

# THUNDERBOLT

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**Command Corner: page 2**  
Communication is key



**News/Features: page 3**  
Domestic violence part II



**Week in photos: page 4**  
Images from MacDill



**Diamond Sharp: page 6**  
Special job opportunity



**Community: page 17**  
Events, Chapel, more...

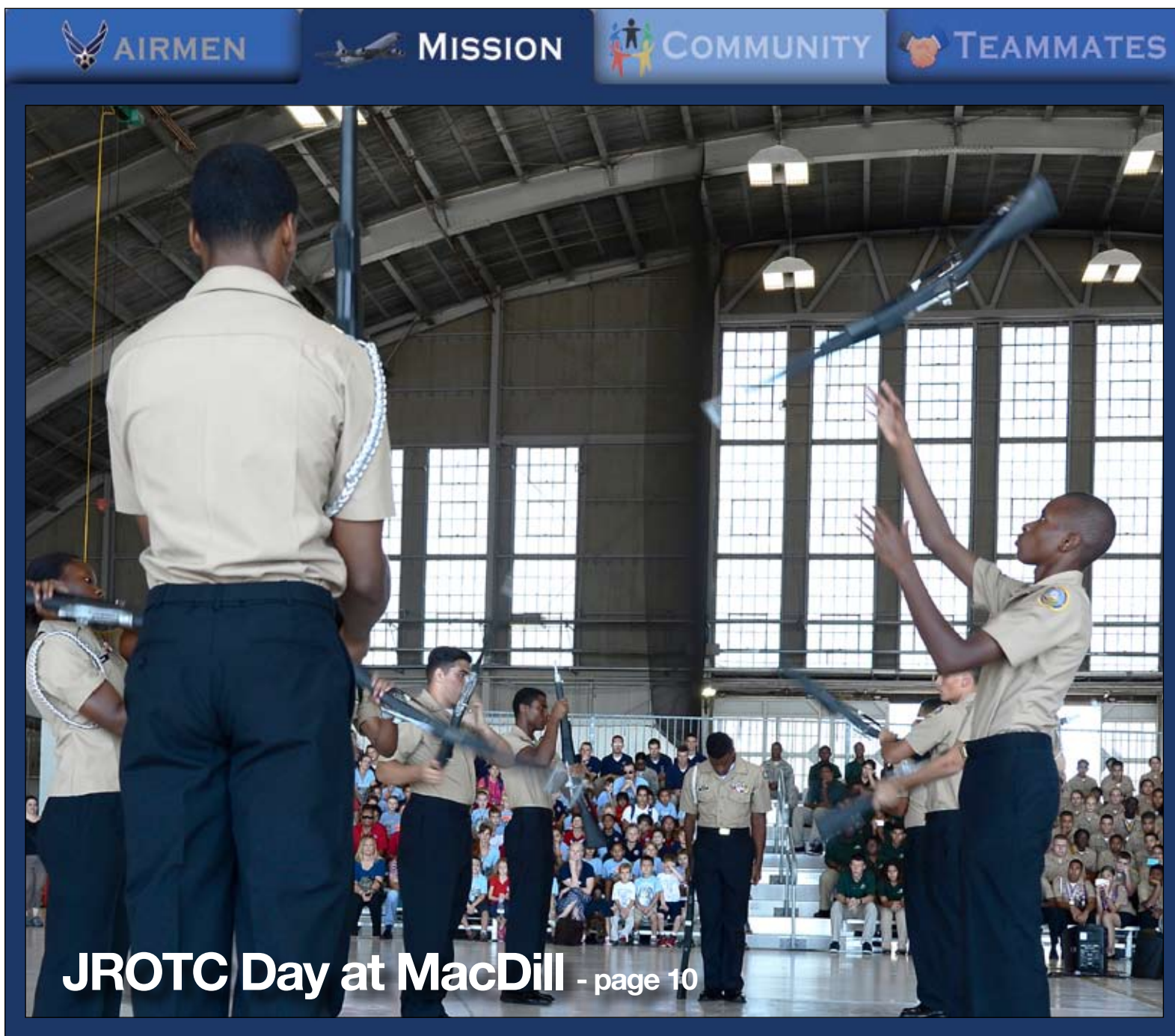


Photo by Senior Airman Jenay Randolph

Cadets from the Sopoto High Navy Junior Reserve Officer Training Corps perform drill during JROTC Day Oct. 3, at MacDill Air Force Base. Students from various locations attended the event to experience the different aspects of how Team MacDill carries out the Air Force mission.

# COMMAND CORNER



## Effectively communicating

by Col. Peter P. Santa Ana

6th Mission Support Group commander

Successful outcomes depend heavily on effective communication. History illustrates this perspective in individual and family life, the workplace, desperate situations, and on the strategic world stage.

Military leaders understand the importance of effective communication in relation to successful mission accomplishment and strive to provide tools and reports which enhance service members' ability to effectively communicate. In Afghanistan, Gen. Stanley McChrystal, then the HQ International Security assistance Forces commander, codified the Strategic Afghan Assessment Report process and report to communicate war progress to the president, 54 other heads of state, congress, and senior leaders of respective military departments. Air Force leaders instituted the Airman Comprehensive Assessment or ACA and provided a framework for all Airmen to understand themselves in the eyes of their supervisors, set supervisor expectations, and create a situation for improved subordinate/supervisor dialogue in an effort to increase effective communication and achieve mission success.

Individuals can be classified as introverts or extroverts. Neither trait should be viewed as a negative or positive to effective commu-

nication. Rather, self-knowledge helps people to understand how to step out of their comfort zones to speak out or to rein themselves in from a dialogue to listen. Both are necessary for effective communication. Successful individuals recognize their trait and adapt accordingly to practice effective communication.

Successful families today, especially large families, employ schedules and technology to exchange texts, emails, snap-chats, Instagrams, chat room discussions with teachers, as well as old fashioned phone conversations to effectively communicate locations, activities, goals, tasks, failings, requirements, and other necessary attributes to succeed in today's dynamic world. Most importantly, parents need to remember to put their smart phones down and actually listen to their children.

In Vietnam, American prisoners of war established a tap code to effectively and secretly communicate in an extremely desperate situation. The tap code provided POWs an ability to bond, build a military hierarchy for organization, and effectively communicate the tortures they experienced in order to persevere. Many of the POWs remained jailed for years, enduring the isolations, tortures and interrogations of their North Vietnamese captors. Effectively communicating through the tap code created a life line for survival.

Effectively communicating strategically can be extremely complex and politically



Col. Peter P. Santa Ana

challenging. In 2009, McChrystal overcame this challenge by dividing the Afghan war into two communication campaigns: up-and-out; down-and-in. He used the Intermediate Joint Command to fight the operational campaign and communicate his intent and priorities in a "down-and-in" fashion. The IJC structure provided McChrystal the sensors and a com-

See **CORNER**, Page 18



### COMMANDER'S ACTION LINE

The Action Line provides two-way communication between the 6th Air Mobility Wing commander and the MacDill community. A 24-hour recording service is provided so personnel may submit questions, concerns or comments. Email [macdillwingcommander@us.af.mil](mailto:macdillwingcommander@us.af.mil).



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Every article and photograph is edited for accuracy, clarity, brevity, conformance with the "Associated Press Stylebook and Libel Manual" and Air Force Instruction 35-101.



Photo by Scott M. Ash

**Air Force Chief of Staff Gen. Mark A. Welsh III gives his keynote speech at 2014 Air Force Association's Air and Space Symposium and Technology Exposition, Sept. 16, in Washington, D.C.**

## Top Airman discusses Air Force future

by Staff Sgt. Torri Ingalsbe  
Air Force Public Affairs Agency

**WASHINGTON (AFNS)** — Air Force Chief of Staff Gen. Mark A. Welsh III spoke about the importance of embracing change and creating an adaptive Air Force at the 2014 Air Force Association's Air and Space Conference and Technology Exposition, Sept. 16.

"We need to be bold — we need to be a little fearless right now," he said. "We need to realize that we can spread our wings a little bit and, in fact as a service, I believe we have to."

He explained the Air Force's core missions of air and space superiority; intelligence, surveillance and reconnaissance; rapid global mobility; global strike; and command and control are, and always have been, the constant focus of the Air Force.

"No problems are new; no challenges are new; no missions are new for us," he said. "This is just a new time. Circumstances are a little different

and we'll roll through these just like we rolled through the past ones. I don't worry about that."

Welsh has no question America's Air Force is the best in the world, and he plans to keep it that way, well into the future.

"The real question is how do we stay the best Air Force in the world?" He said. "This is a journey. It doesn't happen overnight and you don't stay great for a couple of days — it's a journey and you need a map. That's what our new strategic framework is intended to be. The idea is a call to the future that's looking down the road to keep us moving in a consistent direction."

The map focuses on maintaining competencies and superiority in the Air Force's five core missions across the domains of air, space and cyberspace. Welsh desires to be transparent in Air Force decision making and to make the decisions that make the most sense at the right time.

"Nobody should be surprised by what happens

See **TOP**, Page 8

## Two options for reporting domestic violence

### Part II of III

by Diane Allgaier  
Family Advocacy Program

October is National Domestic Violence Awareness Month. Unfortunately, domestic violence often goes unreported in society at large; this may be especially true within the military community.

Although a victim's decision to report abuse is a crucial step toward holding the offender accountable, victims sometimes fear that reporting may potentially have consequences such as: jeopardizing the safety and welfare of themselves or other family members, recurrence and escalation of abuse, and impacting the family's financial stability or affecting the military member's career.

The Family Advocacy Program at MacDill Air Force Base provides prevention and intervention services to military families that have experienced or are experiencing domestic violence. The two reporting options available are restricted reporting and unrestricted reporting.

Restricted reporting allows an adult victim to report a domestic violence incident to specified individuals, such as the Domestic Abuse Victim Advocate, FAP staff, and medical providers without notification to command or law enforcement. Restricted reporting encourages victims to come forward and seek help while maintaining their anonymity. Vic-

tims can access medical care, counseling and victim advocacy services without immediate command or law enforcement involvement. This reporting can allow victims time to explore their options and make an informed decision on what options are best for them. The domestic abuse restricted reporting option is available to adults on active duty, their adult family members, or intimate partners who are eligible for a military-issued identification card and eligible to receive military medical treatment.

Exceptions to the restricted reporting policy do exist and are necessary to prevent or lessen a serious and imminent threat to the health and safety of the victim or others. In addition, if command or law enforcement is involved, a restricted report is no longer an option. For clarification on exceptions to restricted reporting contact the Family Advocacy Program.

Victims of domestic violence who want to pursue an official investigation of an incident can initiate an unrestricted report by contacting base or civilian law enforcement, the active duty member's chain of command or the FAP. Upon notification of a reported domestic violence incident, victim advocacy services and FAP intervention services are offered.

Domestic violence is never acceptable, regardless of any reason given to try and justify it. If you know of or suspect domestic violence, call for help. There are people and programs in place on base and in the community to help. The FAP offers a variety of supportive and educational classes designed to promote healthy relationships. For further information or assistance contact the Family Advocacy Program or the DAVA at 813-827-9172 or after hours, contact the DAVA Crisis Line at 813-261-3391. If you are in an emergency dial 9-1-1. Additionally, two local community resources available to support include The Spring (813-247-7233) and the Crisis Center of Tampa (2-1-1).



U.S. Air Force graphic by Staff Sgt. Benjamin W. Stratton



Photo by Airman 1st Class Tori Schultz

An F-16 Fighting Falcon gets into position for an in-flight refueling mission over Alexandria, Louisiana, Oct. 2. During the flight, a KC-135 Stratotanker refueled seven F-16 Thunderbirds.



Photo by Senior Airman Vernon L. Fowler Jr.

Col. Daniel Tulley, 6th Air Mobility Wing commander, speaks to dorm residents during a dinner sponsored by the United Service Organization at MacDill Air Force Base, Sept. 30. Dorm residents received a free meal thanks to the USO and received the opportunity to mingle with two players from the Tampa Bay Buccaneers.



Photo by Senior Airman Shandresha Mitchell

Motorcycles line up in the 6th Medical Group parking lot before the Motorcycle Safety, Mentoring, and Combined Federal Campaign Awareness ride at MacDill Air Force Base, Oct. 3. This is the second motorcycle ride MacDill has hosted.



# DIAMOND SHARP



## **Airman 1st Class Christine Grace Carragher 6th Aerospace Medicine Squadron**

**Job Title:** Bioenvironmental engineering technician

**Hometown:** Pensacola, Fla. (military brat)

**Short-term goals:** Earn my CCAF by the end of the year

**Long-term goals:** Graduate with my Bachelor of Arts in Science in occupational safety and health and make staff sergeant on my first try

**Advice to others:** Don't be afraid to get outside of your comfort zone and volunteer your time for the betterment of the community. Also, never stop advancing your education and start on your CCAF as soon as possible.

**Role model(s):** My husband is my role model. He always pushes me and makes me strive to be the best version of myself. He's honest and has an amazing work ethic!



## TOP

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From Page 3

in the Air Force,” he said. “The Air Force Master Plan is being built right now – it brings together all of our core function plans into a single, prioritized master plan so we can have strategic trades discussion from the beginning of the fiscal year to the end.”

The general talked about operating across different domains, and the importance of the Air Force staying in front of the unique challenges that come from each domain.

“We’ve got to understand these domains are growing, changing, becoming more contested and more congested,” he said. “We’ve got to get better at integrating and synchronizing effects in and through these domains in every one of our mission areas.”

Welsh believes the only way the Air Force will continue to grow and adapt to the current climate is through the innovative Airmen who power it.

“We have to be able to do the same things in new and different ways,” he said. “We have to be more cost-effective in the way run and operate the Air Force. We have to think differently and open the aperture about potential solutions. We have to unlock ourselves from the things we’re used to, and listen to some of these brilliant young people we have coming in to our Air Force today, when they have ideas that are different.”

While making innovative decisions and changing processes, Welsh still wants Airmen to hold true to the heritage of the Air Force.

“I believe the Air Force reflects America’s spirit, this bold, indomitable will to always reach higher – to always see over the next ridgeline or the next decade – the idea that there’s always something worth dying for,” Welsh said.





# JROTC Day at MacDill



Photo by Tech. Sgt. Brandon Shapiro

Tech. Sgt. Laura Bass, 6th Medical Support Squadron laboratory technician, shows local students Self-Aid Buddy Care techniques during JROTC Day Oct. 3, at MacDill Air Force Base. More than 500 students attended the bi-annual event.



Cadets from the Sopoto High Navy Junior Reserve Officer Training Corps perform a drill, showing how Team MacDill carries out the Air Force mission.



Photo by Tech. Sgt. Brandon Shapiro

Airman 1st Class Christine Carragher, bio-environmental technician, demonstrates to a local Reserve Officer Training Corps student how to scan for radiation during MacDill's biannual ROTC Day, Oct. 3 at MacDill Air Force Base.



Photo by Senior Airman Jenay Randolph

m drill during JROTC Day Oct. 3, at MacDill Air Force Base. Students from various locations attended the event to experience the different aspects of



Photo by Senior Airman Jenay Randolph

Students from Discovery Academy of Science watch the Air Force medium robot demonstration during JROTC Day Oct. 3, at MacDill Air Force Base. JROTC Day included a military working dog demonstration, along with various interactive displays from base agencies around MacDill.



Photo by Tech. Sgt. Brandon Shapiro

Students from the Discovery Academy of Science try on a respirator during JROTC Day Oct. 3, at MacDill Air Force Base.

# New Air Force cold-weather uniform being put to the test

by Matthew Clouse

88th Air Base Wing Public Affairs

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**WRIGHT-PATTERSON AIR FORCE BASE, Ohio (AFNS)** — Air Force Uniform Office designers and engineers are currently fit testing a new cold weather aviation system (CWAS) for aircrews flying in cold weather environments.

The request is to develop a flame-resistant system that can also keep aircrews warm in temperatures as cold as minus 20, with a 55 mph wind. To withstand the freezing temperatures, the CWAS has five layers.

“It’s a really tough requirement because when you and I go out into really cold temperatures we can wear multiple layers to stay warm but we’ll be in extremely bulky, unbreathable material,” said 1st Lt. Nicholas Hyatt, an AFUO systems integration engineer. “Our aircrews work in confined spaces so they can’t wear bulky uniforms or they may accidentally flip switches in the cockpit,” said Hyatt.

Before CWAS is tested in the field, the AFUO has invited more than 50 Airmen to put on each layer one by one. Designers spend hours measuring and taking notes as Airmen try on different sizes. Suggestions from Airmen are taken into consideration with the goal of making the CWAS comfortable for the majority of those that tried it on.

“Overall we’re trying to find out how everything fits and how warm Airmen are getting as they move from station to station. So we ask them at each station to rate their thermal comfort and see how warm or hot they are and at what point do they start over-heating,” said AFUO design lead Katie Leahy. “We impact everybody and you know everybody has their

own opinions and subjective likes and dislikes. For us, if you can get 80 percent of our Airmen to say they really like something it’s very exciting,”

Every day, more than 300,000 Airmen around the world put on their uniform, but the AFUO office is responsible for making sure every uniform is comfortable and more importantly, safe.

“The Air Force Uniform Office mission is to design, develop, and sustain Air Force uniform items and some mission essential gear for the entire Air Force,” said Col. William McGuffey, the chief of the human systems division.

The AFUO is an integrated product team of designers and engineers within the human systems division that works together to develop patterns, create prototypes, and manage fit and wear tests for more than 520 individual items.

“We don’t want a uniform to melt on an aircrew member and increase their burn injuries,” Hyatt said. “We don’t want the uniform to be excessively bulky and cause snag hazards. So if they have to egress from an aircraft it could inhibit them from doing that.”

Leahy is one of three government civilian clothing designers in the entire Air Force, and they all work in the uniform office. During her 18 years, she’s designed everything from women’s flight suits to chemical biological coveralls to the Airman battle uniform.

“Believe it or not there is a book on Vietnam-era tiger stripe patterns,” Leahy said, “and we looked in the book and found a pattern that is based on what they call the John Wayne tiger stripe pattern. We based the ABU pattern on that and then adjusted the color of the shades for the Air

See **UNIFORM, Page 18**



# BRIEFS



## **Changes to expenses policy**

ATM fees, baggage tips, laundry/dry cleaning (regardless of location), and transportation tips are no longer reimbursable as a separate miscellaneous expense.

The Per Diem, Travel, and Transportation Allowance Committee approved these expenses to be included as part of the daily incidental expenses when performing official travel. The committee realizes these changes will require travelers to adjust, but they will not burden or disadvantage them.

Data analysis demonstrates that the incidental portion of per diem is sufficient to cover CONUS laundry expenses, baggage tips, ATM fees, and other expenses. On Oct. 1, the Joint Federal Travel Regulations, Vol. 1, and Joint Travel Regulations, Vol. 2, were consolidated into one volume, titled “Joint Travel Regulations.”

## **Flat rate per diem for long-term TDYs**

Effective Nov. 1 for all long-term TDYs, travelers will now be authorized a flat-rate per diem allowance.

For TDYs greater than 30 days but not exceeding 180 days, travelers will be authorized 75 percent of the locality per diem rate. For TDYs in excess of 180 days, travelers will be authorized 55 percent of the locality per diem rate.

This change is effective for all travel beginning or amendments issued on or after Nov. 1. The committee realizes these changes will require travelers to adjust, but they will not burden or disadvantage them. Analysis shows that the flat rate per diem adequately covers lodging, meals, and incidental expenses, more accurately reflecting actual costs incurred. Changes will be reflected in the Nov. 1 release of the Joint Travel Regulations.







# MACDILL COMMUNITY



## EVENTS

### Friday

#### Surf's Edge Club

Membership Breakfast from 6:30-9 a.m. Club members free; non-members \$7.95.

#### MacDill Lanes & Family Fun Center

Club Membership Appreciation, 6-8 p.m. Door prize drawings and cosmic lighting and sound. All club members and their family members bowl free. Call 828-4005 for more information.

### Sunday

#### MacDill Lanes

NFL Sunday Ticket & Football Frenzy Program – Watch all the games. Open 12-9 p.m. Food and drink specials; bowling specials; billiards; darts and corn hole. For more information call 828-4005.

### Monday-Friday

#### Base library

Teen Read Week – Dream Jar Craft Oct. 15 from 3:30-4:30 p.m.; Book-to-Movie Event Oct. 17 from 3-5 p.m.; Walk-In Scavenger Hunt Oct. 12-18. Call 828-3607.

### Youth registrations

Register for youth flag football and cheerleading by Oct. 15. Open to MacDill youths 5-15. Flag football: members – \$50/non-members–\$60. Cheerleading: members – \$65/non-members–\$75. Call Chris Hug at 828-7956 for more info. Note: The Youth Center has temporarily moved to the School Age Program (Bldg 307) during facility upgrades.

### Mark your calendar

Mac"Thrillville" Haunted House – Fri, Oct. 17 from 5-8 p.m. at Bldg. 65 (across the street from the Golf Course)



## Dinner with the boss

(Center) Col. Daniel Tulley, 6th Air Mobility Wing commander, poses for a photograph with members of Team MacDill at his house on MacDill Air Force Base, Oct. 3. Airmen from all over the base came together for dinner at the wing commander's house and received a chance to speak face-to-face with Tulley, Col. Andre Briere, 6th AMW vice commander, and Chief Master Sgt. Matthew Lusson, 6th AMW command chief, about some of the concerns MacDill Airmen have.



## CHAPEL SCHEDULE



### Protestant service

Sunday - 11 a.m. - Contemporary Service

Sunday - 9:30 a.m. - FAMCAMP Service

### Islamic service

Friday - 1:30 p.m. - Muslim Prayer Service

### Catholic services

Saturday - 5:30 p.m. - Mass

Sunday - 9:30 a.m. - Mass

Monday-Thursday - 12:10 p.m. Mass

Call the chapel at 828-3621 for more information or visit the chapel web site at <http://www.macdill.af.mil/macdillchapel>.



**EXCHANGE**  
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## CORNER

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From Page 2

mander to communicate a commanders-in-the-field assessment of war progress from an operational perspective. The general combined the IJC operational assessment with intelligence, Afghan National Security Forces progress, and the Afghan government improvement assessments to create a holistic report he used to effectively communicate war progress to the president and 54 other heads of state. The process proved successful to effectively communicate war progress in a transparent forum to keep the coalition resourced and remain focused to give the Afghan people a chance at liberty and end 30 years of war. The strategic assessment process continued after McChrystal's abrupt departure.

Similarly, to improve effective communication up and down to the tactical level, the Air Force implemented mandatory use of the ACA on July 1 of this year. The ACA is organized into four sections: Self-assessment, Airman's Critical Role in Support of the Mission, Performance Feedback, and Knowing Your Airman. Airmen now have a tool to improve supervisor/subordinate dialogue. Young Airmen can now express to their more experienced supervisors how they see themselves. Supervisors then provide context, set expectations and conditions for their Airmen to achieve unit mission success. The final section provides a series of questions and when applied correctly, it builds supervisors' understanding of their Airmen. By creating effective communication at the tactical level, the Air Force can successfully overcome strategic Airman issues like sexual assault, suicide, and family domestic challenges by highlighting these issues early and mitigating promptly.

Indeed, effective communication can be the key to success. As the father of a large family, member of the Afghan Assessment Group, lead action officer to develop the ACA, and commander of the 2,200 member Mission Support Group, I believe effective communication has been the key to some of my success.

## UNIFORM

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From Page 12

Force.”

While the majority of AFUO employees work at Wright-Patterson Air Force Base, Ohio, they do have four people in Philadelphia, and one person at the U.S. Army Soldier Systems Center in Natick, Massachusetts. These employees serve as liaisons between their sister services to maximize a uniform's capabilities.

“Through my collaboration with the Army here, we arranged to allow

Airmen to wear the fire resistant-Army combat uniform in combat zones. Plus, the contract was paid by the Army. Our goal is to leverage with other services to find cost avoidance solutions that meet Air Force needs without making a new program,” said Debra McLean, the AFUO acquisition program manager, located at Natick office.

Airmen can also submit uniform suggestions from the field via the Air Force Portal by clicking on the ‘Airmen Powered by Innovation’ link.