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

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FSHISD GOES BACK TO SCHOOL
PAGES 15-17

Photo by Kaye Richey

Maj. Gen. Joseph P. Disalvo (center), U.S. Army South commanding general, speaks with Chilean Rear Adm. David Hardy (right), Multinational Forces-South deputy commander of operations, and Brazilian Rear Adm. Claudio Mello, MNFS deputy commander, during a briefing at the MNFS headquarters during Fuerzas Aliadas- PANAMAX 2014 on Joint Base San Antonio-Fort Sam Houston.

PANAMAX unites 17 nations to secure economic stability, regional peace

By Eric Lucero
U.S. Army South Public Affairs

More than 500 military and civilian personnel from the United States and 16 partner nations came together Aug. 7-15 in San Antonio in an effort to protect one of the world's most important economic structures located nearly 2,600 miles away.

Known simply as PANAMAX, Fuerzas Aliadas-PANAMAX 2014 brings together sea, air and land forces in a large-scale multinational operational exercise focused

on protecting the safe passage of commercial traffic through the Panama Canal, as well as responding to natural disasters and pandemic outbreaks in various locations.

"The best thing about this exercise is that we are training on our interoperability with all of our partner nations," said Maj. Gen. Joseph P. DiSalvo, U.S. Army South commanding general.

"This type of exercise is hard when only dealing with U.S. Army forces, but when you factor in the 16 different nations, that all do

things a little different, the language barriers, and understanding each others' procedures, it becomes challenging."

This year, the nine-day exercise included participants from Belize, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, El Salvador, France, Guatemala, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay and Peru.

"The core of the Army South mission is this partnership within the U.S. Southern Command

See PANAMAX, P7

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Army celebrates Women's Equality Day Monday

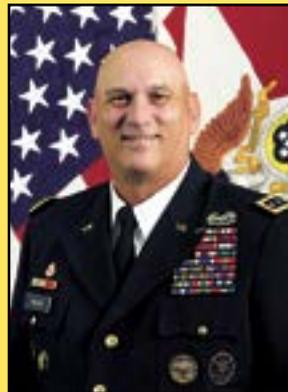
The nation's national observance of Women's Equality Day commemorates the addition of the 19th Amendment to the Constitution, which guaranteed women the right to vote. This victory moved our nation forward on the path towards equal civil and political rights for all Americans.

The role of women in the Army have changed dramatically since 1775. Then, women only nursed the ill and wounded, laundered and mended clothing and cooked for the troops in camp on campaign – services that did not exist among the Army's uniformed personnel until the 20th century.



John M. McHugh
Secretary of the Army

Now, women make up nearly 16 percent of the active Army and serve in 95 percent of all Army occupations. Women continue to have a crucial role in current operations and their contributions to defending freedom under-



Raymond T. Odierno
General, U.S. Army Chief of Staff

score their dedication and willingness to share great sacrifices.

We are incredibly proud of our courageous and patriotic Army personnel. Daily, each member proves people are the strength of our Army.



Raymond Chandler III
Sergeant Major of the Army

Together, they make the Army the strength of our nation.

The Army has long been a leader in understanding the power and potential that is created by embracing diversity in the ranks. To that end,

women of the highest caliber have served in our Army for generations and have proven that sacrifice and selfless service are genderless.

We are a world-class force because we recruit and integrate the best talent in ways that enhance decision making and inspire high performance.

This Women's Equality Day, join us in honoring those who fought tirelessly for women's right to vote. We are grateful for all who have helped to shape America and to make America's Army what it is today – a place where women and men from all walks of life stand proudly together in service to our nation. Army Strong!

Sergeant Major of the Army: Engaged leadership key to resilient force

By Capt. Peter Smedberg
10th Mountain Division
Fort Drum, N.Y.

As the Army begins moving toward reduced troop numbers, a glaring reality faces units across the board – commanders must be prepared to sustain a rigorous operational tempo with fewer Soldiers standing in formation, according to Sgt. Maj. of the Army Raymond F. Chandler III. To help shed some light on the future of the U.S. Army, Chandler visited Fort Drum, N.Y., Aug. 5-6 to meet with Soldiers and family members and to talk about the Army's Ready and Resilient Campaign.

Building the force

during more than 13 years of combat in Iraq, Afghanistan and other more obscure theaters around the globe, helped shape the Army into a force of more than 570,000 – a number that could shrink to 450,000 by the end of fiscal year 2017, and if sequestration continues, could result in an even lower number of troops as overseas contingency operations wind down.

With a smaller Army, an added demand is placed on the need for a ready and resilient force capable of standing up to operational requirements at home stations, at national training centers and while deployed.

"We've got to have as

many Soldiers ready as we possibly can," Chandler said. "We have a very small Army that will get smaller, but we will still have to do the things we've done over the last 13 years. "We're not going to be able to be successful as an Army if we have Soldiers who don't have the ability to bounce back, whether that's from an emotional injury or physical injury, so we've got to have as many Soldiers ready as we possibly can," he continued. "Resiliency helps us in our ability to bounce back, and to be that person who is able to deploy, and fight and win our nation's wars."

To help mitigate the stressors placed on Sol-

diers and families as a result of a leaner force, the Army has placed high-level command emphasis on its Ready and Resilient Campaign, known as R2C.

R2C is designed to integrate and synchronize multiple efforts and initiatives already under way to improve the readiness and resilience of its force.

R2C ties assets including the Sexual Harassment/Assault Response Program, Army Substance Abuse Program, Behavioral Health, Comprehensive Soldier and Family Fitness, Army Suicide Prevention Program, Soldier for Life: Transition Assistance Program, Total Army Sponsorship Program, Strong Bonds

and the Integrated Disability Evaluation System, into a streamlined environment that is easily accessible and abundantly staffed at the lowest unit levels Army wide.

Despite the wide array of resources available to today's Soldiers and families, the key to resiliency is engaged leadership at the first-line supervisor level, according to Chandler. Engaged leaders will be able to identify issues with their Soldiers' physical and mental well-being – many times before the Soldiers themselves – and help guide them to the appropriate resource to address their needs.

"There's a lot of things

See LEADERSHIP, P9



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<http://www.samhouston.army.mil/pao>

News Briefs

Travel, Military Pay, Civilian Pay Moves To Building 2263

Beginning Monday, the financial services one-stop office for travel, military pay and civilian pay will be located at 2484 Stanley Road, building 2263, Suite 210. This is a move from the old location at building 4196.

JBSA-Camp Bullis Road Closures

Marne Road, in front of the Outdoor Recreation Center at Joint Base San Antonio-Camp Bullis, will be closed intermittently Saturday and Sunday for safety reasons due to munitions remediation operations. Units needing access to the training area will be able to use New Lewis Valley Trail.

68C Practical Nurse Course Graduation

The graduation ceremony of the San Antonio Military Medical Center Practical Nurse Course 68C, Class 13-050, will be held at 10 a.m. Tuesday in the SAMMC fourth-floor auditorium. For more information, call 295-4050.

Wounded Warriors To Play NFL Greats

The Wounded Warrior Amputee Football Team will challenge former National Football League greats in a flag football game Sept. 10 at Toyota Field in San Antonio. Attendance is free for active duty military and their families and special needs families of San Antonio. Many of the WWAFT players were cared for at Brooke Army Medical Center and the Center for the Intrepid, and they will compete with more than 25 NFL, University of Texas Longhorns and Texas A&M University Aggies alumni, led by former Dallas Cowboy defensive end Randy White and former Houston Oiler quarterback Dan Pastorini. Warriors who are interested in playing or coaching at the game can call the WWAFT at 703-923-3000.

9/11 Commemorative Run

A 9/11 remembrance run takes place from 7 a.m. to 4:11 p.m. Sept. 11 at the Joint Base San Antonio-Lackland Medina Fitness Center. The event is open to all JBSA Department of Defense cardholders and their family members. Call 671-3766 to register.

Garden Avenue Lane Closures

Construction on Garden Avenue between Wilson Road and Hardee

See NEWS BRIEFS, P6



Official photo

Maj. Gen. Simeon G. Trombitas

Trombitas returns to JBSA-Fort Sam Houston at ARNORTH

Maj. Gen. Simeon G. Trombitas will assume the duties of deputy commanding general for operations for U.S. Army North (Fifth Army) at Joint Base San Antonio-Fort Sam Houston during a welcome ceremony at 9 p.m. Wednesday at the Quadrangle.

His 37-year Army career includes serving as commanding general of U.S. Army

South from November 2009 to September 2012. Trombitas has also had several assignments in special operations.

The 1978 graduate of the U.S. Military Academy's most recent assignment was as defense attaché to the U.S. Embassy in Mexico.

His other general-officer assignments include commanding general of Special Operations

Command, Korea, and the Iraq National Counter-Terrorism Force Transition Team during Operation Iraqi Freedom.

Lt. Gen. Perry L. Wiggins, commanding general of U.S. Army North (Fifth Army) and senior Army commander for JBSA-Fort Sam Houston has extended an invitation for anyone at JBSA-Fort Sam Houston to attend the ceremony.

Erlewine helped oversee transformation process at Joint Base San Antonio

By Airman 1st Class Stormy D. Archer
JBSA-Randolph Public Affairs.

"Your measure of success will not be the rank you achieve or your below-the-zone promotions; your measure of success should be if your Airmen follow you."

Col. Christine Erlewine, 502nd Security Forces and Logistics Support Group commander, heard these words early in her career when she was a lieutenant. They have helped shape her success and are part of the lasting footprint she will leave behind as she moves on to her next assignment.

Erlewine relinquishes command of the 502nd SFLSG to Col. Michael Gimbrone Tuesday at Joint Base San Antonio-Randolph.

Erlewine is headed to Scott Air Force Base, Ill., to return to Air Mobility Command as the A-4 staff director of resource integration.

"I started my career in AMC so I'm very excited about getting to go back now," said the former AMC squadron commander.

In the summer of 2012, Erlewine arrived at JBSA to be the 902nd Mission Support Group commander and became the 502nd SFLSG commander following the 502nd Air Base Wing's transformation in December 2013.

"I was very excited to join the 902nd MSG," Erlewine said. "At the same time I knew the wing was going through a transformation effort and I was looking forward to being a part of that, too."

"I think seeing the whole transformation effort come to fruition and actually seeing some of the efficiencies from it has been

very gratifying to know that all the work we put into setting up this joint base structure is making us more efficient."

As changes continue to take place at JBSA, Erlewine expressed the importance of embracing progress.

"Change is a constant," Erlewine said. "I have seen many changes in my career and I think you just need to be flexible and not get too set in your ways. Be an advocate for the change, be a part of it, and try to understand the bigger picture."

The work Erlewine and her team has done taught her that no issue was too large that it could not be overcome.

"I think here in this environment there were a lot of really large and complex issues that just hadn't been tackled because they were difficult," Erlewine said. "We took on some of those issues and we followed them through."

One of the challenges the team faced was a manpower issue with the 502nd Security Forces Squadron.

"Assigned manpower in the 502nd SFS was lower than we would have liked it to have been," Erlewine said. "Over the past four years, as the joint base stood up, our manpower authorizations were there, but the assigned number stayed level, and we could never get it up to where we needed."

"We made some changes and swapped some civilian authorizations for military authorizations between our three security forces squadrons and we were able to overcome that manpower challenge," Erlewine said. "Now we are able to keep our manpower numbers such that we can offer a better level of service across JBSA."



Photo by Airman 1st Class Stormy D. Archer

Col. Christine Erlewine, 502nd Security Forces and Logistics Support Group commander, prepares to relinquish command of the 502nd SFLSG. Erlewine is headed to Scott Air Force Base, Ill., to be Air Mobility Command's A-4 staff director of resource integration.

As she prepares to leave, Erlewine will face the familiar challenge of saying farewell to friends and colleagues.

"The thing I will miss the most is the people," Erlewine said. "There have been so many great people here, in the wing, and in the community that love the military. They will certainly be missed as I move on. I think I took care of my group, as their leader, and together we made the mission happen."

To her successor, Erlewine offered a few words.

"Enjoy it," she said. "The time is going to go by really fast. There will be frustrating days, but at the same time there will be a lot of things that, with the help of your team, you will be very proud of."

"This has been a great assignment. JBSA has been a great place to be, and San Antonio I truly believe is Military City USA. I thoroughly enjoyed the experience. It will definitely be a highlight of my career."

San Antonio Chamber of Commerce visits Army South, PANAMAX 2014

By Robert Ramon
Army South Public Affairs

More than 40 members of the San Antonio Chamber of Commerce received a firsthand glimpse at the inner workings of U.S. Army South during an Aug. 11 visit to its headquarters on Joint Base San Antonio-Fort Sam Houston.

The guests were greeted by Maj. Gen. Joseph P. DiSalvo, Army South's commanding general, who led a presentation that explained the history, mission and accomplishments of the command.

"(The citizens of San Antonio) are always looking to get educated on what happens here at JBSA-Fort Sam Houston," said chamber member Mike Rowland. "Everybody knows Army South is here, but not everyone

really knows its mission."

DiSalvo explained to the group how Army South's programs and initiatives enhance theater security and stability throughout the Western Hemisphere as well as details on Army South's major exercises including Fuerzas Aliadas PANAMAX 2014, which was taking place that same day.

After a question-and-answer session with DiSalvo, the group toured the PANAMAX Coalition Forces Land Component Command exercise headquarters located on the south end of the post.

PANAMAX is an annual U.S. Southern Command-sponsored, multinational exercise series that is focused on ensuring the defense of the Panama Canal. Personnel from 17 nations, including the

United States, participated in the CFLCC portion of the exercise here from Aug. 7-15.

The group's tour of the CFLCC gave them a chance to see the extent of Army South's efforts at building partner nation capacity through professional exchanges and a chance to work side by side with other nations' armies. This year Brazil was in charge of the CFLCC.

"I don't think that our civilian population understands how well partner nations and Americans work together," said Brig. Gen. Orlando Salinas, Army South deputy commander and the deputy commander of the PANAMAX CFLCC. "These exercises serve as a great illustration of how different armies come together for a common cause



Photo by Robert Ramon

Brazilian Maj. Gen. Jorge Carlos, commander of the Fuerzas Aliadas PANAMAX 2014 Coalition Forces Land Component Command, conducts a mission presentation to members of the San Antonio Chamber of Commerce during their visit Aug. 11. More than 40 members of the chamber received a firsthand glimpse at the inner workings of U.S. Army South during a visit to its headquarters and to the Army South-led PANAMAX exercise headquarters.

under one coalition under great leadership."

Salinas said a prime example of great leader-

ship is Brazilian Maj. Gen. Carlos Jorge, the PANAMAX CFLCC commander.

"In this case we have a

Brazilian two-star general who brings with him a

See CHAMBER, P13

Mission and Installation Contracting Command welcomes new chief of staff

By Daniel Elkins
MICC Public Affairs

Members of the Mission and Installation Contracting Command at Joint Base San Antonio-Fort Sam Houston welcomed their new chief of staff Aug. 11.

Lt. Col. Dennis McGowan is responsible for providing oversight, supervision and quality control of staff actions, personnel, training, operations, building management, public affairs and protocol support within MICC headquarters.

McGowan, who has been selected for promotion to colonel, moves into the position after spending the past year studying

at the Eisenhower School for National Security and Resource Strategy in Washington, D.C. Prior to that, he served as the executive officer for the deputy assistant secretary of the Army for procurement.

McGowan enlisted in the Army in 1989 following graduation from the University of Massachusetts at Dartmouth, where he earned a bachelor's degree in psychology. He went on to train in Infantry and Airborne as well as complete the U.S. Army Ranger School. He was commissioned in the Engineer Corps in 1993 after completing Officer Candidate School.

Following an assign-

ment as an engineer battalion platoon leader, he transferred into the Infantry Corps where he served in a variety of leadership positions before commanding a recruiting company.

He has more than 12 years experience in the Army Acquisition Corps and is Defense Acquisition Workforce Improvement Act Level III certified in contracting. McGowan's acquisition assignments have included serving as commander for the 905th Contingency Contracting Battalion at Fort Bragg, N.C., and also included deployments to Kuwait, Iraq, Afghanistan and Pakistan.

McGowan holds a



Photo Daniel Elkins

Lt. Col. Dennis McGowan serves as the Mission and Installation Contracting Command chief of staff.

Master's degree in business administration from

the Naval Postgraduate School in Monterey, Calif.,

and Master of Science degree in national resource strategy from the Eisenhower School, National Defense University.

McGowan replaced Col. Robert Brinkmann, who served as the MICC chief of staff since March 2013. Brinkmann leaves for an assignment as the military deputy for the Army Contracting Command-Warren in Michigan beginning in September.

The MICC is responsible for providing contracting support for the warfighter at Army commands, installations and activities located throughout the continental United States and Puerto Rico.

Did you know?

One of the best things about ICE is that people can let service providers know when they do a great job, not just for poor service. It takes 5 minutes or less to submit a comment at <http://ice.disa.mil>.



News Briefs

Continued from P3

Road will continue through Sept. 11, which will not allow two-way traffic during that time. Access to driveways along both sides of Garden Avenue will remain open.

Lincoln Military Housing Closures

All Lincoln Military Housing Offices will be closed from 10 a.m. to 3 p.m. Friday and from 8 a.m. to 5 p.m. Sept. 12 and 19 for training. For maintenance emergencies, call 225-5564. For other emergencies, call 911.

Hiring Heroes Career Fair

Recruiters from the Department of Defense, federal agencies and the private sector will be at the Hiring Heroes Career Fair from 9 a.m. to 2 p.m. Sept. 17 at the Sam Houston Community Center, 1395 Chaffee Road on Joint Base San Antonio-Fort Sam Houston. For information, call 571-372-2123.

Joint Base San Antonio Air Force Ball

The 2014 Joint Base San Antonio Air Force Ball, themed "Honoring Our Heroes," will be held Sept. 20 at the Westin Riverwalk Hotel in downtown San Antonio. Social hour begins at 6 p.m. and ball festivities start at 7 p.m. RSVP no later than Wednesday by visiting <http://www.bit.ly/AFBall2014>. For event details, visit <http://www.JBSA-AFBall.org>.

Walters Street, Wilson Way Periodic Closures

With construction continuing at the Walters Street Entry Control Point, the intersection of Walters Street and Wilson Way will be closed periodically through Oct. 7. The closures will occur between 8 p.m. and 5 a.m. Monday through Friday. The Walters Street ECP will remain open throughout this time and detour signs will be posted.

WHASC Step Saver Cart Drivers Needed

The 59th Medical Wing Volunteer Service Office needs licensed drivers at least 20 years of age to transport patients to and from clinic entrances and parking lots in the vicinity of the Wilford Hall Ambulatory Surgical Clinic, Joint Base San Antonio-Lackland. Carts operate from 8 a.m. to 4 p.m., Monday through Friday. Training is available. Call 292-6591.

JBSA receives \$348K rebate from CPS Energy

By Steve Elliott
JBSA-Fort Sam Houston
Public Affairs

A \$348,988 rebate check was presented at the 502nd Air Base Wing headquarters Aug. 15, thanks to a service contract between Joint Base San Antonio and San Antonio utility company CPS Energy to upgrade lighting at the San Antonio Military Medical Center garage.

The JBSA Area-Wide Agreement was signed Sept. 30, 2013, and entailed switching out indoor and outdoor lights at the six-level SAMMC garage. Almost 2,600 metal halide light fixtures were removed with 2,365 energy-efficient fluorescent and LED fixtures put in their place. CPS Energy also installed motion sensors to reduce additional consumption.

The four-month project was completed in May at a cost of

\$581,647, according to Jerry McCall, JBSA-FSH energy manager, but came at no cost for JBSA-Fort Sam Houston.

"It originally had an independent government estimate of \$1,586,000," said Frank Thomas, Joint Base San Antonio resource efficiency manager. "The relighting project was the inaugural energy conservation project partnered locally with CPS Energy and JBSA."

An Air Force Productivity Enhancing Capital Investment grant was awarded for \$978,200, coordinated by Craig Henry, the resource efficiency manager at the time.

"The savings realized by the lighting switch comes out to 2.7 million kilowatt hours and \$196,896 per year," said Alfredo Canales, JBSA Project Engineer. "In addition, all lights provided a better average lumen output." (Editor's note:



Photo by Steve Elliott

A \$348,988 rebate check was presented at the 502nd Air Base Wing headquarters Aug. 15, thanks to a service contract between Joint Base San Antonio and San Antonio utility company CPS Energy to upgrade lighting at the San Antonio Military Medical Center garage. Pictured are (from left) Andy Hinojosa, JBSA energy manager; 2nd Lt. Christopher Price, 502nd Contracting Squadron; Alfred Canales, 502nd Civil Engineer Squadron engineer; Garrick Williams, JBSA Energy Solutions director with CPS Energy; Col. Jim Chevallier, 502nd ABW and JBSA deputy commander; "Ray" the CPS Energy mascot; Frank Thomas, Joint Base San Antonio resource efficiency manager; and Jerry McCall, JBSA-Fort Sam Houston energy manager.

The more lumens, the brighter the light.)

"This project has far outperformed our expectations," said Garrick Williams, JBSA Energy Solutions director with CPS Energy. Williams' department was created especially to work with JBSA on saving energy.

"CPS Energy enjoys a great relationship with Joint Base San Antonio."

"We want to be good partners," said Col. Jim Chevallier, 502nd Air Base Wing and JBSA deputy commander in accepting the rebate check. "I know it takes a lot of hard work by a lot

of people to make this happen. We all share this Earth and this is the right thing to do."

JBSA and CPS Energy will be teaming up on several other energy-saving projects at JBSA-Fort Sam Houston and JBSA-Randolph in the future.

Antiterrorism Awareness Month: community must stay alert

By Lisa Ferdinand
Army News Service

A suspicious package arrives in the mail. An employee is acting erratically. A group is seen surveying an Army installation. A social media contact you've never met has taken a keen interest in your unit's movements.

Members of the military community need to be aware of their surroundings and report anything that seems out of place, in order to protect the safety of the entire military family, said Col. Bob Willis, the chief of the Army's Of-

fice of the Provost Marshal General Operations Division.

"Be vigilant; if you see something suspicious, report it," he said.

The message of vigilance must resonate the whole year with military members, family members and civilians, Willis added.

"Some of the most damaging attacks against our country – be they violent acts against people, the destruction or theft of information, and acts against our facilities – have originated from small groups or lone actors," Willis said.

The threat of home-

grown violent extremists, insider threats and active shooters is now more prevalent than ever, he said.

Priorities for this year's antiterrorism efforts, Willis said, include exercises that focus on an active shooter, as well as swarm attack responses and ensuring contractors are properly vetted.

"We urge all commanders to actively engage with your service members, civilians and families, conduct training and exercises, and sponsor events that reinforce the importance of protecting our communities

against the persistent terrorist threat," said Secretary of the Army John M. McHugh, Chief of Staff of the Army Gen. Ray Odierno and Sgt. Maj. of the Army Raymond F. Chandler III in a tri-signed letter for Antiterrorism Awareness Month.

The iWatch Army is a focus every year, in which everyone in the Army community has a responsibility to report suspicious activity to the proper authorities, Willis said.

While the Army does a great job in training military members and civilians in antiterrorism

efforts, family members are also important components who need to be included to enhance the already strong efforts on Army installations.

Suspicious activity can be reported in a person's chain of command or to military police or security professionals on installations.

The Army will examine and develop case studies of attacks that happen in the United States and around the world, whether involving the Army or not, said James Crumley, Office of the Provost Marshal General, Antiterrorism Branch.

PANAMAX from P1

region,” said Col. Morgan Lamb, U.S. Army South and Multinational Forces-South chief of staff. “These 16 countries coming together with the United States are at the heart of what we do for the AOR and for the United States. Having these partners come together for this exercise strengthens those relations.”

Army South acted as the multinational force headquarters. Brazil forces served as the land component command, Chile as the special operations component command, Colombia as the maritime and U.S. Air Force South as the air component command.

In addition to the defense of the canal, PANAMAX provided opportunities for the participating nations, along with Army South, to join efforts to develop strategies to counter threats by violent extremism and provide for humanitarian relief as necessary.

“An exercise like this is very complex. The opportunities to bring together all of the countries and put them into a scenario like this is very few and far between,” Lamb said. “That’s why it’s important that we come together during these opportunities to get every bit of training that we possibly can.”

The Panama Canal is considered one of the most strategically and economically crucial pieces of infrastructure in the world. Six percent of the world’s trade travels through the canal every year, accounting for roughly 400 million tons of goods. It is critical to the free flow of trade worldwide and the region’s economic stability is largely tied to the safe transport of several million tons of



Photo by Robert Ramon

U.S. Army Capt. Issa Hahn (left) talks with Peruvian army Lt. Col. Wilber Pereira Arenas Aug. 11 at the Coalition Forces Land Component Command headquarters during Fuerzas Aliadas-PANAMAX 2014 on Joint Base San Antonio-Fort Sam Houston. Hahn is an information operations officer and Arenas is a cyber defense assistant officer. Both assigned to the Coalition Forces Land Component for PANAMAX.

cargo each year.

PANAMAX has grown dramatically since 2003, when Panama, Chile and the United States conducted the first exercise and now includes training for many of the 21st-century threats encountered in today’s land, sea, air and cyber environments. This year’s exercise is designed to ensure plans are in place to respond to requests from the government of Panama.

This event is designed to execute stability operations under the support of United Nations Security Council Resolutions; provide interoperability training for the participating multinational staffs; and build participating nation capability to plan and execute complex multinational operations in addition to developing and sustaining relationships that improve the capacity of partner nation security forces achieving common desired goals, while fostering friendly cooperation and understanding among participating forces.

“It’s not just sharing

experiences and sharing interoperability, it’s sharing culture and friendships and learning how each country operates so that we can work through different real-world scenarios together in the future,” said Chilean Rear Admiral David Hardy, Multinational Forces-South deputy commander of operations.

With so much of the economic stability of the region tied to the canal, each country participating understood the monumental importance of not simply keeping the passage-way safe, but also learning how to work together and depend on each other to support that mission.

“We (partner nations) have a responsibility to secure the Panama Canal so that commerce keeps flowing,” DiSalvo said. “The goal of this exercise is to become familiar with how we’re accomplishing our operations, then figure out how we sustain this type of training. I guarantee that in the future we are going to have to do combined operations with our partners and we do not need to be starting at ground zero.”

TEXAS STATE VISITS WFSC TO BOOST SPIRIT, UPCOMING NAVY GAME



Photo by Sgt. 1st Class Wynn Hoke

Army Master Sgt. Patty McFarland, assigned to the Warrior Transition Unit at Joint Base San Antonio-Fort Sam Houston, poses for a photo with Texas State University cheerleaders and TSU mascot Boko the Bobcat Aug. 12 at the Warrior and Family Support Center. The TSU representatives came to show appreciation for military members and wounded warriors, as well as to promote the TSU vs. Navy game Sept. 13 in San Marcos.

32ND MEDICAL BRIGADE HOLDS SHARP BLOCK PARTY



Photo by Esther Garcia

Sexual Harassment/Assault Response and Prevention victim advocates (at table, from left) Sgt. 1st Class Sidra Morgan, Sgt. 1st Class Nathan Porter, Staff Sgt. Demesha Alexander and Sgt. 1st Class Wayne Randall welcome Soldiers to the first 32nd Medical Brigade Sexual Harassment/Assault Response and Prevention Summer Block Party held Aug. 1 outside the Rocco and Slagel dining facilities. Victim advocates provide crisis intervention, referral and ongoing non-clinical support to sexual assault victims. The victim advocates manned tables and asked participants to select a piece of paper from a jar and answer the question related to either sexual harassment or assault for the chance to win a small prize and enjoy popcorn and snow cones. Literature and wallet-size cards about SHARP and contact information were also handed out. To report sexual harassment or assault, call the Joint Base San Antonio hotline at 808-7272. The 32nd Medical Brigade victim advocate number is 542-4115.

LEADERSHIP from P2

that engaged leadership means, but to me it means being present in your Soldiers' lives, whether they live in the barracks or off post," Chandler said. "It's about being empathetic, extending yourself to Soldiers and trying to understand where they're coming from – being aware of the issues that may be present in their lives."

Individual resilience can be built, maintained and strengthened when viewed as an enduring concept and acquired through regular training, but without engaged leadership – leaders who really know their Soldiers – the Army cannot become the resilient force officials envision.

"I think just the term 'engaged' means action; you can't just spout the

NCO Creed or warrior ethos and thump your chest and say 'Look at me, I'm an NCO,'" Chandler said. "It means actually taking steps to be engaged in your Soldiers' lives and the lives of their families."

Chandler explained that being engaged does not mean interfering; rather, it means NCOs should be empathetic and knowledgeable about how to help and what services are available to Soldiers and their families.

"It's about extending yourself to Soldiers and trying to understand where they're coming from; being aware of the issues that may be present in their lives," he said. "It could be financial issues, it could be physical issues that a Soldier or family member has, and it's your responsibility as a leader to do something about it.

"That takes a level of

commitment, character and competence," Chandler continued. "There's a lot of things that engaged leadership means, but to me, it means being present in your Soldiers' lives. I challenge any NCO: If you don't know where your Soldiers live off post and have not physically gone out to see how they live and where they live, you are not an engaged leader."

Chandler said engaged leadership extends past the supervisor level down to the "battle buddy."

"I go back to the Army profession where it's about character, commitment and confidence," he said. "You should be looking out for the welfare of your battle buddy both on and off duty. You should be committed to them, willing to do what is necessary to ensure their well-being.

"You should know what to do if you sense



Photo by Capt. Peter Smedberg

Sgt. Maj. of the Army Raymond F. Chandler III speaks to Command Sgt. Maj. James L. Manning Jr., (right) and 1st Sgt. Christopher Cunningham (center) from 2nd Battalion, 22nd Infantry Regiment, Aug. 5 during his visit to Fort Drum, N.Y., to discuss the Army's Ready and Resilient Campaign.

that something's wrong and be able to talk to your leadership about it," Chandler added. "If you do that, I think you're

supporting our Ready and Resilient Campaign."

While the readiness and resilience of the force is a serious matter, it can

be a chance for Soldiers and families to have fun, unwind and spend quality time together, Chandler explained.

METC transitions under the Defense Health Agency

By Lisa Braun
METC Public Affairs

The Medical Education and Training Campus at Joint Base San Antonio-Fort Sam Houston has realigned under the new Education and Training Directorate of the Defense Health Agency.

METC officially became part of the DHA at initial operational capability for the E&T Directorate Aug. 10. The DHA is a combat support

agency of the Department of Defense responsible for the tri-service alignment of many healthcare activities and services.

“I am thrilled at the opportunity this realignment affords METC and the other shared services that are part of this effort,” said Rear Adm. William Roberts, METC commandant and director of the DHA E&T Directorate.

Among significant changes following IOC, METC civilian

staff will transition to DOD civilian status and the program directors and service leads will align under the METC headquarters instead of their individual services in order to become more functional within the academics department.

The METC commandant will also remain “dual hatted” as the DHA E&T director.

“The METC move under the E&T Directorate of the DHA, together with the Defense

Medical Readiness Institute and the Joint Medical Executive Skills Institute, will serve to create a standardized shared service for education and training that will become the blueprint for high value education and training across the Military Health System enterprise,” Roberts explained.

“I applaud the support and flexibility of the entire METC team as we maneuver this change and forge our vision for moving METC forward.”



Defense Health Agency has saved money, standardized Defense Department health care

By Terri Moon Cronk
DOD News, Defense Media Activity

As the Defense Health Agency approaches its one-year anniversary Oct. 1, it has already saved money and standardized health care in the Defense Department, said Assistant Secretary of Defense for Health Affairs Dr. Jonathan Woodson Aug. 12.

“The new medical agency was set up to establish common business processes and clinical practices for the Army, Navy and Air Force,” Woodson said.

As the cost of health care continues to rise, Woodson said, the DOD must leverage efficiencies, technology and standardization in order to continue to provide affordable, high-quality health care for service members and their families.

“It’s much more important that we have common business processes and common clinical practices that

transcend the services,” he said.

The cost of health care has grown significantly, Woodson said. In 2001, DOD’s overall Military Health System budget was about \$19 billion, he said. By 2012, it grew to about \$54 billion.

“We need to be good stewards of the taxpayers’ dollars, but we also we need to be good stewards within the broader Department of Defense family, because every dollar we spend – necessarily so – on protecting the health of service men and women and their families are dollars that can be applied to training, manning, equipping and modernizing the force,” Woodson said.

DHA has already produced benefits in less than a year by saving money and producing clinical and business standardization, he said.

“We expect DHA to be a fantastic contribution going forward into the future that will make the Military Health System



stronger, better and more relevant in the decades ahead,” Woodson said.

Service members and their families won’t notice much change, he said, although he called today’s military medicine more integrated with a joint approach to developing many health care programs and policies. Patients can count on more consistency, more depth in the programs, more availability of care, he added.

Military medicine today is about creating and maintaining the highest standards of care and making sure the department can resource all of its health care operations appropriately, Woodson said.

DHA will position the Military Health System

to be more relevant and stronger in the future, and ensure resources are available to support a strong health care delivery system, Woodson said.

Calling the DHA’s collaboration between the Army’s, Navy’s and Air Force’s medical departments “wonderful,” Woodson said new ways to do businesses together are discovered every day.

“There are some very important and wonderful things coming out of this new approach to enterprise management of the Military Health System,” he noted. “The establishment of the Defense Health Agency was probably one of the most important transformative changes in the Military Health System in five decades. It was due.”

DHA tasked with making military medicine stronger

On Oct. 1, 2013, the Defense Health Agency was established by the Secretary of Defense.

The DHA is responsible for driving greater integration of clinical and business processes across the Military Health System, implementing shared services with common measurement of outcomes, enabling rapid adoption of proven practices, helping reduce unwanted variation and improving the coordination of care across time and treatment venues.

In short, the DHA is tasked with making military medicine stronger, better and more relevant for the future.

As a designated combat support agency, the DHA is also responsible for meeting the medical needs of the combatant commanders.

Central to this role is to ensure our service members are medically ready to perform their mission, and our military medical personnel are ready to perform their mission – “Medically Ready Force ... Ready

Medical Force.”

The DHA vision is a joint, integrated, premier system of health, supporting those who serve in the defense of our country.

The mission of the DHA is as a combat support agency supporting the military services, supporting the delivery of integrated, affordable, and high-quality health services to MHS beneficiaries and executing responsibility for shared services, functions, and activities of the MHS and other common clinical and business processes in support of the Military Services. The DHA is the program manager for the TRICARE health plan.

The DHA manages the execution of policy as issued by the Assistant Secretary of Defense for Health Affairs and exercises authority, direction and control over the inpatient facilities and their subordinate clinics assigned to the DHA in the NCR Directorate.

(Source: Defense Health Agency)

New Army PT uniforms result of Soldier feedback

By David Vergun
Army News Service

A new Army Physical Fitness Uniform will become available service-wide, beginning in October next year.

Its design is based on Soldier feedback, said Col. Robert Mortlock, program manager, Soldier Protection and Individual Equipment, Fort Belvoir, Va.

There's a three-year phase-in program and the cost will be about \$3 less than the current IPFU, or Improved Physical Fitness Uniform, he said.

The Army Physical Fitness Uniform, or APFU, program was actually initiated because of Soldier feedback.

A February 2012 Army Knowledge Online survey of some 76,000 Soldiers found that Soldiers had issues with the IPFU, he said. They liked its durability but believed the IPFU's textiles had not kept pace with commercially-available workout clothes. They also had concerns with other things, particularly modesty issues with the shorts, especially in events like sit-ups. Those concerns were expressed by males as well as females.

The issue was of such concern that Soldiers were purchasing spandex-like under garments to wear beneath the trunks, Mortlock said.

Another issue was that there were not enough female sizes in the IPFU, he said, meaning IPFUs that would fit all shapes and sizes.

Program Executive Office Soldier worked closely with the Natick Soldier Research Development and Engineering Center to develop a new PT uniform that met Soldier concerns but did not cost more than the IPFU. The APFU met the goal of controlling costs and improving performance by adopting lighter high-tech moisture-wicking fabric.

The APFU introduces multiple sizes – including female sizing – and has solved the modesty issue, Mortlock said.

The fabric of the trunks will continue to be made with durable nylon fabric, but it is lighter than and not as stiff as the IPFU trunks. Also, there will be a four-way stretch panel inside the trunks, like bicycle pants, which eliminates the need for Soldiers to purchase their own undergarments. The trunks include a



Capt. Leala McCollum models the Army Physical Fitness Uniform.

bigger key pocket and a convenient and secure ID card pouch.

In all, some 34 changes were made to the new APFU,

The APFU has five parts: the jacket and pants which resemble warm ups, trunks or shorts, and the short- and long-sleeve T-shirts, he said. The ensemble is modular; meaning parts of the APFU can be mixed and matched for example, short- or long-sleeve T-shirts with the pants or trunks. During PT formations, the platoon sergeants will determine the appropriate combo.

Soldier feedback not only determined the form, fit and function of the APFU, it also determined its look.



Photos courtesy U.S. Army
Master Sgt. Dwayne A. Lewis poses in the Army Physical Fitness Uniform running jacket and pants.

The Army made prototypes of the APFU in a variety of colors and designs and taken to a series of Soldier town halls at Fort Hood, Texas; Fort Bragg, N.C.; and Joint Base Lewis-McChord, Wash. Soldier feedback was solicited about the design features as well as the preferred color scheme.

Then, the Army launched a second AKO survey, in which more than 190,000 responded, Mortlock said. Soldiers overwhelmingly favored a black T-shirt with gold lettering and a black jacket with gold chevron and the Army logo.

Then it was on to testing. About 876 Soldiers at Fort Wainwright, Alaska; Joint Base Lewis-

McChord; Fort Bragg; Fort Sill, Okla.; Fort Hood; and Fort Jackson, S.C., wore the APFU during PT for a three-month period, providing feedback on form, fit, comfort and so on, Mortlock said. The APFU also was tested for things like durability, laundering, fiber strength, color fastness and color maintenance after laundering.

A key part of testing addressed the concern of some Soldiers that a black shirt may cause over-heating. Instrumented tests showed that the lighter weight material and superior moisture wicking fabric more than compensated for any increased heat from the dark material.

The response to the APFU was "overwhelmingly positive," he said, particularly with the trunks.

Not only that, Soldiers said they wear the APFU on weekends and off-duty outside the installations, Mortlock said, adding that many said they wouldn't wear the current IPFU off-duty. That means communities across the country will soon see Army pride as Soldiers do their workouts.

The APFU will come in two types, the Clothing Bag variant, and the Optional APFU, which will be visually the same as the APFU Issue variant, but uses some different materials. The individual items of the two variants can be mixed together. The Optional APFU variant will become available first when it arrives in Army military clothing sales stores sometime between October and-December.

The Clothing Bag issue variant will be issued to Soldiers from the clothing initial issue points, starting between April to June 2015, and to Reserve, National Guard, and Senior ROTC from July-August 2015. The APFU will be phased in as the IPFUs are used up and worn out. The mandatory wear date will go into effect approximately October 2017, or about three years after the APFU is introduced.

In conclusion, Mortlock said the Army reached out to Soldiers at "multiple touch points to ensure we got this right.

"The message is we're listening to Soldiers. We're continuing to listen to Soldiers, and this is the Soldiers' selection and Army leaders went along with this."

Registration opens: JBSA 5Ks create suicide awareness

By Alex Salinas
JBSA-Randolph Public Affairs

In support of September's National Suicide Prevention Month, each Joint Base San Antonio location will host an awareness 5K.

Races, called "Run For Life," begin 8 a.m. Sept. 6 at Eberle Park at JBSA-Randolph; 8 a.m. Sept. 13 at MacArthur Parade Field at JBSA-Fort Sam Houston; and 8 a.m. Sept. 20 at the Gillum Fitness Center's 5K path at JBSA-Lackland.

Registration for the JBSA-Randolph 5K is ex-

clusive to Department of Defense cardholders, but anyone may sign up for the other runs, although additional information is required on registration forms, which are needed at least 12 days prior to the corresponding event for security purposes and to ensure access.

The registration fee is \$15 for JBSA-Fort Sam Houston and JBSA-Lackland.

At JBSA-Randolph, there is no fee, but participants there can buy a T-shirt for \$10 until Monday.

In years past, each

location planned separate events for Suicide Prevention Month, but this is the first JBSA-wide 5K organized in honor of that month, said Shae Peters, JBSA-Fort Sam Houston Run For Life coordinator.

"These runs will increase suicide awareness throughout San Antonio and provide support to those whose lives have been touched by suicide," she said.

"These races also put 'running legs' on one of the 502nd Air Base Wing's objectives, which is to optimize the health of our warriors and fami-

lies, past and present."

Additionally, the joint 5Ks are meant to help people "recognize all of the resources offered to our military community on and off base," said Gina Ramirez, JBSA-Randolph Run For Life coordinator.

They include resiliency classes, military and family life counselors, domestic abuse advocates, key spouses, chapels, fitness centers, new parent support programs and deployed family resources to name a few, which are "a fraction of the (JBSA) resources we have to of-

fer," she said.

Outside of base, anyone facing hardship can turn to Survivors of Loved Ones' Suicide in San Antonio or seek national support from the Tragedy Assistance Program for Survivors, Military OneSource, America's Mighty Warriors, National Suicide Prevention Lifeline, American Foundation for Suicide Prevention and the Wingman Tool Kit, Ramirez said.

Run For Life is about combating and overcoming the stressors of life, she said, but also about knowing that help

is available.

"You are not alone," she added. "Even in adversity, we must find ways to rise to the occasion."

To register for the 5K, visit <http://www.5KRunForLife.com> for JBSA-Randolph and <http://www.athleteguild.com/group/joint-base-san-antonio/event> for JBSA-Fort Sam Houston and JBSA-Lackland.

Check-in time on race day is 7:30 a.m. at JBSA-Randolph and 7 a.m. at JBSA-Fort Sam Houston and JBSA-Lackland.

Understand the importance of hydration; your survival depends on it

By Senior Airman Lynsie Nichols
JBSA-Lackland Public Affairs

More than half the human body is made up of water, a necessity for proper function – a necessity so important that the body's survival depends on it.

Not only during the summer weather, but year round, it is important to make sure the body is getting an ad-

equated amount of fluids. Inadequate consumption can lead to dehydration, which is a serious condition that can cause headaches, or even become life threatening and cause heat stroke.

Symptoms of dehydration may include: swollen feet, fatigue, loss of appetite and flushed skin.

To determine the right amount of water to consume, Byron Black,

559th Aerospace Medical Squadron health promotion manager, suggests taking body weight, dividing it in half and drinking that many ounces.

"When you participate in vigorous activity, you need to make sure to account for the water your body loses," Black said.

"The best way to determine how much water you've lost is to weigh yourself before and

after your workout, then drink eight to 16 ounces of water for every pound you lost."

An effective way to monitor hydration levels is to examine the color of the urine stream.

Lighter shades mean the body is well hydrated and darker shades mean the body needs to intake more fluids or may even need to seek medical attention if symptoms of

dehydration are present.

Dress appropriately for warm weather.

"Many people think that wearing heavy clothing in the summer helps with weight loss," Black said. "In all actuality, it hinders it."

According to the Eat Right website at <http://www.eatright.org>, wearing dark, heavy clothes causes body temperatures to rise and the produc-

tion of more sweat. Wear light-colored, sweat-wicking clothing to stay cool and dry during outdoor activities.

"The amount you sweat does not relate to the intensity of your workout," Black said.

"When you sweat, your body loses water. If your body loses even 2 percent water, there will be a 10 percent decrease in your performance."

CHAMBER from P4

wealth of experience and knowledge and helps us learn as American Soldiers," Salinas said.

The chamber members entered the CFLCC headquarters to find it was filled with U.S. and partner nation service members as they worked together in a realistic and vibrant operations center. Jorge greeted each member and led them to a conference area where he provided them with a presentation on the mission of the CFLCC.

"I think it's a great opportunity for them to see how well we all work together while preparing for this kind of mission," Jorge said. "Also, we serve the civilians of our countries so it's important for them to know how we are working and where their money is going."

Chamber members were given some time to work their way through the CFLCC headquarters, visiting with U.S. and partner nation participants who explained their individual roles for the exercise. Many of the visi-

tors were impressed by the hands-on opportunity, according to Rowland.

"It's not the same old stuff," Rowland said. "Army South went above and beyond by taking us into the heart of the operation and being able to observe it while it was going on. It gave us an opportunity to see it live."

Rowland's fellow chamber member, Doug Dupre, reiterated what the visit meant to the chamber.

"It's an outstanding opportunity to see all of these partner nation armies working together,"

Dupre said. "The mission of Army South is to pull them together and

have them all work under the same harness and it seems like it's working

very well. Army South is a valuable member of the community."

Chilean visit to Fort Hood sets framework for intelligence sharing

By Eric Lucero
Army South Public Affairs

U.S. Army South coordinated a visit for a Chilean army intelligence delegation to visit Fort Hood, Texas, July 28-Aug. 8 during a military intelligence professional development exchange in combat intelligence operations at the tactical and operational level.

The purpose of the visit was to strengthen doctrine and operational capabilities, enhance interoperability between the United States and Chile, encourage intelligence sharing and to strengthen the Chilean army's ability to counter transnational threats.

"These types of engagements are very beneficial to us because they allow us to enhance our relationships with the members of the U.S. military while also improve

our capabilities," said Chilean Capt. Cristian Lara, an instructor at the Military Intelligence Academy in Santiago, Chile.

Specifically, the two-week visit helped to familiarize the Chileans with U.S. Army techniques, tactics, and procedures for intelligence support at the tactical level brigade combat team military intelligence company.

"We wanted to get a better understanding of the U.S. intelligence doctrine and learn from the experiences in the recent conflicts," Lara said. "We would also like to learn how to apply those lessons learned to our own organic intelligence doctrine."

The event was one of several agreed to actions signed into accord during the 2013 U.S./Chile army-to-army staff talks.

"We have a great history with Chile and exchanges like this ensure we continue that relationship well into the future," said Maj. Miguel Bolivar, Military Intelligence Readiness Command.

During the visit to Fort Hood, staff members from the 2nd Armored Brigade Combat Team, 1st Infantry Division gave the Chilean delegation presentations and demonstrations on various intelligence gathering techniques as well as demonstrations on intelligence gathering platforms such as the RQ-11 Raven remotely piloted aircraft, the RQ-7 Shadow UAV and the MQ-1 Grey Eagle RPA.

The presentations focused on the capabilities and limitations of the different platforms, specifically the human interaction needed to ensure success for each



Photo by Eric Lucero

A U.S. Soldier explains the capabilities of the RQ-7 Shadow unmanned aerial vehicle to a Chilean army delegation Aug. 5 at Fort Hood, Texas.

UAV mission.

Army South's mantra "strength through partnership" was exemplified throughout the exchange according to

the participants.

"This experience has been very enriching," Lara said. "I, as the professor of the school of intelligence, will be

able to take those lessons learned and apply them to different processes to compliment our intelligence structure into day-to-day activities."

Mexico travel restrictions in place for active-duty service members

By Alex Salinas
JBSA-Randolph Public Affairs

Mexico is among the world's most popular destinations for warm weather vacations, but because of violence stemming from drug wars that have killed tens of thousands of people in recent years, active-duty members can only travel to certain locations there with a commander's approval.

According to an Air Education and Training Command memorandum from August 2013, nonofficial travel to, or through, any part of Mexico within 50 statute miles of the U.S.-Mexico border is prohibited.

Also forbidden is

nonofficial travel to 13 of its states: Michoacan, Tamaulipas, Chihuahua, Sinaloa, Durango, Coahuila, Nuevo Leon, San Luis Potosi, Jalisco, Zacatecas, Sonora, Nayarit and Guerrero – where Acapulco is located.

Family emergencies such as funerals are the only exception that can allowing active-duty members to go to restricted Mexican areas, said Mance Clark, Joint Base San Antonio-Randolph antiterrorism officer.

Regardless of where members want to visit in Mexico, they must first notify their supervisors and antiterrorism representatives at least 30 days in advance, Clark said. Members then must fill

out an Exception to Policy form, receive Advanced Distributed Learning Service training, listen to a travel briefing from antiterrorism representatives, create an individual travel plan and get approval signatures from an O-6 or government service-equivalent for travel to prohibited states, or an O-5 or government service-equivalent for non-prohibited states.

"This process applies to members who intend to travel to any foreign location," Clark said. "We ensure they receive the latest intelligence about



Courtesy graphic

According to an Air Education and Training Command memorandum from August 2013, nonofficial travel to, or through, any part of Mexico within 50 statute miles of the U.S.-Mexico border is prohibited.

where they are going for their safety and awareness."

According to the memorandum, "AETC civilian employees, AETC dependents, other members of the reserve components and AETC contractors traveling for nonofficial purposes are

strongly urged to abide by all travel prohibitions and advisories."

Master Sgt. Charlene Basallote, JBSA-Randolph Antiterrorism Office NCO in charge, also urged everyone to do extensive research before they book a trip.

"Know the area and its surroundings the best you can," she said. "Ask people who have traveled to your destination what they did, what went right and wrong. Read online travel reviews and informational guides."

To access information about a country's threats to safety, medical facilities and road conditions provided by the Department of State, visit <http://travel.state.gov>. For passport

requirements, travel advisories, health precautions and more, visit <https://www.fcg.pentagon.mil> and type a country's name in the search bar.

"If you notice anything suspicious during your travels, contact the local authorities and inform us about your experience when you get back so we can further research the matter," Clark said. "The more facts we collect from travelers, the better we can prepare those traveling in the future."

For more information, call the JBSA-Fort Sam Houston Antiterrorism Office at 295-0534; JBSA-Randolph Antiterrorism Office at 652-1357 or JBSA-Lackland Antiterrorism Office at 671-5926.



Photo by Cadet 2LT Gabrielle Petty

Cadet 1st Sgt. Alex Vincent, center, attempts to construct a sailboat during the camp's communication exercise. Cadet Capt. Devante McCall, pictured left holding the radio, sorts through the materials provided while Cadet 1st Sgt. Alan Graul, center right, and Cadet Capt. Moses Sonera, far right, assist.

Cole JROTC cadets ready to lead

By Cadet 2nd Lt. Gabrielle Petty
and Cadet Sgt. Dayna Howell
Cole High School JROTC

The Robert G. Cole High School Army Junior Reserve Officer Training Corps held its first leadership camp Aug. 12-14 to help ready the battalion's new leadership for the upcoming school year.

"We are focusing on building confidence in our young leaders so they are ready to lead our incoming class on day one," said retired Army Col. William LaChance, the program's senior instructor.

The 2-1/2 day camp allowed the cadets to put the leadership theory learned during the academic year into practical application.

Their knowledge was put to the test through

hands-on scenario-driven exercises covering topics such as communication, decision making, leadership application and team building.

"Team building is very important to the cadets' success," LaChance said. "Cadets faced the challenges of this camp as a team, coaching and encouraging one another."

"The communication exercise was my favorite. It taught us to focus on being clear and specific, especially when relaying instructions to others," said Cadet 1st Sgt. Alex Vincent. "It was hard, but a lot of fun too."

The exercise required the staff to divide into two groups and go into separate rooms with only a walkie-talkie for means of communicating.

One group had a fin-

ished product, a sailboat, while the other was given a box containing the same model of boat parts along with random things to throw off the group.

The group with the finished product was tasked to relay information to the other group in order to build the boat from scratch.

"This is my fourth year in the battalion and this was probably one of the most beneficial events I've ever participated in," said Cadet Maj. Jackson Czeliński, battalion executive officer. "It really helps us focus on the important things and be ready for a new year."

The camp kicks off a busy year for the battalion with community service projects, blood drives, organizational days and the military ball ahead.

Construction begins at Fort Sam Houston Independent School District

Breaking ground in September, two construction projects will begin at schools in the Fort Sam Houston Independent School District.

A new wing at Fort Sam Houston Elementary School will include 10 classrooms as well as renovations to the administrative office.

The former cafeteria at Robert G. Cole Middle/High School will be renovated into space for classrooms.

"We want the best facilities possible for our students," said Dr. Gail Siller, FSHISD Superintendent. "It's a slow process, but we are continually working

to improve the instructional environment for our students."

Renovations at the elementary school will be complete in August 2015 and will include classrooms, an enlarged dining area in the cafeteria, a move of the clinic to the administrative office area and the removal of portable buildings currently used as classrooms.

In the summer of 2015, windows in elementary classrooms will be replaced with a combination of windows and metal siding to provide additional energy-saving measures.

The renovation proj-

ect at Robert G. Cole Middle/High School is scheduled for completion in March 2015.

The former 8,418-square-foot cafeteria will be redesigned as classrooms, providing additional needed space for students and staff.

Design work is also underway on a new band/music building on the Cole campus.

Although still in the preliminary stages, tentative construction completion on this project is expected in late 2015.

(Source: Fort Sam Houston Independent School District)



the thrift shop and learn about opportunities the Spouses' Club of the Fort Sam Houston Area has to offer. Contact scfshmembership@gmail.com or call 705-4767.

Family Readiness Group Leadership Academy

Tuesday-Wednesday, 8:30 a.m. to 4 p.m., Military & Family Readiness Center, building 2797. This two-day training is provided for Family Readiness Group key positions on roles and responsibilities. Call 221-0946 or 221-2418.

Pre-Separation Counseling

Tuesday, 9 a.m. to noon, Military & Family Readiness Center, building 2797. Airmen separating or retiring must attend this mandatory briefing. They can schedule their pre-separation appointment up to 24 months before their retirement date or up to 12 months prior to their separation date. Call 221-2705 or 221-2418.

M&FRC Volunteer Orientation

Wednesday, 9-10 a.m., Military & Family Readiness Center, building 2797. Newly assigned Military & Family Readiness Center volunteers will in-process and receive training on their duties and responsibilities. Call 221-2336.

Volunteer VMIS Training

Wednesday, 10-11 a.m., Military & Family Readiness Center, building 2797. Volunteers will receive hands on training with the Volunteer Management Information System. Open to all registered volunteers. Call 221-2336.

Post-Deployment Briefing

Thursday, 1-2 p.m., Military & Family Readiness Center, building 2797. Required for all service members returning from a deployment. Spouses are highly encouraged to attend. Call 221-2418 or 221-2705.

Fort Sam Houston Trails and Tales

Aug. 29, 9 a.m. to 12:30 p.m., Military & Family Readiness Center, building 2797. This tour offers the newcomer an opportunity to become familiar with the installation and visit sites on this historic post. Transportation is provided. Call 221-2705 or 221-2418.

White Tail Deer Hunting Stand Sign Up Approaching

Patrons interested in hunting white-tailed deer at Camp Bullis must sign up for a deer stand. This year, the annual drawing for hunting stands is an online lottery system. Patrons need to create an account and register at <http://www.jbsa.isportsman.net>. Registration runs through Sunday. Individuals are selected at random for the hunting stands. If drawn, winning patrons will receive an email notification. Hunting permits are on sale to coincide with the sale of State of Texas hunting licenses. Call 295-7577 or 295-7875.

Key Caller Training

Friday, 9 a.m. to 3 p.m., Military & Family Readiness Center, building 2797. This training defines the responsibilities of the Family Readiness Group Key Caller and provides information on performing this role. Call 221-0946 or 221-2418.

JBSA-Camp Bullis Outdoor Rec Yard Sale

Saturday-Sunday, 8 a.m. to 2 p.m. Patrons can buy sporting goods (hunting and fitness equipment) and other slightly used items at the Joint Base San Antonio-Camp Bullis Outdoor Recreation Center's "Yard Sale." All firearm sales must be conducted outside the recreation center. For more information, call 295-7577 or 295-7529.

Pre-Deployment Briefing

Monday, 1-2 p.m., Military & Family Readiness Center, building 2797. All service members scheduled to deploy, go TDY longer than 30 days or on a remote assignment are required to attend. Call 221-2418 or 221-2705.

Spouses' Club 'Big Texas Welcome'

Tuesday, 10 a.m. to 1 p.m., Pershing House, 6 Staff Post Road. Meet new people, tour an historical home, see fashions from

Fort Sam Houston Independent School District Bus Schedule Fort Sam Houston Elementary School

Routes:

Elementary 01 AM

TIME

7:11 am
7:13 am
7:15 am
7:22 am

LOCATION (Watkins Terrace)

200 FORBUSH RD
332 FORBUSH RD
519 MCMURRAY RD
FORT SAM HOUSTON ELEMENTARY

Elementary 02 AM

TIME

7:18 am
7:19 am
7:20 am
7:26 am

LOCATION (Watkins Terrace)

3996 DECKER CIRCLE
BUCKNER CT & MCMURRAY RD
469 MCMURRAY RD
FORT SAM HOUSTON ELEMENTARY (101)

Elementary 03 AM

TIME

7:24 am
7:26 am
7:29 am

LOCATION (Watkins Terrace)

JOHNSTON CIR & MCMURRAY RD
MCMURRAY RD & RODRIGUES CIR
FORT SAM HOUSTON ELEMENTARY (101)

Elementary 04 AM

TIME

7:11 am
7:12 am
7:13 am
7:14 am
7:15 am
7:16 am
7:18 am
7:21 am
7:26 am

LOCATION

CHAFFEE RD & WW WHITE RD
CHAFFEE RD (BETWEEN QTRS 3061-3081)
CHAFFEE RD (BETWEEN 2871-2891)
CHAFFEE RD (BETWEEN QTRS 2751-2731)
CHAFFEE RD & TAYLOR RD
2720 MARVIN R WOOD (PLAYGROUND)
2870 MARVIN R WOOD (PLAYGROUND)
3071 MARVIN R WOOD
FORT SAM HOUSTON ELEMENTARY (101)

Elementary 06 AM

TIME

7:14 am
7:15 am
7:16 am
7:17 am
7:23 am

LOCATION

GARDEN AVE AND BIRKHEAD DR
GARDEN AVE AND PLAYGROUND 322
INGRAM PATH AND WALTER T SAHL
WALTER T SAHL AND BIRKHEAD DR
FORT SAM HOUSTON ELEMENTARY (101)

Elementary 07 AM

TIME

7:18 am
7:19 am
7:20 am
7:21 am
7:29 am

LOCATION

PATCH RD AND FOULLOIS PASS
PATCH RD AND BIRKHEAD AVE
BIRKHEAD AVE AND FORAGE AVE
FORAGE AVE AND FOULLOIS PASS
FORT SAM HOUSTON ELEMENTARY (101)

Elementary 08 AM

TIME

7:17 am
7:30 am

LOCATION

INFANTRY POST
FORT SAM HOUSTON ELEMENTARY (101)

Elementary 09 AM

TIME

6:58 am
7:01 am
7:06 am
7:08 am
7:09 am
7:10 am
7:11 am
7:13 am
7:14 am
7:16 am
7:26 am

LOCATION

GRAHAM RD & ROAD S-16 W
GRAHAM RD AND NEW BRAUNFELS
ARTILLERY LOOP (QTRS 176)
ARTILLERY POST RD (QTRS 165)
ARTILLERY POST RD (QTRS 101)
ARTILLERY POST RD (QTRS 109)
ARTILLERY POST RD (QTRS 115)
STAFF POST RD & STANLEY RD
STAFF POST RD (QTRS 13)
HANCOCK RD (QTRS 2283)
FORT SAM HOUSTON ELEMENTARY (101)

Elementary 10 AM

TIME

7:09 am
7:10 am
7:12 am
7:13 am
7:15 am
7:17 am
7:25 am

LOCATION

GORGAS CIR (QTRS 1016)
GORGAS CIR (QTRS 1009)
GRAHAM RD & WORTH RD
GRAHAM RD & HARNEY RD
GRAHAM RD & SCHOFIELD RD
GRAHAM RD & HENRY T ALLEN RD
FORT SAM HOUSTON ELEMENTARY (101)

Elementary(SAS & Camp Grounds) 11A AM

TIME

7:23 am
7:29 am
7:34 am
7:40 am
7:47 am

LOCATION

SAS
FORT SAM HOUSTON ELEMENTARY (101)
3514 WW WHITE ROAD (Camp Grounds)
FORT SAM HOUSTON ELEMENTARY (101)
COLE HIGHMIDDLE SCHOOL (101)

E/MS/HS 12 AM (Guest House and Fisher House)

TIME

7:05 am
7:25 am
7:35 am

LOCATION

329E GEORGE C BEACH ROAD
FORT SAM HOUSTON ELEMENTARY (101)
COLE HIGHMIDDLE SCHOOL (001)

Operation Home Front AM

TIME

6:45 am
7:15 am
7:20 am

LOCATION

0 BALLARD MDW
FORT SAM HOUSTON ELEMENTARY (101)
COLE HIGHMIDDLE SCHOOL (001)

Students need to be at their bus stop five minutes prior to the scheduled pickup time.

Elementary school dismissal time is 3 p.m.

Note: Bus schedule is subject to change.



Discount Tickets For Texas State vs. Navy Game

All Joint Base San Antonio Information, Tickets and Travel offices offer discounted tickets to the Texas State Bobcats versus Navy Midshipmen football game at the Texas State stadium in San Marcos Sept. 13. The discounted ticket price is \$7.75. Military personnel

and families are invited to arrive before the game for complimentary food and drinks at the military appreciation tailgate. For more information, call 808-1378 at JBSA-Fort Sam Houston, 671-3059 at JBSA-Lackland and 652-5142 at JBSA-Randolph.

Bexar County Master Gardeners Seminar

A free Earth-kind educational seminar on fall vegetable gardening will be presented from 10:30 a.m. to noon Saturday by David Rodriguez, Texas A&M Agrilife Extension

Service horticulturist at Milberger's Landscape Nursery, 3920 N. Loop 1604 E. (exit on Bulverde Road).

VFW Golf Tournament

The Veterans of Foreign Wars Post 1533 hosts a golf tournament Sept. 22 at the Dominion Country Club in San Antonio. A number of sponsorships are available. Call 288-0283.

5K Glow Run, Fun Walk 1K

The Joint Base San Antonio-Lackland 5/6 Organization hosts their inaugural 5K Glow Run and Fun Walk 1K Oct. 3 at the JBSA-

Lackland's 1.5-mile track. Save by pre-registering by Sept. 22. Pre-registration for the 5K is \$20, while late registration is \$25. Fun Walk 1K pre-registration is \$15, late registration is \$15. Sign in, late registration T-shirt pickup is at 6:30 p.m., with the walk starting between 7:30-8 p.m. and the run starting at 8:10 p.m. Children are welcome and all children who complete the Fun Walk 1K will earn a medal at the end. No pets. There will be free snacks and water

See OUTSIDE, P17

Fort Sam Houston Independent School District Bus Schedule Robert G. Cole Middle and High School

Routes:

Cole HS 06 AM

TIME	LOCATION
7:35 am	GARDEN AVE AND BIRKHEAD DR
7:37 am	GARDEN AVE AND PLAYGROUND 322
7:38 am	INGRAM PATH AND WALTER T BAHL
7:40 am	WALTER T BAHL AND BIRKHEAD DR
7:48 am	COLE HIGHMIDDLE SCHOOL (001)

Cole HS 07 AM

TIME	LOCATION
7:33 am	PATCH RD AND FOULDIS PASS
7:34 am	PATCH RD AND BIRKHEAD AVE
7:35 am	BIRKHEAD AVE AND FORAGE AVE
7:36 am	FORAGE AVE & FOULDIS PASS
7:43 am	COLE HIGHMIDDLE SCHOOL (001)

Cole HS/MS 04 AM

TIME	LOCATION
7:38 am	CHAFFEE RD SHELTER (QTRS 3411)
7:40 am	3050 CHAFFEE ROAD
7:42 am	CHAFFEE RD (ARTS 847-849)
7:43 am	CHAFFEE RD SHELTER # 2522
7:44 am	CHAFFEE RD & TAYLOR RD
7:45 am	MARVIN R WOOD 3720 (PLAYGROUND)
7:47 am	MARVIN R WOOD 2870 (PLAYGROUND)
7:49 am	MARVIN R WOOD (QTRS 3071)
7:55 am	COLE HIGHMIDDLE SCHOOL (001)

Cole HS/MS 08 AM

TIME	LOCATION
7:45 am	INFANTRY POST
8:00 am	COLE HIGHMIDDLE SCHOOL (001)

Cole HS/MS 09 AM

TIME	LOCATION
7:34 am	GRAHAM RD & S-19 RD
7:36 am	GRAHAM RD & S-16 RD W
7:38 am	GRAHAM RD & N NEW BRAUNFELS AVE
7:40 am	2763 ARTILLERY POST ROAD
7:42 am	2708 ARTILLERY POST ROAD
7:44 am	2545 ARTILLERY POST ROAD
7:46 am	2457 ARTILLERY POST ROAD
7:48 am	2419 ARTILLERY POST ROAD
7:49 am	2299 ARTILLERY POST ROAD
7:50 am	STAFF POST RD & STANLEY RD
7:51 am	1869 STAFF POST ROAD
7:52 am	1808 STAFF POST ROAD
7:53 am	2041 STAFF POST ROAD
7:55 am	2448 HANCOCK PASS
8:10 am	COLE HIGHMIDDLE SCHOOL (001)

Cole HS/MS 10a AM

TIME	LOCATION
7:45 am	4853 GORGAS CIRCLE
7:48 am	4815 GORGAS CIRCLE
7:50 am	GRAHAM RD & WORTHFIELD RD
7:53 am	GRAHAM RD & HARNEY RD
7:56 am	GRAHAM RD & SCHOFIELD RD
8:05 am	COLE HIGHMIDDLE SCHOOL (001)

Cole HS/MS 10b AM

TIME	LOCATION
7:45 am	GRAHAM RD & HENRY T ALLEN RD
7:59 am	COLE HIGHMIDDLE SCHOOL (001)

Cole MS 06 AM

TIME	LOCATION
7:30 am	GARDEN AVE AND BIRKHEAD DR
7:31 am	GARDEN AVE AND PLAYGROUND 322
7:32 am	INGRAM PATH AND WALTER T BAHL
7:33 am	WALTER T BAHL AND BIRKHEAD DR
7:43 am	COLE HIGHMIDDLE SCHOOL (001)

Cole MS 07 AM

TIME	LOCATION
7:34 am	PATCH RD AND FOULDIS PASS
7:35 am	PATCH RD AND BIRKHEAD AVE
7:36 am	BIRKHEAD AVE AND FORAGE AVE
7:37 am	FORAGE AVE & FOULDIS PASS
7:43 am	COLE HIGHMIDDLE SCHOOL (001)

Cole HS/MS Camp Grounds 11A AM

7:34 am	3514 W W WHITE ROAD (Camp Grounds)
7:40 am	FORT SAM HOUSTON ELEMENTARY (101)
7:47 AM	COLE HIGHMIDDLE SCHOOL (001)

E/MS/HS 12 AM (Guest House and Fisher House)

TIME	LOCATION
7:05 am	3298 GEORGE C BEACH ROAD
7:25 am	FORT SAM HOUSTON ELEMENTARY (101)
7:35 am	COLE HIGHMIDDLE SCHOOL (001)

Operation Home Front AM

TIME	LOCATION
6:45 am	0 MALLARD BOW
7:15 am	FORT SAM HOUSTON ELEMENTARY (101)
7:20 am	COLE HIGHMIDDLE SCHOOL (001)

Students need to be at their bus stop five minutes prior to the scheduled pickup time.
Middle and high school dismissal time is 3:50 p.m.
Note: Bus schedule is subject to change.

CHAPEL WORSHIP SCHEDULE

PROTESTANT SERVICES

Sundays

Main Post (Gift) Chapel

Building 2200, 1605 Wilson Way
8 and 11 a.m. - Traditional

Dodd Field Chapel

Building 1721, 3600 Dodd Blvd.
8:30 a.m. - Samoan
10:30 a.m. - Gospel

Army Medical Department Regimental Chapel

Building 1398, 3545 Garden Ave.
9:20 a.m. - 32nd Medical Brigade
Collective Service

Brooke Army Medical Center Chapel

Building 3600,
3851 Roger Brooke Rd.
10 a.m. - Traditional

CATHOLIC SERVICES

Daily Mass

Brooke Army Medical Center Chapel
Building 3600,
3551 Roger Brooke Rd.

11:05 a.m., Monday through Friday

Main Post (Gift) Chapel

Building 2200, 2301 Wilson Way

11:30 a.m., Monday through Friday

Saturday

Main Post (Gift) Chapel

4:45 p.m. - Reconciliation
5:30 p.m. - Evening Mass

Sunday

8 a.m. - Morning Mass, AMEDD
8:30 a.m. - Morning Mass, BAMC
9:30 a.m. - Morning Mass, MPC
11:30 a.m. - Morning Mass, BAMC
12:30 p.m. - Morning Mass, DFC

JEWISH SERVICES

8 p.m. - Jewish Worship,
Friday, MPC
11:01 - Contemporary "Crossroads"
8:30 p.m. - Oneg Shabbat,
Friday, MPC

ISLAMIC SERVICE

1:15 p.m. - Jummah, Friday,
AMEDD

LATTER DAY SAINTS SERVICES

1 p.m. - LDS Worship, Sunday,
AMEDD

BUDDHIST SERVICES

1 p.m. - Buddhist Services,
Sunday, AMEDD

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

Access to FSH Elementary School impacted by road construction

Students attending Fort Sam Houston Independent School District schools will see road improvements on Williams Road from Nursery Road to Hardee Road, according to 502nd Civil Engineer Squadron officials.

"Road improvements will ultimately benefit our community," said Dr. Tonya Hyde, Fort Sam Houston Elementary School principal. "We ask parents to be patient as changes in traffic patterns will impact travel on Nursery Road while Williams Road is closed."

Road construction will occur from Thursday through November, during which time access to the school will be from Nursery Road. Only buses and construction vehicles

will have access to Biesenbach Road at the front of the elementary school. As a safety measure, no other vehicles will be allowed to travel on Biesenbach Road.

"Bus transportation will be available and encouraged to help minimize traffic flow around the school," said Julie Novak, FSHISD chief financial officer. "Parents can expect some delays which may increase as we all adjust to changes in traffic patterns. Bus schedules are posted at <http://www.fshisd.net>."

Parents are invited to the "Meet Your Teacher" event from 2-3 p.m. Friday.

(Source: Fort Sam Houston Independent School District)

OUTSIDE from P16

provided and glow products available for purchase. Visit <https://www.eventbrite.com/e/jbsa-lackland-56-fun-walk-1k-glow-run-5k-tickets-12259130389>.

Van Autreve Sergeants Major Association

The SMA Leon L. Van Autreve Sergeants Major Association meets at 5 p.m. on the third Thursday of each month at the Longhorn Café, 1003 Rittiman Road. Active-duty, Reserve, National Guard and retired sergeants major are invited and encouraged to attend. Call 539-1178.

AND THE BAND PLAYS ON



Photo by Rachel Munoz

The Robert G. Cole High School Band is ready to entertain at numerous events throughout the upcoming school year.

**CLASS
6X9.75 1**

**CLASS
6X9.75 1**

6 x 4.75 AD

6 x 4.75 AD