



WINGSPREAD

JOINT BASE SAN ANTONIO-RANDOLPH

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COMMENTARY

Will you make a difference today?

By Chief Master Sgt. Mike Heath
30th Medical Group
Vandenberg Air Force Base, Calif.

Will you make a difference in someone else's life today? We have all heard someone say, "Take care of your people and their families."

Have you ever stopped to think why we hear this so often?

As Airmen, our number one responsibility is to accomplish the mission. However, without smart, dedicated, hard-working people and the unconditional support of their families, the mission would not get accomplished.

This philosophy is not new. In fact, it's been a fundamental concept in our Air Force culture for many years, but are we truly putting forth our best effort on a daily basis to be involved in the lives of our people and understand the needs of our Airmen?

Genuinely caring for your Airmen is essential and helpful when providing honest and realistic performance appraisals. Mentor those whose development with which you are charged. Make sure they can do your job someday. Teach them from your experiences – the good, the bad and the ugly.

Share your successes and failures and

"It's not about you. It's about other people. When you take care of your people, help them accomplish their goals and live up to their potential, then great things will happen."

tell them how you handled them. Make it a teaching moment so you can make them better leaders.

Taking the time to develop Airmen is not an easy task and it's not something that can be done only online or by computer based training. It takes human interaction, patience, effort and an ability to evolve. Enable and motivate people to accomplish the mission. Give a sense of accomplishment and make sure they are recognized for it. If done properly, no doubt you will instill confidence in others and ensure the success of tomorrow's leaders.

It's not about you. It's about other people. When you take care of your people, help them accomplish their goals and live up to their potential, then great things will happen. Not only will the mission get accomplished, but innovation and excellence will ensue. These things can happen when you realize it's not about you and you take care of your people.

You and I share a common blessing

in that we are members of the finest country in the world. I have faith that you will endeavor to make our country even better in the future by making a difference in someone else's life today.

I was entrusted with the incredible responsibility to be a supervisor more than 25 years ago. I started something that first morning as I prepared for work. As I was so proudly putting on my Air Force uniform I looked into the mirror and said, "Will you make a difference in someone else's life today?" I have asked that question every day since.

When I get home at the end of my duty day, as I take off my uniform, I look in that mirror again and ask myself, "Did you make a difference in someone else's life today?" Sometimes the answer is no, so what do I do the next day? Try harder!

So I ask you; will you make a difference in someone else's life today? If you do, it could inspire an Airman for a lifetime.

AFSOC commander highlights importance of humility

By Lt. Gen. Brad Heithold
Commander, Air Force Special Operations Command
MacDill Air Force Base, Fla.

Recently, the Director of the FBI, James Comey, sent a note to his work force on the subject of humility. I think we can all learn something from his observations.

He noted that one of his weaknesses has been over-confidence. I'm of the opinion that we must be confident, yet humble. The character trait of humility is often misunderstood. Humility is frequently mistaken for timidity and meekness. Being humble does not mean we are self-denigrating. Rather, it is about maintaining a quiet confidence without the need to loudly proclaim our individual accomplishments.

This is part of our heritage and culture that is synonymous with the term "Quiet Professional."

Great leaders are not over-confident nor do they maintain absolute certainty over their ideas. Great leaders surround themselves with people who see the world differently and empower others to speak up and contribute. They solicit input and feedback from the entire team even when all are silent.

Why does this matter? Because regardless of how gifted or effective a leader may be, there will be a time when they won't have the answer. None of us is as smart as all of us.

To be a good leader you must have the confidence to encourage the opinions of others and inspire honest dialogue.

Conducting business this way takes more time, but we end up with a better solutions. Collaborative and collective solution sets are always best.

Also, doubt is not a weakness, but rather a sign of wisdom. It shows that a leader is humble enough to use doubt to make better, more informed decisions ... admitting this to oneself and the team takes humility. Exceptional leaders also have the courage to "own" a mistake. Taking responsibility for one's mistakes shows maturity, leadership, and most importantly humility.

During my tenure at Air Force Special Operations Command, I have talked about "servant leadership" and how important it is for the continued growth and effectiveness of our organization. Humility is a character trait closely aligned with what it means to be a servant. Therefore, to effectively serve our Airmen, I ask that you understand, practice and teach humility as a foundation for successful leadership.

WINGSPREAD

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Photo by Joel Martinez

Senior Master Sgt. Terry Gilbert, Headquarters Air Force Public Affairs Agency first sergeant, presents Staff Sgt. Michelle Patten, AFPAA operation cell technician, with a Diamond Sharp Award Jan. 29 at Joint Base San Antonio-Randolph.

Diamond Sharp Award



Staff Sgt. Michelle Patten

Unit: Headquarters Air Force Public Affairs Agency

Duty title: Operations cell technician

Time in service: 4 years, 6 months

Hometown: Urbana, Md.

Staff Sgt. Michelle Patten entered the Air Force with a bachelor's degree and just recently completed her Community College of the Air Force degree as well. Her short-term goal is to support the Air Force public affairs career field through training and education by becoming an instructor for the Defense Information School, which houses all public affairs technical school training for the Department of Defense. Her long-term goal is to complete a minimum 20-year service commitment in the Air Force.

"Patten is currently assigned to our operations cell. She manages exercises for all combat camera personnel across the Air Force, as well as Airmen at the production studio at Hill Air Force Base, Utah and at AFPAA. Although she recently gave birth to a baby boy and is pregnant again, she volunteered to stay on call over the Christmas and New Year's holiday in case of any short notice deployments."

Senior Master Sgt. Terry L. Gilbert

Headquarters Air Force Public Affairs Agency first sergeant

NEWS

558th FTS 'doubles down' in effort to grow RPA pilot ranks

By Dan Hawkins

Joint Base San Antonio-Randolph Public Affairs

(Editor's Note: In accordance with current Air Force guidance, the last names of the remotely piloted aircraft operators in this story have been omitted due to operational security constraints.)

The 558th Flying Training Squadron ramped up efforts to double the remotely piloted aircraft pilot ranks with the start of its first 24-person class Jan. 11 at Joint Base San Antonio-Randolph.

The larger class sizes are part of an ongoing initiative announced by the Air Force in 2015 to increase the number of career remotely piloted aircraft pilots across the service.

"The RPA pilot training as a whole is experiencing manpower issues and there is a need to train more pilots to help ease the overall strain on the career field," said Lt. Col. John Stallworth, 558th FTS commander. "We have worked diligently since last April to ensure we can meet the increased demand for trained '18X' pilots."

Previously, RPA pilot training classes started with 12 students; by May, each will begin with 24 students. With 16 projected classes starting each fiscal year, the number of pilots trained annually will jump from 192 up to 384.

One of the big challenges for the unit – which has been the sole source of RPA pilot training in the Air Force since January 2011 – during the transition will be increasing overall production by 71 percent during FY 2016, while at the same time, creating the permanent student production pipeline to be at full operational capability for FY '17, said Lt. Col. Jason Thompson, 558th FTS director of operations.

The 558th FTS graduated 191 student pilots in FY 2015 and are projected to graduate 290 in FY 2016.

"Overall production counts not just students, but also includes the additional instructors needed to handle the increased load," Thompson said. "There is a considerable amount of moving pieces in regards to getting both the students, as well as the instructors, ready to make this mission a reality."

To help meet the increased student demands, Stallworth said the unit has hired roughly half of the 42 new instructor billets put on the books, which will see the squadron grow from 62 instructors to 104 over the next few months.

"Our instructor cadre will be roughly 50 percent military and 50 percent civilian," Stallworth said. "The instructors are doing a great job being flexible during this time of growth; they've done everything we have asked and more throughout this process."

To aid in creating the permanent production stream of RPA pilots, the inside of the 558th FTS building is undergoing a major renovation project.

"The renovations include additional simulator rooms plus additional classroom and office space," said Maj. Michawn, 558th FTS RPA flight instructor and officer in



Photo by Lt. Col. Leslie Pratt

An MQ-9 Reaper, armed with GBU-12 Paveway II laser guided munitions and AGM-114 Hellfire missiles, flies a combat mission over southern Afghanistan in this undated photo. The 558th Flying Training Squadron at Joint Base San Antonio-Randolph, Texas, has increased undergraduate remotely piloted aircraft pilot training class sizes as part of an effort to double the number of graduates beginning in fiscal year 2017.

charge of the renovations. "Through our detailed planning with the Air Force Civil Engineer Center, the 502nd Civil Engineering Squadron and the contractor, we have mitigated most of the potential impacts to the students or their training time."

The renovations, costing approximately \$1.15 million, started Jan. 18 and are expected to be complete by early July of this year, said Michawn, while noting any delays or deviations to the current plan have the potential to reduce RPA student production capacity.

After the renovations are complete, students will be split into six flight rooms vice the old three, with a typical class of 24 being broke into two halves of 12, Stallworth said. While half the class is working on academics, the other half will be training on the simulators, minimizing down time to the maximum extent possible and at the same time, keeping instructor workloads manageable.

Despite the renovations, the transition to larger class sizes wouldn't work without the dedicated work of the 558th FTS unit schedulers.

"Our scheduling team has been absolutely critical to making this 'plus-up' happen," Stallworth said. "Between academics and making sure everyone gets their 'sim' time in, we haven't had any major hiccups and this is primarily due to their efforts in thinking through the

problems and coming up with flexible solutions."

Partnering with the 502nd Trainer Development Squadron at JBSA-Randolph to meet the need for more simulators, work is underway to design and build six new instrument simulators, as well as creating hardware and software upgrades to be made to 10 existing simulators to meet the improved training capabilities of the six new simulators, Stallworth said.

The simulators are linked together so students have the opportunity to practice instrument flying procedures in a dynamic airspace environment similar to what they will encounter during real-world flight operations.

"The T-6A-like simulators being developed with the 502nd TDS will be state-of-the-art and we appreciate the efforts of the entire trainer development team in helping make this happen," Stallworth said.

Another key element in ensuring mission success is the teamwork that has been on display between all the Joint Base San Antonio mission partners involved in the project, with crucial support coming from the 502nd Air Base Wing's communications and contracting squadrons.

"The 502nd ABW has been tremendous in supporting the needs of our training mission," Michawn said. "There have been a few challenges along the way, but all the players are focused on getting the mission done."

Travel reimbursement changes in effect

From the 502nd Comptroller Squadron

Changes made to the Joint Travel Regulation affect every traveler in the Department of Defense, according to 502nd Comptroller Squadron officials.

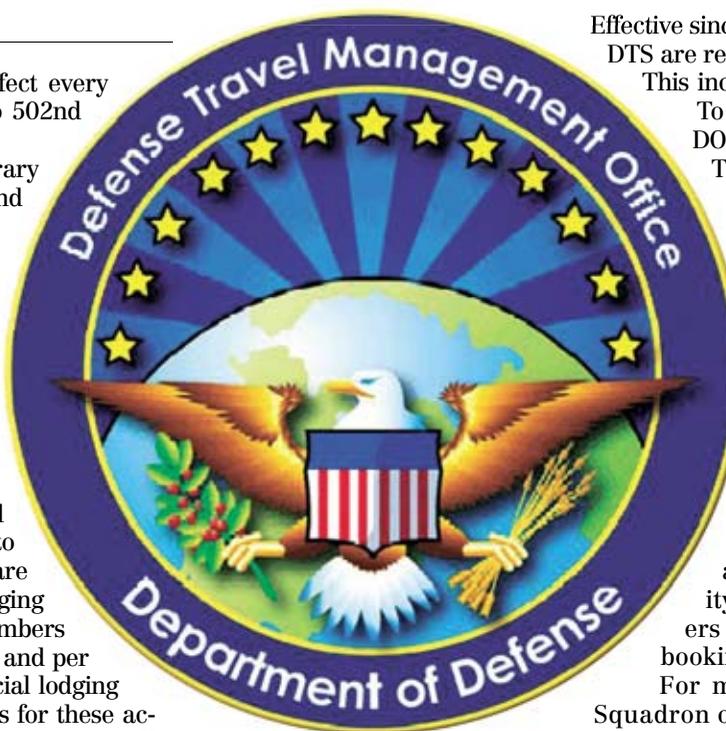
Effective since Nov. 1, 2014, members on temporary duty status can no longer claim ATM fees, laundry and baggage carrier tips.

Other changes include:

- The Defense Travel Management Office has mandated travelers utilize the Defense Travel System (<http://www.defensetravel.osd.mil/dts/site/index.jsp>) to book any lodging at government and commercial facilities.

- At certain Continental United States locations, government lodging is required for civilian as well as military members.

- Members on long-term TDY will be reimbursed per diem and lodging at a flat rate. If going TDY to the same location for 31 to 180 days, members are authorized a flat rate of 75 percent of the max lodging and per diem. If TDY is more than 180 days, members are limited to a flat rate of 55 percent of the lodging and per diem rate. Stays more than 30 days in the commercial lodging industry are considered extended stays and the costs for these accommodations are commonly reduced. If the commercial ticket office is unable to find suitable lodging at the reduced rate, members may be entitled to an actual expense allowance.



Effective since Sept. 1, 2015, travelers on TDY assignments utilizing DTS are required to book all hotel accommodations through DTS. This includes government and commercial lodging.

To provide better security, safety and reduced rates, the DOD has launched the integrated lodging pilot program. This program requires mandatory use of government lodging for military members and civilian employees at the following locations: Charleston S.C.; Dayton, Ohio; Fort Lee, Va.; Norfolk, Va.; Hampton Roads, Va.; Newport News, Va.; Suffolk, Va.; Quad City, Ill.; Saratoga Springs, N.Y.; Seattle-Tacoma Airport Area, Wash.; Tampa, Fla.; and Twentynine Palms, Calif.

These locations are updated regularly and can be referenced on the DTMO website at <http://www.defensetravel.dod.mil>.

The Defense Travel System has been updated to support these new initiatives. When booking lodging in DTS, if government lodging is not available, the system will auto-generate a non-availability letter. This added convenience will save travelers time by reducing extra coordination needed when booking hotel accommodations.

For more information, contact the 502nd Comptroller Squadron office at Joint Base San Antonio-Fort Sam Houston at 221-0056, at JBSA-Lackland at 671-1851 or JBSA-Randolph at 652-1851. These changes can also be seen at <http://www.defensetravel.dod.mil>.

JBSA Sexual Assault Prevention, Response

To report a sexual assault, call the 24/7 Joint Base San Antonio Sexual Assault Prevention and Response Hotline at 808-7272 or the Department of Defense Safe Helpline at 877-995-5247.

Carter announces 12 weeks paid military maternity leave, other benefits

By Lisa Ferdinando

Department of Defense 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.

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.

Parental leave, support for new parents

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.

Increasing hours of military child care

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 Department of Defense 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. "We show them that supporting a family and serving our country are by no means incompatible goals."

Remain at current location with additional obligation

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.

Greater flexibility in family planning

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



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 members during a briefing Jan. 28 at the Pentagon.

members make, the DOD 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 provide 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.

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IRS offers tips to protect personal information while online

From the Internal Revenue Service

The Internal Revenue Service, the states and the tax industry urge you to be safe online and remind you to take important steps to help protect your tax and financial information and guard against identity theft. Treat your personal information like cash – don't hand it out to just anyone.

Your Social Security number, credit card numbers, and bank and utility account numbers can be used to steal your money or open new accounts in your name. Every time you are asked for your personal information, think about whether you can really trust the request. In an effort to steal your information, scammers will do everything they can to appear trustworthy.

The IRS has teamed up with state revenue departments and the tax industry to make sure you understand the dangers to your personal and financial data. Working in partnership with you, we can make a difference.

Here are some best practices you can follow to protect your tax and financial information:

Only give personal information over encrypted websites.

If you're shopping or banking online, stick to sites that use encryption to protect your information as it travels from your computer to their server. To determine if a website is encrypted, look for "https" at the beginning of the web address (the "s" is for secure). Some websites use encryption only on the sign-in page, but if any part of your session isn't encrypted, the entire account and your financial information could be vulnerable. Look for https on every page of the site you're on, not just where you sign in.

Protect your passwords.

The longer the password, the tougher it is to crack. Use at least 10 characters; 12 is ideal for most home users. Mix letters, numbers and special characters. Try to be unpredictable – don't use your name, birthdate or common words. Don't use the same password for many accounts. If it's stolen from you – or from one of the companies with which you do business – it can be used to take over all your accounts. Don't share passwords

on the phone, in texts or by email. Legitimate companies will not send you messages asking for your password. If you get such a message, it's probably a scam. Keep your passwords in a secure place, out of plain sight.

Don't assume ads or emails are from reputable companies.

Check out companies to find out if they are legitimate. When you're online, a little research can save you a lot of money and reduce your security risk. If you see an ad or an offer that looks too good, take a moment to check out the company behind it. Type the company or product name into your favorite search engine with terms like "review," "complaint" or "scam." If you find bad reviews, you'll have to decide if the offer is worth the risk. If you can't find contact information for the company, take your business and your financial information elsewhere. The fact that a site features an ad for another site doesn't mean that it endorses the advertised site, or is even familiar with it.

Don't overshare on social media.

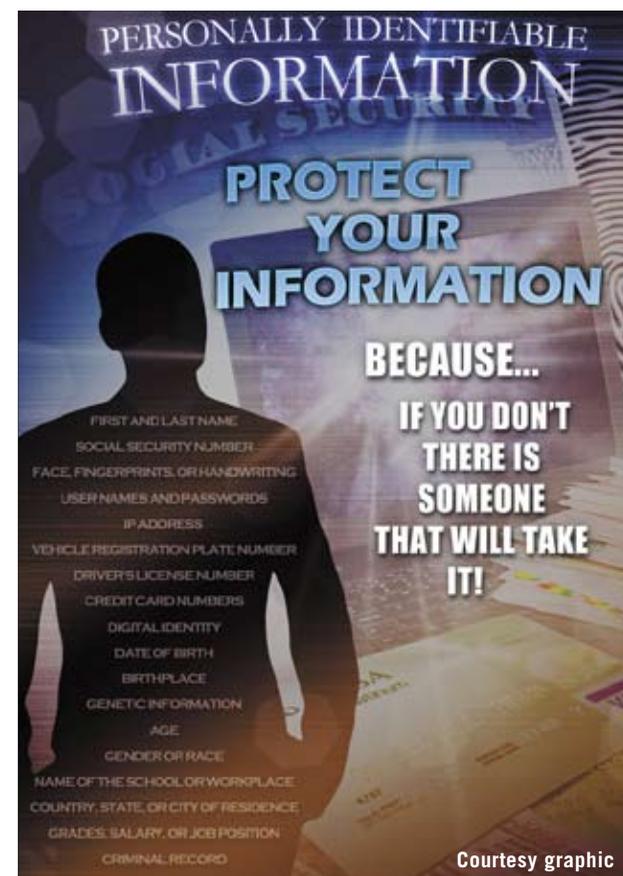
Do a web search of your name and review the results. Most likely, the results will turn up your past addresses, the names of people living in the household as well social media accounts and your photographs. All of these items are valuable to identity thieves. Even a social media post boasting of a new car can help thieves bypass security verification questions that depend on financial data that only you should know. Think before you post!

Back up your files.

No system is completely secure. Copy important files and your federal and state tax returns onto a removable disc or a back-up drive, and store it in a safe place. If your computer is compromised, you'll still have access to your files.

Save your tax returns and records.

Your federal and state tax forms are important financial documents you may need for many reasons, ranging from home mortgages to college financial. Print out a copy and keep in a safe place. Keep an electronic copy in a safe spot as well. These steps also can help you more easily prepare next year's tax return. If you store sensitive tax and financial records on your computer, use a file encryption program to add an additional layer of security should your computer be compromised.



To learn additional steps you can take to protect your personal and financial data, visit "Taxes. Security. Together" at <https://www.irs.gov/Individuals/Taxes-Security-Together>. You also can read Publication 4524 (<https://www.irs.gov/pub/irs-pdf/p4524.pdf>), Security Awareness for Taxpayers.

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

12th FTW uses 'Continuous Process Improvement' to boost T-38C sortie numbers at JBSA-Randolph

By Robert Goetz

Joint Base San Antonio-Randolph Public Affairs

The 12th Flying Training Wing continued its commitment to the Air Force's Continuous Process Improvement initiative last month by exploring ways to boost the number of sorties flown by the wing's two T-38C flying squadrons.

The 12th FTW T-38 Programmed Flying Training CPI Event team met Jan. 19-21 and identified 13 possible solutions to meet an Air Education and Training Command requirement of completing 15,000 sorties by the 435th Fighter Training Squadron and 560th Flying Training Squadron in fiscal year 2016.

Solutions aimed at flying more sorties include establishing a "surge" plan and reducing the number of maintenance and operations down days throughout the year, said David Bernacki, 12th Operations Support Squadron lead Introduction to Fighter Fundamentals weapons system civilian simulator instructor and CPI event facilitator.

The two squadrons produce about 13,800 sorties per year, 1,200 sorties short of AETC requirements.

"There are all kinds of obstacles to generating sorties, including the weather, pilot instructor availability and down days," Bernacki said. "CPI is a logical approach to efficiently use resources."

Robert Hamm, 12th FTW maintenance deputy director and CPI event team member, said it's necessary to periodically update processes because of factors such as aging airplanes, an increased student load and fewer maintainers to work on aircraft.

"The processes we use to produce T-38C sorties in support of the PFT requirement, like all processes, contain waste, variation and constraints," he said. "As a result, a process, over time, no longer serves us well due to changes in our environment."

"Using a standardized practical approach to problem-solving like the Air Force eight-step model and a great facilitator like Bernacki, our team of experts was able to hammer out 13 solutions to close the performance gap between what the Air Force requires and what we are able to produce in a resource-constrained environment."

In addition to eight team members and the facilitator, the CPI event featured two "champions" – Robert West, 12th FTW maintenance director, and Col. David Drichta, 12th Operations Group commander – and two "process owners" – Lt. Col. Mark Schmidt, 435th FTS commander, and Lt. Col. Joel DeBoer, 560th FTS commander.

Champions have the authority to dedicate re-



Photo by Airman 1st Class Stormy Archer

Miguel Martinez, 28th Maintenance Squadron aircraft mechanic, launches a T-38C Talon Sept. 3, 2015, at Joint Base San Antonio-Randolph. During a Continuous Process Improvement event, members of the 12th Flying Training Wing identified 13 possible ways to increase the number of sorties flown at JBSA-Randolph.

sources, assets and people to an initiative, while process owners lead an organization or group, a team lead and other members.

The top countermeasures identified to address the sortie shortfall are for the 12th FTW Maintenance Directorate to provide a list of the top five T-38C hiring priorities to the 12th FTW commander and establishing a surge plan that would add additional sorties in each squadron for each day the units fall behind.

The CPI team also looked at down days, recommending measures such as combining the 12th FTW picnic and AETC Wingman Day into one down day for another 60 sorties, restructuring the maintenance professional development down days to gain 44 sorties and maximizing the efficiencies between the reserve component and the 435th FTS and 560th FTS to conduct training on no-fly days.

The two squadrons could also fly additional sorties by augmenting maintenance manpower

through the Apprentice Pathway Program to hire additional T-38C crew chiefs and using "casual students" to assist in maintenance duties. Casual students are those waiting to begin flying training.

Team members Lt. Col. Jason Earley, 435th FTS director of operations, and John Rowand, 12th FTW maintenance supervisor, said the close relationship between the 12th OG and the 12th FTW Maintenance Directorate helped make the CPI event a successful one.

"The interaction between representatives from the maintenance directorate and operations group during this CPI event should be the model," Earley said. "Solutions were found and relationships were strengthened."

Rowand called event participants "true professionals getting it done with teamwork to meet our wing goals."

"Operations and maintenance working together with a common goal highlighted this event," he said.

Program rewards innovation, benefits Air Force

By Robert Goetz

Joint Base San Antonio-Randolph Public Affairs

Two months ago, Gen. Mark A. Welsh III, Air Force chief of staff, recognized an airman first class assigned to Air Force Personnel Center for submitting an idea that resulted in the creation of a program that benefits Airmen throughout the service.

The Airman Mentoring Program, the brainchild of A1C Lane Rabern, AFPC separations technician, is on the Air Force Portal, incorporated into the Air Force's MyVector mentoring program. It matches Airmen with mentors who will help facilitate their personal and professional growth and assist them in meeting their short- and long-term goals.

The AMP is an example of what happens when an active-duty member or civilian employee comes up with an idea that can positively impact the Air Force and submits it through Airmen Powered by Innovation, a program that targets resource savings and improved mission performance.

API, which is also accessible through the portal, replaced three Air Force "good idea" programs: "Innovative Development through Employee Awareness," "Productivity Enhancing Capital Investment" and "Best Practices."

"The best aspects of those three programs are captured in API," said Roger Flynt, Air Force Manpower Analysis Agency API Operations Branch chief. "The goal was to establish one good program."

Every idea that is submitted through API on the Air Force Portal comes to the API Idea Cell at JBSA-Randolph, where Flynt oversees six technicians.

"The cell analyzes the submission and, if it's ready for evaluation, we send it to the appropriate OLDLM, or organization-level decision maker," he said.

The OLDLM has the authority to approve the idea and direct its implementation, according to Air Force Instruction 38-402. An OLDLM may be a major command's commander or vice commander, a staff-level executive director or director, or a Headquarters Air Force official at the two-digit level.

The OLDLM assigns a subject-matter expert to evaluate the idea and provide a recommendation to approve or disapprove the idea. After approving an idea, the OLDLM assigns it to an implementation lead to make it happen and to replicate it across the Air Force, if practical. The manpower office may be included in the process.

Since API's inception in April 2014, more than 4,000 ideas have been submitted, Flynt said. OLDLMs have approved 134 ideas for implementation out of 848 that have risen to the evaluation phase. Projected cost savings through December 2015 were an estimated \$117 million.

"At this time, 365 submissions are being evaluated throughout the Air Force, including 13 at Air Education and Training Command," he said. "The 12-month average is about 250 submissions."

Flynt said it's important for anyone who has an idea

"We're continually improving our processes. OLDLMs are getting better all the time. It's a healthy sign that Airmen are submitting their ideas. API is there, on the portal, available to you, to share your good, actionable improvement ideas."

Roger Flynt

Air Force Manpower Analysis Agency API Operations Branch chief



to search the online API database on the portal to see if that idea has already been submitted. The idea cell will close submissions that already exist.

"We'll look at the idea and bounce it against the database," he said. "We'll close it if the Air Force is already aware of it."

Flynt said the program rejects common ideas that have already been submitted by other Airmen – such as converting to light-emitting diode light sources or using solar panels.

"You really need to be specific," he said. "Describe what you want done and how it will benefit the Air Force."

Flynt said an idea may have local or Air Force-wide impact.

Anyone who has an idea is encouraged to seek help from a local Continuous Process Improvement expert in building an idea proposal, Flynt said. The local manpower offices are the focal point for CPI efforts.

After an Airman submits an idea, the API idea cell will determine if the idea is "evaluatable." If it is not evaluatable, the cell will ask the submitter to improve the proposal or recommend that the submitter work with a CPI expert.

Submitters can input their idea by going to the Air Force Portal and clicking on "Airmen Powered by Innovation" under "Building Resilient Airmen" or "Air Force Information." When the API page appears, the submitter clicks on "Submit Your Idea." Submitting an idea is a three-step process: creating a profile, providing idea information and uploading supporting documentation, if any.

Rabern said he did not initially submit his idea for the Airman Mentoring Program through API.

"I didn't see the tangible savings I thought the API would want to see," he said.

But his mentor, Bob Tullgren, AFPC Military Service Records policy, procedures and corrections chief, told him the AMP, if implemented, would save the Air Force money in the development of mentoring programs.

"It was submitted, the program fused with the Air Force MyVector mentoring platform and I was rewarded for the submission," Rabern said. "It has already made a big splash and is located on the Air Force Portal. This provides a helpful avenue for airmen and supervisors alike by tracking career paths and mentoring capabilities."

Other JBSA team members have also submitted ideas that have reached the implementation stage, Flynt said. Some of those ideas are not requiring advanced academic degrees for officers during line of the Air Force promotion boards and removing unnecessary steps in desalination wash procedures for aircraft.

Rewards for eligible idea submitters – active-duty members, civilian employees and Air Force Reserve Command members in Title 10 status – range from \$100 to \$10,000.

"That depends on confirmed dollars saved," Flynt said. "It may take a while to confirm the Air Force saved money."

Flynt said API is an ever-improving work in progress.

"We're continually improving our processes," he said. "OLDLMs are getting better all the time. It's a healthy sign that Airmen are submitting their ideas. API is there, on the portal, available to you, to share your good, actionable improvement ideas."

Joint Base San Antonio-Randolph News Briefs

Basura Bash 2016

The 6th Annual Joint Base San Antonio-Fort Sam Houston Basura Bash will be held at JBSA-Fort 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.

Health benefits site visit

A representative from AETNA, Mail Handlers and GEHA Federal Benefits will be at Joint Base San Antonio-Randolph for a health benefits site visit 10 a.m. to 2 p.m. Feb. 11 at building 399, Pitsenbarger Hall, 2nd floor conference area, Room 222.

Valentine's Day fitness event

The Joint Base San Antonio-Randolph Rambler Fitness Center hosts a Valentine's Day run, bike, run event 8 a.m. Feb. 13 at Eberle Park. Participants run a 5K, bike 10 miles and then run an additional 1.5 miles. For more information, call 652-7263.

Golf tournament

The JBSA-Randolph Oaks Golf Course hosts a Presidents' Day tournament Feb. 15, with 7-9 a.m. tee times. For more information, call 652-4653.

Youth spring-break camp registration

The Joint Base San Antonio-Randolph Youth Programs School Age Spring Break Camp registration takes place Feb. 15-26 during normal business hours. Camp runs March 10-14, 6:30 a.m. to 5:45 p.m., and youth 5-12 years may participate. Fees are based on total family income and all required paperwork must be on file including pay stubs and shot records. For more information, call 652-3298.

Volunteers needed

The 359th Medical Group and American Red Cross seek volunteers who would like to give back to the men and women in the Armed Forces. For details, call 652-6372.

Child safety seat class

Almost 75 percent of all car seats are installed incorrectly and car crashes are the leading cause of preventable death in children. A car seat safety seat clinic is taking place Monday, March 21, April 18, May 16 and June 20 at Joint Base San Antonio-Randolph. Prior to taking part in the car seat safety clinic, participants must complete the car seat 101 class at one of the JBSA locations. For more information on the Car Seat 101 class or the car seat safety clinic call: 221-0349 or 652-6308.

Street construction planned

The 502nd Civil Engineer Squadron will conduct a repavement project on 5th Street West, including replacement of existing pavement, curbs and sidewalks from F Street West to C Street West. Demolition and construction will occur in various phases and will require street and parking closures on 5th Street West for the time periods below:

- Saturday and Sunday: Asphalt will be milled off the roadway from F Street to C Street.
- Phase I, through Feb. 26: 5th Street West will be closed from F Street to E Street.
- Phase II, Feb. 29 – April 1: 5th Street West will be closed from E Street to D Street.
- Phase III, April 4 – May 13: 5th Street West will be closed from D Street to C Street.
- Repaving, May 21: 5th Street West will be closed from F Street to C Street for paving. Detour routes will be marked. For more information, call 652-1224.

Golf Road construction delayed 30 days

All access to the area continues to be restricted, directing all South Gate traffic to East/West perimeter roads. Motorists are encouraged to use the Main, West and East Gates.

Construction staging for the project is on the crossover road intersection of Golf Road, North of Taxiway Echo and Delta and South of Taxiway Foxtrot and Delta.

The West Perimeter Road detour for drivers is on the second left entering the South Gate. Traffic exiting the South Gate will also use West Perimeter Road as a detour route. Traffic to and from Randolph Oaks golf course is accessible from the South Gate and West Perimeter Road. Airfield traffic is not affected by the project.

The outbound lane being used for early morning traffic is closed from 6-8:30 a.m. until construction is completed. The jogging path close to the construction is also closed until the end of the project.

JBSA park at Canyon Lake provides year round activities

By David DeKunder

Joint Base San Antonio-Randolph Public Affairs

From boating to hiking, the Joint Base San Antonio Recreation Park at Canyon Lake offers several year-round activities for JBSA members and their families to enjoy in a scenic setting.

The park is 52 miles north of San Antonio on 250 acres around Canyon Lake, which is managed by the U.S. Army Corps of Engineers, and is open to active-duty service members and Department of Defense cardholders, including dependents, retirees and civilian employees.

Jonathan Clifton, JBSA Recreation Park at Canyon Lake general manager, said the recreation area has camping, boating and lodging facilities, RV parks, pavilions, picnic areas, hiking trails and beaches for JBSA members to use.

The recreation area provides a pristine lakefront with peace and solitude in the Texas Hill Country for JBSA members and their families to enjoy, Clifton said.

Clifton said there are 81 lodging units to stay in and 18 pavilions and day use picnic areas. Pavilions can be rented for work or family gatherings. There are two RV parks, with both full-service and electricity only sites, with restrooms, laundry facilities and dump stations available.

In addition, the park's country store provides food items, beverages, fishing gear and other items for purchase.

The recreation area has three lakefront beaches and two marinas, operated by the park. Park patrons can rent ski, fishing, pontoon and paddle boats, canoes and kayaks at the Hancock Cove Marina, or rent a slip at the Sunnyside Marina to store their boats.

Clifton said park users who want to rent a boat will need to show proof of having completed a boater's safety course. Patrons who want to fish are required to have a fishing license. Fishing licenses



Courtesy photo

The Joint Base San Antonio Canyon Lake Recreation Park offers visitors year-round access to a variety of outdoor activities.

can be purchased at the country store.

There are three miles of hiking trails in the park that provide scenic spots and opportunities for hikers to view wildlife, including deer, raccoons, foxes and birds.

Clifton said the park sustained flood damage in May 2015, mostly to the two marinas, a pavilion and from debris. Repairs are still being made to the marinas, but the marinas and other facilities are still open.

Clifton said the park is centrally located between San Antonio and Austin. During the summer months, park users can go to nearby New Braunfels for tubing in the

Guadalupe River and to visit other attractions, including historic Gruene and Schlitterbahn water park.

Reservations for camping, lodging and RV facilities should be booked in advance. To make reservations, call toll-free at 1-800-280-3466. Active-duty service members can reserve facilities for up to six months in advance; DOD cardholders for up to three months.

The park is open 365 days a year.

For information on lodging rates, boat rental and storage rates, pavilion rentals, park directions and hours, go to www.myjbsa-fss-mwr.com.

Wilford Hall Ambulatory Surgical Center Urgent Care Clinic offers virtual check-in

By Shannon Carabajal

59th Medical Wing Public Affairs

Need quick access to urgent care? Thanks to new virtual check-in options at the 59th Medical Wing Urgent Care Center at Joint Base San Antonio-Lackland, patients no longer have to wait in the lobby for medical care.

The check-in options offer simple, convenient ways to join the line from home, office, or on the go, said Staff Sgt. Brett Biernbaum, 59th MDW urgent care center medical technician.

"When anyone is sick or has a medical concern, the last thing they want to do is wait for hours in a lobby with other people who are not feeling well.

This program gives everyone the option to wait anywhere they choose," he said.

There are three ways to check in:

1. Visit <https://kiosk.qless.com/kiosk/app/home/17353> and enter the requested information.
2. Text the phrase "Lackland AFB UCC" to 210-960-8404 on any mobile device.
3. Download the QLess application to an android smartphone, find Lackland AFB UCC, and join the line through the application. The application is currently not available for the iPhone.

Once patients have checked in, text notifications keep them informed about estimated wait times, their place in line and notify them when

their turn is coming up.

"You will be messaged when you have reached the front of the line," Biernbaum said.

Patients waiting in the queue can also request a status update or a time modification to let UCC staff know they will be arriving to the UCC later than expected. The current average wait time is 29 minutes and patients are out the door in less than an hour and a half.

Beneficiaries who have not checked in to QLess before visiting the UCC are placed into the program by a technician when they arrive at the front desk.

"This will place them in line with those who have checked in virtually, allowing patients to leave and return

when they have reached the front of the line," Biernbaum explained.

The UCC offers full-service, fast and safe care. It is open 24 hours a day, seven days a week and provides walk-in care for active-duty military, retirees and dependents over the age of 2. The center is a great option for common acute minor medical problems when beneficiaries cannot obtain an appointment with a primary care provider or a clinic is closed. Patients with a serious medical emergency should call 911 or seek medical care at the nearest emergency medical facility.

For more information about the UCC, call 292-7331.

Bowling center reaching new heights with interior upgrades

By Robert Goetz

Joint Base San Antonio-Randolph
Public Affairs

The Joint Base San Antonio-Randolph Bowling Center, which was chosen the Air Force's best bowling center in 2010, is nearing the end of an improvement program that is raising it to yet another level.

Starting last April, the bowling center's interior was upgraded with new wood-look vinyl-plank flooring and furniture in the concourse and bowler settee areas, new ceiling fans, new sheetrock and new ceiling tiles over the center's 24 lanes.

Last week, work crews installed 38 10-foot-tall panels on the north and south walls of the bowling center to create two murals that feature photographs of JBSA-Randolph's most recognizable landmarks: the Taj Mahal, the Missing Man Monument and the main chapel. The murals complement the artwork on the west wall that

depicts JBSA-Randolph's training aircraft.

Also last week, the bowling center's old lockers were replaced with new ones.

"Our bowlers seem very pleased with the changes we've made," said Steve Barinque, bowling center manager. "They love the new graphics on the walls. We've reinvested the money our customers have paid to create a state-of-the-art facility."

As a nonappropriated fund, or NAF, facility, the bowling center's funds are self-generated through revenue from bowling fees, the snack bar and the pro shop, he said.

The bowling center will truly achieve state-of-the-art status in the coming weeks with the installation of an interactive bowler entertainment system, Barinque said.

"It will change the whole dynamic of open bowling," he

See BOWLING P13



Photo by Melissa Peterson

A builder pieces together a landscape mural of Joint Base San Antonio-Randolph Jan. 27 at the JBSA-Randolph Bowling Center.

Use SMART goals toward healthier eating, weight loss

By Adam Michael Woodyard

Brooke Army Medical Center outpatient dietitian

For many, ringing in a new year involves more than just a countdown, fireworks and champagne. Many take this opportunity to improve bad habits.

Unfortunately, resolution-makers often give up.

The failure to meet goals isn't always from a lack of trying or motivation. The wording of the goals can spell failure. Vague goals like "be healthier" and "lose weight" mean different things to different people.

Goals should always be clear, concise and SMART: Specific, Measureable, Attainable, Realistic and Timed. "Be healthier" can be revamped to "eat five servings of fruits and vegetables every day for the next week" or "decrease soda intake from four per day to one per day."

The following tips can help you successfully achieve SMART goals:

Focus on making smaller goals. Focus on small goals vs. large goals. Losing five pounds is much more attainable than losing 30 pounds. This is not to say that losing 30 pounds isn't possible, but it is definitely a long-term goal. Breaking big goals down into smaller steps can help you inch towards the top. Losing 5 pounds of 30 is a success and means you are definitely on track.

Focus on fewer goals at a time. Keep the list simple, no more than three or four goals at a time. Being more active, losing excess weight, getting organized and quitting smoking can all have positive effects. However, making too many changes at once is usually not sustainable. Too many goals can create unrealistic expectations, and slipping on just one can have a snowball effect on the others. Meeting small goals will give you the confidence to sustain them and move on to new ones.

Write down your goals and a defined time frame and game plan. You can have long-term and short-term goals, but keep your focus on the day to day. Writing things down can keep you from getting off track and losing focus.

Recruit friends, family and even professional help. Tell your friends and family your goals. They can be your cheerleader when your motivation is low. An even better situation would be if they have similar goals. A friendly competition may also help.

When it comes to revamping your weight loss goal, a registered dietitian can help you determine the best course of action. There is a lot of misinformation when it comes to nutrition and weight loss. Registered dietitians use evidence-based practices to help develop personalized SMART goals toward

healthier eating for weight loss.

Focus on what you have accomplished, not what you haven't. Shortcomings are just goals that you haven't met yet. While you may not be quite down to one soda per day, you have decreased from four to two.

Reward yourself for a job well done. After meeting your goals it's time to reward yourself and reflect. Any step in the right direction is better than stagnation no matter how small. Recognize that you are taking control. When you've successfully met your SMART goal take some time for yourself, take a relaxing bath, go on a day trip, take your dog to the park, go to a concert or anything that makes you happy and reinforces your success.

Always celebrate the win and don't stop there. Keep the momentum. Don't wait for another year before making new goals. Avoid rewarding yourself with food. That is often how people get off track.

Remember, keep your New Year's Resolutions SMART and watch the small victories add to huge changes. Let 2016 be the best you yet.

For more information, registered dietitians are available by calling 808-2232 or 808-3609 to make an appointment. For most nutrition conditions, a referral is not needed.

Families urged to learn about veteran burial honors

By Terri Moon Cronk

Department of Defense News, Defense Media Activity

Planning funerals for military veterans and retirees can be overwhelming for their families and the Department of Defense director of casualty and mortuary affairs wants family members to familiarize themselves in advance when possible to know what to expect with military funeral honors.

Deborah S. Skillman said families should learn about military funeral honors eligibility ahead of time to know what choices are available. She also recommends that family members should ensure they have access to the veteran's discharge papers, also called DD Form 214, to prove eligibility.

It's also critical for family members who want mili-

tary funeral honors to tell their funeral director, who can make the request for them, she said. The honors are not automatic, and must be requested through the veteran's branch of service, she noted.

"Families also need to know the DOD is going to be there when the honors are requested," Skillman added.

DOD policy is mandated by law to provide a minimum of a two-person uniformed detail to present the core elements of the funeral honors ceremony, and one service member must represent the veteran's branch of service, she said. The core elements comprise playing Taps, folding the American flag and presenting the flag to the family.

Burials with military funeral honors can be conducted at national, veterans' or private cemeteries, she said.

"While the DOD is required to provide a two-service-member detail, policy encourages each service secretary to provide additional elements, such as the firing team and pall bearers, if resources permit. However, full honors are always provided for active duty deaths," Skillman said.

"Military honors may consist of three rifle volleys by a firing team," she said, and added that veteran service organizations often participate in burials with military honors to serve as pall bearers and to provide a firing team.

The Veterans Affairs Department also offers other benefits, such as headstones, Skillman said.

"We want to honor every eligible service member," Skillman said, "and make sure the services are there to render honors."

BOWLING from P12

said, referring to the part of the customer base that is not involved in league bowling. "It will offer more family entertainment and provide a different concept of bowling."

The system will feature 55-inch light-emitting-diode monitors and advanced consoles to replace the bowling center's

42-inch monitors and provide interactive bowling games, scoring animations, themed birthday parties and high-definition signature grids.

"The new system makes our center a more advanced facility than you'd find in most places," Barinque said. "We get the best of both worlds. It gives league bowlers a better scoring environment and will be more entertaining for open bowlers. It

will also help with team-building in the JBSA-Randolph community."

Installation of the system is tentatively planned for March, he said.

The bowling center's last major upgrade occurred in 2008, when cutting-edge automatic pinsetters and a scoring system with the 42-inch monitors, 15-inch touch screens and advanced graphics were installed, Barinque said.

Another upgrade took place in 2010, when the ball returns were replaced, he said.

The bowling center, which is located on H Street West, is home to a robust competitive program that includes many leagues. Active-duty members and civilians who work at JBSA-Randolph, retirees and teens from local high schools also use the facility.

Driving around Washington Circle safely

Base safety and security officials want people to be aware of the procedures for driving in and out of Joint Base San Antonio-Randolph's Washington Circle.

Officials want to ensure motorists know which lanes they should be in when entering and exiting the circle.

The biggest safety issue occurs when vehicles try to directly exit the circle from the left lane instead of moving to the right lane in advance of their exit turn. Officials urge people to drive defensively and use caution in and around Washington Circle.

TRAFFIC RULES FOR WASHINGTON CIRCLE

- Traffic entering the circle must yield to traffic already in the circle.
- When entering the circle:
 - 1 If you are exiting at the first or second exit, stay in the outside lane or right lane.
 - 2 If you are exiting at the third exit or beyond, use the inside or left lane until ready to exit
- If two vehicles are side by side, the vehicle in the outside lane has the right of way.
- All traffic must signal for turns when exiting the circle.

