



MILITARY SAVES

PAGE 3



METC CARDIOVASCULAR PROGRAM

PAGE 6



BAMC PARALYMPIANS IN SOCHI

PAGES 10-11

ARNORTH Civil Support Training Activity trains military responders at ‘Shrine of Democracy’

By Staff Sgt. Corey Baltos
 Army North Public Affairs

As part of a U.S. Army North (Fifth Army) exercise, a small team of South Dakota National Guard service members assisted local emergency responders in investigating a simulated chemical and radiological incident Feb. 11 at America’s “Shrine of Democracy” – Mount Rushmore National Park.

The 22-person team of South Dakota Army and Air National Guard Soldiers and Airmen with the 82nd Weapons of Mass Destruction Civil Support Team were at their unit’s headquarters when they got a call from the Rapid City Hazmat team asking for assistance in identifying a potential radiological threat found at Mount Rushmore National Park near Keystone, S.D.

The scenario was part of a training event the members of Charlie Division, Civil Support Training Activity, U.S. Army North, designed for the CST as part of the unit’s pre-certification training.



Photo by Staff Sgt. Corey Baltos

Dave Yandon (right), exercise specialist with the Civil Support Training Activity, U.S. Army North (Fifth Army), discusses strategy with members of the Rapid City, S.D., Hazmat team and Keystone Fire Department Feb. 11, during a training exercise at Mount Rushmore National Park that involved both units and the 82nd Civil Support Team.

In April, the CST will be evaluated and certified by the CSTA through a technical proficiency exercise, which is required every 18 months.

“This week you are our customers,” said Jeff Taylor, a division chief with CSTA. “Next time we get together the National Guard

Bureau and your governor will be. This is the time to ask us questions.”

Before the exercise started, Taylor gave the CST members one final piece of advice. “Don’t focus on the shiny penny; look at every-

See **ARNORTH, P8**

BMETs celebrate 15 years of joint training

By Lisa Braun
 Medical Education and Training
 Campus Public Affairs

Army, Navy and Air Force biomedical equipment technicians came together to celebrate a milestone reached Jan. 31 that spanned a decade and a half: 15 years of consolidated training.

A ceremony marking the occasion was attended by current and former BMET program directors,

instructors and staff. Guest speakers shared stories and experiences that shed some historical light on the program’s development from separate service-specific training pipelines to integrated instruction.

Prior to 1999, the Army and Navy BMETs trained together at Fitzsimons Army Medical Center in Denver, Colo., and the Air Force trained at Sheppard Air Force Base, in Wichita Falls, Texas. At the end of 1999, the programs

were consolidated at Sheppard.

In 2005, the Base Realignment and Closure Commission directed the majority of enlisted medical training be re-located to Joint Base San Antonio-Fort Sam Houston. One of these programs was BMET which was located at Sheppard at the time. The deadline for programs to become fully operational capable at METC was

See **METC, P15**

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Commentary: Integrity is essential to leadership

By J. R. Tillery

 502nd Installation Support Group
 Installation Support Technical
 Director, JBSA-Lackland

(This is a rewrite of a short paper I wrote 16 years ago at Air War College, but still find it relevant today as a senior civil servant.)

Over the past 34 years, I've had the opportunity to observe and work with a myriad military and civilian leaders throughout the armed forces. Each one placed a different emphasis on the essential qualities of a leader. Some of my highest-level supervisors and commanders stressed excellence and technical competence, while others focused on character and ethics.

However, the one quality on which all appeared to agree was integrity.

Integrity is essential to leadership and the key to building organizational esprit de corps. At the heart of integrity is a consistent value system that pro-

motes respect and trust.

Integrity requires moral fitness and self-discipline. In uncertain and difficult situations, morally centered integrity is the compass that consistently guides a leader along a path of committed ethical behavior.

Good leaders – and the Air Force has many – navigate toward the right course of action based on the Air Force core values: integrity, service before self and excellence in all we do.

Integrity creates trust. It's the one leadership character trait that can't be compromised. Within that trait are four integral moral and ethical factors:



U.S. Army photo illustration

courage, responsibility, accountability and consistency.

Courage involves doing the right thing. A courageous leader must act in the best interest of the organization, even when that interest calls for great personal sacrifice. Courage under fire conveys a sense of self-con-

fidence. Self-confidence engenders confidence in others. People will follow those in whom they have trust and confidence.

Responsibility requires an acceptance of duty without excuse or exception. It requires protecting the people and resources that take care of the mission. Subordinates

willingly follow those who show responsibility in their words and deeds.

Accountability means you are responsible for your actions and the actions of the people you command whom you could have reasonably influenced.

Leadership based on integrity doesn't blame, shift or scapegoat. It assesses the facts and makes a fair determination based on those facts.

People trust others who always accept accountability for their actions and the actions of those under their command.

Consistency requires adherence to a principled course. An inconsistent leader risks being viewed as unreliable, insincere and untrustworthy. Consistency also requires harmony between actions and words. An exceptional colonel under whose command I served best expressed the importance

See INTEGRITY, P17

Air Force Charity Ball 'makes a difference' for Airmen

 By Christina Lynch and
 Jodie Edwards

 2014 Air Force Charity Ball
 Silent Auction Committee

The Air Force family joins together April 5 in Springfield, Va., to celebrate the Air Force Charity Ball and Silent Auction.

This annual event has become an 11-year tradition of charitable giving in support of the Air Force Aid Society and the thousands of Airmen and families the AFAS assists.

The Air Force Aid Society, the Air Force's officially recognized charity, offers a lifeline for Airmen and their families.

The AFAS helped Staff Sgt. Arrin Tune, from Minot Air Force Base, Neb., pick up the pieces after her home was severely damaged by the flooding of the Souris River in 2011.

"When I got the call about the Air Force Aid Society helping me, I cried," Tune said. "It was a huge relief and a weight

lifted off my shoulders.

"I don't know how to show my appreciation, so all I can do is say thank you to all who have helped me rebuild my home," Tune said. "There are not enough words to express how grateful I am."

"The Air Force Charity Ball and Silent Auction is one of the largest fundraisers for the AFAS and has generated more than \$5.4 million dollars since its inception," said 2014 Air Force Char-

ity Ball Chairman Tanya Harencak.

Monies raised support the Air Force mission by improving the lives of Airmen and their families through a variety of programs. These programs offer emergency aid, educational assistance and community enhancement.

Additionally, programs have been designed specifically to support the families of deployed airmen as well, such as "Give Parents a Break" and "Car Care Because We Care."

"Your support will directly make a difference to all Air Force families in need," Harencak added. "We can't do it without help."

Ticket sales end March 1. Attendance and donations are encouraged and there is still a need for silent auction donations.

To learn more about the Air Force Charity Ball and Silent Auction, visit <http://www.airforcecharity-ball.org>. For more information about the AFAS, visit <http://www.afas.org>.



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News Briefs

Hiring Heroes Career Fair

Joint Base San Antonio-Fort Sam Houston hosts the bi-annual Hiring Heroes Career Fair from 9 a.m. to 2 p.m. March 5 at the Sam Houston Community Center. The career fair provides an opportunity for wounded warriors, transitioning service members, spouses and veterans to network, collect information and speak face-face with more than 45 Department of Defense, federal, and private sector recruiters and employers about civilian career opportunities. Those attending are encouraged to have their resumes reviewed beforehand. For more information, call 571-372-2123. For resume assistance, call the Army Career and Alumni Program office at 221-1213.

JBSA-Fort Sam Houston Black History Month Celebration

U.S. Army South hosts the Joint Base San Antonio-Fort Sam Houston Black History Month Celebration from 2-3 p.m. today at Evans Theater, building 1396. The guest speaker is retired Maj. Gen. Julius Parker Jr., former U.S. Army Intelligence Center commanding general at Fort Huachuca, Ariz. Parker is the highest ranking African American military intelligence officer in the history of the Army.

JBSA Command Chief Holds Enlisted Calls

Chief Master Sgt. Alexander D. Perry, command chief master sergeant for the 502nd Air Base Wing and Joint Base San Antonio, will be conducting enlisted calls at all three JBSA locations. The dates, locations and times are: Tuesday, Feb. 25, JBSA-Lackland, Inter-American Air Forces Academy Auditorium, 2431 Carswell Ave., 9 a.m. for Airmen, 1 p.m. for NCOs and 3 p.m. for senior NCOs; Wednesday, Feb. 26, JBSA-Fort Sam Houston, 502nd Air Base Wing conference room (second floor), building 247, 2080 Wilson Way, 10 a.m. for Airmen, NCOs and senior NCOs; Feb. 28, JBSA-Randolph, Fleenor Auditorium (old base theater), 9 a.m. for Airmen, 10:30 a.m. for NCOs and 1 p.m. for senior NCOs.

Volunteers Needed As Patients 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 from 10 a.m. to 3 p.m. Wednesdays and 8 a.m. to 3

Military Saves Week promotes financial readiness for service members, families

By Lori Newman
JBSA-Fort Sam Houston
Public Affairs

Fewer than 50 percent of Americans say they have a savings plan with specific goals, according to the Military Saves website.

During Military Saves Week, which runs from Monday through March 1, Joint Base San Antonio Military and Family Readiness Centers will hold several events to encourage people to take the Military Saves Pledge and commit to saving money, reducing debt and building wealth over time.

"Our basic goal is to encourage service members and their families to plan for their future," explained Devon Paul, a work life specialist at the MFRC at JBSA-Fort Sam Houston. "To save more money; whether it's something as simple as opening up a savings account, paying off a credit card or looking at their current allotments to see if they are on target for retirement."

An information fair will be held from 3-7 p.m. today at the Military and Family Readiness Center on JBSA-Fort Sam Houston.

The fair will feature vendors from several agencies such as banks, credit unions and the Better Business Bureau and information sessions will be presented about different financial readiness topics like saving for retirement, buying a car and using coupons.

A scholarship seminar will also be held from

"Our basic goal is to encourage service members and their families to plan for their future,"

Devon Paul, a work life specialist at the MFRC at JBSA-Fort Sam Houston.

4:30-5:30 p.m. for high school students and their parents to learn about different ways to save money and prepare for college expenses.

"The cool thing is we are making the event kid friendly, because it is being offered in the

afternoon-evening time frame," Paul said. "If parents want to bring their children, we are going to have things like face painting and refreshments."

Military Saves is part of the Department of Defense's Financial



MILITARY SAVES WEEK
Officials encourage service members to save

Readiness Campaign and has partnered with the DOD since 2003.

Military Saves encourages individuals to save a portion of each paycheck; develop a personal financial plan; establish good credit and enroll in

programs such as the Thrift Savings Plan.

Since the launch of Military Saves Week in 2007, more than 158,000 individuals have taken the saver pledge or re-pledged.

Service members and their families, retirees, veterans and DOD civilians and contractors can take the pledge online at <http://www.militarysaves.org>.

JBSA Financial Readiness offers several classes throughout the year and has counselors available for one-on-one financial counseling.

"Sometimes people have specific needs or personal issues they don't want to discuss in a classroom setting, so they can call and make an appointment with a financial counselor," Paul said. "Anyone with a DOD ID card can utilize this service including military retirees and DOD civilians."

For more information or to make an appointment, call 221-2380 at JBSA-Fort Sam Houston; 671-3722 at JBSA-Lackland; and 652-5321 at JBSA-Randolph.



Photo by Olivia Mendoza

(From left) Kevin Keith, Criselda Smith and Devon Paul from the Joint Base San Antonio Military and Family Readiness Centers watch as Brig. Gen. Bob LaBrutta, 502nd Air Base Wing and Joint Base San Antonio commander, signs the Military Saves proclamation Tuesday. Military Saves Week is Monday through March 1.

WIGGINS GOES ON HORSEBACK TO SWEAR IN NEWEST SOLDIERS AT RODEO



Photo by Sgt. Lee Ezzell

Army Lt. Gen. Perry Wiggins administers the oath of enlistment on horseback to 50 recruits from the San Antonio area Feb. 14 in front of the crowd gathered for the San Antonio Stock Show and Rodeo on Military Appreciation Night. The ceremony is a rare sight as the oath of enlistment is typically only administered on horseback in cavalry units. Wiggins is the commanding general for U.S. Army North (Fifth Army) and senior Army commander for Joint Base San Antonio-Fort Sam Houston and JBSA-Camp Bullis.

AIR FORCE, ARMY LEADERS VISIT VA HOSPITAL FOR VALENTINE'S DAY



Photo by Melissa Peterson

Air Force Maj. Gen. Margaret Poore, commander of the Air Force Personnel Center at Joint Base San Antonio-Randolph, talks with Veterans Affairs volunteer Andrew Roca during the 2014 National Salute to Veteran Patients Program Feb. 14 at San Antonio's Audie Murphy VA Hospital. The military ambassadors and Joint Base San Antonio military leaders were on hand to distribute valentines and visit with veteran patients. VA facilities across the United States pay tribute to veteran patients each year during this week-long salute.

Air Force Inspection Agency conducts last health services inspection

By Staff Sgt. Jerilyn Quintanilla
59th Medical Wing Public Affairs

The completion of the 59th Medical Wing's health services inspection Feb. 6 marked the final HSI in the Air Force.

First implemented in the Air Force 30 years ago, the HSI is an in-depth compliance-based inspection performed at Air Force medical units every three years. Its purpose is to assess medical processes used at each facility, ensuring they adhere to Air Force standards.

The HSI is completed over the course of three days during which the Air Force Inspection Agency team, based out of Kirtland Air Force Base, N.M., is charged with reviewing and assessing several functional areas including medical,



Leaders from the 59th Medical Wing meet with inspectors from the Air Force Inspection Agency after the Air Force's final health services inspection. The 59th Medical Wing scored an "Excellent" rating in the final HSI. The purpose of the HSI is to assess medical processes used at medical facilities, ensuring they adhere to Air Force standards.

Photo by Staff Sgt. Jerilyn Quintanilla

dental, nursing, public health, bio-environmental engineering, mental health, education and

training, administrative and executive.

As the HSI process phases out, the unit ef-

fectiveness inspection will be implemented in its place.

According to Air Force

Inspection Agency Medical Operations Director Col. John Sell, the HSI assessed healthcare and

administrative functional areas from a compliance perspective. The medical component of the UEI will focus on mission and patient effectiveness.

With a new name and slightly altered format, the overall goal of the inspection will be to ensure military treatment facilities provide safe and quality healthcare in an efficient, patient-focused and professional manner.

"As the Air Force transitions to the UEI, one thing is certain – patient safety is paramount and will always be a top priority," Sell said. "It's our goal to ensure patients are receiving the best, safest care possible."

The last HSI in the Air Force was completed with the 59th Medical Wing scoring an "Excellent" rating.

News Briefs

Continued from P3

p.m. Thursdays on the days listed below. 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/military clothing, although it is preferable to have old civilian clothing as simulated injuries may stain clothing. Dates volunteers are needed include: March 19-20, April 16-17, April 30-May 1, May 14-15, June 11-12, June 25-26, July 30-31, Sept. 17-18 and Sept. 24-25. Call 808-3406 or 3410.

FSHISD Seeks Members For Board of Trustees

The Fort Sam Houston Independent School District is soliciting nominations for two openings on the board of trustees to be filled by someone, civilian or military, who either works or lives on Joint Base San Antonio-Fort Sam Houston. Volunteers must be a qualified voter, 18 years of age or older, a U.S. citizen and have not been convicted of a felony. Trustees must take an official oath of office and serve without compensation. Submit a resume to the school liaison office by 3 p.m. Thursday. For more information, call 221-2214 or 221-2418 or send email to keith.a.toney.naf@mail.mil.

Military Tax Assistance Centers Now Open

The Military Tax Assistance Centers on Joint Base San Antonio-Fort Sam Houston are open through April 15. Those eligible for services include active duty service members or their dependents, and military retirees or their dependents. Civilian employees and contractors are not eligible for services unless they fit into one of the above categories. "Gray area" retired reservists are not eligible for services until they begin receiving retired military pay. Taxes are completed on an appointment-only basis at two tax sites: the main site located at 2271 Reynolds Road (in the 502nd Force Support Group Legal Office trailer) and the San Antonio Military Medical Center site (located in the basement near the lost and found office). To make an appointment at the main site, call 295-1040. To make an appointment at the SAMMC MTAC site, call 916-1040. When calling to make an appointment, people will be given directions on where the site is located and what needs to be brought for the appointment.

METC cardiovascular program director spearheads initiatives

By Lisa Braun
Medical Education and Training
Campus Public Affairs

Army and Navy students in the Medical Education and Training Campus cardiovascular technician program can thank their program director, Army Sgt. 1st Class Mark Spears, for a series of initiatives that have become the epitome of best practices.

Bringing program graduates one step closer to obtaining a college degree, Spears developed the roadmap that led to implementation of a new degree bridge program with National American University in conjunction with Carolyn Croft-Foster, Joint Base San Antonio-Fort Sam Houston education services officer.

The degree bridge program provides METC CVT graduates with the opportunity to earn an associate's degree from anywhere in the world with a minimal amount of general education credit.

Credits earned in the CVT program are

directly applied toward a degree with NAU, which is a voluntary degree program, so only a few general education courses as required for Southern Association of Colleges regional accreditation are needed to earn a degree.

In addition to the degree bridge program, Spears was the catalyst for other initiatives as well. He developed a professional Facebook networking page for Army and Navy cardiovascular techs "to help connect everyone and highlight best practices throughout the field," he said.

This networking page resulted in many larger Army- and Navy-wide program improvement management tools.

"The creation of this social network used by military cardiovascular technicians has resulted in wider and faster detailing and assignment processes, as well as rapid promulgation of best practices," Spears added.

Spears also connects with several CVT job



Photo by Lisa Braun

Army Sgt. 1st Class Mark Spears (second to left), program director of the cardiovascular technician program at the Medical Education and Training Campus, talks to CVT students about a new degree bridge program established by National American University that provides METC CVT graduates with the opportunity to apply course credits toward a degree. Dr. Mark Winkleman (far left), regional articulation director and academic dean of National American University, presented Spears with a letter confirming the implementation of the METC CVT degree bridge program.

boards and posts the positions he is contacted about on the Facebook page. He is also active in several professional cardiovascular organizations, such as the American Society of Echocardiography and the Society for Invasive Cardiovascular Professionals.

"I am trying to encourage my fellow military technicians to

get involved in cardiology outside of the safe confines of the military health system," Spears said. "Our job is one of the best examples of a career field that translates well in the outside community.

"There are less than 100 CVT schools in the country, and I am trying to make sure that we, as military technicians, are setting ourselves up

for life after the service," Spears added.

"Clearly Spears loves what he does and cares deeply about his students, whether currently enrolled in the CVT program or already in the field," said Col. Karen Weis, METC dean of academics. "His actions are an example of the caliber of instructors and staff who do great things every day at METC."

CFI renames award that honors wounded warrior role models

By Robert Shields
BAMC Public Affairs

The Center for the Intrepid at Joint Base San Antonio-Fort Sam Houston recently renamed a popular leadership award after a longtime and highly esteemed CFI program manager.

The award is presented to patients who have gone the distance and beyond, maximizing

their own rehabilitation, while motivating others and serving the community as a role model.

Established in 2007, the Charles R. Scoville Leadership Award initially was named after the retired Army colonel whose leadership led the way in creating the Armed Forces Amputee Care Program. It was his vision to provide care for those warriors

who have sustained both anatomical and functional limb loss.

Col. (Dr.) Donald Gajewski, CFI director, said Scoville made everything happen in overseeing the process.

"Chuck's tireless work with congressional staffers to obtain appropriations and document the need for a federally



Photo by Robert d'Angelo

Dr. Rebecca Hooper (right), Center for the Intrepid program manager, explains to actor Gary Sinise how the Intrepid Dynamic Exoskeletal Orthosis, or IDEO, functions during a tour of the CFI Oct. 4, 2013.

See CFI, P9



Photo by Staff Sgt. Corey Baltos

Army Lt. Col. Brendan Murphy, commander of the 82nd Civil Support Team, goes over his team's battle plan with Dave Yandon, exercise specialist, and Jeff Taylor, a division chief, both with Civil Support Training Activity, U.S. Army North, Feb. 11, during a training exercise at Mount Rushmore National Park S.D. that involved the 82nd CST and local first responders.

ARNORTH from P1

thing in the area.”

While the training was specifically for the unit to prepare for their certification, CSTA invited local first responders in the training because, in a real-life situation, the CST would be part of a multi-agency response force.

“To get the number of participants we have together from all the various agencies gives them an opportunity to work out exactly how they'd respond in a real situation,” Taylor said.

The scenario the civil support team, along with the Keystone Fire Department and the Rapid City Hazmat team, responded to involved a tour group at Mount Rushmore who left a backpack at the viewing area.

The backpack then began dispersing radioactive material. As the tour group hurried to leave

a second device spayed the area with a chemical compound.

After evacuating the area, rangers from the U.S. Park Service called local the Keystone Fire Department.

“We arrived and called for a hazmat team because this is beyond the capabilities and resources we have here in Keystone,” said Lt. Mark Enright, Keystone Fire Department.

Once the Rapid City Hazmat team arrived, they called the 82nd CST to get additional specialized support.

The members of the 82nd also found the multi-agency training beneficial.

“This is a full-time job, we're on call 24 hours a day, 365 days a year,” said Air National Guard Lt. Col. Dale Gadbois, 82nd CST deputy commander, who has been with the team since its

inception in 1999. “It's imperative we know how to work together as a team and work with local first responders.”

One of the things that made this type of scenario more difficult than one that takes place in a building or an enclosed area is that there is no way to completely know how many people may have been affected by the incident, or even how many people were in the area at the time.

“While this type of incident hasn't happened before, it could happen, so it's important to be prepared for it,” said Scott Davis, a park ranger at Mount Rushmore.

“We have tour groups and families coming into the park every day. During February the park gets around 1,000 visitors a day,” he said.

While the park would have been shut down in the event of a real inci-

dent, the park remained open during the training. Several of the visitors had an opportunity to watch some of the training.

“I find it fascinating,” said Dawn West, a park visitor from Willow Creek, Calif. “It wouldn't occur to me that anyone would attack us here, but the mountain is a symbol of our nation, so unfortunately it makes sense.”

South Dakota's WMD-CST is one of 57 such specialized Guard teams around the nation that provide support of civil authorities in the event of chemical, biological, radiological and nuclear incidents by deploying rapidly to assist local first responders in determining the precise nature of an incident, provide expert medical and technical advice, and help pave the way for the identification and arrival of follow-on military support.

CFI from P6

appointed Advisory Board for functional limb loss was critical to the success of not only the CFI, but also for Walter Reed Army Medical Center and the Navy's amputee center at the Naval Medical Center San Diego."

Gajewski added that while Scoville oversaw this vision from Washington, it was Dr. Rebecca Hooper, the CFI program manager handpicked by Scoville, who made the

CFI happen from within.

Kathy Rasmussen, health services specialist, said Hooper was what the CFI needed before the first brick was even laid.

"She tabled the team together with our logistics and building this facility, making sure things were not missed and dropped, and once we opened, she made sure we provided the best patient care possible," recalled Rasmussen, "and if a weed needed pulled or

a carpet needed to be scrubbed ... she did it all."

So when Hooper decided to retire in January, Gajewski felt compelled to change the name of the Scoville award.

To make it right, Gajewski called his personal friend Charles Scoville to discuss it.

"So I called Chuck and said 'I've got something hard to ask you'" Gajewski said. "The Scoville award ... Becky is retiring and then he

just says stop ... absolutely, that award should be an internal award and have her name on it."

Both Gajewski and Rasmussen feel the CFI has the staff and equipment it needs because of Hooper's foresight from the beginning.

So now, when a wounded service member is recognized for being a role model, they will receive the Rebecca S. Hooper Leadership Award.

Wounded warriors set sights on Sochi gold

By Elaine Sanchez
BAMC Public Affairs

Three wounded warriors who recovered at Brooke Army Medical Center are aiming to glide to gold in Sochi, Russia, next month.

Forwards Joshua Sweeney and Rico Roman and goaltender Army Sgt. Jen Lee are among the members of the elite U.S. National Sled Hockey Team selected to compete in the Paralympic Winter Games March 7-16.

Sweeney, a bilateral amputee, said he's looking forward to a hard-won victory on the ice.

"If we play our game, we'll be unbeatable," said the former Marine, who is hedging his bets by training up to four hours a day at the U.S. Olympic and Paralympic Training Site in Colorado Springs, Colo.

Sweeney said he's still amazed to have made it to this point. Just a few years earlier, the former high school hockey player from Phoenix, Ariz., figured he'd never be back on the ice again.

In October 2009, Sweeney, then a Marine sergeant, was on patrol in Afghanistan when he stepped on an IED. He ended up losing both legs above the knee and suffered left hand and right arm injuries.

While in the hospital, he struggled to come to grips with the loss of his favorite sport.

"The first thing I told my mom after being injured is, 'Oh, man, I'm not going to be able to play hockey anymore,'" he recalled. "It was very upsetting."

Still, Sweeney never lost his

passion for the game. During recovery, he heard about a sled hockey team through the San Antonio Rampage ice hockey team and the nonprofit organization Operation Comfort. The bulk of the team is wounded warriors, both active duty and retired, who took up the sport while undergoing rehabilitation at BAMC's Center for the Intrepid.

The challenging sport takes warriors' recovery to the next level, noted Fred Jesse, CFI physical therapist and Rampage volunteer.

"It works on their conditioning and their balance," Jesse said. "Plus, it gives them confidence when they're able to accomplish

something they never thought they could do."

Sweeney was determined to get back on the ice, "but this time I wanted to be the player I never was in high school," he said.

After working to improve his puck-handling skills, Sweeney tried out and made the national team as a forward in 2011.

Since then, "I've become one of the point leaders on the team," he said. "It's been awesome to see so much progress in a short amount of time.

"Honestly, sled hockey saved my life," he added. "If I didn't have it, I'd be going through the motions. Now I want to motivate others to achieve, to see how this kind of work ethic pays off."

Unlike Sweeney had never given ice hockey much thought when growing up in Portland, Ore. He gravitated to football and wrestling in high



Courtesy photo

Then-Marine Sgt. Joshua Sweeney was wounded in Afghanistan in 2009. He is one of three wounded warriors who will represent Team USA at the 2014 Paralympic Winter Games in Sochi, Russia, March 7-16.

school, before joining the Army in March 2001.

Roman was injured in Iraq in 2007 after serving at a vehicle checkpoint. He was riding back to post in the lead vehicle of a convoy when it struck an IED, causing injuries that led to the amputation of his left leg above the knee.

While in recovery, the CFI staff suggested he try out sled hockey.

"I wasn't sure about the sport, but it turned out to be fun, like

football on ice," he said. "It helped me so much to focus on something positive."

Roman tried out for the 2010 Paralympic Team, but didn't make the cut, which made him even more determined to try again. The following year, he made the national team.

"I never imagined I'd be doing this in a million years," he said. "Sometimes when you're injured you think about, 'I can't do this or that,' but this gave me some-

thing I can do well. It gave me something I can strive for."

The sport wasn't as much of a stretch for Lee, an avid athlete who had played inline hockey along with a host of other sports while growing up in California.

Lee was injured in a motorcycle accident in 2009 and lost his left leg above the knee. During rehabilitation at the CFI, the San Francisco native explored several sports options, including wheelchair basketball and



Photo by Robert Shields

San Antonio Rampage sled hockey defenseman Rico Roman (left) is all smiles as he scores a goal on the Rampage's goaltender, Jen Lee (right), during a practice session in San Antonio, July 31, 2013. Roman, Lee and Joseph Sweeney (not shown), have been selected to represent Team USA at the 2014 Paralympic Winter Games in Sochi, Russia March 7-16.

sled hockey.

"I told my wife that I haven't even put on a skate or touched a puck since freshman year of high school," Lee said in an earlier interview with the U.S. Army Installation Management Command. "I was definitely excited and nervous at the same time. As soon as I got on the ice, I was just like 'wow!'"

Lee joined the Rampage sled hockey team in 2009 and the national team in 2010. He then joined the U.S. Army World Class Athlete Paralympic Program. He's a standout this year as the first active duty Soldier selected for a paralympic winter sports team.

In a few weeks, Sweeney, Roman and Lee will help defend the U.S.'s gold medal from the 2010 Winter Paralympics in

Canada. Their tournament begins March 8 as they take on the Canadian team, with the gold medal game scheduled for March 15.

Roman said he's got his eyes on the highest prize. "A gold medal would mean a lot to me and also to my team," he said. "It would be a great feeling to win any medal, but hopefully it will be gold."

A gold medal, Sweeney added, would be "validation that all of the hard work has paid off."

Back at BAMC, staff members and friends will be watching and cheering on the warrior-athletes from the moment they glide onto the ice. "I am very proud and happy for them," Jesse said. "I have no doubt they will play an important part in bringing home the gold medal."



Army Sgt. Jen Lee (right) defends the net for the San Antonio Rampage Sled Hockey Team in San Antonio, Aug. 1, 2013. Lee, Rico Roman and Joseph Sweeney have been selected to represent Team USA at the 2014 Paralympic Winter Games in Sochi, Russia March 7-16.

Photo by Tim Hippius

Dispute resolutions to bring positive change to workplace discord

By L.A. Shively
JBSA-Fort Sam Houston
Public Affairs

Disputes exist at every level, whether between organizations or individuals.

Managing a dispute, especially when it escalates into conflict, so the outcome is satisfying and agreeable to all parties, is the aim for Alternative Dispute Resolution or ADR, a service provided through Joint Base San Antonio-Fort Sam Houston's Equal Opportunity Office.

A dispute occurs when two parties have different goals and interests and, as each pursues his or her goals, a point of

incompatibility or non-reconciliation occurs. The potential for conflict always exists but it takes something more to create a spark that escalates a dispute into conflict.

Sometimes that spark is provided by changes to the workplace or hierarchy. Sometimes a dispute ignites because of misperception, distortion with communication, differences in behavior style, changes in functional overlap or turf, as well as a multitude of other reasons.

Unless there is intervention, conflict may grow to the point to where the parties see each other as adversaries, even enemies.

Each side becomes polarized and struggles to win at the other side's expense, creating a dysfunctional environment and an inability for people to work together.

Disputes between employees and managers are the majority of cases that come through her office explained Maria Prada, JBSA-Fort Sam Houston ADR program manager and an equal opportunity specialist with the JBSA-Fort Sam Houston 502nd Air Base Wing Equal Opportunity Office.

"People sometimes don't get along, it's just nature. But in our jobs, in the workplace, it's very important to work together."

Prada stressed that although employees are more likely to seek ADR, managers should also use resolution as a tool – that conflict, if handled well, can create a healthy change in the workplace.

Positives that conflict can bring to the workplace include identifying and solving problems; making adjustments without threatening the stability of relationships; clarifying the purpose of the organization and smoothing the flow of communication.

Grievances, equal opportunity challenges, merit system protection board issues, as well as workplace disagreements are under Prada's

purview.

The roles that Prada and her staff take are what she calls "shuttle diplomats." She or one of her staffers act as a mediator or a neutral third person helping the clashing parties to identify interests and then negotiate jointly for a variety of solutions.

"I try to be as transparent as possible where I am not seen as pro-management or pro-employee," Prada said. "I am walking a fine line being frank and candid, but doing it objectively and not taking one side or the other."

Alternative dispute resolution is an opportunity to resolve workplace

differences while avoiding the costs, stress and the huge time investment associated with filing a complaint and going through a court proceeding, Prada said.

Costs could include court fees, attorney's costs, and settlements that could range from \$162,000 to \$310,000.

Alternative dispute resolution is a less costly process that preserves self-respect and the organization's merit, Prada said.

The service is available to Army, Air Force and civilian employees at JBSA-Fort Sam Houston. For more information, call JBSA-Fort Sam Houston ADR at 221-1177.

TEXAS SECRETARY OF STATE VISITS JBSA-FORT SAM HOUSTON



Photo by Lori Newman

Texas Secretary Of State Nandita Berry (left), is welcomed by Col. Steven Toft, 502nd Force Support Group commander, during her Feb. 11 visit to Joint Base San Antonio-Fort Sam Houston. Berry is visiting military installations throughout Texas to stress voting resources available to service members and their families. Several members of the press and JBSA voting assistance officers attended the event.

COMPANY A, 232ND MEDICAL BATTALION WELCOMES NEW COMMANDER



Photo by Esther Garcia

Capt. Jaeson Reese (left) accepts the Company A, 232nd Medical Battalion guidon from Lt. Col. Phillip Sheridan, 232nd Med. Bn. commander during a change of command ceremony Feb. 11 at Evans Theater, charging him with the duties and responsibilities of the company as outgoing company commander Capt. Charles Wyatt (right) looks on. The mission of Company A is to provide the Army with trained and disciplined Soldier medics capable of sustaining the fighting force, while surviving on the battlefield.

METC from P1

Sept. 15, 2011.

The early consolidation effort was led by now-retired Air Force Chief Master Sgt. Bill Fogle.

During the ceremony, Fogle recalled three hurdles to forming a consolidated program at Sheppard Air Force Base: cultural change, ability to build a curriculum that met the needs of the three services and continuing to graduate high-quality BMETs.

For almost two years, he said, the instructors worked dual shifts in order to keep up with the student load.

“As more technology is introduced into medical equipment, we are challenged and must challenge our students to become more computer savvy,” Fogle noted and encouraged education and certification opportunities and shared his



Photo by Lisa Braun

Past and present Army, Navy and Air Force biomedical equipment technicians celebrated a milestone of 15 years of consolidated training during a ceremony Jan. 31 at the Medical Education and Training Campus.

thoughts for the future.

Other guest speakers included retired Navy Senior Chief Petty Officer Anthony Marroquin, who served as Navy program director during the early transitional period of the program's co-location from Sheppard Air Force Base to the newly established Medical Education and Training Campus at

Joint Base San Antonio-Fort Sam Houston; and Army Chief Warrant Officer 4 Faaruwq A. Muhammad, former METC BMET program director from 2010 to 2013.

Despite some doubts about moving a joint program from Sheppard Air Force Base to JBSA-Fort Sam Houston, Marroquin said he

and his colleagues were prepared.

“Between the three services we had a plan,” he said. “We designed and redesigned courses. We knew who we would send down here to get things off the ground. We knew that this group could stand up the school in the North Pole and it would succeed. It would

succeed because of the awesome staff; military, civilians and contractors.”

Through a phased sunset/sunrise implementation plan, the BMET program continued training students at both Sheppard Air Force Base and JBSA-Fort Sam Houston during the transition.

The first METC BMET

class started Aug. 4, 2010, while the last Sheppard class graduated Jan. 14, 2011.

“The transition from Sheppard Air Force Base could not have been smoother,” said Muhammad, who took over the program during the transition in 2010.

From April 2010 to March 2011, the consolidated BMET program moved more than 75 staff and their families and more than \$8 million worth of training equipment to the newly established METC.

“Since the services have been training under the same BMET curriculum since 1999, the BMET program has overcome many of the cultural nuances of each service,” Muhammad said. “Now the program spends its time refining processes and curriculum to continue to evolve the BMET training.”



Avoid Thinking Traps Resiliency Training

Today, 9-11 a.m., Military and Family Readiness, building 2797. Call 221-0946.

Military Saves Information Fair

Today, 3-7 p.m., Military and Family Readiness, building 2797. Call 221-2380.

Mardi Gras Zumba Fest

Saturday, 10 a.m. at the Jimmy Brought Fitness Center. Call 221-1234.

Teen Poetry Slam

This event will be a showcase for teens who have created poems associated with awareness of teen dating violence, 6-9 p.m. Saturday at JBSA-Fort Sam Houston Military and Family Readiness Center. Call 292-5967.

Black History Month Celebration

The Joint Base San Antonio Collect Protestant Gospel Service

will host a Black History Month celebration 1-3 p.m., Sunday at the Evans Theater, building 1396. Call 488-1639.

Personal Growth and Resiliency

Monday through Thursday, 8:30 a.m. to 2:30 p.m., Military and Family Readiness, building 2797. Call 221-2336 or 221-9196.

Federal Resume Writing

Monday, 9 a.m. to noon, Military and Family Readiness, building 2797. Call 221-0427.

H.U.G.S. Playgroup

Tuesday, 9-11 a.m., Middle School Teen Center, building 2515. Call 221-0349.

Car Buying

Tuesday, 9-11 a.m., Military and Family Readiness, building 2797. Call 221-2380.

First Termer Financial Readiness

Tuesday, 9 a.m. to 3 p.m., Dodd Field Chapel, building 1721. Call 221-2380.

Unit Trauma Training

Tuesday, 9 a.m. to 2 p.m., Military and Family Readiness, building 2797. Call 221-0946.

Family Readiness Group Leadership Academy

Wednesday and Thursday, 8:30 a.m. to 4 p.m., Military and Family Readiness, building 2797.

Army Family Advocacy Unit Training

Wednesday, 2-4 p.m., Military and Family Readiness, building 2797. Call 221-0349.

Army Family Advocacy Unit Training

Thursday, 8-10 a.m., Military and Family Readiness, building 2797. Call 221-0349.

Identity Theft

Thursday, 3-4 p.m., Military and Family Readiness, building 2797. Call 221-2380.

Saving and Investing For Retirement

Friday, 9:30-11 a.m., Military and Family Readiness, building 2797. Call 221-2380.

Harlequin Dinner Theatre presents "Dial 'M' For Murder"

A man has married his wife for her money and now plans to murder her for the same reason. He arranges for the perfect crime and creates a brilliant alibi for himself.

Unfortunately, the murderer gets murdered and the victim survives. "Dial 'M' For Murder" runs through March 1, at the Harlequin Dinner Theatre on JBSA-Fort Sam Houston. Call 222-9694 for more information.

Polar Bear Aquathon

The Polar Bear Aquathon will consist of two events. A three mile run and a 300 meter outdoor swim. Interested participants may pre-register at JBSA-Fort Sam Houston Central Post Gym or they may pickup packets at 6:30 a.m. day of the race. This event will take place at JBSA-Fort Sam Houston March 1, at 8 a.m. and the start/finish line is at the Outdoor Aquatic Center. The cost for this event is \$20 per runner and is open to all DOD ID card holders. Call 221-3593 or 221-4887.

World War II Medical Symposium

The U.S. Army Medical Department Museum Foundation, in association with the Uniformed Services University of the Health Sciences, will sponsor a World War II Medical Symposium March 6-8 at the Army Medical Department Museum at Joint Base San Antonio-Fort Sam Houston. For more details or to register, visit <http://www.ameddmuseumfoundation.org>.

ameddmuseumfoundation.org.

Middle School Lock-In

Youth can take part in the middle school lock-in from 9 p.m. March 8 until 7 a.m. March 9 at the Middle School Teen Center. The cost is \$10. For more information or to sign up, call 221-3630.

College Trip to Texas A&M

Teens will take a trip to visit Texas A&M and receive a tour around campus. The bus departs JBSA-Fort Sam Houston Middle School Teen Center March 10. This event is open to all teens affiliated with JBSA. For more information or to sign up, call 221-3630.

Spring Break Camp at the Middle School Teen Center

Spring break camp starts March 10-14. There are trips and activities planned to keep your youth busy during spring break. This camp will take place at JBSA-Fort Sam Houston Middle School Teen Center. For more information, call 221-3630.

Intramural Golf

There will be a coaches meetings, 11 a.m. to noon March 12 at the JBSA-Fort Sam Houston Golf Clubhouse. All team rosters are due April 2. The league begins April 8.

Call 808-5701 or 221-7173.

New Squadron Commanders and First Sergeants

JBSA Family Advocacy Program is required to provide new squadron commanders and first sergeants a desk side briefing within 90 days of their arrival or assumption of command per DD 6400.1, even if temporary or as an additional duty. The briefing includes information on FAP services/classes to assist them in promoting mission and family readiness. Call 292-5967 for an appointment or for more information.

Computer Lab

The computer lab is available 8 a.m. to 4 p.m. Monday to Friday at Military and Family Readiness, building 2797. Call 221-2705 or 221-2418.

How We Roll

Monday through Friday, 9-11 a.m. at Fitness Center on the Medical Education and Training Campus, the "How We Roll" program provides parents and strollers use of the indoor track. Mondays from 9-10 a.m., a fitness trainer is available for assistance and instruction. Call 808-5709.

Army CID warning community of website scam targeting Soldiers

By Colby T. Hauser

U.S. Army Criminal Investigation Command Public Affairs

The U.S. Army Criminal Investigation Command is warning the Army community about a new website scam where criminals are potentially attempting to take advantage of Soldiers and their families.

A website claiming to be an official U.S. Army benefits website, using the web address <http://www.usmilitarybenefit.org>, is not an official U.S. Army website and it is not affiliated, nor endorsed in any way by the U.S. Army.

The official "MyArmy-Benefits" website can be found at <http://myarmy-benefits.us.army.mil>. This

is the authorized U.S. Army benefits website and serves as the go-to source for all benefits and services available and continues to successfully assist Soldiers and their families.

Soldiers and former service members are required to use either their Common Access Card or AKO login information to access the official website. As a reminder, the official site ends with ".mil."

According to CID Special Agents, the primary purpose of the website is to collect as many U.S. Army service members' Army Knowledge Online email accounts and passwords.

The bogus website also

makes the false claim of that "The US military has granted access to unclaimed and accumulated Army benefits for the under listed active duty Soldiers. Benefits not claimed within the stipulated period will be available for claims after 60 months."

CID officials recommend that Soldiers, Department of the Army civilians, Army retirees and family members avoid this website and ignore any information or claims posted on the site.

Most online scam attempts are easily recognizable as they are usually unsolicited emails or texts; hoax websites that contain misspelled words, punc-

tuation and grammatical errors and often ask for private information, such as an individual's email address and password.

Cyber-crime and internet fraud presents unique challenges to U.S. law enforcement agencies as criminals have the ability to mask their true identities, locations and cover their tracks quickly.

Websites and accounts can easily be established and deleted in very little time, allowing scam artists to strike, and then disappear before law enforcement can respond.

The ability of law enforcement to identify these perpetrators is very limited, so individuals must stay on the alert and

be personally responsible to protect both themselves and their loved ones.

CID officials also recommend that Soldiers, civilians and family members who receive any suspicious and/or unsolicited emails should delete them immediately, without response.

However, if you have provided any information to the My Army Benefits website or have received any correspondence from the website, take the following steps:

- Do not login to the website.
- Do not respond to any emails.
- Stop all contact if you have previously responded to any emails.

- Immediately contact your local Information Assurance office if you accessed the website from a government computer or system.

Other cyber-crime resources available are located at the Internet Crime Complaint Center at <http://www.ic3.gov/default.aspx>.

Reporting cybercrime assists law enforcement agencies in their investigations and helps bring those responsible to justice.

For more information regarding cyber crime and staying safe online, visit the CID Lookout or the Computer Crimes Investigative Unit at <http://www.cid.army.mil>.

OUTSIDE THE GATE

2014 Joint Services Luncheon

The Spouses' Club of the Fort Sam Houston Area will host the Texas Timeless and Classic 2014 Joint Services Luncheon 10 a.m. to 2 p.m. March 18 at the Pearl Stable and Brewery, 312 Pearl Parkway, building 2. The guest speaker will be Tara Crooks, co-founder of the Army Wife Network, author and motivational speaker. Cost is \$25 for the meal only or \$40 with a copy of the book "1001 Things to Love About Military Life." Reservations or cancellations must be made by March 2. For more information, visit <http://www.scfsh.com> or call 236-9400.

South Texas Alamo Irish Festival

The Harp & Shamrock Society of Texas will host the Annual South Texas Alamo Irish Festival

11 a.m. to 11 p.m. March 8 at the University of the Incarnate Word. Tickets are \$5 for adults and free for active duty military with a valid ID and children under age 12. Free parking will be available on the campus of UIW. For more information, visit <http://www.harpandashamrock.org> or call 896-1598.

Teacher Study Pass for SeaWorld

SeaWorld San Antonio is offering a free Adult Fun Card to all active, employed and certified Kindergarten through 12th grade school instructors in the state of Texas. The Teacher Study Pass is a 2014 Fun Card that allows unlimited admission to SeaWorld San Antonio now through the end of the year. Teachers can pre-register for a 2014 Adult Fun Card at <http://www.SeaWorldParks.com/Teachers> until May 31. Teachers can also purchase up to six additional Fun Cards discounted at \$5 off.

Women's Survivor Group

A women's survivor group

has been created for women who have experienced sexual trauma. The goal is to increase survivors' understanding to their response to victimization and the impact on their lives. The group offers a safe, open atmosphere for discussion and support to facilitate understanding of sexual victimization and the healing process. The group meets from 6:30-8 p.m. Mondays at the Rape Crisis Center group room at 7500 U.S. Highway 90 West, Building 2, Suite 201. Call 521-7273 for more information.

Teen Survivors Group

A teen survivors' group has been created for teens who have been victims of sexual trauma. The group's goal is to help teens learn and talk about sexual abuse in a safe environment and help survivors connect to others who have been in similar situations. Females from 13 to 17 years of age who are currently attending individual psychotherapy are encouraged to attend. A therapist's recommendation is required. The group meets from 6-7:30 p.m. Wednesday at the



FOR SALE: Denon AVR-3300 stereo surround sound receiver, \$150; Toshiba 52-inch big screen LCD TV. \$100; lots of connecting cable, monster component, RG-6 coaxial, etc., FREE; clean, various size boxes and packing material suitable for shipping, not moving, FREE. Call 210-771-7480.

Rape Crisis Center group room at 7500 U.S. Highway 90 West, Building 2, Suite 201. Call 521-7273.s

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. All active duty, Reserve, National Guard and retired sergeants major are invited and encouraged to attend. Call 539-1178.

Did you know?

The U.S. Army has been providing military medical care in San Antonio since 1879, when a temporary 12-bed hospital was built at Fort Sam Houston to meet this need.



Since then, there have been several iterations of hospitals culminating in the current world-class facility responsible for taking care of wounded warriors, service members from around the world, military retirees, family members and those in the local area who require immediate medical attention.

The 1879 temporary facility was replaced by a more permanent structure in 1886, which was eventually replaced by the Station Hospital in 1908. A distinguishing feature of the new facility was its increased capacity – up to 84 beds were available.

The Station Hospital was used over the next few decades, but saw an additional two wings added in 1910, which increased the number of beds to 152. Around 1912, an isolation ward and maternity ward were also added to the facility.

Things remained mostly unchanged until the late 1930s, when construction began on a new Station Hospital. The project took about three years to complete, but when done, it was a state-of-the-art facility with a 418-bed capacity.

Due to the influx of patients from the battlefields of World War II, the hospital kept expanding by converting barracks into hospital wards. This peaked when Annex IV was opened, increasing the overall bed capacity of the hospital to 7,800.

In 1942, the Station Hospital was renamed the Brooke General Hospital, named after former Station Hospital commander Brig. Gen. Roger Brooke. The facility was redesignated as Brooke Army Medical Center in 1946.

Construction of the current facility broke ground in 1987, opened in 1996 and now includes the most recent addition – the 760,000-square foot Consolidated Tower and 1,800,000-square foot parking garage, which opened in 2011.

INTEGRITY from P2

of this harmony.

In explaining the concept of consistency, one of my former commanders said "I hear what you say. I see what you do. Now, I know what you mean." This commander truly understood the importance of our actions as an endorsement of our spoken word. He was a highly effective leader that rose to the rank of lieutenant general.

The moral and ethical qualities of courage, responsibility, accountability and consistency are essential to effective leadership. The question then becomes, why is integrity, as characterized by these four factors, so important to leadership in a military organization?

First, integrity is important because of the nature of the military profession – the profession of arms. Second,

those who follow a leader must relinquish a degree of autonomy and self-determination.

In some respects, this relinquishment of power and control creates vulnerability. However, subordinates do not relinquish the need to be secure and confident in their decision to follow and are likely to rebel against leadership they don't trust.

General of the Army "Hap" Arnold described the importance of integrity best in a letter to Lt. Col. LeRoy Stefen dated Nov. 5, 1946. Responding to Stefen's request for career advice, Arnold wrote, "Personal integrity also means moral integrity. Regardless of what appears to be some superficial ideas of present-day conduct, fundamentally, today as always, the man who is genuinely respected is the man who keeps his moral integrity



U.S. Army photo illustration

sound and is trustworthy in every respect."

In the end, regardless of how leadership is defined or packaged, the nature of our profession dictates that leadership must be built upon a foundation of integrity.

In "The Art of the Leader," retired Maj. Gen. William Cohen advises, "If you want to build esprit de corps, you must demonstrate integrity and if you do, it won't be long

before everyone in your organization knows that you can be trusted, that you say what you mean and you mean what you say. The members of your organization will demonstrate integrity in dealing with you, and each other, and the esprit de corps in your organization will soar."

Integrity is essential to leadership ... in every situation ... and at every level.

WATER CONSERVATION TIPS

1. When building a new home or remodeling a bathroom, install a new low-volume flush toilet that uses only 1.6 gallons per flush.
2. Test toilets for leaks. Add a few drops of food coloring or a dye tablet to the water in the tank, but do not flush the toilet. Watch to see if the coloring appears in the bowl in a few minutes. If it does, the toilet has a leak that needs to be repaired.
3. Never use the toilet to dispose of cleansing tissue, cigarette butts or other trash. This wastes a great deal of water and also plays an unnecessary load on the sewage treatment plant or septic tank.
4. Use the garbage disposal sparingly or start a compost pile.
5. Use a small pan of cold water when cleansing vegetables, rather than letting the water run over them.



(Compiled by 502nd Civil Engineer Squadron)