen become more lethal, ready and resilient and better led."

Although no date is set for the next forum, Wright said he hopes to continue open dialogue with the retired chiefs.

"I think we will do this once a year," Wright said. "We get other opportunities to meet, just not as focused as what we did yesterday, so we agreed that we would like to come together like this."

Overall, Wright felt the forum was productive and he said he is excited to take what he learned and apply it.

"It was a pleasure to be here," Wright said. "It was an extremely successful event that further increased my admiration for the former chief master sergeants of the Air Force."



Chief Master Sgt. of the Air Force Kaleth O. Wright, his team and six former chief master Sergeants of the Air Force pose for a photo during the 2018 Senior Enlisted Statesmen Forum Sept. 5, 2018, at Offutt Air Force Base, Nebraska. The forum was an opportunity for the senior enlisted leaders to discuss the future of the Air Force.



# Air Force Secretary Wilson urges innovation in software acquisition model

By Phil Berube

Air University Public Affairs

**MAXWELL AIR FORCE BASE, Ala. (AFNS)** -- The process used by the Air Force to acquire software is archaic and needs to modernize now if the service is to win in a peer-to-peer conflict, said Secretary of the Air Force Heather Wilson.

The secretary made those observations and gave a glimpse into the future of software acquisition during her keynote presentation Aug. 27 at the Air Force Information Technology and Cyberpower Conference in Montgomery, Alabama.

The urgency to change the acquisition model is driven in part by technological advances of potential adversaries, she said.

"We are facing a rapidly innovating adversary who is challenging us, and we have to be willing to accept more risk in our acquisition process," Wilson said. "This is particularly true when it comes to software."

The secretary referenced the U.S. Air Force Weapons Systems Software Management Guidebook as one of the documents that is outdated and, in some ways, a hindrance to developing, buying and updating software for operational and weapons systems.

"[It] is 10 years old," she said. "It was written before Airbnb, Uber, Lyft, Snapchat, Instagram and Pinterest were even incorporated."

The guidebook, she explained, references practices from an even older document, the discontinued Military Standard 498, Software Development and Documentation, published in 1994 as an interim document with an expected shelf life of no more than two years while a new standard was being written.

"Those are the standards by which we're telling companies to develop products for the

United States Air Force," Wilson said.

The secretary is ready to move the acquisition model into the future.

"So, we're now leaving the past behind," she said. "We're going to accelerate to a new future driven by the threat that we face and move to a new paradigm for software development."

To describe this paradigm shift, she gave the example of how Airmen used to plan and track air refueling operations in the Middle East up until two years ago.

Planners were using a software program written for the first Gulf War in 1991. The software was "grossly" out of date, and despite spending millions of dollars, contractors were not able to update it. About five or six Airmen were spending every day, all day, moving colored plastic shapes on a whiteboard to match tankers to fighters, to locations and times, she said.

"If operations of the ground changed, as they often did, the Airmen, literally, went back to the drawing board to start over," Wilson said.

Fortunately, she said, members of the Defense Innovation Board (DIB) were there to witness the process. The DIB is one of several independent federal advisory committees advising the secretary of defense on various issues, to include technology and capabilities.

The head of the board, a former F-16 pilot with experience with refueling missions, took one look at the planning process being used, then started making phone calls back to the U.S., she said. He was looking for Airmen software coders. As a result, the Air Force signed a new contract with a commercial software developer, and they produced a state-of-the-art system within 120 days for a cost of about \$2 million.

"Before that program the average software

program took about three years to produce for the Air Force, and very likely didn't work when it was delivered," Wilson said.

With the new software, called "Jigsaw," refueling can now be done and the plan can be changed within a couple of hours and a few clicks of the mouse, she said. The program saves approximately \$1 million each week.

To further this type of innovation in software development and acquisition, the Air Force opened a new software lab in Boston in May.

The team of two dozen military and civilian industry software developers and engineers call their program the Kessel Run Experimentation Lab, named after the smuggling route in the Star Wars science fiction movies.

The developers have been "turned loose" to work with operators in developing the solutions they need in order to do their jobs faster and better to give "decision space" to Airmen to defeat the enemy before adversaries even know what's happening, Wilson said.

"These Airmen are helping our Air Force be more ready and more lethal," she said. "They are solving problems that Airmen have given them, whether it's from the flightline or an air operations center. We have given them some tough problems, and we'll see how this goes. It doesn't matter to me if they get it right the first time. It matters to all of us that we keep innovating constantly, rather than sitting back and analyzing people for failure."

Wilson stated not all Air Force software will be developed by labs such as Kessel Run. The service will continue to purchase off-the-shelf software from companies that have developed capabilities for other industries that might have application to the Air Force.

What will change, however, is how that software is purchased.



Secretary of the Air Force Heather Wilson speaks on the processes used by the Air Force to acquire hardware and software during her keynote presentation at the Air Force Information Technology and Cyberpower Conference in Montgomery, Ala., Aug. 27, 2018. Wilson called for a paradigm shift within the Air Force and encouraged innovative solutions when acquiring software. (U.S. Air Force photo by Melanie Rodgers Cox)

"We'll also be buying software as a service," paying by actual usage, rather than by individual license, or the so-called consumptive license model," she said. "All of this adds up to faster decisions, faster analysis, faster strikes, faster assessments and more success in combat."

Successful innovations in hardware and software development and acquisition that lead to faster kinetic and non-kinetic effects on an adversary all further the implementation of the new National Defense Strategy.

"That strategy guides us. It says that peer adversaries contest our dominance in all domains. It says we must compete with adversaries in every domain. It says if preferred deterrence fails, we must be ready to win in peer-to-peer conflict," she said.

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If you have any further questions, please contact the following:  
MSgt Vincent Baugh at [687-7137/vincent.baugh@us.af.mil](mailto:687-7137/vincent.baugh@us.af.mil)  
TSgt Duane Taylor at [687-4074/duane.taylor.2@us.af.mil](mailto:687-4074/duane.taylor.2@us.af.mil)  
TSgt Anton Auster at [687-4056/anton.auster@us.af.mil](mailto:687-4056/anton.auster@us.af.mil)  
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**6:00 p.m. -8:30 p.m.**

Join us @ Mission's End. Call (660) 687-5754 to reserve your seat.

**Wednesday, September 26<sup>th</sup>**  
**3rd Qtr Harry Potter Birthday Meal**  
**11 a.m. - 1 p.m.**

Join us @ the Ozark Dining Facility.

**Saturday, October 6<sup>th</sup>**  
**UFC 229 Fight Night**  
**6 p.m. - 11 p.m.**

Join us @ Mission's End.









**Thursday, October 11<sup>th</sup>**  
**National Sausage Pizza Day**  
**7 a.m. - 9 p.m.**

Join us @ Stars & Strikes Bowling Center.

**Thursday, October 11<sup>th</sup>**  
**Designer Bag Bingo**  
**5:30 p.m. - 8 p.m.**

Join us @ Mission's End.

### Experience the Value of Club Membership

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## Heat Related Deaths ARE Preventable

### LOOK BEFORE YOU LOCK



The temperature in your car can quickly become deadly!

Outside Temperature 80°

Inside 99° Time Elapsed: 10 Minutes	Inside 109° Time Elapsed: 20 Minutes
Inside 114° Time Elapsed: 30 Minutes	Inside 123° Time Elapsed: 60 Minutes

weather.gov/heat      nhtsa.gov

## Burg Fest

# COGNAC HOLE TOURNAMENT 2018

### Tossin' Bags and Throwin' Em Back

## September 28 & 29th

Food trucks, Music, and Beer Garden

Register through 9/15/18  
Admission \$25 per person  
Teams of 2, includes Entry into Beer Garden Fri. and Sat, T-Shirts (2), Drink Tickets (2 each/4 per team)  
Cash prize for first place team

Friday Night  
Registration/Check in: 6pm  
Tournament begins: 7pm  
Saturday Evening  
Registration/Check in: 4pm  
Tournament begins: 5pm  
Saturday Night Championships  
Tournament begins: 7pm

For tickets please visit <https://www.eventbrite.com/e/cognac-hole-tournament-tickets-48344537614>

## Putting "Fore" The Kids

presented by  
The W-K Family of Dealerships  
and  
**KOHL'S**

A four person scramble golf tournament to benefit the Boys & Girls Clubs of West Central Missouri

### Saturday, September 15, 2018

Royal Oaks Golf Course, Knob Noster

\$75 per person or \$300 per team  
Includes lunch, carts and prizes

Call 660-826-8331 or email [amazon@bgckids.com](mailto:amazon@bgckids.com) to register your team today!

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## No Vein Stripping

# We Can Help You!



NORMAL LOOKING



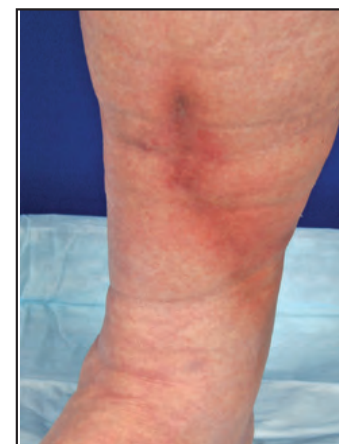
LEGS SWELLING



VERICOSE VEINS



ULCERS



SKIN CHANGES

## SYMPTOMS

**Leg Heaviness   Burning   Restless Legs   Leg Swelling**  
**Aching/Pain   Itching   Cramps at Night**

*All 5 of the above patients have different stages of Venous Insufficiency which is progressive.*

## **MODERN TREATMENTS ARE:**

1. Covered by Medicare and Most Insurance
2. Non-Surgical / Minimally Invasive using Laser and Radio frequency
3. No Downtime / No Hospital
4. Office Based Treatment Under Local Anesthesia

**660-829-0804**

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**Colin E. Bailey, M.D., F.A.C.S.**  
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**Venous & Lymphatic Medicine**  
**Cosmetic Surgery**  
**Cardiovascular Surgery**





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**0.9% APR**  
FOR 60 MONTHS

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HYUNDAI REBATES -\$3,000

MCCARTHY DISCOUNT -\$2,000  
HYUNDAI REBATES -\$3,000

**\$23,225**

**\$30,830**

2018 HYUNDAI SONATA SE. STK#H8944. 2018 HYUNDAI TUCSON LIMITED. STK#H81016. DISCOUNT OFF MSRP. ALL REBATES ASSIGNED TO DEALER. OFFER PLUS ADMIN FEE, TAX, TAG AND TITLE. WITH APPROVED CREDIT THROUGH GM FINANCIAL. EXPIRES 9/30/18.



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