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A PUBLICATION OF THE 502nd AIR BASE WING – JOINT BASE SAN ANTONIO-FORT SAM HOUSTON



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U.S. assumes Conference of the American Armies responsibility from Colombia

By Eric R. Lucero
 U.S. Army South Public Affairs

With the transfer of colors and a handshake, the U.S. Army assumed authority of the Conference of the American Armies during a ceremony on Joint Base Myer-Henderson Hall, Va., Feb. 2.

During the ceremony, Colombian Gen. Alberto Mejia, the Colombian Army commander, transferred his CAA presidency to Gen. Mark Milley, the Army chief of staff. The transfer marked the end of Colombia's two-year lead as the U.S. will oversee the CAA mission and objectives through 2017.

Speaking to the Soldiers and guests present, Mejia reflected upon his experience as the CAA president and his role in the transfer ceremony.

"It is an honor to be here," Mejia said. "It is one of my greatest privileges in my military career."

The Conference of American Armies is an International Military Organization comprised of 20 member armies from the Caribbean, Central, North and South American countries, five observer armies and two international military organizations and was founded in 1960 as a forum for the exchange of ideas and experiences among the American Armies.



Photo by Eric Lucero

Gen. Mark Milley (left), U.S. Army Chief of Staff, shakes hands with Colombian Gen. Alberto Mejia (right), Colombian Army commander, during the 32nd Conference of American Armies transfer ceremony Feb. 2 in Washington, D.C.

Commentary: analyzing failure, realizing success

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By Col. Ryan Samuelson
379th Expeditionary
Operations Group
Al Udeid Air Base, Qatar

“We have an issue. I’ll call him in and figure out why he failed to...” said the supervisor who walked into my office that sunny day.

“Stop,” I said, “find out the facts, let me see the outcome of the mistake and let me see if I own it before you say he failed.”

A puzzled look from the supervisor ensued. The details of the individual and the failure are inconsequential. Tying failure immediately to an individual seemed too easy a conclusion for me. What mattered was the process of analyzing failure in hopes of real-

izing unit success. After all, in the military we are surrounded by amazing patriots every day who strive to make a positive difference.

A rush to judge the professional who experienced failure before engaging in a rational evaluation of all the details is detrimental to building a team who is eager to serve, learn, fix, and better execute our Air Force’s diverse missions.

In more than 22 years of service, I have come to firmly believe nearly 97 percent of all events we deem as failures by a person or a team are attributed to one of three reasons and supervisors and leaders own them.

Let’s evaluate:

First, did you properly

set out expectations and provide appropriate and robust feedback?

It is the foundation for everything. Where those on your team finish is rooted in where you ask them to start. If you have not set out clear priorities, expectations, limitations and goals, take caution criticizing the paths they take.

Course corrections ingrained with open and consistent communication are paramount to setting up professionals and their teams for success. If you are in charge, listen intently, ponder more and talk less. Seek feedback, provide it and make your expectations concise.

Second, did you properly train; but more importantly, educate the

professionals with whom you serve?

The demands of training for the multitude of missions Airmen are asked to accomplish often drive us to one-on-one computer-based training, or CBT, modules and short slideshows. That is training and it is an important step, but it is not education.

The bedrock of our military success is comprised of a professionally educated, not just trained, force. Only through consistent supervisor follow up, experience-driven opportunities, team discussions, leadership engagement, and an open and collaborative review of failures are professionals truly educated. Click, click, click, print

certificate doesn’t work. Education is a multifaceted process. If you are provided with only a CBT to train you, then supervisors and leaders own any failures as a result.

Third, did you take time to see if the procedures by which your teams operate are broken, inefficient or ineffective?

Did the process fail the professional? In the military, we operate in one of the most dynamic environments on the planet. For those in the deployed environment, challenge what you see and how you operate if it is not leading to successful mission execution. When we apply an organize, train and equip

See COMMENTARY, P9

Sergeant Major of the Army’s Senior Enlisted Council focuses on personnel

By Sgt. 1st Class Joy Dulen
U.S. Army Human Resources
Public Affairs
Fort Knox, Ky.

leader development of our senior noncommissioned officers,” he said.

Dailey changed what was once known as the Board of Directors under former Sgt. Maj. of the Army Raymond Chandler to the SEC shortly after taking over as the 15th Sgt. Maj. of the Army in January 2015. The council of senior sergeants major from throughout the Army meets monthly via video teleconference and in person quarterly to discuss issues that affect the welfare of Soldiers.

Topics may range from military pay and compensation recommendations to uniform changes. However, Dailey said the time has come to concentrate on Soldiers after more



Photo by Sgt. 1st Class Joy Dulen

Sgt. Maj. of the Army Daniel A. Dailey (right) talks with Command Sgt. Maj. James Sims, U.S. Army Material Command, during a recent Senior Enlisted Council meeting at the U.S. Army Human Resources Command. The SEC meets quarterly to discuss issues affecting Soldiers’ welfare.

than a decade at war.

“The Chief of Staff of the Army has tasked me with taking a look at how we manage our enlisted

force, how we maximize the talents and capabilities of our Soldiers, and really answer some of the questions that we’ve

asked for a long time,” Dailey said.

Topics discussed during

See SMA, P9



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News Briefs

Patient Appreciation Health Fair

Brooke Army Medical Center sponsors a Patient Appreciation Health Fair from 10 a.m. to 2 p.m. Feb. 19 at the San Antonio Military Medical Center's Medical Mall. Health education, health screenings and enrollment information will be available. All beneficiaries and BAMC staff are welcome to attend.

Basura Bash 2016

The 6th Annual Joint Base San Antonio-Fort Sam Houston Basura Bash will be held at JBSA-Sam Houston's Salado Creek Park from 9 a.m. to noon Feb. 20, with volunteer check-in at 8 a.m. and a safety briefing at 8:45 a.m. The annual cleanup of Salado Creek is held in conjunction with the broader city-wide cleanup effort for the tributaries of the San Antonio River. Volunteers are encouraged to wear long pants, sturdy shoes, gloves, hat, sunscreen and can bring their own cleanup gear, such as waders, trash-grabbers, nets, etc. Trash bags will be provided. All participants under 18 must have a parent or guardian onsite. All participants must have a government ID card or Common Access Card and sign a waiver to participate. Community service vouchers will be available. Volunteers can register online at <http://www.basurabash.org>. For more information, call 295-4724.

Army Candidate School Structure Interview Panel Board

The 502nd Force Support Squadron's Military Personnel Branch conducts a U.S. Army Officer Candidate School Structure Interview Panel Board at 8 a.m. April 27 at building 2263, 1706 Stanley Road, room 117B. All Soldiers must have a bachelor's degree and can't be over the age of 33. Soldiers must also be U.S. citizens, have a general technical score of 110 or higher on the U.S. Armed Services Vocational Aptitude Battery test, a security clearance and cannot have more than six years active federal service. Soldiers are also required to have a Department of the Army photo or photo in Army Combat Uniform. Do not apply if you are on assignment or scheduled to deploy. For a complete listing and checklist of the OCS requirements and forms, visit <https://www.hrcapps.army.mil/site/protect/branches/officer/Operations/Accessions/OCS/index.htm>.

See NEWS BRIEFS, P6

Fort Sam Houston Caisson Section rides in Western Heritage Parade and Cattle Drive

By Luis Deya
U.S. Army North Public Affairs

A typical Saturday for Fort Sam Houston Caisson Section's horses is not much different from most Soldiers.

After a long week of helping U.S. Army North's Military Funeral Honors Platoon honor departed Soldiers at the Fort Sam Houston National Cemetery, they usually get to sleep in Saturdays and lounge around the homestead all day, without worrying about wearing a uniform or fastidious grooming.

Feb. 6 was not a typical Saturday for the horses or their riders.

The day began at the Fort Sam Houston stables long before sunrise, as the horses' riders arrived and began preparations for a ride through downtown San Antonio as featured participants in the Western Heritage Parade and Cattle Drive.

The parade is an annual tradition that serves as one of the preliminary events for the San Antonio Stock Show and Rodeo, which runs from Thursday through Feb. 28.

"The Western Heritage Parade and Cattle Drive is all about Texas history and the Army was a big part of that," said Staff Sgt. Edward Montgomery, funeral honors platoon sergeant. "This was my second year participating in this parade and it's a great honor to represent the Army and its traditions."

"It is important

to us that the public sees what we do for the fallen soldiers and their families" said Sgt. Jimmy Sandoval, a rider and horse trainer with the funeral honors platoon.

"We're meticulous in our preparation to show the commitment and dedication we have," he said of the preparation, which included shining riding equipment, bathing, grooming and checking the horses from head to hoof.

The caisson horses are all hand-picked for their temperament and intelligence and then highly trained for parade discipline, but marching them through a metropolis to the cheers of thousands of spectators is different from the quiet, pastoral setting they're used to at the cemetery.

Also factoring in the close proximity to hundreds of other horses plus a herd of longhorn cattle, the safety of the public and the platoon was the top priority for the caisson riders.

"Two hours prior to the parade we acclimate the horses to the change of conditions to include noises and crowds that can make them uncomfortable" said stable master John Deeley. "Horses feed from the riders emotions and they need to be familiar with each other during the change of surroundings."

Although the platoon's primary mission is to perform funeral honors, appearances at public events such as the



Photo by Sgt. 1st Class Wynn Hoke

The Fort Sam Houston Caisson Section participates in the annual Western Heritage Parade and Cattle Drive Saturday, showcasing the unit and the pride taken in honoring our fallen Army veterans around the South Texas Region. The parade, which started with a cattle drive through downtown, kicked off the 2016 San Antonio Stock Show and Rodeo.

Western Heritage Parade help keep the Army connected to the community, and a chance to demonstrate the pride they have in their mission.

"I have the opportunity to give back and show my appreciation to the fallen and to those before me" said Staff Sgt. Samuel Morales, a squad leader in the funeral honors platoon.

"There is no greater job than to honor the fallen," Sandoval said.

The Army North Military Funeral Honors Platoon is responsible for presenting military funeral honors in San Antonio and 53 counties in south Texas. The caisson section participates in approximately

100 to 150 of those funerals every year.

The San Antonio Stock Show and Rodeo

runs through Feb. 28 at the AT&T Center and Freeman Coliseum complex.



Photo by Luis A. Deya

The Fort Sam Houston Caisson Section wagon is cleaned and inspected by Staff Sgt. Samuel Morales, U.S. Army North's Military Funeral Honors Platoon squad leader at Fort Sam Houston, before being showcased at the Western Heritage Parade and Cattle Drive Saturday.

Brooke Army Medical Center now a tobacco-free medical campus

By Elaine Sanchez
BAMC Public Affairs

Brooke Army Medical Center on Fort Sam Houston became a tobacco-free medical campus Feb. 1, joining an effort that's sweeping medical facilities across the city, state and nation. Patients, staff members and visitors to BAMC can no longer light up, chew or use any other tobacco product on the facility's campus. The building and the grounds, to include the parking lot, are tobacco-free, meaning all tobacco products – cigarettes, smokeless tobacco, cigars and pipes – are prohibited.

“The harmful effects of tobacco are the leading cause of preventable death and chronic illness in the United States today, and there is no risk-

free level of exposure to second-hand smoke,” said Dr. Jackie Hayes, pulmonologist and physician champion for BAMC's tobacco cessation



Photo by Arthur Mondale

Using tobacco “harms readiness by impairing physical fitness and by increasing illness, absenteeism, premature death, and health care costs,” according to Army Regulation 600-63, chapter 7 section 2a. Furthermore, the regulation states “readiness is enhanced by promoting the standard of a tobacco-free environment that supports abstinence from, and discourages the use of, any tobacco product.”

program. “The tobacco-free campus initiative will allow us to provide a location that is safe from these known hazards for our beneficiaries, visitors

and staff.”

The medical campus includes all property owned, operated, maintained or leased by BAMC, to include the hospital and outlying facilities on Fort Sam Houston. Parking lots are considered part of the medical campus, and tobacco use is not permitted in private vehicles on the medical campus property. Also included in the medical campus are the Schertz Medical Home, Westover Hills Medical Home, Capt. Jennifer M. Moreno Primary Care Clinic, McWethy Troop Medical Clinic and Spc. Taylor Burk Clinic at Camp Bullis.

In accordance with Army Regulation 600-63 and Air Force Instruction 40-102, all forms of tobacco are prohibited,



File Photo

The news smoking restriction for Brooke Army Medical Center medical campus areas places the same restrictions on electronic cigarettes as tobacco.

including cigarettes, electronic cigarettes, all vaping devices, cigars, pipes and smokeless tobacco.

The initiative is also in support of the 2020 Department of Defense goal for creating a tobacco free workforce and installations. By becoming a Tobacco Free Medical Campus, the U.S. Army Medical Command policy is extending the tobacco-free zones from the current 50 feet to encompass the entire medical campus.

“We are proud to be tobacco free and promote a healthy environment

for our patients, staff and visitors,” said BAMC Commander Col. Evan Renz. “As a system for health, becoming tobacco free is the right thing to do and demonstrates our commitment to health and wellness.”

To help staff comply with this policy, BAMC has expanded its tobacco cessation support and services to beneficiaries and BAMC's civil service staff members. To register for tobacco cessation services, contact BAMC Health Promotion by calling 916-7646/7543.

Military members who vote could impact important issues

By David Vergun
Army News Service

The primaries are already underway and the general election will be held Nov. 8, but it's not too late for military members to participate and make their voices heard.

During this election season, the focus has been on the presidential race, but there are other important issues that will be decided in November as well, said Rachel Gilman, Army voting action officer with the U.S. Army Human Resources Command.

The presidency, all 435 seats of the House of Representatives, 34 Senate seats and 14 governor races are in play this year, she said. Add to

that referendums, initiatives, propositions and local issues like school boards and mayors that could have a big impact in communities, where military members live or plan to live once they separate or retire.

Fortunately, almost everything military members need to vote, whether they're at home or deployed, can be found on the Federal Voting Assistance Program, or FVAP, website at <http://www.fvap.gov>.

The site is easy to use, Gilman said. Simply click on the appropriate state and everything is there, from requesting ballots, return deadlines, absentee voting guidance, forms and other important information.

Some things like expla-

nations of the local issues and candidate positions on issues might not be on that site, she said. They're most likely to be on state and county websites. The FVAP site has points of contact for state and local voting officials and websites.

If military members still can't find what they need, such as acceptable forms of voter identification, Gilman encouraged them to see their unit voting assistance officer. Requirements vary by state. Additionally, there are installation voting assistance offices worldwide where help can be found.

Procrastination is the biggest problem for voters not getting their votes counted, Gilman said.

She recommended that military members regis-

ter and request ballots now and return them as soon as possible. This is particularly important for military members and their spouses stationed overseas, where mailing delays make procrastination even riskier, she said.

Gilman said the goal is “to make it as easy for military members to vote anywhere as if they were living and voting in their hometowns.”

Voting is especially important for military members, she added. “It's the freedom for which they're defending.”

While voter trends and statistics are compiled, the Army and commanders do not track and do not have knowledge of who voted and who did not. That would be a Title 10 vio-

lation, she said.

While Gilman said she believes it's important for military members to vote, she added the decision whether or not to vote “is a very personal choice.”

FVAP's “2014 Post-Election Report to Congress,” published military and civilian voting data, controlling for age and gender between the two groups.

The report noted that in the 2014 mid-term election, 70 percent of active-duty military registered to vote, compared to 65 percent of civilian voters who were eligible.

Broken down by service, the Coast Guard had the highest voter registration in 2014 at 79 percent. The other services were:

- Air Force, 73 percent

- Navy, 70 percent
- Army, 69 percent
- Marine Corps, 65 percent

Reports for this year's election cycle are still being compiled, but Gilman said voter turnout in a presidential election year is usually greater than during a mid-term or off-year cycle.

The report also notes why seeking help from the FVAP website or unit voting officer is so important. Of all active-duty military who needed assistance and reported seeking assistance with their 2014 absentee ballot, 81 percent returned their absentee ballot and successfully voted. Those needing but not seeking assistance only returned 46 percent of their ballots, she said.

Fort Sam Houston Soldiers judge regional JROTC drill competition

By Sgt. Maj. Matt Howard
U.S. Army North Public Affairs

Noncommissioned officers from U.S. Army North at Fort Sam Houston served as judges for the U.S. Army Cadet Command's 5th Brigade Junior ROTC Drill Team Championships at the Henry B. Gonzalez Convention Center Saturday, grading the cadets on their precision, synchronization and execution of drill and ceremony movements.

The competition featured the top high school drill teams from the eight-state region of southwestern U.S. that comprises 5th Brigade's recruiting area.

Albuquerque High School from New Mexico took first place overall in both the armed and unarmed drill competitions.

"These kids are smooth," said Sgt. 1st Class Fernando Rivas, U.S. Army North (5th Army) Headquarters Support Company. "They're all doing really good. We in the active army don't march as much as we used to, so these teams are better at drill and ceremony than most Army units."

"I think it's a great competition," said Master Sgt. Angela Cafferky, head judge for the unarmed regulation drill event, and cadre member at the U.S. Army Medical Department NCO Academy. "All the groups we've had are really enthusiastic and really impressive."

"You can tell they really care," added Staff Sgt. Christian Hubbell, U.S. Army North Intelligence and Signal Company.

Hubbell was one of

Cafferky's three other judges for the unarmed regulation drill. Each took a side in the square marching area and watched the teams like hawks as they executed the dozens of drill movements in a precise order prescribed by the competition rules.

The competition featured six different drill events (regulation, exhibition, and color guard each in armed and unarmed variants) plus armed and unarmed inspection events.

Albuquerque won the overall armed and unarmed competitions by placing in the top three in four of the eight events. Multiple San Antonio High Schools also competed and received various trophies.

Theodore Roosevelt High School, in particular, had a strong day, finishing second overall in



Photo by Sgt. Maj. Matt Howard

Junior ROTC cadets from San Antonio's Ronald Reagan High School conclude their winning routine in the Unarmed Regulation Drill event during the 5th Brigade JROTC Drill Competition Feb. 6. Surrounding the formation are (from L to R) Master Sgt. Angela Cafferky, Sgt. Shawn Sarver, and Staff Sgt. Christian Hubbell, all NCOs assigned to Fort Sam Houston that served as judges for the competition.

the armed events and fourth overall in unarmed events.

All of the competing teams had already won local competitions to earn the right to compete in San Antonio, so the margin of error for victory was very tight.

The judges were also impressed at the obvious amount of training the

teams had received from their JROTC instructors, typically retired officers and NCOs.

"Drill and ceremony is a perishable skill, so it's good to see our legacy Soldiers are continuing to pass this on to the next generation" said 1st Sgt. Rodney Washington, the head judge for the Armed Regulation Drill event and first sergeant for

U.S. Army South's Headquarters Support Company.

Top finishers in the 5th Brigade competition will compete in Cadet Command's National Drill Championships April 6 in Louisville, Ky.

A complete list of the competition results is available online at <http://www.drillchampion.com/5thbrigade.html>.

59th Medical Wing Airmen earn Air Force Medical Service annual awards

Four Airmen from the 59th Medical Wing were among those selected as recipients of Air Force Medical Service annual awards for 2015, the Air Force Surgeon General announced Jan. 29.

The categories include both individual and team awards, based on criteria outlined in current Air Force instructions for medical service awards.

"The accomplishments of those recognized demonstrate expertise, leadership and commitment across the full breadth of the support we provide to the Air Force mission and the joint team. All accomplishments were enabled by the hard work and support of their Wingmen, consisting of fellow medical professionals at every level," said Lt. Gen. Mark Ediger, Air Force Surgeon General, in the announcement.

Congratulations to the 59th MDW winners:

USAF MSC Commitment to Service Award

Lt. Col. Craig Keyes
59th Medical Wing

USAF Biomedical Clinician Category II Officer of the Year - Company Grade Category

Capt. Aaron Butler
59th Medical Operations Group

Physician Educator of the Year

Lt. Col. Christopher Nagy
959th Medical Operations Squadron,
Joint Base San Antonio-Fort Sam
Houston

USAF Outstanding Achievement in Clinical Research Award

Capt. Bryant Webber
559th Trainee Health Squadron

(Source: 59th Medical Wing Public Affairs)

News Briefs

Continued from P3

All OCS applicants must see their S1/G1 prior to submitting their OCS packets. All OCS packets must be turned in by April 8. For more information, call 221-0885.

Weingarten rights: having union representation during investigatory interviews

The Labor Relations Statute entitles a bargaining unit employee to representation by the union during an examination, by an agency representative, in connection with a matter under official investigation if that employee reasonably believes disciplinary action will result. If the employee requests union representation, no further questioning will take place until a representative is present. For those stationed at Joint Base San Antonio-Fort Sam Houston, call 808-0205; at JBSA-Randolph, call 652-4658 and at JBSA-Lackland, call 671-4528.

Check Your Military, CAC, Dependent ID Expiration Dates Now

All Defense Enrollment Eligibility Reporting system, Command Access Card and military ID card locations throughout Joint Base San Antonio are by 100 percent appointment only and wait time for an appointment can be up to 30 days. Civilian and military members need to remember then their CACs and military IDs expire and schedule renewal appointments appropriately. Plan ahead for your family members for when their ID cards or and DEERS updates need to be made. Appointments can be made online at <https://rapids-appointments>.

FSHISD Board Of Trustees Nominations Due

The Fort Sam Houston Independent School District has two opening on its board of trustees. Applicants must be either military member or civilian living on or employed by Joint Base San Antonio-Fort Sam Houston. Volunteers for this uncompensated position must be 18 years of age or older, a U.S. citizen, a qualified voter and must not be a convicted felon. Submit a resume by 5 p.m. Feb. 26 to keith.a.toney.naf@mail or in person at the Military & Family Readiness Center, building 2797. For more information, call 221-2214/2418.

MICC teams with Junior Achievement, SA Works to mentor students

By Ben Gonzales
MICC Public Affairs

School was in session Feb. 2, but instead of a traditional lesson plan inside a school classroom, students were mentored on Fort Sam Houston by members of the U.S. Army Mission and Installation Contracting Command as part of the San Antonio Job Shadow Day.

Soldiers and Army civilians from the command hosted 27 students and two teachers from Fox Tech High School, a health and law professions magnet school in San Antonio.

The classrooms for the day were offices in the historic Long Barracks, which were completed in 1887.

The MICC was one of 59 employers recruited by SA Works, in partnership with Junior Achievement, to host approximately 1,700 area teens from across San Antonio and Bexar County for a citywide job shadow day.



Photo by Dan Elkins.

Brig. Gen. Jeffrey Gabbert speaks to Fox Tech High School students as part of the San Antonio Job Shadow Day Feb. 2 at Fort Sam Houston. Gabbert is the commanding general of the Mission and Installation Contracting Command.

Officials from the San Antonio Chamber of Commerce said Job Shadow Day is one of the initiatives SA Works has implemented in an effort to address skill gaps in the current and future workforce and expose students to the academic, technical and marketable skills needed by local companies.

Fox Tech students learned about the various professions making up the Army before dividing into groups with seven mentors from the MICC headquarters and 412th Contracting Support Brigade.

The day's activities included accomplishing three challenges in small teams with

mentors as well as group discussion before culminating with a question and answer session with Brig. Gen. Jeffrey Gabbert, MICC commanding general, and the command team.

"This is a great effort and investment in our community," Gabbert said. "Taking the time to mentor tomorrow's leaders benefits San Antonio as well as the Army. Job Shadow Day gave our Soldiers and Army civilians the opportunity to share their vast skills and knowledge to impart on the great students from Fox Tech the importance of professionalism and developing a career."

As part of Job Shadow Day, students visited mentors' work areas and engaged in discussions on professionalism, ethics and

interview skills.

"The Job Shadow Day was really a great opportunity for MICC leaders to share our experiences with the next generation with the hope that we can inspire and inform them," said Col. Mike Wong, one of the mentors for the day and the MICC chief counsel. "The mentors are all well advanced in our careers, but we want to give back."

Headquartered on Fort Sam Houston, the MICC is made up of more than 1,500 military and civilian members responsible for contracting for Soldiers. In fiscal 2015, the command executed more than 36,000 contract actions valued at more than \$5.2 billion across the Army, including \$2.25 billion to American small businesses.



Photo by Ryan Mattox

Tom White (right) mentors Fox Tech High School students as part of the San Antonio Job Shadow Day Feb. 2 at Fort Sam Houston. White is the Mission and Installation Contracting Command chief of staff.

Children's Dental Health Month: healthy habits promote cavity-free teeth, healthy gums

By Capt. (Dr.) Christina A. Wengler
59th Medical Wing Dunn Dental Clinic
Pediatric Dentistry

Did you know tooth decay is the leading chronic infectious disease among children in the U.S.? February is National Children's Dental Health Month; take some time this month to focus on cavity-free teeth and healthy gums for your children.

According to the American Dental Association and American Academy of Pediatrics, all children should have their first dental check-up by their first birthday. The purpose of this first check-up is to establish a dental home, educate parents about infant oral care and establish good dental habits.

Much like health and wellness-baby visits with the child's pediatrician, most of the appointment involves



Photo by Air Force Staff Sgt. Kevin Iinuma

Capt. (Dr.) Christina Wengler, 59th Dental Training Group pediatric dentist, examines a 6-year-old's teeth Jan. 20 at Dunn Dental Clinic, Joint Base San Antonio-Lackland. Regular dental check-ups, good oral hygiene habits and healthy eating and drinking habits help children prevent tooth decay and gum diseases.

talking with the doctor. If your child does not have a dentist, ask friends and neighbors for recommendations. Also check your dental insurance for a list of pediatric and family dentists located near you.

If your child has health care needs, is extremely anxious or has a large number of cavities, consider going to a pediatric dentist. Pediatric dentists have two to three years of additional training in taking care of children's teeth. That training includes prevention, advanced behavior management, growth and development, care of medically complex patients, hospital dentistry and pharmacological management.

At home, help your child develop healthy oral habits early by brushing as soon as the first tooth appears. Establish family routines to encourage brushing twice a day, morning and night, with a small amount of fluoridated toothpaste.

Use a smear of toothpaste for children under 3 and a pea-sized amount for kids three and up. Young children will need help from an adult to properly brush. By the age of 6 or 7, most kids have the manual dexterity to brush on their own but might still need help with motivation.

Proper eating and drinking habits are also key to a healthy mouth. Most people know that eating too much candy can lead to dental decay. But sipping on diluted apple juice, sweetened ice tea and sports drinks can also lead to cavities. Putting a baby or toddler to sleep with a bottle or sippy cup containing milk, formula, juice or anything besides water can quickly lead to decayed teeth.

Frequent snacking on simple carbohydrates like crackers and cereal, which are broken into sugar by the body, can also be detrimental. Avoid these common dental pitfalls by offering better food and drink choices. Keep your refrigerator and pantry stocked with nutritious, kid-friendly food options like string cheese, precut fruit and vegetables, peanut butter, water and white milk.

MEDICAL PROFESSIONALS VISIT COMMAND, TOUR FIELD HOSPITAL



Photo by Phil Reidinger

Col. (Dr.) Peter Cuenca (left), Center for Pre-Hospital Medicine director, discusses battle-field medicine techniques with Dr. David Kaiser (right), Brigham Young University Health Professions Advisor chief, during a Jan. 21 visit to the field hospital at Camp Bullis. Kaiser was one of 17 medical professionals visited the U.S. Army Medical Department Center and School, Army Readiness Center of Excellence to learn about medical training.

Army Nurse Corps celebrates 115th anniversary

By Col. Betsy Vane
Army Nurse Corps historian

The U.S. Army Nurse Corps celebrated 115 years of service and dedication to caring for America's military Feb. 5 and have stood shoulder to shoulder with Sailors, Airmen, Marines and Coast Guardsmen, both active duty and retired, and their families to protect and preserve those who wear the cloth of our nation.

The Army Nurse Corps is the oldest military nursing corps in the United States and the first women's component in the armed forces. Throughout its history, Army nurses have demonstrated the courage to care, connect and change, earning the respect and gratitude of the American people.

The mission of the Army Nurse Corps is to provide responsive, innovative and evidence-based nursing care integrated within the Army Medicine Team to enhance readiness,

preserve life and function and promote health and wellness for all entrusted to their care.

In order to meet this mission, the Army Nurse Corps continues to expand its roles in support of the nation's healthcare needs and adapt to the demands of a transforming Army.

The Nurse Corps boasts a long and illustrious history, becoming part of the Army Medical Department in 1901 when the Army Reorganization Act was passed into law. In 1906, the San Francisco earthquake sent Army nurses on their first of many civil relief missions. During World War I, Army nurses served in base, evacuation and mobile surgical hospitals around the globe, as well as on hospital trains in France and transport ships carrying the wounded across the Atlantic.

This began nurses' involvement in the en-route care of wounded Soldiers. By WWII,



Courtesy photo

An Army Nurse takes blood from an American donor during World War II at the 20th General Hospital, Ledo, India.

Army nurses were involved in developing the concept of post-operative recovery wards in Europe and in providing airborne en-route care from combat zones aboard fixed-wing aircraft.

During America's involvement in Korea and Vietnam, Army nurses advanced their practice through trauma care specialization, including triage and resuscitative services.

They also supported helicopter ambulance transportation from battle locations.

The Army Nurse Corps has served in every major conflict in which the United States has taken part for the past 114 years. Today, the brave men and women who comprise the Army Nurse Corps team serve as a critical factor in the outcome of the health of our

service members and their families.

They will continue to propel their critical skill sets forward as both the Army and Army Medicine transform from a healthcare system to a system for health.

For more information, visit the Army Nurse Corps web page at: <http://armynursecorps.amedd.army.mil>.



BAMC CELEBRATES ARMY NURSE CORPS ANNIVERSARY

Col. Wendy Sawyer (left), Department of Hospital Education chief, and 2nd Lt. Kristin Monahan (right), registered nurse, cut a cake to mark the Army Nurse Corps' anniversary during a ceremony at the San Antonio Military Medical Center on Fort Sam Houston Feb. 3. Sawyer is the second-most senior nurse at SAMMC, with nearly 30 years in the Army Nurse Corps, and Monahan is the youngest active duty nurse by date of rank at SAMMC, with four months of service in the Army Nurse Corps. Congratulations to the Army Nurse Corps on 115 years of faithful service to the U.S. Army.



Photo by Robert T. Shields

COMMENTARY from P2

“in-garrison” mentality to the deployed environment we run the risk of experiencing mission-impacting negative consequences. We risk failing. Processes must be challenged and fixed as we are not organized and resourced like the bases we left. Ensuring your team adheres to disciplined execution of their tasks starts with a sound process supervisors and leaders own. Repeat failures usually mean the process is broken and Airmen are being set up to fail. Unless a process is bounded by the laws

of physics or chemistry, fix it if it's leading to repeated failure.

Before rushing to judgement, as a supervisor and a leader, regardless of rank, apply some critical thinking and ask yourself those three basic questions when analyzing failure.

For the 3 percent who do not know the difference between a mistake and a crime, who willingly disregard technical order guidance and instructions, or who refuse to uphold the standards required in the profession of arms, we have ways of holding them accountable and we should to the maximum

extent possible. We are all responsible for our actions. For the 97 percent, I believe supervisors and leaders owe them the flexibility to learn from mistakes, make the team stronger from those mistakes, and foster a culture which allows the discussion of those mistakes void of unnecessary repercussions to realize unit success.

If you do not encourage a systemic look at failure when it occurs, you run the risk of destroying effective chain of command communication, team cohesion, honest feedback and also the prospect of the building of effective

learning organizations. Honest mistakes are part of everyone's learning process. High performing professionals and teams are not driven by a fear of the consequences of their actions, but rather by the belief they are accomplishing something of importance with the support of their leadership.

Standards must be set and followed. Failure is rare when taken into context with the billions of actions and decisions our military professionals make daily. However, if a service member or team fails, first ask yourself, “Do I own it? Have I looked at the big three –

expectations, education and process?”

Analyze failure, then watch your team realize success. If you start there, you may find the great people who have chosen to join the world's most effective air, space and cyber force will bring forward more issues to solve and ideas for success than you can handle. But that

is a risk worth taking.

By the way, the failure I first mentioned above was mine to fix. I owned it. As a supervisor and a leader, will you?

(The views expressed in this article are those of the author and do not necessarily reflect the official policy or position of the Air Force, Defense Department or the U.S. Government.)

SMA from P2

SECs can affect the force in as little as a month or result in ongoing talks into the future. Dailey said it depends on the issue.

“We get recommendations, and some of those start with one individual Soldier,” he said.

He gave the example of a recent change in Army policy on the authorized wear of black socks with the Army physical fitness uniform. A Soldier stood up in a town hall meeting and asked why black socks weren't allowed. Less than 30 days later, the policy was changed.

“We took that to the Senior Enlisted Council,

had a unanimous vote that it was in keeping with the finest traditions of Army service, went to the Chief of Staff of the Army and we quickly made a decision,” Dailey said.

Some issues are much more complex. When you're discussing working through the intricacies of military compensation and reform, it could take several months to affect the force, he said.

“The perfect example is the Noncommissioned Officer Evaluation Report that has just been launched,” Dailey said. “We worked on that for two years in the Senior Enlisted Council ... and

some of these things take a lot of work because we have to call in the professionals, like those people who work here at the Human Resources Command, to be able to inform us and do the analysis.”

Dailey reiterated the SEC's biggest concern is Soldiers' welfare. They don't want to make decisions that could have a negative impact over the long term, he said.

“This is the Army, it's a big organization and it's hard to turn back,” he said. “Simple things like black socks — not a huge effect on Soldiers. But the Noncommissioned Officer Evaluation Report, that

has a huge effect on the total population of NCOs, not just now, but into the foreseeable future.”

Dailey said the SEC will continue to meet with a fresh new focus on Soldiers and the Chief of Staff of the Army's No. 1 priority – readiness.

“We're an organization made up of people, and we're the largest people organization in America,” he said. “Human Resources Command is one of those critical nodes that we have to invest in for the future and make sure we get it right because they're here to take care of our people. And our job as an Army is to always get better.”

CHAPEL WORSHIP SCHEDULE

PROTESTANT SERVICES

Sundays

Main Post (Gift) Chapel

Building 2200, 2301 Wilson Way
8 and 11 a.m. - Traditional

Dodd Field Chapel

Building 1721, 5584 Dodd Blvd.

8:30 a.m. - Samoan

10:30 a.m. - Gospel

Army Medical Department

Regimental Chapel

Building 1398, 3545 Garden Ave.

9:20 a.m. - 32nd Medical Brigade

Contemporary Service

11:01 - Contemporary “Crossroads”

Brooke Army Medical

Center Chapel

Building 3600,

3551 Roger Brooke Rd.

10 a.m. - Traditional

CATHOLIC SERVICES

Daily Mass (Monday thru Friday)

Brooke Army Medical Center Chapel

Building 3600,

3551 Roger Brooke Rd.

11:05 a.m., Monday through Friday

Main Post (Gift) Chapel

Building 2200, 2301 Wilson Way

11:30 a.m., Monday through Friday

Saturday

Main Post (Gift) Chapel

4:45 p.m. – Reconciliation

5:30 p.m. - Evening Mass

Sunday

8 a.m. - Morning Mass, AMEDD

8:30 a.m. - Morning Mass, BAMC

9:30 a.m. - Morning Mass, MPC

11:30 a.m. - Morning Mass, BAMC

12:30 p.m. - Afternoon Mass, DFC

JEWISH SERVICES

8 p.m. - Jewish Worship,

Friday, MPC

8:30 p.m. - Oneg Shabbat,

Friday, MPC

ISLAMIC SERVICE

2:00 p.m. – Islamic Services

(Monday through Thursday) BAMC

1:15 p.m. – Jummah, Friday,

AMEDD

LATTER DAY SAINTS SERVICES

1 p.m. - LDS Worship, Sunday,

AMEDD

BUDDHIST SERVICES

10 a.m. – Buddhist Services,

Saturday, AMEDD

For worship opportunities of faith groups not listed here, please visit the JBSA-Fort Sam Houston Chaplain's website at <http://www.jbsa.af.mil/jbsachapel/jbsa-fortsamhouston.asp>.

Effects of storm water runoff is one element trigger for San Antonio's 22nd Annual Basura Bash on Fort Sam Houston

By Scott B. Reed
502nd Civil Engineer Squadron Environmental Flight

The Basura Bash is a one-day, all-volunteer event to clean the San Antonio Watershed. Joint Base San Antonio-Fort Sam Houston will be hosting the event beginning at 8 a.m. Feb. 20 at the Salado Creek Park. For more information and registration, go to <http://www.basurabash.org/> or call 221-1142.

The effects of storm water runoff are one reason the Basura Bash creek clean-up is necessary. Storm water runoff occurs when precipitation comes down faster than our soils can soak it up and this rain flows over the ground. Impervious surfaces like driveways, sidewalks and streets prevent stormwater runoff from naturally soaking into the ground.

Storm water can pick up debris, chemicals, dirt and other pollutants before it flows into a storm sewer system or directly to a lake, stream, river, wetland or coastal waterway. Anything that enters a storm sewer system is discharged, untreated, into the bodies of water we use for swimming, fishing and providing drinking water.

Polluted storm water runoff can have many adverse effects on plants, fish, animals and people.

Sediment can cloud the water and make it difficult or impossible for aquatic plants to grow. Sediments also fill up the storage capacity of our reservoirs and can destroy aquatic habitats.

Excess nutrients can cause algae blooms. When algae die, they sink to the bottom and decompose in a process that removes oxygen from the water. Fish and other aquatic organisms can't exist in water with low dissolved oxygen levels. This is called eutrophication and may result in fish kills and toxic algae blooms.

Debris such as plastic bags, six-pack rings, bottles and cigarette butts washed into bodies of water can choke, suffocate or disable aquatic life like ducks, fish, turtles and birds.

Household hazardous wastes like

insecticides, pesticides, paint, solvents, used motor oil and other auto fluids can poison aquatic life. People can become sick from eating diseased fish and shellfish or ingesting polluted water.

Polluted stormwater often affects drinking water sources. This, in turn, can affect human health and increase drinking water treatment costs.

What are some solutions for storm water pollution?

In residential areas, properly dispose of household products that contain chemicals, such as insecticides, pesticides, paint, solvents and used motor oil and



Photo by Steve Elliott

Basura Bash volunteer Mary Borden (right) points out to Glorai Creason (left) some trash to be removed from Salado Creek on Joint Base San Antonio-Fort Sam Houston during the 2015 Basura Bash.



Seth Hoegemeyer reaches to spear a piece of trash from the banks of Salado Creek on Joint Base San Antonio-Fort Sam Houston during the 2015 Basura Bash. Hoegemeyer works at JBSA-Lackland in the munitions flight of the 502nd Logistics Readiness Squadron.

other auto fluids (i.e. antifreeze). Don't pour them onto the ground or into storm drains. Dispose kitchen grease in garbage to prevent sewer overflows and backups. As always, dispose of trash properly and recycle paper, plastic, glass, metal and electronics.

In regards to lawn care, excess fertilizers and pesticides applied to lawns and gardens wash off and pollute streams. Yard clippings and leaves can wash into storm drains and contribute nutrients and organic matter to streams. When possible, compost or mulch yard wastes. Don't leave it in the street or sweep it into storm drains or streams. Also, cover piles of dirt or mulch being used in landscaping projects.

Utilize local climate appropriate lawn maintenance techniques when maintaining your lawn. More information is available at the San Antonio Water System's Garden Style San Antonio website at <http://www.gardenstylesanantonio.com>.

Washing your car and degreasing auto parts at home can send detergents and other contaminants through the storm sewer system. Dumping automotive fluids into storm drains has the same result as dumping the materials directly into a body of water. Use a commercial car wash that treats or recycles its wastewater or wash your car on your yard so the water infiltrates into the ground. Repair leaks and dispose of used auto fluids and batteries at designated drop-off or recycling locations.

Pet waste can be a major source of bacteria and excess nutrients in local

waters. When walking your pet, remember to pick up the waste and dispose of it properly. Flushing pet waste is the best disposal method. Leaving pet waste on the ground increases public health risks by allowing harmful bacteria and nutrients to wash into the storm drain and eventually into local bodies of water. Bacteria and other pathogens can wash into swimming areas and create health hazards.

Residential landscaping presents its own challenges when it comes to storm water runoff. Traditional concrete and asphalt doesn't allow water to soak into the ground. Instead, these impervious surfaces rely on storm drains to quickly rush unfiltered runoff into local creeks, thus contributing to flash flooding. Permeable pavement systems allow rain to soak through, decreasing stormwater runoff.

Rain gardens and grassy swales are specially designed areas planted with native plants can provide natural places for rainwater to collect and soak into the ground. Rain from rooftop areas or paved areas can be diverted into green infrastructure features rather than into storm drains. Landscape elements that slow, spread and sink runoff into the soil, will convert storm water runoff into a free non-Edwards Aquifer water supply. Some examples can be seen in front of JBSA-Fort Sam Houston's Quadrangle and near the 502nd Air Base Wing headquarters building.

Another landscaping technique is the use of vegetated filter strips, which are areas of native grass or plants created

along roadways or streams. Vegetation cleans the storm water by trapping pollutants runoff picks up from impervious cover as it flows across driveways and streets. Homeowners are encouraged to use rain barrels to collect rainwater from rooftops in mosquito-proof containers. The water can be used later on lawn or garden areas.

In commercial areas, dirt, oil and debris that collect in parking lots and paved areas can be washed into the storm sewer system and eventually enter the local water supply. Sweep up litter and debris from sidewalks, driveways and parking lots, especially around storm drains. Cover grease storage and dumpsters and keep them clean to avoid leaks.

At JBSA locations, report any chemical spill to the applicable JBSA Fire Department. The 502nd Civil Engineering Squadron's Environmental Flight knows the best way to keep spills from harming the environment.

In construction areas, erosion controls that aren't maintained can cause excessive amounts of sediment and debris to be carried into the stormwater system.

Construction vehicles can leak fuel, oil and other harmful fluids that can be picked up by stormwater and deposited into local bodies of water.

Construction workers should divert storm water away from disturbed or exposed areas of the construction site. Properly maintain silt fences, vehicle mud removal areas, vegetative cover and other sediment and erosion controls, especially after rainstorms.

Prevent soil erosion by minimizing disturbed areas during construction projects and seed and mulch bare areas as soon as possible.

For facilities where auto repairs are performed, clean up spills immediately and properly dispose of cleanup materials. Properly maintain vehicles and utilize a drip pan to prevent oil, gas and other discharges from being washed into local water sources. Recycle paper, plastics, used motor oil, batteries and antifreeze.

By keeping our upland areas clean and free of pollution, we can proactively keep our creeks and waterways clean and healthy.



Photos by Steve Elliott

Army Staff Sgt. Aryn Goodrich, a medical lab instructor at the Medical Education and Training Campus at JBSA-Fort Sam Houston, picks up trash along the banks of Salado Creek during the 2015 Basura Bash.

Defense Logistics Agency Document Services: More than a printer for the Department of Defense

As a field activity of the Defense Logistics Agency, DLA Document Services has been serving the Department of Defense for more than 60 years. While some refer to the organization as the DOD's printer, it offers much more than that basic description implies.

DLA Document Services provides printing and copying at many installations around the world. However, its core services reflect its mission to transform the DOD from high volume print and duplication to lower volume print on-demand and the use of on-line documents, electronic content and records management.

In other words, DLA Document Services enables customers to increase functionality of their documents, while lowering costs.

Core capabilities include the conversion of hardcopy documents and media to standard digital formats, building libraries of digital content with online access and the provision of networked multifunctional devices that print, copy, scan and fax in customer workspaces.

DLA Document Services provides scanning and conversion services for all types of documents. Skilled technicians scan documents of any size, from business cards to large format engineering drawings, and convert them to a host of digital formats. DLA Document Services has converted, and indexed for easy search and retrieval, over

one-half billion images to customer-specified digital formats.

DLA Document Services' Electronic Document Management program is a service to build digital libraries of documents with online access. EDM solutions are DOD Standard 5015.2 records management compliant and enhance business processes by providing advanced content lifecycle management and workflow functionality.

One example, the Electronic Document Management Service, assists DLA Distribution sites worldwide with digital capture, processing, management and storage for millions of shipping documents.

DLA Document Services is also one of the government's largest providers of office document equipment solutions. Its Equipment Management Solutions program provides networked MFDs that print, scan, copy and fax all in one compact system. With its leveraged buying power and all-inclusive flat rate pricing, DLA Document Services provides the best value solutions at the lowest possible cost. DLA Document Services currently manage more than 34,000 devices DOD-wide.

The organization's EMS equipment assessment program helps agencies eliminate and consolidate costly single-function, desktop devices and replaces them with networked MFDs.

Assessments are a

IRS phone scams continue to be a serious threat

By **Lea Crusberg**
IRS Media Relations

Aggressive and threatening phone calls by criminals impersonating IRS agents remain a major threat to taxpayers, headlining the annual “Dirty Dozen” list of tax scams for the 2016 filing season, the Internal Revenue Service announced Feb. 2.

The IRS has seen a surge of these phone scams as scam artists threaten police arrest, deportation, license revocation and other things. The IRS reminds taxpayers to guard against all sorts of con games that arise during any filing season.

“Taxpayers across the nation face a deluge of these aggressive phone scams. Don’t be fooled by callers pretending to

be from the IRS in an attempt to steal your money,” said IRS Commissioner John Koskinen. “We continue to say if you are surprised to be hearing from us, then you’re not hearing from us.”

“There are many variations. The caller may threaten you with arrest or court action to trick you into making a payment,” Koskinen added. “Some schemes may say you’re entitled to a huge refund. These all add up to trouble. Some simple tips can help protect you.”

The “Dirty Dozen” is compiled annually by the IRS and lists a variety of common scams taxpayers may encounter any time during the year. Many of these con games peak during filing season as



Courtesy photo

people prepare their tax returns or hire someone to do so.

This January, the Treasury Inspector General for Tax Administration announced they have received reports of

roughly 896,000 contacts since October 2013 and have become aware of more than 5,000 victims who have collectively paid more than \$26.5 million as a result of the scam.

“The IRS continues

working to warn taxpayers about phone scams and other schemes,” Koskinen said. “We especially want to thank the law-enforcement community, tax professionals, consumer advocates, the states, other government agencies and particularly the Treasury Inspector General for Tax Administration for helping us in this battle against these persistent phone scams.”

Scammers make unsolicited calls claiming to be IRS officials. They demand that the victim pay a bogus tax bill. They con the victim into sending cash, usually through a prepaid debit card or wire transfer. They may also leave “urgent” callback requests through phone “robo-calls,” or via a phishing email.

Many phone scams

use threats to intimidate and bully a victim into paying. They may even threaten to arrest, deport or revoke the license of their victim if they don’t get the money.

Scammers often alter caller ID numbers to make it look like the IRS or another agency is calling. The callers use IRS titles and fake badge numbers to appear legitimate. They may use the victim’s name, address and other personal information to make the call sound official.

Here are five things the scammers often do but the IRS will not do. Any one of these five things is a tell-tale sign of a scam.

The IRS will never:

- Call to demand immediate payment, nor

See SCAMS, P15

DOD official: new form provided for 2015 federal taxes

By **Terri Moon Cronk**
DOD News, Defense Media Activity

Department of Defense civilian and military personnel have begun receiving the Internal Revenue Service Form 1095 to help them complete health coverage questions on their 2015 federal tax returns, DOD’s principal deputy assistant secretary of defense for health affairs recently told DOD News.

While taxpayers self-attested their health coverage to the IRS in 2015 as part of the Affordable Care Act, Dr. Karen Guice said, this is the first year DOD is responsible for notifying the IRS of its military and civilian employees’ health care insurance participation through Form 1095.

“The DOD has done a really good job coordinating all of this with the IRS,” Guice said.

The DOD will make sure its military members and civilians receive physical forms beginning Jan. 31, she said, and the form already is available via MyPay for those who receive their tax forms electronically.

Service members will receive an IRS Form 1095-B or 1095-C for their TRICARE coverage. Military retirees and annuitants will get Form 1095-B. DOD civilians will receive a Form 1095-C from their Pay Center and a 1095-B from their Federal Employee Health Benefit carrier if they purchased FEHBP coverage during 2015.

It’s expected Contin-

ued Health Care Benefit Program enrollees will receive their 1095-B forms from Humana, Guice said.

Additionally, DOD employees who use their spouse’s nongovernment health insurance coverage should check with their spouse’s health insurance carrier about receiving their 1095, she added.

Taxpayers should review their 1095 forms for accuracy before filing their federal taxes, Guice said.

Any incorrect information for filers and their family members, such as home addresses and Social Security numbers, should be reported to MyPay, the Defense Finance and Accounting Service, personnel offices and the Defense Enrollment Eligibility Reporting

System. She stressed the 1095 forms are not filed with a federal tax return, but taxpayers should keep any 1095 forms with their personal federal tax records.

The Affordable Care Act mandates that all Americans must have access to basic health insurance. TRICARE and all plans offered by the FEHB program meet the ACA standards for minimum essential coverage, Guice noted. And because coverage compliance is reported to the IRS, non-compliance can result in IRS penalties.

“We don’t want people caught in the penalty phase,” Guice said. “We want to avoid that at all costs.”

In the upcoming year, people should keep in



Courtesy photo

Taxpayers should review their 1095 forms for accuracy before filing their federal taxes.

mind they can sign up for coverage any time they have life-changing event, such as a marriage, birth of a baby or a change in employment and other events, Guice said.

Service members who plan to separate from the military in the next year – but not retire – will be

responsible for signing up for coverage, she said, particularly if their new employer does not offer health care insurance. She encouraged those who lose TRICARE or FEHBP coverage to evaluate their post-DoD health care options via <http://www.healthcare.gov>.

Defense secretary announces 12 weeks paid military maternity leave, other benefits

By Lisa Ferdinando
DOD News, Defense Media Activity

The Department of Defense is increasing military maternity leave and instituting other changes in an effort to support military families, improve retention and strengthen the force of the future, Defense Secretary Ash Carter said Jan. 28 in Washington, D.C.

Women across the joint force can now take 12 weeks of fully paid maternity leave, Carter told reporters at the Pentagon. The 12-week benefit is double the amount of time for paid maternity leave from when he became defense chief nearly a year ago, he noted.

“This puts DOD in the top tier of institutions nationwide and will have significant influence on decision-making for our military family members,” Carter said.

While being an incentive for attracting and retaining talent, the secretary said, the benefit also promotes the health and wellness of mothers through facilitating recovery and promoting feeding and bonding with the infant.

“Our calculation is quite simple – we want our people to be able to balance two of the most solemn commitments they can ever make: a commitment to serve their country and a commitment to start and support a family,” he said.

The announcement builds on previously announced initiatives on strengthening the force of the future, he said. Those previous reforms, he added, included opening all remaining combat occupations to women. The maternity leave decision applies to all service members in the active duty component and to reserve component members serving in a full-time status or on definite active duty recall or mobilization orders in excess of 12 months.

The 12 weeks is less than the Navy’s decision last year to institute 18 weeks of fully paid maternity leave, Carter noted. Sailors and Marines who are currently pregnant or who become pregnant within 30 days of the enactment of the policy can still take the full 18 weeks of

paid leave, he said.

To better support new mothers when they return to work, Carter said, he is requiring that a mothers’ room be made available in every DOD facility with more than 50 women. In addition, the Defense Department is seeking legislation to expand military paternity leave from the current 10-day leave benefit to a 14-day noncontinuous leave benefit, he said.

The DOD subsidizes child care on military installations to ensure its affordability, Carter said. However, he added, military families often have to use outside providers because the hours at military child care facilities do not align with the work schedules of service members.

With those challenges in mind, the Defense Department is increasing child care access to 14 hours of the day across the force, he said.

“By providing our troops with child care they can rely on from before reveille until after taps, we provide one more reason for them to stay on board,” he said.



Photo by Senior Master Sgt. Adrian Cadiz
Defense Secretary Ash Carter discusses reforms to his Force of the Future program to improve the quality of life for military personnel during a briefing at the Pentagon Jan 28.

“We show them that supporting a family and serving our country are by no means incompatible goals.”

Carter noted that military members might want to stay at their current location for a variety of family-related reasons, such as wanting to remain near relatives, be close to a medical facility that specializes in care needed for a child

with a medical condition, or have a child finish out the same high school.

When the needs of the force permit, the secretary said, commanders will be empowered to make reasonable accommodations to allow service members to remain, in exchange for an additional service obligation.

The military asks its men and women to make

incomparable sacrifices, Carter said, potentially putting them in situations where they could suffer injuries that would prevent them from having children in the future.

Taking into account the tremendous sacrifices military members make, the Defense Department will cover the cost of freezing sperm or eggs through a pilot program for active duty service members, Carter said.

The department also is looking at how it can provide reproductive technologies like IVF to a wider population, he said. Currently, DOD provides reduced-cost treatment at six locations.

These benefits improve the force greater confidence about their future, and they allow greater flexibility for starting a family, Carter said.

They are one more tool, he said, to make the military a family-friendly employer that honors the desires of those who want to commit fully to their careers or serve courageously in combat, while preserving their ability to have children in the future.

Air Force Secretary applauds DOD Force of the Future initiatives

Air Force Secretary Deborah Lee James declared her support of department-wide reforms focused on improving quality of life for military parents, following Defense Secretary Ash Carter’s Jan. 28 announcement on the next round of Force of the Future initiatives.

“I applaud Secretary Carter and welcome these announcements as a positive step forward

for our Airmen and their families,” James said.

James has been vocal about her support for extending maternity leave, and the importance of a comprehensive update to the Air Force’s current policy, including paternity leave reform as well.

“This change places our Air Force in the top tier of organizations that offer 12 weeks maternity leave to new moth-

ers,” James said. “The department will also be introducing legislation to increase paternity leave to 14 days across the total force.”

The maternity benefit will be offered to the over 200,000 women in uniform today, who comprise 14.8 percent of enlisted personnel and 17.4 percent of the officer corps in the Defense Department.

Also included in the

comprehensive package of family benefits are the following: expansion of adoption leave; extending childhood development center hours to a 14-hour minimum; modifying or installing mother rooms at each installation; an examination of additional options for child care; allowing service members to postpone a permanent change of station in certain instances where it is in the best interests of

the family; and covering the cost of egg and sperm cryopreservation for active-duty service members.

“This is the right thing to do,” James said. “This groundbreaking policy carefully balances our priority focus on mission effectiveness with ongoing efforts to attract and retain talent in a changing workforce.”

James said more details, including effective

dates, will be made available as the services begin planning for implementation.

For more information on the next round of Force of the Future initiatives, visit http://www.af.mil/Portals/1/documents/FACT_Sheet_Tranche_2_FOTF_FINAL.pdf.

(Source: Secretary of the Air Force Public Affairs)

Mothers, fathers spending time with newborns important, Soldiers say

By David Vergun
Army News Service

It's important for mothers and fathers to have time to bond with their infants following birth, said Sgt. Rachel Badgeley and Staff Sgt. Jose Ibarra, who are stationed on Fort Meade, Md., and are parents of newborns.

Both said they were very pleased with the Department of Defense policy change that lengthens the time Soldiers can stay with their newborns.

Defense Secretary Ash Carter announced the following changes Jan. 28:

- Full-paid maternity leave to be extended from six weeks to 12 continuous weeks of leave DOD-wide.
- DOD will "seek legislation to expand full-paid paternity leave from 10 days to 14 non-continuous" days of leave, DOD-wide.

So far, the only published policy is a DOD fact sheet, according to an Office of the Secretary of Defense spokesperson.

In the meantime, the Army is working on implementation guidance for the extended maternity leave, according to a spokesman for the U.S. Army Human Resources Command.

"The Army's No. 1 priority is readiness and balancing the needs of families," he said. "We are

prepared to implement the secretary of defense quality-of-life initiatives and will provide the field with appropriate policy guidance."

Badgeley said she welcomes the new policy. She has just used her six weeks of maternity leave, so she hopes the policy will be retroactive, because she's now using 30 days of personal leave to be with her 6-week old son, Cannon. He was born Dec. 11, 2015.

At this stage of his life, "I can't imagine sending him to a day care," she said. "We have emotional needs. Bonding at this age is important to establishing a strong relationship."

The first three months of a newborn's life is the "fourth trimester," she said, explaining that the first three trimesters are before the baby is born. Her point was that closeness to the mother is vital for at least the first three months.

Her first son, Maddox, was born April 5, 2014. She added that both love "to curl up with mama."

Badgeley said she talked to other female Soldiers about bonding with their infants.

One of her friends left the Army last year because there was no child care available on post and she wanted to be home with her baby, she said.

Had the policy then been 12 weeks, Badgeley said her friend might have reconsidered staying in the Army.

Badgeley said the Army and DOD have actually been more progressive than most companies in the United States, which offer parents of newborns even less time for maternity and paternity leave. "It's sadly low," she said.

Ibarra's son, Kai Roman, was born Jan. 8. His other son, Ian Alfonso, was born Dec. 7, 2013.

Ibarra's 10 days of paternal leave has now expired and he plans to use two days of personal leave to be with Kai, he said.

Any increase of paternal leave would be welcoming news for other fathers, he said. Fathers need time to be with their infants too. "Bonding is a definite plus."

Besides bonding, Ibarra said he's helping his wife, Ricel, care for the infant. He noted that her parents live in Germany and his are on the West Coast, so there's no grandparent around to assist.

The birth of their first child, Ian, was even more difficult for them, he said. Ibarra was deployed to Afghanistan and didn't see Ian until he was 3 month's old.

"I wish I could have connected with him



Photo courtesy Sgt. Rachel Badgeley

(From left) Maddox Inman, 21 months; Sgt. 1st Class Frank Inman; Cannon Inman, 2 days; Sgt. Rachel Badgeley; and her stepson, Brayden Inman, 5 years old, take the newest member of their family home from Walter Reed National Military Medical Center in Bethesda, Md.

earlier," he said. "It really impacted and affected me."

To continue with his important mission in Afghanistan, Ibarra said he tried to block out thoughts about Ian. His wife struggled alone to take care of the infant and didn't tell him how much it affected her because she didn't want him to worry while he was overseas.

Ibarra said when he was stationed in Germany, he noticed that the Germans had a very generous maternity and

paternity leave policy for their workers. He added that he thinks the extension of the leave policy announced by Carter will have a positive impact on recruiting and retention.

The maternal leave benefit will be offered to more than 200,000 women in uniform DOD-wide, who comprise 14.8 percent of enlisted personnel and 17.4 percent of the officer corps, according to the DOD fact sheet.

"The percentage of women in the military has increased significantly over the last few decades

and this benefit will be even more critical for the future," the fact sheet continues.

"As a point of comparison, a 2015 survey by a 'working mother' found the 100 best companies offered on average eight weeks of paid maternity leave," the fact sheet states. "Only the top quartile of these highly-rated companies offer 12 weeks. The extension of this benefit to our entire force is unprecedented for an organization of DOD's size as well as diversity of job functions."

SCAMS from P13

will the agency call about taxes owed without first having mailed you a bill.

- Demand that you pay taxes without giving you the opportunity to question or appeal the amount they say you owe.

- Require you to use a specific payment method for your taxes, such as a

prepaid debit card.

- Ask for credit or debit card numbers over the phone.

- Threaten to bring in local police or other law enforcement groups to have you arrested for not paying.

If you get a phone call from someone claiming to be from the IRS and

asking for money, here's what you should do:

If you don't owe taxes, or have no reason to think that you do:

- Do not give out any information. Hang up immediately.

- Contact TIGTA to report the call. Use their "IRS Impersonation Scam Reporting" web page at https://apps.irs.gov/app/scripts/exit.jsp?dest=https://www.treasury.gov/tigta/contact_report_scam.shtml or call 800-366-4484.

- Report it to the Federal Trade Commission. Use the "FTC Complaint Assistant" on <http://www.FTC.gov>. Add "IRS Telephone Scam" in the notes.

- If you know you owe,

or think you may owe tax:

- Call the IRS at 800-829-1040. IRS workers can help you.

Stay alert to scams that use the IRS as a lure. Tax scams can happen any time of year, not just at tax time. For more, visit "Tax Scams and Consumer Alerts on IRS.gov.

Each and every taxpayer has a set of fundamental rights they should be aware of when dealing with the IRS. These are your Taxpayer Bill of Rights (<https://www.irs.gov/Taxpayer-Bill-of-Rights>). Explore your rights and our obligations to protect them on <http://www.irs.gov>.



Hearts Apart

Friday, 3-7 p.m., Military & Family Readiness Center, building 2797. Hearts Apart patrons should register by Monday for the Valentine's Day event. Hearts Apart is a support group for military families of a deployed or geographically separated service member. To register, call 221-2418.

Single Parent Support Group

Friday, 5-7 p.m., Military & Family Readiness Center, building 2797. Single parents to connect, share helpful resources, and ways to overcome challenges as a single parent. Call 221-2418.

Holiday Closures

The Military & Family Readiness Center is closed Monday in observance of the Presidents' Day holiday. For more information, call 221-2418 or 221-2705.

Employment Readiness Orientation

Mondays, 9-10 a.m. Military & Family Readiness Center, building 2797. Learn about employment resources and review services offered. Call 221-2418.

Helping Us Grow

Securely Playgroup

Tuesdays, 10 a.m. to noon, Middle School Teen Center, building 2515. HUGS is an interactive playgroup for infants and toddlers; open to parents and their children, ages 5 and under. Registration not required. Call 221-2418.

Air Force Pre-Separation Brief

Tuesday, 9 a.m. to noon, Military & Family Readiness Center, building 2797. Airmen planning to separate from the federal service must attend a mandatory counseling. Begin the process 18-months prior to your separation date. Call 221-2418.

Army FAP Unit Training

Tuesday, 9-11 a.m. and 1-3 p.m., Military & Family Readiness Center, building 2797. Mandated unit family advocacy training in

accordance with Army Regulation 608-18 regarding domestic and child abuse identification, reporting, and prevention. Other topics covered include the Lautenberg amendment, restricted/unrestricted reporting and transitional compensation program. Seating is limited; call to reserve seats for your unit. Reservations will be accepted up to two weeks in advance. Call 221-2418.

Briefer Trainer Course

Wednesday, 8 a.m. to 4 p.m., Military & Family Readiness Center, building 2797. A professional development course designed to improve briefing skills and techniques. Students are required to give an eight-minute presentation as part of the course. Evaluations are provided to students by a master trainer. Briefer training course modules include "Introduction to Effective Briefings," "Sharpening your Briefing Skills" and "Making the Briefing your Own." Call 221-2418.

Family Readiness Group Forum

Wednesday, 11 a.m. to Noon, Military & Family Readiness Center, building 2797. An open forum that provides networking and an opportunity to discuss issues, share lessons learned, facilitates questions and discussions. Call 221-2418.

Post-Deployment Briefing

Wednesday, 1-3 p.m., Military & Family Readiness Center, building 2797. Service members scheduled to deploy, going on temporary duty assignment longer than 30 days or going on a remote assignment are required to attend this briefing. Call 221-2418.

Interviews, Dress For Success

Wednesday, 9-11 a.m., Military & Family Readiness Center, building 2797. Take pride in your appearance and follow expected guidelines of what to wear and be prepared for your interview. Discover ways to make a connection. Call 221-2418.

Coffee Talk EFMP Support Group

Wednesday, 11:30 a.m. to 1 p.m., Military & Family Readiness Center, building 2797. This Exceptional Family Member Program support group meets monthly for a casual dialogue to share helpful

resources and ways to overcome challenges. Call 221-2705.

VOYA Nomination Process

Wednesday, 1-3 p.m., Military & Family Readiness Center, building 2797. Review the new nomination form and learn how to submit a package for 2016. This workshop will review helpful tips in writing a winning nomination. Nominations submitted on forms from previous years will not be accepted as they are obsolete. In order for your volunteer to be considered for the 2016 VOYA, nominations must be submitted no later than Feb. 29. Call 221-2418.

Sponsorship Application Training

Wednesday, 2-3 p.m., Military & Family Readiness Center, building 2797. Mandatory training for military sponsors. Review roles and responsibilities of a sponsor. The Electronic Sponsorship Application & Training at <http://apps.militaryonesource.mil/ESAT> provides registration, training certificates, sponsorship duty checklist, newcomer needs assessment, welcome packet and links to important Department of Defense and service relocation websites. Call 221-2705.

OPM Federal Application Process

Wednesday, 1-4 p.m., Soldier for Life, building 2263. Review the Federal employment process and careers offered within the Federal government. Learn about resources that support the Veterans Employment Program, skill translators, resume builders, and more. Call 221-1213.

M&FRC Closed For Training

The Military & Family Readiness Center is closed every first and third Thursday from 1-4:15 p.m. for in-service training. Call 221-2418 or 221-2705.

Safety Seat Clinic

Thursday, 1:30-3:30 p.m., fire station, building 3830. Make sure your child is safe while traveling on the road by ensuring restraints are properly installed and fit the child appropriately. Child and vehicle must be present; parents will be seen by appointment only. Prerequisite class is "Car Seat 101." Call 221-2418.

Pre-Deployment Briefing

Thursday, 9-11 a.m., Military & Family Readiness Center, building 2797. Service members scheduled to deploy, TDY longer than 30 days, or go on a remote assignment are required to attend this briefing. Call 221-2418.

Newcomer's Orientation

Feb. 19, 8 a.m. to Noon, Military & Family Readiness Center, building 2797. Mandatory in-processing briefing for all military and civilian personnel newly assigned to JBSA. Service members must coordinate with their unit personnel coordinator or commander support element. Spouses are welcome to attend; all patrons must be seated by 7:50 a.m. Call 221-2705.

Career Technical Training

Thursday Feb. 19, 8 a.m. to 5 p.m., Military & Family Readiness Center, building 2797. Service members will receive guidance and help in selecting technical training schools and technical fields. Review accredited institute applications, scheduling a session with a counselor or a career technical training expert and Veterans Affairs vocational education counselors. Call 221-1213.

Youth Talent Show, Poetry Slam

Feb. 20, 6-8 p.m., Military & Family Readiness Center, building 2797. Do you have a special talent, love for the spot light or a way with words? Show us your skills! This family friendly talent show is free and welcomes all categories: solo, group and family acts. Open to all JBSA youth, elementary through high school. Rehearsal will be held 3-6 p.m. Saturday at the Middle School Teen Center, bldg. 2515; Feb. 13 from 3-6 p.m. at Youth Services, bldg. 1630; and a mandatory rehearsal will be Feb. 19 at the Military & Family Readiness Center. This is a collaborative project with Youth Programs. For more information, call 221-3381 or 221-3502.

TAP: Goals, Plans, Success

Feb. 22-26, 8 a.m. to 4 p.m., Soldier for Life, building 2263. A mandatory five-day workshop for all service members separating from the military. The GPS workshop is

facilitated by the Department of Labor, Veterans Administration, and M&FRC. A prerequisite class is "Pre-Separation Counseling." Call 221-1213.

Accessing Higher Education (ACES)

Feb. 22-24, 7:30 a.m. to 5 p.m., Education Center, building 2408. A three-day track for those pursuing higher education. Review education requirements and resources that may support personal goals. Call 221-1213.

Citizenship, Immigration Assistance

Feb. 23, 9 a.m. to Noon, ceremony 2 p.m., Military & Family Readiness Center, building 2797. Review American customs and cultures or meet with a U.S. Citizenship and Immigration Service officer for assistance with applications. Eligible patrons will take the oath of allegiance at a naturalization ceremony beginning at 2 p.m. Feb. 23. Registration not required. Call 221-2705.

FRG Leadership Academy

Feb. 23-24, 8:30 a.m. to 3:30 p.m., Military & Family Readiness Center, building 2797. This training provides commands with a better understanding of their family readiness groups, how to utilize their volunteers, in addition to their roles and responsibilities to the families. Call 221-2418.

Army FAP Unit Training

Feb. 24, 9-11 a.m. and 1-3 p.m., Military & Family Readiness Center, building 2797. Mandated unit family advocacy training in accordance with Army Regulation 608-18 regarding domestic and child abuse identification, reporting, and prevention. Other topics covered include the Lautenberg amendment, restricted/unrestricted reporting and transitional compensation program. Seating is limited; call to reserve seats for your unit. Reservations will be accepted up to two weeks in advance. For more information, call 221-2418.

Salary Negotiation, Social Media

Feb. 24, 9-11 a.m., Military & Family Readiness Center, building 2797. Learn the skill of salary negotiation and tap into the power of social media to find jobs and

market yourself. Call 221-2418.

Volunteer Management Information System

Feb. 24, 9-10 a.m., Military & Family Readiness Center, building 2797. Volunteers will receive hands-on training with the Volunteer Management Information System. Open to all registered volunteers. Call 221-2705.

Volunteer Orientation

Feb. 24, 10-11 a.m., Military & Family Readiness Center, building 2797. Volunteers newly assigned to the M&FRC will in-process and receive training on their responsibilities. Call 221-2705.

Pre-Deployment

Feb. 25, 1-3 p.m., Military & Family Readiness Center, building 2797. Service members scheduled to deploy, go on a temporary duty assignment longer than 30 days or go on a remote assignment are required to attend this briefing. Call 221-2418.

FRG Treasurer Training

Feb. 25, 9-11 a.m., Military & Family Readiness Center, building 2797. Mandatory for current and incoming family readiness group treasurers. Topics covered include regulations for managing covers, FRG informal funds and fundraising. Commanders, FRG leaders and FRG funds custodians are encouraged to attend. Call 221-2418.

Savings, Investment Strategies

Feb. 25, 9-10 a.m., Military & Family Readiness Center, building 2797. Identify strategies to help reach your financial goals and review the different type of saving options. Learn about the risks and rewards of investing. Call 221-2705.

Trails & Tales Guided Tour

Feb. 26, 8 a.m. to 1 p.m., Military & Family Readiness Center, building 2797. A guided tour of Fort Sam Houston where people can learn about old and new structures that share a rich history dating back more than 150 years. Patrons must be ready for departure at the Military & Family Readiness Center by 8 a.m. Due to limited seating, registration is required. Call 221-2705.

CAA from P1

It is a forum for chiefs of armies to come together and discuss issues of mutual interest in order to contribute to hemispheric security, protection against threats to peace, democracy and freedom and to enhance interpersonal relationships.

Since 1960, the CAA has provided a venue for the Chief of Staff of the Army to engage in multilateral and bilateral dialogue with counterparts in the region. U.S. Army South is the Army's action agent and CAA liaison responsible for all conference coordination with the event host armies.

Mejia emphasized the importance of the interpersonal relationships during his speech.

"I want to tell you that over all these years as a Special Forces officer I've had the great opportunity to work with great American Soldiers, men and women. We share the same values and principles of democracy. They have helped us to get to where we are today."

CAA is made up of and run by the Armies of the Western Hemisphere with authorization from their respective governments and operates independently under its own by-laws approved by the member Army commanders.

The CAA leadership, known as the Permanent Executive Secretariat of the CAA, changes voluntarily every two years among the member armies. In 2016-2017, the U.S. Army will host the Permanent Executive Secretariat which is responsible for coordinating all CAA activities.

Assuming the leadership of the CAA is

an honor that Milley welcomed.

"It has been an honor to welcome General Mejia and his team to Washington, D.C., this week and to have the opportunity to accept the privilege of hosting the Permanent Executive Secretariat of the Conference of the American Armies," Milley said.

The PESCAA assists the host army and the member armies in the planning and execution of CAA events and implementing the actions for which it is responsible as set forth in accords and the by-laws.

This will be the first time the U.S. Army has hosted PESCAA since the 19th CAA cycle in 1990-1991.

"By assuming the responsibility for leadership of the Conference of American Armies over the next two years, I look forward to partnering with leaders to strengthen our relationships and improve security in the hemisphere and across the world," Milley said. "As we move forward, this conference will continue to provide our armies the opportunity to increase cooperation, interoperability, and most importantly, develop mutually beneficial solutions to the complex issues that we face."

The CAA will allow leaders to discuss lessons learned and apply them to individual and shared doctrine, training and education. It also provides a common understanding of current operations and how relationships and cooperation sustains individual and shared capacity in current and future efforts.

The CAA has made

significant contributions to peacekeeping, which is paramount to the region. Armies exist to perpetuate peace, and this forum allows leaders of armies to strengthen relationships, increase cooperation, and integrate ways to improve interoperability in combined capabilities.

During the transfer ceremony, Milley presented Mejia the Legion of Merit for exceptionally meritorious service as the commander of the Colombian National Army.

While speaking to Milley and other guests in the audience, Mejia reflected upon the importance and the sentimental value the medal held for him.

"I'm very proud to receive this very special medal. I have the same picture of Gen. John Galvin, commander, Southern Command, presenting to my father as Commander of the Army the same medal 30 years ago," Mejia said. "Today when I was receiving this medal, it is so important, I was thinking of them. They started their military careers in Colombia together creating their own schools, training the commanders of this fight."

Earlier in the day, Mejia laid a wreath at the Tomb of the Unknown Soldiers in honor of the unknown Soldiers and American service members buried at Arlington National Cemetery. U.S. Army Vice Chief of Staff Daniel B. Allyn and U.S. Army Military District of Washington Commanding Gen. Bradley A. Becker escorted Mejia for an Army full honor wreath-laying ceremony.

DLA from P12

value-added service that benchmark existing device inventory and operating costs, identify the organization's document equipment needs and deliver a set of recommendations on the optimal rightsizing mix of equipment. On average, assessments identify an annual savings potential of 25 to 30 percent for customers, while increasing capacity and capability.

DLA Document Services is co-located with customers at more than 150 production facilities, primarily located on U.S. military installations around the world. The organization also has a facility in the Pentagon, in support of DOD senior leadership, and in the

White House, serving as the document solutions provider to the President of the United States. For example, each year DLA Document Services produces the booklet containing the script of the president's State of the Union speech to Congress. It is provided for duplication within just a few hours of the president's address.

With the production of many sensitive and classified documents, DLA Document Services places a great amount of focus on security. All employees have background checks that qualify them for security clearances and are well versed in security procedures. Information assurance, the security of networks and systems, is a major thrust for the organiza-

tion - ensuring protection of customer's documents.

Whether it is printed or digital media, DLA Document Services is counted on as the document solutions provider to the President of the United States, the DOD, other executive branch federal agencies and the American service men and women stationed around the world.

For more information about DLA Document Services products and services, visit <http://www.documentsservices.dla.mil> or call or visit the Fort Sam Houston facility at 221-3317, located at 2216 Engine House St., Suite 17.

(Source: U.S. Defense Logistics Agency Document Services Headquarters, Mechanicsburg, Pa.)

FORT SAM HOUSTON INDEPENDENT SCHOOL DISTRICT
Exhibit C-3
Statement of Revenues, Expenditures, and Changes in Fund Balances - Governmental Funds
Year Ended August 31, 2015

Data Control Codes	60			
	General Fund	Capital Projects Funds	Other Governmental Funds	Total Governmental Funds
Revenues				
5700 Local and intermediate sources	\$ 54,632	\$ -	\$ 1,892,597	\$ 1,947,229
5800 State program revenues	11,369,126	-	126,731	11,495,857
5900 Federal program revenues	10,407,549	1,021,955	1,808,070	15,237,574
5000 Total revenues	21,831,307	1,021,955	1,827,398	28,680,660
Expenditures				
Current:				
0011 Instruction	9,565,272	-	1,942,592	11,507,864
0012 Instructional resources and media services	288,637	-	-	288,637
0013 Curriculum development and instructional staff development	220,775	-	491,640	712,415
0021 Instructional leadership	185,564	-	283,080	468,644
0023 School leadership	1,201,816	-	11,933	1,213,749
0031 Guidance, counseling, and evaluation services	505,512	-	307,483	812,995
0033 Health services	206,571	-	114,196	320,767
0034 Student (pupil) transportation	680,098	-	16,816	696,914
0035 Food services	19,253	-	694,572	713,825
0036 Cocurricular/extracurricular activities	652,668	-	-	652,668
0041 General administration	1,007,823	-	27,147	1,034,970
0051 Plant maintenance and operations	2,017,060	-	24,185	2,041,245
0052 Security and monitoring services	40,718	-	-	40,718
0053 Data processing services	939,675	-	42,895	982,570
0081 Facilities acquisition and construction	-	10,518,190	-	10,518,190
0093 Payments related to shared services arrangement	1,032,561	-	-	1,032,561
6030 Total expenditures	18,564,003	10,518,190	3,956,539	33,038,732
1500 Excess (deficiency) of revenues over (under) expenditures	3,267,304	(7,496,235)	(1,129,141)	(4,958,072)
Other Financing Sources (Uses)				
7915 Transfers in	-	7,012,364	64,778	7,077,142
8911 Transfers out	(7,077,142)	-	-	(7,077,142)
7080 Total other financing sources (uses)	(7,077,142)	7,012,364	64,778	-
1200 Net change in fund balances	(3,809,838)	(483,871)	(64,363)	(4,358,072)
0500 Fund balances (deficit) at beginning of year	18,155,719	(92,458)	166,015	18,229,276
3600 Fund balances at end of year	\$ 14,345,881	\$ (576,329)	\$ 101,652	\$ 13,871,204

The financial statement notes are an integral part of this statement.

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