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**JBSA
HOTLINES**



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877-995-5247**

**JBSA Sexual Assault Hotline
808-SARC (7272)**

**JBSA Domestic Abuse Hotline
367-1213**

**JBSA Duty Chaplain
221-9363**

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



JBSA NETWORK

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Veteran, amputee gets 'leg up' with breakthrough prosthesis

By Steve Stark

U.S. Army Acquisition Support Center
Fort Belvoir, Va.

For most Americans, a 21st birthday is life-changing in one sense only, and a trivial one at that – they can purchase alcohol. For Edward Lychik, who turned 21 Sept. 30, 2011, while serving as an Army combat engineer in Afghanistan, that birthday was profoundly life-changing in more ways than one.

"We always like to say the combat engineers lead the way," Lychik said. "We're out there in the front, leading, driving five miles an hour and looking for bombs. Once I'd find something, we'd dig it up and go blow it up somewhere else."

Lychik's job as a specialist was to drive a Husky vehicle in the front of a convoy, using sensor panels to find improvised explosive devices, known as IEDs. Before the injury that cost him his leg, he had been "blown up" twice by IEDs.

On his 21st birthday, he got what was supposed to be easy duty – riding in a truck in the back of a convoy.

"I was safe in the rear in the gunner's hatch, and that's when the recoilless rifle struck me – the bazooka rocket – and blew out most of my left leg and a part of my right," Lychik recalled. "I thought I knew what was going on, but I couldn't move my body, I couldn't feel my body, and my adrenaline was up."

He reached down to feel his leg, but someone said, "You don't want to do that," and pulled his hand away.

When prosthetist Bob Kuenzi (pronounced Kinsey) first met Lychik at the Center for the Intrepid at Joint Base San Antonio-Fort Sam Houston, the young Soldier was quiet and reserved.

"I distinctly remember meeting him there because he was in a wheelchair, and he was wearing glasses and was kind of a skinny guy – not the kind of guy who you'd immediately think, 'Athlete,'" Kuenzi said.

First impressions can be deceiving.

At the time, Lychik was one of about 40 people waiting to be fitted for prostheses. It was in fall 2011, peak fighting season in Afghanistan, and a



Photo by Robert Kuenzi

Edward Lychik runs in the Austin Marathon in February 2013, marking the first time a hip-disarticulation amputee had ever run a marathon.

very busy time at the Center for the Intrepid.

Lychik's needs were pretty straightforward, compared to some. Although he had lost his left leg and part of his right, the rest of the body was intact and relatively uninjured. Kuenzi said that when he and physical therapist Alicia White met with Lychik, "He

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Every Army Soldier, civilian, contractor critical part of cyber defense readiness

By **Margaret McBride**
Office of the Army Chief Information
Officer/G-6

October is cyber security awareness month and the Army will focus on policies, practices and training to improve overall readiness.

As part of this effort, commanders at all levels will lead cyber security awareness activities.

“Lethal Keystrokes,” the Army’s theme this year, highlights how simple mistakes made by a few can jeopardize military operations and business processes, compromise personal information and incur significant costs in time and resources.

“The Defense Department gets hit with approximately 10 million cyber attacks each and every day, and a very large number of them are aimed directly at the Army,” said Essye B. Miller, cyber security director, Chief Information Office/G-6. “The potential for compromise of the network, the information it carries and thereby

harm to the Soldiers and leaders who rely on them, is simply enormous.”

“Lethal Keystrokes” emphasizes individual responsibility for protecting the network and the Army, Miller said. Numerous incidents over the past several years have compromised sensitive information at the highest levels of the Army. In addition to external threats, malicious insiders and lax cyber security practices pose significant risks.

Ongoing awareness training helps improve daily practices that safeguard information and communications technologies, as well as warfighting and business capabilities.

“Protecting our information and IT systems is a team effort. All Army personnel, whether Soldier, civilian or contractor are responsible for safeguarding the network and our data,” Miller said.

“Leaders must continue to enforce good cyber security practices and emphasize the impact of failures on unit readiness



U.S. Army graphic

The Defense Department gets hit with approximately 10 million cyber attacks each and every day, and a very large number of them are aimed directly at the Army. The annual National Cyber Security Awareness Month each October is sponsored by the Department of Homeland Security in cooperation with the National Cyber Security Alliance and the Multi-State Information Sharing and Analysis Center.

and mission capability,” Miller added. “But, it’s also incumbent upon every individual, regardless of rank or position, to get educated. That is, to stay abreast of threats, the best ways to avoid them and to be vigilant. All users should think of themselves as part of the Army’s cyber defense force.”

Cyber security doesn’t stop at the office door. Army personnel must protect their home computing environments as well.

Security experts recommend everyone follow the tips below:

Protect your system:

- Use anti-virus software.
- Protect computers with firewalls.
- Password-protect your wireless router and network.
- Encrypt your wireless signal.
- Regularly download security updates and patches.
- Disconnect from the Internet when not in use.

Protect yourself:

- Back-up your computer regularly.
- Restrict access to your computer and accounts; sharing has risks.
- Delete email from unknown sources, then empty the “trash” folder to make sure it’s off your system.
- Use hard-to-guess passwords and keep them private.

Protect your family:

- Help your family check computer security on a regular basis.
- Take advantage of Army cyber security resources if you have a Common Access Card or CAC. Access information on protecting yourself online, get free security software for Soldiers and Army civilians and complete cyber security training.

The annual National Cyber Security Awareness Month each October is sponsored by the Department of Homeland Security in cooperation with the National Cyber Security Alliance and the Multi-State Information Sharing and Analysis Center.

CANDLEWOOD SUITES OPEN FOR BUSINESS

Candlewood Suites, Joint Base San Antonio-Fort Sam Houston’s newest hotel, opened for business Oct. 1. The hotel, located between Scott and Funston Roads, is the largest Candlewood Suites in the world with 310 rooms. The official ribbon cutting ceremony for the hotel is at 1 p.m. Thursday. The hotel broke ground May 19, 2012 and is part of the Privatization of Army Lodging program, a U.S. Army-led program established as a means to revitalize on-post lodging facilities for service members, their families and all government travelers. The extended-stay hotel features a variety of amenities including spacious studios and one-bedroom suites, fully equipped kitchens and large work areas in each guest room.

Photo by Army Staff Sgt. Corey Baltos



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

News Briefs

2014 Federal Employees Health Benefits Fair

All federal employees and retirees are invited to attend the 2014 Federal Employees Health Benefits Fair. Representatives will be present to discuss insurance options for the upcoming year. The fair is Oct. 29 from 9 a.m. to 3 p.m. at the Military & Family Readiness Center and Oct. 30 from 9 a.m. to 3 p.m. at the San Antonio Military Medical Center Medical Mall. FEHB open season is from Nov. 10 to Dec. 8. For more information on the health fair Air Force employees can call 808-0205. Army employees can call 221-9638 or 221-2934.

Child and Youth Management System Shutdown

Beginning Monday, the JBSA-Fort Sam Houston Child and Youth Programs will experience a shutdown of the Child and Youth Management System for a scheduled update. Patrons will not be able to make online payments to their accounts or register children for activities. It is advised that parents allow sufficient time to check in children, as you will not be able to scan your cards. Additionally, patrons scheduled for biweekly payments are asked to make their payment no later than close of business Friday. For more information, call Parent Central at 221-4871.

FSHISD Public Meeting

The Fort Sam Houston Independent School District holds a public meeting at 11 a.m. Thursday in the Professional Development Center at 1908 Winans Road. The meeting is for discussion of the FSHISD's Superior Achievement Rating on the state's financial accountability system.

ADAPT Relocates

The Alcohol and Drug Abuse Prevention and Treatment Clinic at Wilford Hall Ambulatory Surgical Center on Joint Base San Antonio-Lackland is now located on the fifth floor. Visitors should proceed to room 5B29 to check in. For more information, call 292-4452.

AKO 'My Medical Readiness' Link Down

The AKO link in My Medical Readiness where Soldiers or civilians access their individual medical readiness data and the link for Periodic Health Assessments or Deployment Health

Army, Air Force move data over same network for first time at Joint Base San Antonio

The Army and Air Force achieved major network security and capacity upgrades at Joint Base San Antonio in September in partnership with the Defense Information Systems Agency. This is the first Department of Defense location to achieve the pairing of new switching technologies and security stacks.

Online traffic for both JBSA-Fort Sam Houston and JBSA-Lackland now flow through a new Joint Regional Security Stack, or JRSS. Full operational capability is expected this winter. In addition, network speed for end users has increased dramatically.

"This is a tremendous step in terms of transitioning to a joint security architecture and making the joint information environment a reality," said Mike Krieger, Army deputy chief information officer/G-6. "It also speaks to successful teaming by the Army, the Defense Information

Systems Agency and the Air Force and the Army's initial investment in this new joint capability."

New Joint Regional Security Stacks will cut DOD-wide top-level security stacks from approximately 1,000 worldwide to just 50. This means the cyber perimeter becomes much more defensible.

"The JRSS Management Suite allows us to monitor and centrally control our security configurations. As new threats emerge, we can quickly assess the risk and more effectively mitigate identified risks across the enterprise," said Mark Orndorff, DISA Mission Assurance Executive. "JRSS also lowers costs for the entire Defense Department."

To maximize bigger information "highways," the Army and Air Force, along with DISA, are implementing Multi-Protocol Label Switching, a virtual traffic management system that



U.S. Army photo

Spc. Shannon January from the 56th Signal Battalion at Joint Base San Antonio-Fort Sam Houston holds new switches in place.

makes data move faster, improves command and control, and prioritizes and smoothes data flow; the chances of data being stalled or lost due to high volume and congestion are greatly reduced.

This year, MPLS-supported routers are being installed at 22 locations. DISA plans to finish implementation for a total of 90 sites, by September 2015. MPLS upgrades also help set the conditions

to deliver enterprise services from the enterprise to installations and the tactical edge.

Current DISA/Army efforts will increase network backbone bandwidth more than ten-fold to 100 gigabits per second, referred to as gbps, and individual Army installation capacity will increase dramatically as well.

This year, the Army is replacing all aging building switches at nine

Army installations with 11,000 ethernet switches capable of providing 10 gbps. The Army expects to upgrade more installations in 2015.

Lessons learned at JBSA will inform full-scale implementation across the continental United States and around the world. Short-term targets include refining network upgrades at Wiesbaden, Germany, by December to achieve an initial operating capability; and installing two JRSS in Southwest Asia.

"A modern network means having enough capacity and reach to support all operational and institutional needs; enough flexibility to add new technologies as soon as they are available; and strong enough security to prevent compromise of the network itself and the information it carries," Krieger said.

(Source: U.S. Army Chief Information Office/G-6)

ARNORTH helps evaluate Army Guard civil support team

By Staff Sgt. Jennifer Atkinson
56th Infantry Brigade
Combat Team

With long shadows cast across the blank theater screen and orange plastic hazmat suits glowing in the glare of portable halogen lights, two Soldiers from the 6th Civil Support Team, Texas Army National Guard, moved slowly through the dark build-

ing, searching for the device prompting this "incident response."

Circling an out-of-place orange safety cone, Sgt. Jared Brooks radioed details back to the command post, confirming the target, while Staff Sgt. Jorge Hernandez stood at a safe distance. Both steadily ignored the shrill beeping of monitors nearby to concentrate on the cone.

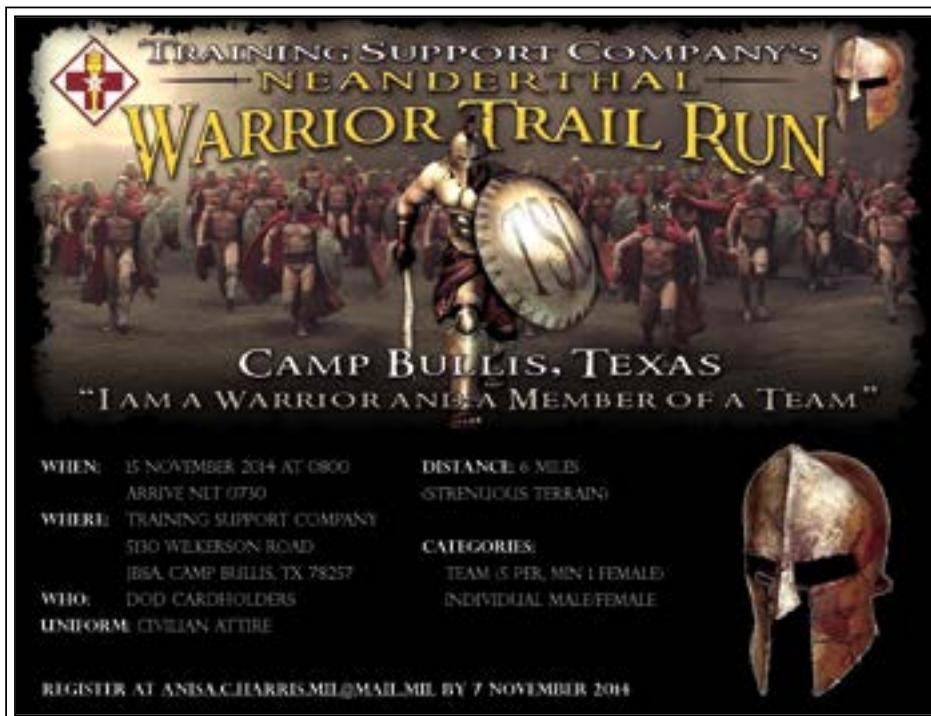
Turning the cone over, Brooks uncovered a nest of wires, batteries and containers, taped together in a dangerous tangle – the source of the toxins causing alarm.

Nearby, evaluators from Army North watched every move, from the approach of the building, to the use of various monitoring



Photo by Army Staff Sgt. Jennifer D. Atkinson

Staff Sgt. Jorge Hernandez (right) with the 6th Civil Support Team, 136th Maneuver Enhancement Brigade, checks a detector reading during an evaluation while Army North evaluator Steve Wisniewski watches. The evaluation certifies the 6th CST with both the National Guard Bureau and the state of Texas as proficient in incident response procedures and protocols.



TRAINING SUPPORT COMPANY'S
NEANDERTHAL
WARRIOR TRAIL RUN

CAMP BULLIS, TEXAS
"I AM A WARRIOR AND A MEMBER OF A TEAM"

WHEN: 15 NOVEMBER 2014 AT 0800
ARRIVE NET 0730

WHERE: TRAINING SUPPORT COMPANY
5130 WILKINSON ROAD
JBSA, CAMP BULLIS, TX 78257

WHO: DOD CARDHOLDERS

UNIFORM: CIVILIAN ATTIRE

DISTANCE: 6 MILES
(STRENUOUS TERRAIN)

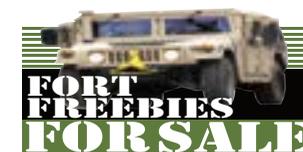
CATEGORIES:
TEAM (5 PER, MIN 1 FEMALE)
INDIVIDUAL MALE/FEMALE

REGISTER AT ANISAC@HARRIS.MIL@MAIL.MIL BY 7 NOVEMBER 2014

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>.



FOR SALE: Sony portable stereo set with five-CD player, double cassette player, built-in AM/FM Receiver, \$35; replica Tuscany-style secretariat (portable writing desk on four legs), flowery design inside and out, four velvet-lined drawers, originally \$800, sell for \$165; Thomasville solid light wood cocktail table, 39 inches wide and 17 inches tall, with matching end table, 27 inches wide and 23 inches tall, excellent condition, \$125; Thomasville off-white sofa table with beveled glass on top, excellent condition, \$65; bamboo and rattan footstool, excellent condition, \$25. Call 491-0534.

News Briefs

Continued from P3

Assessments is unavailable until further notice. No target date for the restoration of the AKO access has been given. Until the AKO link is restored, it is recommended the PHA and DHA self-assessments can be accessed by logging into the website at <https://rc.mods.army.mil/mha>; then select the appropriate tab for the Pre/Post/PDHA/PHA; complete the self-assessment and save. For Individual Medical Readiness printouts, contact unit readiness POCs to print the IMR from the MEDPROS web reports.

Advance Directives Patients Class

Brooke Army Medical Center presents an information session about advance directives, where people can learn how to direct their own medical care in times where one may not be able to voice their own wishes. Learn about living wills, medical powers of attorney and more at 9 a.m. Wednesday at the San Antonio Military Medical Center internal medicine residency conference room, room TG-307, on the third floor of the Consolidated Tower, across from the Hematology/Oncology Clinic.

JBSA NCO Professional Development Seminar

A Joint Base San Antonio NCO professional development seminar is offered from 7:30 a.m. to 4:30 p.m. Thursday and Oct. 24 at Forbes Hall, building 147, on the JBSA-Lackland Medina Annex. Register by Wednesday by calling 977-2073 or 977-6228.

Domestic Violence Awareness Month 5K Run

The Jimmy Brought Fitness Center on Joint Base San Antonio-Fort Sam Houston is partnering with the Family Advocacy Outreach Program to host an awareness run at 8 a.m. Oct. 25. All participants can show their awareness of domestic violence by wearing purple. If possible, everyone is asked to bring some gently used linen (sheets, pillow cases, towels or blankets) as a donation for the Battered Women and Children's Shelter. This event is open to all JBSA Department of Defense ID cardholders. For more information, call 221-1234.

187th Medical Battalion welcomes new commander during ceremony

By Esther Garcia
AMEDDC&S Public Affairs

Family, friends, Soldiers and military leaders gathered at the U.S. Army Medical Department Museum amphitheater on Joint Base San Antonio-Fort Sam Houston Sept. 23 to welcome incoming commander Lt. Col. Jody Dugai as she assumed command of the 187th Medical Battalion, 32nd Medical Brigade, U.S. Army Medical Department Center and School.

Dugai takes over from outgoing commander and recently promoted Col. Rachele Smith.

Leaders and cadre of Companies A, B, C, D and the AMEDD Student Detachment of the 187th Medical Battalion stood at attention in a semi-circle behind the Army Color Guard during the ceremony.

Smith and Dugai recognized their families for their support with the presentation of a bouquet of flowers.

Dugai has served both in clinical and operational environments with deployments to Kuwait, Jordan, Afghanistan and Iraq.

Her assignments include stints at Eisenhower Army Medical Center, Fort Gordon, Ga.; Darnall Army Medical Center, Fort Hood, Texas; Brooke Army Medical Center and Womack Army Medical Center, Fort Bragg, N.C.

Col. Jack Davis, commander of the 32nd Medical Brigade and host for the ceremony, spoke briefly about the mission of the 187th Medical Battalion, which has the motto "Train to Save."

"The mission of the 187th is extremely dynamic and a complex training battalion with a diverse student population of over 1900 enlisted and officers worldwide," Davis said.

"This battalion trains the specialist and the leaders of the



Photo by Esther Garcia

Lt. Col. Jody Dugai (left) accepts the 187th Medical Battalion colors from Col. Jack Davis, commander of the 32nd Medical Brigade, charging her with the duties and responsibilities of the battalion, as outgoing commander Col. Rachele Smith (right) looks on.

AMEDD through the continuum of professional development.

They work with brand new Soldiers and seasoned veterans alike to sharpen their skills and molding them to embody the warrior ethos and live the Army values by providing medical care.

"The 187th is a jack-of-all-trades with elements here at (JBSA-)Fort Sam (Houston); Fort Rucker, Ala., Miami, Fla.; and Yorktown, Va., as well as individual students scattered at

sites across the country," Davis added.

"Just as it takes several different components to make a watch run, it requires several specialists and leaders to make the Army Medical Department run with smooth precision providing world class medical care to our Soldiers, families and retirees.

"It is a daunting task, a tremendous responsibility and a great honor."

Davis highlighted the con-

tributions Smith made to the battalion while serving as the commander.

"With a focus on the Army profession and engaged leadership, she improved processes, programs and systems within the battalion," Davis said. "She has been instrumental in developing countless Soldiers and officers to perform their expert tasks and lead our force."

Smith thanked the leaders of the Army Medical Department, the 32nd Medical Brigade and the 187th Medical Battalion for their support.

"Together we have accomplished so much," she said. "Your hard work and great ideas and initiatives are greatly appreciated. It truly is a privilege to be entrusted to lead, educate and train America's sons and daughters.

"It is a privilege none took for granted, because it is here at the home of the Army Medical Department where we do our best preparations.

"It is this that gives the Army the trust in confidence to execute their mission anywhere, anytime knowing we will be there for them in their moment of need, as skilled medical professionals."

"I know you are ready to take the reins of the battalion and do great things," Smith said of Dugai.

"I have total trust, faith and confidence in her readiness to lead the 187th Medical Battalion and continue the mission of developing the best trained medical personnel and leaders in the world," Dugai said during her remarks.

"I am thrilled and honored to be a part of this great team. We are facing exciting and challenging times as we move ahead," she added. "I look forward to knowing the great Soldiers and families of the 187th Medical Battalion."

PROSTHESIS from P1

was pretty quiet, but he was able to interact.”

As usual during the fitting process, Kuenzi went through a detailed assessment of Lychik’s strength and range of motion, the condition of his joint and skin and any highly sensitive areas, and talked to Lychik about his goals and the hobbies he had before the injury.

In Kuenzi’s experience, young men who come in for prostheses often tell him first that they want to get back on active duty, even if they’ve lost both legs and an arm. Lychik, however, “told me he wanted to run that first day.”

Kuenzi had worked with some other patients with hip disarticulation injuries like Lychik’s, in which the pelvis is still in place but the leg is completely gone, and they’d done well in demanding, on-their-feet jobs. But running?

Kuenzi did some research and found that some people with similar injuries decades earlier had been able to run a few steps, but nothing like the miles that Lychik hoped to cover.

“Whereas if someone came in with a relatively uncomplicated below-the-knee amputation, I would say to them, ‘Yeah. You should be able to run,’ if only a mile or so.”

Some people might look at such a traumatic injury as the end of life as they knew it. Lychik came to see it as an obstacle to overcome.

He had been interested in running in middle school, but was shy.

“I was never involved in anything,” Lychik recalled. It wasn’t until he joined the Army that he really got into running.

“I joined the military

and there was a lot of self-discovery,” he said. “Within the military, I started to grow internally, mentally and spiritually. And then the injury happened, and that was the biggest growth I ever had.”

After his injury, he was determined to get back to running.

“I’m in the hospital bed and I’ve got a limited mind-set, looking at the things that I can’t do. But I thought, I’m going to need to focus on what I can do,” Lychik said.

From that bed, he said, he envisioned himself running. It was a full-fledged waking dream.

“I was wearing this black hooded sweatshirt, and it was very foggy.

“I was driven and I was focused. Before surgery, after surgery, I would wake up and I would go to sleep and I always had that vision.”

He also had a vision for the prosthesis that would enable him to run, but first he had to walk.

“Our first mission with Ed would be to get him walking, then get him independent-walking,” Kuenzi said. “Certainly, with a hip disarticulation amputation, if somebody can be a high-functioning walker, that’s a huge success.”

Hip disarticulation is “a high-level injury,” Kuenzi said. When a patient still has some femur and thigh left, it can provide not just a place to attach the prosthesis, but also the forward motion required for walking or running. Lychik didn’t have that.

For the first few months at the Center for the Intrepid, Kuenzi and White worked on getting Lychik walking.

That included “a high-tech, microprocessor-controlled knee and microprocessor-controlled

hip and a good walking foot. He took right to it,” Kuenzi said. “He was walking all over the hospital grounds. A lot of people would ride their chairs for trips to lunch or elsewhere, but Lychik was definitely going to use that prosthesis.”

But about six months into the process of trying to come up with a running prosthesis, Lychik began having problems with his walking prosthesis. His body was changing because, unbeknownst to Kuenzi, Lychik had been working out all of the muscles that he thought would be necessary for him to run successfully.

“He was telling me more and more that he wanted to run,” Kuenzi said, adding that Lychik kept asking, “‘When are we going to get this running prosthesis going?’ Another thing he said was, ‘We need to find some materials you can get wet and muddy, because I’m going to be doing that kind of thing.’”

“Once we got that new socket fitted,” Kuenzi continued, “the idea was to duplicate it and then start making a running prosthesis. It really came to a point in August 2012, that we got that socket working pretty well and Ed was getting more and more intense about it.

Finally it came out that he had a ‘Tough Mudder’ that he wanted to run that was in, like, the first weekend of October.”

A Tough Mudder is a 10-to-12-mile military-grade obstacle course based on a concept designed by the British Special Forces to test physical and mental strength. The race involves challenges such as running through a field with live wires, plunging into freezing



Photo courtesy of Edward Lychik

Edward Lychik stands with one of the Husky vehicles he drove while deployed as a combat engineer to Afghanistan, about a month before his injury. Before losing his left leg, Lychik had twice been hit by an IED while driving the Husky.

water, climbing a half-pipe slicked with mud and grease and scaling an eight-to-12-foot wall.

Regardless of how feasible Kuenzi thought it would be, the race provided a deadline for the team to finish the running prosthesis. Lychik loved working with Kuenzi.

“There’s a lot of people who only stick to what they know,” Lychik said. “They don’t like to go outside the box.”

Not so for Kuenzi, who is himself an amputee, having lost part of a leg in a motorcycle accident when he was 19, which was why he became a prosthetist. Lychik had a table in Kuenzi’s office with parts and tools.

“I had a lot of demands on myself and on him,” Lychik said. “We would stay late hours. If something didn’t work, we’d try different parts. It must’ve been exhausting for him.”

Theirs wasn’t just a

professional relationship, Lychik said.

“It was like I was working with a friend, too,” Lychik said. “I could talk to him and tell him how I was feeling. It wasn’t like there was anything I couldn’t say. And once you can connect with someone, you can combine a few like-minded people and create something really amazing.”

“A lot of times I get the credit for doing this, but without people like Bob and Alicia – there’s a whole mountain of people who were there to support me. It was a team effort.”

The first iteration of the new prosthesis, like the walking leg, had a hip and knee joint. With the prosthesis in place, Kuenzi and White hooked Lychik up in a harness that runs along a track of about 40 feet, part of the training apparatus for people learning to use leg prostheses.

“He was able to do some running on that, but it was pretty obvious that that setup wasn’t going to work because it was too unstable” with the articulation of the knee and hip, Kuenzi said. “First we took the knee out and just made it a straight leg, and then eventually took the hip joint out, too, and bolted the pylon to the socket. That really looked kind of like a pogo stick, and functioned like one, too.”

It resulted in a gait that was almost stride-bounce-stride.

“He’d have to swing it out to the side to clear the ground,” Kuenzi recalled. “And all this time he’s having to use his core muscles, his abdomen and his upper body to stabilize his trunk and move it, doing a pelvic tilt every step.”

That’s why Lychik had been lifting weights.

“What really amazed me about his progress was that within a week of getting this leg, he ran a mile in, like, nine minutes,” Lychik said.

To me, that’s unheard of. I asked him, and he said he’d been doing super sets – he’d trained himself with power-lifting strategies with his good leg, his torso and his arms. There was nobody here who was pushing him. He totally did it on his own, and he was ready.

“I set out for a run in the evening, and I was wearing a black hooded sweatshirt and it was very foggy. I was determined, and I knew where I was going with my life. At that moment, I stopped, I had tears in my eyes,” Lychik said.

“I realized that this was me living what I once saw, envisioned in the hospital, when I was trying to reach out for the impossible.”

Army-Baylor leadership adds high-reliability science to graduate program

By Dr. Valcia Dunbar
Army Medical Command
Public Affairs

The Army-Baylor University Graduate Program in Health and Business Administration is transforming its curriculum with the introduction of high-reliability science.

The area of study will be a key component of the program's homeland security, hospital preparedness, quality and operations management curricula.

"High-reliability healthcare is a key initiative of the Institute of Medicine, the Agency for Health Research and Quality and The Joint Commission and is gaining momentum nationwide as a viable

approach to 'zero preventable harm,'" said Col. Linda Fisher, Ph.D., Army-Baylor Program assistant professor and curriculum committee chair.

"Army-Baylor leaders place high reliability within the framework of readiness and its relationship to healthcare administration appropriately rests in the area of hospital preparedness, disaster response and mitigation," Fisher added.

Army Surgeon General Lt. Gen. Patricia Horoho is championing high-reliability healthcare throughout military medicine and the nation's healthcare system.

During an address to a cross section of private and public sector, indus-

try, and academia attending the Association of the U.S. Army Hot Topic Medical Symposium Sept. 10, Horoho espoused her vision of a safety culture achieved through high-reliability practices and the pursuit of zero preventable harm.

"Advancements in Army Medicine are an important part of our healthcare and our ability to continue to improve," said Horoho to the audience of more than 300 leaders from the U.S., Canada and the United Kingdom.

"At the heart of our pursuit of excellence is a culture of patient safety and becoming a Highly Reliable Organization. We must not accept anything other than zero harm,"

Horoho said. "To achieve zero harm, we will do a deep dive into the principles of high reliability."

High-reliability science is grounded in crisis research and puts forth the argument that catastrophes may be prevented through leadership and cultural practices that seek to achieve zero error.

Practitioners argue that human error is unavoidable. However, high-reliability organizations are associated with the elimination of foreseeable error through application of five broad concepts: sensitivity to operations, reluctance to simplify, preoccupation with failure, deference to expertise and resilience. HROs require proactive leaders that

can develop a collective culture that is sensitive to small changes in the environment and seek to correct them before a crisis happens.

Developing the skills and leadership characteristics that can achieve HRO levels of organizational performance has been a primary focus of the Army-Baylor Program over the past year.

Army-Baylor students engaged in a two-hour introduction and discussion on the principles of high-reliability healthcare Sept. 11 and will continue their development of HRO concepts in the spring as part of the quality and operations management courses taught by Lt. Col. Brad Beauvais and Lt.

Col. Jason Richter.

Students not only learn the basic concepts of the High Reliability Organization, but are exposed to the skills necessary to transform a poor performing organization. Students learn the application of strategic alignment tools, cultural development strategies as well as process improvement, employee engagement and customer relationship management methodologies.

Ultimately, Army-Baylor students will be expected to be the critical thinkers and senior leaders of Military Healthcare System facilities. The ability to synthesize these skills

See BAYLOR, P17

Program helps service members correct errors, save money, ease debt

By Lori Newman
Military & Family Readiness
Center Marketing Specialist

Two service members recently came to the Joint Base San Antonio-Fort Sam Houston Military and Family Readiness Center seeking help to alleviate some big financial debt.

Army Staff Sgt. Leslie Shears came to the Financial Readiness Program back in May because he had a debt on his record due to his household goods being over its weight allowance when he moved back to the United States from Germany.

"I tried to adjust my finances to deal with the debt effectively, but when I looked at it long term I realized that I couldn't," Shears said.

"It was starting to create a financial hardship for him to make his

payments, so we talked about creating a remission application to ask the government to waive the debt," said Candace Hillard, MFRC community readiness consultant.

With Hillard's help, Shears turned in the paperwork for debt remission and the government waived the remaining portion of the debt.

Hillard also helped Shears create a budget to help manage his expenses.

"She broke it down to the 'nitty-gritty' for me. I immediately made some changes and those simple changes put \$371 a month back into my account," Shears said. "Now I'm in a better financial position; so before I make any changes I'm going to seek Hillard's guidance first to make sure I'm on track."

Navy Petty Officer 1st Class Frank Leach also

had a huge amount of debt – about \$23,000 – due to a mix up regarding his eligibility to receive housing allowance, because he got married during his deployment.

"I was paying off the debt, but they were taking big chunks at a time," Leach said. "It was a complete nightmare. I was lost on what to do next in order to resolve the issue."

Leach knew he needed help. "Hillard took immediate action," he said.

"When we sat down and started looking at his leave and earnings statements, it was clear to me, because of my finance background, that they were not correct," Hillard said.

"We researched the regulations and examined his past leave and earnings statements and were able to identify where they had misidentified



Photo by Robert Alexander

Navy Petty Officer 1st Class Frank Leach (left) goes over his budget with community readiness consultant Candace Hillard Sept. 22 at the JBSA-Fort Sam Houston Military & Family Readiness Center.

his overseas housing allowance, taking it back at a time where he was authorized that money," she said.

"I worked with him and went down to Navy Personal Support Detachment and spoke with the military pay office to initiate an audit of his pay records," Hillard said. "They validated that the pay had been erroneously

deducted and they owed him a large amount of money."

In the end, Leach received about \$36,000.

"It's a feel-good situation because we could help them," Hillard said. "There have been others in the same situation, but they haven't been for this large of an amount."

There are a number of services financial

readiness can provide to military members, their families and Department of Defense civilians.

The financial readiness staff at any of the JBSA Military & Family Readiness Centers can help with budgeting, getting credit scores and credit reports or help with security clearance paperwork for those having financial issues.

"We talk to them about investment options, major purchases like buying a home or car, about saving money and creating an emergency savings account," Hillard said. "Just about anything that deals with money, we can try and help them do better."

For more information or to set-up an appointment with financial readiness, call 221-2705 at JBSA-Fort Sam Houston, 652-5321 at JBSA-Randolph or 671-5321 at JBSA-Lackland.

Conservation tips help JBSA community save water

By Ruben Ramos
JBSA Randolph Base Energy
Manager

According to the Federal Energy Management Program, while two-thirds of the Earth's surface is water, less than one-half of one percent of that water is available for human consumption.

As the U.S. population increases, so does water use and the need to conserve water. In the city of San Antonio and its surrounding areas, water has become a valuable commodity due to the growing population.

In an effort to help

conserve water, Joint Base San Antonio has conscientiously been involved in the reduction of water pumped from the Edwards Aquifer by initiating water conservation projects throughout the joint base and utilizing effective water management technologies.

Water conservation efforts such as water efficient landscaping, waterless urinals, low flow water fixtures, purchasing recycled water for irrigation and cooling, and adhering to the JBSA Water Conservation Plan's best management practices have contrib-

uted to JBSA's water conservation program.

With the shortage of rain fall in the San Antonio area and over the Edwards Aquifer recharge zone during the past two summers, water usage from the aquifer has become a hot topic.

As a federal installation, JBSA complies fully with any imposed drought restrictions and cooperates with the State of Texas and the U. S. Fish and Wildlife Service to insure compliance with all regulations.

Water conservation is the most cost-effective and environmentally sound way to reduce

demand for water. This stretches supplies farther and protects endangered species in the Edwards Aquifer.

The following are some simple water conservation tips that everyone in the JBSA community can follow to help preserve the water supply:

- Verify that facilities are leak-free. If there is a leaky faucet or pipe, report it to the facility manager for correction. A faucet dripping at the rate of one drop per second can waste 2,700 gallons of water per year.

- Avoid unnecessary toilet flushes. Dispose of

tissues, insects and other such items in a trash receptacle rather than in the toilet.

- Take shorter showers.

- Turn off the water while shaving or face washing. Brush your teeth while waiting for the water to get hot for face washing or shaving.

- Try to wash full loads when doing laundry and properly set the water level for the size of the load.

- Store drinking water in a refrigerator rather than letting the tap water run to get a cool drink of water.

- Report if the toilet

handle sticks in the flush position.

- Don't run the hose while washing the car. Use a bucket of water and a quick hose rinse at the end.

- Run full loads in the dishwasher.

- Don't water the sidewalks, driveway or gutter. Adjust your sprinklers so water lands on the lawn or garden where it belongs.

For more information about energy conservation, call JBSA Base Energy Managers at 671-1537 for JBSA-Fort Sam Houston, 671-4750 for JBSA-Randolph and 671-0252 at JBSA-Lackland.

U.S. MILITARY REPRESENTATIVES MEET NATIONAL HISTORICAL PARKS MEMBERS TO RECEIVE PASSES



Photo by Ed Dixon

Marine Sgt. Dawn Casiano signs her "America the Beautiful" National Parks Pass during a Public-Private partnership meeting Oct. 7 in the 502nd Air Base Wing conference room at Joint Base San Antonio-Fort Sam Houston, while Spec. Torrie Johnson, Hospitalman Yosman Rodriguez and Airman Jessica Carie look on. Mardi Arce, (second from right) superintendent of the San Antonio Missions National Historical Parks and Anna Martinez-Amos, (far right) also with the San Antonio Missions National Historical Parks came to present the passes to representatives of each of the military branches. The passes, which are free to U.S. military members and the dependents of deployed U.S. military members, can be obtained by presenting a military identification card at most federal lands that charge an entrance fee. For more information on the pass or how to obtain a pass, go to <http://store.usgs.gov/pass/index.html>.

JBSA-Fort Sam Houston mailroom cuts down on junk mail

By David Vergun
Army News Service

In an effort to cut down on unsolicited mail, known as "junk mail," and save on postage used to forward mail to Soldiers who have transferred, some installation mail rooms, including Joint Base San Antonio-Fort Sam Houston, have subscribed to a no-fee service known as Waste-Free Mail, according to Tommie Kelley, manager, Military Postal Service Agency, Arlington, Va.

Kelley emphasized that since this is a private company, he is not at liberty to officially endorse the service for other installations not using the service, but it is available to them if they wish to cut down on unwanted mail that can cost time and man-hours for the workers.

Michael Sanders,

founder of the company and a former postal service employee, said he is not aware of any other company offering this service. His service is offered at no charge to the military, and the money he makes is from businesses that pay him for stopping undeliverable mail.

Stopping mail from going to Soldiers who don't want it or have transferred or left the Army actually saves the businesses the cost of doing mass mailings, so it's a win-win for the businesses, his company and the Soldiers.

Sanders said that about 1.5 billion pieces of official and personal mail are processed annually through military mail rooms, serving nearly three million Service members and civilians across the Defense Department.

Of note, he said, more than 75 percent of commercial mail going to these installations is undeliverable, mainly because the address of the recipient has changed.

Soldiers on installations not subscribing to this service are free to contact the company themselves if they want to be removed from business mailings or desire instead to receive their unsolicited business mail digitally, Sanders said.

Find them on line at <http://www.WasteFree-Mail.com>. Enter access code, DEMD-ZRDT-YQMX for a demo.

Soldiers transferring to a new duty station would stop mail from going to their old military address, not their personal residence. The post office has forms for residential change of address.

JBSA competitors take medals at 2014 Warrior Games

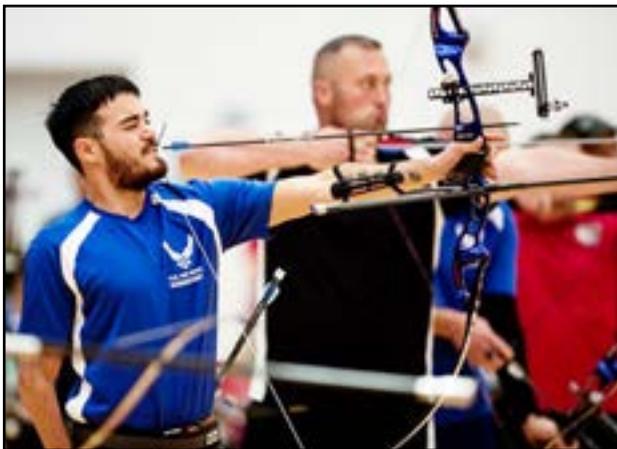


Photo by Airman 1st Class Scott Jackson

Retired Air Force Staff Sgt. Daniel Crane aims at his target in an archery qualification round during the 2014 Warrior Games Oct. 1 at the U.S. Olympic Training Center in Colorado Springs, Colo. The Warrior Games consist of athletes from the Defense Department, who compete in Paralympic-style events for their respective military branch. The goal of the Games is to help highlight the potential of warriors through competitive sports.

Front page photo: Tech. Sgt. Lara Ishikawa warms up in the pool prior to the 2014 Warrior Games. Ishikawa is a cancer survivor and a competitor in the Ultimate Champion, a pentathlon-style event.

Photo by Mike Morones

Members of Joint Base San Antonio team of nine warriors recently competed in the 2014 Warrior Games in Colorado Springs, Colo. Out of the more than 200 warriors who competed, U.S. Air Force Tech. Sgt. Lara Ishikawa finished second in the Ultimate Champion competition.

Participant awards:

Air Force

Tech. Sgt. Lara Ishikawa

- 2nd place, Ultimate Champion
- 1st place, Women's 100m dash
- 5th place, Women's Open Bicycle (20km)
- 8th place, Female Rifle prone

Tech. Sgt. Leonard Anderson

- 1st place, Men's 100m Freestyle (S8)
- 2nd place, Men's 50m Backstroke
- 2nd place, Men's 50m Breaststroke (S8 class)
- 2nd place, Men's 100m Freestyle (S8)
- 3rd place, Rifle prone

Retired Staff Sgt. Daniel Crane

- 2nd place, Recurve bow
- 8th place, Rifle Prone

Retired Capt. Sarah Evans

- 2nd place, Women's 50m freestyle (S8, 9 and 10)
- 3rd place, Women's 50m Backstroke (S8, 9 and 10)

Staff Sgt. August O'Niell

- 1st place, Men's 50m Backstroke (S5, 7 and 9)

- 1st place, Men's 100m Freestyle (S7 and 9)
- 1st place, Men's 50m Breaststroke (S8 class)

Scott Palomino

- 2nd place, Men's Shot Put 43/44
- 2nd place, Men's Discus Throw 43/44

Staff Sgt. Seth Pena

- 1st place, Pistol
- 18th place, Compound bow

Army

Sgt. 1st. Class Jorge Avalos,

- 1st place, medal Cycling

Staff Sgt. Brian Boone

- 2nd place, Relays (swimming)
- 2nd place, (wheelchair basketball)
- 3rd place, 50m Breaststroke (swimming)
- 3rd place, (sitting volleyball)

1st. Lt. Kelly Elmlinger

- 1st place, 50m Freestyle (Swimming)
- 1st place, 100m Freestyle (Swimming)
- 1st place, 50m Backstroke (Swimming)
- 2nd place, 100m (Track and Field)
- 2nd place, 200m (Track and Field)

- 2nd place, 400m (Track and Field)
- 2nd place, 1500m (Track and Field)

Master Sgt. Rhoden Galloway

- 1st place, 50m Backstroke Open (Swimming)
- 2nd place, 50m Freestyle Open (Swimming)
- 2nd place, 100m Freestyle Open (Swimming)
- 2nd place, Relays (Swimming)
- 3rd place, Rifle Prone Open (Shooting)
- 3rd place, Rifle Standing Open (Shooting)

Sgt. 1st Class Katie Kuiper

- 1st place 1500m (Track and Field)
- 1st place (Cycling)

Staff Sgt. Delvin Maston

- 2nd place, (Wheelchair Basketball)
- 3rd place, (Sitting Volleyball)

Sgt. 1st Class Michael D. Smith

- 1st place, 100m (Track and Field)
- 1st place, 200m (Track and Field)
- 1st place, 400m (Track and Field)
- 1st place, Shot Put (Track and Field)
- 1st place, Discus (Track and Field)
- 2nd place, Relays (Swimming)
- 3rd place, 50m Backstroke (Swimming)

OKTOBERFEST 2014 KICKS OFF FRIDAY, SATURDAY



Put on your lederhosen and dust off your dirndl for the Oktoberfest 2014 celebration at the parking lot across from the JBSA-Fort Sam Houston Military & Family Readiness Center, building 2797, from 4-11 p.m. Friday and from 3-10 p.m. Saturday. Patrons can enjoy an authentic Biergarten where the keg will be tapped at 6 p.m. Friday. There will be German beer on tap, as well as festive foods, including bratwurst, pretzels and wienerschnitzel. Entertainment provided both nights by OMG Sounds, with live music from 5:30-7:30 p.m. Friday by Beethoven Maennerchor and then Mario Flores and the Soda Creek Band from 7:30-10:30 p.m. Saturday, enjoy watching the Harlequin Dinner Theatre cast, as well as music by Beethoven Maennerchor from 5-6 p.m. and Texas Tide from 6-9 p.m. Children will be able to enjoy the children's activities tent. There will also be an inflatable obstacle course, the Rocky Mountain Climbing Wall, a bungee run and the game truck will be on site with 20 game stations. The event is open to the Joint Base San Antonio community with free admission and parking. This event is sponsored by the 502nd Force Support Squadron, the Gunn Automotive Group, Air Force Federal Credit Union, Security Service

File photo

Federal Credit Union, Fletcher's Jewelers, Broadway Bank, Silver Eagle Distributors and AT&T. No federal endorsement of sponsors intended.

MICC GYM OPENS AT HEADQUARTERS BUILDING



Photo by Ryan Mattox

Army Master Sgt. Nancy Hernandez, deputy commandant for the Mission and Installation Contract Command, exercises on the treadmill Oct. 2 during the opening of the new fitness center at the MICC headquarters building at 2219 Infantry Post Road on Joint Base San Antonio-Fort Sam Houston. MICC commandant Greg Walker and his team procured more than 100 pieces of equipment at no cost to the command. The team worked extensively with Joint Base San Antonio gym staffs to transfer new or slightly used exercise machines valued at more than \$150,000 and saved the government \$135,000.

CST from P3

devices, to the search, to contact with the command post. At each step, Brooks or Hernandez answered questions about proper procedures, such as marking the door to indicate the team had moved through it, or how to notate each cleared area.

For Brooks and Hernandez, this was more than training; this was an evaluation of all the hard work and preparation in the past year – not just theirs individually, but the Austin-based civil support team as a whole.

“Right now, we’re watching to make sure they’re doing it right,” said ARNORTH evaluator Anthony Elmore. “With tightly-controlled doses of reactive chemicals to set off the detection equipment, the realism is increased.”

The evaluation is to certify to the National Guard Bureau that the CST is proficient in standardized incident response procedures.

“The gases make it harder, gives them a time-constraint,” Elmore said as his fellow evaluator hooked up a detector to a clear bag containing reactive gas. “These guys have to make real-time decisions, just like they would in real life. There’s not a lot of time to sit and think about it. It’s not going to hurt anyone, but it makes it a lot more realistic.”

Neutralizing the threat might seem like the biggest hurdle to clearing a site, but for Brooks, just finding the object can

be daunting.

“It’s not always easy to find. There’s a lot of room out there to hide in,” Brooks said, gesturing to the theater and surroundings.

After finding and clearing the hazard, Brooks and Hernandez head outside to the technical decontamination area, manned by Sgt. 1st Class Kelly Goering, another CST member suited up in a tan plastic suit with a bright blue oxygen tank on her back. The technical decontamination area is for the responders, Goering said, rather than larger numbers who might have been affected.

“We’re trying to get the Soldiers out of the affected suits without contaminating them, or spreading any more contamination, as we do it,” she said.

In the entrance to the decontamination tent, Hernandez slipped his boots off, scrubbing down with water while standing in a large rubber catch basin. Coming out of the tent, Goering swabbed his suit, testing it for remaining residue. The suit was slit open and folded down on itself open so Hernandez could exit without contamination from the outside of the suit.

Still wearing an oxygen tank and face mask, his clothing soaked with sweat from the heat inside his suit, Hernandez waited to one side while Brooks followed the same procedure, then both headed off to the medics to get a post-mission checkup.



Photo by Army Staff Sgt. Jennifer D. Atkinson

Sgt. 1st Class Kerry Goering (right) slits Sgt. Jared Brooks' hazmat suit open so he can exit at the technical decontamination station. The evaluation certifies the 6th Civil Support Team with both the National Guard Bureau and the state of Texas as proficient in incident response procedures and protocols.

ARNORTH evaluators nearby watched each step closely, making sure Goering cleared each Soldier to proceed to the next step.

The bright orange suits are “Level A” suits, rated for vapors. Goering’s was a “Level B” suit, rated for splashing hazards.

“Ideally, the vapor would have dissipated between the buildings and here, so that’s not really a threat to me,” she said. “But if it hasn’t and it gets in the water, the Level B suit protects me.”

The CST isn’t just about detecting threats, said Col. Lee Schnell, commander of the 136th Maneuver Enhancement Brigade.

“Their capabilities

are as sophisticated as any out there, especially the mobile lab. It’s as good as anything you’ll find at a university or college.”

Although there were no civilian partner agencies on site for the evaluation, the CST is closely integrated with the first responder community.

“This team gives smaller communities a resource they might not have access to normally,” Schnell said. “Larger cities have fire departments with the equipment, but little towns don’t, so we can help them if they need it.”

“If I had one thing to tell someone about the CST,” he said, “it’s that they’re professionals – just absolute professionals.”

INSIDE THE GATE

Student Ultimate Disc Tournament

The Fitness Center on the Medical Education and Training Campus holds a Student Ultimate Disc Tournament at 9 a.m. Nov. 1 at the Pershing Ball Park. This is a free event for METC students and all letters of intent must be received no later than Oct. 27. The LOI must be signed by the organization/unit commander or sports advisory representative. All teams must play within their unit or organization. Call 808-5710 or 808-5707.

2015 CYS Sports Youth Basketball Program

Registration for the CYS Sports Youth Basketball Program begins Nov. 3 at Parent Central, building 2797, with games starting the first week of January 2015. This event is open to all Department of Defense youth ages 3-15. Participants must have a sports physical covering the full season to register. Instructional basketball will be offered for youth ages 3-4 for \$45, while ages 5-15 can enjoy

basketball for \$65. This event is sponsored by The Gunn Automotive Group and no federal endorsement of sponsor implied or intended. Call 221-4871.

Turkey Trot 5K Fun Run

The Fitness Center on the Medical Education and Training Campus is holding a pre-Thanksgiving Turkey Trot 5K Fun Run at 9 a.m. Nov. 15, starting at the JBSA-Fort Sam Houston Aquatic Center parking lot. This fun run is free and open to all Department of Defense ID cardholders. No registration required. Call 808-5713 or 808-5709.

Tuition Assistance Changes

Military tuition assistance is no longer paying fees. Tuition assistance requests must be approved before the start date of the class. Soldiers should request tuition assistance at least 10 days prior to course start date in order to allow approval. Requests submitted less than 10 days prior to course start date may not be funded by GoArmyEd. For more information, call 221-1738.

Positive Parenting

Monday and Oct. 27, 1:30-3 p.m., JBSA-Fort Sam Houston Military & Family Readiness Center, building 2797. Three-part

class will discuss what to expect from an infant and toddler and will help parents learn about the stages of child development. Call 221-0349 or 221-2418.

Couple's Enrichment

Monday and Oct. 27, 4-6 p.m., JBSA-Fort Sam Houston Military & Family Readiness Center, building 2797. Three-part class centers on reconnecting with partners. Part one is about gender differences and communicating effectively, part two focuses on commitment and part three strives to enhance intimacy. Call 221-0349 or 221-2418.

Oktoberfest/Domestic Violence Awareness Month 5K Fun Run

The JBSA-Fort Sam Houston Jimmy Brought Fitness Center is partnering with the Family Advocacy Outreach Program to host a fun run at 8 a.m. Oct. 25. All participants can show their awareness of domestic violence by wearing purple. If possible, everyone is asked to bring some gently used linen (sheets, pillow cases, towels, blankets) as a donation for the Battered Women and Children's Shelter. This event is open to all Joint Base San Antonio Department of Defense ID cardholders. For more information, call 221-1234.

2014 Navy Birthday Ball 5K Run/Walk

The 2014 Navy Birthday Ball 5K Run will be held at 8:30 a.m. Saturday at the South Side Lions Park East Pavilion 4, 3100 Hiawatha in San Antonio. Race day registration and packet pick-up is from 7 to 8:15 a.m. All runners and walkers are welcome. Price is \$25. Register at https://www.thedriven.net/driven_race_reg/eid/1154015689.

firearms training workshop from noon to 8 p.m. Friday at the SAPD Range, 12200 Southeast Loop 410 in San Antonio. Sign in is at 11:30 a.m. This program is intended for firearms instructors, tactical officers, military and law enforcement assigned to specialty details/assignments. Register online at <http://www.LSLTour.com>.

OUTSIDE THE GATE

Free Firearms Training Workshop For Law Enforcement And Military

The San Antonio Police Department is holding a free accredited

CORRECTION

In the Oct. 3 edition of the paper, there was a report that contained incorrect information regarding the court-martial of Tech. Sgt. Kathryn Thomas, 344th Training Squadron, JBSA-Lackland. The correct information regarding her court-martial is as follows: Thomas was tried by a special court-martial Aug. 11-14 at JBSA-Lackland. She was charged with one charge and 29 specifications of unauthorized debit card purchases in violation of Article 121, Uniform Code of Military Justice, regarding allegations that she used for personal purposes the debit card of an organization dedicated to providing services for the benefit of training students. Thomas pled not guilty to all specifications but was found guilty of 36 of the specifications and not guilty of the remaining three. She was sentenced by a panel consisting of officer and enlisted members to confinement for 4 months, to a reduction to the grade of E-3, and to forfeit \$400.00 of her pay per month for 10 months.



Celebrate America's Military 2014 events

The 2014 schedule for Celebrate America's Military in San Antonio has been released by the San Antonio Chamber of Commerce.

Since 1970, the San Antonio Chamber of Commerce has organized an annual tribute to our nation's military. Known as "CAM," the two-week celebration includes numerous events hosted by organizations across San Antonio.

During CAM, the San Antonio community expresses appreciation to the men and women who serve and have served. It is one of the oldest and largest community-wide celebrations of the military throughout the U.S. and why San Antonio is known as "Military City USA."

Oct. 30, 5:30-7 p.m.: Senior Enlisted Appreciation Reception, VFW Post 76, 10 10th St., San Antonio. Invitation only.

Oct. 31, 7-9 a.m.: Navy League Breakfast, Fort Sam Houston Gold Club, 1050 Harry Wurzbach Road. Call 808-9605 or visit <http://www.navyleaguesa.org>.

Nov. 1, 9 a.m. to 2 p.m.: Patriots' Casa Grand Opening, Texas A&M University San Antonio, One University Way. Call 784-1175 or visit <http://www.tamusa.tamusa.edu>.

Nov. 3: Birdies For The Brave golf tournament, JW Marriott San Antonio Hill Country Resort & Spa, 23808 Resort Parkway. Reservations and tickets required.

Nov. 4, 7-9 a.m.: Air Force Association Combat Breakfast, Kendrick Club, building 1039, Joint Base San Antonio-Randolph. Sponsored by Alamo Chapter of the AFA, breakfast features a tribute to the wounded service men and women who have put themselves in harm's way in defense of freedom. Reservations and tickets required.

Nov. 4, noon to 1 p.m.: Employer Support for the Guard & Reserve "Salute to Bosses" luncheon, Double Tree Hotel, 502 W. Cesar E. Chavez Blvd. The San Antonio Area of the Texas ESGR Committee hosts an annual luncheon to recognize local employers, nominated by their employees, as businesses that go above and beyond supporting employees meeting their military

obligations in the National Guard or Reserve. Reservations and tickets required.

Nov. 5, 11:30 a.m. to 1 p.m.: Downtown Rotary Club Armed Forces luncheon, The Bright Shawl, 819 Augusta St. For Fortarians and invited guests.

Nov. 6, 6:15-9 p.m.: Spirit of America dinner, JW Marriott San Antonio Hill Country Resort & Spa, 23808 Resort Parkway. The Chamber's Spirit of America Dinner pays tribute to the men and women of our nation's military. The evening includes recognition of active duty military and veterans and an address by Vice Adm. William "Bill" Moran, Deputy Chief of Naval Operations. Reservations and tickets required.

Nov. 7, 7 p.m.: University of the Incarnate Word Cardinals vs. U.S. Air Force Academy Falcons men's soccer, Benson Stadium, 4301 Broadway. UIW hosts Air Force Academy. Free admission for military with ID and their families.

Nov. 8, 2 p.m.: University of the Incarnate Word Cardinals vs. McNeese State University women's volleyball, McDermott Convocation Center, 4301 Broadway. Military and their families receive free admission with their military ID. Parking is free with military ID.

Nov. 8, 8:30-10:30 a.m.: Military City USA "Thank You" Run, Brooks City Base, 2510 Kennedy Circle. There is a \$30 registration fee for the 5K family fun run for adults, children, teams and corporate groups. Wounded warriors run free. Call 354-5164 or visit <https://runsignup.com/sathankyourun>.

Nov. 8, 10 a.m. to noon: U.S. Military Veterans Parade and wreath laying, 300 Alamo Plaza. Line the downtown streets and wave your American flag, showing your pride as you honor those veterans, past and present, who served or serve to defend our freedom and our nation. Visit <http://usmvpa.com>. Free and open to the public.

Nov. 8, 7:30 p.m.: San Antonio Spurs vs. New Orleans Pelicans, AT&T Center, One AT&T Parkway. The Spurs will host a Veterans Day celebration game for active duty and retired military service members. Visit <http://www.attcenter.com>. Game-day ticket required.

BAYLOR from P11

and those developed at their diverse residency locations at UCLA, Kaiser Permanente, the Mayo Clinics, Massachusetts General Hospital, Johns Hopkins and others will help drive higher levels of organizational performance in the future.

The Army-Baylor University Graduate Program

in Health and Business Administration was created in 1947 as one of the first formal healthcare administration education programs in the country. Located at Joint-Base Fort Sam Houston, Army-Baylor University has been the home of executive healthcare leadership development for more than six decades.

The Army-Baylor

Master of Health Administration program is ranked No. 11 in the nation according to the U.S. News and World Report. More than 2,600 program alumni have served the country as healthcare leaders in both the federal and private sector.

For more information about the program, visit <http://www.baylor.edu/graduate/mha>.