

ep 9.7.mp3

Speaker 1 Hello, everybody. Welcome back to the Debrief podcast. This is Senior Airman Chetan Jantz joined, as always with our 97th Air Mobility Wing Command team, Colonel Baker and Chief Flores. Gentlemen, welcome back for episode 9.7.

Speaker 2 9.7.

Speaker 1 How how are you guys?

Speaker 2 Our work rates couldn't be better, I don't think. Chief. We've we've had a just absolutely fantastic last couple of days, couple of weeks, a little reflection time. Right. Think about where we are, where we've come. Good.

Speaker 3 Sir. Lots of reflection. We just had a new 19th Air Force commander in the seat, General Quinn. And he just happened to ask us. He sent us your your your top three wins and your top three challenges. And what? Ready or not, it's going to have you face and reflect on all the big wins, all the things that have happened here. And it's just a great reflection. Me and Colonel Baker spent, what, 15 hours in a cardigan?

Speaker 2 Yeah. So on the drive back, we had a chance to really start thinking about that. And as we were laying that out and what to communicate with General Quinn, who's going to be a great commander for 19th Air Force, it was a good opportunity to just reflect a little bit.

Speaker 3 But busy, I would say, were surging. But all goodness. Yeah, all goodness. So when you talk about burnout, burnout is to me, just something that you're not looking forward to anymore and it's kind of deflating. This is all a net positive, as you like to call the call maker. Yeah, all of it.

Speaker 1 And for for those of you who don't know, Colonel Baker and Chief Flores, they are on their way out. The change of command is coming up, anxious for it. At least myself. These two gentlemen were were my first command team when I showed up here. And they've meant certainly a lot, especially mentorship to myself. So I know that's coming up. And gentlemen, I wanted to Chief, you brought up the three, three goods and three possibly more challenging things that happened during your your time here. I'd love to jump into that if you want to. We'll just go right into the to the good. You know, what's one thing that really stood out to both of you that you can reflect on and be like, wow, that was an amazing experience here at Altus Air Force Base.

Speaker 3 Well, number one to me and I know is number one, but the thing that stands out the most and tangibly probably gets the most attention is force development. We've gotten a lot of things to the finish line when it comes to that. At the wing level, you know, we can wait for NCO, Kadhimi or ACSI and the CGI once your.

Speaker 2 Officer Leadership.

Speaker 3 Academy. No, no. The ones we send people to our university for us as a as always and can we see and the I need to go back to you heard me and some of these other like bigger programmatic some I hey what are you doing. The covers are coming you create one company and we gave a vision to our team and they really took the ground

They really took grasp on that and, and they took it miles ahead. And we've had a lot of force development programs that have been adopted at the Air Force level, at Match.com level. And really, the proof in the pudding is I'd like to think we've developed better frontline supervisors, better officer shape, as you like to call it, sir. That's one thing that I'm really proud of. And as we move on, I think it'll stick. That's the biggest thing. The mark of a of a good team is when you want to do the program still stay. I think these programs are going to stay not just here but across the Air Force with some of them. So I would say as one of the top three for me, sir.

Speaker 2 I agree with that and mind. What immediately comes to mind is that the culture? When you when you look at what ultimately leads to our prevailing metric, which is mission accomplishment. But the question is, how do you get there? There's there's no doubt we've had record years, you know, 15 year high watermark in terms of mission accomplishment in our number one prevailing metric over the last fiscal years. And we're probably going to top that again this year, which is important. It's why we're here. It's the purpose of of what our airmen do every single day and the excellence they display. But how do you get there is the question. And but what what I think of first when you ask that question in that way is the culture. We have a culture of a very high standard of professionalism. Like Chief said, when you look at the force development programs which absolutely feed into that, we we really invest in our airmen and our families and our teams, and that includes our civilian airmen, too. And so that leads to, I think, a very high bar. There is a I believe this. And of course, I come with a certain set of bias, and so does chief, where the commander in command Chief. So that said. I do believe that the folks that come to Altus, they can feel it. It's it's something that is visible. We talk about the world's most inspired, proficient and adaptive mobility warriors. It's real. And when we know that that that our airmen are displaying those characteristics and I'm proud of that is the thing that I think I'm most proud of is the culture that we have. And a, what do you need team kind of culture here? And so when you come to Altus, we've got our guiding principles that we've laid out, which I think is great. And I do think they'll stick just like Chief does. But that's the feeling that you get when you come to an organization. And it is absolutely mission, excellence, professionalism, and there's a culture of treating each other like family and care for each other. So that's what I think I'm most proud of.

Speaker 3 MJ We how do we know? I know we have a great culture is I've never heard you tell group commanders we have named your DV a general officer, Senator, a governor, haircuts and uniforms. I've never had to see you do that. And that's a mark of We're very proud of our airmen and you can come up. We have always said you can come unannounced to our base. Any interaction with any airman, we're comfortable it's going to go extremely well and a very high bar because of the culture that we have here. And it just came to me that that's the one thing I've always heard In every base. They make sure haircuts and uniforms are good. Nice, too. They used to get in my skin like, Oh, let's why don't we say that once and then hold people accountable?

Speaker 2 Yeah, that's a great point. And I think that's the concept. There's brilliance in the basics. We talked about this before, Richie, that if we're having a conversation about back to the basics or we're off track already, and I think the idea of brilliance in the basics and holding that very high standard and I think our airmen appreciate that they don't sign up to join our Air Force for an easy job. Of all the AI s classes that we've ever talked to, of all of the senior NCOs and the CEOs or their like commanders, cause every time we ask a question, you know, raise your hand if you join because you want an easy job. The hands never go up. And I know for a fact that the reason you joined, you joined and anybody

crosses base is because they want to be a part of something bigger than themselves. There may also be benefits they may have joined because they're they're trying to get a different perspective on life. They're trying to see the world. And that's all valid and that's all great. But fundamentally, I think they understand that the standards in the discipline are what set us apart. It's what gives us purpose in what we do. And so I'm proud of that. We're really proud of that. And I think you could you can see that and the feedback we get from, you know, folks that come off the base guests usually is extremely, extremely effusive. In fact, in the in the praise for Army.

Speaker 3 So and then if you talk about challenges that became a win I would say the how the team did the opening year of 2020 to face with one of the largest air crew student backlogs I've ever seen combined with a with the toughest Korean environment the world has seen up to then you talk about infection rates were like tripled quadrupled every single day and they still managed to keep a 95% mission rate going to clear that bat backlog while we had such a high COVID rate. And we I mean, the things that people were doing, the ingenuity with with medical and the OG in their scheduling processes to group commanders being their own secretaries and answering phones, whatever needed to happen, all hands on deck to make the mission happen. And when the smoke cleared, we got that backlog cleared and we got to be relatively healthy and safe and the team was proud, I would say. So that's one of those perfect examples of adversity show the best in what our folks have to bring in at the end. That's something everybody's proud of. So I think all of that came contextually into light with that.

Speaker 2 It did. And when Chief was talking there, I was also thinking about how at any given moment during that period of time, we really need more time. But that was one of the most challenging times, was absolutely during that spring of 2022 where you had the AMA on, you had winter weather and then already a backlog and the wing was surging really just right on the tail end of AMA crowds were still coming out of that. And what was amazing is each group led at different times. So the med group to get us through Comic-Con, I mean, that was so inspiring. It was incredible. We had the group commander, we had Judy written Colonel Judy written one point answering phones. We had folks that were redesigning the testing process in the middle of that, and we fought our way through that. We had the operations group that figured out how do we use test at home test kits to figure out how to test so that we can preserve some capability if we get a crew that gets freaked out ahead of time, that we can make sure we can generate air power the next day. And so it was it was the group stepping up one after the other after the other at different times during that to carry us. And it was really incredible. And, you know, through that all we think about I already mentioned the medical group, the ops group, how they were figuring out those those very innovative ways to work through that and to deliver a mission. The maintainers who through all of it, the A-Team that remarkably generated air power every single day, they were asked to do that. And I still don't know exactly how they did it, but it was incredible to see those civilian airmen in mass in force fight through that really remarkable way. And then are Mzgee, who I've looked at a few of the pictures when we go back to those days and you look at folks in mass or we had we had robots that were zapping rooms with ultraviolet light and we had the gym that had these these unbelievable cleaning routines. The CDC, which when you went in the CDC, it was like the cleanliness most scrubbed down, most sanitized place that I've ever been in because they wanted to protect the children. So every group, every group carried us at different times during that challenge. It was amazing. It was absolutely amazing.

Speaker 1 That's one thing that over the past couple of years with yourselves and then you're at your group and your squadron leadership level is that every challenge that's come up, we all go head first. Y'all don't shy away. Y'all attack it. You know what? What can we do right now? How do we solve it? What's what's the fastest way to do it while protecting our airmen and their families? That's. That's certain. Something that we all and it's trickled down obviously into the groups, into the squadrons. And from there and it's it's incredible, you know, whether it's all grown or whether it's preparing for a huge wing maybe event, like an airshow. Like all these moving pieces, you know, whether whether it is a negative thing like COVID or whether it's a really positive thing. Up and coming like an air show you. All you guys did was go headfirst into everything and really attack it.

Speaker 2 Yeah, I'm proud of the team for that. You know, we have again, it goes back to that Our our airmen have an amazing culture. They they just problem solve. What does it take? It just takes enough and usually very little guidance and direction from us. And I think hopefully what they get from us is an understanding that we're working on their behalf and working hard on their behalf to equip them for success. And. And. Then they just they just get it done and problem solving. That's amazing.

Speaker 1 I wanted to reflect on some of the events, some of the awesome, wonderful events that have gone on during your your time. You know, what are what are some of the some of the events that really stick out to the two of you?

Speaker 3 We talked about this in the car and.

Speaker 2 There's so many.

Speaker 3 There's so many that it is hard.

Speaker 2 To extract the. Just a few.

Speaker 3 But I mean, as far as complexity is concerned, the air was pretty amazing. The fact that we dare to do on one October, which for most of our folks that work military time, that's going into the next fiscal year. So you're doing all the planning the previous year, money and everything is going to roll into the into the next fiscal year, which can present some children's challenges on its own. It was our first one in five years. And you talk about efficiency and getting the right that the right performers as far as aircrafts. We have the what the F-16 demo team and a bunch of other amazing acts. And even it went without a hitch. The city was involved in a matter of fact, I think I praised security forces because when we were done, they they they had about 2 hours plan to get to clear the airfield, and they did it within 45 minutes. And it's not because there were, you know, strong armed people. It's because that was how well thought out and planned out the the plan was and they execute it to no other. Was a proud moment.

Speaker 2 It was a fairly proud moment. I think they got one day, 15,000 people through the gates and back out again. And it really was like clockwork. That is definitely highlight for me to the airshow was absolutely incredible.

Speaker 3 But then there's some of it. All the other ones were amazing, I think. I mean, Colonel Baker, very similar in that just be present, you know, And that's how much I pass on to the next command team. Just savor every moment and love on all our airmen and our civics. It Wow, look at the lights out here. Our time is given out there. But I thought that

was incredible. And just just how you love on your own. They're going to love back. And I feel like every event was a representation of that.

Speaker 2 Yeah. I mean, the you know, some of the big ones on the mission excellence side, the rodeo. The rodeo was incredible to see, not just the operators who were the best in the world at what they do, go out there and fly aircraft to the highest precision with the most excellence of anybody on the planet. The support folks from our as to our FSS and everybody getting on board, the med folks were there. They've been there on exercises doing, you know, tactical combat casualty care, airborne, really leading the entire air force on some of these things. So, you know, the on the mission excellence side, it's been absolutely incredible. So the rodeo is a big memory. The flying rodeo community, community side. You hit the airshow, obviously, the cattle drive, the tuface cattle drives were amazing. Amazing.

Speaker 3 And my job is to be on a horse. Yeah. How much better can it be.

Speaker 2 With the with the Longhorns running across Baz for over 25 years now, it's just. To see the community just continue to support that One is way up there. And there's there's so many of them, you know, I could go on and on. The legacy of the spear is another big one where we bring our home commerce back. You know, the folks who have gone on to do great, amazing things from Altus and come back and share that wisdom and share that life experience with our airmen that won those. Both of those stand out to me as well.

Speaker 3 As far as like, fun, fun event, I mean, they're all fun, but just pure fun. Like, I remember really working at night Was the annual awards, the recent one? I mean, before you walk in there, it felt like we were walking into a into like a Las Vegas nightclub. I mean, obviously it was clean fun, but there the deejay had the music going that lights flashing everywhere. And it was just everyone had a great time after such an amazing year. And that was incredible.

Speaker 2 Yeah, both of those were were really good. Air Force.

Speaker 3 Ball.

Speaker 2 Airforce balls were off the charts. You know, and there's there's there's always a lot of talk on Air Force balls and things like that. These days. I feel like there's you know, they can be you can look at them through two lenses. One is, you know, the the air the Air Force ball, something that I have to go to Air Force One. Force One, which it's not. And it shouldn't be looked at that way. But there's a way to get it exactly right, which I think we did both times and got airmen out there, the folks that we want to connect to our culture and to our Air Force. And and they had an absolute I mean, you're an airman. I mean, you you saw the bad, you know, good, good, clean fun that folks were having out there. And it was amazing.

Speaker 3 And that's indicative, sir, the majority of folks on the dance floor, they shut it down after all the official stuff was all junior listed airmen. Yeah. So they'll tell you right there that it wasn't for fun. They actually enjoy themselves and they didn't run away soon.

Speaker 2 As soon as the you know, the speeches were over, which is great. And we had over 300 folks. It was big night, great nights. Those those stand out for.

Speaker 3 It, has it? It was 397 people under 97. We'll go, boys.

Speaker 2 But there's so many dancers, so many great events like that. First sergeant's dinner comes to mind. You know, that was an incredible event with our community that taking care of the first artist just recognizing them. The on the mission site again, the weather evacuation in May of 2022, where every jet, every jet was off the ramp or in a hangar for 43 aircraft on a mobility base. I've never seen an empty ramp before. There's usually always a jet that can't be moved. And it wasn't the case. And what was the really beautiful thing about that is they trained There were students on the lines training their way across the United States, and then they came back and injured running crew change to do night lines. And so we really lost. We lost nothing, Right? We lost.

Speaker 3 Remember the last jet, sir? We walked up to? It was already an empty ramp was last. Casey 135 on the ramp. We walk up there and we were just saying goodbye to the crew. The Hey, you guys are doing great things. And you, boss, you talked to the copilot? It's my first flight ever on the case. 135. Which you tell.

Speaker 2 Her I said, Welcome to air mobility.

Speaker 3 But again, it goes to show like we are folks who that that more than we give them credit sometimes. That was a perfect example neat And they did some of our training was complete so we preserved our jets. They got training complete. They probably got some enrichment training on top of that. And it was just a went all around or before seemed like again, no, no fault of anyone, but it was kind of expected to just sit on your hands while the weather passed by. And this time we said, no, we're going to find a way to train and protect our assets. On top of that, it's pretty cool.

Speaker 2 Yeah, you did a great job with that. And then, you know, I think besides the the events and there's again, there's just so many of them. It's the it's actually the what really. I think gives me most pride, warms my heart the most, is just thinking through the interactions with with airmen and families and how many of them are deeply connected and their quality of service is high. And that's that's what we want. And there's times when we find that that's not the case in chief. And we're always trying to see if we can move the needle. And and their leadership is too. But it's those memories, you know, it's all the human it's all the interpersonal memories that I remember most. In fact, when I think about all of those events, I can think about a specific thing with specific airmen that are involved in that, that just. It's just a moment of pride. It's incredible.

Speaker 3 Absolutely. I'll show one of Colonel Baker really quick, because these are ones that you'll never hear. And hopefully I haven't shared this one. But we were flying to Airlift Tanker Association and we had a couple of generals on board, and it was the fall freeze date for senior mass sergeants being looked at for chief promotion, fall freeze, meaning that you have to have all your records updating the system for you to meet the board or you don't meet the board, which is which creates some kind of sometimes inconsequential issues down the line. And so two generals, they call us and say, Hey, sir, we need you to resign as EPR. And I don't think I don't think you have complete tracking that it was for free. So I sat with you and I said, these are these are two options. Either we try to sign these EPR or we accept it's going to be late. And what happens if he's like, you goes submit a board. He's like, Oh, we have signed it, we have signed it, and we went to a Denver airport. I think you told the geos you had some something really hot to sign. And in the next hour, going through your wife's Gmail and getting a secure site document sent to

you, you were able to sign that report. And, you know, as a chief, you just showed me that you're going to pick, take care of airmen. We'll figure out how we got there. But you're going to put taking care of airmen and the generals could understand. And I feel like that was as achieved as my one of my proudest moments as enlisted to see an officer do that, because I thought, all right, our order is correct here. And it's pretty incredible. So my heart and I will actually share that story a lot with our folks. Like, let me tell you, what were my bosses said that if you really want to know, what were you going to order correctly with that? And you chose to take care of an airman before entertaining the Geo's, which we did, I think we did really well. But but you found that very important to do and that was pretty incredible. And of course the debrief item was how do we prevent this from happening again? Because you don't want to we don't want to go with the 24 that we're trying to assign reports every single time. So a lot of people got a lot of debrief items on that. So so are we commanders? I need to get spent an hour in a bus having to do that every single time. But he's going to do it. If he asked you when it comes to picking an airman over or showing a lesson, if you will.

Speaker 2 I think I appreciate that, Chief. It really I mean, that just that was fundamentally the right thing to do, you know, And that goes back to we talk about, you know, administrative work is taking care of airmen. And it's important to try to use that that broader analogy for our command teams, you know, that are out there when when they feel like they're really under the gun in terms of administrative work. And so, you know, it's important because it is take care of airmen. For the record, I do say just so there was no Privacy Act information transmitted to any private email accounts or anything like that. So don't worry for the audience. It was all done through the government server. But I think to get it to get a to get a funnel back through the wi fi, I think we had to get creative with that part. But the actual documentation, everything was, you know, standard, standard. But yeah, I remember that, Chief, I appreciate that.

Speaker 3 Yes, What they did was they sent you the link to the secure site, Right? Right. That's the there was no other way to connect. So they sent it to you there, which then connected you to a secure site. So that's how we got there in case are our com our com folks are like, whoa, whoa, whoa, really look into this.

Speaker 2 Oh that's a yeah I've got, I've got so many achieve. What am I right. I have so many great memories of, of him working on behalf of airmen. You know one things I love that he does is mentors the officer corps you know he does time individually with squadron commanders once quarter and half he he makes rounds with squadron commanders. He also makes rounds with the geos and some of the NGOs that, you know, through different contacts or different engagements that you have. And so I think we talk about the importance of senior INGOs and the mentorship that they have a particularly with a command chief, that that carries a lot of weight and it carries a lot of experience behind it. So, you know, his investment in the commanders is really fundamental to the future of our Air Force. And so that's the kind of pouring in thing that I think's important. And so I recommend for some that's our for the you know, for our awesome teammates that are coming in, you know, that that kind of pouring in is great. And they're already wired to do that. We've had great comms with them and we're getting some some incredible folks that are going to succeed us and do great things. So Colonel Jeff Marshall is going to be my replacement. He's the vice wing commander up at Fairchild right now. And so we've we have a monthly hour long huddle that we do. And we just that fact had one for the change command with him and his spouse, Brenna, and then myself and Jen to make sure that we're in sync. As we go into change command. And so it's pretty incredible. So they're

great folks, great American. And I'm just going to just going to pick up and and do great things. So that is comforting, right, Chief? When you when you know, the team that's coming in behind you will will take care of it. And our our priority right now is, of course, continue to take care of the team, but make sure we hand them a good aircraft, hand them a stable jet, and then let them do the great things they're going to do. So we're excited about that.

Speaker 3 Absolutely. They're coming together just like we did. Yeah, we were.

Speaker 2 Chief Brundage is coming.

Speaker 3 Yes, she Brundage. Justin Brundage coming in from Creech Air Force Base. He's the group CEO. He's a career boom operator on the KC tender recently did a senior qualification kind of kind of thing on the RPA. So he sees under remote pilot aircraft drones. So I love what he said at his interview. They asked him, why keep you out this this is where you want to come. You say, I want to go where the airmen need me. And I thought, well, that's the kind of that's kind of cheap. You want to take on a place like this, which, I mean, that's another way we can talk about remote isolating, all the things we've moved the needle on there. But yeah, just a lot of great wins. I mean, we can go on and on and debrief these things. But Mitch, to you, what the questions you have.

Speaker 1 Yeah, it's funny. You mentioned the debrief. I wanted to cover some of the, some of the highlights that that we've had on the podcast, some of the members. And right off the bat we had at the time Airman Aaron Shoemaker and who's gone on and I don't know if he's become.

Speaker 2 Yeah, he's graduated. He is now to the United States.

Speaker 1 Air Force shoemaker now and he, he was our very first guest. And I imagine just in that short amount of time, I think it's been maybe a year and maybe a year and some change like just in that amount of time. Our our first guest on the show has already gone on to be a lieutenant, you know, Incredible.

Speaker 2 Yeah. When you put it in that context, it's that is absolutely amazing. No surprises there. I heard I got feedback that he did fantastic at officer training school. Nobody's surprised about that. And he's a lieutenant in the United States Air Force. That did happen fast. Those are the things you know, those are the things that really matter to me. It's seeing people grow and watching a team grow and grow and grow.

Speaker 3 Yes, I do remember him sitting down with me and giving me his intent of applying for lots of training school and how now he realizes his initial dream because he still has a lot of runway ahead of him. He's going to events Airforce Base for undergraduate poetry, and I'm excited to flight follow his career. Well, I'm excited to follow everyone's courtesy, including you, Airman Jazzy. Look at you. Your agency Jantz. Correct. We first met you. We had the privilege and we had the honor and pleasure to go to your brochure. Moni, You got to me, Mom. That's one of those powerful moments.

Speaker 1 That's a very powerful moment that happened for for our guests. You may not remember previously when we highlighted it, but when I had, you know, my ceremony, my mother, me not knowing, flew all the way from South Carolina. I think it was two weeks after I moved. I helped my parents move from Minnesota to South Carolina. Two weeks

later, my mother flew out here and surprised me and it was all I'll blame it on my my superintendent to Sergeant Allen, who went behind my back to, like, plan it with my mother to have Sarge now. Oh, my gosh. And and that was just an incredible moment because I was in complete and surprise and and my face on stage was just like, what? What are you doing here?

Speaker 3 She had a pretty yeah, she hit it pretty well. But you did not look like you did you look dumbfounded or perplexed you that you carried it pretty well and look at you now. I mean, senior. I mean, you're. You're going to Alice.

Speaker 1 Yeah, I'm in fact, next week I'm I'm heading off to Alice, which I'm really looking forward to. It's just another step in and, you know, leadership and hopefully I can learn a lot to better mentor the other. The other airmen in the office are a one sees Aaron Christian side as well. You know, like I said, it's just another step in that direction that I'm really looking forward.

Speaker 2 It's incredible that you're going to Alice in a couple of weeks. It's just amazing to me. It is pretty, pretty amazing how fast things move in our Air Force.

Speaker 3 It's amazing, but not surprising. No. You can tell right away when you think with these because. And in years of being in leadership, you can quickly pick up what type of airman you're talking to. You get it wrong. You know, you don't try to hold biases against folks, but you can tell when everything is right on that. And I can tell you, I mean, Jancee, you carried yourself with quite a distinction and you feel you fulfill or are my initial thought of you and you continue to carry it on. I'm I'm, I'm proud of you. I'm glad. Al's Airman Leadership School, that's our entry level school, too, to get the privilege and honor to go lead airmen like literally lead airmen to potentially prepare them to go to combat. And there's no greater responsibility with that. And when we go talk to the class, we always remind them like, hey, out of all this, out of awards, out of learning the number one way, we're telling you we trust you. And congrats is by giving you American sons and daughters. And that's pretty powerful.

Speaker 2 Well, I have no doubt you're going to do well at Al's. I'm excited to see you go there and thrive. You think? You think this perspective that you get from PA will help you?

Speaker 1 Well, most certainly. I know a lot of a lot of you know, just from talking with people, a lot of ALS. It's a lot of public speaking, a lot of research and, you know, talking in front of people you might not know and getting to know them. I'm very extroverted. So getting to know my classmates, I look forward to it. I think that will be an easy transition as well as hopefully, you know, I can take whatever knowledge I know from my professional career over the past couple of years. And, you know, I can hopefully be a leader within that class as well. And I hope others can mentor me. And because we're all going to come from different backgrounds and I think just getting to know one another and just being a good influence on each other and really helping each other is really going to make that class just be awesome and just an awesome experience.

Speaker 3 I think you'll make lifelong contacts to in there from different AFC, from different jobs in the Air Force. And I think that's one of the biggest things is networking. And we and people hear this all the time but that's the most powerful tool is you. You're more, you're more useful institution when you have more networking skills and you can make things happen rather than we have to call every single time on your behalf because you have no

connections or social capital in other areas. So and I think you're going to fit very well in that in that environment.

Speaker 2 Sir, to greet.

Speaker 1 You. We went way.

Speaker 3 Off your date and.

Speaker 1 We were highlighting.

Speaker 3 Every chance.

Speaker 1 Aaron Shoemaker and myself. But another another one of the podcast highlights I wanted to bring up was Chief Thompson, Chief Carrie Thompson. I thought he had one of the most impactful stories about the adversity he went through early on in life and early in his career and in how he came up to where he is today and what what he's what he did. He picks, obviously, But what he did for his airmen here at Altus Air Force Base and I'm sure for his airmen right now what he's doing for them. And I thought, hey, he was certainly an incredible interview. And like I said, it really provoked a lot of emotion during during that.

Speaker 3 That's what I was thinking because I was thinking every single guess was incredible in the wrong way. Chief Thompson definitely pulled heartstrings. He is passionate. He's got heart. And you can feel it through the mike. I mean, even when I listen to I still hear some of the episodes and his like, wow, you can you can feel the passion, the emotion through his words. And that was pretty powerful.

Speaker 2 Yeah. He came to mind right away. All of them were phenomenal, each with a different experience and something very profound to share. Chief Thompson was. It was powerful. You know, it just. I think. Which I think about What About it? You know, obviously, the story is one where, you know, we would all hope that we would have even a fraction of that level of perseverance and that level of fortitude in some of the circumstances that he is seen. But the way he delivered it and his. You know, when you when you interact with him, that's what you get. You know, you get that heart. He leads with his heart in such a way that you can't help but be inspired by him. And that all came out in the interview was it was incredible. It was a heck of a memory and a great way to send him off, too, because I think we're getting close to he was getting pretty close to passing around, if I remember that right.

Speaker 3 A couple of months. Yeah. Which is good because he got he was able to reunite with his with his with his amazing spouse. I got a maxwell. But yes. And, you know, it really stood out cause he owned his failures. I mean, setbacks, I would call them setbacks. But he he truly articulated and owned his failures and how that made him a better a better chief. Yeah. And I think that's powerful and it's evident with this airman. And he still carries a legacy. The security forces, they're doing great things over there. Yeah. And he left his you definitely left his fingerprints all over the place.

Speaker 2 Big time.

Speaker 1 And speaking of. PC Singh. Another guest I wanted to highlight as well was Lieutenant Colonel Boyd. He he just recently had his his change of command. For those of you who don't know, he was our 5656 air refueling Squadron commander. And I think one of one of the biggest things he brought up was leadership and how he broke down leadership as a science. If if you haven't listened to that episode, definitely go listen to it.

Speaker 3 And bring it in. Bringing, you know, book. Yeah.

Speaker 1 Take notes because he just had a completely different thought process to leadership. You know, he he made what was maybe black and white into gray and he was just like, let's let's break it down just a different way. And that that was one of my most memorable moments while interviewing, interviewing him.

Speaker 2 And folks, you know, Teddy Boyd would know that's quintessential teddy board. And he's graduated off to school right now. He's going to go on to do great things for sure. And that was that was a good episode. Yeah. You know, you think you think Chief Thompson and you know that leading with the heart forward and look at Colonel Boyd, which there's there certainly heart there for Teddy, but there's also a lot of cognitive breakdown of that and some, you know, so looking at it a little bit different way. And so yeah, we got a great diverse we got a heck of a diverse group of folks that came through. Yes. And perspectives, you know, just things that this is what's this is one of the most wonderful things about the the business of service, which is you're always growing and learning. And I learn every day. And each one of these interviews has been incredible.

Speaker 3 And even he shared, like you still for 48 hours to get things done and that wasn't working. So he had to change his ways. And I don't think I've ever met a more deliberate commander than him. He's very deliberate with his time, with the way he process information. And it works. I tell you, he's taking the KC 46 training program further than I've seen anybody else take it in such a short amount of time. So he definitely move mountains here. Yeah, I'm in his team. Yep. And there's there's.

Speaker 1 One thing that I just thought of, you know, not to go off the rails a little bit, but away from the podcast. During your time here, was there anybody at Altus Air Force Base that may have made one of, if not the largest impact on on either of you? I know we've talked about before, you know, throughout your career who was you know, who were some of the most influential people. But were there were those were there some of those people or one of those people here at Altus that made that kind of impact on on yourselves during your time here?

Speaker 2 Wow. There's so many that I couldn't I would not be able to do it justice by narrowing it down to a person. There's many, many some, of course, you know, some higher than others. So I wouldn't want to I wouldn't want to diminish the the larger group and so many great folks out there by just narrowing it down to to one or two. But but there's a lot. So I'll say that there's a lot. And the interesting thing, I think for me, it's been it's in all facets. There's community leaders out there who have had great impacts on my life. There's airmen that have had great impacts all my life. And I mean that in the sense of our new junior young airmen and then all the way up. And then, of course, it culminates with with our chief here. And then, you know, and you look at all of those different components and then you have the family that's just, you know, keeping me keep me grounded. So it's so many it's so many that I couldn't. But. You know what I have tried to do over these last over the last 30 days or so is go reach out and find those people and make sure that they

know that I make a dedicated, distinct effort to go thank them. And that's groups of folks as well as individuals. And there are so many again. But I'm determined to make my way through at least as far down as I can for you or to keep.

Speaker 3 Saying all these names out of it. But. Just the power moments. I had one situation. I flew with a crew. I was going to fly with the crew we had. We were flying a KC and 35 originally mission, so we need a receiver aircraft and went up to the plane. We were doing our preflight and the receiver fell out. They broke it. We're going to be able to refuel and immediately the aircraft commander slash instructor pilot with students on board started flexing. He he called bit, he called wing scheduling and started finding other receivers like basically like Big Bird was still out there to get the training done. So he's paid to be an instructor, but also to make the mission happen. And then that worked for like 30 minutes for the plan. We were okay with it. We found some, some receivers, the training and we refiled our flight plan. We checked recheck whether we briefed the crew, check with maintenance. Hey, are you guys okay with those landing in our leader? And off we went. Accomplish the mission On the way back, some big ones needed some training. We asked for opportunity, air, air refueling and the impact of that was they didn't have to go to go on temporary duty for a week and deploy. So they were able to stay with the families and get that stuff done. We were to do that and then come back and land. And, you know, the message I sent like, wow, we we make very hard things like very easy. When I told the aircraft commander exactly what I just told you. Usually that's kind of what we're supposed to do. They go, I did that. It is good. But just when you put it in perspective, our airmen do that every single day. What I saw was what I also told the aircraft commanders. You don't realize by your actions, you pay so much respect to all all the support and maintenance people that make this happen, because the easy thing that you could have done was canceled the mission and all would have batted in. Everybody would say, Oh, you tried and it didn't work out. So you jump through every safe measure to make it happen. And what all to respect is that to all our support folks, when you say, hey, everything you did to get us to this point, we're going to honor that. We're going to honor that by continue to press and you make things up. And I thought that's the ultimate way to say thank you to all the people that make that happen. So that's one example. But you see that every day. I've had airmen that I've we've had some like a tough week, maybe not tough, but it's been a long week. And just like having an exchange with them, it just feels your cup and you're ready to go another 10 hours if you need to. So it's been incredible overall, but that's a highlight. One specific airman that we could do that, but there's so many that come to mind, especially the power moments.

Speaker 1 You know? Yeah. No, that's that's awesome. And again, that was that was on was putting you both on the spot and just those.

Speaker 2 You have been to your commander's calls, right, everybody. Yeah. Yeah. That is the definition of a commander.

Speaker 1 Yeah.

Speaker 3 Oh, good. That was a you know, so Colonel Baker had a civilian, our call commander's call, and. And everyone warned him, like, get ready for the gloves came off. Come off. And it was right after the vaccine mandate. Yeah, like a couple of days after, so.

Speaker 2 And we'd already had it scheduled, so, you know, it wasn't going to last.

Speaker 3 So essentially, you're like ten flights and only one of them and like half of this slide talked about the mandate. Mandate. Yeah. And what do you think the questions were for the next 40 minutes? It was all the mandates. Yeah, but yeah, but you handled that with Grace and I think we gained a lot of we gained a lot of credibility with our civilian force because regardless of how we feel, they were thinking that and we can like, oh, on the compound our chest and say, we're the commands you got there. You talk to us like that or you accept you accept a little grit in their in their lines of questions. And at the end, a lot of people came up and shook your hand and and said, thank you for listening to us. We feel heard at a minimum and got. But boy, that was the toughest that was the most intense commander's call ever been a part of.

Speaker 2 Yeah, me too.

Speaker 3 And we were forewarned and but I think we hopefully gained a little bit of net positive credibility with our team. I think we did.

Speaker 2 Yeah, I agree, Chief. There was a you know, and the important part was that that I have come to the conclusion now after you have a little time to think about this is our and it should be. But our standard of accountability in the United States Air Force is extremely high, and that's part of it. I see it as accountability. It's, you know, in that case, I'm the I'm the accountable officer to have this conversation and to hear out these very important members of our team, even if they're, you know, it's a situation where there's there's dissatisfaction or there's even emotions involved. But I think, you know, that that comes with that. That's part of command and that's part of accountability. And and we I, I never really thought about it in those terms. You know, we talk about accountability a lot, but when you actually think about what does accountability look like, it looks like contact with your community in those spaces when it's not always the great news or maybe it's a more contentious issue. But I think that's a fundamental. But that was yeah, that was you know, that was a relatively well, it was a relatively it was an emotional and difficult topic. But I think we got it right by by going in there and, you know, communicating with our team.

Speaker 3 And that day.

Speaker 2 And we and we got stronger. I feel like we got stronger every commander's call after that.

Speaker 3 Yes, because it became less contentious. But I think when you take accountability for that specific group, accountability work by transparency.

Speaker 2 Transparency.

Speaker 3 They demanded they demanded transparency. So you. You have trust, but trust you can still kind of omit certain things. And sometimes we justify that as like, that's just going to create chaos. So I do that in the transparency's that you're going to walk the dog, the good, the bad, the ugly. The words are probably trust away from Andrea in this podcast. But that was a proud moment, I think, because it was an ultimate test of really humility and grace. And hey, there are certain red lines and I don't think our folks ever crossed our red lines, but it was up there close to allowing them to get whatever they need. Lots of chips and us answer them all those things. And that's what transparency looks like sometimes. You. Yeah.

Speaker 1 But, you know, just one. One of the last things I wanted to transition into is your futures, where you are going. What roles are you stepping into? What what the future looks like for for both of you as you step away out of your positions. From the 97th Air Mobility Wing.

Speaker 2 Now, first of all, I'm trying you know, there's a beautiful thing. Changes in command are a beautiful thing in the sense of when we when we transition command, we we do it very with with a lot very intentionally. And we do it very deliberately. And it is a very symbolic and powerful event for for reason. And so I love that, you know, the concept is that we get a new commander in the seat and that that new commander carries the institution forward. So why do we do that? We we do that for a lot of good reasons. One is to keep the organization fresh. One is to keep the organization moving. One reason is so that we have checks and balances on power so that we keep people circulating and moving. And I think there's real beauty in that. You know, my job as soon as the change of command is completed, Jeff Marshall has the guy on is to disappear.

Speaker 3 Yeah.

Speaker 2 And you know, it's hard to say that because I'm separating from my team, but there's a beauty in that. And that is that is what, you know, good command leadership looks and feels like. That said, I'm going to really miss it. I'm going to really miss this team. So I'm holding on pretty tight, but not in the sense that, you know, I, I don't want to separate from my team because we're like family. But I do love the idea and I love our Air Force for having that level of that level of accountability and intentionality in how we how we do business. It is is the warrior way. So that said, I am off to after this. It's going to be a pretty significant shift in terms of day to day. I'm going to go to Secretary of the Air Force Inspector General Office. So I'm going to go there and get contact with my very first Pentagon assignment. So I am excited for the opportunity. I think there is a lot to learn. I am going in with eyes wide open and ready to be the absolute best officer that I can be to serve our Air Force in that position. So I do know that the leadership I'll be working for is fantastic, so I'm excited about that. It will be some good time with a little more maybe predictable hours with the family, even though it'll it'll be busy and I'll be working hard on behalf of the Air Force. But there's, I think some, some lifestyle with a family that will be good for us there. And I'm the family's excited. They're going to be Jan and the girls are are really, you know, really sad to leave Altus in many ways. They love it. The girls run around, they play in the creek, they love their school. And Jenna's the same way with her spouses and families here. She's going to miss them dearly, the same way I'm on this team. We're on the flip side of that. We're also an Air Force family. So this is adventure and there's a bit of excitement. The girls are seven and ten and we know it's See you later. It's not. It's not. We're gone forever from Altus. And we'll be we'll be back when we can. So the Bakers are feeling really humble, appreciative of all the opportunities we've had, whether it's here at Altus and whatever future opportunities that the Air Force thinks that we can make a difference, we're all in to do that. And we'll keep serving until the Air Force, you know. Thinks that we can't make that difference anymore. And then. And then it'll be. It'll be. That'll be great, too, whenever that time comes. But it's out right now, and we're excited about where we're going to be going in the future. We're sad to leave out this, but we know we'll be back. G. G. G. If you're. You've got a lot on your plate coming up to a little different flavor than the Pentagon, though.

Speaker 3 It had a much different flavor than the Pentagon. I back in February, late February, I found out I was hired to be the 31st, the next 31st Fighter wing Comanche out

of Aviano Airbase, Italy. And that day when I found out, I was excited for about 10 minutes before I had to go in and do some mentoring with the senior NGOs. And I think that's last time I was excited. And I don't want to sound ungrateful because I quickly thought like, we have work to do here, we have work to do. And people think like three weeks ago someone asked me, Hey, chief, you excited about going? I'll said, You know, you're the first to ask me that. I think like, like very like this directly. And that's not the feeling I'm feeling right now. I feel sad, like I'm feeling more sad about leaving here. And I'm sure after 14 July when we went and the guy down in the Colonel Baker does the official change commander. And our job is to get the heck out of here and let the next commanding give them their due. I think that's when I get excited. But until then, the overriding feeling is we're going for broke. Some you make your share with It's written all over. My, my, my. No takers. I think we fulfill that, sir. Yeah, we will. By the time we get to 40, like. But the overriding feeling is more just a just an appreciation and admiration for the team here. And I'm sure that real feeling of excitement soon to get there. But as far as a this job really prepared me. I mean, Comanche jobs, especially wholesaling is very similar in that they don't have a lot of disparate units all over the place. They have a few, but it's one boss, one base, not a lot of tenants they're actually not in. It's I don't think and really it's going to be twice the population four times you looking at just military populations. So the scope is going to be a lot larger, but you're going to have that much of a bigger team to help You still make good sound decisions, but did outsource. Prepping for that absolutely prepared me very well. And I'm sure being in a foreign country that presents other challenges. But this has been the, I would say, the assignment of a lifetime so far, and it's probably going to carry on a lot of years. Don't know this or listeners all 97 of them but the triangle wise our is our legacy patch that caring for what we're to and I feel so strongly about. I actually got tattooed on my form I'm branded and you know people go Air Force tattoos people make fun of that's like, hey, this is the institution that you're willing to give your life with, with others. And what more powerful thing to get body art than that. I got it back. Exactly. You never got fired now. Which I got it about seven, eight months ago. I'd be okay with with it being branded on my body. So the the now the goal is can can I get Colonel Baker to get a little triangle wide on this?

Speaker 2 Sounds like a challenge.

Speaker 1 Yeah, right.

Speaker 3 But that's I would say that's the one that's the one challenge that we have left here is can I get a girl that's our Colonel Baker, into a lifetime. Many them.

Speaker 1 Wives had to.

Speaker 3 Give me maybe a teardrop. Yeah.

Speaker 2 Oh, yeah. But this just brings full circle. Done. Achieve. It does brings us full circle. It's been the privilege of a lifetime. This has been. This has. Been the most fulfilling experience I could have ever dreamed ot, dreamed of. And then some like. And then some. And it's just all the. It's all the memories of the people that I'm going to I'm going to take with me and the team and the culture. It's it's just been incredible to go for broke. That is our and and we are. The calendar is full until the change of command on the 14th and we're going to ring it out all the way through so excited about that. But man is has been one heck of a ride Go for go go for broke, right?

Speaker 3 Absolutely, sir. We just spoke for everybody else. Yeah, You do that, too.

Speaker 2 For the viewers.

Speaker 1 Yeah. But the last thing I wanted to ask you both before we wrap up, it's it's getting there. We've been recording for a while, but the last thing I wanted to ask to our new command team, from you to what? What would you tell them about the airmen they're coming to? About the base they're coming to? You know what? What advice do you have for them?

Speaker 2 You know, in our conversations, I know they're they're tracking and they're already excited. And Colonel Marshall told me a couple of times, you know, he can't wait to get here. And that's and I remember that's how we were, too. We couldn't wait. We're chomping at the bit. So, you know, I think they know. So it's not advice is just more of I'm happy for them. I'm excited for them. They they they hit the lottery. This is the lottery of Air Force bases and and they they hit it. They hit the whatever. The big one is the the full, full alarm spending light on top jackpot. They've hit it and they've got the absolute best of the best of the best in the entire world. We talk about inspired the passion for what our airmen are doing. It's there, it's visible, it's real. There's there's hunger and fire in their ability to go do the mobility mission, unquestionably proficient best in the world and adaptive. You know, they're they're ready to rock. They're ready to learn. They're ready to orient to the strategic environment and go out execute. And and they're come to a place where we deliver air power for America every damn day better than any other organization on the planet who does what we do. And so they're they're in for one heck of a ride. I can't wait. What do you think?

Speaker 3 I think, yeah, same advice for just what we learned. I think you can pull the thread just listening to all the vignettes we covered this past hour and night. This past 97 minutes is anything is possible here. You can literally, if you think it, you can get it to the finish line here because of our incredible airmen and their ingenuity, their imagination, our incredible civics downtown that will that will open. I mean, they will they will part sees for you are incredible leadership team up at 80 and 90. They're fortunate in the upper echelon the great state of Oklahoma. Like I said, I like to brag I am from Texas, but I become Oklahoma bred. Other than that. Oh, you Texas robbery, we're pretty similar. So, you know, like, say, salt of the earth people from Valhalla, South Carolina. I would say that very similar people here. I would I would I would dare say. But yeah, anything that if you think it you can get it to the finish line. And we never said woe is me. We always found a way to to meet commanders intent. And there's a lot of momentum going behind a lot of the seeds we planted, and I'm sure they'll plant plenty, but I'm excited to see some of these seeds bloom while they're here. But that's the number one thing I would offer, is there are no limitations here because of the team we have both military and civilian.

Speaker 2 Yeah, most most agile, fastest moving, community based partnership in the world. That's I really believe that.

Speaker 3 Actually the one word that I hope they keep this podcast going.

Speaker 2 We got to keep we've got to keep our men Janson business here. You got to keep you got to keep you gainfully employed.

Speaker 1 Yeah, we do have another spin off idea as well. The debrief after hours or after dark, you know, I'd say same idea, but maybe it's just me one on one with with an airman, you know, somebody from around base, maybe shorter, possibly, you know, giving a little teaser, you know, possible idea in the future and same concept. Get to know our leadership, you know that that kind of stuff. Mentorship just more of a one on one conversation debrief 360.

Speaker 2 Yeah.

Speaker 3 That'd be awesome. And then because then you can ask, look at us giving feedback, you know, look at a debriefing already, but that can be great because yeah, we could sample some of those too. When we came on here. And again, we did your next guest, right? Yeah, But yeah, I mean, again, sky's the limit on where we can take this. And ultimately really this is just a great way to connect with our airmen, show a little bit of our so some of. Sample some of the folks a little amongst them and serve amongst them. And again, give that tough lessons learned. And even here, I think we hopefully be offered a couple of things, either directly or indirectly of of how things have gone some deep reforms.

Speaker 2 Absolutely. And we appreciate you having a chance. I know we told you. Thanks. But I mean, really, on behalf of us, thanks for capturing this. Think about this. This is something that, you know, our kids and many others across it have been part of this, whether they're interviewees or come across us at some point. My family will remember this. You know, my little girls will listen to this one day. Think about that. You know, that's that's really that's really a precious thing that you put together here. And it it all came from just your creative, your creativity. So and that's what you know, of all the things we talk about, like our Air Force is in good hands. You know, we have the right airmen who are going to do great things and. They're just people like you that that make this Air Force special. So appreciate you taking the time to do this for us. It's absolutely, absolutely been a blast. It's been a heck of a ride.

Speaker 3 With you and your coffee mug.

Speaker 2 And your coffee mug with moose on.

Speaker 3 How to get in there. You're going to be with me. I was like.

Speaker 1 You know why I didn't get it? But, you know, sir, it's it's a two way street. I can't thank both of you enough for the time, you know, the time you to take out of your busy schedules to So come over here and especially with our interviewees and then myself. And it's been an absolute pleasure getting to know both of you more. And it's not just the audience, you know, taken from us. It's myself live in real time and and it's just been and I'm there's not much more I can say, you know it's it's just on another level of appreciation for for both of you.

Speaker 3 I think what what I think the boss has the same idea of what we can do to say to fill those words is to personally join you on this podcast, which I bet is the first ever in the history of podcast. But Dogecoin on match point, I think it fits the boss's vision very well. Skill motivate, optimistic and assertive. The four things I look for specifically in future in CEOs and you definitely check every single one of those in spades or you are going, Thank you, sir.

Speaker 2 Analyze and I'll put one of these in your hand too. And maybe one day you'll have your own when commander going.

Speaker 1 Thank you, sir.

Speaker 2 Appreciate you.

Speaker 3 For those listening, there was a salute out there.

Speaker 1 I've been to enough ceremonies that, you know, you don't miss that salute. All right? It sits in the back of your mind so.

Speaker 2 It doesn't resonate with the crowd. Yeah, there's certain things they expect. Okay. Yeah.

Speaker 1 But it it saddens me deeply to wrap up this show, especially with these two for for the last time. But episode 9.7, it it's going to stick. You know, it's going to mean a lot. And this whole podcast, like you said, it's it's going to be out there forever and people are going to look back and you know it. It's going to mean it's going to stay with us forever. And, you know, my if my words are rambling on now, but as you can tell, it's this entire show means a lot to me.

Speaker 2 So I feel like I should say in there, since I mentioned that my my daughter Melissa, this one day. Hey, Sam and Alex.

Speaker 1 There you go.

Speaker 2 So I'll give him the shout out that we didn't we didn't get out there.

Speaker 3 And that's a debrief item. Don't know. To the to my my wife Leticia, who I can tell you the culture for the spouses as as optimize she would missed along with Miss Jenn and we're talking to us she's.

Speaker 2 Come into her own here.

Speaker 3 As a young lady and my son Giovanni is living now living his best life in Florida. But Altus community and the base really woke to us with open arms and it's been an incredible journey. You're here. Yeah, well.

Speaker 1 That is a wrap to wrap 4.7, The Debrief podcast, 9.7. Thank you, Colonel Baker. Thank you. Thank you. Chief Flores, this is Airman Jantz. We're logging off episode 9.7. Thank you.