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

IMCOM MENTORSHIP PROGRAM
PAGE 6

OLDEST FEMALE VETERAN VISITS D.C.
PAGE 10

FATHER PROMOTES SON IN COMBAT ZONE
PAGE 11

Quality-of-life issues needed for upcoming Armed Forces Action Plan

By Lori Newman
JBSA-Fort Houston Military & Family Readiness

The Joint Base San Antonio Armed Forces Action Plan conference takes place in November and while issues are collected throughout the year, the JBSA-Fort Sam Houston AFAP team is collecting issues through Aug. 30, specifically for inclusion in this year's conference.

"Whatever the issue, if it affects a service member or their family's quality of life, the AFAP team wants to know about it," said Cindy Lamb, AFAP coordinator.

"Because we are a joint base, any military member, family member or Department of Defense


Photo by Lori Newman

Family member Bernadette West places an issue or suggestion for improvement into an Armed Forces Action Plan box July 30 at the Military & Family Readiness Center at Joint Base San Antonio-Fort Sam Houston.

See AFAP, P13

Brooke Army Medical Center recognized by U.S. Department of Health and Human Services



Brooke Army Medical Center was recently recognized by the U.S. Department of Health and Human Services for reaching the Silver level of achievement for promoting enrollment in the Texas Organ Donor Registry.

BAMC, with partnership from the Texas Organ Sharing Alliance, San Antonio Eye Bank and Gen Cure Tissue Center, conducted awareness and registry campaigns to educate staff, patients, visitors and community members.

The events focused on the critical need for organ, eye and tissue donors and, by doing so, increased the number of potential donors on the Texas donor registry.

The hospital earned points for each activity implemented between June 2013 and May 2014 and was awarded recognition through the Workplace Partnership for Life Hospital Campaign.

See BAMC, P9

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Ethical dilemmas pose tough calls for Soldiers

 By David Vergun
 Army News Service

One of the hardest things a Soldier will face in his or her career isn't necessarily the enemy. It might well be telling another Soldier that his or her behavior is ethically or morally wrong, said the Army chief of staff.

Gen. Ray Odierno shared his opening remarks with general officers and command sergeants major from across the components at the first CSA Army Profession Symposium, held July 30-31 at the U.S. Military Academy, West Point, N.Y. The reason it's so hard, he continued, is because Soldiers are deeply committed to each other.

"That's integral," he explained. "In combat, you have to depend on the person on your right and left. Your life is in their hands. But it's also about being committed to the institution."

Odierno then provided some hypothetical examples of why ethical dilemmas are so difficult to grapple with:

After returning from a deployment, Alpha Company takes the Army Physical Fitness Test. A certain sergeant is considered the best sergeant in the platoon. He served admirably in combat and always scored a perfect 300 on the APFT. He's now up for promotion to staff sergeant.

But on this particular day, he scored a 240. That score will result in him not earning enough points for promotion to staff sergeant and the

next opportunity for promotions may not be for a long time.

The platoon leader wants to look out for his Soldiers, particularly for this non-commissioned officer who did incredible things in combat. So he gives the sergeant a 300.

The platoon leader might get away with that but what about next time? Odierno asked, continuing with the example: Down the road, that same platoon leader has become a battalion commander. He brags about his battalion and how well it's doing and how well it will perform at an upcoming National Training Center rotation.

But, the battalion ends up having a "lousy rotation."

Instead of admitting as much, he gets his battalion certified "T-1, fully trained and ready for combat, yet everyone knows it's not true."

Two months later, that battalion deploys to combat and Soldiers are killed.

"Now your ethical dilemma is growing," Odierno said, continuing:

Ten years later, he's a general officer providing congressional testimony. Lawmakers are asking about the readiness of his division. He's been told that the politically correct thing to say is "we're ready to do whatever you ask."

But, his division is lacking in training and modernized equipment. Yet, he tells Congress that they're combat-ready.

"So the dilemma grows and grows and builds



Photo by David Vergun

Chief of Staff of the Army Gen. Ray Odierno addresses leaders during the CSA Army Profession Symposium at the U.S. Military Academy held July 30-31 at the U.S. Army Military Academy at West Point, N.Y.

and builds," Odierno said. "Once you start down that path, it becomes easier and easier to make those decisions."

The ramifications of those decisions won't necessarily "fall on you," he said. "It will fall on those Soldiers put in harm's way."

The vast majority of Soldiers understand the importance of commitment to the institution as well as commitment to one another, Odierno said he believes, "but we can't rest on our laurels.

"We have to have those discussions, about character, that's who we are. Our character has to represent what our country stands for," he continued. "It's about doing what's right when nobody else is watching."

Citing another example Odierno recounted how an officer was brought in

for counseling after a minor incident that occurred after hours.

The officer told his commander something to the effect of, "I'm in the Army nine to five and what I do afterward is my business."

"That's not the Army I know," Odierno cautioned. "And that's not the type of leaders the Army wants. It's a 24-hour-a-day, seven-days-a-week job. You're always representing this profession."

An important part of this symposium, he said, is discussing the Army profession and how to more effectively inculcate ethics across the service.

Sgt. Maj. of the Army Raymond F. Chandler III, who spoke following Odierno's remarks, said he seriously doubts the effectiveness of the Army's ethical training delivery methods.

That delivery might take the shape of Power-Point slides or briefings – check-the-block type training.

It has to be more than that, Chandler said.

"We need to have a culture shift," he said. "People need to be passionate about this, and we all have to take on this responsibility."

He noted that "young people are thirsty for leadership" and the method most effective for delivery of ethics training, he thinks, is through mentoring other Soldiers.

Chandler provided his own example of being mentored:

Back in the 1970s, he said his own moral compass wasn't always oriented in the right direction and he wandered aimlessly from job to job. His grades in high school were pretty dismal.

Then he saw the movie "Sahara," starring Humphrey Bogart. In that movie, he said, Bogart and the men in his tank crew bonded and looked out for each other even as the going got tough.

"That taught me commitment," and was the impetus for joining the Army and becoming a tanker, Chandler said.

In 1981, his first tank commander was Staff Sgt. Lou Tahini, an American Samoan and a Vietnam veteran, who "couldn't read, but was a professional," Chandler said, noting that the average grade level for reading in the Army at the time was eighth grade.

See ETHICS, P13



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News Briefs

Honoring Gold Star Families Week Events

Army Survivor Outreach Services and Preservation Fort Sam Houston present Honoring Gold Star Families Week Monday through Aug. 15 at locations throughout Joint Base San Antonio-Fort Sam Houston. Schedule includes: 10 a.m. and 1 p.m. Tuesday, Stilwell House, grief counseling question and answer session; 10 a.m. Wednesday, Friend Raiser Coffee, Stilwell House; noon, Wednesday, "Gold Star Children" film at Fort Sam Houston Theater, building 2270; 1 p.m. Thursday, Stilwell House, "A Soldier Comes Home" book signing and discussion; 9 a.m. to noon, Aug. 15, children's games in Quadrangle, including tower climb, scavenger hunt and bounce house. From 5:30-7:30 p.m. Tuesday-Thursday, there are Gold Star exhibits at the Stilwell House. For more information, call 221-0956.

Strategic EPR Writing Course Available

Retired Chief Master Sgt. Eric Jaren, former command chief master sergeant of Air Force Materiel Command, will be the guest speaker providing "The Magic of Bulleting Writing" and "Feedback Your Supervisor Never Gave You," presentations Aug. 21-22 in San Antonio. The two presentations are designed to improve strategic writing skills for bullet writing, enlisted evaluations and award packages, and insight into senior NCO promotion complexities. Presentations are: Aug. 21, 9-11 a.m. at the Joint Base San Antonio-Fort Sam Houston Evans Theater; Aug. 22, 9-11 a.m. at the JBSA-Randolph Fleenor Auditorium; and Aug. 22, 1-3 p.m. at the JBSA-Lackland Bob Hope Theater. To register for JBSA-Fort Sam Houston, visit <https://jbsa.eis.aetc.af.mil/502abw/CCC/default.aspx> and look for JBSA Strategic EPR Writing Course.

Walters Street, Wilson Way Periodic Closures

With construction continuing at the Walters Street Entry Control

See NEWS BRIEFS, P6

U.S. Army Medical Department Museum notes 25th anniversary

By Phil Reidinger
AMEDDC&S Public Affairs

Friends of the Army Medical Department Museum and members of the AMEDD Museum Foundation gathered July 25 at the museum on Joint Base San Antonio-Fort Sam Houston to celebrate the 25th anniversary of the dedication of the first buildings constructed in 1989.

The event also celebrated the contributions of a founding member and treasurer emeritus of the AMEDD Museum Foundation, retired Brig. Gen. Charles Elia, who served on the foundation board of directors as the chairman of the building and grounds committee.

The AMEDD Museum Foundation is staffed by volunteers donating thousands of hours raising the funds to plan,

design and complete the construction. Once completed the new facilities are donated by the foundation to the U.S. Army.

The foundation has raised more than \$10 million for construction and continues to raise funds to support future building, maintenance, artifact purchase and restoration and educational programs. Additional construction, in five phases, was completed in 1998, 2001, 2006 and 2013.

The museum occupies 45,000 square feet and includes two large exhibit halls, an auditorium, gift shop, research library and an artifact conservation repository. Outdoor exhibits include a 1950-era railroad ambulance car, a military ambulance pavilion, an aeromedical evacuation pavilion and a Medal of Honor

Walk with amphitheater.

The original U.S. AMEDD was founded as a research facility in Washington, D.C., known today as the National Museum of Health and Medicine of the Armed Forces Institute of Pathology.

In 1920, the AMEDD Museum was re-established at Carlisle Barracks in Pennsylvania with the Medical Field Service School. In 1946, the museum was transferred to Fort Sam Houston with the relocation of the Medical Field Service School to the post. The museum received official designation as the Army Medical Department Museum in 1955.

Despite official status, many museum artifacts were located throughout the United States because the existing JBSA-Fort Sam Hous-



Photo by Phil Reidinger

(From left) Retired Army Brig. Gen. Charles V.L. Elia, founding member and treasurer emeritus of the Army Medical Department Museum Foundation; David Windsor, museum volunteer of the year; and retired Army Brig. Gen. Daniel Perugini, chairman of the board of the AMEDD Museum Foundation, cut the cake July 25 to commemorate the 25th anniversary of the AMEDD Museum.

ton museum facility lacked sufficient space to exhibit, maintain and restore the artifacts.

A group of retired military officers and NCOs established the AMEDD Museum Foundation in 1978 to begin the work of funding and planning construction for the museum since funding for construction

of military museums is not provided by the federal government.

The AMEDD Museum now exhibits more than 4,000 historic medical artifacts dating from the time of the Continental Army and the American Revolution to today's medical support of military operations around the world.

Largest Air Force training squadron changes leadership

By Master Sgt. Debra Massa
383rd Training Squadron

The largest medical training squadron in the Air Force changed leaders July 11 when Lt. Col. Andrew Reimund assumed command of the 383rd Training Squadron from Lt. Col. Donna M. Eggert.

The change of command ceremony took place at Heroes Hall on Joint Base San Antonio-Fort Sam Houston with (now retired) Col. Annata Sullivan, commander

of the 937th Training Group, officiating.

Reimund most recently served as director of operations at the 959th Inpatient Operations Squadron at the San Antonio Military Medical Center on JBSA-Fort Sam Houston.

He takes charge of a squadron staff of 139 that trains 5,000 Airmen annually in 59 courses, including the medical technician course, the second largest training course in the Air Force.

In addition, the 383rd

TRS operates the independent duty medical technician course, the Air Force's only enlisted medical provider course.

Training by the 383rd TRS also includes the Air Force's Nurse Transition Program, four tri-service courses at three operating locations and clinical sites at 18 medical treatment facilities and civilian hospitals.

In all, 25 Air Force specialties receive their training through the 383rd TRS.



Photo by Ed Dixon

Retired Col. Annata Sullivan (left), former 937th Training Group commander, passes the 383rd Training Squadron guidon to Lt. Col. Andrew Reimund during a change of command ceremony held at Heroes Hall on Joint Base San Antonio-Fort Sam Houston. Reimund served at the San Antonio Military Medical Center where he was director of operations for the 959th Inpatient Operations Squadron.

VIBRANT RESPONSE 14 EXERCISE CONTINUES IN INDIANA

A Soldier evacuates injured civilians stranded near a building containing toxic industrial chemicals during Vibrant Response 14, a training exercise held at the Muscatatuck Urban Training Complex, Ind., July 23. Vibrant Response 14 is a major field training exercise conducted by the U.S. Northern Command and led by Joint Base San Antonio-Fort Sam Houston's U.S. Army North. Approximately 5,000 service members and civilians from the military and other federal and state agencies throughout the country are training to respond to a catastrophic domestic incident. As a component of U.S. Northern Command, Army North coordinates timely federal and military response to disasters in the homeland to help the American people.



Photos by Army Sgt. John Healy



A Soldier conducts reconnaissance of a building July 23 during Vibrant Response 14, an Army North-led training exercise at the Muscatatuck Urban Training Complex, Ind.

AMEDDC&S INDUCTS ONE OF ITS OWN INTO ORDER OF MILITARY MEDICAL MERIT



Photo by Esther Garcia

Maj. Gen. Steve Jones (left), commanding general of the U.S. Army Medical Department Center and School, and AMEDDC&S Command Sgt. Maj. Gerald Ecker (right) present the Order of Military Medical Merit certificate to Lt. Col. Stephanie Mont for her significant and exemplary contributions to the U.S. Army Medical Department at an awards ceremony July 24 held in Blesse Auditorium, Willis Hall, Joint Base San Antonio-Fort Sam Houston. The Order of Military Medical Merit is a private organization founded by the commanding general of the U.S. Army Health Services Command in April 1982 to recognize excellence and promote fellowship and esprit de corps among Army Medical Department personnel. Membership in the Order denotes distinguished service, which is recognized by AMEDD senior leadership. Mont is the Chief, Food Protection Branch with the Department of Veterinary Science.

SOLDIERS STEP OUT OF UNIFORM INTO RETIREMENT



Photo by Army Sgt. Lee Ezzell

The Joint Base San Antonio-Fort Sam Houston community recognized 12 Soldiers and their families for their dedication and service to the nation during the Consolidated Army Retirement Ceremony July 31 at the Quadrangle. The retirees are (from left): Lt. Col. Maricela Alvarado, U.S. Army Intelligence Center of Excellence, Fort Huachuca, Ariz.; Lt. Col. Nanette Patton, U.S. Army Medical Information Technology Center; Lt. Chris Eldridge; U.S. Army South; Lt. Col. Santiago Bueno III, U.S. Army Cadet Command, Fort Knox, Ky.; Lt. Col. Timothy Kunding, 32nd Medical Brigade; Lt. Col. Gregory Hill, U.S. Army North; Maj. Stephen Sheridan, 410th Contracting Support Brigade; Chief Warrant Officer Five Curtis Bell, 1st Combat Aviation Brigade, Fort Riley, Kan.; Command Sgt. Maj. Christopher Pritchard, 442nd Signal Battalion, Fort Gordon, Ga.; Sgt. Maj. Eric Lobsinger, U.S. Army North public affairs; Sgt. 1st Class Roshonne Birch, 11th Signal Brigade, Fort Hood, Texas; and Sgt. 1st Class Shekiema Entzminger, 187th Medical Battalion.

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

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.

Scott Visitor Center Temporary Closure

The Scott Visitor Center, located at 3701 Winfield Scott Road, will close at 2 p.m. Tuesday for renovation of the customer counter. It will reopen at 6 a.m. Wednesday. Visitors can process through the Walters Street Visitor Center, located at 2150 Winfield Scott Road, for the duration of the closure. For more information, call 221-2570.

Temporary Lane Closures On Garden Avenue

Construction on Garden Avenue between Wilson Road and Hardee Road continues 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.

Volunteers Needed For Medical Readiness Training

The 937th Training Support Squadron's Medical Readiness Training Center at Joint Base San Antonio-Camp Bullis needs volunteers to serve as patients for medical readiness training. Patients are needed from 10 a.m. to 3 p.m. Wednesdays and 8 a.m. to 3 p.m. Thursdays from Sept. 17-18 and Sept. 24-25. Volunteers can assist for one hour or an entire day. Volunteers will be moulaged to have fake injuries, such as gunshot wounds, stab wounds, etc. Volunteers can be in civilian or military clothing, although it is preferable to wear old civilian clothing as the materials used for simulated injuries may stain. Call 808-3406 or 808-3410.

Car Safety Seat Clinic

A free car safety seat clinic is available for parents from 9:30-11:30 a.m. Aug. 21 at the Joint Base San Antonio-Fort Sam Houston Fire Station, building 3830. Call 221-0349 or 221-2418 to register or for information.

IMCOM civilian mentorship program helps shape Army installation management's future

By Amanda Rodriguez
IMCOM Public Affairs

U.S. Army Installation Management Command is increasing its investment in employee development through a revitalized, year-long mentorship program, which kicked off with a three-day orientation July 15.

Twenty-eight mentees paired with their 28 mentors and five senior mentors, from installations around the globe, gathered to begin participation in the IMCOM Headquarters Centralized Mentoring Program.

Maj. Gen. Camille Nichols, IMCOM's deputy commanding general, praised the participants for their initiative.

"I commend you all for being here and taking that first step," Nichols said "You're your own best personnel manager. When I look back there were times



Photo by Amanda Rodriguez

Maj. Gen. Camille Nichols, deputy commanding general, U.S. Army Installation Management Command, welcomes mentors and mentees to the IMCOM Headquarters Centralized Mentoring Program three-day orientation July 15.

I really did need some guidance and still do to this day. I believe you never stop that

opportunity."

"The power in this room and the potential here in this room

is exponential," said Karen Perkins, IMCOM director of human resources. "Think about how much knowledge, skill and life experience that you have to give to this program over the next year. This is about individual leadership, too. It's a life-changing opportunity."

Workforce development and human resources specialist, Debbie Caraway, believes this year's holistic approach combined with the direct impact of capstone projects on IMCOM's lines of effort may yield immediate results in individual professional development and organizational process improvements.

"The goal is to provide growth experiences that will allow (participants) to accept positions of greater responsi-

See MENTOR, P16

Have medical questions? Call the TRICARE Nurse Advice Line

By Elaine Sanchez
BAMC Public Affairs

Sometimes, it is difficult to know if and when to seek medical help for acute health problems.

Having professional help at a moment's notice is invaluable and the Military Health System's Nurse Advice Line is doing just that.

The advice line, or NAL, is available to TRICARE beneficiaries in the continental United States, Alaska and Hawaii. The advice line is accessible toll-free 24 hours a day, seven days a week.

The NAL is manned by a team of registered nurses who are there to answer a variety of urgent health care questions.

Upon receiving a call, the nurse will ask a series of questions geared to help them determine the best course

of action.

"There will always be a live-person on the line to address beneficiaries' concerns and offer a variety of services," said Maj. Steven Fox, Joint Base San Antonio-Lackland Senior Group Practice Manager.

For pediatric issues, the NAL will be able to route the caller to a pediatric nurse.

If a follow-up is necessary or requested, the NAL is able to call the beneficiary back to check the child's status a few hours later.

For callers who are enrolled at a military treatment facility, the NAL will also be able to make same-day appointments with the beneficiary's primary care manager, or PCM. If a same-day appointment is not available, the NAL will direct the beneficiary to the closest urgent care center, and inform the PCM that an urgent care referral is needed.

This will ensure the patient does not have to worry about paying a point-of-service co-pay.

TRICARE beneficiaries who are not enrolled at an MTF will receive professional health care advice.

When calling the NAL, a customer service representative will verify the beneficiary's eligibility through the Defense Enrollment and Eligibility Reporting System.

Beneficiaries with an acute health care concern or question will be connected with a registered nurse.

Beneficiaries can still contact their PCM or clinic.



Courtesy photo

"The NAL serves as an extension of our care teams, and is another means through which our beneficiaries can obtain health information, and access the care they need, in a timely manner," Fox said.

To access the NAL, dial 1-800-TRICARE (874-2273); option 1.

Navy Recruiting District San Antonio welcomes new commanding officer

By Burrell Parmer
NRDSA Public Affairs

A new commanding officer of Navy Recruiting District San Antonio was welcomed aboard during a change of command ceremony July 25 held at Anderson Hall, Medical Education and Training Campus, Joint Base San Antonio-Fort Sam Houston.

During the ceremony, Cmdr. Corry Juedeman relinquished command to Cmdr. Michael Briggs.

The NRD SA commander since June 14, 2013, Juedeman was responsible for more than 200 recruiters, support personnel and civilians who all assisted in making the Navy's recruitment annual mission.

Juedeman's area of responsibility included 46 Navy Recruiting Stations

and Navy Officer Recruiting Stations spread throughout 140,000 square miles of Texas territory.

Under her charge, the NRD made its enlisted mission each month, continuing the streak of 92 consecutive months.

"This is one of the largest ceremonies that I have attended," said guest speaker Capt. Susanne McNinch, commodore of Navy Recruiting Region West. "It is attributable to the two fine leaders who are sitting on the stage today, as well as the men and women within Navy Recruiting District San Antonio."

According to McNinch, the NRD succeeded in every facet of operations and will continue under new leadership.

"As commanding officer of the NRD, Cmdr.

Juedeman has continued to demonstrate the capabilities of leadership and command which has brought the district to a state of readiness that ranks among the highest within Region West and the nation," McNinch said.

"Briggs has been within the command for the past 13 months and was a part of its past successes as well as those in the future," McNinch continued. "You have a great team behind you both at work and at home. Together, these two teams will lead you on a path to success."

Remarking on her tenure as commanding officer, Juedeman spoke about the big picture.

"What was important was taking care of our Sailors and their families, ensuring we maintain a 100 percent shipping target, making mission,



Photo by Burrell Parmer

Cmdr. Michael Briggs (right) is congratulated by Capt. Susanne McNinch (center), commodore of Navy Recruiting Region West, after assuming command of Navy Recruiting District San Antonio from Cmdr. Corry Juedeman (left) during a change of command July 25 at Anderson Hall, Medical Education and Training Campus, Joint Base San Antonio-Fort Sam Houston.

attaining an overall score of 92 percent on the

National Training Team Inspection and ensur-

ing a positive command climate."

Briggs, a surface warfare officer and native of Norfolk, Va., said he is enthusiastic to take command.

"Team San Antonio, your consistent excellence in both officer and enlisted recruiting, community involvement and meeting all challenges within the past 13 months have been impressive," Briggs said.

"Most importantly, you continue to improve and raise the bar each time and I look forward to serving with this team of motivated professionals and build upon our recent successes to become the best recruiting district in the nation."

Following the change of command, Juedeman, a naval aviator, retired from the Navy with 21 years of service.

Roundtable builds cohesion with MICC small business program

By Daniel P. Elkins
MICC Public Affairs Office

More than 20 Army small business specialists from throughout the country participated in a roundtable forum from July 29-31 at the U.S. Army's Mission and Installation Contracting Command at Joint Base San Antonio-Fort Sam Houston to synchronize the service's contracting efforts in support of American small businesses.

The MICC Office of Small Business Programs consists of personnel around the country who function independently on a daily basis as the sole small-business expert at each of the command's contracting offices.

In addition to providing advice to individual small businesses, the

program also advocates within the command's 33 contracting offices to ensure small businesses have the maximum opportunity to compete for Army contracts awarded by supported activities.

"The purpose of the MICC Small Business Roundtable is to promote a cohesive implementation of the MICC Small Business Program throughout the geographically dispersed field contracting activities," said Lynette Ward, an assistant director for the MICC OSBP. "The MICC currently has more than 20 full-time small business specialists assigned to those contracting offices with annual obligations that exceed \$100 million each."

Twenty-one small business specialists traveled here for the roundtable.



Photo by Ryan Mattox

Brig. Gen. Jeffrey Gabbert speaks to small business specialists July 29 about a new contract management system being fielded throughout the Mission and Installation Contracting Command during a roundtable forum at Joint Base San Antonio-Fort Sam Houston. More than 20 MICC small business specialists from throughout the country traveled to JBSA-Fort Sam Houston for the MICC Small Business Roundtable which took place July 29-31. Gabbert is the MICC commanding general.

Joining them is the MICC-Fort Sam Houston small business specialist as well as four assistant directors and the associate director assigned to the MICC headquarters.

Ward said this event

also promotes unified action and ensures all members of the small business workforce are attuned to the command's priorities as they implement the MICC and Army Small Business

Program mission.

"The roundtable is a mission-critical event that will focus on command priorities, key initiatives, policies, standardization, workforce and workplace issues, internal

challenges and strategic plan formulation," Ward said.

Among the topics and training were the fiscal 2015 goals, elec-

See MICC, P16

DOD implements three-tier civilian performance appraisal system

By Jim Garamone
DOD News, Defense Media Activity

Pentagon officials delivered a report to Congress July 29 on the progress the Department of Defense has made over the last six months in redesigning personnel authorities.

The biggest change is in designing a new civilian employee appraisal system and putting in place steps to implement it, officials said.

The vast majority of the department's 748,000 civilian employees will come under the system. "An implementation timeline has not yet been determined," a defense

official said, "but the department anticipates a phased implementation."

Congress ordered the department to examine the system as part of the fiscal 2010 Defense Authorization Act. That act abolished the National Security Personnel System.

The legislation calls for DOD to develop a new performance appraisal system that is "fair, credible and transparent." Appraisals would be directly linked to awards of employee bonuses and would be the basis for regular, ongoing feedback throughout the appraisal cycle.

Currently, a myriad of

systems is in place for the department's different services and agencies.

Some are pass/fail, and others use three- or five-tiered rating systems. Some tie bonuses to appraisals, while others do not.

The DOD has opted for a three-tiered performance appraisal system, officials said. The system will be characterized by a uniform appraisal period for covered employees, they added, and it will strongly link the employees' appraisals to mission and organizational goals.

A key to the system will be the ability to

make meaningful distinctions in levels of performance.

Officials said the appraisal system will have "an integrated, automated tool that will facilitate performance planning, communication and the appraisal cycle processes."

DOD officials have notified unions of the three-tiered appraisal system.

The new system will not apply to Senior Executive Service employees, those in the Defense Civilian Intelligence Personnel System and employees in the Demonstration Lab system, officials said.

BAMC from P1

Of the 1,228 hospitals and transplant centers that participated in the campaign, 400 were awarded recognition during this phase of the campaign.

The campaign is a special effort of Human Relations and Services Administration's Workplace Partnership for Life to mobilize the nation's hospitals to increase the number of people in the country who are registered organ, eye, and tissue donors.

The campaign unites donation advocates at hospitals with representatives from their organ procurement organizations, Donate Life America affiliates, and state and regional hospital

associations. Working together, the teams leverage their communications resources and outreach efforts to most effectively spread word of the critical need for donors.

The hospitals are part of a national hospital campaign, which has added 327,659 donor enrollments to state registries nationwide since 2011, exceeding the goal of 300,000.

The BAMC award will be presented at the Annual Thanks for Giving Luncheon Nov. 14.

For more information on the program or to register, visit the website at <http://www.donatelifetexas.org>.

(Source: U.S. Department of Health and Human Services)

Oldest living female World War II veteran gets hero's welcome in Washington, D.C.

By Lisa Ferdinando
Army News Service

The oldest living female World War II veteran, longtime San Antonio resident 108-year-old Lucy Coffey, arrived in Washington, D.C., July 25 to a hero's welcome.

Coffey, who served with the Women's Army Auxiliary Corps, flew from San Antonio to Washington, D.C., for a two-day trip to see the World War II Memorial and other sites.

After arriving to the cheers of a crowd at the airport, Coffey was taken to the White House, where she was a special guest of President Barack Obama and Vice President Joe Biden.

"America's sweetheart, Lucy Coffey, 108-year-old WWII veteran went from Texas to the Whitehouse!" reads the caption of a picture posted on the Honor Flight Austin's Facebook page, featuring Coffey with Obama and Biden.

Before her flight touched down at Washington's Reagan National Airport, airport staff announced on the public address system that she was on her way.

Greeters who gathered at the gate included uniformed members of all five services, veterans, USO and Honor Flight volunteers, children and even travelers who were beckoned by the announcement.

Her plane was given a water-cannon salute.

Staff Sgt. Floyd James Moss, who is stationed at Joint Base Anacostia-Bolling in Washington, D.C., said this was his



Photo courtesy of Honor Flight Austin

"America's sweetheart, Lucy Coffey, 108-year-old WWII veteran went from Texas to the White House!" reads the caption of this picture posted on the Honor Flight Austin's Facebook page capturing the veteran's arrival at the White House July 25.

first honor flight and he was happy to be on hand to welcome Coffey.

"This is extremely important to us. She's one of our own," he said, noting that she is a trailblazer who "paved the way through that time" when women faced great challenges in serving in the military.

Spc. Shikina McCargo, also stationed at Joint Base Anacostia-Bolling, said it was exciting to come out and honor Coffey.

"Speechless," she said,

when asked about how she felt after welcoming the veteran. "I feel like it's a once in a lifetime experience."

Joe Manning was dressed to the nines in a red, swing dance suit, complete with red and white shoes and a red hat with a feather in it.

Welcoming the nation's veterans is just "something that needs to be done," Manning said.

"A lot of these folks never got any recognition at all, they just came home, got off the

bus, went home and went to work," Manning said. "They get all emotional thanking us (for greeting them at the airport) and we're trying to thank them for what they did."

His daughter, Lynn Manning, who was visiting from Texas, said she lucked out in being in town to be able to greet Coffey and share the experience with her father.

"It's really awesome; it's really wonderful," she said.

Navy veteran Bob Beebe



Lucy Coffey, a 108-year-old WWII veteran, takes in the view of the World War II Memorial in Washington, D.C., during her visit July 25.

Photo courtesy of Honor Flight Austin



Photo by Lisa Ferdinando

(From left) Susan Fines, Navy veteran Bob Beebe and Air Force Chief Master Sgt. Lori Kelly are on hand July 25 to greet 108-year-old Lucy Coffey at Washington Reagan National Airport in Arlington, Va.

is a volunteer greeter with the airport's Honor Flight group and often welcomes the past service members who visit Washington on Honor Flights.

The veterans deserve this honor, he said, noting that most of the service members from wars past did not get a big welcome when they returned home.

"They never got the parades and the 'welcome homes' that they deserved," he said.

Susan Fines, who was holding a handmade wel-

come sign, said she drove about two hours to be at the airport. Her sign said: "Welcome to D.C. Ms. Lucy. Thanks for your service. You are a hero."

"I think she's a hero, just like my sign says," Fines said.

Air Force Chief Master Sgt. Lori Kelly, stationed at Joint Base Anacostia-Bolling, was alongside Fines and Beebe waiting for Coffey to arrive.

"I'm here to honor Ms. Lucy," she said, holding a bouquet of flowers for the incoming veteran.

Father promotes son in combat zone in Afghanistan

By Army Staff Sgt.
Whitney Houston
ISAF Regional Command South

Special events such as an awards or a promotion ceremony during a combat deployment are rarely attended by family members, due to obvious circumstances.

This was not the case for 1st Lt. Steve Moon, who had his father, Lt. Col. Steven Moon, promote him from second to first lieutenant July 14, at Kandahar Airfield, Afghanistan.

The elder Moon is also an Army Reservist who works as an Army civilian at the U.S. Army Installation Management Command headquarters at Joint Base San Antonio-Fort Sam Houston public affairs office.

"It's a rare moment when a father gets to promote his son," Lt. Col. Moon said, "and it's even more rare when a father gets to support his son in a combat environment in Afghanistan."

Lt. Col. Moon serves in Regional Command-East as a Ministry of Defense program manager with a Combined Security Transition Command-Afghanistan Special Operations Planning and Liaison Element in Kabul, Afghanistan.

1st Lt. Moon is in Regional Command-South in Kandahar serving as a human resources officer for the 704th Brigade Support Battalion, 4th Infantry Brigade Combat Team, 4th Infantry Division. Both father and son come from Schertz, Texas.

Miles apart in different areas of operation, the father and son put forth the necessary effort to get Lt. Col. Moon to KAF

for the promotion, while accomplishing their mission simultaneously.

"Because of my position, we have some projects here in Kandahar," Lt. Col. Moon said, "so we scheduled some projects in Kandahar that were at the same time of my son's promotion, which enabled us to complete our mission and promote my son at the same time."

Although work took up a lot of his time in Kandahar, both of them were happy to get to spend some quality time together.

"We got to spend several hours together, but I had to visit my projects as well, so it wasn't much, but it was still nice to see my son," Lt. Col. Moon said.

During the promotion ceremony, Lt. Col. Michael Egan, 1st Lt. Moon's commanding officer, highlighted a few of Steve's accomplishments as he took the position as a human resources officer.

In an ideal circumstance, the position would call for an officer with more rank and experience.

"My personnel officer had to leave just a few days after taking command, which is usually a captain's position," Egan said.

"Other than the initial conversation we had, which was, 'Sorry for what you're walking into, but I need you to fix this,' Steven didn't even have to ask for any guidance. He got a little scuffed up along the way, but he took it in stride, and he just set out to get the work done."

Egan explained that the younger Moon "has



Photo by Army Staff Sgt. Whitney Houston

Army Lt. Col. Steven Moon (right) pins the rank of first lieutenant on his son Steve Moon during a promotion ceremony on Kandahar Airfield, Afghanistan, July 14. The elder Moon serves in Regional Command-East as a Ministry of Defense program manager with a Combined Security Transition Command-Afghanistan, Special Operations Planning and Liaison Element in Kabul, Afghanistan, while 1st Lt. Moon is in Regional Command-South in Kandahar serving as a human resources officer for the 704th Brigade Support Battalion, 4th Infantry Bde. Combat Team, 4th Inf. Division. Lt. Col. Moon had business in the area, and was able to highlight his son in the ceremony. Lt. Col. Moon is an Army Reservist who serves as a civilian public affairs specialist at U.S. Army Installation Management Command at Joint Base San Antonio-Fort Sam Houston.

been operating at the first lieutenant level for many months now and now we're just formally recognizing it with pay and putting rank on his chest. This is a fantastic day to give somebody a promotion who has absolutely earned it."

After the promotion ceremony, everybody lined up to congratulate Moon. He expressed a few feelings of how it felt to have his father present.

"It's a very special thing to have your father promote you. It feels like my graduation. Although I'm away from my family, friends and my wife is not here, it is nice to have my dad here," he said.

First Lt. Moon explained that he plans on continuing his career as a human resources officer and furthering his education by achieving the professional in human resources certification and eventually going to the Captain's Career Course.

He has a bachelor's in business administration, as well as a master's degree in adult learning in teaching and plans to eventually pursue another master's degree in human resources management or entrepreneurship.

Confident in Steve's course in life since his youth, Lt. Col. Moon said he always knew his son was going places.



Photo by Army Staff Sgt. Whitney Houston

1st Lt. Steve Moon (left) and his father, Lt. Col. Steven Moon, spend time together after the younger Moon was promoted to first lieutenant by his dad. "It's a very special thing to have your father promote you," 1st Lt. Moon said. The older Moon is an Army Reservist who also works at the U.S. Army Installation Management Command public affairs office on Joint Base San Antonio-Fort Sam Houston.

"As a father and a Soldier, I couldn't be more proud of my son. His command, peers, and subordinates seem

to love him, but that's no surprise to me, because he's been squared away since he was chasing grasshoppers."

Hand hygiene for your outdoor events

By Lt. Col. David Beavers
59th Medical Wing

With summer and warmer weather upon us, it's once again the season for picnics, barbecues, family reunions and graduation celebrations.

Because many of these activities take place outdoors, they can be a breeding ground for dangerous germs and food-borne illnesses. Thankfully, there are a few simple things we can keep in mind to help reduce the risk of illness.

- Food-borne disease outbreaks are largely attributed to poor hygienic practices and improper food handling. It's no wonder statistics report an increase in such illnesses during the warmer months.

- Food-borne germs are often spread by dirty, contaminated hands. The easiest way to prevent the spread of germs is to provide a hand washing station at outdoor events. Areas without hand washing stations or that are not properly equipped with soap and

running water increase the risk of exposure.

- If a hand washing station is not available, providing an alcohol-based hand cleaner or sanitizer is recommended.

- Practice good hand hygiene when preparing food. Use separate cutting boards when preparing raw meats or poultry to prevent contamination.

Remember to practice good hygiene; it can go a long way to keeping everyone safe and healthy this summer.

ETHICS from P2

"He taught me everything I know about competence – how to operate that tank and deal death and destruction – and about commitment to that

crew and the platoon," Chandler said of his tank commander.

"He also taught me about character and what it means to be a person of character," he continued. "He's a big reason

why I'm still in the Army today."

In closing, Chandler said that same sort of mentorship has to continue.

"Don't allow this to die out."

AFAP from P1

civilian can participate in the AFAP process no matter which branch of service they represent or which location they are assigned."

Originally called the Army Family Action Plan, it became the Armed Forces Action Plan in 2012 to reflect the people who make up the Joint Base San Antonio community.

"Many issues can be addressed at the installation-level," Lamb said. "However, some issues have been sent all the way up to the Department of the Army and many have resulted in changes to legislation."

Since 1983, 695 issues have entered the AFAP process, resulting in 128 legislative changes, 184 policy changes and 210 improved programs and services. About 90 percent of the issues

submitted remain at the local level and affect change to installation programs and services.

A few examples include the distribution of Montgomery GI Bill benefits to dependents and paternity leave for Soldiers.

AFAP also led to the creation of Family Readiness Groups and the Better Opportunities for Single Soldiers program.

"Each AFAP success story originated as an idea someone decided to pursue," Lamb said.

"Anyone who has an idea about a policy item that could change, a quality of life service that could be improved or any other particular service can submit their idea for consideration."

There are many ways to submit issues. AFAP boxes have been placed throughout JBSA. There are boxes at all the Mili-

tary and Family Readiness Centers, San Antonio Military Medical Center, the Warrior and Family Support Center and in and out Processing.

Issues can be submitted by emailing usaf.jbsa.502-abw.mbx.502-fss-volunteer@mail.mil.

For more information, call 221-9196 or 221-0918, scan the QR code shown below with your smartphone or stop by the Military & Family Readiness Center at 3060 Stanley Road, building 2797, Joint Base San Antonio-Fort Sam Houston.



IMCOM commander, command sergeant major, visit Japan's Camp Zama

By Candateshia Pafford
USAG-J Public Affairs

The commander and command sergeant major of U.S. Army Installation Management Command visited Camp Zama, Japan July 28 as part of a tour of Army installations in the Asian-Pacific area.

Lt. Gen. David D. Halverson called the visit a great opportunity for himself and Command Sgt. Maj. Jeffery S. Hartless to “come and see what (U.S. Army Garrison Japan) is doing to provide the essential services to Soldiers and their family members.”

During the visit, Halverson and Hartless received a briefing on the comprehensive mission of U.S. Army Japan and U.S. Army Garrison Japan.

“I am very impressed with the ‘can and will’ attitude that we have here in Japan,” Halverson said.

Halverson spoke highly

of the USAG-J command team, saying they are “truly trying to make this the Army’s home within Japan.”

Hartless said of everything he saw during his tour, he was most impressed by the sense of community and team work.

“It’s a team of teams here,” Hartless said. The purpose of the visit was to get an “eyes-on” of the facilities, workforce and Soldiers that belong to IMCOM, Hartless added.

“It’s always good to touch and feel, get a good sense of what the Garrison needs, (and) to better support the senior commander here in Japan,” Hartless said.

Halverson, accompanied by Col. Joy Curriera, USAG-J commander, toured the Camp Zama Co-Generation Plant and the recently completed Army Family Housing units for noncommissioned officers.



Photo by Kiyoshi Tokeshi

Gen. James C. Boozer (right) and Col. Joy Curriera (left), commanders for U.S. Army Japan and I Corps (Forward) and U.S. Army Garrison Japan, respectively, brief Lt. Gen. David D. Halverson, commander of the U.S. Army Installation Management Command, during a visit of the Camp Zama installation during Halverson’s recent tour of Army installations in the Asian-Pacific area.

Hartless, accompanied by USAG-J Command Sgt. Maj. Katrina M. Najee, toured the Unaccompa-

nied Personnel Housing and the First Sergeants Barracks before touring the Warrior Zone, a bi-

lateral facility run by the Better Opportunities for Single Soldiers program.

By volunteering, being

innovative and creative, and by acting as leaders among their peers, the Soldiers and the Warrior Zone are part of a resiliency platform that helps develop leaders in today’s Army, Hartless said.

Halverson also presented commander’s coins to members of the Garrison Japan workforce during an employee recognition ceremony.

Halverson remarked that it is critical in today’s Army to have an installation management team that is enabling the employees at the lowest level because they set the conditions for a great Army.

“IMCOM strives to provide those essential services ... from the heart,” Hartless said, “to make sure the (Soldiers, family members and employees) get the best services.”

“IMCOM enables that vision and the readiness of our force,” Halverson added.

Inaugural food and water risk assessment course graduates 19

By Col. Leslie Huck
Chief, Department of Veterinary Science AMEDD Center and School

Nineteen veterinary and preventive medicine personnel from the Army, Navy and Air Force graduated from the inaugural Food and Water Risk Assessment Course July 25 at a ceremony at Lytle Hall, hosted by the Department of Veterinary Science of the Army Medical Department Center and School.

The one-week course was developed to standardize how risk assessments are conducted to comply with Department of Defense veterinary

service activity military standards. The new requirements also establish a web-based repository to store assessments accessible to deploying units for their use and benefit.

As the DOD executive agent for veterinary, public and animal health services, the Army, in collaboration with the military services’ public health and preventive medicine authorities, developed the policy for standardized food and water risk assessments.

The policy also provides veterinary support for completion of food and water risk assessments for deployed forces during initial entry deployment,



Photo by Capt. Marilyn Culbreth

Army, Navy and Air Force veterinary and preventive medicine students pose July 25 with staff and faculty of the Department of Veterinary Science prior to a graduation ceremony at Lytle Hall. The students attended the inaugural Food and Water Risk Assessment Course hosted by the Department of Veterinary Science at the Army Medical Department Center and School.

exercises and other short-term operations conducted outside the continental United States.

Lt. Col. Stephanie Mont led the staff and faculty of the Department of Veterinary

Science, Food Protection Branch, in developing the course to standardize training, risk assessment

procedures and risk reporting for the various services using similar formats.

Air Force 'cut suit' brings medical training into hyper reality

By Dianne Moffett
AETC Public Affairs

Have you ever wondered what it would be like if film makers added smell and other senses to your explosive, action-packed movie watching experience? This idea is probably not far from reality and most likely will make motion pictures even more dynamic.

The Air Force Medical Modeling and Simulation Training, or AFMMAST, is improving medical training is by adding hyper reality and high fidelity through the use of the Tactical Combat Casualty Care Cut Suit.

The AFMMAST website describes the cut suit as a learning tool that provides the most realistic way to simulate the look, feel and smell effects of severe traumatic situations on a live human. It allows medical providers a safe training environment to perform real procedures – from the point of injury to treatment en route, and transition of care to surgical intervention.

Senior Master Sgt. Juan Rodriguez, the AFMMAST program manager, said the cut suit gives medical providers a training platform to focus on the three

primary causes of death on the battlefield: uncontrollable hemorrhaging, airway compromise and tension pneumothorax (an abnormal collection of air or gas in the space that separates the lung from the chest wall).

In a field environment, a live actor wearing the cut suit will appear to be bleeding and can vocalize his pain and discomfort. The cut suit can also be used on a high-fidelity mannequin. This cut suit mannequin combination will provide the users with the physical appearance of the injury as well as the ability to monitor physiologic symptoms of traumatic shock, like cardiac arrest, weak pulse, rapid or weak breathing, all of which can be tweaked and adjusted on a wireless computer monitor system.

“Simulation is just a tool to use during medical training and can be used with a huge variety of learning objectives,” said Ruben Garza, the AFMMAST Program deputy chief/administrator.

“The training that AFMMAST supports spans the continuum from combat mission preparation to basic training of Airmen to



Courtesy photo

Senior Master Sgt. Juan Rodriguez (left) and Tony Garcia break down the internal organs found in the Tactical Combat Casualty Care Cut Suit July 14 at Joint Base San Antonio-Randolph. The cut suit can be worn on a human or simulator to replicate severe traumatic situations for medical training environments. Rodriguez is the Air Force Medical Modeling and Simulation Training program manager with Air Education and Training Command. Garcia is a simulation operator with the Medical Research Training Center at JBSA-Camp Bullis.

do the work required of their Air Force medical specialty,” he said. “Some sites have minimal training requirements and equipment, and others, such as large hospitals have robust requirements that necessitate full-time staff, dedicated space and large amounts of equipment.”

Tony Garcia, a simulation operator at the Medical Research Training Center at Joint Base San Antonio-Camp Bullis, said training can

also be conducted in the Wide-Area Virtual Environment, or WAVE.

The WAVE is an immersive 3-D environment that includes, smoke, noise and an interactive background complete with avatars.

“In some scenarios, the actual smell of cutting into the gastrointestinal tract can be added to the training simulators,” he said. “But, they usually don’t go that far, because it depends on the specific curriculum and scenarios the instructors request from AFMMAST.”

The amount of training an Airman needs is determined by the mission and where they are in their career. Some Airmen are maintenance level, which means they are fully competent and not scheduled to deploy. But there is also the ramp up level where Airmen are prepar-

ing to deploy, and the novice level, where they are learning the basics of how to be a medic, nurse or physician.

“In any case, the advantages of virtual training allow the learner to practice critical skills repeatedly, in a safe environment, at a variety of locations, simultaneously,” Garcia said.

These virtual environments are also cost effective if planned appropriately, Rodriguez said.

“The program can be used by many people without costly set-up or resources,” he said. “The skin and the organs on the cut suit are repairable. The organs can be changed out by the user and the skin can be repaired with special

See CUT SUIT, P17

Tax-free weekend Friday-Sunday helps parents buy school supplies

Texas shoppers get a break from state and local sales taxes Friday through Sunday – the state’s annual tax holiday.

The law exempts most clothing and footwear priced under \$100 from sales and use taxes, which saves shoppers about \$8 on every \$100 they spend.

For more information before you shop, visit http://www.window.state.tx.us/tax-info/taxpubs/tx98_490/tx98_490.html or call 800-252-5555. Parents and students should also review the school districts dress code before purchasing clothes to be worn at school to ensure compliance with dress and grooming requirements.

Backpacks priced under \$100 to be used by elementary and

secondary students are exempt. A backpack is defined as a pack with straps one wears on the back. The exemption does not apply to items reasonably defined as luggage, briefcases, athletic/duffle/gym bags, computer bags, purses or framed backpacks.

The 81st Texas Legislature passed House Bill 1801 expanding the list of items qualifying for exemption from Texas state and local taxes during the annual sales tax holiday.

Effective this year, in addition to clothes, footwear and some backpacks, Texas families also get a sales tax break on most school supplies priced at less than \$100 purchased for use by a student in an elementary or secondary school.

The following is an all-inclusive list of qualifying school supplies (if priced less than \$100): binders, book bags, calculators, cellophane tape, chalk, compasses, composition books, crayons, erasers, glue (paste and sticks), highlighters, index cards, lunch boxes, markers, notebooks, pencil boxes, pencil sharpeners, pencils, pens, protractors, rulers, scissors, index card boxes, writing tablets, legal pads, folders (expandable, pocket, plastic, and manila), paper (loose leaf ruled notebook paper, copy paper, graph paper, tracing paper, manila paper, poster board, and construction paper).

(Source: Fort Sam Houston Independent School District)

MICC from P8

tronic market research techniques, electronic subcontracting reporting system and initiatives for historically underutilized business zone small businesses. Each day also involved discussion with MICC contracting leaders as well as breakout sessions to discuss various case studies.

“The case studies covered a wide range of actual procurement scenarios to stimulate discussion and identify potential policy or procedural changes,” Ward said. “They also offered the opportunity to garner lessons learned and best practices as the more seasoned small-business experts share their experience and expertise with newer members in an open forum.”

Ward believes the three days of face-to-face discussions, coupled with headquarters guidance, achieved the roundtable’s purpose and focus small business efforts.



Photo by Daniel P. Elkins

Small business specialists Curtis Scott (left) and Annette Arkeketa-Rendon discuss an acquisition case study during a roundtable forum July 30 at Joint Base San Antonio-Fort Sam Houston. More than 20 Mission and Installation Contracting Command small business specialists from throughout the country traveled to Fort Sam Houston for the MICC Small Business Roundtable. Scott is assigned to MICC-Fort Stewart, Ga., and Arkeketa-Rendon is from MICC-Fort Sill, Okla.

“Small business specialists will be better equipped to handle challenges as they arise and will leave the roundtable with an increased awareness of their responsibilities for effective implementation and execution of the small business program,” she said.

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. Through the first three quarters of this fiscal year, MICC contracting officers have awarded more than \$1.1 billion in contracts to small businesses.

MENTOR from P6

bility,” Caraway said. “It contributes to building the bench and is very important during this time of dynamic change within the Department of Defense to provide the people in the organization the opportunity to enhance their individual capabilities. It ensures loyalty, a better skilled, more capable team member and mission capability for the organization.”

With volunteered help from community, business and education partners, such as United Services Automotive Association social media team, National Basketball Association’s San Antonio Spurs organizational manage-

ment team, University of Texas at San Antonio career services division and U.S. Army Medical Command partners, the mentor/mentee teams spent time on team building, leadership, organizational development, defining the objectives and desired outcome of the program and general discussion about skills, career goal setting, networking, continued education, customer service and the health/work performance relationship.

Caraway described it as a 360-degree growth opportunity that turns “individual development into mission success.”

“The holistic perspective is going to address academics,” Caraway

said, “It’s going to address commercial activities and those skills related to service providers. It links into the commanding general’s lines of effort and priorities for the organization and it will allow participants to grow as individuals in many areas, not just their individual functional expertise.”

Following orientation, mentees travel to their respective mentor’s installation and shadow them at work before the longest and final phase of the program begins in earnest – capstone projects.

“We’ve developed a project menu based on command lines of effort and our intent is for the teams to take on something of value to the orga-

nization,” Caraway said.

“They’ll have to develop a problem statement, to identify an expected outcome, a briefing that will include recommendations to leadership. It’s growth for the individual to develop things like mission assessments and working problem resolution and it provides an opportunity to develop project management skills.”

Projects, like human capital development, will be briefed to senior mentors at the programs conclusion and according to Caraway, these projects and participants’ efforts lead to innovations and improvements.

One of the selected mentors, Paul Yoshimiya

of U.S. Army Garrison Benelux, saw immediate value in the program – personal and professional – when he first participated as a mentee.

“My whole goal was to come back as a mentor,” Yoshimiya said. “I spent a couple dozen years in the Army and mentoring is ingrained into the system and on the civilian side it really isn’t. It is one team and one fight and when you leave your foxhole and you are able to meet people, talk to people, have a mentor to go to, you’ll make positive impact. It’s not a year program. It’s a relationship for life.”

The HCMP is an annual program that runs for 12 months. It is open to

civilians command wide – garrisons, regions, IMCOM headquarters and Office of the Assistant Chief of Staff for Installation Management staff.

Mentor participants are employees in grades GS 13-15 (or equivalent) and mentees are employees in grades GS 11-13 (or equivalent).

The program also includes non-appropriated fund and local national employees.

Mentor and mentee applications for the next session will be available in Spring 2015.

For more information, contact IMCOM headquarters workforce development team at 466-0402 or IMCOM regional workforce development staff.

INSIDE THE GATE

Teen Talk

Teens are invited to participate in Teen Talk Mondays 9-10 a.m. at the Middle School Teen Center or 1-2 p.m. at the Youth Center. Call 221-0349.

H.U.G.S. Playgroup

This interactive playgroup for parents and children up to age 5 meets Tuesdays 9-11 a.m. at the JBSA-Fort Sam Houston Middle School Teen Center, building 2515. Call 221-0349.

5 Love Languages of Teens

Tuesday and Aug. 19, 11:30 a.m. to 1:30 p.m., Military & Family Readiness Center, building 2797. This three-part class helps parents to understand the love language that their teenager speaks in order to help facilitate communication. Dads are welcome and encouraged to attend. Call 221-0349 or 221-2418.

Children in the Middle

Tuesday and Aug. 19 and 26, 2-4 p.m., Military & Family Readiness Center, building 2797. This four-part class focuses on how families can meet the needs of children growing up between two homes. Meets Texas mandated

requirements. Call 221-0349 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.

Microsoft Excel 2007

Tuesday, 9-11 a.m., Military & Family Readiness Center, building 2797. In this course, learn how to enter basic formulas and use simple functions such as SUM, MIN and AVERAGE and create a chart. Call 221-2418 or 221-2705.

Resume Writing Techniques

Tuesday, 9-11:30 a.m., Military & Family Readiness Center, building 2797. Everyone needs a resume when job hunting. Learn which resume formats the experts prefer when writing a non-Federal resume, and how to effectively write summary statements, your employment history and other sections. Call 221-2418 or 221-2705.

Immigration and Naturalization Services

Tuesday, noon-2 p.m., Military & Family Readiness Center, building 2797. An Immigration and Natural-

ization Service representative will answer questions about immigration and citizenship. Call 221-2418 or 221-2705.

Pre-Deployment Briefing

Tuesday, 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.

Hearts Apart Support Group

Tuesday, 6-8 p.m., Military & Family Readiness Center, building 2797. This is a support group for geographically separated spouses and families of service members. Call 221-2418 or 221-2705.

Lincoln Military Housing Quarterly Town Hall/ Back To School Bash

Wednesday, 4-7 p.m., Main Resident Center, building 407. From 4-5:30 p.m., enjoy music, food stations, face painting, school supply bag giveaway and games. A prize drawing takes place at 5:30 p.m. From 6-7 p.m., there is a town hall with 502nd Force Support Squadron commander Col. Stephen Toft. Call 270-7638.

CARE Team Training

Wednesday, 9-11:30 a.m., Military & Family Readiness Center, building 2797. This training focuses on the CARE Team's responsibilities and provides guidance on

how to handle issues volunteers will face helping families dealing with emergencies. Call 221-2418 or 221-2705.

Bringing Baby Home

Wednesday and Aug. 27, 9 a.m. to 1 p.m., Military & Family Readiness Center, building 2797. This two-part class teaches new parents how to care for your newborn baby. Dads are welcome and encouraged to attend. Call 221-0349 or 221-2418.

Overseas Briefing

Wednesday, 10-11 a.m. or 2-3 p.m., Military & Family Readiness Center, building 2797. Topics include entitlements, reimbursements, household goods shipments, recognizing and dealing with the emotional stress of relocation, employment, and education. Call 221-2418 or 221-2705.

Volunteer Advisory Council

Thursday, 9-10 a.m., JBSA-Fort Sam Houston Survivor Outreach Services. The Volunteer Advisory Council is comprised of representatives from agencies having volunteers, appropriate command spouses and community representatives. The council meeting is to discuss volunteer program opportunities and to facilitate communication with JBSA leadership, organizational points of contact and volunteers. Call 221-2336.

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

11:01 - Contemporary "Crossroads"

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

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>.



FOR SALE - Men's 26-inch bicycle, with helmet and padded seat, \$25; men's new steel-toe safety shoes, size 8W, \$50. Call 666-0502.

CUT SUIT from P15

silicone-based glue."

When asked what he hopes to see in future medical training models, Rodriguez said it would be smart for developers to address the full spectrum of a disease or injury.

"None of the simulation methods actually replicate real practice fully, so currently, a blend or variety of methods is used to meet training requirements," he said.

"Hyper realistic training is immersion of the learner in the situa-

tion," Rodriguez reiterated. "It is intended to put the learner in a situation where cognitive, affective, and psychomotor skills can be tested, trained and practiced."

"With this advanced technology, when trainees are presented with a real-life scenario, their motor memory will take over and will get them through the initial shock," Rodriguez said.

"It improves their training experience, helps them complete the mission, but most importantly, save lives."



Courtesy photo

An emptied Tactical Combat Casualty Care Cut Suit shows the surface plate without synthetic organs. The plate sits on top of a person's chest to protect from damage or cuts from an actual scalpel during combat medical training. The cut suit is a part of the Air Force Medical Modeling and Simulation Training Program at Air Education and Training Command, Joint Base San Antonio-Randolph.

Joint Base San Antonio Heritage

The outbreak of World War I began Aug. 4, 1914, with the United States entering the conflict April 6, 1917.

Camp Travis was established at Fort Sam Houston as a National Army Cantonment. The cantonment covered the area from Gift Chapel to the old Brooke Army Medical Center Main Hospital, plus training areas north and east. The 90th and 18th Divisions were organized at Fort Sam Houston, as well as many smaller units.

Approximately 1,400 buildings were erected in three months to house and train 47,000 soldiers. In all, more than 112,000 Soldiers passed through Fort Sam Houston.

At Kelly Field, 1,459 pilots graduated from flight training by the Nov. 11, 1918 armistice. Camp Bullis and Brooks Field established in 1917; both served as WW I training sites.



Physical training at Camp Travis.



Photos courtesy of 502nd Air Base Wing Historian The Curtiss JN-4 "Jenny" served as the standard World War I-era trainer for flight instruction at Kelly Field.