

# JBSA LEGACY

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JOINT BASE SAN ANTONIO

MARCH 16, 2018

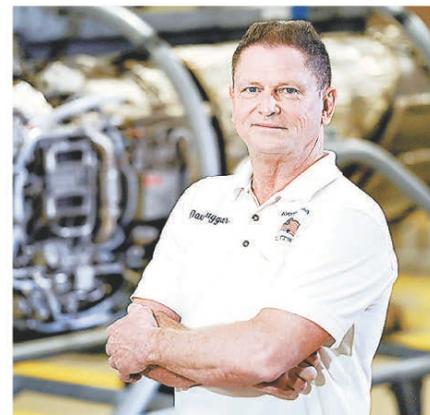


PHOTO BY DANIEL CALDERON

Suzanne Packard, a Cardiology Phase II instructor at Wilford Hall Ambulatory Surgical Center, explains a cardio sonogram to Trenton Moore, Basic Military Training trainee Feb. 28 at Joint Base San Antonio-Lackland.

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## COMMENTARY

# Seize opportunities when they arise

By Senior Airman  
Lauren Parsons

9TH INTELLIGENCE SQUADRON

In February, I was given the opportunity to go on a temporary duty assignment to Silicon Valley to attend the Startup Grind Global Conference. The two-day conference showcased entrepreneurs and technology experts from around the world who are paving the way in the startup sector.

Before I go on, I want to go back to one word: Opportunity.

Recently, it was explained to me by a co-worker that opportunity can sometimes be a buzz word, or another way of being “voluntold” to do something.

Maybe you can relate. Has there ever been a time when a friend or co-worker approached you and said, “I’ve got a (insert volunteer, training or TDY here) opportunity for you.”

What was your first thought? Was it excitement and eagerness or was it self-doubt and dread?

If it was the latter, this is for you.

While there were many takeaways from the conference, I want to share three things I learned from Marc Tarpenning, Tesla co-founder, that I hope will impact your perspective.

## “Oh, I can do that”

Tarpenning recounted to the audience a moment in 2008 when Google showcased a self-driving car. Until that point, he wasn’t sure it could be done, but once he saw it, his gut reaction was, “Oh, I could do that.”

He challenged that sometimes you don’t think something is quite possible until the moment somebody else does it. After that, it all sort of makes sense.

My husband and I are both trained photojournalists by Air Force Specialty Code and had dreamed of starting our own wedding photography business. We always had a reason not to start one, whether it just wasn’t the right time or we didn’t have enough money. We attended a wedding last summer and had the opportunity to watch the photographer work throughout the day, and it was after that day that we both had our “Oh, I can do that” moment.

A single moment of empowerment was all it took for us to dedicate ourselves to our passion. Now, not only are we accomplishing personal goals, but it has helped us tenfold in becoming better photographers for the Air Force.

What was your moment of realization? Do you have one? If not, I would challenge you to find your passion.

## Become an expert

The next point Tarpenning made was to know your craft better than anyone else. He worked with Tesla chief executive officer Elon Musk and said it was easy to work for him as long as you could always explain the why and how behind things.

When we don’t dedicate ourselves to an opportunity, a job or a goal, we only short-change ourselves, he said, adding that we often make assumptions for why we can’t do things, which are sometimes valid, but sometimes they aren’t.

We’re all familiar with the excuse, “Well, we’ve always done it this way.”

If you become versed in your field, these assumptions will slowly disappear and allow you to not only avoid mistakes, but make improvements.

## Think big

Tarpenning’s last bit of wisdom was to think big. He said entrepreneurs go looking for problems. However, I don’t think it only applies to entre-

preneurs, but to anyone across any part of their life. It doesn’t mean to walk around your workplace and nitpick every small thing, but to ask if the problem you’re solving has meaning. If you look for meaningful problems and find impactful solutions, you can begin to impart change in a big way.

The Startup Grind Global Conference was one of the most refreshing experiences I’ve had in a long time. Getting to network and learn from others outside of my field of expertise was invaluable, and it’s the type of event that Airmen can always be on the lookout for to take advantage of on a local scale.

The next time someone offers you an opportunity, remember to never write yourself off, find a part of it to be passionate about and become an expert in, and think big. Opportunity is a state of mind. You never know when that next “opportunity” could inspire you to create something special, or what some may even deem impossible, like electric-powered cars.

Even if you don’t want to be the next co-founder of Tesla, there is always room for growth and mentorship. To quote a line in one of my favorite movies, “Mean Girls,” “The limit does not exist.”

## JBSA LEGACY

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## DACOWITS releases 2017 annual report

### From DOD News, Defense Media Activity

The Defense Advisory Committee on Women in the Services, or DACOWITS, released its 2017 annual report March 1 on matters relating to women serving in the armed forces of the United States, according to a Department of Defense news release.

The committee provides these recommendations to the Secretary of Defense via a comprehensive annual report, based on

information gathered throughout the year.

For 2017, DACOWITS studied 13 topics. The committee gathered information from multiple sources including briefings and written responses from DOD, service-level military representatives and subject matter experts; data collected from focus groups and interactions with service members during installation visits; and peer-reviewed literature.

DACOWITS collected qualitative data during their visits to

multiple installations representing the Air Force, Army, Marine Corps, Navy and Coast Guard.

Based upon the data collected and analyzed, the committee submitted 17 recommendations to the Secretary of Defense on the following topics: accession and marketing, recruiting strategies, propensity to serve, mid-career retention, dual-military co-location policies, gender integration, key opportunities and assignments, gender integrated boxing, physiological gender differences, parent leave

policies, child care resources, family care plan policies and the impacts of social media and sexual harassment online.

The report is available online and includes detailed reasoning supporting each recommendation.

Established in 1951, DACOWITS is one of the oldest DOD federal advisory committees. The committee was created following the signing of the 1948 Women’s Armed Services Integration Act. The law enabled women to serve as permanent, regular members of the armed forces in the Army, Navy, Marine Corps and Air Force.

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## FRONT &amp; CENTER

# Be a leader people trust, come to with problems

## Supervisor brings experience, innovation to propulsion shop

**By Tech. Sgt. Ave I. Young**

502ND AIR BASE WING  
PUBLIC AFFAIRS

Since he started in the 12th Maintenance Group at Joint Base San Antonio-Randolph in September of 2016, Dave Duggar has brought experience and innovation to the J-85 propulsion shop.

Duggar, the J-85 propulsion shop supervisor, oversees the engine shop and test cell ensuring T-38 engines are mission ready to conduct daily sorties for the 12th Flying Training Wing.

“My job is important to the 12th FTW because we develop the thrust that keeps the jets flying. Without our engines, the

mission could not be met,” Duggar said.

With 38 years of experience, Duggar has prior military service with the active duty Air Force and was assigned to the Thunderbirds from 1982-1985, primarily as an engine mechanic. He also served eight years with the Florida Air National Guard and 10 years with the Air Force Reserve.

“A lot of people are not aware of what it takes to put the airplanes in the air, but it consists of a lot of engine troubleshooting, replacement of parts, tests and evaluation of the engines at the test cell and a lot of blood, sweat and tears.”

In addition to managing the engine shop and test cell, Dug-

gar is also a black belt with continued process improvement or Air Force Smart Operations for the 21st Century. The 12th MXG has quarterly leadership development courses where they train all of their white-shirt supervisors.

“We do continuous process improvement to make our workplace a safer, more compliant and more effective shop and the beauty of that is it all leads toward increased mission efficiency and effectiveness,” said Hamm, deputy director, 12th Maintenance Group.

In September last year, Duggar and his team had an opportunity to improve performance that affected the engine and machine shops in the 12th MXG. After his team discovered an oil leak on a J-85 jet engine gear box during a test, a thorough investigation revealed that a bolt near a hard-to-reach



*Dave Duggar conducts an inspection on a T-38 Talon engine Feb. 28 at Joint Base San Antonio-Randolph. “My job is important to the 12th FTW because we develop the thrust that keeps the jets flying,” he said.*

seal had pulled out. Normally, Duggar said, it’s at this point when his technicians would order a replacement gearbox. That equaled \$80,000 for each engine.

Utilizing CPI methods and thinking outside the box, his team found a \$600 installation tool set that another shop in the Maintenance Group could use to replace the stud and lock ring for the gearbox pad without the engine leaving Randolph.

“It’s a classic example of a team of professional maintainers who came across a problem and decided that there might be a better way than what they had been doing previously,” Hamm said.

When the engine and machine shop combined their effort, the result was increased repair capability that saved money and man-hours valued at nearly \$90,000 per engine.

“I hope to lead my technicians in a professional manner so that when I leave or retire this organization that they can follow in my footsteps and have a quality organization for the people that they’re going to be training and supervis-

**“A lot of people are not aware of what it takes to put the airplanes in the air, but it consists of a lot of engine troubleshooting, replacement of parts, tests and evaluation of the engines at the test cell and a lot of blood, sweat and tears.”**

**Dave Duggar, 12th Maintenance Group J-85 propulsion shop supervisor**

ing in the future,” Duggar said. “I want to be a leader that my people can trust and come to me with their problems.”

*Joint Base San Antonio Front and Center is a series of stories highlighting outstanding members of the community while showcasing their impact on the missions that take place at JBSA.*



PHOTOS BY SEAN WORRELL

*Dave Duggar (left), 12th Maintenance Group J-85 propulsion shop supervisor, works with James Schottler, jet engine mechanic, on a T-38 Talon engine Feb. 28 at Joint Base San Antonio-Randolph.*

## ARMY AIMS TO MATCH SOLDIERS' TALENTS WITH BEST MILITARY OCCUPATIONAL SPECIALTY



SGT. MARICRIS MCLANE

*Mortar men from Fort Campbell, Ky., conduct a live-fire exercise July 14, 2017, at Dona Ana Range Complex, N.M. The Army is working hard to determine Soldiers' knowledge, skills, abilities and preferences, and to use those metrics to get the best military occupational fit for them. This approach will benefit the Soldier as well as optimize Army readiness. In addition to finding the right jobs for Soldiers while they're in the service, the Army is also committed to ensuring their successful transition to the right civilian jobs upon separation. The Army's Soldier for Life strategic outreach program has connected more than 1,000 private and public organizations to transitioning Soldiers and spouses, resulting in increased educational and employment opportunities for Army veterans and their families. According to the Department of Labor, Soldier for Life efforts assisted in reducing the veteran unemployment rate to 3.7 percent for fiscal year 2017, along with the lowest amount of unemployment compensation for veterans in 17 years.*

# Members serving on Sinai Peninsula are eligible for a tax refund

By Capt. Andrew R. Cerchio

7TH ARMY TRAINING COMMAND TAX CENTER

Service members serving in a designated combat zone are eligible to exempt military pay from their taxable income.

In December 2018, Congress declared the Sinai Peninsula a combat zone for tax purposes effective June 9, 2015.

The reduction in taxable income may result in a higher refund.

Soldiers who served in the Sinai Peninsula during any time after June 9, 2015, can take advantage of this development by getting a corrected W-2 and file an amended return with the IRS.

Active Component Soldiers who were assigned temporary change of station (TCS) or temporary duty (TDY) during any period from June 2015 through December 31, 2016, should submit a copy of their TDY/mobilized orders and a completed travel voucher (DD Form 1351-2 or DTS Voucher) to the finance office for review.

The finance office will process the case and forward to the DFAS Tax Team for the corrected W-2.



COURTESY IMAGE

Soldiers who have either retired or separated from service will be contacted by DFAS with instructions on how to obtain a corrected W-2.

Upon receipt of a corrected W-2, taxpayers can file amended returns with the IRS. Amended tax returns cannot be e-filed and must be mailed in to the IRS.

More information on how to file an amended return can be found at your local tax center or <http://www.irs.gov>.

# Know the difference between a scald and burn

Young children, the elderly and those with a disability may be more vulnerable to scalding

By Richard S. Campos  
502ND CIVIL ENGINEER SQUADRON

Most of us may be aware of the impact a first-, second- or third-degree burn can have on the human body. But the majority of us are unfamiliar with the impact scalding can have. Scalding recognition and prevention are not widely discussed as much as burns.

What's the difference between a burn and a scald? Recognizing the difference of these two injuries will help you decide if the pain you or a family member is experiencing is a burn or a scald.

## Burns

With no solid definition, burns can be complex injuries even in the simplest terms. A burn can be described as damage to skin cells and tissue caused by either fire, heat, electricity, chemical, radiation, light or friction. Damaging muscle and fat can occur if the burn is severe. It can even reach the bone if it's deep enough.

## Scalds

Scalds may only damage layers of skin, unlike burns, that can cause major deep-tissue damage. Superficial, or first-degree burns, are associated with scalds. But if it can be considered severe enough, it can be as fatal as a third-degree burn and may even lead to death.

When a portion of skin is exposed to a hot liquid or steam, scalding occurs. Scalding is often caused by hot bath water, hot food, cooking fluids like grease or a hot drink. The effect of a scalding injury can be devastating. The results of a scalding injury may require skin grafting, and can have deadly consequences if not

treated in time.

"In the United States, burns from hot tap water result in about 1,500 hospital admissions and 100 deaths per year" as reported by U.S. News & World Report. The variance between a scald being a minor burn or being deadly are determined by several factors:

- ▶ Sustained exposure to the hot substance.
- ▶ Substance temperature.
- ▶ Nature of the substance, is it sticky? Does it retain heat?
- ▶ Extent of body area scalded.
- ▶ Scald location.

Scalding can occur very quickly. Doctors from Shriners Hospital stated, "People of all ages can be burned in 30 seconds by flowing liquid that is 130 degrees Fahrenheit. At 140 degrees Fahrenheit, it takes only five seconds and at 160 degrees Fahrenheit, it only takes one second."

Typically, people of all ages can be scalded, but there are three groups most likely to experience a scald: young children, the elderly, and those with disabilities and special needs.

These three groups may not be able to communicate or comprehend that the bath water or drink is extremely hot. And mobility issues may hinder their ability to remove themselves from the danger associated with scalding.

Typically, young children and the elderly have thinner skin than the average adult or teen. The thinner the skin, the faster the skin will be vulnerable to scalding.

Scalding can occur to anyone. To make sure you and your family are safe, it's important to learn preventive measures.

How can I prevent scalding injuries in my home? The two typical areas that normally scalding injuries occur are the

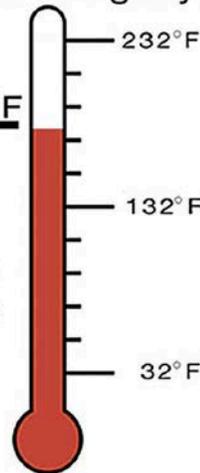


**2 seconds**  
of exposure to **148°F**  
liquid causes burns  
serious enough to  
require surgery.

Coffee is often served at **175°F**, making it high-risk for causing **severe burns.**



[WWW.FLASHSPASH.ORG](http://WWW.FLASHSPASH.ORG)



COURTESY GRAPHIC

**Joint Base San Antonio fire prevention offices: JBSA-Fort Sam Houston, 210-221-2727; JBSA-Lackland, 210-671-2921; and JBSA-Randolph at 210-652-6915**

bathroom and kitchen.

## Bathroom Safety

- ▶ Supervise young children as they use tap water to wash their hands, face, etc.
- ▶ Set your water heater to 120 degrees Fahrenheit or less.
- ▶ Check water temperature when filling the tub for a child, move your hand through the water. If it feels hot for you, it definitely will be hot for a child, an elderly person or a person with special needs.
- ▶ Place your child on the opposite end of the tub from the faucet. Position the child so his or her back is toward the faucet.
- ▶ In your shower, install a grab bar.

▶ For a healthy adult, a safe bathing temperature is 100 degrees Fahrenheit. Use a cooking thermometer to check the temperature.

## Kitchen Safety

- ▶ Face pot handles inward when cooking. This can prevent a person who is walking past from accidentally knocking into the pot and it can prevent a child from pulling the pot off the stove.
- ▶ For heating items on the microwave, follow instructions and cautions; even steam from a bag of popcorn can scald you.
- ▶ Children in the kitchen and dining areas should be supervised.

▶ In the kitchen, mark a "kid-free zone" close to the stove (with tape) and clarify to your child why she or he cannot cross the line.

- ▶ While preparing hot foods or liquids, never hold a child in your arms
- ▶ Keep hot foods and liquids out of the reach of children.

For more information about scalding prevention, visit the National Fire Prevention Association website at <http://www.nfpa.org/education> or <http://www.ameriburn.org>; or call the Joint Base San Antonio fire prevention offices at JBSA-Fort Sam Houston, 210-221-2727; JBSA-Lackland, 210-671-2921; or JBSA-Randolph at 210-652-6915.

# FORT SAM HOUSTON

## Couples bond over a hot stove at Vogel Resiliency Center

By Army Staff Sgt. Tomora Nance  
U.S. ARMY NORTH PUBLIC AFFAIRS

Going out to eat, as a couple, can be expensive and sometimes the food choices are unhealthy.

When couples cook at home together, it not only helps them decide the ingredients to use, but can help couples reconnect after a busy week of work, taking care of children and other tasks that may hinder a couple's quality time.

Five couples gathered to do just that at the Vogel Resiliency Center's teaching kitchen here Feb. 23 for a marriage enrichment class. The center's chaplain sponsored the event as a way to help couples rekindle their "flame," said Lt. Col. Christine Edwards, the Army dietitian responsible for the teaching kitchen.

"Tonight's event is part of the chaplain's marriage enrichment program, and the couples cooking event helps bring people together through communication in the kitchen. The teaching kitchen is just one of the many services offered at the Vogel Resiliency Center," Edwards said.

The Vogel Resiliency Center, or VRC, is a project that brings together eight entities of resiliency services into one location. This facility is unique to JBSA-



STAFF SGT. TOMORA NANCE

*Sgt. 1st Class Raphael Bonair, U.S. Army North (Fifth Army) culinary specialist and enlisted aide to Lt. Gen. Jeffery S. Buchanan, ARNORTH commander, demonstrates making an orange glaze during a marriage enrichment class at the Vogel Resiliency's teaching kitchen Feb. 23 at Joint Base San Antonio-Fort Sam Houston.*

Fort Sam Houston and the Army.

The VRC is home to the Army Wellness Center, Public Health Nursing, Chaplain and Spiritual Services, Military Family Readiness, Health Promo-

tion Operations, Army Substance Abuse Program, Nutrition Coaching and Comprehensive Solider and Family Fitness under one roof. And of course, the facility is also home to the teaching kitchen, which helps individuals learn how to improve methods of nutritional cooking.

Edwards explains how the teaching kitchen started and became part of the VRC.

"This program began out of 'Performance Triad' in 2014. When Performance Triad was getting started, I was on the nutrition team when Lt. Gen. Patricia Horoho, the Army's surgeon general at the time, asked us to look into a new developmental program called the teaching kitchen. Programs such as the Harvard School of Public Health and the Culinary Institute of America came together to develop a provider curriculum that was given to us to test in the military population. So, we did a research pilot to see how feasible this program was for the military, and it was wildly popular. It received the attention from Army North leadership, and it ended up being incorporated into the Vogel Resiliency Center as a resiliency tool."

One of the reasons the teaching kitchen is such an important resiliency tool is it helps service members learn how to

cook healthy meals for themselves and how to incorporate family members into the cooking process to 'unite' them as a family, Edwards said.

Edwards served as the assistant to Sgt. 1st Class Raphael Bonair, a culinary specialist with U.S. Army North (Fifth Army) and the enlisted aide to Lt. Gen. Jeffery S. Buchanan, the senior commander for ARNORTH.

"I enjoy events such as this one because I believe a couple who cooks together stays together," Bonair said. "The couples cooking event also helped spark healthy eating habits."

Bonair and Edwards showed the couples how to prepare orange-glazed chicken with aromatic vegetables in the professional, state-of-the-art kitchen.

Although Edwards assisted in teaching the couple's cooking class, she also brought a special guest of her own — her husband, David Abraham, who helped demonstrate couples cooking techniques to the class.

"My husband definitely helps me out at home and is my sous chef; he helps me with all of the meal prep when we cook together at home," Edwards said.

This is the fifth class held at the VRC's teaching kitchen. The first class given was to a group of children on healthy eating and cooking.

## NAMRU S.A. studies potential snakebite treatments

By David DeKunder

502ND AIR BASE WING PUBLIC AFFAIRS

Two researchers at Naval Medical Research Unit San Antonio at Joint Base San Antonio-Fort Sam Houston are studying the effectiveness of potential antivenom treatments in improving care for service members with snakebites.

Dr. Angela Jockheck-Clark, NAMRU-SA Combat Casualty Care Department research scientist, and Dr. Yoon Hwang, NAMRU-SA Maxillofacial Injury and Disease Department research scientist, are conducting research projects to find an antivenom that can be used by first

responders to treat active-duty members and patients who are snake bitten, while reducing the effects of those snakebites on the body.

Both researchers started their projects three years ago after Navy Capt. Elizabeth Montcalm-Smith, the previous NAMRU-SA commanding officer, asked the unit's researchers to see if they could develop an antivenom treatment that could be used to treat service members in the field.

Dr. Amber Mallory, NAMRU-SA Combat Casualty Care and Operational Medicine director, said Montcalm-Smith made her request to NAMRU-SA researchers

after attending the Military Health Research Symposium in 2015.

"One of the gaps that was addressed at the symposium that the military faced is a need for a first responder treatment for snakebites," Mallory said. "Capt. Montcalm-Smith came back to the command and posed a very open call to all the research scientists within the command to come up with unique ways to address this need."

Responding to Montcalm-Smith's request were Jockheck-Clark and Hwang.

"Dr. Hwang and Dr. Jockheck-Clark came up with unique ideas, both completely different approaches for neutraliz-

ing snake venom," Mallory said.

Jockheck-Clark is focusing her research on developing a treatment that has the potential to delay access of toxic venom components to the blood stream and reduce the severity of tissue morbidities that are caused by some snake venoms. She is doing this by targeting a group of venom compounds known as spreading factors.

Spreading factors are found in every type of snake venom, and degrade the tissue around the envenomation site. This can result in edema, blistering, hem-

# MICC senior leaders discuss priorities

By Daniel P. Elkins

MICC PUBLIC AFFAIRS

Acquisition leaders from throughout the Mission and Installation Contracting Command are meeting to discuss contracting priorities at Joint Base San Antonio-Fort Sam Houston.

The MICC 2018 Acquisition Leaders Training Event allows an opportunity for workforce leaders to come together face to face in a collaborative and educational forum. Hosted by Brig. Gen. Bill Boruff, MICC commanding general, participants include leaders from the command's two contracting support brigades, two field directorate offices as well as their nine subordinate battalions and 30 contracting offices.

Members of the command team kicked off the event March 6 by welcoming the contracting leaders and setting expectations for the week.

"There's a lot going on, and taking three days from our schedules is hard. I encourage you to network and share lessons learned to provide feedback ... because I absolutely use that in my decision-making process," Boruff said.

The commanding general also asked contracting leaders to engage with the directors and deputy chiefs of staff from the headquarters also participating in the ALTE to help resolve any challenges they may be experiencing at their respective duty locations.

MICC Command Sgt. Maj. Marco Torres echoed the commander's intent, emphasizing that some of the takeaways and sharing of ideas from the training event may prove valuable particularly for some field contracting offices whose Soldiers will be deploying in the coming weeks.

The deputy to the commanding general, Clay Cole, remind-

ed those in attendance that the ever-changing landscape of emerging threats requires flexibility and immediacy in the acquisition support provided the MICC. He added that this requires active listening for both members of the command staff and contracting leaders attending this week.

"You have to make sure that everyone is communicating properly and getting the right answers," Cole said.

Following welcome remarks, the commanding general opened the training event by providing organizational leaders a state-of-the-command briefing, including his assessment since taking command in July 2017. He said the first two quarters of fiscal 2018 have proven challenging due to the uncertainty of funding and anticipates that challenge to remain constant for the remainder of the year.

Boruff outlined the building

of cohesive teams through trust and shared understanding of the mission as key to the MICC's success. He said this includes those in attendance leading efforts to improve the quality of customer service, accuracy of contracting actions and overall health of their respective contracting activities. The collaboration with the command's supported customers, he added, includes an expectation of leaders to talk with Soldiers, civilians, subordinate leaders and requiring agencies to establish that shared understanding.

Leaders from the MICC Contracting Operations Directorate led the discussion of topics on the first day. Those included the supplier self-service program, readiness initiatives with the human capital plan, Defense Acquisition Workforce Development Fund initiatives as well as best practices.

Topics on the second day of

training centered on best practices from throughout the command, Government Purchase Card Program, familiarization with the business intelligence and Qlik virtual tools, procurement management review trends and category management. Cole also discussed business process rules pertinent to the principal assistant responsible for contracting. Both officers and NCOs who are members of the acquisition corps will meet with their respective functional managers during an afternoon breakout session.

The morning of the final day focused on acquisition leadership. Following a session led by the MICC command group, participants broke out into sessions focused on commanders, command and sergeants major, and directors and their deputy directors. The training event concluded with discussions on quality assurance, competition goals and measurement before the two contracting support brigades and two field directorate offices conducted separate sessions.

## ARMY MEDICAL COMMAND CENTER & SCHOOL HSC WELCOMES NEW COMMANDER



JOSE RODRIGUEZ

*Maj. William K. White (center) takes command of the U.S. Army Medical Command Center and School Headquarters Support Company by accepting the unit colors from Col. Thomas S. Bundt (right), chief of staff of AMEDDC&S. White comes to the HSC after serving as the executive of the Officer, Army-Baylor Graduate Program in Health and Business Administration. He replaces Maj. Lisa M. Chabot (left), who is retiring from the U.S. Army after 26 years of service. The change of command ceremony was held at the AMEDD Museum amphitheater.*

# Trauma care innovations saving Soldiers' lives

By David Vergun  
ARMY NEWS SERVICE

Col. Shawn C. Nessen, a trauma surgeon who served on the battlefields of Iraq in 2003 and Afghanistan from 2006 to 2008, credits three trauma care procedures as being among those responsible for saving the most lives.

All three have to do with hemorrhage control, said Nessen, who is commander of the U.S. Army Institute of Surgical Research, or USAISR, at Joint Base San Antonio-Fort Sam Houston.

Those procedures include greater use of tourniquets, improvements in transfusion therapy and hypothermia prevention.

## Tourniquets

Early on in the wars in Iraq and Afghanistan, tourniquets were not widely being used for wounds to the extremities, Nessen said.

In 2004, 28 people died of hemorrhage from extremity wounds in Iraq and Afghanistan. Nessen said he believes

some would have survived had they had tourniquets applied.

Tourniquets were not used because of the mistaken belief that complications, including the need for amputations, could result from their use, he said. At the time, medics used pressure dressings instead.

In reality, a tourniquet that's on for around two hours won't result in complications or amputations, Nessen said. It takes five or six hours before a tourniquet can do serious damage — but in those two hours, a tourniquet can save lives.

Once the use of tourniquets became widely accepted in 2004, the number who died from hemorrhage dropped to three in one year, he said.

Also, he noted that improvements in tourniquets in recent years have undoubtedly saved lives.

For instance, a Soldier can apply the Army's "Combat Application Tourniquet" to himself, with just one hand. Additionally, the Army also has available a "junctional tourniquet," which can be applied to the groin, waist, pelvis or armpit.

The military's greater use of tourniquets has had an impact on civilian trauma care as well, Nessen said.

In the aftermath of the Sutherland Springs church shooting in Texas in November, Nessen said that some of the victims that were cared for had tourniquets on and they survived as a result.

## Transfusion Therapy

In 2003 when he was in Iraq, Nessen said he found that modern methods of blood storage — the splitting of blood into components such as red blood cells, plasma and platelets — caused some problems on the battlefield.

Combat support hospitals had the ability to keep frozen plasma and red blood cells on hand in sufficient quantities. But the requirements for storing platelets proved a challenge. As a result, platelets were not always available or were given in a smaller quantity than necessary to enable blood to coagulate.

During his next tour, in Afghanistan, an improved means of cold-storing platelets had

been developed. Now, platelets could be stored longer. And when patients in combat zones needed all three components of blood at the same time, all three were available in sufficient amounts. As a result of that advancement, he said, lives were being saved.

Today, blood platelets can be stored for weeks at a time, he said, instead of only a few days.

## Hypothermia Prevention

Trauma patients are very susceptible to hypothermia. Cold weather contributes to coagulopathy, having frequently occurred to wounded Soldiers in the early war years in Afghanistan and Iraq. Nessen explained that coagulopathy means the blood's ability to coagulate is impaired, leading to excessive bleeding.

During Nessen's tour in Afghanistan, he said it got very cold in the eastern mountainous region where he was serving, and coagulopathy was a real issue.

Fortunately, around the 2004, a Hypothermia Prevention Management Kit, developed by the

USAISR, began to be issued, he said.

The kit is basically a hat and chemical blanket that wraps around a Soldier. When exposed to air, the chemical is converted to heat, he explained. Use of the kit has kept Soldiers from dying, he said.

## Importance of People

Nessen said the trauma system starts with the medic, who administers aid at the point of injury.

While the importance of that medic cannot be underestimated, he or she can never replace a surgeon who has years of training to do incredibly difficult procedures, particularly in wounds to the stomach, chest and large blood vessels.

It's vitally important that battlefield trauma centers be fully staffed with surgeons, he added.

Lastly, Nessen said that "at the end of the day, it's like everybody else in the Army. We're only as good as our people. Technology enhances damage control surgery but it doesn't replace us."

## SNAKEBITE

From page 7

orrage, tissue necrosis (killing of the cells in the tissue), and/or damage to nerve tissues. Ultimately, these spreading factors allow the venom to spread through the tissue and into the blood stream, where toxic venom components can cause life-threatening complications.

Current antivenom treatments are only effective once the venom has entered the bloodstream. She is hoping to find a treatment that can be used in the tissue around the snakebite before this happens. If successful, this approach would give the person bitten by the snake more time to get additional medical help.

"Right now, there isn't any-

thing you can really do to stop or slow the venom when it first gets injected," Jockheck-Clark said. "That's where my research project comes in. I want to be able to slow the venom at the site of injection. I'm doing this by targeting the spreading factors."

Jockheck-Clark said further research will focus on developing a treatment that can treat and neutralize spreading factors found in various types of venom, which can contain between 26 to 100 different types of complex compounds.

She is hoping the results of her research will bring about a first responder snake bite treatment that will be available in an accessible form for both military and civilian medical personnel and can be applied anywhere, including austere environments

and on the front lines, be stored at room temperature and is inexpensive to make.

At this point in her research, Jockheck-Clark said she does not have a timeline as to when a snakebite treatment could be available to military and civilian populations.

In his research, Hwang is experimenting with an antivenom that contains a bacteriophage, a virus that infects bacteria. The bacteriophage, or "phage," is used to carry a small peptide (small fragments of proteins) which can target and stick to venom components, neutralizing the toxicity of the target snake venom proteins and components. The neutralized venom components are then safely cleared from the body.

Hwang said utilizing phage as a treatment for snake venom is

safe because the virus only targets and infects bacteria, not human cells.

"Phage is known to be very stable, inexpensive to develop and easy to synthesize," Hwang said.

Hwang said the experiments he has conducted so far in the laboratory show that four different kinds of phages with their peptides have the ability to reduce the activity of a major component in venom found in five different species of snakes in the U.S. and North America.

One of the venom components tested was from the Western Cottonmouth, which is one of the most common species of snakes found in military training and operational settings, as well as civilian areas, within the U.S.

Over the next two years,

Hwang's research will expand to study the effectiveness of phage-based treatments in treating other components in venom with the goal of developing a phage-based treatment that will be more portable and easier to use.

Snakebites pose a health risk to both military and civilian populations. Each year approximately 5.4 million people around the world are bitten by snakes, resulting in 81,000 to 138,000 deaths and over 400,000 being treated for long-term disability, wounds, amputations and ongoing psychological morbidity, according to a research report put out by Hwang and other NAMRU-SA researchers.

In addition, nearly 9,000 cases of snakebites are reported each year in the U.S. and Canada.

# LACKLAND

## JBSA-Lackland library gets a new look

By Mary Nell Sanchez

502ND AIR BASE WING  
PUBLIC AFFAIRS

When patrons now enter the Joint Base San Antonio-Lackland library, they will be greeted with a totally new library look and experience.

The JBSA-Lackland library, which opened in May 1969, was one of seven Air Force libraries approved last year for \$274,000 in military funds to remodel. The library's new design is part of a modern bookstore layout plan many libraries are gravitating toward.

A ribbon-cutting ceremony was held March 7 to usher in the grand reopening of the JBSA-Lackland library. Library staff members conducted tours of the newly organized facility to help visitors experience a smooth transition.

"It's also all about the display," said April Cottrell, JBSA-Lackland library technician. "Materials [that are] out on display [are] to show patrons what we have."

The shorter shelves are 60 inches high and located throughout the library. The front section, a busy part of the library, was reconfigured to accommodate the children section, the young adult section and a computer area.

Library staff members began working on this project a year and a half ago, according to Pamela Navarrette, JBSA-Lackland librarian.

The staff began by changing all library books from the decimal system to listing them by categories. They looked through approximately 27,000 books and items and discarded unused, older books.

"We have had to re-catalog all of our items and anything that



PHOTOS BY ANDREW C. PATTERSON

*The Joint Base San Antonio-Lackland Library re-opened in February after a significant and extensive remodel.*

**"When we do story time, we have the songs and the story, but then we also do crafts so the tables are set up so the kids can sit down and do the crafts and parents can hover from there."**

April Cottrell, JBSA-Lackland library technician

was non-fiction had to be re-catalog into category," said Navarrette, adding that brand new labeling was also done throughout the library so that each category book matched and were in the same place.

The back part of the library now houses the adult and non-fiction sections, study rooms, and a new enclosed children's programming room which helps keep the back section quiet for patrons who need to read or study.

"When we do story time, we have the songs and the story, but then we also do crafts so the tables are set up so the kids can sit down and do the crafts and

parents can hover from there," said Cottrell.

"To bring back the children's section has been a great addition and to see the kid's faces when they walk in now is just almost breathtaking because they are just in awe," said Navarrette.

Patrons will also notice new tables and chairs throughout the library, display units, and plenty of signage to direct them to newly organized areas.

"To get new all new stuff throughout the library has just been wonderful," added Navarrette.

The library was closed for three weeks while staff mem-



*The JBSA-Lackland Library has upgraded the look and feel with new book shelving, kids and group areas, game and reading rooms, and more than 30 computers for customers to use. Study rooms along with a conference room are available also.*

bers removed furniture, cleared the walls of old signage and art displays, removed books off the old shelves, categorized them and then placed them back on the new shelves.

The upgrades were done with the intent of providing an even more positive experience when patrons visit, according to Cottrell.

"I'm hoping that [the patrons] see the work and the thought

that we've put in for how things were," Cottrell said.

Over 250 patrons use the JBSA-Lackland library daily.

"I think it has been a morale booster for everybody, especially the employees," said Navarrette.

The JBSA-Lackland library is located at 1930 George Avenue and is open Monday through Thursday from 9 a.m. to 7 p.m., Friday and Saturday from 11 a.m. to 5 p.m. It is closed on Sundays.

# 59th Medical Wing expedites Airmen's return

By Daniel Calderon

59TH MEDICAL WING PUBLIC AFFAIRS

The 59th Medical Wing's cardiology clinic, located at Wilford Hall Ambulatory Surgical Center on Joint Base San Antonio-Lackland, is working to help Airmen complete their training as quickly and as safely as possible.

Basic Military Training Fast Track began in December 2016, and provides Airmen in BMT and technical school a "one-stop shop" to have their cardio-related issues monitored by clinicians.

"We're looking for any defects with heart function," said Tech. Sgt. Jessica White, 59th MDW cardiology technician. "We normally see between eight to 12 trainees weekly. Generally speaking, once you're cleared by cardiology, you can go back to training."

During the program, trainees go through a full echocardiogram, an exercise stress test

and can be prepared for a Holter monitor. Trainees on hold due to cardio-related issues previously had to complete these tests separately. Consolidating the appointments can lead to returning to an active training status at a faster pace.

By reducing the time trainees spend on medical hold, the program saves the Air Force approximately \$366 per day. Before the program was implemented, a trainee could spend more than 30 days on medical hold. Now, the average time on medical hold is less than seven days.

"It's really neat to be able to get in and help treat these Airmen, and help them continue their training," White said. "Most don't want to wash out, get held back, or be sent back home."

For more information about the 59th MDW, including the new 59th Medical Wing Texting Service, visit <http://www.59mdw.af.mil/text/>.



DANIEL CALDERON

*Suzanne Packard, a Cardiology Phase II instructor at Wilford Hall Ambulatory Surgical Center, explains a cardio sonogram to Trenton Moore, Basic Military Training trainee, Feb. 28 at Joint Base San Antonio-Lackland.*

## Logistics and Materiel Management prepares IAAFA students

By Mary Nell Sanchez

502ND AIR BASE WING  
PUBLIC AFFAIRS

Recent graduate students from the Inter-American Air Forces Academy at Joint Base San Antonio-Lackland know firsthand that behind every successful organization is a support group that can get things done.

These students successfully completed both of IAAFA's International Logistics and Materiel Management courses in December 2017.

Students from Argentina, Chile, Peru, Colombia and Honduras are now able to conduct foreign military sales in their respective countries after learning how to use different software and systems used in the U.S.

Master Sgt. Arturo Garcia, IAAFA International Logistics

course instructor, said his students are ready to jump into the world of purchasing equipment for their countries.

"If they buy an aircraft, they can track the shipment," said Garcia.

The course is standardized for all countries.

During classes, students get to visit four places where they can absorb and learn just what international logistics is all about. Recent graduates visited the Defense Logistics Agency at JBSA-Fort Sam Houston where they were able to see some of the products they may eventually purchase.

"We call them familiarization visits," said Garcia.

The graduates also visited an implementing agency. This step helps them establish international contacts for future purchases, Garcia noted.

Students visit the 502nd

Logistics Readiness Squadron as well as the 433rd Airlift Wing at JBSA-Lackland to observe how business is conducted in the United States.

"Once they want to buy something — either a service, a product or training — they have a point of contact in the U.S.," Garcia added.

The International Logistics course teaches students how to get materiel. The Materiel Management course tells them what to do with it once they have it.

"[This course teaches] them about warehouse design, how to build [it] and maintain [it]," said Staff Sgt. Juan Del Castillo, IAAFA instructor of the Materiel Management course.

The first part of the course teaches students the technical aspects of getting things done: the codes, the repair cycle items, how they can obtain repaired items and how the



COURTESY PHOTO

*The Materiel Management course taught at the Inter-American Air Forces Academy at Joint Base San Antonio-Lackland teaches students how to design, build and maintain warehouses.*

United States Air Force interacts with different agencies, explained Del Castillo.

One of the most important lessons taught includes items that are repairable. Many items don't need to be ordered repeatedly.

Giving his students hands-on experience is far better than just reading their course books, Del Castillo said. "At the end, they complete a capstone event in which they build and design the warehouse themselves and do the warehouse assignments for each materiel."

In the end, the combination of these two courses helps IAAFA's vision of enduring strong friendships and security cooperation across the Americas with the Western Hemisphere.

With their understanding of how the U.S. Air Force operates, Del Castillo said students take their knowledge home and successfully implement it within their military.

# AF CEC revives Compatible Use Zones program

By Malcolm McClendon

AIR FORCE INSTALLATION AND MISSION SUPPORT CENTER  
PUBLIC AFFAIRS

In support of missions around the globe, the Air Force Civil Engineer Center revived a workshop long lost to the world of online training.

For the first time in six years, Air Installations Compatible Use Zones representatives from across the Defense Department gathered at a workshop at Joint Base San Antonio-Fort Sam Houston Feb. 27-28.

Fred Pierson, Air Force AICUZ manager, said the event was designed to bring AICUZ representatives together and create a network in order to keep the missions going at installations.

“That’s our whole job

here. We support the warfighter. If they can go out and train the way they need to train, then we did our job,” Pierson said.

The AICUZ program forms the basis for the Navy, Marine Corps and Air Force encroachment programs. It promotes compatible land-use development around military installations, promotes public health and safety in areas adjacent to installations and sustains the operational capabilities of the installation.

The program also identifies runway clear zones, accident potential zones and noise zones, and recommends land-use guidelines for achieving



MALCOLM MCCLENDON

*Meg Reyes, Joint Base San Antonio Community Initiatives director, addresses attendees at the Air Installations Compatible Use Zones Program conference Feb. 27 at JBSA.*

compatible land use in these areas.

“When you look at the bases and encroachment, it’s like sea waves coming

up on a cliff and eventually eroding it away. Soon- or later you reach a point where you can’t do your mission,” Pierson said. “With proper land use planning, you can stop this and, in some cases, reverse it.”

This year’s event included representatives from the Office of Economic Adjustment and the Department of Agriculture, and covered topics such as the role of leadership in encroachment management and review of program implementation case studies.

“We had more than 100 attendees from bases around the country,” Pierson said.

The online training that replaced the course for the last several years missed the much-needed human element, he added.

“The synergy in there is

contagious,” Pierson said. “You can talk to someone who’s had the same problem and take it back to your installation. This is how we solve issues with encroachment.”

Navy Capt. Erik Spitzer, commander of Naval Air Station Kingsville, Texas, spoke at the workshop and said it was good to hear from other representatives and to learn about their practices.

“For me, some of it was a refresher, but a lot of it was looking at the different tools the other installations use, their mitigation strategies and how they go out and try to partner and build relationships,” Spitzer said. “You really need a team that goes out to the local community and can engage them.”

Community involvement is the key to pro-

gram success, Spitzer said.

“If you don’t have a team dedicated to community outreach, you’re already behind,” he said. “They need to be attending community meetings and functions, because these meetings are where future developments are discussed and by simply being there, future encroachment problems can be averted.”

Pierson said he hopes attendees will take the tools learned here to their installations. He plans to hold the workshop annually and make it more accessible.

“We are giving them the tools they need to be successful and, as always, we’re here to help if they need anything,” Pierson said.

# Humanitarian Service Medal approved, requirements specified

By Staff Sgt. Alexx Pons

AIR FORCE PERSONNEL CENTER PUBLIC AFFAIRS

The Joint Staff recently approved the Humanitarian Service Medal for service members, Coast Guardsmen and members of the Reserve components, to include the National Guard, who were physically present during recent hurricane disaster relief.

Any qualified personnel who directly participated with Hurricane Harvey, Irma or Maria relief efforts and provided disaster support to impacted areas would merit receipt of the award.

The following regions, counties and inclusive dates should be considered:

## **Hurricane Harvey (Aug. 23 through Oct. 31, 2017)**

Texas counties: Aransas, Austin, Bastrop, Bee, Brazoria, Calhoun, Chambers, Colorado, DeWitt, Fayette, Fort Bend, Galveston, Goliad, Gonzales, Hardin, Harris, Jackson, Jasper, Jefferson, Karnes, Kleberg, Lavaca, Lee, Liberty, Matagorda, Montgomery, Newton, Nueces, Orange, Polk, Refugio, Sabine, San Jacinto, San Patricio, Tyler, Victoria, Walker, Waller and Wharton counties; or in the following Louisiana parishes: Acadia, Allen, Beauregard, Calcasieu, Cameron, Iberia, Jefferson Davis, Natchitoches, Rapides, Sabine, Vermilion and Vernon.



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## **Hurricanes Irma and Maria (Sept. 8 through Oct. 20, 2017)**

State of Florida or the Caribbean Islands, and adjacent waters, from Barbados northward to Anguilla,

and then westward to the Florida Straits.

Specific individual eligibility and classification of the HSM is available via <http://myPers.af.mil>. Select "any" from the dropdown menu and search "Humanitarian Service Medal."

# RANDOLPH

## Legal team helps members facing separation

By Robert Goetz

502ND AIR BASE WING  
PUBLIC AFFAIRS

Air Force members who face separation from the service due to a medical condition need not stand alone as they navigate the Disability Evaluation System process.

The Office of Airmen's Counsel, headquartered in building 663 at Joint Base San Antonio-Randolph, provides legal representation from the start of the DES process.

"There's an office here that's ready and willing to help them," said Charles Hasberry Jr., Air Force Legal Operations Agency OAC senior attorney adviser. "Everybody knows somebody who's gone through it. It's difficult to go through the process alone and not get the support you need."

The OAC team consists of 24 attorneys, paralegals and support staff; most are active-duty members, but support is also provided by Air National Guard and Air Force Reserve members on occasion. Hasberry, a retired Air Force officer, is the only civilian lawyer on the team.

"The OAC represents Airmen throughout the Air Force who are entered into the Disability Evaluation System," he said. "The team is available to support members going through this process with various decisions."

The OAC advises members on selecting whether to elect the Integrated DES or the Legacy Disability Evaluation System and writing letters of exception or rebuttal. The OAC also assists members in the appeals process of their Informal Physical Evaluation Board, all the way to the Secretary of the Air Force Personnel Council and/or



Veterans Affairs.

"Every member has the right to seek immediate legal guidance from the OAC upon notification from the Medical Treatment Facility that they will be placed into the DES, although an attorney will not be officially assigned to a member until after they have received their IPEB results," Hasberry said. "Prior to that time, all assistance is on an as-available basis, which is guided by manning and workload."

In 2016, the Air Force reported nearly 5,000 DES cases, he said. OAC attorneys represented more than 1,700 members and provided counsel at more than 750 FPEB hearings.

The purpose of the DES is to maintain a fit and vital force, so service members are referred to the DES when they develop a medical condition that makes them unable to perform their primary Air Force Specialty Code duties. However, the disability must be due to disease or injury incurred or permanently aggravated while entitled to basic pay and not as a result of misconduct or AWOL.

Steps in the DES process include a referral by a primary care manager or commander, submitting a VA disability claim, a narrative summary from the Medical Evaluation Board, a review by the IPEB and, if service members do not accept the IPEB's recommendations, a hearing before the Formal PEB. Service members may also appeal their cases to the SAFPC if they do not agree with the FPEB's decision.

The IPEB is a limited records review, while the FPEB is a hearing in front of a three-member board, Hasberry said. Both boards, which are assigned to Air Force Personnel Center, meet at JBSA-Randolph — the formal board in building 663 and the informal board in building 499.

"After the informal board, we help members interpret the results," he said. "We have legal representatives to fight for what you want."

Some of the common medical conditions service members are dealing with when they face separation are back problems, bad knees, asthma, gastrointes-

tinal issues and post-traumatic stress disorder.

How they are separated matters a great deal to members, Hasberry said. A 30 percent disability rating triggers medical retirement while a disability rating below 30 percent results in discharge with severance pay.

"Severance pay helps members transition," Hasberry said. "However, it represents an advance payment on VA compensation."

Therefore future VA compensation may be reduced in order to recoup the money paid as severance.

"If the injury happened or condition existed prior to service, you can be separated without compensation," he added.

A policy that will be implemented by the military branches this year could lead to more service members facing separation due to medical conditions, Hasberry said.

As directed by the deputy secretary of defense, service members who have been nondeployable for more than 12 consecutive months, for any reason, will be processed for adminis-



COURTESY GRAPHIC

trative separation in accordance with one of three Department of Defense Instructions, including DODI 1332.18, which governs the DES.

"By October, the services will be implementing this policy," Hasberry said. "It means a lot more people will have to undergo disability evaluation and may be separated. The goal, according to the recent guidance, is to provide more ready and lethal forces."

Hasberry said it's important that commanders and others in leadership position be aware that the OAC is available to help their troops if they are facing separation.

"We're available to brief units on the process," he said. "Members who are facing separation are at the worst point in their career. They're dealing with their condition and the possible loss of their livelihood. We need to give them the best service we can and guide them through the process."

For assistance, email the OAC at [afloaja.disabilitycounsel@us.af.mil](mailto:afloaja.disabilitycounsel@us.af.mil), or call 1-855-MEB-JAGS or DSN 312-665-0739.

## Two-cycle officer assignment system means more time for career decisions

By Kat Bailey

AIR FORCE PERSONNEL CENTER  
PUBLIC AFFAIRS

In a move toward a more efficient and transparent process, the Air Force Personnel Center is transitioning the Air Force Officer Assignment System from three to two cycles.

This modification will allow more time for interaction and communication between officers, billet owners, commanders and assignment teams.

Fifty subject matter experts from a cross section of all officer Air Force Specialty Codes collaborated to develop the two-cycle assignment timeline,

which provides important benefits to both Airmen and commanders, said Maj. Derek Rankin, Assignment Programs deputy branch chief at AFPC.

“The transition will not change the assignment process, but it will expand the assignment advertisement windows to the field and increase the amount of advanced notification officers and their families receive prior to their moves,” Rankin said. “With expanded windows of assignment advertising, Airmen now have more time and a wider spectrum of visibility to make decisions that impact both their family lives and careers.”

Additionally, commanders and billet owners will see the reduction of one vulnerable-mover-list, lessening their workload and increasing the time for assignment discussions with Airmen throughout the cycles. However, AFPC will still move the same number of Airmen as required throughout the year.

The optimized two-cycle system is comprised of a “Summer — report dates in June through September” cycle and a “Winter — report dates in October through May” cycle.

According to Rankin, the two-cycle assignment system will commence with the Win-



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ter “transition cycle” this month to establish the two-cycle time-line. Once AFPC gets to a steady state for two cycles, the following year’s Winter cycle will begin each February.

For more information on the assignment process, visit the active duty Officer Assign-

ments page on myPers from a CAC-enabled computer, or select “Active Duty Officer” from the myPers dropdown menu and search “Officer Assignment.”

For more information about Air Force personnel programs, visit myPers at <https://mypers.af.mil/app/login/>.

## Civilian developmental education window for academic year 2019 open through May 1

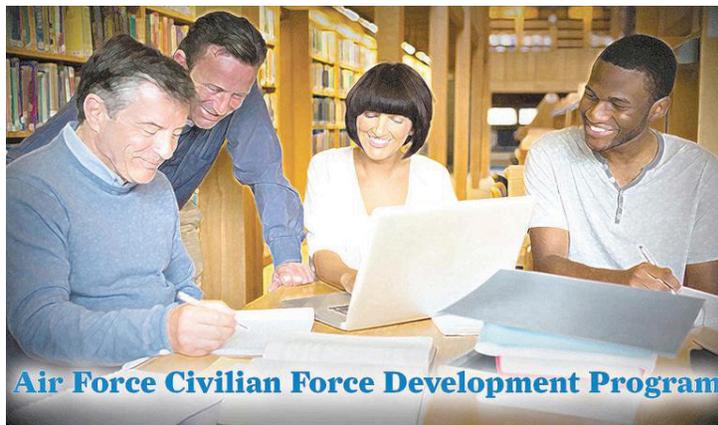
By Richard Salomon

AIR FORCE PERSONNEL CENTER PUBLIC AFFAIRS

Eligible Air Force civilians have until May 1 to submit their civilian developmental education program applications to the Air Force Personnel Center for the 2019 academic year.

The Air Force Civilian Force Development Program offers more than 25 programs to help civilians develop leadership skills and expand their overall knowledge. They include the Civilian Associate Degree Program, Squadron Officer School, Education with Industry, Air Command and Staff College (in residence or the online master’s program), Air Force Legislative Fellows Program, Air War College (in residence), National War College, the Defense Senior Leader Development Program and more.

Three new courses are slated for the 2019 academic year: the White House Leadership Development Program (open to GS-15s), Leading Effectively Through Change (open to GS-14s and GS-15s) and Leading Strategically (open to GS-15s). Leading Strategically is a one-week course that recently replaced



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the Leadership Development Program.

“These programs provide education and leadership opportunities that help prepare Air Force civilians to successfully meet various challenges across a wide range of operations and missions,” said Esther Chavarria, CDE program manager at AFPC. “Professional education enhances one’s skills and knowl-

edge and is central to the continuum of learning that spans a civilian’s professional career.”

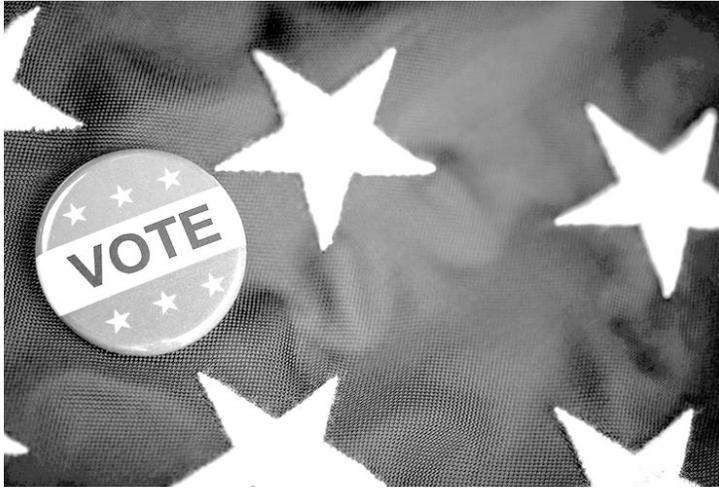
Applicants may list up to four CDE program preferences and are required to upload a separate application package for each of the programs listed on the form. Although requirements and eligibility can vary, most intermediate and

senior level developmental education programs require a bachelor’s degree from an accredited institution as a minimum, with a few requiring a master’s degree. Applicants must be nominated by their leadership and endorsed at the appropriate leadership level. To be eligible, applicants should also have a minimum of two years of federal service by May 1. Applicants should carefully review their program’s submission requirements before preparing their application packages.

The CDE board will convene in September and will release primary and alternate candidates later in the year. More than 1,200 civilians will be selected for numerous schools and programs.

For up-to-date CDE information, visit the Civilian Force Development page on myPers from a CAC-enabled computer, or select “Civilian Employee” from the myPers dropdown menu and search “developmental education.” Required documents, application instructions, a list of CDE opportunities and other criteria are available on the page.

For more information about Air Force personnel programs, visit myPers at <https://mypers.af.mil/>.



COURTESY PHOTO /

# Get out the vote, know when your state's primary elections take place

From Federal Voting Assistance Program

Don't miss your opportunity to vote in your state's primary election as it will determine who is on the November 2018 general election ballot.

To register and request your absentee ballot, visit the Federal Voting Assistance Program, or FVAP, at <http://www.FVAP.gov> to complete a Federal Post Card Application, or FPCA.

The following states have elections in the next 90 days:

## March

**March 13:** Pennsylvania Congressional District 18 special election

**March 20:** Illinois

## April-30 Day Notice

**April 8:** Arizona Congressional District 8 special general election

## May-60 Day Notice

**May 8:** Indiana, North Carolina, Ohio, West Virginia

**May 15:** Idaho, Nebraska, Oregon, Pennsylvania

**May 22:** Arkansas, Georgia, Kentucky

## June - 90 Day Notice

**June 5:** Alabama, California, Iowa, Mississippi, Montana, New Jersey, New Mexico, South Dakota

**June 12:** Maine, Nevada, North Dakota, South Carolina, Virginia

**June 19:** District of Columbia

**June 26:** Colorado, Maryland, New York, Oklahoma, Utah

The FVAP recommends that all military members and their eligible family members away from their voting jurisdiction, as well as U.S. citizens overseas, send in a Federal Post Card Application every year to ensure receipt of absentee ballots for all federal elections.

Now is the time to update your mailing address and absentee ballot request information to reflect any changes since the last general election.

To find your state's election website for specific information on candidates, elections, contact information, and links to your local election offices, visit the FVAPs contact page at <http://www.fvap.gov/info/contact>.

To register and request your ballots, complete the FPCA using the online assistant at <http://fvap.gov/military-voter/registration-ballots>. People can also use the fillable PDF at <http://www.fvap.gov/uploads/FVAP/Forms/fpca.pdf>.