



# WINGSPREAD

JOINT BASE SAN ANTONIO-RANDOLPH

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A photograph of several airmen in camouflage uniforms sitting around a table in a meeting room. One airman in the foreground is looking towards the camera.

## Performance paramount to career advancement

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**COMMENTARY****HONOR GUARD SERVICE****Funeral, ceremonies impactful**

By Senior Airman Lincoln Korver

Joint Base San Antonio-Randolph Public Affairs

After performing more than 100 ceremonies with the Joint Base San Antonio Base Honor Guard and serving as a trainer for two new flights, I never would have guessed how the last funeral would emotionally impact me.

Being a member of an honor guard detail and seeing heartbroken people on a daily basis can affect a person in many ways, which is why balance plays such an important role in being an honor guard member.

When Airmen accept such a job, the ability to take on their mission without allowing it to wear on them or becoming hardened to the reality they are dealing with is imperative.

An average funeral with military honors consists of seven honor guardsmen – one NCO in charge of pallbearers, five additional flag folders and one NCO in charge of the firing party.

Since honor guard membership does not depend on rank, rather on the Airman's experience, any member can perform in any capacity despite the title of NPB and NFP.

Having been the NPB for more than 30 funerals, I was excited to find out I would be serving in that capacity for my last funeral. Although the word "excited" when used in the context of being in a funeral may seem morbid to some, being chosen to lead was a responsibility I was honored to accept.

The next morning, my team gathered at JBSA-Randolph, packed the van with all of our gear and then headed to Houston. When we arrived at the cemetery, we put our uniforms on and made our way to the gravesite.

As we stood in formation while the family approached the gravesite, the daughter of the deceased Airman quietly walked up to my team and began to say, "Thank you so..." She was in too much pain to finish her sentence, but we knew exactly what she was trying to say.

It's moments like these when honor guardsmen are reminded exactly why they are wearing the ceremonial uniform.

The next five minutes were flawless. My team's motions were crisp, delib-



Photo by Joel Martinez

Left to right: Joint Base San Antonio Base Honor Guard members Airman 1st Class Martijn Van Berk, Senior Airmen Lincoln Korver and Antonio Montalvo prepare to fire three volleys during the 41st Freedom Flyer Reunion wreath-laying ceremony March 28 at JBSA-Randolph.

erate and I couldn't have been more proud to be alongside such an incredible group of Airmen.

As I stood at the position of attention holding the freshly folded American flag against my chest, I silently observed my team face away from me in unison and march to their designated location.

Upon the firing party's completion of three volleys, it was impossible not to put myself in the shoes of the family members as I heard their cries while the bugler sounded taps.

My cue to perform the final portion of the funeral came when the final note of the unmistakably somber song began its decrescendo.

I then walked toward the seated daughter and when I was one pace away, I stepped forward and slowly knelt down to her eye level.

As I extended my arms forward for her to grip the flag, I said to her, "Ma'am, on behalf of the president of the United States, the United States Air Force and a grateful nation, please accept this flag

as a symbol of our appreciation for your father's honorable and faithful service."

Once I stood up, I resumed the position of attention and gave the flag a final salute.

To many people, the flag is often treated as the last tangible piece of their loved one – this woman was no exception. Immediately after I lowered my salute, the woman hugged the flag as tears rolled down her face.

"This is why we're here," I thought to myself.

Walking away from the committal was a moment, I believe, I will always remember.

Although no military career goes without a few bumps in the road, honor guard taught me to cherish the Air Force family, a family I joined two months after my 18th birthday.

As my enlistment nears its end and I prepare to rejoin the civilian world, I know I will always be proud of the person the honor guard and the Air Force has helped me become.

**ON THE COVER**

Senior Airman Jonathan Lindstrand, 502nd Security Forces Logistics Support Group administrative specialist, receives feedback from his supervisor Aug. 4 in the "Taj" at JBSA-Randolph. Air Force officials announced a series of changes to the Enlisted Evaluation System intended to ensure the Air Force makes job performance the driving factor in evaluations. For the complete story, see page 7.

Photo by Airman 1st Class Stormy Archer

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**Joint Base San Antonio-Randolph  
Editorial Staff**

**Brig. Gen. Bob LaBrutta**

502nd Air Base Wing/JBSA Commander

**Todd G. White**

502nd ABW/JBSA Public Affairs Director

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Editor

**Airman 1st Class Kenna Jackson**

**Airman 1st Class Stormy D. Archer**

**Robert Goetz, Alex Salinas**

Staff Writers

**Maggie Armstrong**

Graphic Designer

**Wingspread Office**

1150 5th Street East

JBSA-Randolph, Texas 78150

Phone: (210) 652-4410

**Wingspread email**

randolphpublicaffairs@us.af.mil

**Wingspread Advertisement Office****EN Communities**

P.O. Box 2171

San Antonio, Texas 78297

(210) 250-2440

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## JOINT BASE SAN ANTONIO-RANDOLPH MISSION PARTNER

# Horner bids farewell to Air Force Recruiting Service



Photo by Johnny Saldivar

Maj. Gen. John P. Horner is flanked by his wife, Heather, and his mother, Mary Jo, after the two women pinned on the general's second star July 25 at the Parr Club at Joint Base San Antonio-Randolph. The former Air Force Recruiting Service commander is now deputy director of the Defense Threat Reduction Agency at Fort Belvoir, Va.

By Annette Crawford

Air Force Recruiting Service Public Affairs

As Maj. Gen. John P. Horner looks back on his nearly two years as commander of Air Force Recruiting Service, his admiration for the people who make things happen is evident.

"I have a profound respect for the folks in this command, in particular our NCOs who are the subject matter experts on all things recruiting," he said. "The Air Force is in good shape. It starts with recruiting the best and then retaining them and I think Recruiting Service continues to do a wonderful job of inspiring, attracting and accessing Airmen for the world's greatest Air Force."

Horner, who received his second star in a frocking ceremony July 25, left AFRS to become the deputy director of the Defense Threat Reduction Agency at Fort Belvoir, Va. He'll be the senior military officer at the agency that's charged with reducing the threat of weapons of mass destruction.

While he's excited about the new mission and returning to Washington, D.C., with his wife, Heather, the general said he will miss recruiting command activities.

"My favorite part of the job was seeing the interactions of the line recruiter with young applicants," he said. "The most inspiring was to see those applicants, either when they took the oath in front of their parents or when they graduated from BMT, and to see that transformation take place, and see what the future of our Air Force looks like at a very early stage.

"That was the most gratifying part of my job – to see our young applicants and know that our recruiters are doing everything possible to set them up for success," he added.

Even though he admits the assignment wasn't anything like he expected it to be, he's pleased with what he was able to accomplish during his time as commander.

See **HORNER P11**

## NEWS

# Deactivation marks end of information era at AFRS

By Annette Crawford  
Air Force Recruiting Service Public Affairs

Air Force Recruiting Service marked the end of an era July 21 when its data information system was powered down in a ceremony. The Air Force Recruiting Information Support System – Legacy, or AFRISS-L, had been the system of record for AFRS since May 3, 1999.

Doing the honors of deactivating was Brig. Gen. John Horner. It was one of the last official acts for the Air Force Recruiting Service commander, who relinquished command July 25 after his promotion ceremony to major general. He is now deputy director of the Defense Threat Reduction Agency at Fort Belvoir, Va.

AFRISS-L was designed to assist recruiters in accessioning qualified people into the U.S. Air Force and Air National Guard. It provided the ability to conduct interviews, manage leads/applicants, produce activity and management reports, provide decision support and allow management to review and process applicant case

files before entering active duty.

AFRISS was initially proposed in 1997 as a Y2K solution to the aging PROMIS II system. While its debut in 1999 was less than spectacular, it did live up to expectations with no Y2K compatibility issues.

However, an unlikely glitch occurred. While management and technicians were busy working on information system capability, no one thought about the Y2K compatibility of the facilities. The single failure in the operation was the cypher lock to the server room which was not Y2K compatible, so a technician had to break into the room through the ceiling to access the equipment and confirm proper operation.

Another challenge that AFRISS-L encountered was also a facility issue. Civil engineers had installed a chilled water air handler in the attic directly above the computer room. The dehumidifier drain wasn't cleaned often enough, which caused water to back up and settle through cracks into the

See DEACTIVATION P13



Photo by Johnny Saldivar

Then Brig. Gen. John P. Horner powers down the server supporting the Air Force Recruiting Information Support System – Legacy application July 21 at Headquarters Air Force Recruiting Service.

## Quality of life issues needed for Armed Forces Action Plan

By Lori Newman  
Military and Family Readiness Marketing Specialist

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

"Whatever the issue, if it affects a service member or their family's quality of life, the AFAP team wants to know about it," said Cindy Lamb, AFAP coordinator. "Because we are a joint base, any military member, family member or DOD civilian can participate in the AFAP process no matter which branch of service they represent or which location they are assigned."

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

Members of all military branches, both active and retired – as well as family members – are invited to participate and help improve the quality of life for all service members and their families.

"Many issues can be addressed at the installation-level," Lamb said. "However, some issues have been sent

*"Because we are a joint base, any military member, family member or DOD civilian can participate in the AFAP process no matter which branch of service they represent or which location they are assigned."*

Cindy Lamb

Armed Forces Action Plan coordinator

all the way up to the Department of the Army and many have resulted in changes to legislation."

Since 1983, 695 issues have entered the AFAP process, resulting in 128 legislative changes, 184 policy changes and 210 improved programs and services. About 90 percent of the issues submitted remain at the local level and affect change to installation programs and services.

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

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

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

"Anyone who has an idea about a policy item that

could change, a quality of life service that could be improved or any other particular service can submit their idea for consideration."

There are many ways to submit issues.

AFAP boxes have been placed throughout JBSA. There are boxes at all the Military and Family Readiness Centers, San Antonio Military Medical Center, the Warrior and Family Support Center and In and Out Processing.

Issues can be submitted via email by scanning the QR code or emailing usaf.jbsa.502-abw.mbx.502-fss-volunteer@mail.mil.

For more information or to volunteer as a delegate, facilitator, recorder, transcriber or issue support, call 221- 9196 or 221-0918, or stop by the Military and Family Readiness Center at 3060 Stanley Road, Building 2797, Joint Base San Antonio-Fort Sam Houston.

## JBSA-Randolph members honor fallen soldier



A motorcycle escort for the remains of United States Army Spc. Donnell A. Hamilton, Jr., was given July 30 at Joint Base San Antonio-Randolph. Hamilton was assigned to the 1st Battalion, 5th Cavalry Regiment, 2nd Brigade Combat Team, 1st Cavalry Division at Fort Hood, Texas. He died from an illness acquired while serving in Ghanzi Province, Afghanistan.

**Photo by Joel Martinez**

# Officials believe museum will inspire Airmen

By Maj. C.K. Keegan  
Air Education and Training Command Public Affairs

Two Joint Base San Antonio-Lackland museums, The Airman Heritage Museum and the Security Forces Museum, will consolidate into the Enlisted Heritage and Character Development Center by October 2014 and will serve as a stepping stone into a larger \$50 million, privately funded museum set to open in 2017.

Both the interim facility and the new multi-million dollar building will be accessible to the public and have a role in the education of every new Air Force recruit going through basic military training.

During the final week of basic, trainees will have classes in the center, meet wounded warriors, navigate scenarios, learn from veterans and see 60 plus years of tradition in one building.

"The center is a part of an Air Force leadership initiative to build character and resilience in Airman by emphasizing positive role models," said Gary Boyd, Air Education and Training Command historian. "One of the most effective means to this end is to reinforce character by leveraging the stories, challenges and examples of successful Airmen who exemplify Air Force core values."

History has shown those Airmen who embodied the core values became more resilient and then inspired others with their sacrifice and service, he said.

Chief Master Sgt. Gerardo Tapia, AETC command



chief, expects the center to instill pride, character and resilience through use of interactive exhibits, re-enactments and special guests to inspire and instruct students. The center will have veterans engage students in scenarios and provide insightful lessons learned from experience.

"We want to leverage the wealth of knowledge available here in San Antonio," Tapia said. "We have distinguished veterans and wounded warriors who can speak from their experiences to instill pride and wisdom into our future Air Force leaders."

Since the museum is open to the public, he expects the museum to have an impact on visiting family members as well as the general public. As an example, Airmen and visitors walk through displays where either a veteran or actor will describe an event in history and then

solicit inputs. The guide then teaches a lesson learned from the event.

"The Air Force's history reaches back to 1907 and our leaders and heroes have fought in countless battles and actions while becoming one of the most powerful forces the world has ever known," Tapia said. "This center is where the public can learn of our resilient Airmen who have paved the way for success the last 100 years."

Some of the people who most exemplify the character traits being infused into our Airmen are the wounded warriors, said Tapia, who has visited several hospitals.

"These Airmen overcome obstacles put in front of them, dust themselves off, and then become a driving

**See MUSEUM P13**

# AF to change enlisted evaluations, promotions

Secretary of the Air Force Public Affairs

Air Force officials announced a series of sweeping changes to the Enlisted Evaluation System and Weighted Airman Promotion System July 31.

The changes are intended to ensure the Air Force truly makes job performance the driving factor and will be implemented incrementally beginning in August 2014 and continuing through early 2016. Additional information and in-depth articles will be made available for each of the major program changes, prior to implementation, ensuring Airmen are knowledgeable of and ready for the changes.

"What gets measured gets done," said Deborah Lee James, Secretary of the Air Force. "We want to make sure performance is the most important thing in every aspect of an Airman's career, so the evaluation process is going to measure performance, and the promotion system is going to emphasize performance."

## Weighted Airman Promotion System

To do this the Air Force plans to make several modifications to the Weighted Airman Promotion System. The current WAPS calculation using the last five Enlisted Performance Reports will be replaced by a model using a maximum of the last three EPRs, placing increased emphasis on an Airman's most recent duty performance. Overall EPR points for WAPS will increase while time-in-grade and time-in-service points will be reduced gradually over the next few years with the goal to remove them completely. Analysis at the end of each cycle

will determine if there are any unintended consequences from these changes.

This same model will be applied to the first phase of a new master sergeant promotion process scheduled for implementation next year. Airmen will complete their WAPS testing and have their test scores combined with their other weighted factors which include EPRs, decorations, time-in-grade and time-in-service points -- until the latter two are eliminated over the next few years. The top 60 percent of Airmen, by WAPS score within each Air Force Specialty Code, will move forward to the second phase, where their records will meet an evaluation board similar to the boards currently in place for our SNCO promotions.

## Enlisted Evaluation System

In addition to WAPS changes, Airmen will see new EPRs and new processes for completing those reports. The Airman Comprehensive Assessment introduced in July built the foundation for these changes by providing a tool and process to improve communication between supervisors and subordinates. Three new EPR forms, which closely parallel the ACA, will be introduced for chief master sergeants, senior noncommissioned officers and technical sergeants and below. The latter two EPR forms will also include a section for promotion recommendations.

"The purpose of the enlisted evaluation system is to accurately document duty performance so we can have honest performance-based discussions with our Airmen," said Air Force Chief of Staff Gen. Mark Welsh.

"Unfortunately, over time the system has become inflated and a great majority of Airmen have become a 'firewall five,' which makes it very difficult to differentiate our very best performers."

Chief master sergeant evaluations will now be accomplished on a unique EPR form intended to capture overall performance and provide the opportunity to recommend chiefs for future roles. The new form will also serve as the senior rater's process to nominate chief master sergeants for the Air Force's Command Chief Screening Board, replacing the current nomination process. Initially, the Chief EPR will be a test form and used only for this year's Command Chief screening board to be held in September, with full implementation in 2015.

To complement the new forms, the Air Force will also modify Enlisted Evaluation System policy. Static, or fixed, annual closeout dates for each rank tied to active duty promotion eligibility cut-off dates will be introduced for all Airmen starting this November. The Air Reserve Components will follow the same static cutoff dates as the active duty but will implement changes over the next 30 months due to biennial reporting requirements. This will eliminate the need for "change of reporting official" evaluations which will be replaced by Letters of Evaluation.

The static closeout dates also support new forced distribution and senior rater stratification restrictions.

See EVALUATIONS P11

# Wilford Hall embraces innovation, enhances health care

By Staff Sgt Christopher Carwile  
59th Medical Wing Public Affairs

The 59th Medical Wing is on a mission to enhance its world-class health services by promoting a climate of patient-centered care and process improvement.

To achieve this positive change, 59th MDW Commander Maj. Gen. Bart Iddins sparked two new initiatives he hopes will inspire and empower men and women at the Wilford Hall Ambulatory Surgical Center and associate medical groups at nearby Joint Base San Antonio-Randolph and JBSA-Fort Sam Houston.

"General Iddins passionately believes in serving the men and women of the United States military and their families with the best health care, regardless of whether they are active duty, Guard, Reserve, retired or family members," said Maj. Janet Blanchard, the 59th MDW's new chief of Business Innovation.

"That's why we are pushing forward with business innovation initiatives. We will be focusing our efforts in several areas – primarily the customer experience and performance improvement," Blanchard said.

The 59th Medical Wing offered seminars throughout July that focused on teaching leaders how to lead innovative change. The seminars were based in part on a concept called the Golden Circle.

The Golden Circle model was developed by Simon Sinek and published in his book, "Start with Why." The book guides leaders with motivating their people by having them ask and find answers to why they are doing what they do at work. The idea is that by starting with the "why" instead of with the "how" or "what," people will gain an appreciation for what they do and find ways to mutually promote success and achieve excellence.

"We don't talk about the 'why' often enough," said Blanchard to several flight chiefs and commanders during a Leading Innovative Change briefing. "It is up to us as leaders to set the conditions for our people to be successful.

"If we concentrate on why we are doing what we do, then it will guide us into making the right decisions. The key, however, is making sure that the 'how' and 'what' are supporting 'why', and not the other way around," she said.



Photo by Staff Sgt. Christopher Carwile

Maj. Janet Blanchard, the 59th Medical Wing's chief of business innovation, briefs flight commanders and chiefs from the 59th MDW July 10 at the Wilford Hall Ambulatory Surgical Center, Joint Base San Antonio-Lackland. Blanchard focused on leading innovative change within the work centers.

To Iddins, the 'why' is clear:

"It's the people we frequently see in our facilities and around base. These are the people we are privileged to take care of, active and retired. These are people who consciously give their lives to save others," he said.

Another initiative being leveraged by Iddins and other wing leaders is the Lean Daily Management system, or LDM. LDM is derived from a system Toyota uses to improve processes and gain optimal efficiency in production.

The 59th Medical Operations Group learned the LDM process from civilian partners at the Baptist Healthcare System. Success with the program has led Iddins to employ LDM throughout all the organizational groups.

"LDM is a tool we use to strategically track our processes and find areas for improvement," said Col.

John Andrus, 59th MDOG commander. Once an area is identified, a goal is set and metrics established until a solution is found on how to make the overall process more efficient."

"Combining the Golden Circle approach with LDM helps us focus on the reasons why we provide medical care, and how we can become more efficient at doing it," Blanchard said. "Ultimately, it's about optimizing patient care and providing outstanding customer service."

"We cannot move forward if we do not empower our people to make the necessary changes," Iddins said.

"We're open to new ideas on what we should be doing to improve the customer experience, ideas that will come from our young Airmen and junior NCOs," he said. "If we are to be successful, as leaders, it's our job to promote and not squash this new way of thinking."

## DOD to implement 3-tier civilian performance appraisal system

By Jim Garamone  
DOD News, Defense Media Activity

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

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

The vast majority of the department's 748,000 civilian employees will come under the system. "An

implementation timeline has not yet been determined," a defense official said, "but the department anticipates a phased implementation."

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

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

back throughout the appraisal cycle.

Currently, a myriad of systems is in place for the department's different services and agencies. Some are pass/fail, and others use three- or five-tiered rating systems. Some tie bonuses to appraisals, while others do not.

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

A key to the system will be the ability to make meaningful distinctions in levels of performance. Officials said the appraisal system will have "an integrated, automated tool that will facilitate performance planning, communication and the appraisal cycle processes."

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

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

# Motorcycle safety depends on preparedness, awareness



Photo by Johnny Saldivar

Dale Owens, 12th Flying Training Wing, rides off base on his motorcycle June 24 from Joint Base San Antonio-Randolph. Proper safety gear such as a Department of Transportation approved helmet, pants made of thick material, a reflective vest and protective footwear ensure the riders safety, thus making them clearly visible to other drivers.

By Alex Salinas  
Joint Base San Antonio-Randolph Public Affairs

Motorcyclists are all but safe on roadways, more exposed than their four-wheeled counterparts, but there are a number of measures they can take to become as protected as possible.

For starters, having on the right gear improves motorcyclists' survival odds in worst-case scenarios.

"High-impact safety visors, breathable riding jackets and long-sleeve shirts, long pants, gloves, durable footwear covering the ankles and a helmet that is at least U.S. Department of Transportation-approved are what every rider should wear," Marvin Joyce, 502nd Air Base Wing safety and occupational health specialist, said.

At night, riders who wear reflective vests and clothing that contrast their motorcycle's color can increase their chance of being seen.

Before hitting the road, riders should also consider the occasion.

"If you're buying a motorcycle, especially for the first time, take time to educate yourself," Joyce said. "Know how often you plan to ride, how far you plan to ride and what kind of terrain you'll be riding on."

A rule of thumb is the longer the distance, the bigger the engine should be, but "talk to other riders, research the manufacturers, take a motorcycle safety course and go on several test drives before purchasing one."

While on the road, obeying speed limits and traffic signs applies to all, but motorcyclists must possess a heightened

awareness since they are more likely to lose control or be overlooked by other drivers.

"Stay out of a vehicle's blind spots, watch your following distance, give yourself extra room to maneuver and drive within your skill level," Joyce said. "Expect the unexpected, (such as) vehicles crossing into your lane or turning in front of you without signaling, debris falling off trucks and sudden stops."

"More than 8 million people visit the San Antonio area each year and many are not familiar with its surroundings," he added. "They're not thinking about you (on the road), so watch out for them."

The key is to drive defensively, but not aggressively.

"If someone cuts you off or exhibits other poor driving behaviors, don't engage with them," Tech Sgt. Travis Yates, 502nd ABW Safety Office NCO in charge of ground safety, said. "Road rage can make you lose focus and awareness, which can lead to more danger."

According to Air Force Instruction 91-207, motorcyclists on Air Education and Training Command locations must wear a DOT-approved helmet; eye protection; protective clothing that includes full-fingered gloves or mittens; and sturdy, over-the-ankle footwear.

The AFI, which was updated last September, no longer requires riders to wear personal protective equipment that incorporates fluorescent colors and retro-reflective material, but it's still encouraged.

In the past year, eight vehicle accidents occurred in AETC; four of them were on motorcycles, all off duty, Joyce said.

## Yearly thunderstorms carry potential danger, damage

By Alex Salinas  
Joint Base San Antonio-Randolph Public Affairs

A thunderstorm that passed through Joint Base San Antonio-Randolph July 15 proved that even small weather incidents can become big forces of nature.

A system called a pulse thunderstorm, which had developed north of San Antonio, rolled through JBSA-Randolph around 2:30 p.m. for 45 minutes, producing winds up to 49 knots, or 56.3 mph, in localized areas – one knot below a severe storm classification – and knocking down two trees.

"This was a short-lived event not caused by a front, but by heating," Mike Brown, 12th Operations Support Squadron weather forecaster, said. "With these storms, heat causes air to rise and eventually collapse. In this case, there was no hail or tornadic activity."

Pulse storms usually produce severe weather for only short periods of time and can generate intense downdrafts of localized air called microbursts, which is similar to activating a leaf blower to the ground, Brown said.

Microbursts are able to topple fully grown trees.

"Any thunderstorm has the potential to cause wind damage," Brown said. "In the wrong place at



*"Take cover, pay attention to weather updates from the radio or Internet, and listen to the Giant Voice (at any JBSA location). If you're outside and come to a flooded road, whether you're walking or driving, turn around."*

**Mike Brown**  
12th Operations Support Squadron weather forecaster

the right time, even smaller 'garden variety' storms can be very dangerous."

The July event was "unremarkable," he added, but it showcased what a small storm can do if it travels through an area with trees and vehicles.

Besides lightning and high winds, flash flooding remains a top killer among severe weather hazards in the U.S., especially in Central and South Texas, where dry ground often cannot absorb moisture as quickly as it rains. The national 30-year average for flood fatalities is 127, according to the National Weather Service.

"Take cover, pay attention to weather updates from the radio or Internet and listen to the Giant

Voice (at any JBSA location)," Brown said. "If you're outside and come to a flooded road, whether you're walking or driving, turn around."

For Diane Butler, JBSA-Randolph housing manager, storms can pose unsuspecting risks around trees.

"There's an assumption that when a tree falls, there's something wrong with it," she said. "The one that fell (at housing) and the ones with limbs torn off were healthy, strong trees. We encourage residents to not put up tree swings for their safety."

While this year's hurricane season began June 1 and ends Oct. 30, "Texas is prone to thunderstorms year-round, so be prepared," Brown said.

## Joint Base San Antonio-Randolph News Briefs

### **CGO professional development with General Rand**

A Joint Base San Antonio-Randolph Company Grade Officer's Council call with Gen. Robin Rand, commander of Air Education and Training Command, takes place 3:30-5:30 p.m. Aug. 15 in the basement of the Parr Club. The topic of discussion will be the future of the Air Force and what junior officers need to do now, and in the coming years, to best prepare to lead the Air Force of 2030. All company grade officers should be in place by 2:45 p.m. Refreshments will be provided.

### **Senior NCO induction ceremony**

The 2014 Joint Base San Antonio-Randolph and JBSA-Fort Sam Houston Senior NCO induction ceremony is scheduled to take place 5-7 p.m. Aug. 22 at the JBSA-Randolph Parr Club. The ceremony will be hosted by Col. Matthew Isler, commander of the 12th Flying Training Wing. For more information, call Master Sgt. Amara Childs at 565-9244 or Master Sgt. Crystal Taylor at 671-0790.

### **JBSA Strategic EPR Writing Course available**

Retired Chief Master Sgt. Eric Jaren, former command chief master sergeant Air Force Material Command, will be the guest speaker providing "The Magic of Bulleted Writing" and "Feedback Your Supervisor Never Gave You," presentations Aug. 21-22 in San Antonio. Presentations are:

Aug. 21, 9-11 a.m. at the JBSA-Fort Sam Houston Evans Theater

Aug. 22, 9-11 a.m. at the JBSA-Randolph Fleenor Auditorium

Aug. 22, 1-3 p.m. at the JBSA-Lackland Bob Hope Theater

To register at JBSA-Randolph or JBSA-Lackland, visit <https://cs3.eis.af.mil/sites/00-ED-AE-15/default.aspx> for JBSA-Fort Sam Houston, visit <https://jbsa.eis.aet.af.mil/502abw/CCC/default.aspx> and look for JBSA Strategic EPR Writing Course. For information, email Master Sgt. Sanelle Romero at [sanelle.romero@us.af.mil](mailto:sanelle.romero@us.af.mil) or Staff Sgt. Nicole Washington at [nicole.washington.2@us.af.mil](mailto:nicole.washington.2@us.af.mil).

### **5K Run for Life**

The Joint Base San Antonio-Randolph 5K Run for Life takes place at 8 a.m. Sept. 6 at Eberle Park. Check-in begins at 7:30 a.m. Individuals may bring family members and pets to participate in the event. For registration information, visit <http://www.5KRunForLife.com>.

### **Air Force Ball**

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

***Disclaimer:*** The appearance of commercial external hyperlinks does not constitute endorsement by Joint Base San Antonio, the United States Army, the United States Air Force, or the Department of Defense of the external web site, or the information, products, or services contained therein.

### **Rambler 120 takes place Sept. 20**

Joint Base San Antonio's premiere adventure race, the Rambler 120, takes place Sept. 20 at Joint Base San Antonio Recreation Park at Canyon Lake. The race will consist of a 22-mile bike race, a 6-mile run and a 2-mile raft event.

Team captains can go to <http://www.randolphfss.com> to sign up. For registration and pricing information, contact Steve Knechtel at 267-7358 or [stephen.knechtel.1@us.af.mil](mailto:stephen.knechtel.1@us.af.mil).

**HORNER from P3**

"The focus on the mission, balanced with our Airmen and their families, plus some great advice from my staff, command chief and others, allowed me to survive, and on some days, even succeed," he said with a chuckle.

"What I found interesting was the degree of autonomy and responsibility we give NCOs and even senior airmen in their first year of their time on the bag. They're often expected to achieve very difficult goals with minimal supervision due to the geographically dispersed nature of the command," Horner said. "This also allows them to mature and demonstrate their ability to succeed in a stressful situation, and I think that sets them up for future leadership opportunities in our Air Force."

His tenure was not without its challenges, however.

"Getting through the dual hurdles of sequestration and the force shaping and management issues that we've endured was rough," he said.

"Sequestration obviously put tremen-

dous pressure on our ability to do our command and control, supervision, and mentoring, due to travel restrictions and lack of opportunity to get together," Horner said.

He added that force shaping was a much more personal issue for Airmen, and it affected more than just shortened careers in the Air Force.

"The opportunity to make that next stripe or rank is also a real challenge in our current environment," he said. "Frankly, promotion rates to the next grade are as big a hurdle as I can recall in my 28-plus years."

Horner feels the command is in good shape for his successor, Brig. Gen. James C. Johnson.

"As I reflect back on my time in recruiting, I'm pleased with where we're at," Horner said. "There's an old adage: 'You don't need to tell people how to do things. Tell them what needs to get done and let them surprise you with their ingenuity.' I'm very confident the people of AFRS will continue to do just that."

**EVALUATIONS from P7**

For technical sergeants and below, forced distribution will limit the number of top promotion recommendations a unit commander is authorized to give to promotion eligible Airmen; those not eligible for promotion will receive an assessment of performance without a promotion recommendation.

For SNCOs, stratification restrictions will limit the number of stratifications a senior rater may give to their master sergeant and senior master sergeant promotion eligible populations. These changes will help curb inflation and ensure accurate assessments by comparing, and ranking, an entire group of Airmen, by grade, at a single point-in-time.

New active duty promotion eligibility cut-off dates for promotions to master sergeant and technical sergeant, along

with changes to the testing windows for those testing for promotion to master sergeant, will occur this fall to support the new master sergeant promotion process and the new forced distribution requirements.

"This is the most comprehensive update to enlisted evaluations and promotions in nearly 45 years," said Chief Master Sgt. of the Air Force James Cody.

While WAPS and its forthcoming changes are exclusive to the active duty component, the enlisted evaluation system changes are a total force initiative and will be incorporated into the Reserve and Guard components.

Additional information and in-depth articles on each of the major changes will be released prior to each program's implementation.

# Chaplain corps focuses on welfare of young Airmen

By Robert Goetz

Joint Base San Antonio-Randolph Public Affairs

The chaplain corps has played an integral role in the Air Force mission since the service's inception, providing spiritual care to Airmen and their families, advising leadership and safeguarding the Constitution's protection of the free exercise of religion.

Chaplains continue to meet those objectives, but they're also sharpening their focus on warrior care, especially the welfare of young Airmen, who are facing the challenges of adult life for the first time while acclimating themselves to life in the military.

"Leaders want us focused on our young Airmen," Chaplain (Lt. Col.) Robert Wido, Joint Base San Antonio-Randolph installation chaplain, said. "That's where the bulk of our counseling is."

Wido pointed to an Air Education and Training Command resilience seminar May 12-15, "Connecting with Millennials: Spiritual Care on Target," as an example of the Air Force's emphasis on meeting the needs of young Airmen, who are part of the generation known as the "millennials."

"This is part of what we do – endeavoring to get a handle on the young Airmen on base and how we can minister to them," he said.

JBSA-Randolph does not have a large population of young Airmen, but chaplains here are reaching out to them in a variety of ways, Wido said. One sizable group of young Airmen is enrolled in the Basic Sensor Operator Course.

"One of the things we do is go to each class, provide lunch for them and talk to them about post-traumatic stress," he said.

Once these students become sensor operators, they will have to cope with operational stress as a result of remotely piloted aircraft missions, Wido said.

"We help them develop the resiliency to deal with that," he said.

Wido said JBSA-Randolph chaplains have already established an office at the BSOC facility and are planning to set up one for Airmen in the security forces career field, another target group.

Other outreach efforts include the monthly single Airman's dinner and periodic burger burns, which are important social events, he said.

The JBSA-Randolph Chaplain Corps also extends its reach to chaplains at JBSA-Fort Sam Houston and JBSA-Lackland, providing support and sharing resources, Wido said. One example is Vacation Bible School.



Air Force Chaplain (Capt.) Richard Boyd, Joint Base San Antonio-Randolph installation chaplain, provides counseling to Airmen May 9 at JBSA-Randolph. Photo by Johnny Saldivar



"Each location hosts one week of Vacation Bible School, but we share materials and volunteers," he said. "That saves time and money."

In addition to Wido, who is a Christian and Missionary Alliance clergyman, the JBSA-Randolph chaplain corps includes Chaplain (Capt.) Mark McGregor, a Catholic priest; Chaplain (Capt.) Rich Boyd, a Presbyterian minister; and Chaplain (Capt.) Joe Watson, a Lutheran minister. The corps' chaplain assistants are Master Sgt. Matt Alanza, NCO in charge, and Staff Sgts. Chris McDonald and Jaci Rider. The team also includes part-time contractors who work with youth and are involved in administration and financial matters.

The chaplain assistants' role is to work alongside chaplains and support ministry to active-duty members in their units, families and civilian employees, Alanza said.

"From supporting worship services, religious programs, weddings, memorials and funerals to counseling and ensuring military honors for fallen warriors, we provide for people," he said.

Chaplain assistants also manage all chapel day-to-day operations, Alanza said, taking on a multitude of duties, such as managing equipment accounts, facilities, vehicles and programs; budget planning; writing

contracts and scheduling invocation requests.

The JBSA-Randolph chaplain corps also serves some of the needs of community members who are not of the Christian faith, Wido said.

"We provide space for their needs, such as a room for Muslim members to pray, and we provide literature," he said. "Religious worship support would come through JBSA-Lackland, which has a multitude of religious services, including Jewish, Muslim, Wiccan and Buddhist. If we had a request for these groups, we would refer them to JBSA-Lackland."

JBSA-Randolph's spiritual life is augmented by an active community of lay people who serve as volunteers and belong to Catholic and Protestant men's, women's and youth groups.

Wido, who has been a chaplain for 24 years, said volunteers play an important role, attending to duties that chaplains were responsible for in the past.

That gives chaplains more time to focus on the unit mission and their traditional roles of confidential communication, advising leadership and safeguarding the free exercise of religion.

"It's a busy life, but it's hugely fulfilling," Wido said. "I love what I do."

Joint Base San Antonio  
**SPOTLIGHT**  
on  
**HERITAGE**

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

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

many smaller units.

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

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



Photo courtesy of 502nd Air Base Wing Historian Physical training at Camp Travis.

**MUSEUM from P6**

force behind our Air Force. They are battle hardened for the rest of their lives and incredible individuals," said Tapia.

The chief hopes these individuals will take on a large role at the center, instilling their pride into the future of the Air Force.

One such Airman who will be highlighted at the center is Staff Sgt. Henry Erwin.

Erwin was a 23-year-old radio operator aboard a B-29 Super Fortress on a mission over Japan in 1945 when a phosphorus flare exploded in the launching chute and shot back into his face. Completely blinded, he knew he needed to get the flare out of the aircraft. Feeling his way from the gun turret to the copilot's window, he held the flare between his arm and rib cage while the phosphorus burned him to the bone. He threw the flare out of the window and collapsed on the floor, somehow staying conscious during the flight and asking about the crew's safety. For his actions, he was awarded the Medal of Honor.

Erwin endured 41 operations and was permanently disfigured by burns, but he spent his life inspiring Airmen

by emphasizing how many of them would have done the same thing.

"An Airman who leaves Lackland does so on the shoulders of giants. Heritage will remain a part of all we do in AETC and the larger Air Force," said Tapia. "Embracing the past builds the resiliency to face the future."

The future 85,000 sq. ft. center, will be built on the north end of the Lackland parade field, and is a joint venture between the Air Force and the Airman Heritage Foundation. The Foundation is a private, non-profit organization chartered to raise funds to design, build and equip the new center slated for completion in three years.

"We are honored to have been entrusted with the awesome responsibility of providing the Air Force a venue to pay tribute to the proud heritage, tradition of honor and legacy of valor of our enlisted men and women," stated retired Col. Jaime Vazquez, president of the Airman Heritage Foundation.

To learn more about the center and how to be involved, visit the website at <https://www.myairman-museum.org/future.php>.

**DEACTIVATION from P4**

ceiling tiles directly above the main production equipment racks.

When the ceiling tiles eventually gave way, the water dumped onto the two most important racks of equipment – three times. The drenchings caused more than \$2 million in damages to equipment, but data was safe due to the “hot standby” database that prevented any loss. After the final leak happened Oct. 24, 2012, several preventative measures were put in place to avoid another one.

AFRISSTF housed 26 databases on an AFRS-managed network domain, and was comprised of 17 database servers, more than 70 application servers, seven tape libraries, and more than 110 terabytes of disk storage.

The AFRISSTF system served 4,300 users and exchanged data with many other Department of Defense and federal government systems to largely automate all recruiting, security clearance, job match, training and payroll processes plus make marketing much more effective. During its 15 years of

service, AFRISSTF processed approximately 500,000 new accessions; more than 1.5 million applicant records have been entered into the system.

Earlier in 2014, AFRISSTF data was exported and migrated to its successor – AFRISSTF-Total Force. This information system is now housed in the Defense Information Systems Agency cloud.

AFRISSTF was mandated by Air Staff to consolidate all Air Force recruiting – active duty, Air National Guard and Air Force Reserve – into a single information system. AFRISSTF is built on an entirely different architecture, including hardware, operating system and application software, but it retains all the capabilities of its predecessor.

"The process of bringing the finest candidates available into the United States Air Force hasn't changed," said Lt. Col. Gary Gabriel, chief, AFRS Information Systems Division. "Now recruiters from all three components have a state-of-the-art system to continue doing just that."

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