

JBSA

LEGACY

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JOINT BASE SAN ANTONIO

JUNE 8, 2018



PHOTO BY JOHNNY SALDIVAR

U.S. Air Force Lt. Gen. Steve Kwast (left), commander of Air Education and Training Command, passes the guidon to Brig. Gen. Laura L. Lenderman during the 502nd Air Base Wing and Joint Base San Antonio change of command ceremony at JBSA-Fort Sam Houston's MacArthur Parade Field June 6.

JBSA welcomes new commander *Page 3*



JBSA Wounded Warriors compete at games
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COMMENTARY

How to avoid being a toxic subordinate

By Command Sgt. Major
Brian M. Disque

2ND BATTALION, 35TH INFANTRY
REGIMENT, 3RD BRIGADE COMBAT
TEAM, 25TH INFANTRY DIVISION

“Everybody has a boss.”
This is true for the Army;
every Army leader, regardless
of rank or echelon, is also a
follower.

The Army spends a lot of
time discussing ways to
develop leadership, but very
rarely do we focus on how to
be a good subordinate, though
there are different sets of skills
to be successful at both. You
cannot be a great inspirational
leader unless you are a great
follower, but nowhere in our
doctrine is there a publication
with good advice on how to be
a great follower.

I think the best (and only)
advice given to me on
followership was, “Be in the
right place, at the right time (10
minutes early), in the right
uniform, with the right
attitude, and everything will
be OK.” The Army has a
leader requirements model to
tell me what I should be, know
and do as a leader, but lacks
sufficient guidance on what
and how a good follower
should similarly think, act,
and speak.

Bad Leaders and Bad Followers

Search the internet for the
term “toxic leader,” and you
find a host of definitions and
articles. They typically involve
an abusive personal attribute,
a misplaced sense of
entitlement, or a lack of
competence undermining the
ability to build a positive
command climate. There is no
doubt that many Army leaders
meet the above definition, and
as a result, their organizations
suffer.

Toxic subordinate is not
part of the Army lexicon but
ought to have an equal place
when discussing leadership



COURTESY GRAPHIC

“A toxic subordinate is someone who exhibits mannerisms detrimental to a positive command climate, readiness, esprit de corps, and Army values, and who influences others to follow their errant lead”: Command Sgt. Major Brian M. Disque.

and organizational value
because, as stated, every leader
is a follower. My definition of a
toxic subordinate is someone
who exhibits mannerisms
detrimental to a positive
command climate, readiness,
esprit de corps, and Army
values, and who influences
others to follow their errant
lead. Simply put, they lack a
forthright attitude, which is a
cancer that can infect the
entire crew. The result is
similar to toxic leadership: a
poor climate and reduced unit
readiness.

When do you become a toxic
subordinate?

Engagement in illegal, immoral or unethical behavior

Unfortunately, there are
people in the Army involved in
activities that fall into the
above category. They are
devastating to our readiness,
to preserving the trust of the
American public, and in
creating a good command
climate. If Soldiers do
something illegal, immoral or

unethical, they will be caught
and held accountable. If you
know someone who is doing
wrong and you do nothing,
you are as toxic as the person
committing the act.

Do not underestimate how
hard this is. I can look at
several examples throughout
my career where I know I
failed the Army because I
lacked the courage to police
our ranks. I love the Army,
and I knew what the right
thing was. I just did not do it.
Learn from my mistakes and
take care of business.

Failure to join the team you are on

We have all met the “back at
Bragg” guy who tells you how
horrible the unit is and how
their old unit was so much
better, while they do very little
to implement meaningful
change. You will serve in
many Army units; some will
be better than others. If you
are squared away, start
making a difference and make
your current unit the best it
can be. Join the team you are

on and make it a great team.

Meanwhile, complaints will
not go unnoticed by
subordinates, who will
wonder if something is wrong.
This has a toxic effect on the
command climate and will
never result in a state of pride
in the unit, which is the
hallmark of great
organizations.

Social media is the preferred forum

Many of us have seen the
person who likes to film their
rant of the day or post about
how horrible their leaders are
and post it on Facebook. My
advice? Business is business,
keep it that way. There have
been many decisions I did not
like or thought would lead to
failure. I did what I could to
influence the decisions and
went out and did my job.

There are, however,
open-door policies and other
channels that can be used to
address Soldier concerns.
There is no need to suffer in

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JBSA LEGACY

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Brig. Gen. Laura Lenderman takes command of 502nd Air Base Wing, Joint Base San Antonio

By Steve Elliott

502ND AIR BASE WING
PUBLIC AFFAIRS

Brig. Gen. Laura L. Lenderman became the fifth commander of the 502nd Air Base Wing and Joint Base San Antonio at a change of command ceremony officiated by Lt. Gen. Steven L. Kwast, commander, Air Education and Training Command, June 6 at the MacArthur Parade Field on JBSA-Fort Sam Houston.

Lenderman takes over for Brig. Gen. Heather L. Pringle, who led JBSA and the 502nd ABW since August 2016. Pringle heads to Wright-Patterson Air Force Base, Ohio, to become the Director, Strategic Plans, Programs and Analyses, Headquarters Air Force Materiel Command.

Lenderman, a 24-year Air Force veteran, comes to San Antonio from Scott Air Force Base, Illinois, where she served as the Deputy Director, Military, Strategic Plans, Policy, and Logistics at U.S. Transportation Command since August 2017.

In that capacity, Lenderman directly supported future initiatives, including strategic, campaign and operational planning, logistical transformation, force programming, policy development and operational traffic management policies and procedures to ensure the readiness and capability to meet current, projected and emerging requirements.

She was also commander of the 375th Air Mobility Wing at Scott AFB from August 2015 to August 2017.

"We need leaders who are bold, who are aggressive and know how to lead teams. General Lenderman is up to the task of leading JBSA," Kwast said of Lenderman, "She is her own person and the word 'no' and 'can't be done' are not in her



JOHNNY SALDIVAR

Brig. Gen. Heather Pringle (left), outgoing 502nd Air Base Wing and Joint Base San Antonio commander; and Brig. Gen. Laura L. Lenderman, incoming 502nd ABW and JBSA commander; salute during the change of command ceremony at JBSA-Fort Sam Houston's MacArthur Parade Field June 6. The change of command ceremony represents the formal passing of responsibility, authority and accountability of command from one officer to another. Pringle served as commander since August 2016.

vocabulary. She is a world-class leader who will continue to uplift this community."

As Pringle heads to Ohio, Kwast said "We are reminded of General Pringle's value by those who are in attendance today. The civic leaders have grown to love and respect her. When three hurricanes struck America, it was her creativity, innovation and leadership that helped JBSA develop a hub of support for thousands of people."

"I can't believe I was so lucky to be here at JBSA," said Pringle of her time leading the 502nd ABW and JBSA. "No other wing comes close to what the people of the 502nd ABW and JBSA do. You have excelled in

every challenge and taken pride in every task. How can you go wrong when you have such great people, mission partners and you are in Military City USA?"

"This is such an honor and I am grateful for this opportunity. I am so proud to take command from such a great leader and dear friend as General Pringle," Lenderman said about assuming the mantle of leadership at the Department of Defense's largest joint base, which was activated Aug. 1, 2009, as a result of a recommendation by the Base Realignment and Closure Commission.

Lenderman's experience includes several tours flying the

KC-135 Stratotanker aerial refueling aircraft, staff assignments to include Chief, Commander's Action Group and Executive Officer to the Commander, Air Mobility Command, and the Analysis Branch Chief, Joint Staff J-8, which develops capabilities, conducts studies, analysis, and assessments, and evaluates plans, programs, and strategies for the Chairman of the Joint Chiefs of Staff.

A command pilot who has logged more than 3,000 flight hours in the KC-135 R/T, KC-10 and C-17A, the general has received the Defense Superior Service Medal, Legion of Merit, Bronze Star and Defense Meritorious Service Medal.

Lenderman's education includes a Bachelor of Science degree in electrical engineering from Duke University, a Master of Science degree in Military Operation Art and Science from Air Command and Staff College, and a Master of Science degree in airpower art and science from the School of Advanced Air and Space Studies. The general is also a National Security Research Fellow at the John F. Kennedy School of Government at Harvard University.

"We will continue to create innovative ideas to keep JBSA running effectively," Lenderman said. "I am looking forward to working with all our incredible mission partners."

JBSA Safety: Be Bright, Be Safe, Be Seen

Motorists have a hard time seeing people in poor lighting condition

By Tanja Orwig

502ND AIR BASE WING SAFETY OFFICE

The Joint Base San Antonio Safety Office urges all JBSA location pedestrians, joggers and bikers to become familiar with reflective equipment requirements to ensure their safety during the hours of decreased visibility.

“Be Bright, Be Safe, Be Seen” is aimed at all road users; pedestrians, cyclists’ runners and drivers of all types of vehicles, to highlight the importance of being extra-cautious throughout the year in times of low visibility and darkness.

Most cyclists, pedestrians and runners don’t realize that they are virtually invisible at dusk, dawn, and at night. Many figure that since they can see, they can be seen.

Unfortunately, motorists have an extremely hard time seeing people in

poor lighting conditions. It’s important for drivers to pay special attention to the path ahead of them and expect the unexpected; especially on JBSA with all the changes and improvements to our buildings and constant street construction.

Pedestrians and joggers need to assess the risk and have situational awareness of their surroundings at all times, even more so during the hours of reduced visibility.

According to Department of Defense Instruction 6055.4, DOD Traffic Safety Program, which is applicable to all services states, pedestrians should use paths or sidewalks along roadways, walk facing oncoming traffic when paths or sidewalks are not available, and wear reflective outer garments during periods of darkness or reduced visibility. The instruction also requires the use of applicable fluorescent or reflective personal protective equipment by all DOD personnel exposed to traffic hazards as part of their assigned duties, such as marching troops, police, firefighters, emergency medical services,



COURTESY GRAPHIC

road construction crews, electricians or telephone repair personnel working on outside overhead lines.

To assist in increasing visibility, there are many products like reflective belts, armbands, clip-on reflectors, and stickers on clothes or bags to aid in making a person be noticed. The choice is yours and the options are endless.

For service or command specific requirements related to pedestrian and bicycle safety and the use of reflective

gear during the limited hours of visibility and darkness, contact your organizations safety representative for guidance. (See Army Regulation’s 385-10 and 670-1, Air Force Instruction 91-207, and Operational Navy Instruction 5100.12J)

Remember, choices matter and the choice you make, whether driving or walking, may save your life or the life of someone else. So, Be Bright, Be Safe, and Be Seen.

Courts-martial, crimes, punishment at Joint Base San Antonio

From 502nd Air Base Wing Legal Office & Army Support Activity Office of the Staff Judge Advocate

The Joint Base San Antonio Judge Advocate General completed two Air Force courts-martial in the month of April 2018. The results of a court-martial are not final until the clemency and/or appeals process is completed.

All courts-martial are open to the public and upcoming courts-martial can be viewed at the U.S. Air Force Judge Advocate General's website at <http://www.afjag.af.mil/docket/index.asp>.

An airman basic from the 343rd Training Squadron at JBSA-Lackland was tried in a summary court-martial April 18. The airman was tried by a summary court officer on a specification of failing to obey a lawful order in violation of Article 112a, Uniform Code of Military Justice, and a specification of failing to obey a lawful order in violation of Article 92, UCMJ. The airman was found guilty of both charges and specifications and sentenced to forfeitures of \$1,000 pay per month for

one month and confinement for 15 days.

An airman first class from the 344th Training Squadron at JBSA-Lackland was tried in a general court-martial April 16-18. The airman was tried by military judge alone on a specification of attempting to communicate indecent language to a child under the age of 16 in violation of Article 80, UCMJ. The airman was found guilty of the charge and specification and was sentenced to reduction to E-1, 15 months confinement and a dishonorable discharge.

During the month of April, Joint Base San Antonio Air Force and Army commanders administered a variety of nonjudicial punishment actions under Article 15 of the Uniform Code of Military Justice.

The punishments imposed reflect the commander's determination of an appropriate punishment after considering the circumstances of the offense and the offender's record.

A "suspended" punishment does not take effect unless the offender engages in additional misconduct or fails to satisfy the conditions of the suspension. The suspension period usually lasts six

months unless a lesser amount is specified.

Willful Dereliction of Duty and Use of a Controlled Substance x 2:

An airman first class in technical training willfully failed to refrain from adhering to the rules of the confinement facility by passing an item to an inmate, wrongfully used marijuana, and wrongfully used alprazolam. The member received a reduction to the grade of airman basic, forfeitures of \$819 pay per month for two months with the second month suspended, base restriction for 30 days, extra duty for 15 days and a reprimand.

Driving Under the Influence: An airman first class in technical training operated a vehicle while drunk. The member received a reduction to the grade of airman basic, forfeitures of \$819 pay per month for two months with the second month suspended, base restriction for 30 days, extra duty for 15 days, and a reprimand.

Larceny: An airman first class in technical training stole an item from the base exchange. The member received a reduction to the grade of airman basic,

forfeitures of \$819 pay per month for two months with the second month suspended, base restriction for 30 days and a reprimand.

Willful Dereliction of Duty: An airman basic in technical training willfully failed to refrain from disseminating test information. The member received forfeitures of \$819 pay per month for two months with the second month suspended, base restriction for 30 days and a reprimand.

Use of a Controlled Substance x 2 and Distribution of a Controlled Substance:

An airman first class in technical training wrongfully used and distributed marijuana and alprazolam. The member received a reduction to the grade of airman basic, forfeitures of \$819 pay per month for two months with the second month suspended, base restriction for 30 days, extra duty for 45 days with duty in excess of 30 days suspended and a reprimand.

Willful Dereliction of Duty and False Official Statement: An airman first class willfully used another

JBSA CRIME continues on 9

Special Victims' Counsel Program serves JBSA

By Staff Sgt. Luis Mario Hans
AIR FORCE LEGAL OPERATIONS
AGENCY

Sexual assault remains in the spotlight as more and more victims speak out, both in the military and throughout society.

Yet reporting an assault remains a difficult road; a stigma still exists in our culture. People still ask “why did you let this happen?” or “why didn’t you scream and run away?”

Congress and the Department of Defense have taken

significant steps to address the complexities of sexual assault, especially in the legal world.

Since 2012, Congress has overhauled Article 120 of the Uniform Code of Military Justice, or UCMJ, which addresses sexual assault and added new provisions, such as Article 117a, which targets revenge pornography in light of the “Marines United” scandal.

The Air Force Legal Operations Agency, or AFLOA, was previously known as the

Air Force Legal Services Center, and has been in existence since 1978. AFLOA operates as a field operating agency, with leadership independent from base legal offices. This structure allows the Area Defense Counsel, or ADC, the Office of Airman’s Counsel, Special Victims’ Counsel, and other missions to operate with independence from base-level authorities.

The Special Victims’ Counsel program is an innovation which began with the Air Force and grew to encompass all services, providing legal representation for victims of sexual assault.

The Air Force SVC program has its origins in legal assistance services provided by base legal offices. This started in 1985 when Congress provided statutory authorization for the Judge Advocate General attorneys, or JAGs, to provide legal assistance to individual clients.

In 2012, Congress further expanded this in response to the

widely-publicized incidents of sexual assault in the military; JAGs were directed to provide legal assistance to victims. The Office of the Secretary of Defense General Counsel, or OSD/GC, provided a legal opinion on the matter and clarified that JAGs are able to provide legal assistance to sexual assault victims in the criminal context. This included attending interviews or communicating with the government, defense, or military law enforcement.

Based on this memo, the Air Force created the SVC program in January 2013, initially with the base legal offices as an additional duty for JAGs. By June 2013, the program took off and moved out of the base legal office, operating under AFLOA with operations and structure similar to that of the ADC.

The program started with 24 SVCs and 10 Special Victims’ Paralegals, or SVPs, in two regional and satellite offices. By Aug. 14, 2013, then-Secretary of

Defense Chuck Hagel released a memo that required the secretaries of all military departments to establish a fully operational special victims’ advocacy program by Jan. 1, 2014, and for each service to identify and share best practices. Congress also established the statutory authority for the SVC program at about the same time with the 2014 National Defense Authorization Act, or NDAA.

Each service has implemented the victims’ counsel programs with variations. For example, Army SVCs fall under the Chief of Legal Assistance which reports to the Staff Judge Advocate, or SJA.

The Navy and Marine Corps Victims’ Legal Counsel, or VLC, on the other hand, fall under a separate command outside of the base legal offices, much like the Air Force. However, Marine VLCs represent victims of crimes other than sexual assault.

Regardless of which service the subject of the investigation is from, the victim requesting an SVC will generally receive an SVC from his or her service. Consequently, Air Force SVCs may be involved in Navy, Army, Marine Corps or Coast Guard cases, and vice versa.

Regardless of the victim’s or the counsel’s branch of service, the person accused of a crime will be tried in their own service’s court.

The Air Force SVC program has been expanding to meet the needs of clients. Currently, there are 54 SVCs and 44 SVPs operating at 48 installations around the globe. All active duty Airmen are eligible to receive SVC services, regardless of perpetrator’s status.

If the perpetrator is active duty military, adult and minor dependents and Department of Defense civilians are also eligible. Under certain circumstances, Reserve and

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Older adults should get new shingles vaccine

From health.mil

A new shingles vaccine is rolling out across the Military Health System, and health care experts say it’s a game changer. The vaccine, Shingrix, is recommended for healthy adults 50 and older to prevent shingles, a painful skin rash that can have debilitating long-term effects for older people.

“Who’s at risk for getting shingles? Anyone who’s had the chickenpox,” said retired Air Force Col. David Hrnrcir, an allergist-immunologist at Joint Base San Antonio-Lackland. “Anywhere from 90 to 99 percent of people now over the age of 40 had chickenpox, before there was a chickenpox vaccine. About one-third will get shingles at some point in their lives, if they’re not protected.”

An earlier shingles vaccine was introduced in 2006, said Hrnrcir, who’s also director of the Defense Health Agency Immunization Healthcare

Branch Regional Vaccine Safety Hub. But that vaccine was for people 60 and older when it first came out, and only about 70 percent effective in offering full protection against the virus.

“People who had the old vaccine will benefit from getting the new one,” Hrnrcir said. “Also, shingles can recur. So even if you’ve already had shingles, get the new vaccine.”

The Centers for Disease Control and Prevention, or CDC, offers advice about those who should not get the new vaccine. A virus called varicella zoster causes shingles. It’s the same virus that causes chickenpox.

After chickenpox clears, the virus stays dormant. Health care experts don’t know why, but the virus may erupt many years later as shingles.

Shingles usually develops as a stripe across one side of the body or face, according to the CDC. People may feel pain, itching, or tingling in the area where the rash occurs a few days before

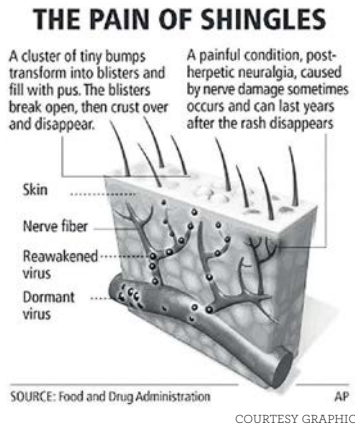
it actually appears, the CDC said. Other symptoms may include fever, headaches, and chills.

A few days after the rash appears, it turns into fluid-filled blisters, Hrnrcir said. They usually scab over after a week or 10 days, and then the scabs clear up a couple of weeks after that, he said.

But the pain may persist even after the rash clears. Some people develop postherpetic neuralgia, or PHN.

“The older you are when you get shingles, the more likely it is you’ll develop PHN and have longer-lasting and severe pain,” Hrnrcir said. “And it’s pain that’s not easily treated. So you’re left with this constant pain that can significantly affect quality of life.”

Hrnrcir said the new vaccine is a two-dose series, with the second dose administered anywhere from two to six months after the first. A majority of patients have reported side effects for two or three days after vaccination, he



said. They include headaches, fatigue, and nausea. The CDC advises patients to talk with providers about possible side effects.

Patients should contact their local MTF to verify the vaccine is available.

FORT SAM HOUSTON

NASA set to launch first Army doctor into space

By Elaine Sanchez
BAMC PUBLIC AFFAIRS

While many have reached for the stars, a physician who calls Brooke Army Medical Center home is aiming to be the first Army doctor in space.

NASA recently announced that Lt. Col. (Dr.) Andrew Morgan, a NASA astronaut and emergency physician credentialed at BAMC, has been assigned to Expedition 60/61, which is set to launch to the International Space Station in July 2019.

“Joint Base San Antonio and the San Antonio community have been part of my life since childhood,” Morgan said. “When I fly in space, I’ll be taking Army history, military medicine and this supportive community with me. I’m hugely honored to represent all of that.”

Morgan became the first Army Medical Corps officer picked to be an astronaut after an arduous selection process in 2013. After five years of training, the officer will make his first

voyage to the space station next year on a Russian Soyuz rocket and spacecraft alongside an Italian astronaut and a Russian cosmonaut. Once on board the ISS, he’ll join American astronaut Christina Koch and her Russian cosmonaut crew mate, who will launch to the ISS in April 2019.

While Morgan is excited about the opportunity to conduct experiments and explore the station, “I’m most looking forward to gazing down at the Earth and doing a few spacewalks,” he said.

Morgan’s upcoming journey to Earth’s orbit is a path paved in his childhood, when a love for science, history and military aviation sparked an interest in space exploration. He recalls living in San Antonio in the mid-1980s when his father was a dental resident at then-Lackland Air Force Base.

“I was in third and fourth grade at Braun Station Elementary School at the height of the space shuttle program,” he said. “When the space shuttle flew piggyback on a 747 between Florida and

California, it occasionally stopped in San Antonio while en route, and from our home near Leon Valley, we could often see this incredible sight as it made its final approach into Kelly Air Force Base. I remember it distinctly and it made a lasting impression on me.”

While inspired by space, Morgan’s exposure to the military as an Air Force “brat” tipped him in a different direction. He decided to pursue an Army career and earned his bachelor’s degree in environmental engineering at the U.S. Military Academy at West Point, followed by a doctorate of medicine from the Uniformed Services University of Health Sciences. His career circled back periodically to San Antonio, whether for courses or clinical rotations at BAMC as a medical student.

Morgan served in the Joint Special Operations Command at Fort Bragg, North Carolina, and went on to become the battalion surgeon for the 1st

ARMY DOC continues on 9



ROBERT MARKOWITZ

Army Lt. Col. (Dr.) Andrew Morgan, a NASA astronaut and emergency physician credentialed at Brooke Army Medical Center, has been assigned to Expedition 60/61, which is set to launch to the International Space Station in July 2019.

NAMRU-SA educates civic, business leaders

By Flisa Stevenson
NAMRU-SA PUBLIC AFFAIRS

Thirty-four civic and business leaders from the Defense Orientation Conference Association, or DOCA, toured the Naval Medical Research Unit-San Antonio at Joint Base San Antonio-Fort Sam Houston April 27 to see a working Navy medical research lab in action and gain insights to share with fellow civilian leaders in their community.

“This was a great opportunity to educate civilian business and community leaders interested in taking a deeper dive into Navy Medicine and learn about the research conducted at NAMRU-SA,” said Navy Capt. Barry Adams, executive officer. “We use science to develop novel technologies, therapies and treatment modalities to support warfighter readiness and survival.

“I hope everything DOCA leaders

learned on the tour heightens their awareness about the value and accomplishments of Navy medical research to save lives on the battlefield, prevent or mitigate injuries to warfighters, and ensure a fit and ready force,” Adams added.

DOCA members toured NAMRU-SA facilities at the Tri-Service Research Laboratory to learn more about research in combat casualty care, including the evaluation of interventions to stem and control hemorrhage and provide resuscitation in warfighters.

“Therapies for controlling bleeding as well as investigations of novel resuscitation adjuncts are at the forefront of our research in combat casualty care,” said Cmdr. Jacob Glaser, Navy trauma surgeon and head of NAMRU-SA’s Expeditionary and Trauma Medicine Department.

Glaser talked about the cutting-edge

investigations underway to evaluate hemorrhage control and the efficacy of multifunctional resuscitative fluids; the assessment of stem cells and the targeted treatment of severe tissue defects; and the development and testing of in-laboratory assays to help understand the molecular aspects of the immune response to shock and long-term effects of shock in warfighters.

“NAMRU-SA is utilizing sophisticated models of trauma and hemorrhage to determine a service member’s immune system’s capacity to respond to injury (immune-typing) before an injury happens,” Glaser said. “This exploration of immune-typing to personalize combat casualty care has the potential to be a profoundly invaluable tool for clinical decision-making.”

DOCA members also received an overview of current projects from senior leadership and a team of NAMRU-SA

scientists. Other NAMRU-SA project highlights included promotion of craniomaxillofacial regenerative bone healing; rapid detection of multidrug-resistant microorganisms; laser-therapy for the treatment of bacterial biofilm infections; novel wound healing dressing for craniofacial injuries; evaluation of field tourniquets; development of diagnostic tools to aid first responders/physician to identify and treat directed energy injuries; and even the development of a universal antivenom.

“It was an impressive and important visit to NAMRU-SA and we are honored to have spent quality time with senior leadership and Navy researchers,” said C. Michael Shyne, DOCA president.

DOCA members were in San Antonio April 25-27 participating in a DOCA conference and wanted to engage their members in several military medicine tour events that included a focus on Navy medical research and development being conducted at NAMRU-SA.

BAMC clinic receives four-year reaccreditation

By Lori Newman
BAMC PUBLIC AFFAIRS

The Undersea & hyperbaric Medicine Clinic at Brooke Army Medical Center received a four-year reaccreditation with distinction from the Undersea & hyperbaric Medical Society, or UHMS, last month.

“Achieving this significant milestone reflects you and your organization’s commitment to excellence,” stated a letter from Derall Garrett, UHMS director, to Air Force Col. (Dr.) Michael Richards, Undersea & Hyperbaric Medicine Service chief.

“The surveyors were impressed with our comprehensive checklists and checklist discipline,” Richards said. “All three surveyors were generally extremely impressed with the physical structure, the staff and our operations.”

UHMS is an international nonprofit association formed in

1967, which serves about 2,000 physicians, scientists, associates and nurses from more than 50 countries in the fields of hyperbaric and dive medicine.

The Joint Commission and UHMS have a complementary accreditation agreement. Under the agreement, hyperbaric medicine is still responsible for maintaining TJC standards.

A UHMS Accreditation means the facility has met the highest standards of care and patient safety through a rigorous evaluation of the adequacy of the facility, equipment, staff and training to ensure that the utmost quality is maintained within the specialty.

The Accreditation Council of the UHMS has a new set of objective criteria that must be met for a hyperbaric facility to be accredited “with distinction.” For a hyperbaric facility to be accredited WD, the facility must achieve a minimum score of 6



ROBERT SHIELDS

Army Capt. Kyle Salik was the first patient to receive oxygen therapy at the new Undersea & Hyperbaric Medicine Clinic at Brooke Army Medical Center on June 20, 2017.

out of the available 10.5 points.

“I’m very proud of the work my folks have done.” Richards said. “We have a tradition of earning accreditation with distinction, but this survey was extra special since we had the challenge of moving to a new facility and the criteria for achieving the ‘with distinction’ designation are more stringent.”

The clinic houses a multi-person chamber to accommodate up to six patients at one time. It is pressurized

with air and patients breathe oxygen underneath a hood or with a mask. Generally, a treatment plan will consist of 90 minutes of hyperbaric oxygen daily for six weeks or more. While in the chamber, patients can recline in a comfortable chair and watch TV or read.

A single chamber is also available for an individual patient to receive treatment. The facility was built so that an additional multi-person can be added if needed in the future.

According to the UHMS, hyperbaric oxygen is an intervention in which an individual breathes nearly 100 percent oxygen while inside a hyperbaric chamber that is pressurized to greater than sea level pressure.

“While hyperbaric chambers have been around for a few hundred years, hyperbaric oxygen is a more recent treatment,” Richards explained. “Initially, patients were simply treated in pressurized rooms, but they just breathed air. In the 1800s, we knew that breathing oxygen under pressure could be toxic, so we avoided it. In the 1930s, some investigators began looking into using oxygen under pressure and developed safe protocols for its use.”

The hyperbaric mission moved from Wilford Hall Ambulatory Surgical Center to BAMC in June 2017.

Richards credits the support of BAMC staff and leadership. “We couldn’t have done this without BAMC support,” he said.

JBSA CRIME

From page 5

airman's unit review exercises on their exam and altered an official record to indicate that they were placed on quarters, which was known to be false. The member received a suspended reduction to the grade of airman, base restriction for 21 days and a reprimand.

False Official Statement, Adultery: An Army staff sergeant was found guilty of one specification of false official statement, and one specification of adultery. The staff sergeant received forfeitures of \$1,888 for two months and an oral reprimand.

Absent Without Leave: An Army specialist was found guilty of twelve specifications of absent without leave. The specialist was reduced to private first class, forfeited \$507 pay (suspended for 90 days), extra duty (suspended for 90 days), restriction to the limits of the company area, dining/medical facility, and place of worship (suspended for 90 days), and a written reprimand.

Failure to Obey an Order or Regulation: An Army private first class was found guilty of one specification of failure to obey an order or regulation. The private forfeited \$100 and received an oral reprimand.

ARMY DOC

From page 7

Battalion, 3rd Special Forces Group, the "Desert Eagles." He then embarked on a special operations assignment in Washington, D.C., before completing his sports medicine fellowship.

In 2011, Morgan saw an announcement that NASA was selecting another astronaut class.

"I had always been interested in space exploration, but figured I didn't have the right background," he explained. "But I decided to give it a shot anyway."

The selection process took more than 18 months and involved extensive interviews, medical testing and language aptitude testing. With an initial 120 interviewees, NASA eventually narrowed the group to eight astronaut candidates.

Morgan vividly recalls when he received the good news from former astronaut and chair of the selection board, Dr. Janet Kavandi.

"Her first question in the phone call was, 'We wanted to know if you'd like to come to Houston and join our team?' Morgan recalled in a 2013 Army.mil article. "I couldn't believe it; the thought

that I had been chosen choked me up. It was surreal."

The selection involved a relocation to Johnson Space Center in Houston, where Morgan was slated to start the two-year astronaut candidate training program in July 2013. Once his wife and four children were settled in, the Army officer began to search for a hospital where he could maintain his medical credentials. BAMC immediately came to mind.

"They welcomed me to the staff," he said. "It was incredibly important to me that I maintain my credentials and my military readiness. It's a huge treat for me to make periodic visits to BAMC and interact with residents, service members, patients, military retirees and combat veterans. Fort Sam Houston is the home of military medicine, so it feels like home to me."

Over the two years following his selection, Morgan's training transported him from physician to astronaut. Candidate training included flight training, Russian language proficiency, extravehicular activity (spacewalking), robotics and space station systems and maintenance. "Everybody gets trained to do everything, no matter what your professional background might be," he

explained.

After candidate training, Morgan focused his attention on spacesuit development and researching injuries caused by spacesuits. Now assigned to a flight, he'll undergo in-depth refresher training over the next year to prep him for his trip.

Morgan cites his military experience and training as keys to his success. "At the core, I was selected as an astronaut because they saw a unique set of skills. Everything I brought to the table was given to me by the Army: my undergraduate and graduate education, residency, and operational experiences."

Army Col. Bret Ackermann, BAMC's deputy commander for surgical services, has served alongside Morgan in past assignments for more than a decade. "We are all very proud of Drew and his well-earned success," Ackermann said.

BAMC Commanding General Brig. Gen. (Dr.) George N. Appenzeller, a fellow emergency medicine physician, is also aware of Morgan's stellar reputation. "Drew's service and leadership is always about the team ... his patients, colleagues, and their families. We are looking forward to his leadership from space next year."

VRC offers resiliency day for high school seniors

By Steve Elliott

502ND AIR BASE WING PUBLIC AFFAIRS

Many high school students enjoy a high degree of parental planning and support to manage tight schedules, timelines and decisions. Senior year is often a heady mix of challenging academic schedules, extracurricular and social activities, and uncertainty throughout the college and financial aid application process.

According to the Fall 2010 Freshman Survey conducted by the Higher Education Research Institute, or HERI, at the University of California at Los Angeles, students who continue complex, overscheduled college lives without the support, daily guidance and monitoring of parents often lack the planning and prioritization skills to transition easily.

So, all of a sudden, the kids you were just ferrying to soccer practice and ballet lessons are having to decide what meal plan they want at college, or learn how to balance their finances, or figure out how they are going to pay for books. They have start thinking for themselves and figure out how to be an adult.

The help these incoming and graduating high school seniors learn to spread their wings a little easier, the Vogel Resiliency Center at Joint Base San

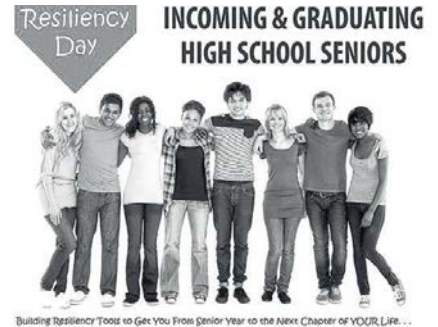
Antonio-Fort Sam Houston is hosting a Resiliency Day from 9 a.m. to 3 p.m. June 15. The VRC is located at 2490 Stanley Road, building 367.

In this first edition, the day will include six sessions. These include:

- Finance 101: Is your wallet empty? Budgeting on a dollar.
- Success is in the Mind: Learning to manage stuff.
- Cooking on 10: Learn some simple and nutritious recipes in the VRC's teaching kitchen.
- Freshman 15: How to avoid gaining those "Freshman 15" pounds, which refers to the amount of weight gained during a student's first year of college.
- Personal Safety: Learn to stay safe on campus, be aware of your surroundings, and why the mixture of alcohol and sex isn't the best path to take.
- 30 On 30: What if I told you ...

While most college and campuses now have resources available to help out the struggling freshman, it can be an advantage to have a head start before the roller coaster of emotions and experiences hit on that first day of classes.

Seating will be limited for this all-day event, so students can rotate through different sessions simultaneously. The class is free and open to all high school senior children of military members. To register, call 210-221-0326 or 210-539-1281.



EVENT DETAILS	REGISTRATION	TOPICS
Date: June 15, 2018 Time: 9:00 a.m. - 3:00 p.m. CT Location: Vogel Resiliency Center (VRC) 2490 Stanley Rd. Bldg. 367 JBSA, Fort Sam Houston, TX	Phone: 210.221.0326 or 210.539.1281 **Limited seating available.	Finance 101: Is Your Wallet Empty? Budgeting on a Dollar Success is in the Mind: Managing Stuff Cooking on 10: Interactive Teaching Kitchen Freshmen 15: Avoid Gaining Those Freshmen 15 Personal Safety: iSafetyAlerts 30 on 30: What if I Told You...
		

COURTESY GRAPHIC

Cole robotics team takes third at state

By David DeKunder

502ND AIR BASE WING PUBLIC AFFAIRS

Preparation and ingenuity helped three Cole High School students achieve a third-place showing at a state robotics contest held earlier this spring.

The Cole robotics team of Henry Yowell, Mitchell Hafer and Aydin Chewning, named "Plastic Gear," finished third out of 58 schools competing in the advanced level at the Texas Computer Education Association, or TCEA, State Robotics Contest April 7 at Hutto High School, near Austin.

The Cole students totaled 263 points in taking the third-place trophy, the best showing ever for the school's robotics program at a state meet. Cole started its robotics program in 2014.

"It was really exciting," said Yowell, the robotics team captain. "I'm glad we got to bring home a trophy. Third place is pretty good."

The state contest consisted of three rounds — each lasting two minutes - in which students from competing schools utilized a robot on a board surrounded by walls, representing the surface of Mars. The objective of the robot was to prepare the planet for human settlement by picking up objects, including Lego bricks and checkers, on the board that represent a certain part of the Martian surface.

Yowell and Hafer, who are both seniors, designed and built the robot used at the state competition, a Lego brand robotics platform rover equipped with four



COURTESY PHOTO

Members of the Cole High and Middle Schools' robotics teams participated in the Texas Computer Education Association State Robotics Contest on April 7 at Hutto High School, near Austin.

motors to move it and an arm and claw attached to it. Chewning, a freshman, served as team manager in helping with some programming tasks for the robot.

Hafer said the robotics project designed by the Cole students was more reliable than the robots put together from most of the schools at the state competition

"Our claw is a big one," Hafer said. "It allows us to grip very well; it's pretty precise. We also added these rails on the side. We had a very similar version (of the rails at the area contest in January) but we managed to basically perfect it at state to let us recalibrate our robot by running it into a wall and allowing the wheels to re-correct it, as opposed to having an additional sensor that would take more programming."

Yowell said the people who attended and competed at the state contest were impressed by how the Cole

robot performed.

"A lot of people liked our robot," he said. "It's mainly the claw picking up the checker pieces that wowed everyone. Even the judges were just amazed by it."

Yowell was the team member who designed the claw in one class period, according to Gina Hanna, Cole robotics teacher and team sponsor.

Hafer said what helped the Cole team to its third place showing was the ability to make adjustments to their robot before and during the state competition.

"We technically did most of the work weeks leading to the competition," he said. "It's a lot of testing, making sure everything worked as planned and then having a contingency in case it didn't. Of course, when we got there we had to adjust a bit."

Making adjustments helped the Cole team find solutions to problems that came up during the contest, including when the robot had trouble picking up the last object on the board.

Chewning helped to solve the problem with the robot's arms by reprogramming the robot to drop its arms down while moving, instead of having to wait for it to stop to do so. This allowed the robot to pick up the checkers efficiently and quicker.

The Cole team finished 14 points behind the winning school.

Hanna said she was proud of what her students accomplished at the TCEA competition.

"They worked so hard and just made it all worth it, all the hard work," Hanna said. "I was really happy for them. They had a lot of family members that came and watched. So, that was exciting and to be able to share that with their families was amazing."

Sargent assumes command of AMEDDC&S

By Jose E. Rodriguez

AMEDDC&S, HEALTH READINESS CENTER OF EXCELLENCE PUBLIC AFFAIRS

In front of a formation of soldiers on MacArthur Parade Field at Joint Base San Antonio-Fort Sam Houston, Maj. Gen. Patrick D. Sargent assumed command of the U.S. Army Medical Department Center & School, Health Readiness Center of Excellence, from Maj. Gen. Brian C. Lein during a ceremony June 1, hosted by Lt. Gen. Nadja Y. West, Army Surgeon General and commanding general, U.S. Army Medical Command.

In thanking Lein for his 30 years of service, West reflected on his Army career and accomplishments while commanding the AMEDDC&S.

"It's a great day, and also a sad day, as we bid farewell," the Army surgeon general said. "During these times you get nostalgic. I don't know an Army medicine without Brian Lein. He will be missed.

"Under Brian's tenure, AMEDDC Center and School's focus on rapid deployability resulted in the development of lighter, scalable medical units such as the forward resuscitative surgical team and expeditionary resuscitative surgical team," West said. "Realizing the need to increase medical capability at the point of injury, and address the need for prolong



JOSE E. RODRIGUEZ

From left: Maj. Gen. Brian C. Lein, outgoing commander, U.S. Army Medical Department Center & School (from left); Lt. Gen. Nadja Y. West, Army Surgeon General and commanding general, U.S. Army Medical Command, and incoming AMEDDC&S commander Maj. Gen. Patrick D. Sargent salute the colors June 1 on MacArthur Parade Field at Joint Base San Antonio-Fort Sam Houston.

field care, AMEDDC&S initiated the expeditionary combat medic program, which will provide forward deployed forces with increased medical capability."

Before his remarks, Lein first joined soldiers on the parade field in reciting the Soldier's Creed. During an impassioned speech, he thanked his command for their efforts during the past two years, and reminded everyone why AMEDDC&S exists.

"That's why we're here today, these young men and women, and the

thousands they represent on parade fields across the Army, are the reason we come to work every day," Lein said. "Over the past two years, I've had the opportunity to command a phenomenal organization.

"It was easy to command here, because we're surrounded by great people doing great things," he added. "Lt. Gen. West spoke of the AMEDDC&S accomplishments, but I did none of them. It was the people here. It was an honor to serve side by side with you."

In his remarks, Sargent thanked West for the opportunity to lead the AMEDDC&S.

"We're standing on the shoulders of every Army medical professional since 1775, and during our tenure will continue to provide the Army Medical Department soldiers and leaders," Sargent said. "There is no greater mission, there is no greater challenge because success is never static.

"The strength of academia is to illicit the broader spectrum of ideas, perspectives and experiences. Properly leveraged, we can raise new questions and new possibilities, to regard old problems through new angles, challenging the status quo," Sargent added.

"Over the past two years I've been very impressed in watching the AMEDDC&S flawlessly execute its noble mission," the general said. "I'm looking forward to joining this team."

Sargent's most recent assignment was deputy commanding general for operations, U.S. Army Medical Command. He has also served as deputy chief of staff, G-3/5/7 for the U.S. Army Medical Command, Washington, D.C., and as commander, Darnall Army Medical Center at Fort Hood, where he led efforts to implement Soldier and Patient Centered Medical Homes and the CRDAMC Replacement Project.

Regional Health Command-Central holds change of command

By Erin Perez

REGIONAL HEALTH
COMMAND-CENTRAL PUBLIC AFFAIRS

Regional Health Command-Central held a change of command and relinquishment of responsibility ceremony at the Fort Sam Houston Theatre May 31, with Maj. Gen. Thomas R. Tempel Jr. passing the reins of command to Brig. Gen. Jeffrey J. Johnson and Command Sgt. Maj. Tabitha A. Gavia relinquishing the responsibility of her office during the early morning ceremony.

During his 30-month tenure as RHC-C commanding general, Tempel created the first ever strategic

direct-support relationship with U.S. Army III Corps at Fort Hood, Texas, in an effort to enhance and improve their medical readiness.

Establishing a forum to discuss such issues, he led the effort to create the Director of Health Services Coordination Council where the highest levels of leadership across III Corps met to discuss medical readiness issues with the leadership of the medical region in an effort to understand the challenges of medical readiness and develop ways to improve it.

This relationship led to the best ever medical readiness in III Corps — which represents 55 percent of the U.S. Army

Forces Command's combat capability. It also serves as the model to current and future MEDCOM leaders on how to integrate with those they support in order to promote Readiness.

Tempel also served as the 27th chief of the U.S. Army Dental Corps, following in the footsteps of his father, Maj. Gen. Thomas R. Tempel Sr., the 21st Dental Corps Chief.

"There is no greater honor for an officer than to lead our military and civilian personnel serving our nation," Tempel said during his speech. "It has been incredible to be part of so many ceremonies and command teams in the last 15 years."

Gavia, focused on both the professional development of her NCOs as well as the needs of the Army, developed a process to personally ensure that all regional combat medics were recertified by the National Registry of Emergency Medical Technicians.

Her diligence has ensured that RHC-C has maintained a 100 percent recertification rate every year. She will continue to mentor and train Soldiers in her new assignment as the command sergeant major of the U.S. Army Recruiting Command.

Tempel also thanked Gavia during his speech, praising her love of the Soldiers and civilians in the RHC-C units,

and her honest council and support over the past two years.

Incoming commanding general Johnson is the former deputy commanding general of RHC-C and commanding general of Brooke Army Medical Center. He was a distinguished military graduate from Evangel College in Springfield, Missouri, and graduated from medical school at the University of Colorado Health Sciences Center in Denver, Colorado. He completed his residency training in family medicine at Madigan Army Medical Center, in Tacoma, Washington, and is a board-certified fellow in family medicine.

LACKLAND

JBSA Wounded Warriors gear up for games

By Airman 1st Class Dillon Parker
502ND AIR BASE WING PUBLIC AFFAIRS

Wounded Warriors from around the Air Force are preparing for the 2018 Department of Defense Warrior Games featuring competitors from four countries and four U.S. military branches June 1-9 at the U.S. Air Force Academy in Colorado Springs, Colorado.

For Master Sgt. Brian Williams, 343rd Training Squadron NCO in charge of Security Forces Apprentice Course operations at Joint Base San Antonio-Lackland, preparing requires a complex balancing act between putting the mission first and putting maximum effort into training for the games.

"My hours don't fluctuate," Williams said. "I have to adapt and put in the hours in the early mornings and on the weekends because I'm an Airman first. It's a lot of long hours training, most of us are preparing for four, five or six events."

Along with balancing work and training for six different events, Williams also has to adapt to his



ALEX GOAD

Retired Staff Sgt. Anthony Pearson practices basketball in preparation for the 2018 Department of Defense Warrior Games inside the Warhawk Fitness Center on May 22 at Joint Base San Antonio-Lackland. The Air Force hosts the 2018 Department of Defense Warrior Games, which will feature competitors from four countries and four U.S. military branches June 1-9 at the U.S. Air Force Academy in Colorado Springs, Colorado.

environment and find ways to get the proper equipment for training.

"It can be a real challenge getting all the necessary equipment for training," Williams said. "I've had wheelchairs and

such checked out to me through the Wounded Warrior program, but I've had to get my own bow constructed so I can train for archery."

Even though training can be a

challenge, Williams' support network is what motivates him and gets him through the long days, he said.

"My leadership and my family have been very supportive," Williams said. "My wife is prior military so she understands what kind of sacrifices I have to make."

Another San Antonio-based Wounded Warrior, retired Staff Sgt. Anthony Pearson, a former financial management Airman, imparted that while the training is certainly challenging, the rewards are well worth it.

"The feeling of getting ready to compete with my teammates and seeing other people's incredible stories is indescribable," Pearson said. "I like to excel in all I do but the team sports are my favorite."

Training for and competing in the Warrior Games builds incredible resiliency, Pearson said.

"To me resiliency means overcoming," Pearson said. "That's what the games are all about. It doesn't mean everything is easy or a straight path, it just means finding a way to make things happen."

59TH TRAINING GROUP RENAMES DORM AFTER FALLEN COMBAT MEDIC

Col. (Dr.) Karyn E. McKinney (left), 59th Training Group commander, and Jennifer Acton, widow of Staff Sgt. Eric Acton, unveils the new memorial for an Air Force dormitory at Joint Base San Antonio-Fort Sam Houston May 24. Acton is the only enlisted Air Force medic to succumb to combat related injuries during Operation Iraqi Freedom and Operation Enduring Freedom.



SENIOR AIRMAN STEFAN ALVAREZ

ANG members aid couple involved in accident

The Airmen credit their response to the first aid training all AF members receive

By Airman 1st Class Katie Schultz
149TH FIGHTER WING
PUBLIC AFFAIRS

Four Airmen from the 149th Fighter Wing, headquartered at Joint Base San Antonio-Lackland came to the aid of two injured motorcyclists after a vehicle accident outside of a gate at Luke Air Force Base, Arizona, during a deployment exercise May 1.

Master Sgt. Carlos Gil, Staff Sgt. Eric Garza, Staff Sgt.



AIRMAN 1ST CLASS KATIE SCHULTZ

From left: Master Sgt. Carlos Gil, Staff Sgt. Jonathon Holt and Staff Sgt. Eric Garza, all from the 149th Maintenance Squadron, stand next to an F-16 Fighting Falcon May 13 at JBSA-Lackland. All three, along with Master Sgt. Eddie Pastran, not pictured, aided victims of a motorcycle accident May 1 during the deployment exercise Cornet Cactus.

AIRMEN continues on 15

JBSA

From page 6

Guard Airmen may be eligible as well. There are exceptions to policy that

can broaden eligibility on a case-by-case basis. For more information on eligibility, contact your local SVC team or the legal office.

The SVC mission is to provide support to victims of sexual assault through independent representation; build and sustain victim resiliency; empower victims; and increase the level of legal assistance provided to victims.

SVCs provide the proper channel to support victims through advocacy, whether it be at a court-martial or to a commander. Lastly, SVCs give voice to victims by making sure their choices are heard by leadership, investigating bodies, and the legal office. Preserving and protecting that voice and choice remains the key SVC duty.

The first two SVCs and SVP at JBSA were

stationed at JBSA-Lackland. In March 2016, the SVC program expanded to add a team at JBSA-Fort Sam Houston to meet the growing demand for SVCs. This allows potential clients in technical schools to walk over to their office and request SVC services. This also lessens the need of clients to use other avenues, such as speaking to first sergeants, supervisors, colleagues, and thus, mitigates the risk of unwanted disclosure by inadvertently speaking to a mandatory reporter.

The expansion also allows more face-to-face contact between the SVC team and their clients, as travel between bases can prove challenging for technical school students.

There are two JBSA SVC offices. At JBSA-Fort Sam Houston, the office is located at 3555 Patch

Road, building R212, rooms 2 and 8, co-located with the Sexual Assault Prevention and Response/Sexual Harassment/Assault Response & Prevention office, across from the Central Post Gym and Shoppette. The JBSA-Fort Sam Houston office also provides support for JBSA-Randolph.

At JBSA-Lackland, visit 1880 Carswell Blvd., room 223. The Area Defense Counsel's office is located on the third floor, while SVC and SAPR offices are on the second floor of the same building.

For more information on the SVC program, call 210-221-3796. People can also visit <http://www.jbsa.mil/Mission-Partners/Special-Victims-Counsel/> and <http://www.jbsa.mil/Resources/Sexual-Assault-Prevention-and-Response/> for more information.

AIRMEN

From page 14

Jonathon Holt and Master Sgt. Eddie Pastran — all from the 149th Maintenance Squadron, were on their way to work when they saw what looked like a small explosion and a motorcycle skidding across the road up ahead.

“As we approached, we saw someone fully covered in motorcycle gear sort of hobbling from a motorcycle which was on its side,” Garza said. “We got closer and saw another individual laid out on the ground next to it about five feet away.”

The group pulled over and immediately jumped out of their car to assist the victims, a married couple who were both on the motorcycle, while a bystander called 911.

“The male rider was disoriented and standing, but looked like he was about to go into shock,” Holt said. “We got him to sit down on the ground and calmed him down.”

Three of the Airmen went to assist the female rider, who was motionless on the ground with an injured leg, and began basic first aid until emergency responders arrived.



“We could see she was in pain and scared,” Gil said. “I held her hand for a bit and we asked her questions to keep her from going into shock or slipping out of consciousness. We worked together, each of us had an area to tend to, between supporting her leg, talking to her and holding her head still. We worked in unison, almost symphonically, and nothing else mattered at that moment.”

Gil and the others credit their response to the first aid training that all Air Force members receive.

“You train for stuff like this to happen

“It was just one of those moments where we couldn’t believe what we had just experienced, but we’re lucky we were able to be there.”

Master Sgt. Eddie Pastran, 149th Fighter Wing

on the battlefield, but you don’t expect to see it or put it to use on a regular day,” Gil said. “I’m just glad we were there. I’d hope that if it were me, somebody would stop and help.”

The group normally took an alternate route to work but decided to try the North gate that morning.

“It was just one of those moments where we couldn’t believe what we had just experienced, but we’re lucky we were able to be there,” Pastran said. “It’s like it was fate because we normally go through a different gate. Maybe it happened the way it was supposed to that day, so that we could be there to help.”

Once emergency responders arrived on the scene to take over caring for the couple, the group left to continue on

their way to work.

“When we got back to the car, all of the doors were still open because we didn’t hesitate to jump into action when we got there,” Holt said. “It was one of those things where you don’t even think about it. Before we knew it, we were running toward the people that needed help.”

Afterwards, the group collectively agreed that they had done the right thing.

“We were quiet at first and didn’t know what to say, and it was like that for the next five or six hours as we were coming down off of that adrenaline rush,” Garza said. “Our main goal was to keep them as safe and comfortable as possible, and I believe we kept them from going into shock.”

RANDOLPH

Class helps improve finances with spending plan

By Robert Goetz
502ND AIR BASE WING
PUBLIC AFFAIRS

Military Saves Week in February is an annual campaign that encourages service members and their families to save their money and prepare for the future, but its message is worth repeating throughout the year.

“Developing Your Spending Plan,” a class scheduled from 10-11:30 a.m. June 15 at the Joint Base San Antonio-Randolph Military & Family Readiness Center, reinforces that message, showing attendees how a well-developed financial plan allows them to pay for the

necessities of life and save money for emergencies and other future needs.

“Everyone can benefit from looking at how their money comes in and how it goes out,” said Don Lenmark, JBSA-Randolph M&FRC personal financial counselor. “Unless you’re actually tracking expenses, you don’t have a good grasp on how your money’s being spent.”

During the class, attendees will learn that establishing a budget is an important part of a good financial plan. They will see components of a spending plan and financial planning worksheets, hear tips for controlling spending and learn

how to set SMART goals — goals that are specific, measurable, attainable, realistic and time-sensitive.

Getting a good grasp on how their money is being spent may seem like a daunting task to many people, but Lenmark will show that it is possible — and not so difficult — from his own personal experience.

It all started with a simple ledger sheet affixed to a refrigerator door.

“It happened when my wife and I became parents,” said Lenmark, who was in the early years of his Army career at the time. “We got very good at our

CLASS continues on 19



COURTESY GRAPHIC

Hurricane season begins, learn how to stay safe by staying alert

By Senior Airman Gwendalyn Smith
502ND AIR BASE WING
PUBLIC AFFAIRS

June 1 officially marked the beginning of hurricane season. While it is impossible to prevent a storm from happening, staying alert and prepared can ensure safety remains a top priority through the coming months.

“Last year we had some of the most costly storms in U.S. history,” said Alvin Hill, 12th Operations Support Squadron weather operations flight chief. “Hopefully that’s not the case this year, but preparedness is the key to preventing that.”

Although Joint Base San Antonio and its surrounding areas are land locked, the size of a storm and its direction



AIRMAN 1ST CLASS NICHOLAS DUTTON

Texas National Guard soldiers assigned to the 551st Multi-Role Bridge Company out of El Campo, search flooded neighborhoods Sept. 3, 2017, after Hurricane Harvey hit the greater Houston area.

determines whether the area is affected or not.

“The biggest factor that people have to understand is

that though we are roughly 115 miles in from the coastal area we can still be impacted,” Hill said. “As illustrated last year

with Hurricane Harvey, even though the storm’s center was more so in the south east, we still had a lot of effects that could have been worse.”

The environment where the storm forms determines the severity and patterns it has. Being close to a coast means storms can move fast.

“The environment can affect how quickly the storm develops and that’s a concern we have being so close to The Gulf of Mexico,” Hill said. “So unlike a lot of storms that you can see tracking over the continental U.S. or Atlantic, if a storms developing in the gulf rapidly there is typically less response time.

“People should already have that sense of awareness and preparatory actions done before the storm actually develops. If

there’s a storm that develops and will hit land by tomorrow the stores are going to be filled with people trying to buy supplies so that’d be an issue.”

Although this year’s hurricane season just began it’s projected to be similar to last year, so it’s important to stay vigilant.

“The way things are shaping up to be this year, as the months progress, is a potential for serious storms,” Hill said. “It’s important to watch out for that and be aware of the possibilities. Have a plan. Recourses can become constrained, have extra means of communication and remember ‘turn around don’t drown.’

For safety tips and recourses visit <https://www.weather.gov/safety/hurricane>.

TOXIC

From page 2

silence, but do not use social media to post the unit's business for all the world to see, along with your "expert commentary." While you are at it, if you post items inconsistent with Army policies or values, you are well on your way to being a toxic subordinate.

Allowing disagreement to lead to disloyalty

We hear it in every after action review: "Disagreement is not disloyalty." There will be times where you disagree with a decision or course of action your boss makes. Just remember there will also be times when your subordinates will disagree with your decisions. How you execute the decisions with which you disagree will teach your subordinates how to execute the decisions with which they do not agree.

You are doing it right if your subordinates can never tell whether you "like" a decision because you are completely professional. This is harder than it sounds because often these decisions are very personal. Don't take things personally. Remember your obligation as both a subordinate and leader and execute with the same vigor you would if the idea had been your own. When you allow others to sense your disappointment or lack of confidence in a decision, or fail to support a plan fully, you are a toxic subordinate.

How to be a great subordinate

► Do not make your problem your bosses' problem ... but ... do not be afraid to ask for help ... and ... do not manage a mission or project to failure.

This sentence is full of contradictions and illustrates the difficulty of the art of being a good follower. As a good follower, you should never go to your boss with a

problem without attempting to manage it at your level or through other channels. Often, someone in the organization can help you find a solution. When you brief your boss and she says, "Did you talk to Capt. Smith," and you say, "No, ma'am," you may have just identified yourself as someone who lacks initiative or problem-solving skills.

In most cases, it may be a tough problem (if it were easy, you would know what to do), so do not be afraid to ask for help if you took all prudent measures at your level to resolve the issue. Think through your boss's likely response and action, and make sure you run it down, so you stay a step ahead.

Regardless of how great a leader you are, there may be some problems that are simply unsolvable at your level. For those circumstances, get help.

And lastly, do not be "that guy" who drops a bomb at a meeting and announces the project is behind or on a path to failure because you needed something early on and it did not get the right leader emphasis.

In short, handle your business, do everything you can to exhaust all means to solve your problem, and if you feel the project is going to fail, raise the concern immediately, if necessary, through command channels.

► If your bosses ask for a pizza, bring 'em a pizza.

Not every commander or boss is great at giving guidance or being direct. But when they do give specifics, do what they tell you. I cannot tell you how many times I heard a commander give guidance, and the person came back with something else. If you have other priorities or ideas you think are value-added, great — that is what we pay you for, to take the initiative and be creative, but first, bring your boss the pizza he or she ordered then bring him or her the other ideas you cooked up.

► Do the job you were asked to

do, not the job you want to do.

In most Army units, you serve in different capacities to benefit the organization, to include staff and direct leadership roles. Understand you are in the position where the unit needs you to be and that will likely develop you in ways you may not fully appreciate. Either way, it does not matter what you want.

I saw a young infantry lieutenant go to a forward support company and serve as a platoon leader. It was probably not the job he wanted, but he hit a home run and increased everyone's estimation of his character and leadership. On the other hand, we have all met the "disgruntled staff guys" who dazzle you with tales of how great they were on the line but provide no value because they are so upset they landed on staff. Do the best you can at whatever is asked of you and humble yourself if you are not in your dream job.

► Understand how leaders make decisions, and try to think that way.

A common complaint of leaders regarding subordinates is "they don't see the big picture." On the flip side, most subordinates complain their higher echelon "forgot where they came from and are out of touch." Truthfully, I think both apply at times, and this is where transparency and shared understanding become important.

When I make decisions I usually ask myself what is best for the Army, unit and Soldier while considering the optics of the decision through the lens of command climate.

A wise leader once told me, when making decisions he would cut off a hand to save an arm. This really resonated with me and reinforced the thought that although my unit was important (especially to me!), I was just one blip on the radar screen and there were other issues more pressing than mine, or that I might have to take a loss to benefit

the organization. Sadly, many of these decisions come down to picking the best of several sub-optimal choices, so think big picture and long term, and do not take it personally.

► Solve your bosses' problems.

I once had a leader tell me, "As a first sergeant, I expect you to be great at the day-to-day business of running your company. That, to me, equals success. But if you really want to be excellent, extend your influence and make the bigger unit better. Create a system or standard operating procedure the whole battalion can use, help a buddy to the left and right, or develop a junior leader I can pull out of your company and put into a critical position. Remember, you have one foot in your company, but you also need to have one foot in the battalion. That's how you become excellent."

That really drove it home for me and broadened my understanding of how I could extend my influence to help my larger unit. It also began to shape how I thought about different equities throughout the battalion and how I could help my higher headquarters solve problems. It encouraged me to place extra value on subordinates who could help me solve my problems.

Too often we relegate ourselves to the role of problem identifiers rather than problem solvers. If you want to be a hero, solve your higher HQ's problem.

► Execute and report.

We trust you! When you are promoted, the first line spoken during the promotion ceremony usually starts: "The Secretary of the Army has reposed special trust and confidence ..." Go out and lead with confidence. If you understand the commander's intent, you are armed with everything you need to make good decisions.

This really applies in dynamic environments where you may not have time to communicate the complete situation. Your boss needs you

to make the right decision and execute the order, followed up by a timely report. Do not get paralyzed with indecision or concern about what the boss will think — you already know. Go out and win, and do not forget to report!

► Don't put your boss in a box when it comes to decisions.

Part of being a good subordinate is understanding your boss's decision-making preferences and knowing how he or she likes the information presented. Try to think ahead to decisions your boss will have to make and analyze the likely options available at that point. Give your boss as much time, space and information as possible to make the decision.

Do not be "that guy" who shows up around 1700 on Friday expecting a signature or decision on something of which your boss is completely unaware. Most of us will say, "Sorry boss, this is short notice," when it usually comes down to the fact that someone failed to anticipate or get ahead of something and now we want the boss to make the decision, possibly without some key information.

Nothing makes a decision-maker angrier than being forced into making a decision. Do everything you can to prevent this from happening to your boss. Think ahead, get ahead, and stay ahead.

► Let's develop great leaders and followers.

I think we should give just as much thought to how to be great followers as we do to being great leaders because I think they are linked. Being a better follower will make you a better leader. I have been lucky to work with great leaders who taught me to give as much thought to followership as to leadership. This wisdom has served me well throughout my Army career.

Let's do the same for our current force and help them understand their requirements as subordinates as well as their requirements as leaders.

CLASS

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spending plan just by getting it all down on paper. We were a one-income family with two children, but we still found a way to be successful through weekly and monthly accountability of where our money was spent.”

Lenmark will introduce two ways to track income and expenses: a simple spending plan worksheet and a more detailed personal finance worksheet, including a helpful

checklist. Additional methods of tracking income and expenses will also be covered, such as using an Excel spreadsheet, budgeting apps and financial software programs as well as utilizing spending tools within one's online banking account.

Seeing where their money goes allows people to make informed decisions about how they spend it, Lenmark said.

“We can all be better with the choices we make,” he said. “Take a hard look at where your money is going. We have more control over expenses than we think.”

Lenmark will also offer tips on how to curb spending.

“One way is to cut back on dining out,” he said. “If you spend \$300 a month eating out, cutting that in half will save you \$1,800 a year.”

Cutting back on credit card use — especially cards with high interest rates — is another way.

“With finance charges, you'll end up paying a lot more for something,” Lenmark said. “We love the word ‘unlimited,’ but it's important to stay within your means.”

Setting aside money for emergency situations allows

people to bypass the use of credit cards and avoid monthly finance charges that quickly add up, especially when they only pay the minimum, Lenmark said.

“One-third of all Americans cannot handle an emergency expense of \$500 without putting it on a credit card,” he said. “Let's learn how to have an emergency plan.”

Getting control over spending not only saves money, it also eases financial stress.

Money is the No. 1 source of psychological stress for adults, Lenmark said, while financial

stress is cited as the leading cause of the breakdown of marriage in 56 percent of divorces.

A spending plan empowers people to gain better control of everyday expenses and work smarter toward their personal financial goals, he said.

“Getting started is the hard part, but once people gain momentum, they find budgeting is much easier than they thought it would be,” Lenmark said.

To register for the class, call the JBSA-Randolph M&FRC at 210-652-5321.